

Public Document Pack



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This meeting will be held in person in the Council Chamber and will be webcast live.

Committee Manager Carley Lavender (Extn 37547)

14 July 2021

ECONOMIC COMMITTEE

A meeting of the Economic Committee will be held in **the Council Chamber at Arun District Council, Civic Centre, Maltravers Road, Littlehampton, BN17 5LF** on **Monday 26 July 2021 at 6.00 pm** and you are summoned to attend.

Members: Councillors Cooper (Chair), Gunner (Vice-Chair), Dendle, Dixon, Edwards, Northeast, Purchase, Roberts, Seex, Stanley and Dr Walsh

PLEASE NOTE: Subject to Covid-19 Risk Assessments members of the public are advised that there will be no physical access to this meeting.

Members of the public are asked to watch the meeting online via the Council's Committee pages – the meeting will be available to watch live via the internet at this address: [Agenda for Economic Committee on Monday 26 July 2021, 6.00 pm - Arun District Council](#).

*Any members of the public wishing to address the Committee meeting during Public Question Time, will need to email committees@arun.gov.uk by 5.15 pm on **Friday 16 June 2021** in line with current Procedure Rules. It will be at the Chief Executive's/Chairman's discretion if any questions received after this deadline are considered. Permitted questions will be read out by an Officer.*

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

AGENDA

1. **APOLOGIES**

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 Economic Committee that was held on 8 June 2021.

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. PUBLIC QUESTION TIME

To receive questions from the public (for a period of up to 15 minutes)

6. LITTLEHAMPTON PUBLIC REALM IMPROVEMENTS: PHASE 2 & 3 HIGH STREET / BEACH ROAD / EAST STREET / CLIFTON ROAD

(Pages 13 - 86)

The report seeks approval from the Economic Committee to appoint the construction contract for the delivery of the regeneration works to Littlehampton Town Centre and to give delegated authority to the Director of Place (DOP) for all approvals within the allocated budget as well as providing authorisation for the DOP to enter into a letter of intent to enable ordering of materials to be met by the same budget.
[30 Minutes]

7. CAFÉ LEASES

(Pages 87 - 112)

This report seeks to set out the commercial marketing strategy for various catering business opportunities across the Council's parks with specific focus on service improvement, long term financial viability and the securing of increased revenue for the Council.
[30 Minutes]

8. ARUN'S ECONOMIC DEVELOPMENT STRATEGY AND FUTURE PRIORITIES (Pages 113 - 144)

This report describes the work of the Economy Group, sets out the Arun Economic Development Strategy 2020-2025 Action Plan and proposes future priority projects.

[30 Minutes]

9. REVIEW OF ARUN DISTRICT COUNCIL'S TOURISM SUPPORT FUNCTIONS (Pages 145 - 190)

This review considers all aspects of the Council's current tourism support functions. The report summarises the recommendations and findings made in the strategic review of the tourism service by Blue Sail Consulting and makes recommendations for the future delivery of tourism services by the Council.

[30 Minutes]

OUTSIDE BODIES - FEEDBACK FROM MEETINGS

A meeting of the Bognor Regis Regeneration Board will be held on 21 July 2021, Councillor Edwards will provide a brief report, which will be circulated to Members separately to this agenda.

[10 Minutes]

10. WORK PROGRAMME (Pages 191 - 192)

The Committee is required to note any changes to its Work Programme 2021/22.

[10 Minutes]

Note : If Members have any detailed questions, they are reminded that they need to inform the Chair and relevant Director in advance of the meeting.

Note : 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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Public Document Pack Agenda Item 3

Subject to approval at the next Economic Committee meeting

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ECONOMIC COMMITTEE

8 June 2021 at 6.00 pm

Present: Councillors Cooper (Chair), Gunner (Vice-Chair), Bennett (Substitute for Purchase), Dendle, Dixon, Edwards, Roberts, Seex, Stanley and Dr Walsh

Councillors Bicknell, Bower, Brooks, Chace, Mrs Cooper, Coster, Mrs English, English, Goodheart, Hamilton, Pendleton and Staniforth were also in attendance for all or part of the meeting.

Apologies: Councillors Purchase and Northeast.

56. WELCOME

The Chair opened the meeting and welcomed Members of the Committee, the Public and Press, other Members and Officers participating in the first meeting of the Planning Policy Committee under the newly adopted Committee structure.

The Chair explained that this meeting was being held in accordance with the resolution of the Extraordinary Council held on 12 May 2021 [Minute 551] which continued Section 5 Part 5 of the Constitution (The Virtual Meeting Procedure Rules) and declared the use of Council powers, under Section 111 of the Local Government Act 1972, and the general power of competence under Section 1 of the Localism Act 2011, for making advisory decisions, as appropriate.

57. DECLARATIONS OF INTEREST

Councillor Dendle declared a personal interest in item 7 [Covid Discretionary Business Grant Funding] as two of his businesses had received business grants.

Councillor Dixon declared a personal interest in item 8 [*Bognor Regis Seafront: Review of Seafront Delivery Plan and Deliverable Interventions and Actions*] due to a role he undertook prior to being an elected councillor with Bognor Regis Civic Society where he engaged with members of the public on the topic. He then stated that he would have an open mind and would listen and consider all the relevant issues and interests presented to the Committee today and confirmed that he would reach his decision on merit. Regarding agenda item 9 [Levelling Up Fund BID Submission] he also declared a personal interest in this item as he made a submission that was considered by the Levelling Up Working Party.

58. PUBLIC QUESTION TIME

The Chair invited questions from members of the public who had submitted their questions in advance of the meeting in accordance with the rules of the Council's

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Constitution and the Virtual Meeting Procedure Rules amended by the Council on 15 July 2020.

The Chair confirmed that seven questions had been submitted by two members of the public and that only one member of the public was in attendance to read out their questions, the other questions submitted would be read out by the Committee Manager and responded to by the Chair.

There was one supplementary question asked The Chair confirmed that the points raised by the member of the public had been noted and drew public question time to a close.

(A schedule of the full questions asked and the responses provided can be found on the meeting's webpage at: [\(Public Pack\)Economic Committee - Public Question Time - 8 June 2021 Agenda Supplement for Economic Committee, 08/06/2021 18:00 \(arun.gov.uk\)](#))

59. START TIMES

It was proposed and seconded that the remaining Economic Committee meetings for 2021/22 continue to start at 6pm

The Committee

RESOLVED

that the start times for the remainder of the municipal year 2021/22 be 6pm.

60. TERMS OF REFERENCE FOR ECONOMIC COMMITTEE

The Interim Monitoring Officer provided members with an overview of his report advising the Committee that they were being asked to make any suggestions to the Constitution Working Party in relation to any changes they wanted to be considered and to agree its reserved matters.

In turning to the debate members raised a number of points of which these were centred around Appendix 2, Reserved Matters, point 3 – Leasing etc, some comments made were that some members would like to review all leases with a view to look into new ways for the Council to make money.

Clarity was sought regarding regeneration and the General Fund as it had been interpreted by some members that these topics would be dealt with by Full Council only. It was confirmed that the latest version of the constitution that was available on the Council's website had been agreed by Full Council at its part two meeting on 24 March 2021, further to that as the constitution was a living document, changes had also been made since the Annual Meeting of the Council on 19 May 2021. The Interim Monitoring Officer confirmed that Full Council had delegated its regeneration matters to the

Economic Committee, however, he also stated that the Economic Committee could make recommendations to Full Council should the Committee feel that the regeneration is of such major regeneration for consultation purposes.

Returning back to Appendix 2, Reserved Matters, point 2 – Acquisitions and disposal, one member sought clarity regarding the figure of £250,001, he asked for confirmation that anything that came under this threshold would not come to Committee should the terms of reference be agreed, he then stated that he thought the Bognor and Littlehampton Regeneration Sub-Committees should be reformed as he felt that having these would reduce the workload of the Economic Committee and allow for agenda's to be slimmed down, finally he asked for members question time to be considered to be added to the Committee's agenda. It was confirmed that the members interpretation of the reserved matters was correct, only acquisitions and disposals over £250,000 would be brought to Committee. It was also confirmed that there was already a proposal going to the Constitution Working Party meeting to be held on 28 June 2021 regarding Member Questions being added to Committee agenda's and should this Committee wish to align itself with that proposal then it could. It was further explained by the Director of Place that the figure of £250,000 was an average house price within the district and therefore a relatively low amount. He also advised that there were approximately 150 leases and licenses, that were spread out over a number of years and given that the Committee had a limited number of meetings he would advise members to focus on the importance of their role which was to look at the strategic matters. The Chair suggested to the Committee that it did align itself with the proposal being sent to the Constitution Working Party, whilst reminding members that submitting questions in advance of the meeting in order to allow for full answers to be given at the meeting.

The Committee then agreed to allow non-members of the Committee to ask any questions they had a summary of the comments made are below;

- Regarding Appendix 2, point 2 – Acquisitions and disposals it was commented that an upper limited should be considered to trigger a Full Council decision opposed to the Committee.
- Further comments made regarding Full Councils delegation for regeneration matters to be made by the Economic Committee were made, including a suggestion that Full Council should ratify all decisions made by the Committee in relation to regeneration.
- Further comments in relation to Bognor and Littlehampton regeneration Sub-Committees in support of reforming these were made

The Leader of the Council stated that he was concerned at the comments made by a number of members who were questioning the changes to the Constitution, given that these had been voted on a number of times after having clear explanations given at previous meetings. He asked the Interim Monitoring Officer what additional training could be provided to members on the Constitution that they had already approved. It was confirmed that several training sessions had been held in March 2021, of which, most Councillors had attended. However, Officers could look to deliver further training.

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Members then had a discussion on the decisions that would fall to Officers should the terms of reference be approved as presented; it was clear that members were not supportive of this. The Interim Monitoring Officer advised members that Officers would be taking decisions on the operational tasks. He also stated that once an officer decision had been taken, members could not retake that decision. Officers did of course have the option to refer decisions on to the Committee should they feel it appropriate to do so. In response to the answer provided a member of the Committee reminded members of the Referral and Recovery process within the new Constitution, urging members to refer to this as it provided options for members to review any decisions that are made.

Councillor Stanley then proposed the following amendment to be made to Appendix 2, Reserved Matters, point 2 that;

the acquisitions and disposals figure be reduced to **£200,000** and a quarterly report on any Officer decisions that had been made is reported to members outside of committee meetings on a quarterly basis.

This was seconded by Councillor Seex, turning to the debate clarification was sought from the Vice-Chair that this amendment would be being made to the Constitution Working Party for their consideration. This amendment was then put to the vote and was passed.

Councillor Seex then proposed a further amendment to be made to Appendix 2, Reserved Matters, point 3 that;

the lease or licence land or building or any interest in land or buildings which are or will be under the control of the Council ~~where the rent exceeds £100,000 per annum~~ (exclusive of rates) and the term of letting, leasing or licensing exceeds 25 years

Councillor Bennett stated that he would only be happy to second this amendment should the following be inserted **a quarterly report be provided for upcoming leases and licences** to allow for members to select which they wished to review at Committee.

The Director of Place, the Leader of the Council and the Group Head of Technical services all provided further advice to members of the Committee which explained to members that removing thresholds for this item could potentially cause problems for the Committee in terms of taking up a lot of their time, that could be better spent elsewhere, as well as the need for the Council to demonstrate fairness in its review of any leases or license which this amendment would not do, a final point was made that this amendment could also potentially limit the Councils ability to operate within the property market. Based on the advice given Councillor Seex then changed her amendment to;

the lease or licence land or building or any interest in land or buildings which are or will be under the control of the Council where the rent exceeds ~~£100,000~~

£50,000 per annum (exclusive of rates) and the term of letting, leasing or licensing exceeds 25 years

The Chair then moved back to Councillor Bennett to check he was happy to second the proposal that had been put forward, to which he explained that he was not happy to do so unless the wording he put forward was to be included at which point the Leader of the Council then agreed to second the proposal as put forward and amended by Councillor Seex. This was then put to the vote and subsequently approved.

The Chair then returned to the substantive recommendations which were duly proposed and seconded;

The Committee

RECOMMEND TO THE CONSTITUTION WORKING PARTY

- 1) that a reduction in the financial amounts in Appendix 2, point 2 be reduced to £200,000 with a quarterly report containing Officer decisions be provided to the Committee outside of Committee meetings for their review, and;
- 2) that a reduction in the financial amounts in Appendix 2, point 3 be reduced to £50,000

RESOLVED that

- 3) the matters reserved scheme whereby matters not reserved by committee to itself are delegated to Officers by default as set out in Appendix 2(attached)

61. COVID DISCRETIONARY BUSINESS GRANT FUNDING

(Councillors Dendle and Cooper both declared personal interests in this item as they have both had businesses that had received mandatory business grant funding. Councillor Dendle also declared an additional personal interest during the debate as he was a shareholder for 'FlexiApp' one of the companies who had put a bid forward for an additional grant.)

The Business Development Manager provided members with an overview of her report and explained that funding from the first allocation needed to be spent by the end of June 2021 in order that further funds would be received. She explained that Arun would not be able to do this and that it effectively meant that the Council have approximately £600,000 available for various grants to provide wider business support, as suggested by government.

These included 'Get online and upgrade', a new business start-up support fund, Leap Grants, which had been run for a number of years and were very popular and a Green Grant Fund. Finally, an online training project for retailers, that could be enhanced so it was specific to Arun retailers. In summing up she explained that there would be a small

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amount of money left over for other opportunities and that the projects set out within the report would sit within the suggested budget and would be on a first come first served basis, she then confirmed that the monies needed to be spent by end of March 2022 and therefore application would need to close at the end of February 2022..

The Chair extended his personal thanks to the Business Development Manager and her team for all their hard work over the last year. In turning to the debate members were keen to understand if Arun had been in contact with the Bognor Regis BID in relation to retail support as it was felt that their input would be key for Bognor Regis.

The Leader of the Council explained that upon reading the report he was delighted to see the level of support that had been provided. He explained that early on in the last year there had been some frustration initially on the speed at which were able to provide support to businesses in the district. He stated that he would urge members to talk about these grants to make sure people are aware of these grants so all who need to can take advantage of this fund. The recommendation was then proposed and seconded.

The Committee

RESOLVED that

1. the spending from the Discretionary Business Grant fund as set out in the report be agreed.

62. BOGNOR REGIS SEAFRONT : REVIEW OF SEAFRONT DELIVERY PLAN AND DELIVERABLE INTERVENTIONS AND ACTIONS

The Group Head of Economy provided members with a detailed overview of her report, stating that the report had been requested by the Covid Recovery Working Party November 2020. She explained that the report provided members with an update on the regeneration strategy and plans in respect of Bognor Regis Seafront, what had been delivered to date in line with those plans and a list of future deliverable interventions and projects. In summing up she explained that members were now being asked to confirm if there were any projects listed that they did not want to be included as part of the priority list that would be being presented to the Committee at its meeting on 26 July 2021.

In turning to the debate Committee members raised a number of points that have been summarised below;

- Beach Huts it was felt that the Council was missing an opportunity by not considering building and selling as many as possible, there was also a suggestion from one member whereby the Council could divert up to 10 Beach Huts for an online auction with a reserve of £20,000 set, it was

suggested that this could generate further funds that would enhance and help the overall offering to Bognor Regis.

- Concern was raised that the report was recycling old ideas and consideration should be given to new ideas as well as being inclusive of the Pier
- Concerns raised regarding the new Café that was being proposed within the report, given that there were already two distinct operators for the area already.
- Support for having a series of places to eat on the seafront not just suited for families but to target the adult market was also voiced along with considering a road closure to allow for a large square to be created for pop up bars and restaurants right along the seafront.

The Committee then allowed for some non-Committee members to speak; the points raised have been summarised below;

- Concern was raised over the design style that had been documented as following the same style as the new toilets on the seafront and this being something that did not suit everyone's taste
- Concern was echoed by non-Committee members regarding the new Café near the bandstand as it was felt that improvements could be made to those already in place

After hearing non-Committee Members, the Chair returned to two of the Committee Members who wanted to query section 1.3.9 in the report specifically regarding the ownership of the Gloucester Road Car Park. It was confirmed that the report was correct, and the Car Park was under dual ownership by the Council and Butlins. The other member wishing to speak was Councillor Stanley who proposed the following amendment;

We move future projects with the expectation of the Bandstand Café and the new Café and that these be brought back to the Committee at a later date

The Chair sought guidance from the Group Head of Economy who provided clarification on the original request from the Covid Recovery Working Party, she clarified that at the time these proposals were put forward it was unsure what may or may not be considered as future proposals for the Regis Centre and therefore Officers were keen not to blight or restrict anything within that piece of work that could be included within the levelling up submission. That was why the Café opportunity by the Bandstand was considered and the thinking behind this was what was missing on a cold, windy and rainy day, was an area to go to that was warm and dry. She explained that she believed that the approach taken was not flawed as it would allow the Council to deliver something that would add a destination value.

On the basis of the explanation provided by the Group Head of Economy, the Chair and the Leader of the Council wanting to allow for the broadest possible scope for these projects. Councillor Stanley then agreed he would withdraw his amendment. The recommendation was then proposed and seconded.

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The Committee

RESOLVED that

1. the projects listed in the report be included in the list of priority projects to be considered in a separate report to the Economy Committee in July 2021.

63. LEVELLING UP FUND BID SUBMISSION

The Director of Place provided members with a presentation which updated Members on how work had progressed with the two outline projects. It would be for Members to confirm, having received this update, that they confirm they endorse the submission of the bid for funding from the Levelling Up Fund to support projects in Bognor Regis and Littlehampton.

A brief summary of the presentation is below;

- There were a number of parameters that were required to be met in order to submit a bid to the Levelling Up Fund, some of these were a maximum of three projects per bid, if bid was unsuccessful the Council could re-bid in the next round, work for this bid is required to start in 2021/22 and any successful bid must be concluded by 2024/25, support from local MP was encouraged, the Council would need to provide 10% of funding and the bid must be submitted by the deadline of 18 June 2021.
- The Council would be submitting two bid projects, Littlehampton Seafront & Public Realm based on refresh of the original report completed by LDA Consulting in 2017. There had been public consultation completed on the original proposal. The second bid for Bognor Regis Theatre, the proposals had been developed alongside the Place St Maur designs.
- The key strategy for Littlehampton had been to improve the link between the seafront and the town. The rest of the proposal is focused on the greensward down on the seafront, particularly around the concessions building and Banjo Road. Removal of the toilet block to provide a better public realm link with the Harbour Park, provide new toilets with an external shower block providing a better arrival view to those visitors coming to the seafront. Banjo Road area focused on providing a sheltered place to sit down and have something to eat. There is consideration within the bid to add some lighting along with a form of light installation to Oyster Pond, as this would provide additional reasons to keep people and visitors in the area longer.
- The Bognor Regis Theatre improvements had been split in to two phases, phase two is a project for the future and not part of this bid. Phase one is to build a wraparound area of the existing Theatre comprising of new front of house facilities with increased seating and other internal improvements. There would also be the inclusion of 4 new studio areas and exhibition space.

The Chair reminded members that their role tonight was to decide if the Council should proceed with the bid, discussion should not focus on making changes or adding in additional aspects. The bid was as it had been presented to the Committee.

In turning to the debate, the Chair of the Levelling Working Party was invited to speak first, he offered his thanks to those Officers and Members who had been involved in all aspects of the work completed to get the Council to the stage of the presentation that had just been given. He asked if the Council had been in touch with Nick Gibb MP to ensure that his support is documented for this bid submission. He addressed concerns that he was aware of regarding the Bognor Regis improvements, by stating that this is the start of work to come for Bognor and it was a case of let's get the ball rolling with the improvements and get improvements happening for Bognor Regis. The Director of Place advised that he had spoken with Nick Gibb MP, and confirmed that he was supportive of these proposals, a letter has been sent to him to request a letter of support to include with the Council's bid submission.

A summary of other comments made by members and non-members of the Committee are below;

- Concerns raised regarding the inclusion of Surrey street in Littlehampton were raised as members felt this was an important linkage and should be included, it was confirmed that Surrey street was not included within this bid.
- There was overall enthusiasm for the proposals for Littlehampton, however the same enthusiasm for Bognor Regis Theatre proposal was not felt by some members, discussions on delaying this work and removing this part of the bid were had.
- It was commented that as the viability of Littlehampton effected the surrounding villages, had consideration been given to contacting the other MP's to add their support to the bid submission.
- Further discussion was had relating to the option of splitting the bid submission, with the option of submitting the bid for Littlehampton but for the Bognor Regis bid to be submitted at a later date. It was explained that this was not an option in terms of the parameters for the bid submission as the Council is limited to one successful bid only.
- Some members raised concerns that Whitbread may not have been involved in discussions with the Council for phase two of the improvements to Bognor Regis Theatre and should they not be supportive of the proposals, this would cause the Council problems when it came to executing those proposals. It was confirmed that the Council had been in discussions with Whitbread and they were supportive of the proposals that had been presented to members. However broader conversations around leases had not taken place yet but were due to take place soon.

The Leader of the Council stated that there was great enthusiasm for Littlehampton, and as a Council we were utilising our natural assets to get people into our District and Towns. He further stated that he was a strong advocate for ensuring that Surrey street was included in some way. He said that with the proposals for Bognor Regis there was more nervousness, however, he believed that that these plans showed

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ambition and that the Council would be investing in Bognor Regis. He stresses the importance of the fact that the Government were investing in our District and that more importantly it would be a catalyst to both public and private investment in the future. The recommendations were then proposed and seconded.

The Committee

RESOLVED that

1. they endorse the submission of a bid for funding to the Levelling Up Fund for funding to support projects in Bognor Regis and Littlehampton to this report; and;
2. authorise the Director of Place to finalise the bid documentation and make changes as considered appropriate without changing the core messages or details and to seek letters of such from interested parties and partners.

64. CLOSURE OF TRISANTO DEVELOPMENT CORPORATION LIMITED

(The Director of Place declared a personal interest in this item as the Director of Trisanto Development Corporation Limited)

The Leader of the Council explained that he was aware of concerns regarding this item and had an alternative proposal which was that the business case for Trisanto Development Corporation Limited be brought back to this Committee at a later date and the Directorship be brought back to this Committee at a later date for the Committee's review, he felt that the closure of this company was potentially a bad idea for the Council

The Director of Place explained to the Committee that he only no longer wanted to be a director should this company continue as a paper entity only. If the Committee were keen to do something proactive with the Company, he would be happy to remain as one of the directors.

In turning to the debate, a proposal to amend the recommendations to include a time limit for actions was suggested early on and seconded, but later withdrawn. The Leader of the Council stated that if the company was closed the argument could be made that the Council didn't want this as an option. He referenced Wokingham Homes who had taken the same approach and stated that their company was now generating a very good return.

The Director of Place stated that a report would be brought back to the Committee for their review at the earliest opportunity. The recommendations were then proposed and seconded.

The Committee

RESOLVED that

1. that the business case for Trisanto be updated and brought back to this committee, and;
2. that the risk register be updated and brought back to this committee

65. WORK PROGRAMME

The Director of Place provided members with an overview of the Committee Work Programme and confirmed that this was a living and evolving document.

There was a short discussion on suggestions for future items for the Committee and Officers to consider to be sent through to the Chair and the Committees team for further discussion. It was also confirmed that the list of the Outside bodies had been distributed to members as a supplementary pack for the Annual Council meeting on 19 May 2021.

The Committee noted the Work Programme.

66. EXEMPT INFORMATION

The Committee

RESOLVED that

under Section 100a (4) of the Local Government Act 1972, the public and accredited representatives of newspapers be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraph specified against the item.

67. PART B - AWARD OF CONTRACT FOR OFFICE GUARDING AND SECURITY SERVICES

The Senior Estates Surveyor presented his report to the Committee explaining that following a procurement exercise, the Committee's approval was sought to proceed with entering into a five-year contract for the continuation of office guarding and security services across the general fund portfolio. He also confirmed that the service costs received could be accommodated within the accommodation services budget. The recommendation was then proposed and seconded.

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The Committee

RESOLVED that

1. the five-year contract from 01 July 2021 for the tendered works be awarded to Tenderer B.

68. PART B - AWARD OF CONTRACT FOR RESURFACING & REPAIRS TO COUNCIL OWNED CAR PARKS

The Group Head of Technical Services presented his report to the Committee explaining that following a procurement exercise the Committee's approval was sought to proceed with entering into a contract to undertake resurfacing, repairs and ancillary works to several Council owned car parks and an access road. The repairs had been identified within the Councils five-year planned maintenance programme. He also confirmed that the project costs received could be accommodated within the capital asset management budget. The recommendation was then proposed and seconded.

The Committee

RESOLVED that

1. the JCT Minor Works Building Contract (MW) 2016 for the tendered works be awarded to Tenderer A.

(The meeting concluded at 10.07 pm)

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF ECONOMIC COMMITTEE ON 26 JULY 2021

PART A : REPORT

SUBJECT: LITTLEHAMPTON PUBLIC REALM IMPROVEMENTS: PHASE 2 & 3 HIGH STREET/ BEACH ROAD /EAST STREET / CLIFTON ROAD.

REPORT AUTHOR: Richard Carden, Snr Economic Regeneration Officer
DATE: 26 July 2021
EXTN: 37522
AREA: Economy

EXECUTIVE SUMMARY:

This report seeks approval of the Economic Committee to appoint the construction contract for the delivery of the regeneration works to Littlehampton Town Centre and to delegate authority for all approvals within the allocated budget of £3,416,295.00 to the Director of Place and to also give authority to the Director of Place to enter into a letter of intent to enable the ordering of materials to be met by the same budget.

RECOMMENDATIONS:

The Committee is requested to:

1. Approve the Scope of intended works, as set out in the report, for the Littlehampton Town Centre construction contract; and
2. The budget of £3,416,295.00, approved by Cabinet in December 2019 be noted and the Terms, as set out in the report, be approved.
3. Give authority to the Director of Place to agree and sign a letter of intent on behalf of the Council, in favour of the contractor, to enable the ordering of materials and thus securing the material costs prior to entering into the construction contract.
4. Give authority to the Director of Place to authorise Legal Services to enter into the NEC4 (Option A) contract for the construction of Phase 2 & 3 (High Street and Beach Road) to a contract Value not exceeding £2.97m and overall budget for the delivery of the Town Centre improvements of £3,416,295.00.

1. BACKGROUND:

In 2016, and after extensive public consultation, designs were drawn up and approved by the Council for a five-phase town centre-wide public realm improvement scheme including new paving, lighting, planting and public art. The landscape designer was LDA Design who also designed the award-winning riverside walkway.

Funding

In April 2019, the Council was awarded a Coastal Communities Fund grant of £2,452,295 for public realm enhancements for the High Street precinct and pavements/junctions to the railway station where a new gateway to the town is planned. These are Phases 1 and 2 of the five phase overall public realm scheme.

Coast to Capital Local Enterprise Partnership (LEP) Local Growth Fund awarded £564,274 for Phase 3 (Beach Road, East Street) of the scheme in October 2019. Arun District Council and Littlehampton Town Council each contributed a further £200,000 to Phase 3 for its delivery.

This provided a total budget of £3,416,569.

Procurement

The first round of tendering for the pre-contract design and construction was advertised in June 2020. This did not produce a viable tender bid within budget.

With the agreement of Members, the project was rescoped to exclude the construction of Phase 1, from the railway station to High Street, to bring the project within budget. A second round of tendering was advertised in October 2020 inviting bids for the pre-contract design for all three phases, plus the construction elements for Phases 2 & 3. This will ensure that Phase 1 (Railway Station) is fully ready if another funding opportunity arises in the future. The tenders closed on 2 November 2020. Edburton Contractors Ltd were appointed to undertake the pre-contract design work following evaluation of the tenders received. Their price fell within the allocated budget for this work and they provided the most economically advantageous tender.

This supplier achieved the highest combined score for price and quality during the tender process and has now carried out the 2nd stage preconstruction services for the project.

The preconstruction services included within the Form of Tender are as follows:

1. Contractor Management Costs + OHP
2. RIBA 3-4 Design Fees – Architect / Civil & Structural Engineer / MEP Engineers
3. Preconstruction surveys including CCTV Drainage, Site Investigation, GRP Survey, RSA Auditors Stage 1&2, Trial Holes and Topographical Survey.

Within the above scope, the contractor has concurrently procured and acquired costs for the sub-contractor packages they are proposing. This has validated the project as being deliverable against the desired budget and has informed the Contract Sum for the Construction which is addressed within this report.

2. PROPOSAL(S):

It is proposed that Edburton Contractors Limited are now contracted by Arun District Council (ADC) under a NEC 4 Option A contract to construct the Littlehampton Public Realm Improvement works (Phases 2 and 3) on the basis of the issued ADC Contract Data Part 1 (including X and Z clauses) and Client's Requirements and the Edburton Contractors Limited second stage tender comprising their agreed tender (Activity Schedule), Contract Data Part 2 and RIBA Stage 4 designs / specifications (Contractor's Design, including Scope and Site information) and the programme with phasing plans.

Prior to the execution of the NEC 4 contract, a Letter of Intent is intended to be issued to Edburton Contractors Limited (draft form appended to this report) for them to place orders for materials to secure their delivery to the required programme dates (long lead in materials and items) and to enable Edburton to fix the cost of the materials for agreement of the contract Activity Schedule (currently there are high rates of inflation in construction materials). If any payments are made for offsite materials, Edburton Contractors Limited are to secure a vesting certificate for them for ADC, in an agreed format.

The Scope of works is detailed in the RIBA phase 3 report (appended), a brief summary of those works are below:

- Improved pedestrian crossings
- Pedestrian priority at junctions
- New signs & finger posts
- More trees (approx. 30 new trees in addition to existing)
- Seating areas increased to approx. every 40 metres in High Street
- New paving with colour mixes as discussed and agreed
- Extended paving to Duke Street and Clifton Road
- New kerbs where applicable
- Different colour asphalt to distinguish pedestrian / parking / loading & highway
- 3 new power banks (Subject to UKPS agreement)
- New tree pit for Christmas Tree
- Wider pavements (where applicable)
- Taxi ranks to remain unaffected
- New waste bins & recycling bins
- New benches (final design of bench ends still under consideration subject to budget)
- Upgrading lighting throughout scheme
- New Bike stands in various locations throughout
- 2 new disabled bays (whilst retaining all the existing ones)
- New CCTV camera (subject to Police and Operator agreement)
- Ducting for fibre updates

The total cost estimate for delivery of the scheme is £3.65m, £235k over budget, however, the contractor is carrying contingency at £345k and we also have client risk at £175k (in Arun's control), thus allowing £520k in overall contingency. Officers are confident that not all risk will be utilised and as such are confident that the works will be completed within the allocated overall budget.

The Programme includes the following key milestones:

- Completion of Detailed Design - 6 August 2021
- Advanced procurement of key materials – 9 August 2021 (20-week lead in)
- Award Construction Contract – 10 September 2021
- Contractor mobilisation – 13 September (site set up and material delivery - 7 weeks period)
- Start on Site – January 2022
Completion - Winter 2022

3. OPTIONS:

a. To approve the recommendations as set out in this report.

b. To not approve the recommendations.

4. CONSULTATION:

Stakeholder engagement has taken place throughout the duration of the project and will continue throughout. Members of the public also had the opportunity to comment on the scheme as part of the design process.

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council	✓	
Relevant District Ward Councillors	✓	
Other groups/persons (please specify) – Police, WSCC – Highways, SEE, BT	✓	
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	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:

- Financial – The Council has committed to drawing down funding for the project.
- Legal – A contract will be entered into with Edburton Contractors Ltd

- Sustainability – Sustainability is a factor when sourcing materials for the scheme and consideration of maintenance of the completed project.
- Asset Management/Property/Land – ADC will retain responsibility for Littlehampton Town Centre in conjunction with Littlehampton Town Council on completion and therefore its maintenance.

7. REASON FOR THE DECISION:

To progress construction plans for the Littlehampton Town Centre site in accordance with the project programme.

8. BACKGROUND PAPERS:

Appendix 1 – Broad Scope Items

Appendix 2 – Littlehampton Stage 3 Design Report

Appendix 3 - Letter of Intent

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Works included in scope and budget

- Improved pedestrian crossings
- Pedestrian priority at junctions
- New signs & finger posts
- More trees (approx. 30 new trees in addition to existing)
- Seating areas increased to approx. every 40 metres in High Street
- New paving with colour mixes as discussed and agreed
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- New Bike stands in various locations throughout
- 2 new disabled bays (whilst retaining all the existing ones)
- New CCTV camera (subject to Police and Operator agreement)
- Ducting for fibre updates

Other Updates:

- Phone boxes will be retained. It was originally planned these be removed, however, due to high costs for removal and BT confirming they intend to update these phone boxes to data hubs, the decision has been made to leave the boxes in situ for now and to work with BT to bring forward their ultimate use.
- The project team is aware the Capstone requires relocation, and this is under review currently. The current proposal is to move it west by approx. 5 metres so ensure it does not suffer vehicle impact damage in the future and whilst being prominent, does not impede other uses and operations within the High Street
- Plaques have all been logged and will be replaced on the new benches. The one on the planter will also be relocated to a suitable location.
- Ducting. We are liaising with City Fibre to ensure a joined-up approach to delivery
- Parking / Compound area. The main site office will be located in Manor House car park, we are liaising with the Electric Vehicle charging team to ensure there is no conflict here.
- Mobile Planters – these were discussed previously as being as possible option, however, these are out of the current scope of works and would need to be funded in order to deliver them. The project team is looking at options for these and costs and will report back in due course. If additional funding can be sourced to meet these requirements, then a decision can be made as to whether they are still required.

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Littlehampton

Town Centre Improvements

Stage 3 - Design Report

5th May 2021



DOCUMENT CONTROL

DATE OF ISSUE : 5th May 2021

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01 Introduction	5
02 Analysis	11
03 Design Principles	21
04 Public Realm Strategies	30
05 Appendix	45

The Project Centre and Edburton Contractors have been appointed to design and construct the Littlehampton Town Centre Improvements scheme for phases 2 and 3, phase 1 will be designed but not built.

The Project Centre have carried out an initial review of the current LDA 2016 scheme and discussed their findings at the kick off meeting held on the 12th March 2021. From this point PCL have developed the scheme further; focusing on the unresolved design issues and buildability of the works in conjunction with Edburton Contractors Ltd, whilst adhering to the LDA public realm concepts and overall budget for the scheme. This process has informed the design team on value engineering requirements but the overall aesthetic remains intact, including the original paving material palettes for pedestrian spaces.

This stage 3 report brings together our review of the project through site visits, desk top analysis and incorporates LDA's objectives and design principles to ensure the enhanced scheme meets the original design intent. The scheme further incorporates the updated road alignments developed by our engineering teams to satisfy the road safety audits and improve pedestrian flows throughout the scheme.



01 INTRODUCTION

- 1.1 Report scope
- 1.2 Project area and context
- 1.3 Relevant documents and policies
- 1.4 Creating better streets: inclusive and accessible places
- 1.5 Encouraging healthy, active and community driven spaces

Littlehampton is a bustling tourism destination for day trippers and local residents. Currently orientation is poorly defined from the station and the streetscape upon arrival is currently underwhelming. Once you navigate into the high street the existing street clutter, raised planters and outdated nautical themes seems to detract from the surrounding historical frontages of many of the high street buildings.

With these initial site observations undertaken the objective of this project is to create a coherent response to the issues identified in LDA's previous findings in particular those that inhibit pedestrian comfort levels, how best to accommodate and slow down vehicular traffic, whilst also creating a sense of place and an attractive destination.

Establishing a number of integrated changes to the whole area will improve east-west connections, improving the public realm, which in turn will increase footfall and provide more trade opportunities for local business.

This report is composed of three key sections, firstly a baseline assessment that seeks to understand how the area currently functions and secondly progresses the previous concept design principles and goals highlighting how the project can be improved to create a sense of place and new identity. Lastly public realm strategies are presented. These look into paving materials, street furniture and planting that help reflect Council's ambitions and budget for this phase of the works.



Oyster Pond, Littlehampton

1.1 REPORT SCOPE AND 1.2 PROJECT AREA AND CONTEXT

1.1 Stage 3 - Report Scope

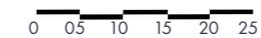
In stage 3, Project Centre and Edburton Contractors have been commissioned by Arun District Council to review the previous concept design produced by LDA and develop the scheme further; focusing on the unresolved design issues and buildability of the works whilst adhering to the LDA public realm concepts.

1.2 Project area and context

Littlehampton improvements scheme extends from Littlehampton railway station forecourt east, including the pedestrianised Town Centre and Beach Road, incorporating an approximate area of 12,690 m². The project is split into three phases, phases 2 and 3 will be constructed, leaving phase 1 to be built at a point in the future.

The character of Littlehampton is typical of many seaside resort towns along this part of the Sussex coast which developed rapidly in the late 18th century of which the town owes much of its intrinsic personality & quality. The older fabric of the town is a rich tapestry of building materials and traditional methods of construction; we see flint both as cobbles and in knapped form, brick and stucco.

It was noted during the site visit that a number of shops in the high street were vacant, this may have been due to the Covid restrictions being in place at the time of the site visit.



1.3 RELEVANT DOCUMENTS AND ARUN DISTRICT COUNCIL POLICIES

Throughout the design process, reference was made to the following documentation for design guidance and relevant policy:

- Littlehampton - Town Centre Public Realm June 2016 (LDA)
- Littlehampton Implementation - Outline Materials, Furniture and Planting Nov 2016 (LDA)
- Manual for Streets - Reports 2007 and 2010
- Streetscape Guidance - 2019 Revision
- Local Transport Note (LTN) 1/08 – Traffic Management and Streetscape
- RSA report 2016 (Wilbar associates ltd)
- Independent RSA Review from Atkins

Relevant design guidance was reviewed to ensure appropriate provisions are provided, to ensure inclusivity for all users by providing safe and accessible facilities for pedestrians, cyclists, public transport and general traffic.

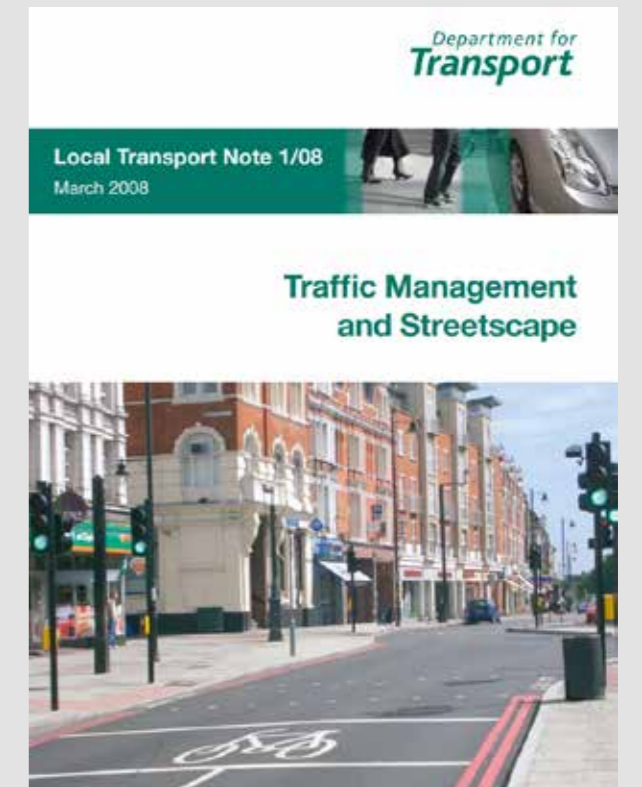
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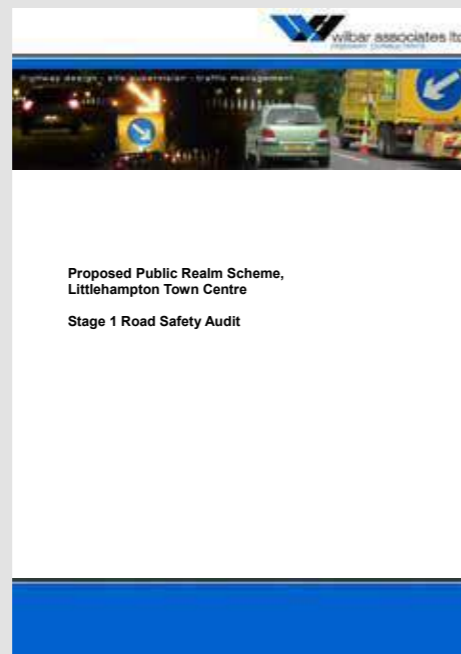
Littlehampton Implementation - Outline Materials, Furniture and Planting Nov 2016 (LDA)



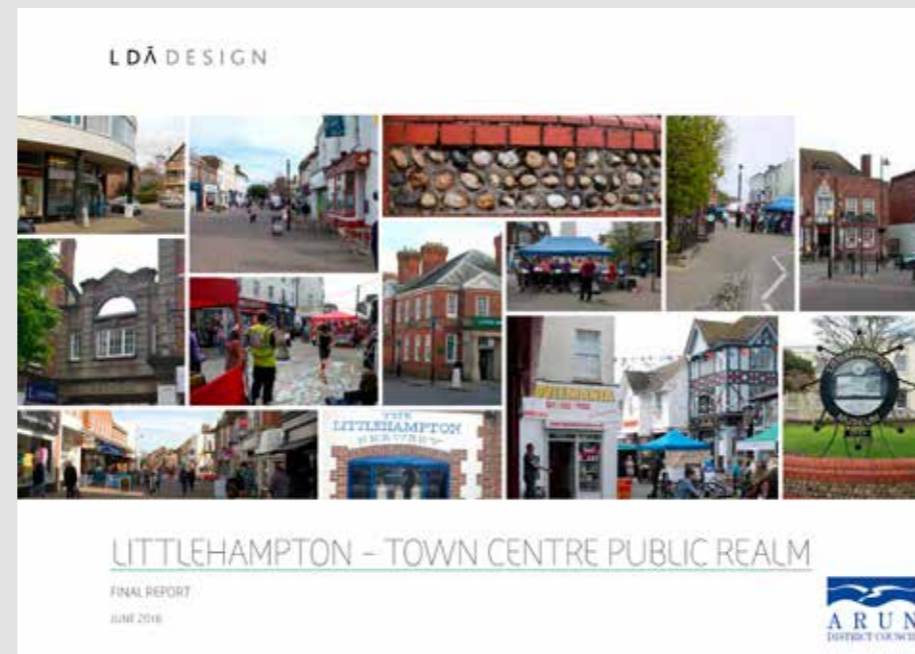
Manual for Streets - Reports 2007 and 2010



LTN 1/08 – Traffic Management and Streetscape



RSA report 2016 (Wilbar associates ltd)



Littlehampton - Town Centre Public Realm June 2016 (LDA)



Streetscape Guidance – 2019 Revision

1.4 CREATING BETTER STREET: INCLUSIVE AND ACCESSIBLE PLACE

Documentation published by the Chartered Institute for Highways and Transportation (CIHT) (Jan 2018) provides a review of the term 'shared space' and how inclusive street design can match the use of all users within the space.

The report suggests that as of recent years the term 'shared space' has been used to describe a variety of scenarios where vehicles, pedestrians and cyclists co-exist within the public realm, but often the definition of the term is confused or inappropriate for the specific design scenario it is trying to describe. To combat this, CIHT have proposed three new categories for streets based upon the desired interactions of users within the space, as well as the extent to which pedestrians have priority over road vehicles.

The three new categories proposed by CIHT are as follows:

Pedestrian prioritised streets

Streets where pedestrians feel that they can move freely anywhere and where drivers should feel they are a guest. Under current legislation, this does not give formal priority to pedestrians.

Informal streets

Streets where formal traffic controls (signs, markings and signals) are absent or reduced.

There is a footway and carriageway, but the differentiation between them is typically less than in a conventional street.

Enhanced streets

Streets where the public realm has been improved and restrictions on pedestrian movement (e.g., guardrail) have been removed but conventional traffic controls largely remain. By designing streets with prioritised human interactions in mind, we can provide spaces that are safe, accessible, and functional for all users.

The guidance suggests five headline objectives for the design of public streets as well as the potential measurable outcomes.

HEADLINE OBJECTIVES	RELEVANT STATUTORY DUTY	POTENTIAL MEASURABLE OUTCOMES
Inclusive environment	Equality Act 2010	Perception of safety, comfort & navigation (all users) Presence of vulnerable users(older people, children, disabled people)
Ease of movement	Traffic management Act 2004	Levels of walking, cycling and public transport use Motor traffic congestion and/or flow Number of ease of pedestrian crossing movements Level of delay to all users Pedestrian crowding
Safety and Public Health	Road Traffic Act 1988	Motor vehicle speed Number and severity of collisions and casualties Noise level Air quality and other public health measures Security measures Crime and fear of crime
Quality of Place		Levels of place activity (e.g. sitting, dining etc.) Space available for place activity Attractiveness (e.g. paving materials, planting, public art) Suitability of materials over lifetime of scheme Amount of useful street furniture Amount of street clutter Quality of maintenance and cleansing
Economic Benefit		Pedestrian footfall Number and prosperity of businesses (e.g. reduced vacancies, increased rental values etc.) Car parking occupancy Cycle parking occupancy Benefit and Cost assessment Frequency and type of special events (e.g. markets, performances)

Headline objectives and outcomes (CIHT 'Creating better streets: Inclusive and accessible places' 2018)

1.5 ENCOURAGING HEALTHY, ACTIVE AND COMMUNITY DRIVEN SPACES

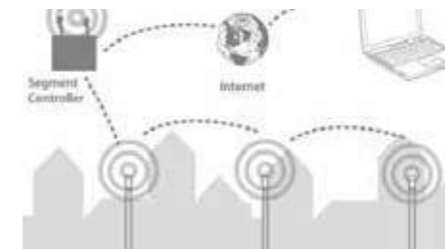
Engage local community groups

An important part of fulfilling the vision of a community driven space will be engaging with and meeting the needs of local community groups. It is important that the space provides new opportunities for the residents and engaging with such groups at an early stage in the consultation process will help to ensure that the space becomes a hub for activity and local events.



Provide multi-purpose space and facilities

In order to support the vision for a modern and active space it is important that appropriate, enabling facilities are provided. This could take the form of public Wifi, charging points for electric vehicles, water and power points for food trucks, market stalls, adequate levels of cycle parking and well placed street furniture.



Promote local events

Littlehampton is host to a variety of community and local events, including the Waterfront festival and Arts festival. The regeneration of Littlehampton high street provides an opportunity to build a stronger link between major events in the town, as well as giving rise to entirely new pop up events in the future.



Encourage local business activity

Making the high street a better place to live, work and visit will bring new trade and increased footfall to the town centre. The new streetscape should aspire to boost the local economy within the area, and provide opportunities for new business, food stalls, cafe spill out and retail.



Promote history and culture

Littlehampton has a rich and colourful culture. It is important that part of this project will be to draw inspiration from and celebrate the town's nautical roots, and provide subtle references within the streetscape design.

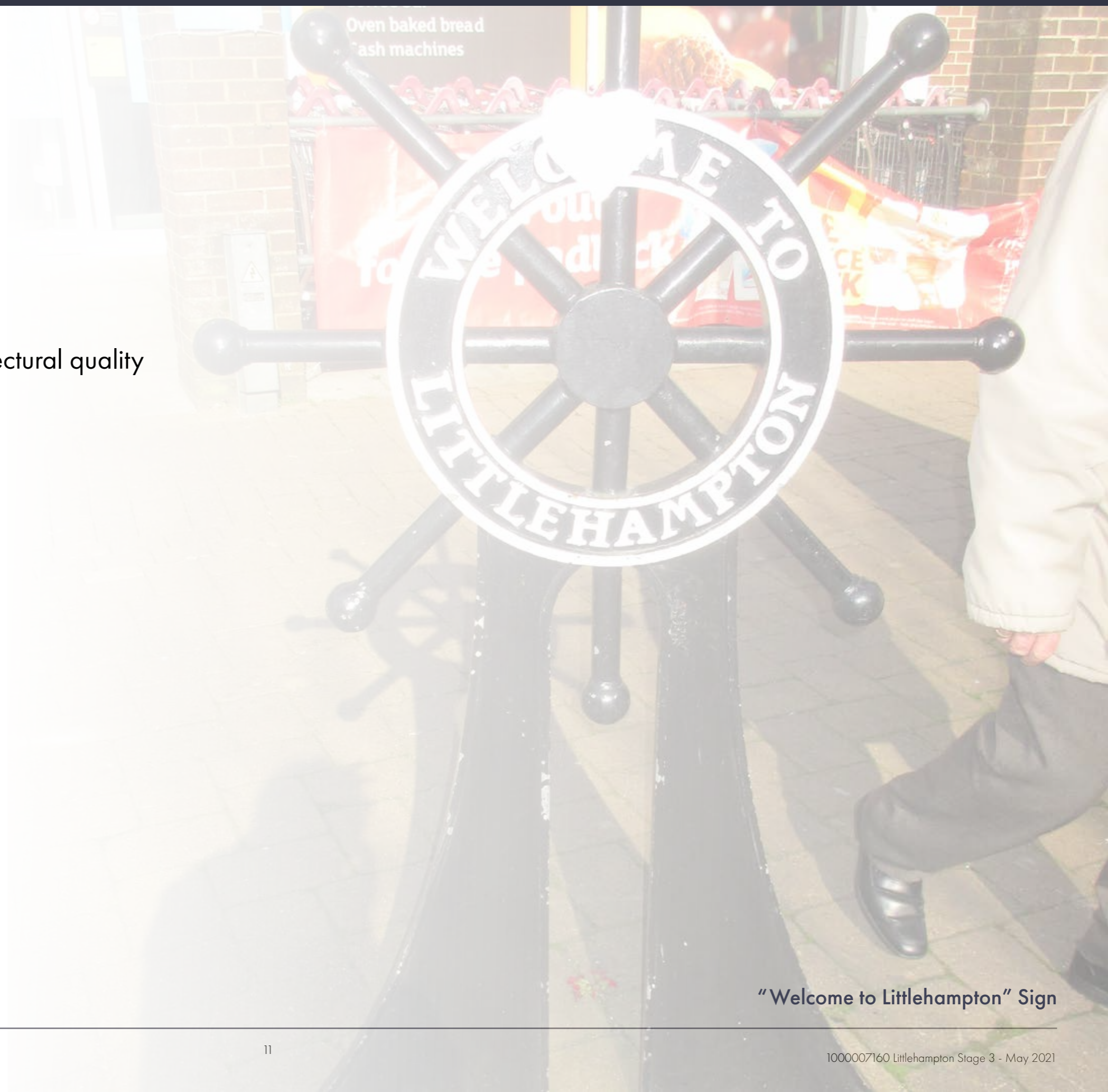




02 ANALYSIS

- 2.1 Visual Analysis
- 2.2 Pedestrian environment
- 2.3 Vehicular circulation
- 2.4 Loading bays and parking
- 2.5 Public transport
- 2.6 Active frontages, spill out zones and architectural quality
- 2.7 Market stalls
- 2.8 Existing Trees

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“Welcome to Littlehampton” Sign

2.1 VISUAL ANALYSIS



Existing Pedestrian Environment



Existing Vehicle Access



Existing Public Transport



Existing Architectural Quality



Existing Public Realm



Existing Planting



Existing Accessibility



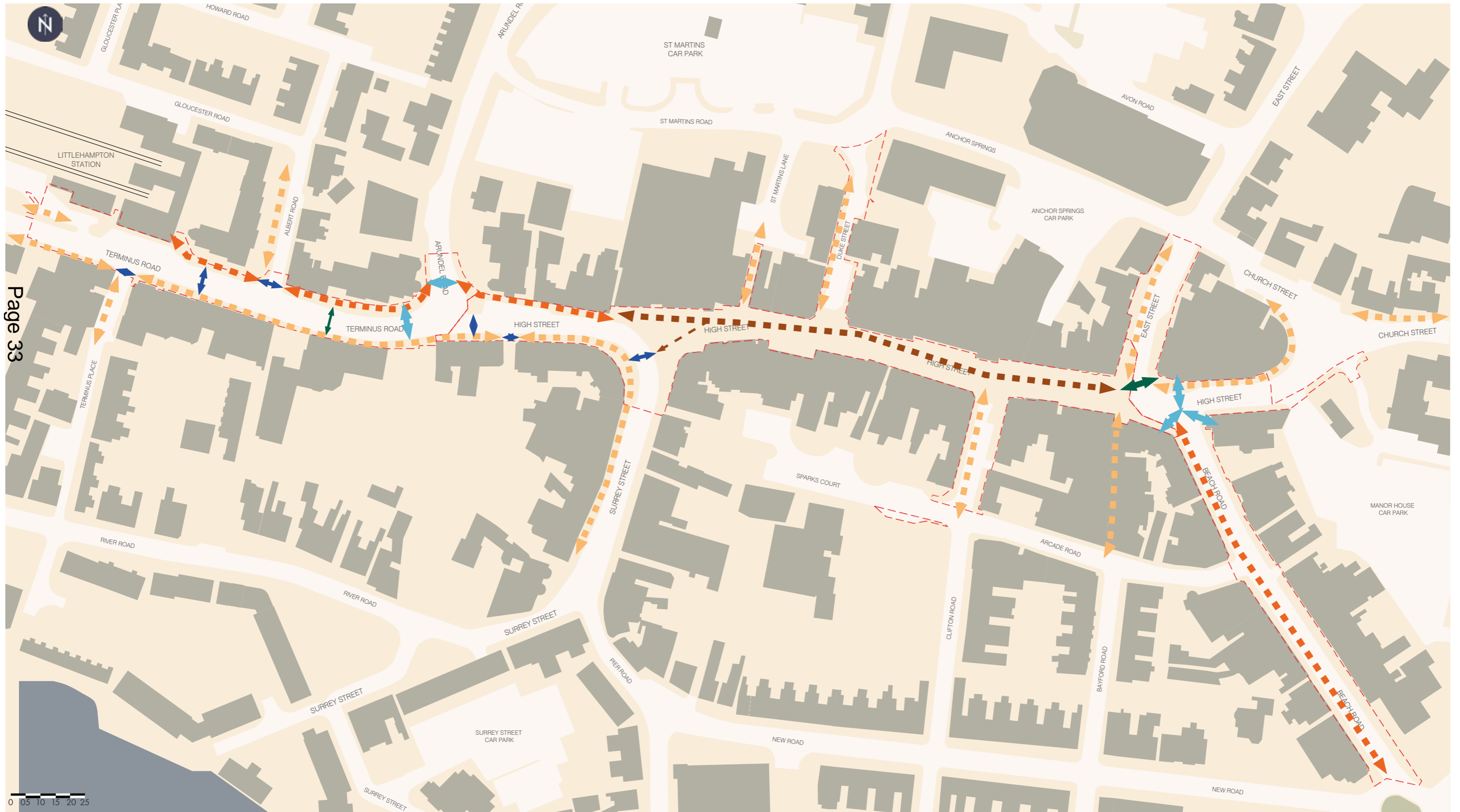
Existing Road Safety



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2.2 PEDESTRIAN ENVIRONMENT




-  MAJOR ROUTE
-  MINOR ROUTE
-  FOOTPATH (HIGH STREET)
-  DROP KERBS/ NARROW CARRIAGEWAY
-  TRAFFIC LIGHT CROSSING
-  CENTRE ISLAND CROSSING

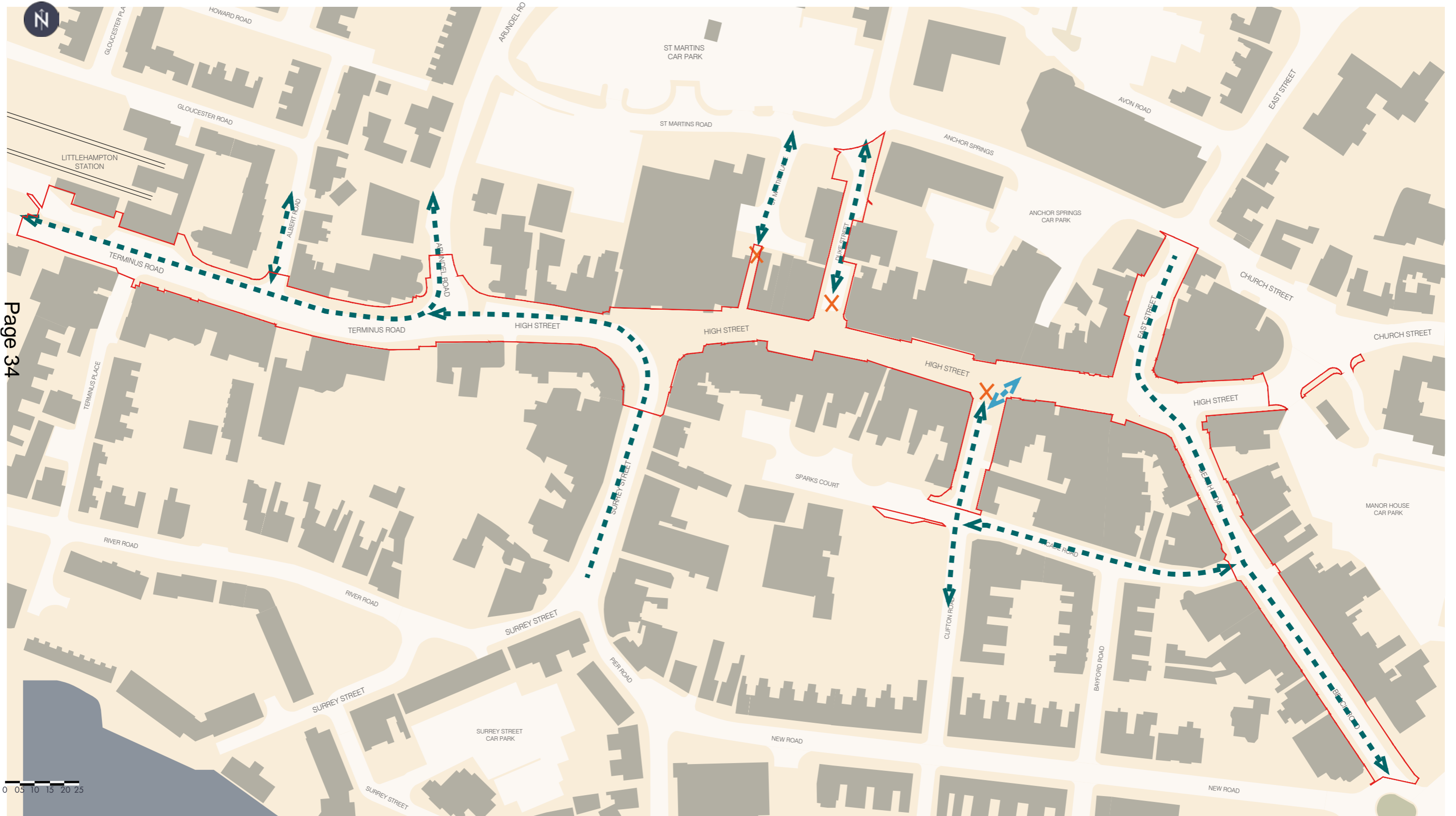


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2.3 VEHICULAR CIRCULATION

-  NO ENTRY
-  VEHICULAR ACCESS
-  ACCESS FOR LOADING



2.4 LOADING BAYS AND PARKING

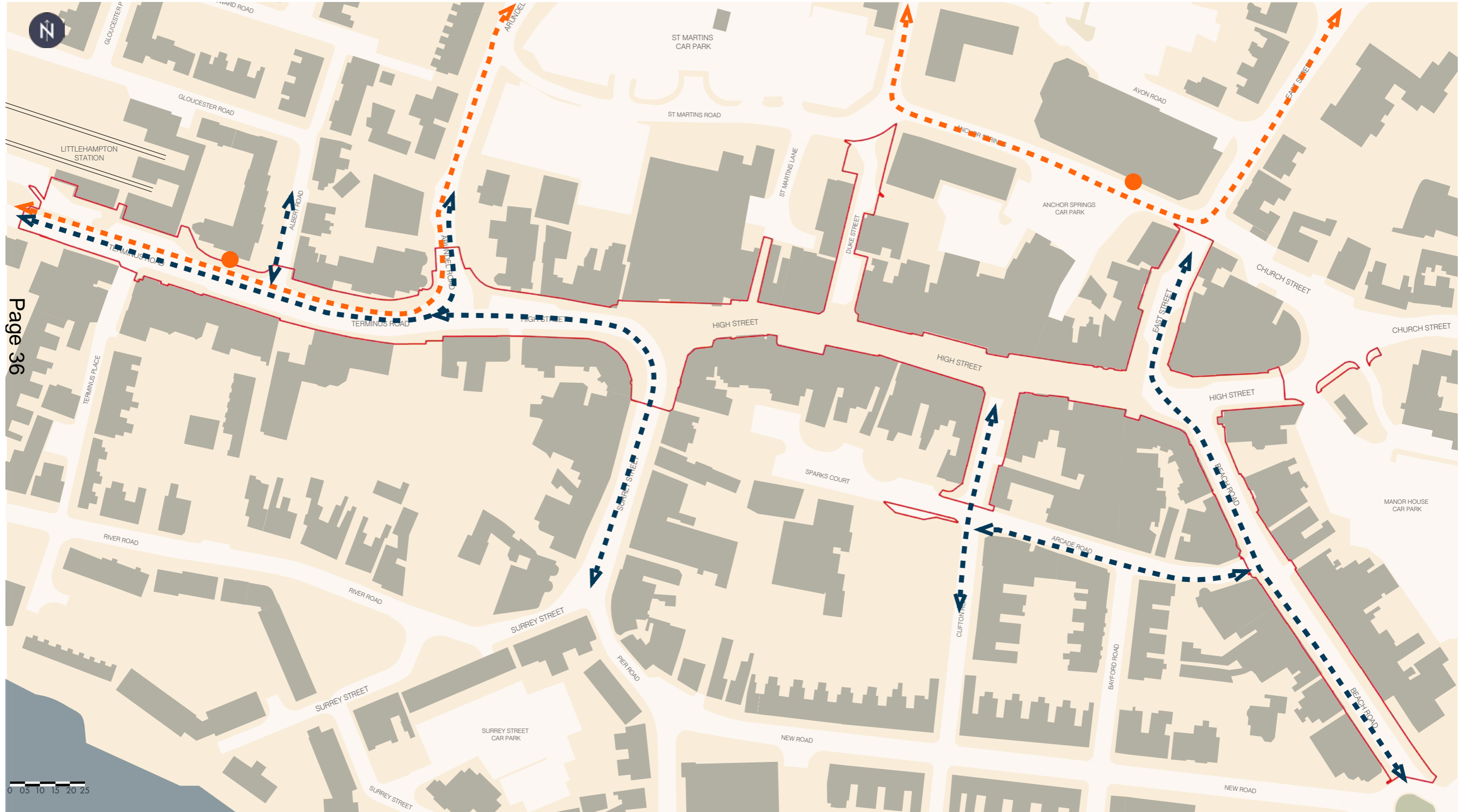
- CAR PARK
- PARKING BAY
- DISABLED PARKING
- TAXI RANK
- LOADING BAY



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2.5 PUBLIC TRANSPORT

-  TAXI ROUTE
-  BUS ROUTE
-  BUS STOP



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2.6 ACTIVE FRONTAGES, SPILL OUT ZONES AND ARCHITECTURAL QUALITY

- ACTIVE
- PASSIVE
- CAFE SPILL OUT



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0 05 10 15 20 25

2.7 EXISTING MARKET STALL LOCATIONS

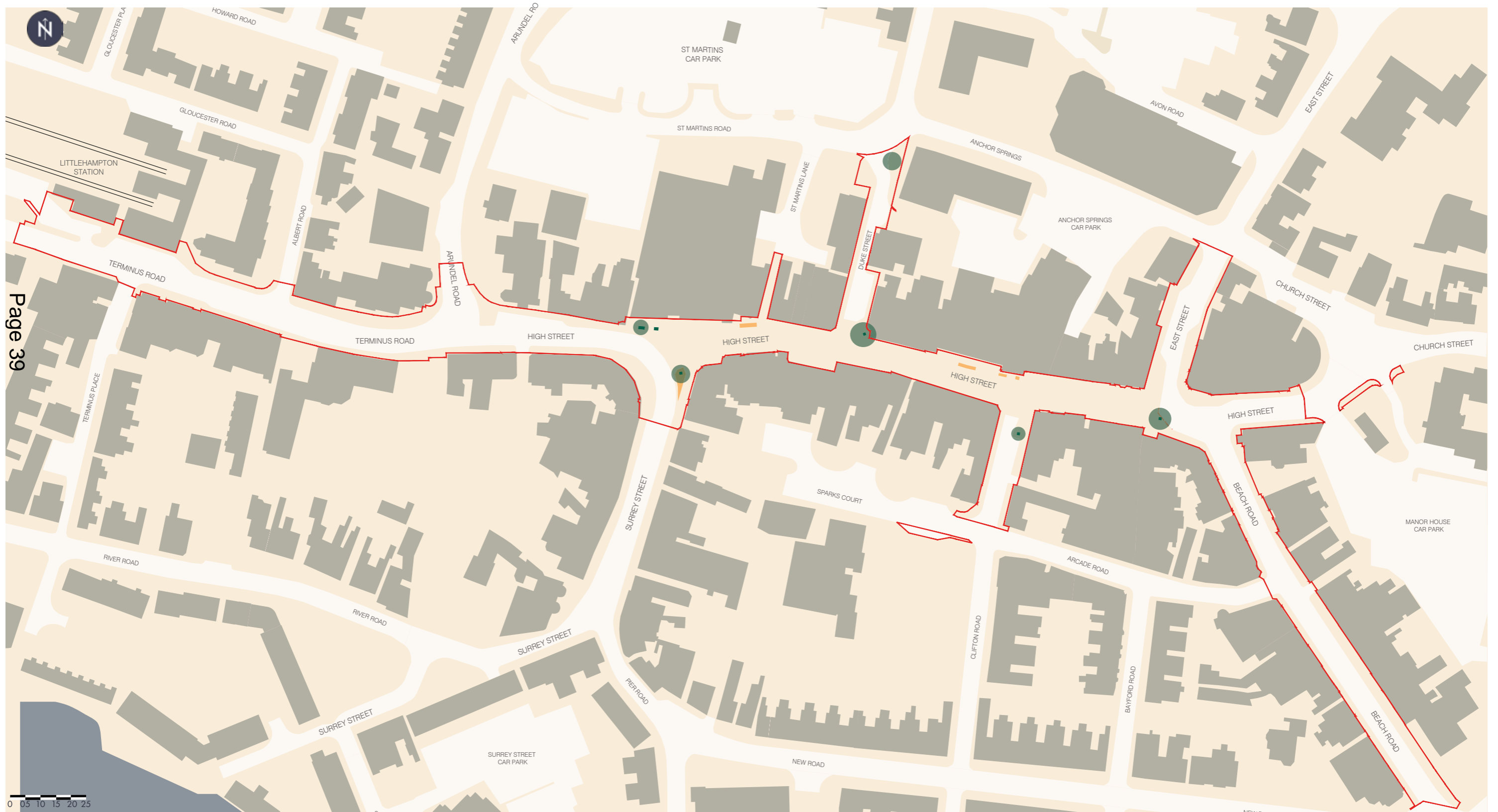
MARKET STALLS



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2.8 EXISTING TREES

- EXISTING TREES
- EXISTING TREE PIT
- EXISTING PLANTER





View from St Martin's Lane towards the High Street

03 DESIGN PRINCIPLES

3.1 Design principles

3.2 Design goals

3.3 LDA Stage 2 Illustrative design 2016

3.4 PCL Stage 3 Illustrative design 2021

3.4 PCL Stage 3 Phasing

3.5 Phase 1 - Terminus Place

3.6 Phase 2 - High Street

3.7 Phase 3 - Beach Road

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Clock Tower, Littlehampton High Street

3.1 DESIGN PRINCIPLES

To further develop the public realm improvements within Littlehampton eight design principles which align with the needs of the study area have been identified.

The principles for pedestrian users are to improve their experience, improve road safety and improve movement. While for private transport users it is to maintain their existing access at slower speeds within the study area.

The principles for the four additional non-modal priorities, which have been identified, focus on improving user experience, creating a sense of place and developing an appropriate streetscape that is inclusive to all users.

A series of goals have been created for each design principle (inspired by LDA's design principles) to assist in developing the design which will address the current issues of the site.



Pedestrian Environment



Public Transport



Architectural Quality



Public Realm

LITTLEHAMPTON



Accessibility + Inclusive



Biodiversity



Vehicular Access



Road Safety

3.2 DESIGN GOALS



Pedestrian Environment

Clear orientation + wayfinding

- Improve pedestrian crossing points for safety
- Create pedestrian priority at all side junctions
- Create a clean uncluttered streetscape to aid orientation and accessibility for all users
- Improve legibility and encourage users to move easily through the streets using a consistent palette of materials
- Improve air quality and shading by introducing additional trees along the street
- Provide seating along the street to provide accessibility and encourage people to stay longer in the high street



Public Transport

Waiting Environment

- Clearly visible bus stops outside the railway station.
- Improve waiting environment outside the station with defined seating areas within the streetscape
- Wayfinding to provide orientation upon arrival



Architectural Quality

Activate shop fronts

- Improve the setting for buildings along the high street
- Introduce a restrained colour palette of materials to act as a neutral palette to the surrounding colourful building facades
- Introduce spill out zones next to cafes and restaurants to create atmosphere, people watching and extended dwell time within the high street



Public Realm

Improve the look and feel

- Create a clean uncluttered streetscape to aid orientation and visibility for pedestrians
- Create a high-quality public realm with uniform paving materials and strategically located street furniture
- Create a sequential experience of activities along the street
- Provide open spaces suitable for weekly markets, artisan stalls and F&B facilities



Accessibility + Inclusive

Remove street clutter

- Improve access for all impaired users
- Consider the street from a child's viewpoint
- Provide clear, wide uncluttered footpaths
- Provide raised crossing points to create level access
- Provide seating areas for resting, approx. every 50m
- Provide emergency access through the pedestrian areas of the high street.



Biodiversity

Increase soft landscape elements

- Protect a number of existing trees
- Introduce additional tree species where existing underground services allow



Vehicular Access

Control car access and reduce speed

- Control car access by reducing speed limits
- Where appropriate to do so narrow carriageways to reduce vehicular dominance
- Control vehicular and loading bay access to the pedestrianised high street
- Introduce raised tables and material changes to reinforce pedestrian priority



Road Safety

Improve crossing points

- Provide clear crossing points
- Create pedestrian priority at all side junctions where possible to do so
- Create a clean uncluttered streetscape to aid orientation and visibility for pedestrians and cyclists
- Reduce speed limits
- Improve street lighting

LDĀ DESIGN





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KEY

- 1 Footway paving Mix 1
- 2 Footway paving Mix 2
- 3 Footway paving Mix 3
- 4 Asphalt
- 5 Buff asphalt
- 6 Cluster of trees with seating
- 7 Planting beds

0 5 10 15 20 25

3.6 PCL STAGE 3 ILLUSTRATIVE DESIGN 2021- PHASING



Phase 1 - Terminus Place



Phase 2 - High Street



Phase 3 - Beach Road



Phase 1

Key principles:

- 1 Enhancement of arrival experience at Littlehampton railway station to improve the initial impression of visitors
- 2 Carriageway is to be narrowed to reduce vehicular dominance
- 3 Footpaths to be widened to aid orientation and increase pedestrian comfort
- 4 The taxi rank is rationalised and moved westwards.
- 5 Tree planting and seating are proposed to enhance the arrival space at the station forecourt.
- 6 Existing pedestrian crossing to remain
- 7 Reconfiguration of junction



Phase 2

Key principles:

- 1 Enhancement of High street with a de-cluttered environment and new high-quality paving and furniture palettes.
 - 2 Hazards in the footway (such as the raised cobbles) and associated uneven pavement are removed.
 - 3 Footways are widened to improve pedestrian mobility and the sense of legibility between the train station and the High street.
 - 4 The regeneration of Duke Street and Clifton Street extends the legibility of the high street into the surrounding areas. The carriageways have been drawn back to extend the pavement from the High Street
 - 5 Pockets of trees and seating create a dwell and gathering areas, encouraging social interactions.
 - 6 Retention of trees in the High Street (3no.) and Duke Street (1no.) the existing biodiversity.
 - 7 Addition of 1 no. parking bay and 14.6 linear meters of designated kerbside drop off area to Surrey St. / High St.
- The position of the proposed trees has been assessed and decided in relation to the underground utility services.

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Phase 3

Key principles:

- 1 Enhancement of pedestrian routes from the high street towards the roundabout to the south.
- 2 New pedestrian crossings along Beach Road to improve safety for pedestrians wishing to travel east to west
- 3 New tree planting along Beach Road. The trees have been located in areas compatible with the underground utility services.
- 4 The road junction between East Street, Beach Road and High Street East is reduced in size, and the pedestrian island omitted to simplify pedestrian movements.
- 5 Beach road - Redution of 3 parking bays (from 32 no. to 29 no.). Addition of 11.7 linear meters of loading bays (from 29.7 lm to 41.4 lm).
- 6 East St. - 7 no. taxi bays to remain.
- 7 Church St. - 6 parking bays and 1 disabled bay to remain.

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04 PUBLIC REALM STRATEGIES

4.1 Paving Materials Palette

4.2 Paving Mix

4.3 Street Furniture Palette

4.4 Tree Planting Palette

4.5 Planting Palette

4.6 Accessibility Strategy

4.7 Events, Power and Water supply strategy

4.8 Wayfinding Additions

4.9 CCTV Strategy

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The Arcade, Littlehampton





4.1 PAVING MATERIALS PALETTE

FOOTWAY

- Footways are to be surfaced with a selection of exposed aggregate concrete paving setts from Hardsape's kellen range.
- The texture and colours have been selected to complement Littlehamptons existing facades while also referencing the town's coastal aspect.
- These will be further augmented with bespoke Crystal Pave setts produced by hardscape, the azure blue providing another subtle maritime reference.

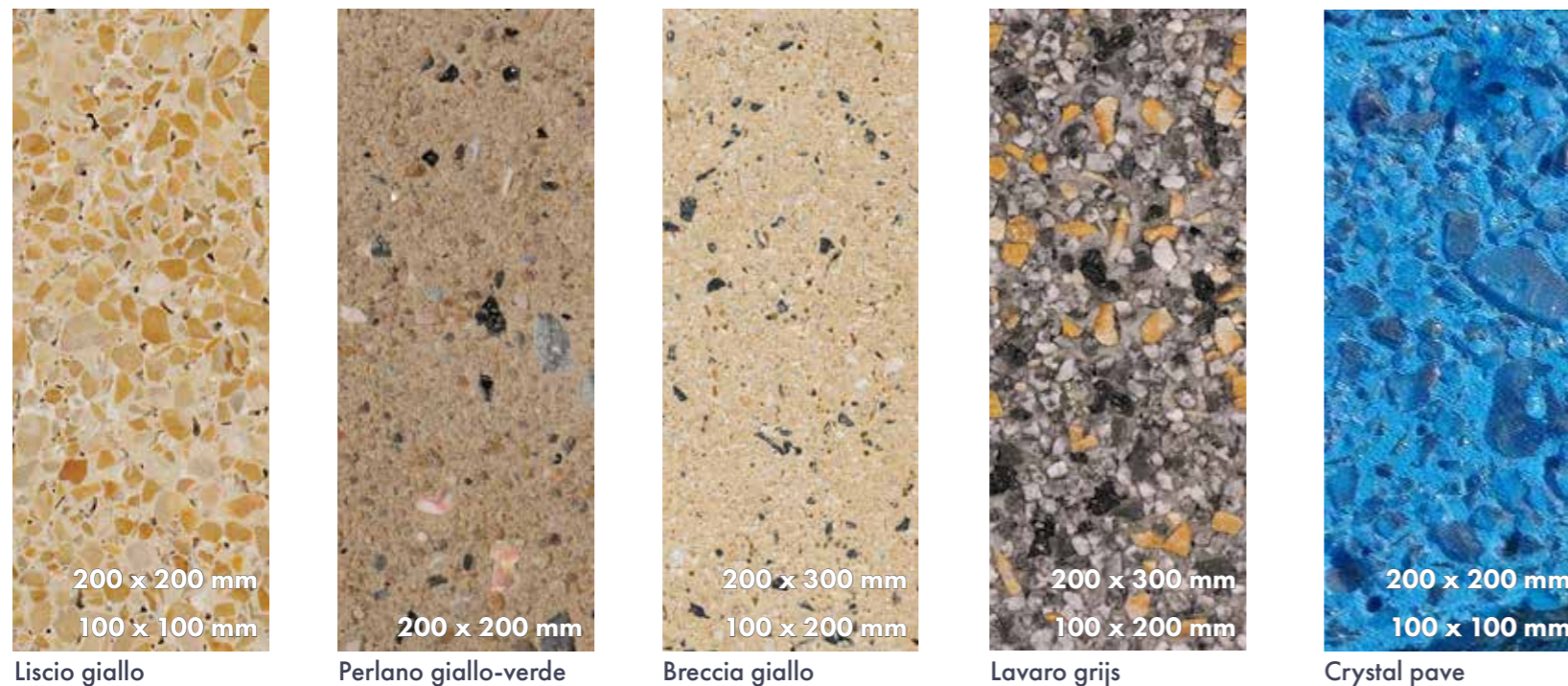
CARRIAGEWAY AND KERBS

- Roads are to be resurfaced with blacktop asphalt.
- A gold/buff colour will be utilised at crossing points, selected parking bays (as indicated on the general arrangement plans).

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Material Swatches:

FOOTWAY:



Surrounding Facades:



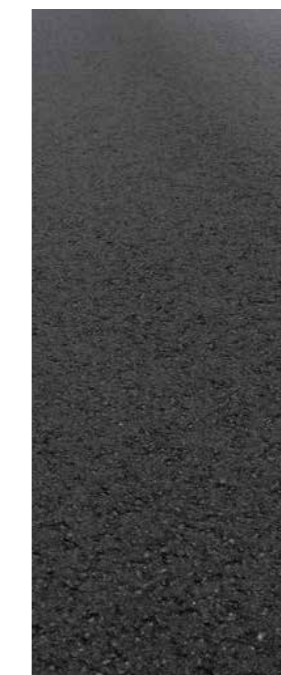
Precedents:



PARKING BAY



CARRIAGEWAY



KERBS

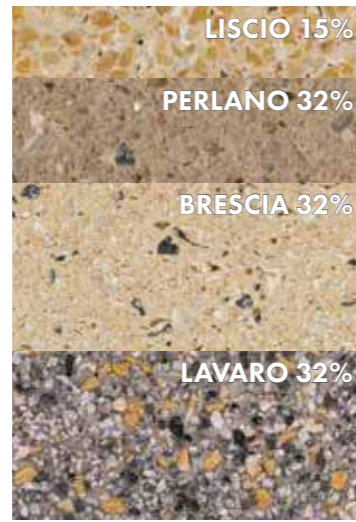
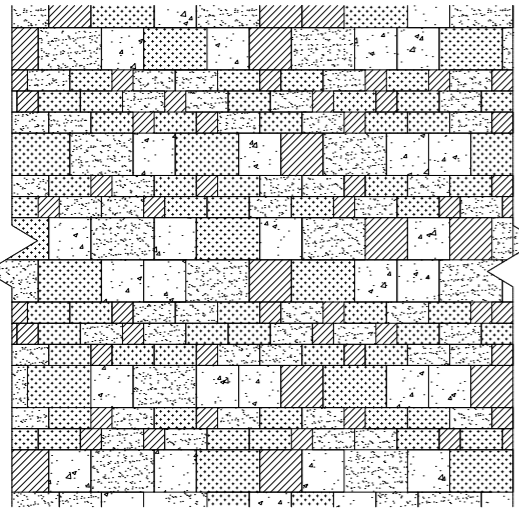




4.2 PAVING MIX

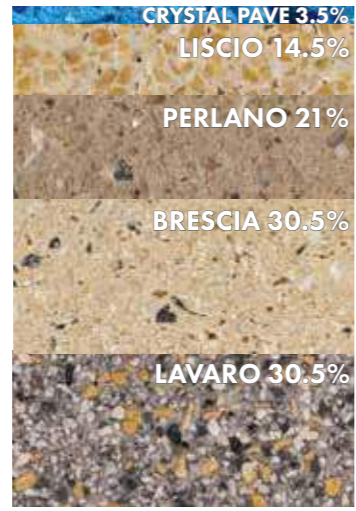
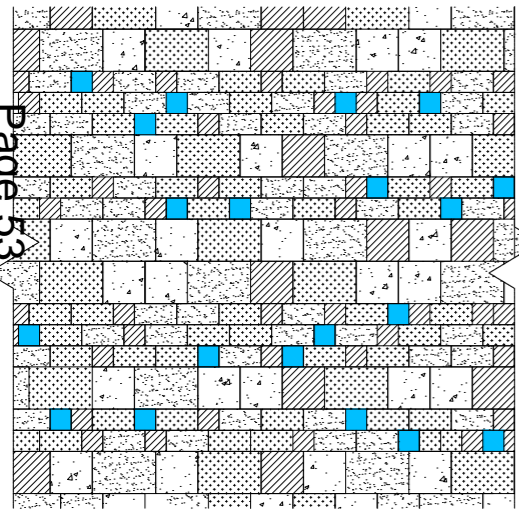
PALETTE ONE

Mix A



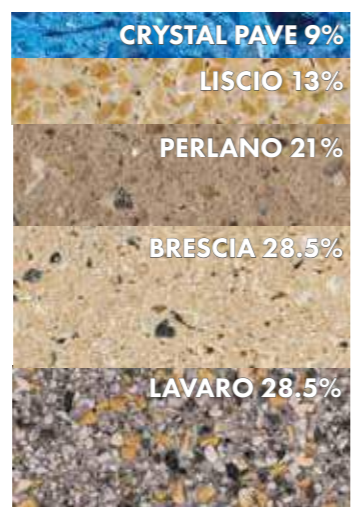
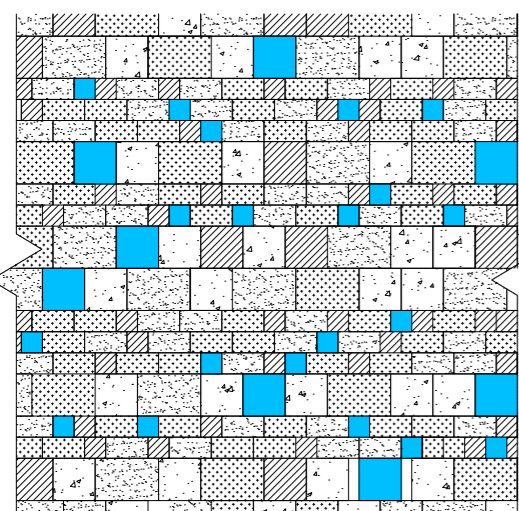
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Mix B

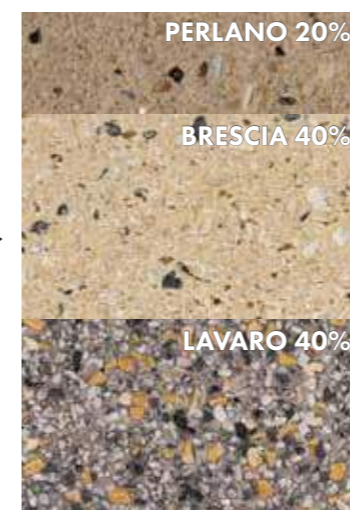
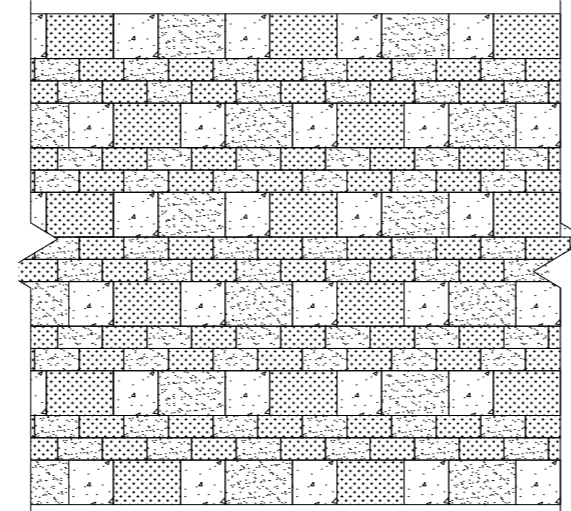


PALETTE ONE

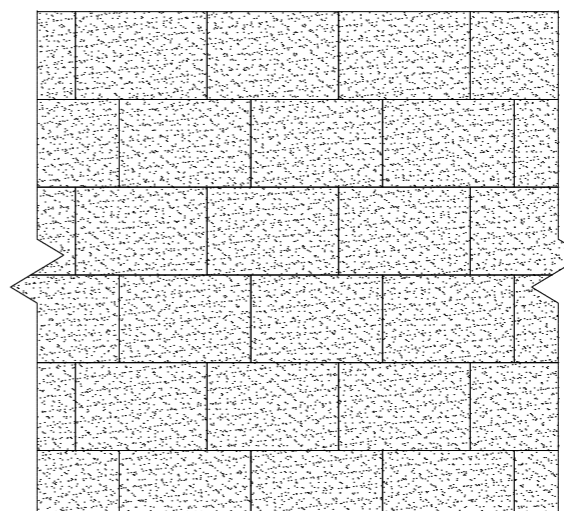
Mix C



PALETTE TWO



PALETTE THREE



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4.3 STREET FURNITURE PALETTE

The selection of the furniture palette aims to create a sense of place and identity in Littlehampton.

Following discussions with Arun District Council, the Natural Elements Series by Marshalls has been selected for the seating strategy.

Natural Elements Series main features:

- Materials/finishes: Redwood Timber -Stained (Grey Mist or Rustic Brown) but option to be unstained, Hot dip galvanised carbon steel (Powder coated Corten Fossil or Pebble Shore)
- Seats with armrests and backrests
- Decorative laser cut pattern - customisable themes/patterns available

Litter bins, Bollards and Cycle stands:

- Litter bins and recycling bins are from the natural elements range from Marshall's. Laser cut lettering will denote litterbins from recycling bins.
- Bollards requirements (PASS rated and retractable system) subject to confirmation.

Sheffield cycle stands subject to approval.

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Seating



S1 Natural Elements Standalone Seat by Marshalls



S2 Natural Elements Standalone Bench by Marshalls



S3 Natural Elements Standalone Chair by Marshalls

Litter Bins



B1 Natural Elements Litter Bin + Recycling Bin + Ashtray by Marshalls

Cycle stands



C1 Sheffield cycle stands

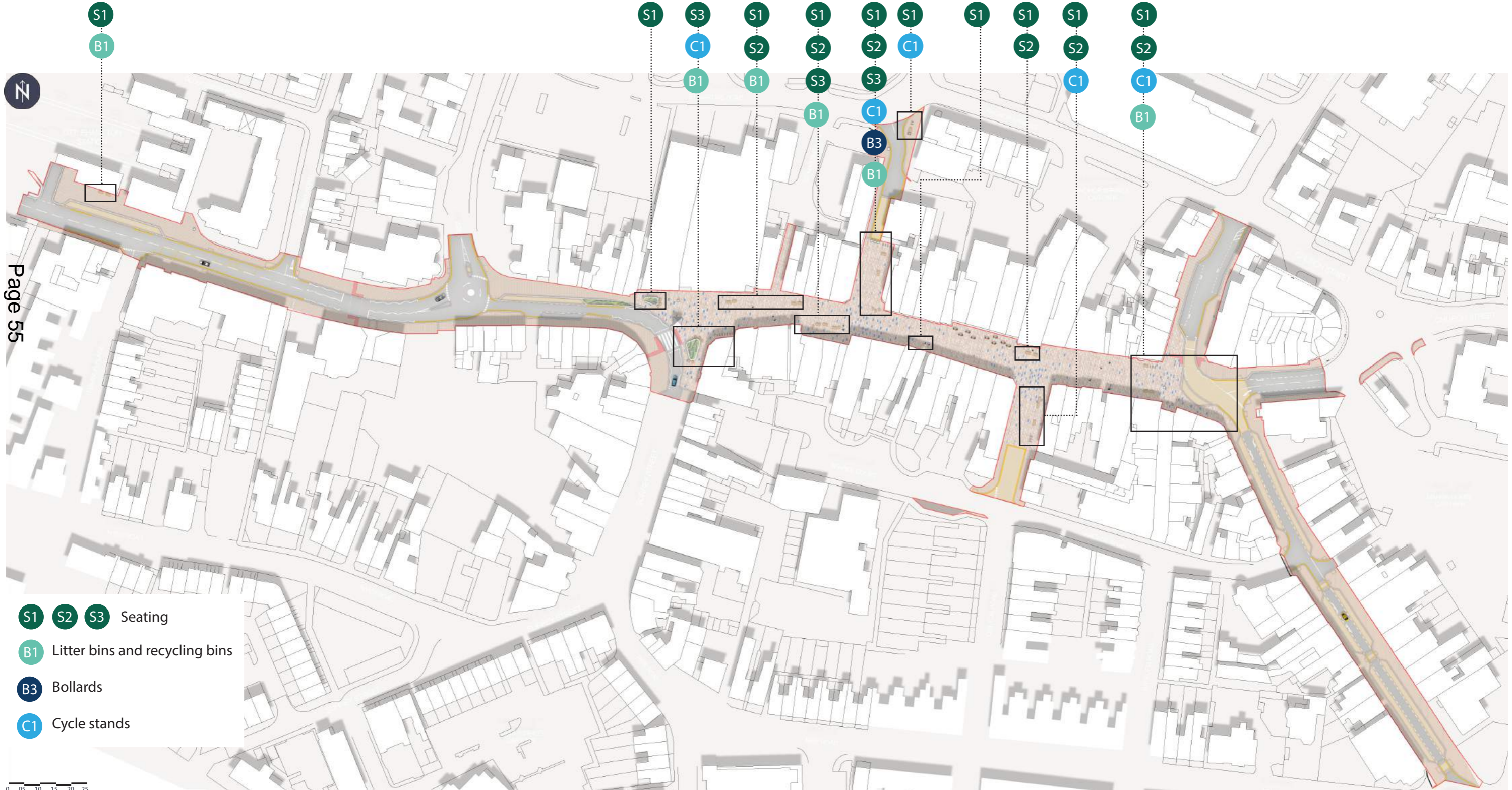
Retractable bollards



B3 Bollard requirements to be confirmed



4.3 STREET FURNITURE PALETTE



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4.4 TREE PLANTING PALETTE

Trees:

The selection of trees is subject to change following further detailed analysis, nursery advise and availability.

The selection takes into account the following:

- Semi-mature trees 30-35 girth, with minimum clear stems of 2.5m.
- Selection of columnar trees for narrow footways or in proximity to buildings.
- Selection of medium size trees due to the amount of underground services.
- The location of trees takes into account highways visibility, signage and lighting.
- Species are chosen to suit the specific context and coastal environment/ microclimate.

- Existing trees subject to assessment
- Proposed medium size columnar trees
- Proposed medium size upright trees

Total number: 30 units



Page 56

● Columnar trees. Canopy up to 3m wide



Acer rubrum 'Karpick'



Acer cappadocicum ssp. Lobelii



Pyrus calleryana 'Capital'



Acer campestre 'William Caldwell'

● Upright trees. Canopy up to 5m wide



Acer campestre 'Streetwise'



Liquidambar styraciflua 'Worplesdon'



4.4 TREE PLANTING PALETTE

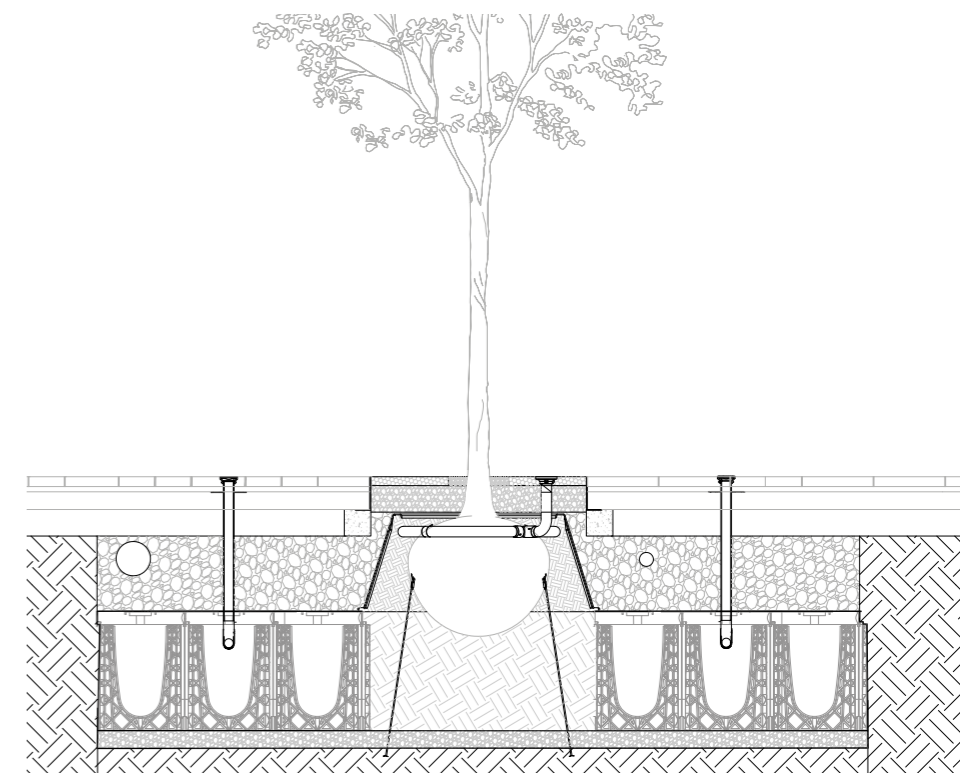
Tree Installation:

Trees will be installed in a structural tree cell system filled with soil to optimise tree growth.

A root cell structure such as RootSpace is proposed in order to prevent the compaction of the roots and soil and therefore providing favourable conditions for the trees to thrive, reducing the risk of failure or loss.

The images below show an indicative approach to planting trees in with the root cells. Further technical details will be provided in the next design stage.

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Indicative detail of root cell system (RootSpace by GreenBlue Urban)



Indicative illustration by GreenBlue Urban



Castle heavy duty mild steel recessed tree grille by GreenBlue Urban



Castle tree grille by GreenBlue Urban



4.5 PLANTING PALETTE

Planting beds:

A combination of low maintenance and shade and partial shade tolerant shrubs and groundcovers with year-round interest are proposed under the existing trees to add interest and welcome people into the pedestrianised High Street.

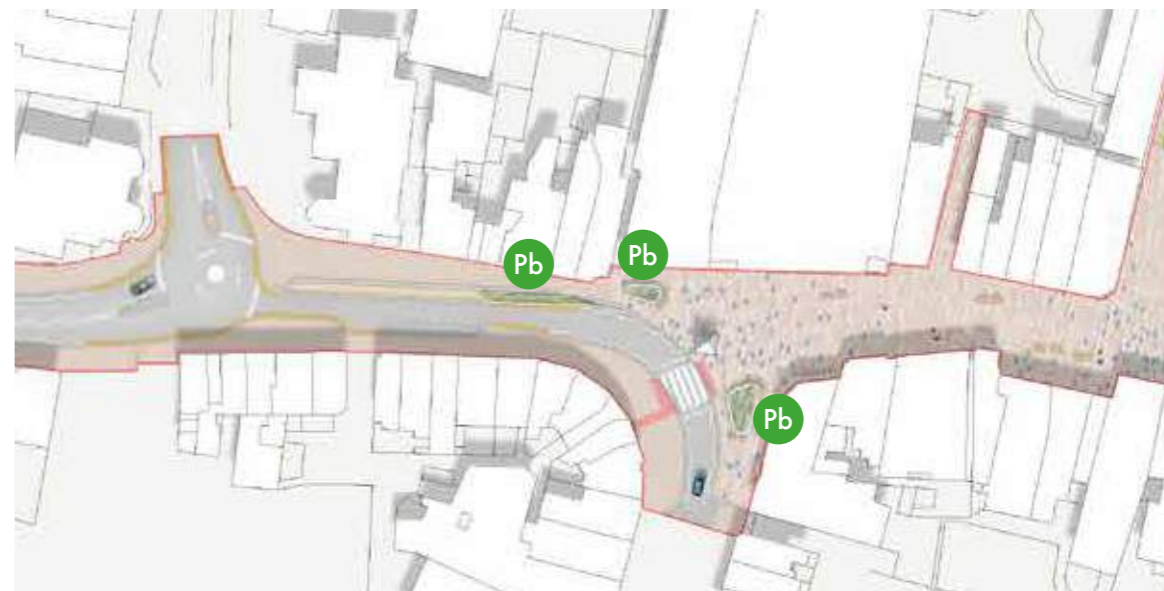
The selection of planting species is subject to change following further detailed analysis, nursery advice and availability.

Planting mix for sunny conditions:

1. *Cotoneaster dammeri*
2. *Ceanothus thyrsiflorus* var. *repens*
3. *Euonymus fortunei* 'Emerald Gaiety'
4. *Hebe rakaiensis*
5. *Lavandula x intermedia* 'Grosso'
6. *Deschampsia cespitosa*
7. *Achillea* 'Moonshine'

Planting mix for shady conditions:

8. *Vinca minor*
9. *Lonicera pileata*
10. *Sarcococca hookeriana* v. *humilis*
11. *Geranium macrorrhizum* 'White Ness'
12. *Euphorbia amygdaloides* var. *robbiae*



Pb Planting beds location

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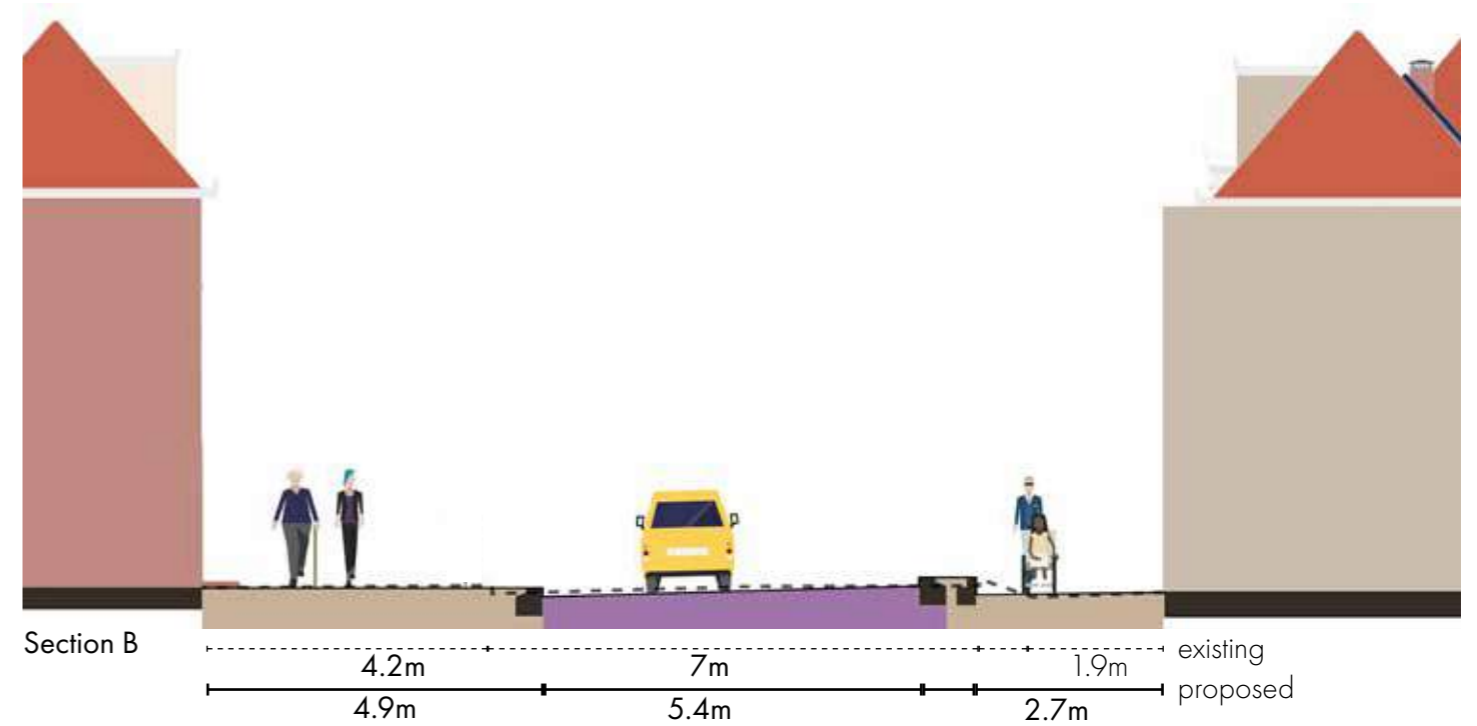
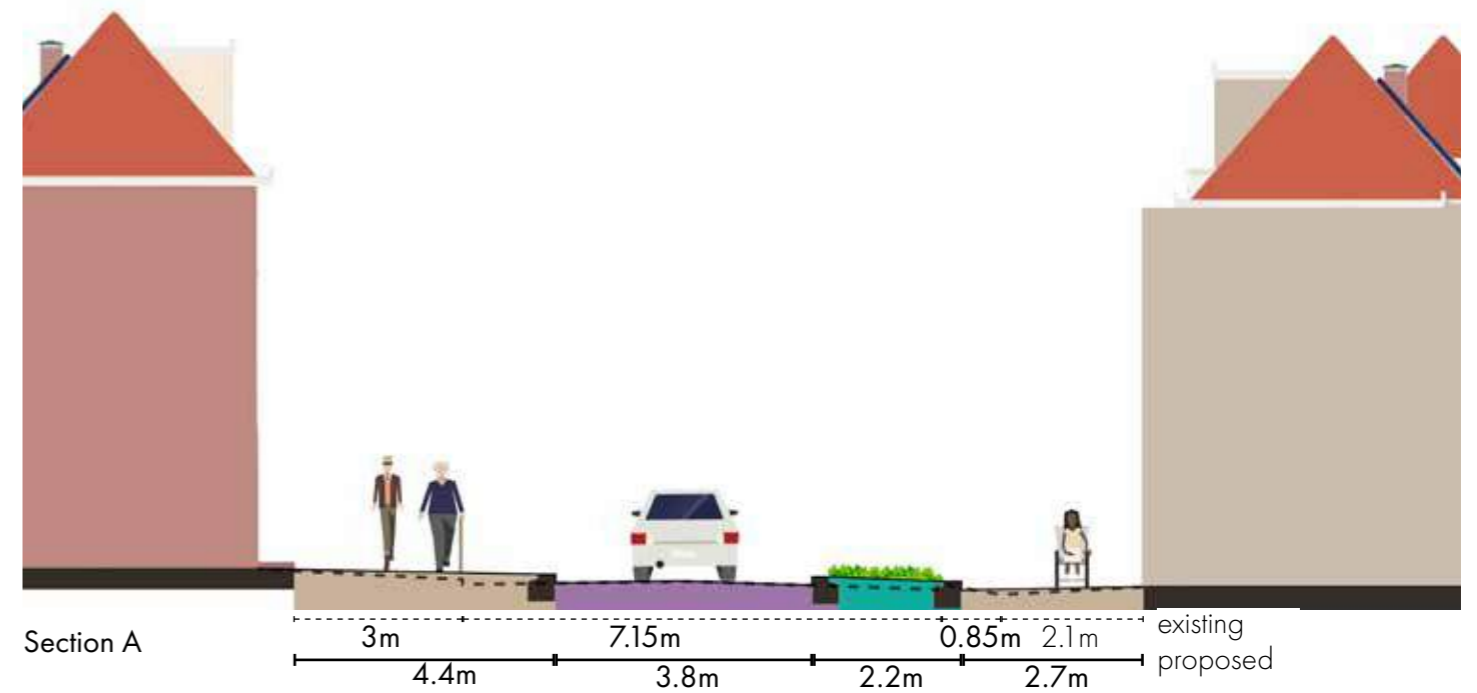
4.5 PLANTING PALETTE

Planting bed to northern side of High Street

The proposed planting bed to the northern side of the High Street between the clock tower and Arundel Road aims to replace the current hazardous surface with raised cobbles. It covers a surface between the drainage line and the new kerb alignment.



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4.6 ACCESSIBILITY STRATEGY

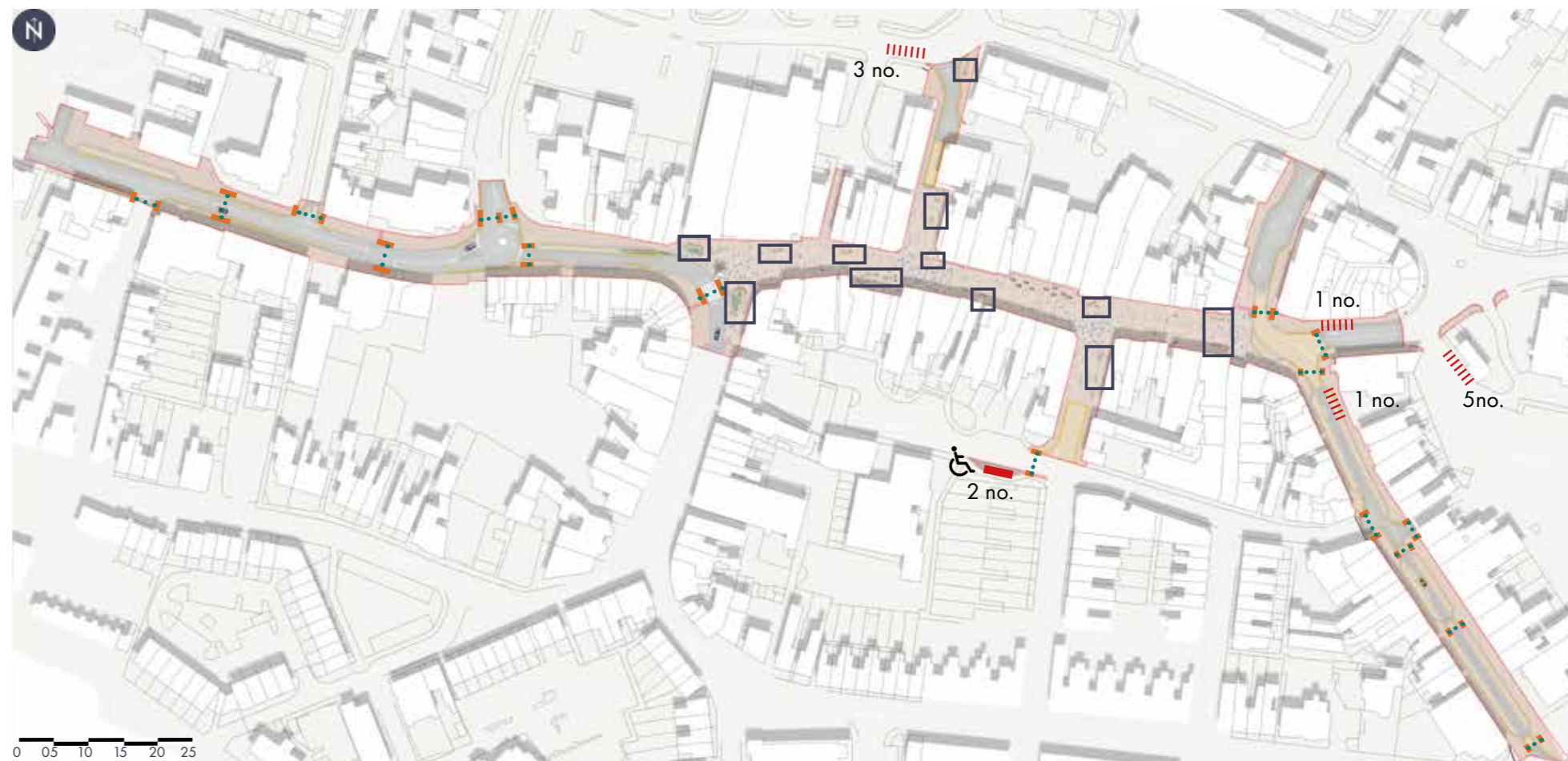
Inclusive design is at the core of our proposals with aspects related to accessibility being key drivers of the design.

Our proposals are driven by current best-practice in inclusive design where all users should be able to enjoy and feel safe within the public realm. Spatial design principles are outlined below:

- Tactile paving will be added at key crossing locations.
- Resting areas in clusters at least every 40 metres along the High Street.
- Resting areas compliant with the Equality Act. Proposed seats and chairs include armrests and backrests for less able as well as seating areas away from the main thoroughfare to support those with mental illness by giving them space away from the crowds.
- 2no. new disabled bay is proposed to Clifton road and Sparks Court junction.

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-  Tactile paving
-  Resting areas
-  Proposed disabled parking
-  Existing disabled parking
-  Pedestrian crossing points





4.7 EVENTS, POWER AND WATER SUPPLY STRATEGY

Programming of public spaces is becoming an increasingly important element of the high streets. It provides opportunities to engage the community, activate businesses and generate positive social interactions.

The Littlehampton Market Community Stall, held weekly in the heart of the High Street, is a great resource for local community groups and organisations, providing them with the opportunity for fundraising.

It has been identified 3no. power supply points to ensure the High Street has a good supply to host the weekly town market and other events.

The locations of power supply points are subject to confirmation in the next stage of design.



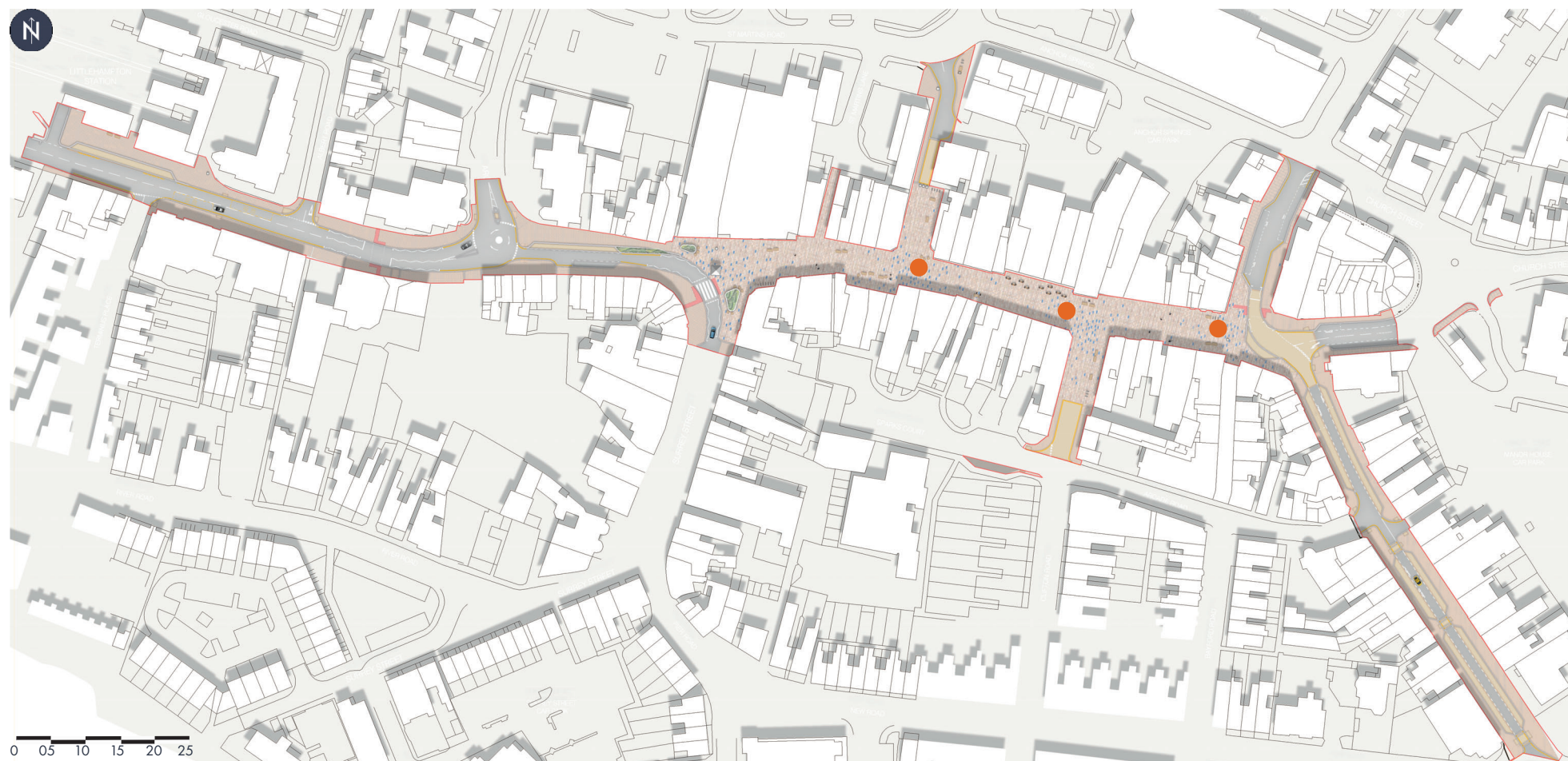
Pop-up power



Pop-up power detail

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● Proposed pop-up power points





4.8 WAYFINDING ADDITIONS

Providing clear wayfinding information at key locations is a useful tool for making the pedestrian experience more comfortable. This will help the local community and visitors to define their journeys as well as invite them to discover areas of interest that would otherwise remain unknown.

Introducing high quality wayfinding will bring an elegance to this streetscape element as well as making it consistent with other elements of the street furniture.

It has been identified 3no. new locations for the Wayfinding monoliths: north of Duke Street by the carpark; south of Clifton Road and south of Beach Road.



Proposed wayfinding fingerpost



Existing wayfinding monolith

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- Existing wayfinding monolith
- Proposed wayfinding monolith
- Proposed wayfinding fingerpost





4.9 CCTV STRATEGIES

We have received information on the existing CCTV equipment and locations from Sussex Police and their Partner supplier Chroma and this identified three CCTV camera locations within the current scope and these are located

- West End of High Street (Opposite Sainsburys)
- East End of High Street (Opposite Barclay Bank)
- Beach Road mounted on building (Corner of Arcade Road)

The Existing CCTV equipment utilises modern PTZ (Pan/Tilt/Zoom) high resolution cameras with the images transmitted over the BT fibre network

Based on the current locations there are a number of areas where the coverage is limited as shown on the adjacent plan

We are working with both Sussex Police and Chroma Vision to identify any particular 'hot spot' areas where coverage can be improved or extended.

One potential area for improvement is the central section of the high street at bottom of Duke Street where the recessed area is currently out of CCTV coverage.



Bosch Autodome – 'Existing CCTV PTZ Bosch AutoDome Cameras'



High Steet East CCTV – 'Typical Existing CCTV Camera'

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- Existing CCTV Camara (Bosch Autodome IP)
- Assumed CCTV Coverage Area
- Areas Outside CCTV Coverage/Blind Spots
- Areas of CCTV Limited Visibility





05 APPENDIX

5.1 Photographic survey

5.2 Tree photographic survey

5.3 Public realm general arrangement plans

5.1 PHOTOGRAPHIC SURVEY

Project Centre's team has undertaken a site visit to assess the existing condition of the public realm within and around the project area in Littlehampton. This visit was very informative in terms of understanding the existing constraints and assets.



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Key plan

5.1 PHOTOGRAPHIC SURVEY - TERMINUS ROAD & HIGH STREET



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Wayfinder monolith at the entrance to Littlehampton station.



Looking down Terminus Place.



Businesses such as this garage require vehicular access.



Shop fronts replace residential units at the junction of Terminus Road and the High Street.



Littlehampton United Church: a recognisable landmark, not least for the use of vernacular materials.



Phonebox in state of disrepair juxtaposed with exposed paving aggregates and the church wall.

5.1 PHOTOGRAPHIC SURVEY - HIGH STREET



7 The western end of the high street: note difference in height between footway and carriageway.

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8 Difference in elevation more apparent: looking back towards the mini roundabout from the High Street.



9 High Street millennium clock: another recognisable landmark.



10 Healthy tree of good form outside the Dolphin pub.



11 Existing block paving has proved resilient to 30 years of High Street traffic.



12 Healthy tree on the corner with Duke Street; planters and seating outside the betting shops.

5.1 PHOTOGRAPHIC SURVEY - HIGH STREET



13 Healthy tree (possibly crab?) at the northernmost tip of the site, junction of Duke Street and St Martins.



14 Parking at High Street end of Duke Street. Note nautical-themed waymarker.



15 Former bank converted to a cafe: opportunities for spill-out spaces when restrictions are eased.



16 The top of Clifton Road: potential mural space as suggested by LDA Design.



17 View from the rear of Clifton Road.



18 Waymarker monolith at the bottom of the High Street.

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5.1 PHOTOGRAPHIC SURVEY - HIGH STREET



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Entrance to the Arcade.



View from the High Street up East Street. Clusters of CCTV cameras police the crossing.



21

Lloyds Bank at the top of Beach Road, another pleasing architectural landmark.



22

Parade of shops along Beach Road.



23

Beach Road footway, view from southernmost end.



24

Flint wall at the entrance to Littlehampton museum, complimented by paving aggregates.

5.2 TREE PHOTOGRAPHIC SURVEY



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5.2 TREE PHOTOGRAPHIC SURVEY



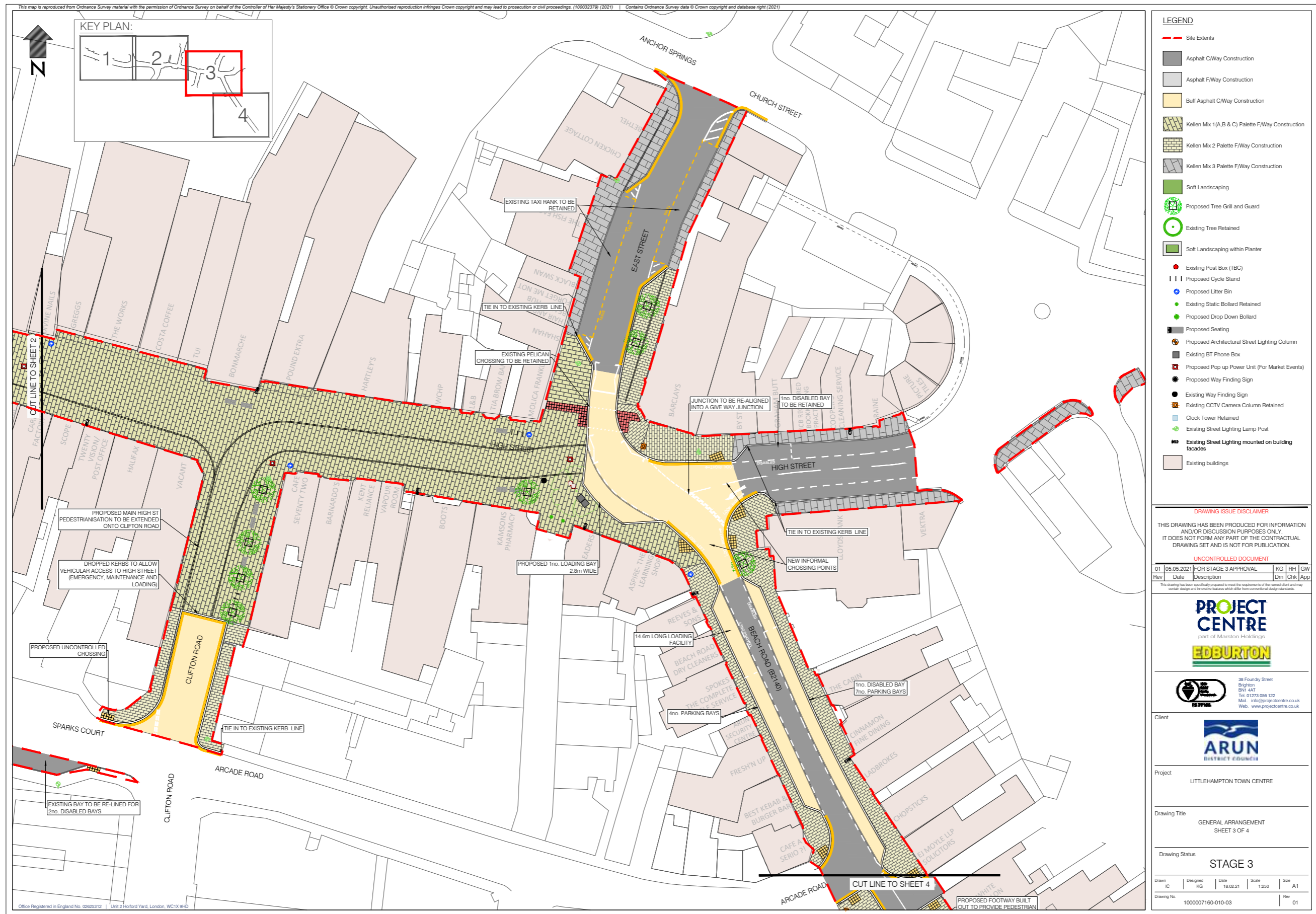
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5.3 PUBLIC REALM GA PLANS



5.3 PUBLIC REALM GA PLAN





LEGEND

- Site Extents
- Asphalt C/Way Construction
- Asphalt F/Way Construction
- Buff Asphalt C/Way Construction
- Kellen Mix 1(A,B & C) Palette F/Way Construction
- Kellen Mix 2 Palette F/Way Construction
- Kellen Mix 3 Palette F/Way Construction
- Soft Landscaping
- Proposed Tree Grill and Guard
- Existing Tree Retained
- Soft Landscaping within Planter
- Existing Post Box (TBC)
- | | | Proposed Cycle Stand
- Proposed Litter Bin
- Existing Static Bollard Retained
- Proposed Drop Down Bollard
- Proposed Seating
- Proposed Architectural Street Lighting Column
- Existing BT Phone Box
- Proposed Pop up Power Unit (For Market Events)
- Proposed Way Finding Sign
- Existing Way Finding Sign
- Existing CCTV Camera Column Retained
- Clock Tower Retained
- Existing Street Lighting Lamp Post
- Existing Street Lighting mounted on building facades
- Existing buildings

DRAWING ISSUE DISCLAIMER
 THIS DRAWING HAS BEEN PRODUCED FOR INFORMATION AND/OR DISCUSSION PURPOSES ONLY. IT DOES NOT FORM ANY PART OF THE CONTRACTUAL DRAWING SET AND IS NOT FOR PUBLICATION.

UNCONTROLLED DOCUMENT

01	05.05.2021	FOR STAGE 3 APPROVAL	KG	RH	GW
Rev	Date	Description	Dim	Chk	App

This drawing has been specifically prepared to meet the requirements of the named client and may contain design and innovative features which differ from conventional design standards.

PROJECT CENTRE
 part of Marston Holdings

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 Mail: info@projectcentre.co.uk
 Web: www.projectcentre.co.uk

Client

ARUN
 DISTRICT COUNCIL

Project

LITTLEHAMPTON TOWN CENTRE

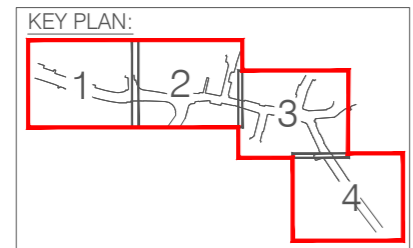
Drawing Title

GENERAL ARRANGEMENT
 SCHEME EXTENTS

Drawing Status

STAGE 3

Drawn	IC	Designed	KG	Date	18.02.21	Scale	1:1000	Size	A1
Drawing No.	1000007160-010-05			Rev	01				



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PLOT DATE: 05.05.2021 15:03:41 | CAD REFERENCE: G:\Project Centre Brighton\Brighton\Project-BST\1000007160 ECL LITTLEHAMPTON\2 Project Delivery\CAD\3 DRAWINGS\1000007160-010 - GA.dwg | #####

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Date:

Dear Sirs

Letter of intent: Littlehampton Town Centre Public Realm Scheme (the Project).

We write to appoint you to perform the following Specified Works, subject to the following conditions:

1. Definitions and interpretation

The following definitions and rules of interpretation apply in this letter.

- 1.1 Building Contract: The NEC4 (option A) Building Contract incorporating the Council's ITT and Tender Specification, and your Tender Response

Maximum Amount: [£TBC plus VAT]

Project / Property: as defined in the heading of this letter.

Specified Works: Placing an order for the delivery of [Granite with Hardscape and taking delivery of the Granite at your depot, and paying for the Granite on delivery].

- 1.2 Terms defined in the Building Contract have the same meaning in this letter as in the Building Contract unless the meaning given in the Building Contract is different from, or conflicts with, the meaning given in this letter, in which case the meaning given in this letter prevails.

2. Duration and effect of this letter

- 2.1 Our mutual obligations under this letter start the date that the Council receives a signed copy of this letter from you and shall continue until:-

(a) The execution and completion of the Building Contract; or

(b) The date the Specified Works have completed or

(c) Until this letter is terminated in accordance with paragraph 10

- 2.2 Before execution and completion of the Building Contract, our mutual rights and obligations in relation to the Specified Works are governed by this letter, supplemented

by the Building Contract. If there is any conflict or difference between this letter and the Building Contract, this letter prevails.

- 2.3 On the execution and completion of the Building Contract, our mutual rights and obligations in respect of all matters with which this letter is concerned (including any payment made, any design performed or any work carried out or order placed under this letter as a part of the Specified Works or otherwise) shall be subsumed into and be subject to the Building Contract.

3. **The tender, the Works and the Building Contract**

- 3.1 We refer to your tender and confirm that at the time of this letter of intent, we intend to (but we are not obliged to) appoint you to carry out the Works under the Building Contract.
- 3.2 The Council has yet to complete its governance arrangements as required by its Constitution and prepare the engrossment Building Contract, but it is recognised between the parties there is some urgency to carry out the Specified Work so as to avoid potential delay to programmed management. We therefore instruct you under this letter to carry out the Specified Works in accordance with this letter.
- 3.3 Although neither you nor we have yet formally entered into the Building Contract, subject to paragraph 2.2, the terms of the Building Contract apply and you shall carry out the Specified Works in accordance with and subject to the Building Contract.

4. **Payment**

- 4.1 Subject to paragraph 5.1, on signature of this Letter of Intent we will transfer to you the Maximum Amount in readiness for you to pay for **the [Granite on delivery and for your performance of the Specified Works.]** In the event that the cost of materials is less than that paid to you by the council, these funds will be returned to the Council.

You will hold the **[Granite]** on Trust for the Council, and you will note the Council's interest in the **[Granite]** with your insurers and confirm that you have done so, on or before delivery of the **[Granite.]**

You will be responsible for **[the Granite]** and the Specified Works as if this were performed as part of the Works under the Building Contract. In the event the Building Contract does not complete for any reason caused by you, you will transfer the **[Granite]** at the Council's request without any right to withhold or offset the delivery or any part of it against any payment you claim from the Council, and will deliver at your own expense to a new storage place but if the reason the contract does not complete is due to the Council, the same shall apply except the Council will be responsible for the transfer costs.

4.1 Our obligation to pay you is limited to our payment for the Specified Works. This letter does not authorise you to carry out further or other works or services and we are not obliged as result of entering into this letter, to:

- (a) Pay you for any further or other works, goods, materials or services; or
- (b) Enter into the Building Contract or any other contract with you,

5. **Our limit of liability**

5.1 Our total liability to you under or in connection with this letter shall be limited to the Maximum Amount, plus any Value Added Tax on that sum, provided that this paragraph 5.1 shall not exclude or limit our liability for:

- (a) Death or personal injury caused by our negligence; or
- (b) Fraud or fraudulent misrepresentation.

5.2 You shall notify us as soon as practicable if you become aware that:

- (a) Your performance of the Specified Works; or
- (b) Any act, omission, request or instruction from us or our agents;

would mean that, but for paragraph 5.1, you would be entitled to be paid a sum greater than the Maximum Amount. You shall not commit to expenditure above the Maximum Amount without our approval of an increase in the Maximum Amount under paragraph 9.

5.3 Without affecting paragraph 5.1, you acknowledge and agree that you shall have no claim against us under or in connection with the Project, the Works or this letter for:

- (a) loss of profit, loss of contract, loss of business, loss of chance or other similar loss;
or
- (b) any indirect or consequential loss.

6. **Sub-contracts**

6.1 You may only enter into a sub-contract or place a supply contract in connection with the Works or the Specified Works with our consent (such consent not to be unreasonably withheld or delayed).

6.2 Any sub-contract or supply contract you enter into shall permit you to assign the benefit of that contract to us or our nominee. On termination of this letter (or termination of your appointment under this letter) for any reason, if instructed by us you shall without charge assign the benefit of any or all of those contracts to us or our nominee, as we may specify.

7. Insurance

7.1 Within five Business Days of the date of this letter, and on our reasonable request from time-to-time, you shall provide written evidence to us that you maintain:

- (a) professional indemnity insurance;
- (b) Employers' liability insurance; and
- (c) public liability insurance,

as required by the Building Contract and this letter.

7.2 Before you carry out any Specified Works at the Property, you shall ensure that you maintain (and you shall provide written evidence to us that you maintain) the required insurances as specified above and by the relevant Insurance Option specified in the Preliminaries within the Council's ITT and supporting documentation where relevant and on our reasonable request from time-to-time, you shall provide written evidence to us that you continue to maintain such insurance.

8. Copyright

You hereby grant us an irrevocable copyright that if this letter (or your appointment under this letter) terminates for any reason, you shall provide a complete copy of all documents relating to the order, purchase and delivery of the [Granite or] other documents arising from the Specified Works as we may specify.

9. Extending this letter

We may (but we are not obliged to):

- (a) extend the scope of the Specified Works; or
- (b) increase the Maximum Amount; or
- (c) postpone the date on which your appointment under this letter will terminate under paragraph 10.3

but such an extension postponement or increase shall take effect only if notified by us to you in writing.

10. Termination and consequences of termination

10.1 We may terminate your appointment under this letter at any time by giving you notice to that effect.

10.2 If we are Insolvent, you may terminate your appointment under this letter by giving notice to us to that effect.

10.3 The instruction to carry out the Specified Works under this letter shall automatically terminate and your appointment under this letter shall automatically terminate when the Specified Works are completed for up to the Maximum Sum.

10.4 If this letter (or your appointment under this letter) is terminated earlier than specified at 10.3 then:

- (a) subject to paragraph 5, we shall pay you any sums due under paragraph 4, and that payment shall be your sole compensation for termination;
- (b) we shall both co-operate to bring the Specified Works to an orderly conclusion and to allow us both to comply with our remaining obligations under this letter (including your obligations under paragraph 6.2 and paragraph 8); and
- (c) you shall stop work under this letter and, if you have entered onto the property, you shall vacate the property, leaving it in a clean, tidy and safe condition.

11. **Assignment**

We may assign the benefit of this letter by way of security to a Funder, including any reassignment on redemption of security. You may not assign the benefit of this letter.

12. **Confidentiality**

12.1 Both we and you undertake not to at any time and for a period of five years after termination of this letter, disclose to any person any confidential information concerning the business, affairs, customers, clients or suppliers of the other except as permitted by paragraph 12.2.

12.2 We or you may disclose the other party's confidential information:

- (a) to our respective employees, officers, representatives or advisers who need to know such information for the purposes of carrying out the party's obligations under this letter. Each party shall ensure that its employees, officers, representatives or advisers to whom it discloses the other party's confidential information comply with this paragraph 12; and
- (b) as may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.

12.3 Neither we nor you shall use each other's confidential information for any purpose other than to perform our respective obligations under this letter.

13. **Disputes**

Notwithstanding any other provision of this letter either we or you may refer a dispute arising under this letter to adjudication at any time under Part I of the Scheme for

Construction Contracts (England and Wales) Regulations 1998, which Part shall take effect as if it was incorporated into this paragraph.

14. Third Party Rights

No one other than a party to this letter, shall have any right to enforce any of its terms.

15. Entire agreement

15.1 This letter constitutes the entire agreement between you and us and supersedes and extinguishes all previous drafts, agreements, arrangements and understandings between you and us, whether written or oral, relating to its subject matter.

15.2 Neither we nor you shall have remedies in respect of any statement, representation, assurance or warranty (whether made innocently or negligently) that is not set out in this letter other than any CDM Document Risk and Method Statement Produced by you to carry out the Specified Works.

16. Notices

Any notice served or required to be served under this letter shall be in writing and served in accordance with the Building Contract.

17. Governing law

This letter and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.

18. Jurisdiction

You and we irrevocably agree that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this letter or its subject matter or formation (including non-contractual disputes or claims).

By placing their signatures below the parties agree to the above terms and conditions.

Signed on behalf of Arun District Council

Karl Roberts

Signed on behalf of Edburton Contractors Ltd by two Directors, or one Director and a Witness

Signed by.....Dated.....

Director 1 - Print Name

Signed byDated.....

Director 2 – Print Name

OR

Witnessed by

Name

Address

Occupation

Date

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ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF ECONOMIC COMMITTEE ON 26 JULY 2021

REPORT

SUBJECT: Café Leases

REPORT AUTHOR: Sam Horwill – Senior Estates Surveyor
DATE: 22 June 2021
EXTN: 01903 737516
AREA: Technical Services

EXECUTIVE SUMMARY:

Provision of café / restaurant business opportunities within the Council's award-winning parks.

This report seeks to set out the commercial marketing strategy for various catering business opportunities across the Council's parks with specific focus on service improvement, long term financial viability and the securing of increased revenue for the Council.

RECOMMENDATIONS:

1 - That the Economic Committee approve for the Council to proceed with the open marketing of the four separate catering business opportunities at each of Councils identified parks, those being;

- Norfolk Gardens, Littlehampton
- Mewsbrook Park, Littlehampton
- West Park, Bognor Regis
- Marine Park Gardens, Bognor Regis

2 – That the Economic Committee delegate authority to the Group Head of Technical Services to negotiate suitable commercial heads of terms for the four individual leases and, in consultation with the Chair of the Economic Committee, to proceed to enter into leases.

1. BACKGROUND:

1.1. Three of the included premises are approaching the end of their respective leases, all expiring on 31 October 2021. The Mewsbrook Park Café, Norfolk Gardens Café, and West Park Café are all well-established catering businesses recognised across the District. Each is considered to be in need of investment, presenting the Council with an

opportunity to secure significant improvements in terms of the public offering, the aesthetic presence within Council parks and the income revenue generated via rent.

1.2 The remaining site (Marine Park Gardens) is a mothballed public toilet building which has previously been considered (albeit not progressed) for café use and has a previously approved planning application (AW/186/12). The planning application is expired but provides an indication to potential operators of an acceptable scheme and forms the basis of the proposed marketing.

1.3 In consultation with the Economic Regeneration and the Councils Greenspace team, Property Estates and Facilities have developed and agreed individual marketing briefs for each of the four sites (these are attached as background documents). The briefs are essential in order to communicate the Council's aspirations for these important business locations and will allow the Council to attain required improvements to the offerings currently provided. Working in this way Property, Estates & Facilities believe that the Council will attract the right quality operators that will lever in the private investment required to deliver these projects. These establishments will be able to command sound market based rental levels. In return the Council will need to offer leases of sufficient duration to provide the operator suitable return on their investments. The full marketing briefs are included at section 8 of this report.

1.4 The four sites will be marketed concurrently for a period of six weeks, with clear deadlines set for bid submissions, using the expertise of instructed local commercial letting agents. Each bid will be independently evaluated using the developed assessment matrix by a panel of Officers taken from Property Estates and Facilities, Greenspace and Economic Regeneration. A moderation meeting will then be held by the assessing panel and if a consensus cannot be reached the Group Head of Technical Services and Group Head of Neighbourhood Services shall be asked to consider the assessments and make a final decision. This assessment method has been developed in consultation with the Council's Procurement Officer and is in accordance with the Council's constitution.

2. PROPOSAL(S):

1 - That the Economic Committee approve for the Council to proceed with the open marketing of the four separate catering business opportunities, in accordance with the individual location briefs at each of Councils identified parks, those being;

- Norfolk Gardens, Littlehampton
- Mewsbrook Park, Littlehampton
- West Park, Bognor Regis
- Marine Park Gardens, Bognor Regis

2 – That the Economic Committee delegate authority to the Group Head of Technical Services to negotiate and agree suitable commercial heads of terms for the four individual leases and, in consultation with the Chair of the Economic Committee, to proceed to enter into leases.

3. OPTIONS:

Alternative courses of action:

- 3.1 To amend the marketing particulars ahead of proceeding to open market in accordance with the recommendation.
- 3.2 To extend existing leases with existing operators on revised lease terms. Noting that the mothballed Marine Park Gardens public toilets would remain void, and that minimal improvement to the three existing trading cafes will likely be achieved.
- 3.3 To do nothing, causing all sites to fall vacant / void. Resulting in loss of revenue for the Council and increased cost as the Council would then become liable for the maintenance and upkeep of the void premises and the payment of business rates.

4. CONSULTATION

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		X
Relevant District Ward Councillors		X
Other groups/persons (please specify)	Greenspace Economic Regeneration Community Wellbeing	
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial	X	
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:Financial

It is considered achievable that rental income from these properties will increase.

Legal

The role out of the recommended option will involve the Council's Legal Services team, if capacity allows, in the drafting of new leases.

Human Rights/Equality Impact Assessment

No adverse impact on the protected characteristics were identified

Sustainability

Marketing Briefs and the assessment matrix focus on environmental and sustainability improvements.

Asset Management / Property / Land.

The Property & Estates team will be involved in the ongoing management of the sites moving forward, including the issuing of title plans and leases, and will lead agreeing heads of terms for each site, instructing the Council's legal services team and ongoing monitoring of compliance with the terms of the leases.

7. REASON FOR THE DECISION:

Three of the included premises are approaching the end of their respective leases, all expiring on 31 October 2021. The Mewsbrook Park Café, Norfolk Gardens Café, and West Park Café are all well-established catering businesses recognised across the District. Each is in need of investment, presenting the Council with an opportunity to secure significant improvements in terms of the public offering, the aesthetic presence within Council parks and the income revenue generated via rent.

The remaining site (Marine Park Gardens) is a mothballed public toilet building which has previously been considered (albeit not progressed) for café use and has a previously approved planning application as such. The planning application is expired but provides an indication to potential operators of an acceptable scheme and forms the basis of the proposed marketing.

For the above reasons the recommended decision within this report is considered to be in the best interests of the Council.

8. BACKGROUND PAPERS:

- 8.1 2021-06 Marine Park Gardens Marketing Brief
- 8.2 2021-06 Mewsbrook Park Café Marketing Brief
- 8.3 2021-06 Mewsbrook Park Café Indicative Plan
- 8.4 2021-06 Norfolk Gardens Café Marketing Brief
- 8.5 2021-06 Norfolk Gardens Café Indicative Plan A
- 8.6 2021-06 Norfolk Gardens Café Indicative Plan B
- 8.7 2021-06 West Park Café Marketing Brief
- 8.8 2021-06 West Park Café Indicative Plan
- 8.9 Example Assessment Matrix
- 8.10 EIA Café Leases

Marine Park Gardens Café

Letting Particulars Proposals – Available immediately

Arun District Council is seeking an innovative operator to develop a new and exciting opportunity within the award winning Marine Park Gardens in Bognor Regis. Proposals are invited for the conversion of these vacant premises and to develop a high-quality destination venue in this sought after location. Marine Park Gardens is considered among the best parks in the Country. Bidders are made aware that submitted proposals shall enhance the existing offer in the park and acknowledge that the future café will be a significant part of all future Green Flag Award applications and so the award criteria equally shall apply to the proposed offer as it does to the park overall. Successful bidders will be expected to become partners along with all other concessions and stakeholders in the park and seek continuous improvement. The Council are seeking expressions of interest for a lease of 10-15 years (dependent on investment level) and may consider an initial short rent free period in consideration of a prospective leaseholders investment proposal.

Planning permission has previously been approved at this site, and the now lapsed application may serve as a guide for any conversion proposals. The previous planning application was for a modern take on a traditional tea room; it is this theme which the Council would like to see reinvigorated at this site. Details of the prior application can be found on the Council's website (www.arun.gov.uk/planning). Click on Application Search Post 1987 & Weekly Lists, in the Reference box type in AW/186/12.

Bids **must** include the following:

- Internal and external design proposals for improvement of the appearance and quality of the existing building, which must include material details and at least one graphical representation. The landlord wishes to obtain substantial improvements in this respect. Operators branding materials (logo/signage/menu design etc.) must also be effectively demonstrated as part of any submission of interest.
- The construction plans of a new café must consider the environmental impact of doing so and will need to address ongoing considerations in the context of the Climate Emergency. Proposals shall include but are not limited to; carbon offsetting, water efficiency, energy saving, renewable energy opportunities, measures taken to improve air quality and manage pollution and purchasing choices. A proposed Sustainable Urban Drainage System will be given significant consideration.
- Proposals should also include an exterior dining area designed to compliment the style of the gardens.
- Details of the proposed menu and product range. This may include reference to your previous or current work in the catering field, and must demonstrate the intended style of cuisine and pricing. Bidders should note that the Council are looking for a high quality food and drink offering that evokes the style of Edwardian Britain, but may also include a modern day creative interpretation. Product ingredients should also be described here, with consideration for locally sourced produce and any specialist dietary options. Proposals which include a focus on sustainability will be given favourable consideration.

- Provision for publicly accessible toilets for use by customers and general public alike during opening hours and details concerning how these facilities are to be accessed.
- Environmental policy detailing environmental risk factors such as takeaway packaging, single use plastics, litter and the like. Consideration should also be given to refuse management, recycling and waste minimisation.

Bids must also consider the following:

- The cafe may operate 365 days of the year from 0700-2200 (subject to relevant consents), but must operate 26th December – 24th December 0900-1700 daily as a minimum, therefore proposals including covered and/or indoor seating would be viewed favourably. The Landlord acknowledges that a business may need to rescale their operation throughout the seasons but the wish is to see an all year round destination venue.
- The successful operator must maintain a minimum level 4 Food Hygiene rating and so it would be beneficial to include a CV and description of your experience in this respect.
- The successful operator must maintain membership of the Eat Our Eat Well scheme.
- Alcohol sales may be considered (subject to obtaining a relevant licence) as part of an overall proposal, but this must be carefully presented with all risks considered.
- A short rent free period may be considered depending on the level of proposed investment.

Proposed Scoring Matrix

The Scoring Matrix (Background Paper 8.9) will be used to assess suitable bids. Bids that do not meet the criteria set out in the agent's particulars may not be assessed. The example column is indicative only and does not in any way imply an 'ideal' response.

Proposed Demise

The demise shall comprise the whole of the former public toilet building, with an outside seating area to be agreed on the lawn. Please see Background Paper 8.3.

Mewsbrook Park Cafe

Letting Particulars Proposals – Available 1st November 2021

Arun District Council is seeking an innovative operator to develop a new and exciting opportunity within the award winning Mewsbrook Park, Littlehampton. Proposals are invited for the reconstruction of the existing cafe building and to develop a high-quality destination venue in this sought after location. Mewsbrook park is considered among the best parks in the Country. Bidders are made aware that submitted proposals shall enhance the existing offer in the park and acknowledge that the future café will be a significant part of all future Green Flag Award applications and so the award criteria equally shall apply to the proposed offer as it does to the park overall. Successful bidders will be expected to become partners along with all other concessions and stakeholders in the park and seek continuous improvement. The Council are offering a lease (subject to negotiation) circa 20 years at a suggested rent of £12,000.00 per annum and may consider an initial short rent free period in consideration of a prospective leaseholders investment proposal. In addition, there is an option for bidders to include proposals for operating the Mewsbrook Park Boating Lake concession and ongoing lake management in consultation with the Council.

Bids **must** include the following:

- Design proposals for renewal of the existing café building, which must include full location plan, internal floor plan, and elevations. Material details and at least one graphical representation must also be included. The landlord wishes to obtain substantial improvements in respect of the building function and appearance. Operators branding materials (logo/signage/menu design etc.) must also be effectively demonstrated as part of any submission of interest.
- The construction plans of a new café must consider the environmental impact and will need to address ongoing considerations in the context of the Climate Emergency. Proposals shall include but are not limited to; carbon offsetting, water efficiency, energy saving, renewable energy opportunities, measures taken to improve air quality and manage pollution and purchasing choices. A proposed Sustainable Urban Drainage System will be given significant consideration.
- Details of the proposed menu and product range. This may include reference to your previous or current work in the catering field, and must demonstrate the intended style of cuisine and pricing. Bidders should note that the Council are looking for a high quality food and drink offering that may provide an alternative or modern twist to traditional fayre. Product ingredients should also be described here, with consideration for locally sourced produce and any specialist dietary options. Proposals which include a focus on sustainability will be given favourable consideration.
- Provision for publicly accessible toilets for use by customers and general public alike during opening hours and details concerning how these facilities are to be accessed.
- Demolition of the existing public toilet building.
- Proposals for a new outdoor terraced seating area.
- Environmental policy detailing environmental risk factors such as takeaway packaging, single use plastics, litter and the like. Consideration should also be given to refuse management, recycling and waste minimisation.

- Parking is limited. Proposals shall include parking for staff and for receiving deliveries. The location for which could be to the west of the Hendon Road entrance to Mewsbrook Park.

Optionally bids may include the following:

- Lake management proposals to include but not limited too; water quality management control, pricing structure, opening hours, number of proposed boats and type, schedule of maintenance and replacement of boats over the lease term. The boating lake is expected to operate between April and October at least at weekends and all school holidays.

Bids must also consider the following:

- The cafe may operate 365 days of the year from 0700-2200 (subject to relevant consents), but must operate 26th December – 24th December 0900-1700 daily as a minimum, therefore proposals including covered and/or indoor seating would be viewed favourably. The Landlord acknowledges that a business may need to rescale their operation throughout the seasons but the wish is to see an all year round destination venue.
- The successful operator must maintain a minimum level 4 Food Hygiene rating and so it would be beneficial to include a CV and description of your experience in this respect.
- The successful operator must maintain membership of the Eat Our Eat Well scheme.
- Alcohol sales may be considered (subject to obtaining a relevant licence) as part of an overall proposal, but this must be carefully presented with all risks considered.
- A short rent free period may be considered depending on the level of proposed investment.

Proposed Scoring Matrix

The Scoring Matrix (Background Paper 8.9) will be used to assess suitable bids. Bids that do not meet the criteria set out in the agents particulars may not be assessed. The example column is indicative only and does not in any way imply an 'ideal' response.

Proposed Demise

Any redevelopment is to take place on the existing café site. The extent of the demise is to be agreed following proposals, although bidders should note that any proposals should be of a scale in keeping with the park. There is potential however to include the combined footprint of the existing café and public toilets. Please see Background Paper 8.3.



Sports
Dome

Boating Lake

Existing
Public
Toilets

Existing
cafe

Kenton

St Martin

Sunnydown
Court

Swimming Centre

HENDON AVENUE



ARUN DISTRICT COUNCIL

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AMENDMENTS	BY	DATE

JOB TITLE:
 Mewsbrook Park Cafe
 Mewsbrook Park
 Littlehampton

DRAWING TITLE:
 Location Plan

SCALE: 1:500 @ A3

PROPERTY: LM 7017

DRG. No.: 101 REV.: -

DRAWN BY: SH

TRACED BY:

CHECKED BY:

DATE: June 2021

Sam Horwill
 Snr. Estates Surveyor
 Arun District Council
 Arun Civic Centre
 Maltravers Road
 LITTLEHAMPTON
 West Sussex
 BN17 5LF

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Norfolk Gardens Café

Letting Particulars Proposals – Available 1st November 2021

Arun District Council is seeking an innovative operator for the Norfolk Gardens Cafe located at the eastern end of the Littlehampton seafront in the award winning Norfolk Leisure Gardens. Norfolk Leisure Gardens is considered among the best parks in the Country. Bidders are made aware that submitted proposals shall enhance the existing offer in the park and acknowledge that the future café will be a significant part of all future Green Flag Award applications and so the award criteria equally shall apply to the proposed offer as it does to the park overall. Successful bidders will be expected to become partners along with all other concessions and stakeholders in the park and seek continuous improvement. This is an exciting opportunity for developing a high-quality destination venue at the eastern end of the town's foreshore. The Council are offering a lease of 10-15 years (dependent on investment level) at a suggested rent of £13,500.00 per annum and may consider an initial short rent free period in consideration of a prospective leaseholders investment proposal.

Bids **must** include the following:

- Internal and external design proposals for improvement of the appearance and quality of the existing building, which must include material details and at least one graphical representation. The landlord wishes to obtain substantial improvements in this respect. Operators branding materials (logo/signage/menu design etc.) must also be effectively demonstrated as part of any submission of interest.
- The plans of a renewed or renovated café must consider the environmental impact and will need to address ongoing considerations in the context of the Climate Emergency. Proposals shall include but are not limited to; carbon offsetting, water efficiency, energy saving, renewable energy opportunities, measures taken to improve air quality and manage pollution and purchasing choices.
- Proposals for a new outdoor terraced seating area either to the front or west lawn area must be included.
- Details of the proposed menu and product range. This may include reference to your previous or current work in the catering field, and must demonstrate the intended style of cuisine and pricing. Bidders should note that the Council are looking for a high quality food and drink offering that may provide an alternative or modern twist to traditional fayre. Product ingredients should also be described here, with consideration for locally sourced produce and any specialist dietary options. Proposals which include a focus on sustainability will be given favourable consideration.
- Provision for publicly accessible toilets for use by customers and general public alike during opening hours and details concerning how these facilities are to be accessed.
- Environmental policy detailing environmental risk factors such as takeaway packaging, single use plastics, litter and the like. Consideration should also be given to refuse management, recycling and waste minimisation.

Bids must also consider the following:

- The cafe may operate 365 days of the year from 0700-2200 (subject to relevant consents) but must operate 26th December – 24th December 0900-1700 daily

as a minimum, therefore proposals including covered and/or indoor seating would be viewed favourably. The Landlord acknowledges that a business may need to rescale their operation throughout the seasons but the wish is to see an all year round destination venue.

- The successful operator must maintain a minimum level 4 Food Hygiene rating and so it would be beneficial to include a CV and description of your experience in this respect.
- The successful operator must maintain membership of the Eat Our Eat Well scheme.
- Alcohol sales may be considered (subject to obtaining a relevant licence) as part of an overall proposal, but this must be carefully presented with all risks considered.
- A short rent free period may be considered depending on the level of proposed investment.

Proposed Scoring Matrix

The Scoring Matrix (Background Paper 8.9) will be used to assess suitable bids. Bids that do not meet the criteria set out in the agents particulars may not be assessed. The example column is indicative only and does not in any way imply an 'ideal' response.

Proposed Demise

Plans A and B (Background Papers 8.5 and 8.6) indicate the extent of the demise subject to negotiation of offers received. A terraced or patio areas shall also be included.

A separate ice cream kiosk is to be associated within the demise and is located at the threshold of the Adventure Golf course.

The building has shared occupancy with the Council's Outdoor Recreation provider who occupy the south facing cashier kiosk.

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Arun District Council 100018487.

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	AMENDMENTS	BY DATE

JOB TITLE:
NORFOLK GARDENS CAFE

DRAWING TITLE:
LEASE SITE PLAN

SCALE: 1:500 @ A4

PROPERTY: LM 7022

DRG. No.: 001 REV.: -

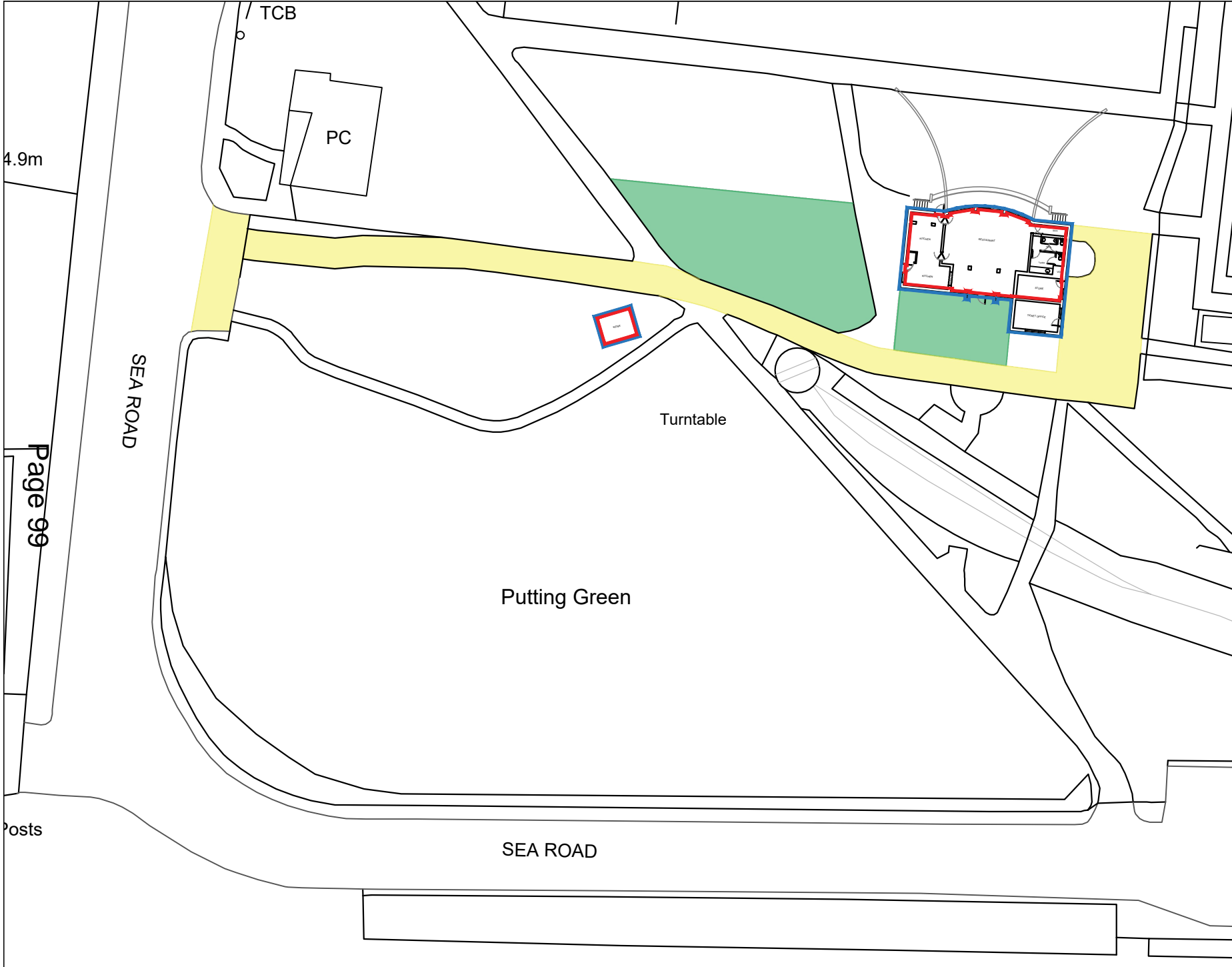
DRAWN BY: SH

TRACED BY:

CHECKED BY: SC

DATE: 18 February 2020

Sam Horwill
Senior Estates Surveyor
Arun District Council
Arun Civic Centre
Maltravers Road
LITTLEHAMPTON
West Sussex
BN17 5LF



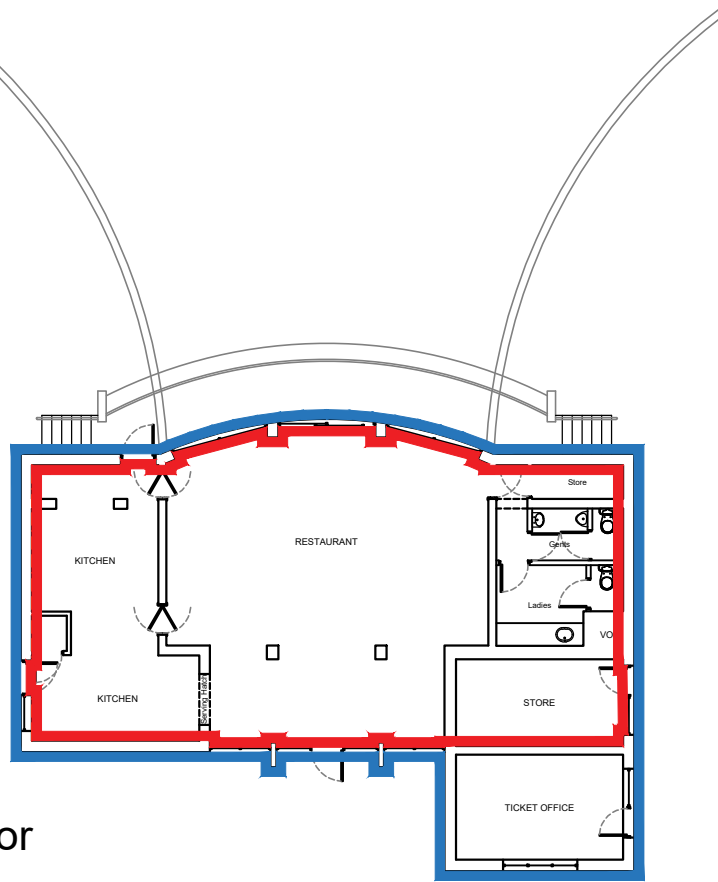
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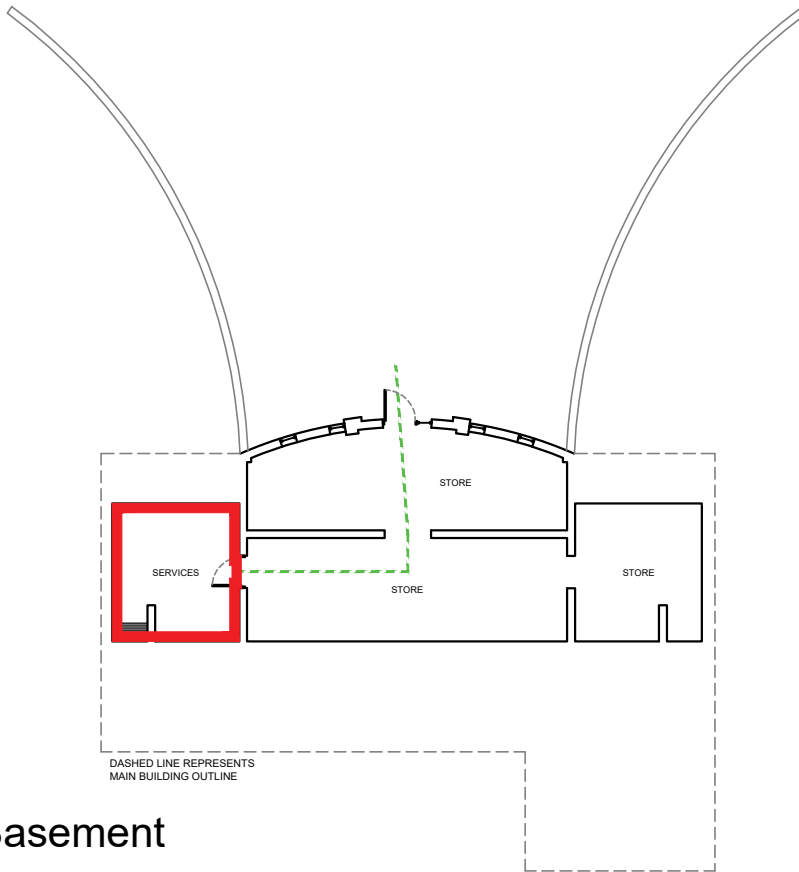
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Ground Floor



DASHED LINE REPRESENTS
MAIN BUILDING OUTLINE

Semi-Basement

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Arun District Council 100018487.

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AMENDMENTS	BY	DATE

JOB TITLE: NORFOLK GARDENS CAFE Title 2 Title 3	DRAWING TITLE: LEASE PLAN Title 2 Title 3	SCALE: 1:200 @ A4	DRAWN BY: SH	Sam Horwill Senior Estates Surveyor Arun District Council Arun Civic Centre Maltravers Road LITTLEHAMPTON West Sussex BN17 5LF
		PROPERTY: M 702	TRACED BY:	
		DRG. No.: 002	CHECKED BY: SC	
		REV.: -	DATE: 18 February 2020	

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West Park Cafe

Letting Particulars Proposals – Available 1st November 2021

Arun District Council is seeking an innovative operator to develop a new and exciting opportunity in West Park, Bognor Regis. Proposals are invited for the conversion or redevelopment of the existing pavilion building and to develop a high-quality destination venue in this sought-after location. Bidders are made aware that submitted proposals shall enhance the existing offer in the park. Bidders should acknowledge that the future café will be a significant part of the Council's Green Flag Award aspirations and so the award criteria equally shall apply to the proposed offer as it does to the park overall. Successful bidders will be expected to become partners along with all other stakeholders in the park and seek continuous improvement. The Council are offering a lease of circa 10-20 years (dependent on investment level) at a suggested rent of £12,500.00 per annum, and may consider an initial short rent free period in consideration of a prospective leaseholders investment proposal.

Bids **must** include the following:

- Design proposals for renewal of the existing building, which must include full location plan, internal floor plan, and elevations. Material details and at least one graphical representation must also be included. The landlord wishes to obtain substantial improvements in respect of the building function and appearance. Operators branding materials (logo/signage/menu design etc.) must also be effectively demonstrated as part of any submission of interest.
- The construction plans of a new or renovated café must consider the environmental impact and will need to address ongoing considerations in the context of the Climate Emergency. Proposals shall include but are not limited to; carbon offsetting, water efficiency, energy saving, renewable energy opportunities, measures taken to improve air quality and manage pollution and purchasing choices. A proposed Sustainable Urban Drainage System will be given significant consideration.
- Proposals for a new outdoor terraced seating area.
- Details of the proposed menu and product range. This may include reference to your previous or current work in the catering field, and must demonstrate the intended style of cuisine and pricing. Bidders should note that the Council are looking for a high quality food and drink offering that may provide an alternative or modern twist to traditional fayre. Product ingredients should also be described here, with consideration for locally sourced produce and any specialist dietary options. Proposals which include a focus on sustainability will be given favourable consideration.
- Provision for publicly accessible toilets for use by customers and general public alike during opening hours and details concerning how these facilities are to be accessed.
- Environmental policy detailing environmental risk factors such as takeaway packaging, single use plastics, litter and the like. Consideration should also be given to refuse management, recycling and waste minimisation.

Bids must also consider the following:

- The cafe may operate 365 days of the year from 0700-2200 (subject to relevant consents) but must operate 26th December – 24th December 0900-1700 daily as a minimum, therefore proposals including covered and/or indoor seating

would be viewed favourably. The Landlord acknowledges that a business may need to rescale their operation throughout the seasons but the wish is to see an all year round destination venue.

- The successful operator must maintain a minimum level 4 Food Hygiene rating and so it would be beneficial to include a CV and description of your experience in this respect.
- The successful operator must maintain membership of the Eat Our Eat Well scheme.
- Alcohol sales may be considered (subject to obtaining a relevant licence) as part of an overall proposal, but this must be carefully presented with all risks considered.
- A short rent free period may be considered depending on the level of proposed investment.

Proposed Scoring Matrix

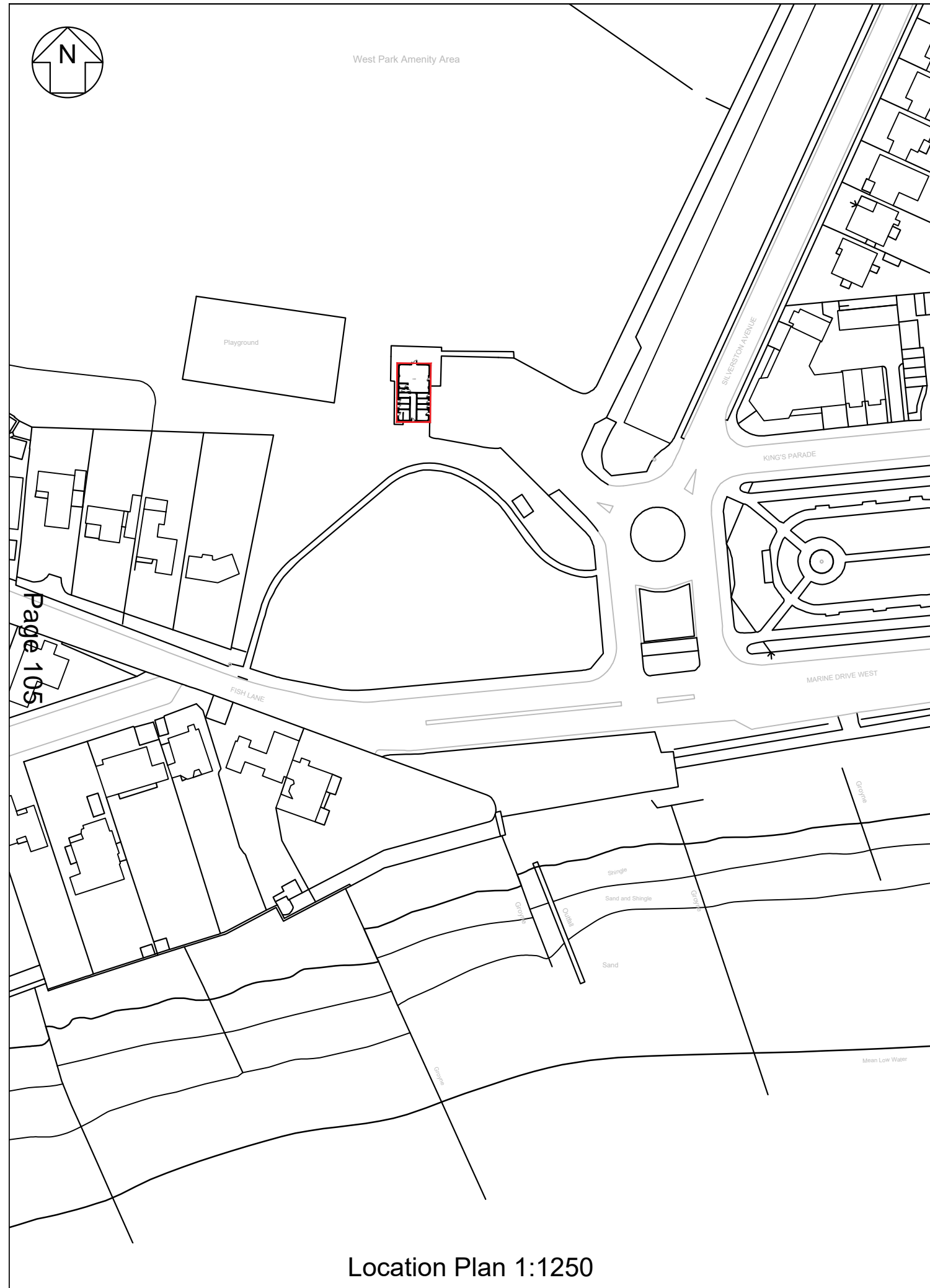
The Scoring Matrix (Background Paper 8.9) will be used to assess suitable bids. Bids that do not meet the criteria set out in the agent's particulars may not be assessed. The example column is indicative only and does not in any way imply an 'ideal' response.

Proposed Demise

The demise shall comprise the whole of the pavilion building (including the existing public toilet facilities), with potential to include an outside seating area adjacent to the café. Please see Background Paper 8.8.



West Park Amenity Area



Location Plan 1:1250

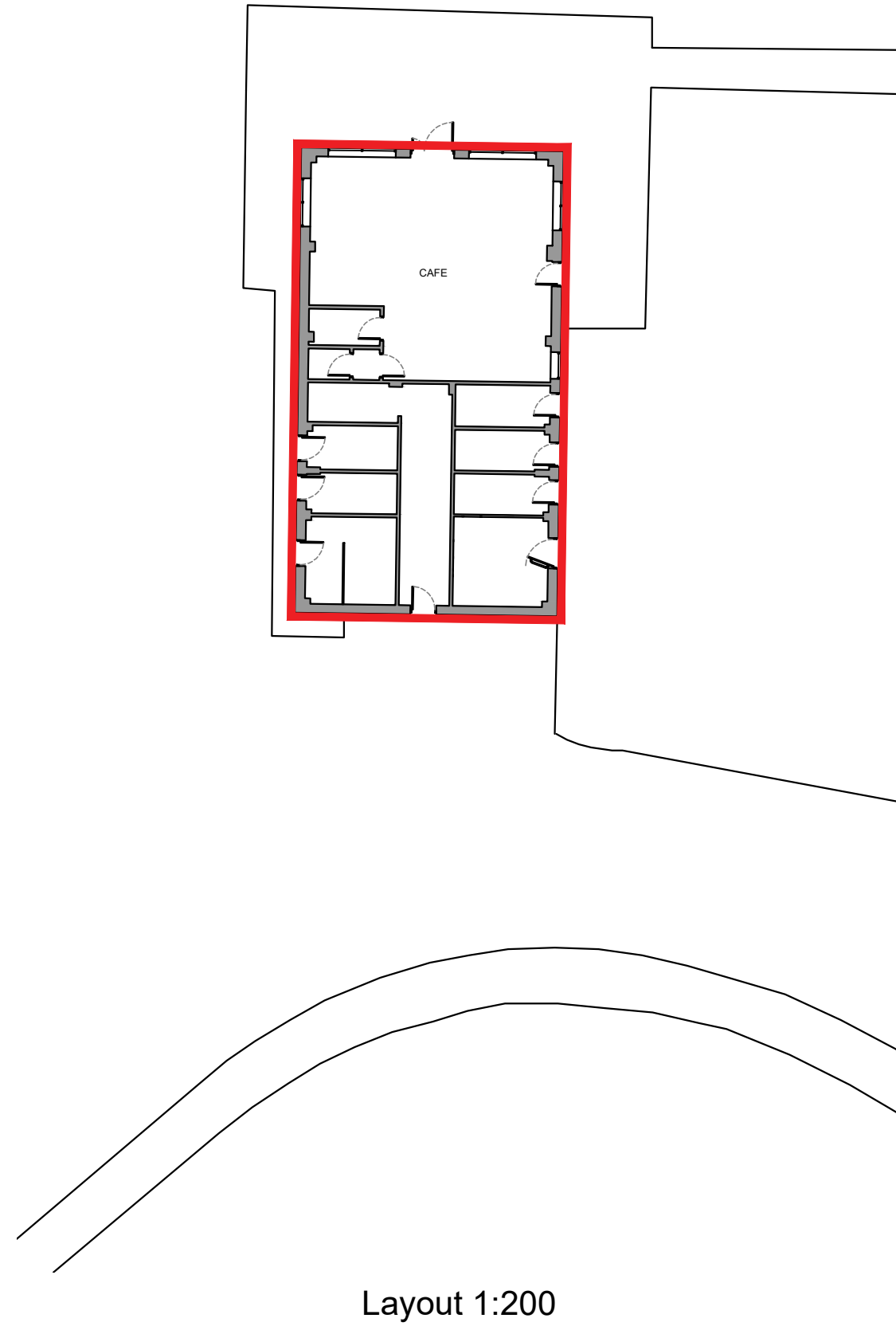
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ARUN DISTRICT COUNCIL

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AMENDMENTS	BY	DATE

JOB TITLE:
West Park Cafe
West Park
Bognor Regis

DRAWING TITLE:
Lease Plan

SCALE: VARIOUS @ A3

PROPERTY: LM 5003a

DRG. No.: 001	REV.: -
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DRAWN BY: SH

TRACED BY:

CHECKED BY: SC

DATE: 30 March 2020

Sam Horwill
Senior Estates Surveyor
Arun District Council
Arun Civic Centre
Maltravers Road
LITTLEHAMPTON
West Sussex
BN17 5LF

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	Example	Bid 1	Bid 2	Bid 3
Proposed Rent		£16k p/a		
Proposed Term	20 Years 3 months rent free, tenant break clause at year 5			
Product	See submitted menu. Tapas restaurant with locally sourced ingredients. Local coffee and bottled soft drinks.			
Kiosk Improvements	See submitted design proposals. New modern building with integrated public toilet facilities.			
Environmental	Reusable takeaway cups to be promoted, all other takeaway packaging to be biodegradable, litter bin provided for customers, litter sweep at the beginning and end of each trading day as minimum.			
Trading times	Hours extended seasonally to capture early morning and evening trade.			
Food Hygiene/Refs/Experience	Previous experience managing catering establishment, achieving and exceeding level 4. Demonstration of broad catering standards/practice understanding.			
Assessor 1 score (1-10)		8		
Assessor 1 notes	High quality response with well considered menu. Significant investment with exciting design proposal. Good commercial offer.			
Assessor 2 score (1-10)		9		
Assessor 2 notes	Example			
Assessor 3 score (1-10)		9		
Assessor 3 notes	Example			
<u>Score Total (mean average)</u>		<u>8.66666667</u>		

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EQUALITY IMPACT ASSESSMENT

Name of activity:	Economic Committee Report regarding the provision of café / restaurant business opportunities and the award of leases following open marketing within the Council's parks.	Date Completed:	23/06/21
Directorate / Division responsible for activity:	Place / Technical Services	Lead Officer:	Sam Horwill
Existing Activity	<input type="checkbox"/>	New / Proposed Activity	<input type="checkbox"/>
			Changing / Updated Activity ✓

What are the aims / main purposes of the activity?

The award of suitable lease to four café opportunities in Council parks (Norfolk Gardens, Littlehampton, Mewsbrook Park, Littlehampton, West Park, Bognor Regis & Marine Park Gardens, Bognor Regis).

What are the main actions and processes involved?

Public marketing exercise using an appointed commercial property agent in order to market and attract expressions of interest for potential leaseholder for the café business opportunities advertised. On successful identification of operator the Council would appoint Solicitors to draft, agree and complete the relevant leases to allow the selected operator to occupy the land and premises under lease.

Who is intended to benefit & who are the main stakeholders?

The leaseholder will benefit as they will possess a viable income generating business. Locals will benefit from the employment offered at the business locations. Local suppliers will benefit as the businesses will use other local businesses to supply their operations. The Council will benefit from improved attractions within its park and also increased revenue generated via lease income. Local residents and tourists / users of the parks will also benefit by the improved café attractions located in the parks.

Have you already consulted on / researched the activity?

The Property & Estates team have experience of setting up, marketing and awarding leases for café park businesses so understand the processes involved and what is required to attract a suitable innovative operator. The commercial agent that the Council will use will be experienced in the local market and regularly carried out soft market testing in terms of who is looking for new business opportunities and also what rents can be attained etc.

Impact on people with a protected characteristic (What is the potential impact of the activity? Are the impacts high, medium or low?)

Protected characteristics / groups	Is there an impact (Yes / No)	If Yes, what is it and identify whether it is positive or negative
Age (older / younger people, children)	Yes / No	
Disability (people with physical / sensory impairment or mental disability)	Yes / No	
Gender reassignment (the process of transitioning from one gender to another.)	Yes / No	
Marriage & civil partnership (Marriage is defined as a 'union between a man and a woman'. Civil partnerships are legally recognized for same-sex couples)	Yes / No	
Pregnancy & maternity (Pregnancy is the condition of being pregnant & maternity refers to the period after the birth)	Yes/ No	
Race (ethnicity, colour, nationality or national origins & including gypsies, travellers, refugees & asylum seekers)	Yes / No	

Religion & belief (religious faith or other group with a recognised belief system)	Yes / No	
Sex (male / female)	Yes / No	
Sexual orientation (lesbian, gay, bisexual, heterosexual)	Yes / No	
Whilst Socio economic disadvantage that people may face is not a protected characteristic; the potential impact on this group should be also considered	Yes / No	

What evidence has been used to assess the likely impacts?
There is nothing as far as can be reasonably considered that reacts positively or negatively to the marketing and awarding leases for café park businesses. Compliance with statutory obligations should take into account any equalities issues within the design of the physical café and this would be the responsibility of the café operator and the Council's requirements are clearly set out within the café briefs provided to any interested bidder.

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Decision following initial assessment			
Continue with existing or introduce new / planned activity	Yes / No	Amend activity based on identified actions	Yes / No

Action Plan			
Impact identified	Action required	Lead Officer	Deadline
none	none		

Monitoring & Review	
Date of last review or Impact Assessment:	n/a
Date of next 12 month review:	n/a
Date of next 3 year Impact Assessment (from the date of this EIA):	n/a
Date EIA completed:	23 rd June 2021
Signed by Person Completing:	Paul Broggi – Property, Estates & Facilities Manager

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF THE ECONOMY COMMITTEE ON 8 JUNE 2021

PART A : REPORT

SUBJECT: ARUN'S ECONOMIC DEVELOPMENT STRATEGY AND FUTURE PRIORITIES

REPORT AUTHOR: Denise Vine
DATE: April 2021
EXTN: 37846
AREA: Economy Group

EXECUTIVE SUMMARY:

This report describes the work of the Economy Group, sets out the Arun Economic Development Strategy 2020-2025 Action Plan and proposes future priority projects.

RECOMMENDATIONS:

That the Committee:

1. Approves the Economic Development Strategy 2020-2025 Action Plan (Appendix C) and instructs officers to progress its delivery.
2. Instructs officers to refine the list of priority projects (Appendix D) working through a Members Working Party and develops a prioritisation formula for these projects.
3. Officers estimate the resources (both capital and staffing costs) that may be needed to progress each project and brings a report back to this Committee for further discussion.
4. Officers prepare, in partnership, a concise Town Centre(s) Strategy for 2022-2025.

1. BACKGROUND:

1.1. Economy Group Responsibilities

The purpose of the Economy Group is to encourage business growth and investment, increase employment and tackle economic disadvantage in Arun. It aims to reverse physical, economic and social decline in the District and to intervene when the market alone cannot deliver improvement. To effectively deliver this function the service works in partnership with a range of council services and external partners both in the private and public sector (e.g. Coast to Capital Local Enterprise Partnership).

The groups responsibilities are to oversee and support the delivery of:

- Business Support and Enterprise – for example, the provision of Arun Business Partnership, responding to business enquiries for premises and business support, delivering intermediate labour market interventions such as work experience and apprenticeships and bidding for external funds to deliver these.
- Town Centre management in Littlehampton and supporting the Business Improvement District in Bognor Regis.
- Supporting concept development of publicly funded physical regeneration schemes and securing capital grants for their delivery – for example supporting the delivery of public realm improvements in Bognor Regis and Littlehampton.
- Strategic employment sites – promoting their availability and encouraging suitable development and investment, for example Enterprise Bognor Regis.
- Promoting Arun, and its distinct locations, as a tourism destination and helping our hospitality and tourism businesses to develop our local offer. Working with our sub regional partners to better use our resources. We also currently maintain the Sussex by the Sea website which is under review and is detailed in a separate report.
- Maintaining external partnerships with our strategic partners that support economic development

1.2. External Funding

The group has led on or contributed to securing significant external funding to support the delivery of the group's core responsibilities and the wider regeneration priorities of the Council. The group continuously looks for external funding that will support the delivery of priority projects in the district. The table in Appendix A provides some examples of the funding previously secured.

1.3. Covid-19 Business Support Grants and Distribution

During the 2020 / 2021 COVID-19 lockdown and consequent pandemic restrictions on businesses, central government has issued a range of grants to support businesses. The Economy Group has been responsible for the distribution of some of these and staff (1.5 FTE) have prioritised this work over other planned activities.

Summary details are below:

- **Discretionary Grants R1** - £1,539,000 (all funding allocated with exception of £10k which was later recovered from a duplicate claim)
- **Discretionary Grants R2 to 5** - £4,643,182 (all funding must be paid by March 2022). It is proposed (Cabinet report 17th May 2021) that £600,000 of this grant is used on projects to provide wider business support such as Get Online & Upgrade grants, Start Up Grants, Greener Business Grants etc.
- **Reopening our High Streets Safely Fund** - £143,718 (all funding must be spent by March 2022)
- **Welcome Back Fund** - £208,718 (all funding must be spent by March 2022)

Funding claims will be required to be completed after March 2022 so resources for this will be needed until June 2022.

1.4. Our Agreed Economic Development Strategy

The Arun Economic Development Strategy 2020-2025, Creating Our Future, [Economic Strategy & Delivery | Arun District Council](#) and the Arun Economic Profile 2019 (the evidence base) [Economic Strategy & Delivery | Arun District Council](#) was approved by Cabinet in December 2019.

The strategy priorities are based on the conclusions and findings of the evidence base. The document identifies a range of opportunities for each priority that will support and progress economic development in Arun.

The recommendations approved by Cabinet on 9 December 2019 were.

- a) *Cabinet supports the vision, themes, priorities and opportunities identified in the Arun Economic Development Strategy 2020-2025.*
- b) *Cabinet supports the preparation of an action plan to progress the delivery of the strategy priorities and opportunities.*

The strategy Action Plan has been developed and updated to reflect the proposed core interventions. The Action Plan identifies activities the Economy Group, other council service areas and partner organisations will lead on to progress the strategy. See Appendix C Arun Economic Development Strategy Action Plan.

It is felt the priorities identified remain valid as we move into economic recovery post the Covid19 pandemic and any impact the restrictions may have had on businesses and the economy. Currently, there have been no closures of local major employers. We have anecdotal reports from businesses of the difficulties they have faced due to enforced temporary closures. Many have shown great resilience and ingenuity in adapting their businesses to the current situation.

Recent surveys of Littlehampton and Bognor Regis town centres indicate that retail vacancy rates have not increased. Full details of the recent audits can be found in Appendix E.

The most tangible and directly measurable change is unemployment rates (those claiming unemployment benefits such as Job Seekers Allowance and Universal Credit) which have risen significantly in the last year. Table 1 below shows the number of claimants (by age) in March 2021. Table 2 shows a time series between March 2019 and March 2021 (6 monthly intervals plus April 2020) for all claimants.

Table 1				
Claimant count by age - not seasonally adjusted (March 2021)				
	Arun (Level)	Arun (%)	SE (%)	GB (%)
Aged 16+	5,335	6.0	5.4	6.5
Aged 16 To 17	5	0.2	0.2	0.4
Aged 18 To 24	890	9.1	7.8	9.1
Aged 18 To 21	475	8.9	7.6	9.0
Aged 25 To 49	2,825	6.7	5.8	7.1
Aged 50+	1,610	4.8	4.2	5.1
Source: ONS Claimant count by sex and age				
Note: % is number of claimants as a proportion of resident population of the same age				

Table 2				
Arun Claimant count aged 16+ - Time Series				
Month / year	Arun (Level)	Arun (%)	SE (%)	GB (%)
Mar 2019	1,725	2.0	1.7	2.6
Oct 2019	1,915	2.2	2.0	2.8
Mar 2020	2,130	2.4	2.2	3.1
Apr 2020	4,450	5.0	3.9	5.1
Oct 2020	4,835	5.5	5.1	6.2
Mar 2021	5,335	6.0	5.4	6.5
Source: ONS claimant count by sex and age				
Note: % is number of claimants as a proportion of resident population of the same age				
The age group most impacted is the 18 to 24 year olds. Between March 2020 and March 2021, the claimant count has risen in this age group from 340 (3.5%) to 890 (9.1%).				

Delivering employment support interventions to those people with the greatest barriers to work has been a core element of the service for many years (externally funded) and it is hoped this can continue (subject to external funding being available). The Government have also introduced several employment support interventions, such as Kick Start and Apprenticeships, which are available locally.

Our key sectors of tourism and hospitality have been significantly impacted due to the enforced closures in 2020 but most have reopened and are hoping for a busy 2021 summer season. The main change has been the significant reduction of activity at Gatwick Airport, which, although outside of the Arun district area, local businesses form part of the supply chain and will be affected by the reduced activity. It is unclear currently if or when activity and flights from the airport will fully resume, it may take years to get back to its full capacity, so it is likely this impact will remain for some time to come.

The Committee is asked to approve the Action Plan (Appendix C) and instruct officers to progress its delivery.

For easy reference the graphic overleaf illustrates the focus and priorities of the Economic Development Strategy.

“Our vision is to create a dynamic, competitive and sustainable place to live, work and do business”

Our building blocks for economic development:



Creating our future together through:

Shaping our places for people to live, work and visit

Attracting investment and success giving businesses the space and support to grow and prosper

Putting people centre stage: healthy, happy, prosperous lives

Our ambition:

is for Arun to be a globally-connected business location with thriving towns and villages each with a strong identity, offering enough affordable, well-designed housing, connected by first class transport and digital infrastructure

is for Arun to have a dynamic, diverse and growing business base with strong local supply chains and a wide range of employment opportunities for our people

is that all our people have the aspiration, access to skills, qualifications and employment opportunities to achieve their potential, and that our people enjoy happy, long and healthy lives with high satisfaction rates with less risk of crime and deprivation

Our priorities:

- o Town centre regeneration
- o Employment space
- o Housing
- o Infrastructure

- o A growing business population
- o New business creation
- o Growing micro businesses into SMEs
- o A strong and innovative knowledge economy
- o A diverse and balanced range of sectors

- o A skilled and qualified population
- o Live and work locally
- o High aspirations and achievement for young people
- o Higher disposable household income
- o High happiness and life satisfaction rates

1.5. Our Approach to Partnership

An important function of the group is maintaining external partnerships with our strategic partners that support economic development in Arun and West Sussex. Working effectively and meaningfully with our strategic partners is crucial to delivering successful economic development interventions in Arun. The action plan, that supports our economic development strategy, identifies a number of actions that our partners are responsible for delivering and that the Council will support.

The recognition of these partnerships is therefore very important. The table in Appendix B details the principle partnerships that are currently in place and, where relevant, the financial contributions made to them. Some examples of current partnership activity are below.

1.5.1. WSSC Recovery Reset Strategy

West Sussex County Council (WSSC) published its Recovery Reset Strategy earlier this year. It sets out the priority issues that the County Councils pandemic recovery plan will focus on. Funding from the WSSC Economic Recovery Fund will be allocating funds to support themes in Start-Up, micro and SME business support, Employment & Skills, Digital Adoption, High Streets, Tourism & Hospitality and Innovation. These align with the priorities in the Arun Economic Development Strategy and Action Plan. Council officers work closely with WSSC officers and will support the development of the funding opportunities.

1.5.2. Coastal West Sussex Partnership (CWSP)

The CWSP has recently prepared a white paper to bring into focus the challenges and emerging opportunities for the local economy as the country comes out of the pandemic. It identifies five key themes on which to build the future of the Coastal West Sussex region. These are:

- Digital and physical infrastructure – improving connectivity across and beyond the coastal area
- Space – making the best use of land to provide good quality homes and employment space
- Skills – raising aspirations to learn new skills for the jobs of the future
- Promotion of the region (including culture and the visitor economy) to attract visitors, investors and new businesses to the area
- Sustainable growth – promote, encourage and enable activities that help address the climate change crisis

These align with the Arun Economic Development Strategy priorities and Action Plan and we will continue to work with the partnership to progress these themes.

1.5.3. Coast to Capital (C2C) LEP

The C2C has recently asked for expressions of interest for projects that will develop the regional economy post pandemic. Nigel Lynn, as Chair of Sussex Tourism and Culture Recovery Group, has submitted a bid on behalf of the group to support tourism in Sussex and implement a Recovery and Resilience Programme.

The Sussex Tourism and Culture Recovery Group (STCRG) is working collectively and with a broad range of partners and stakeholders to focus on where collaborative activities across Sussex can add real value and strengthen the shared commitment to support, represent, rebuild and revive the sector.

The collaborative work will include strategic development of the sector and the potential to maximise the Sussex brand opportunity at this critical time, raising our shared profile with visitors and potential funders and investors. This proposal aligns with the Arun Economic Development Strategy priorities and is supported in the Action Plan.

1.6. Corporate Priority Projects

Appendix D lists priority projects and project opportunities that have been previously identified.

It is proposed that a Members Working Party is convened to refine the list of priority projects (Appendix D) and develop a prioritisation formula, based on a criteria such as deliverability and impact, for these projects to allow the council to plan future activities.

Officers will then estimate the resources (both capital and staffing costs) that may be needed to progress each project and prepare a report that would be brought to a future meeting of the Committee for members to consider.

1.7. Town Centre(s) Strategy

The Leader of the Council has identified the need to develop clear improvement strategies for our town centres that set out 'what we want our places to be and to gain investment' to achieve this.

A report - Innovating Our High Streets - Town Centre Regeneration Approaches - was previously presented to Cabinet on 8th October 2019. This report provided expert views and guidance on how to innovate and regenerate our Town Centres, including The Grimsey Review, and reflected on the experiences of other successful town centre regeneration strategies.

It was agreed that a support budget of £60k (match funded by the town councils) would be budgeted for our three Town Centres to support events in partnership with other organisations. The COVID 19 pandemic restrictions have delayed the delivery of this but the funding remains available.

The council has prepared, over time, a range of strategic documents and master plans, that support town centre regeneration. Some of these are listed in the background documents.

There is clearly a need, particularly as our town centres recover from the economic impact of the pandemic and adjust to new shopping behaviours and approaches, to rethink how best the council can support our town centres and what actions are needed to bring about real change and improvement. The committee is asked to recommend that officers prepare, in partnership with a range of partners, a concise Town Centre(s) Strategy for 2022-2025 that will establish what our vision is for our town centres and identify tangible interventions to progress this.

1.8. Future Funding Opportunities

The group continuously looks for external funding opportunities that support the council's regeneration aspirations. Current examples of this are below.

1.8.1. Levelling Up Fund

The funds core objective is improving local communities by investing in local infrastructure that has a visible impact on people. The fund will achieve this by focusing on:

- Town centre and high street regeneration, including remediation and repurposing of vacant and brownfield sites;
- Improving local transport connectivity and infrastructure, including upgrades to local bus, road and cycle infrastructure; and
- Maintaining and regenerating cultural, heritage and civic assets.

A bid to the Levelling Up Fund was submitted on 17 June 2021 for improvements to Littlehampton seafront and the Alexandra Theatre in Bognor Regis.

1.8.2. UK Community Renewal Fund

To help local areas prepare for the introduction of the UK Shared Prosperity Fund in 2022, the UK Government is providing funding in 2021/22 through the £220m UK Community Renewal Fund. West Sussex County Council has been designated by Government as a lead authority for the UK Community Renewal Fund and we are in discussions with them to develop suitable projects.

Funded projects must deliver activity that is in line with the UK Community Renewal Fund Prospectus and aligned with at least one of these investment priorities:

- investment in skills
- investment for local business
- investment in communities and place
- supporting people into employment

1.9. Resources

The Action Plan and Priority Projects list are our aspiration for what we want to do but our ability to deliver these will depend on the resources available and the scale of the proposals.

The team currently consists of 4.7 FTE permanent posts, one post (0.7hrs) is currently vacant, and two additional temporary posts, one ending in August 2021 and the other in March 2022.

The Economic Development Strategy Action Plan (Appendix C) identifies a range of interventions that will support the delivery of the Arun Economic Development Strategy. It should be noted that at the current time some activities have no or limited resources allocated to them. This will naturally impact on our ability to progress these projects.

Other priorities, that have emerged following the pandemic and the response to this, i.e. issuing grant funding such as the Discretionary Grants, Reopening Our High Streets Fund and Welcome Back Fund are not included in the Action Plan as these are one off interventions and resources have been reprioritised to focus on these emergency activities. The group has also led on other non-planned interventions such as the temporary closure of Pier Road in Littlehampton for public safety reasons.

1.9.1. Resourcing Issues

- Littlehampton Town Centre Regeneration post ends August 2021 – limited further support available for this activity.
- Economic Regeneration Officer post vacant but funding is being used to support Littlehampton public Realm Project Management to Sept 2021. This also impacts on our ability to deliver the action plan activities, follow up on funding opportunities and completing bids.
- Economic Regeneration Officer (temporary 0.8 post until March 2022) – no funding after this date.
- Major projects – limited / sporadic resources available to progress these. Need for dedicated development implementation / project management.

2. PROPOSAL(S):

- 2.1. The committee approves the Economic Development Strategy 2020-2025 Action Plan (Appendix C) and instructs officers to progress its delivery.
- 2.2. Instructs officers to refine the list of priority projects (Appendix D) working through a Members Working Party and develop a prioritisation formula for these projects.
- 2.3. Officers estimate the resources (both capital and staffing costs) that may be needed to progress each project and brings a report back to this Committee for further discussion.
- 2.4. Officers prepare, in partnership, a concise Town Centre(s) Strategy for 2022-2025

3. OPTIONS:

To support the recommendations, reject them or seek alterations.

4. CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council (for previous decisions)	x	
Relevant District Ward Councillors (for previous decisions)	x	
Other groups/persons (please specify)		
Some Ward Cllrs have changed since decisions were made		

5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO
Financial	x	
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) Officer resources		X

6. IMPLICATIONS:

Financial:

Legal:

Land:

Officer resources: Limited officer resource is currently allocated to the Action Plan and proposed projects. There may not be available capacity within relevant departments to facilitate delivery of these projects.

7. REASON FOR THE DECISION:

To progress the delivery of the Arun Economic Development Strategy 2020–2025 Action Plan, identify and prioritise future project opportunities and a town centre(s) strategy for Arun will contribute to the regeneration of Arun.

8. BACKGROUND PAPERS:

[Regeneration in Bognor Regis | Arun District Council](#)

Bognor Regis Master Plan
<https://www.arun.gov.uk/download.cfm?doc=docm93jjjm4n3619.pdf&ver=3286>

Bognor Regis Business Improvement District <https://lovebognorregis.co.uk/bognor-regis-business-improvement-district/>

Bognor Regis Seafront Strategy
<https://www.arun.gov.uk/download.cfm?doc=docm93jjjm4n3630.pdf&ver=3298>

Bognor Regis Seafront Delivery Plan
<https://www.arun.gov.uk/download.cfm?doc=docm93jjjm4n10082.pdf&ver=9998>

[Regeneration in Littlehampton | Arun District Council](#)

Littlehampton Vision

<https://www.arun.gov.uk/download.cfm?doc=docm93jjim4n7821.pdf&ver=7561>

Waterfront Strategy

<https://www.arun.gov.uk/download.cfm?doc=docm93jjim4n7822.pdf&ver=7562>

9 ideas for Littlehampton

<https://www.arun.gov.uk/download.cfm?doc=docm93jjim4n7820.pdf&ver=7560>

Innovating our High Streets – town centre regeneration approaches – Oct 2019
(Public Pack)Agenda Document for Cabinet, 07/10/2019 17:00 (arun.gov.uk)

Bill Grimsey website - <http://www.vanishinghighstreet.com/>

The Grimsey Review 2 <http://www.vanishinghighstreet.com/wp-content/uploads/2018/07/GrimseyReview2.pdf>

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External funding

The group has led on or contributed to securing significant external funding to support the delivery of the group's core responsibilities and the wider regeneration priorities of the Council. The group continuously looks for external funding that will support the delivery of priority projects in the district. This table provides some examples of the funding previously secured.

Value	Funding partner / purpose	Year
£1.2m	Local Growth Fund grant to improve public realm at Place St Maur,	2020
£62,000	WSCC Investment Fund – to progress the development of the River Arun Cycleway project	2020
£630,000	Local Growth Fund for improvements to the public realm in Littlehampton Town Centre (Beach Road)	2019
£2.5m	CCF grant for improvements to the public realm in Littlehampton Town Centre.	2019
£50,000	Coastal Revival Fund grant for Bognor Regis Bandstand heritage reinstatement	2019
£42,000	WSCC pooled business rates - Journey to Work project	2018
£72,000 x 2	LEAP project Retail Training project	2018
£120,000	Feasibility study for Arundel to Littlehampton riverside cycle path	2018
£70,000		
£49,000	DCLG to design a pedestrian route to link Littlehampton towns heritage sites and visitor attractions.	2016
£380,000	WSCC Pooled Business Rate fund by project partners to support the delivery of a Coastal West Sussex Tourism Market project. Lead by WSCC	2015
£50,000 and £10,000	Coastal Revival Fund and Coastal Communities Team Fund for Bognor Regis Old Town: landscape designs and public realm improvements.	2015
£10,000	Coastal Communities Team Fund to bring stakeholders together to develop regeneration projects in Littlehampton	2015
£50,000 x 2	Two allocations from the DWP to deliver interventions to support the long term unemployed.	2014 & 15
£573,000	Coastal Communities Funding for Public Realm improvements to East Bank, Littlehampton.	2014
£13m	Local Growth Deal Grant for realignment of the A29 awarded as part of the Coast to Capital Strategic Economic Plan	2014
£10.5m	Coast to Capital Local Growth Funding (R2) Grant and WSCC Capital Programme commitment for road improvements to the A284/A259	2014
£18,000	Environment Agency for support to local businesses	2014
£340,000	Kickstart funding to cover Enterprise Bognor Regis implementation costs (particularly the LDO)	2013
£1.6m	Coastal Communities funding to cover Public Realm work in Bognor Regis	2013

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PARTNERSHIPS

An important function of the group is maintaining external partnerships with our strategic partners that support economic development in Arun and West Sussex. Listed below are our primary economic partnerships. This table lists the principle economic partnerships the council supports.

Name	Function	Financial contribution
Greater Brighton Economic Partnership	A sub regional public sector partnership that works together to improve the economy of the region.	£22,000 pa
Coastal West Sussex Partnership	Focusing on strategic matters, it brings together leaders and senior officers from business, education institutions and the public sector to work collectively on economic issues that affect the coastal area. ADC makes a financial contribution to the Partnership and sits on the Board.	From the WSCC Strategic Investment Reserve for 3 years. ADC contribution (c.£25,000) may be required in future
Coastal West Sussex Skills and Enterprise Group	Public sector partnership working to identify and support common priorities	Included in above contribution
Rural West Sussex Partnership	Focusing on strategic rural economic matters, it brings together leaders and senior officers from business, education institutions and the public sector to work collectively on economic issues that affect the rural economy. ADC sits on the Board.	From the WSCC Strategic Investment Reserve for 3 years. ADC contribution (c.£25,000) may be required in future
Coastal West Sussex Tourism / Visitor Economy Project	Working group of Coastal West Sussex Councils to deliver joint tourism project – Experience West Sussex	Nil currently but annual contribution may be required in future to sustain project
Coast to	It is a public/private partnership which is focused	From the

Capital LEP	on stimulating growth and adding economic value. WSCC represents the District Council's on the Board. ADC works closely with the LEP to develop local growth and funding opportunities.	WSCC Strategic Investment Reserve
Arun Growth Board	The Growth Board is led by WSCC and includes ADC officers and District and County Cabinet Members. It has overseen the development and delivery of the Arun Place Plan. The priorities were used to develop the West Sussex Investment and Delivery Plan. It will ensure that cross County issues are addressed – e.g. strategic road, rail, transport, skills, utilities, NHS, SDNP and that appropriate funding is secured.	Nil
Bognor Regis Business Improvement District Board	Supporting the retail and town centre businesses in Bognor Regis. Board of business Directors run the BID Company. Provides direction to deliver the BID Business Plan for Town Centre improvement. ADC supports the BID and attends board meetings.	Funded from BID levy
Bognor Regis Regeneration Board	Constituted public and private group aiming to bring together key stakeholders to enhance regeneration in Bognor Regis. ADC makes a financial contribution to the Advisor Role. This role is overseen by the BR Regeneration Steering Group	£13,000 pa
Arun Business Partnership	The aim of the Business Partnership is to help local Arun businesses to thrive and grow. By working together local businesses can help each other. It has over 3000 business members. ADC supports delivery and co-ordination of the Partnership and makes a financial contribution.	£3,000
Littlehampton Traders' Partnership	The Traders' Partnership is a voluntary organisation of Town Centre traders and businesses for the promotion and betterment of Littlehampton Town Centre. The Littlehampton Town Centre Regeneration Officer works closely with the Littlehampton Traders' Partnership. This post ends in August 2021.	Funding for Town Centre Regeneration Officer post ceases August 2021

Arun Economic Development Strategy Action Plan

Arun: Future Places

Our ambition is for Arun to be a globally connected business location with thriving towns and villages each with a strong identity, offering enough affordable, well designed housing, connected by first class transport and digital infrastructure.

Priorities:
TOWN CENTRE REGENERATION
EMPLOYMENT SPACE
HOUSING
INFRASTRUCTURE

TOWN CENTRE REGENERATION	Lead	Actions to be completed	Priority
Review and develop masterplans for Bognor Regis and Littlehampton Town Centres that will ensure their prosperity and sustainability.	KR / DV	Work with local partners to progress town centre masterplans. One vacant post and one deleted post means this work will be difficult to progress in a timely way until staffing resources have been agreed.	H
Deliver improvements to the public realm in Littlehampton Town Centre	KR / DV	Phase 2 & 3 funding secured and scheme progressing. Further funding needed to deliver Phase 1. Bid to Levelling Up Fund June 2021	H
Develop ambitious regeneration plans for the Regis Centre and council-owned car park site in Bognor Regis.	KR	Bid to Levelling Up Fund for proposals for the Alexandra Theatre.	H
Progress redevelopment of the council-owned St. Martins Car Park.	KR / DV	This is a complex and major project. Need clear policy guidance on future proposals. Need for dedicated resources if project is to be progressed. No dedicated resources currently available.	M
Optimise the opportunities offered by the seafronts, seafront greens and waterfront sites in Bognor Regis and Littlehampton.	KR / DV / NS	Several significant projects have been identified to develop and implement. No resources available to progress currently.	H
Build on Arundel's cultural, leisure and town centre amenities to secure its future as a vibrant visitor destination.	MM	Discussions with Town Council	M
Support Business Improvement Districts and town centre management.	DV	Reduced support to these activities for the foreseeable future due to one vacant post and one deleted post.	H
Facilitate a range of public events to increase footfall and visitor numbers.	BR BID / LTC	Reduced support to these activities for the foreseeable future due to one vacant post and one deleted post and until staffing resources have been agreed.	M
EMPLOYMENT SPACE	Lead	Actions to be completed	Priority

Protect existing employment sites and resist conversion to housing.	KR	Local Plan	H
Promote Enterprise Bognor Regis as a strategically important employment site.	DV	On going contact with landowners and support for develop proposals.	M
Support the growth of employment in Littlehampton EGA by supporting harbour and marina development, leisure, hotels, cafes and restaurants.	KR / NS	Project on hold due to viability issues / flood defences. Planning document being prepared.	L
Continuing to support the Bognor Regis EGA by supporting employment space for the creative cluster, knowledge-based employment, cultural and leisure sector.	DV	Working with WSCC to promote The Track – Creative & Digital Hub and achieve high business use and occupancy.	M
Adapting to changes in the retail sector and town centres by supporting the repurposing of former retail units for footfall-led activity such as food and drink, office, leisure, cultural, and residential	MN	All actions still to be completed due to other priorities. Need to establish if funding is still available as it was time limited and whether this is still a priority.	M
Promote Arun as a business investment location.	DV / AS	Update and maintain the Bognor Regis Regeneration investment website. Develop similar for Littlehampton.	M
HOUSING	Lead	Actions to be completed	Priority
Plan for, and support, strategic housing development that strengthens communities and links people to employment, transport and services.	KR	Local Plan policy	H
Support repurposing of buildings to provide new homes in strategic locations, e.g. redundant retail in upper storeys or on the periphery of town centres or under-used rural buildings that cannot be used for business accommodation.	KR	<ul style="list-style-type: none"> ✓ Local Plan Policy ✓ Bognor Regis Arcade upper floors ✓ Levelling up Fund Bid 	H
INFRASTRUCTURE - TRANSPORT	Lead	Actions to be completed	Priority
Support transport development that reduces the need to travel to work by car and promote the use of vehicles that use low carbon energy.	KR	Local Plan Policy	H
Give residents and visitors the choice of walking or cycling through better infrastructure and linking towns, coast and country.	KR	Local Plan Policy	H
Support strategic and local improvement of the road and rail network that reduce congestion and delay for businesses and workers such as the A27 Arundel bypass and A29 realignment.	KR	Local Plan Policy	H
INFRASTRUCTURE - DIGITAL CONNECTIVITY	Lead	Actions to be completed	Priority
Complete the Gigabit West Sussex project and continue to work in partnership to deliver a county-wide connectivity strategy.	NQ	Continue to work with WSCC	H

Ensure all parts of the district are working towards having access to full fibre broadband.	DV / NQ	Continue to work with WSCC and private sector provider.	H
Prepare a Digital Infrastructure Strategy for Arun that aligns with county-wide proposals.	PS	Strategy to be completed	M
Work with partners to bid for funding to deliver better digital infrastructure in Arun.	DV / NQ	Continue to work with WSCC and private sector provider.	M
INFRASTRUCTURE - GREEN INFRASTRUCTURE	Lead	Actions to be completed	Priority
Progress the Littlehampton to Arundel riverside cycle-way.	KR / DV	Viability / feasibility study completed Dec 2020. Further funding secured for next set of studies to progress to planning. Achieve planning permission. Identify funding.	M
Work with green and sustainable businesses e.g. identify R&D funding and cluster development.	MN	Grant stream available from Covid wider business support funds to help businesses with reducing carbon footprint. Bid also being made to Community Renewal Fund to extend this funding.	L
Support the implementation of the West Sussex Energy Strategy.	PD		H
Complete the Bognor Regis to the South Downs Green Infrastructure Plan.	KR		M

Arun: A Business Success Story

Our ambition is for Arun to have a dynamic, diverse and growing business base with strong local supply chains and a wide range of employment opportunities for our people

Priorities:
 A GROWING BUSINESS POPULATION
 NEW BUSINESS CREATION
 GROWING MICRO BUSINESSES INTO SMES
 A STRONG AND INNOVATIVE KNOWLEDGE ECONOMY
 A DIVERSE AND BALANCED RANGE OF SECTORS

A GROWING BUSINESS POPULATION	Lead	Actions to be completed	Priority
Protect our employment space so our local businesses can grow and expand.	KR	Local Plan	H
Provide more and better jobs for local people, reduce out-commuting and attract more young people to the area.	MN	Range of intervention that support these objectives	H
Encourage new businesses to move into our area, capitalising on overspill from nearby districts where employment space is in short supply.	DV / MN	Promoting Arun as a business location (websites) and responding to business enquiries.	H
Conserve existing employment space and provide new premises that meets the need of vibrant young innovative businesses e.g. co-working and creative spaces.	DV / WSCC	Working with WSCC to	H
NEW BUSINESS CREATION	Lead	Actions to be completed	Priority
Provide business start-up support to new and micro businesses.	MN /MM	Referrals to Business Hot House	M
Support and deliver business networks, such as the Arun Business Partnership.	MN	Ongoing support being given to around 3,500 businesses each month via newsletter. Meetings will start again once possible	H
Support the creation of new business incubator space for start-ups and small move-on units.	MN	Working with WSCC and their growth plans	L
Work with our partners to up-skill our businesses to ensure they remain competitive and enterprising.	MN	Investigate recruiting temporary Employment & Skills Co-Ordinator, using external funding, to deliver Employment Programmes and liaise with businesses on skills	M
Provide grants to small businesses to support innovation and growth.	MN	Wider business support funding paper includes a range of grant funds agreed at Economic Committee June 2021	H
GROWING MICRO BUSINESSES INTO SMEs	Lead	Actions to be completed	Priority

Work with the education providers and employers to match and supply the pipeline of skilled people they need.	MN	Investigate recruiting temporary Employment & Skills Co-Ordinator, using external funding, to deliver Employment Programmes and liaise with businesses on skills	M
Support the delivery of business to business networks.	MN	ABP ongoing support	H
Support the creation of small move-on units on easy-in, easy-out terms.	MN	Consultation with Planners & providers as opportunities arise.	L
Work with partners to facilitate training, business advice and R&D opportunities.	MN	Investigate recruiting temporary Employment & Skills Co-Ordinator	L
A STRONG KNOWLEDGE ECONOMY	Lead	Actions to be completed	Priority
Link with University of Chichester to promote nearby innovation centres of excellence.	MN	Liaise with University and sign post to provision	M
Link with University of Chichester to promote knowledge-based product development opportunities.	MN	Liaise with University and sign post to provision	M
A DIVERSE AND BALANCED RANGE OF SECTORS	Lead	Actions to be completed	Priority
Support our tourism sector and promote Arun as a major visitor destination.	MM	Develop and implement new tourism strategy	H
Secure new investment in the district (accommodation, events, attractions, watersports) to support our tourism sector	MM	Develop and implement new tourism strategy	H
Working on a range of interventions, including with Experience West Sussex, to promote our tourism offer	MM	Commission marketing support. Invest in the Experience West Sussex project to deliver regional campaigns that attract new visitors. Invest in the information and marketing services in each of Arundel, Littlehampton and Bognor Regis.	H
Refresh Tourism Strategy and develop shared narrative	DV	Prepare a new plan setting out clearly what we want to achieve as a destination and bring focus and clarity to the actions that are needed.	H
Work closely with our horticultural sector to overcome workforce recruitment issues.	MN	Investigate recruiting Employment & Skills Co-Ordinator	M

Arun: Prosperous and happy communities

Our ambition is that all our people have the aspiration, access to skills, qualifications and employment opportunities to achieve their potential, and that our people enjoy happy, long and healthy lives with high satisfaction rates with less risk of crime and deprivation.

Priorities:
 A SKILLED AND QUALIFIED POPULATION
 LIVE AND WORK LOCALLY
 HIGH ASPIRATIONS AND ACHIEVEMENT
 FOR YOUNG PEOPLE
 HIGHER DISPOSABLE HOUSEHOLD
 INCOME
 HIGH HAPPINESS AND LIFE
 SATISFACTION RATES

A SKILLED AND QUALIFIED POPULATION	Lead	Actions to be completed	Priority
Work with our partners and other learning providers to increase take-up of learning provision, particularly in key sectors and at higher academic levels.	MN	Investigate recruiting temporary Employment & Skills Co-Ordinator, using external funding, to deliver Employment Programmes and liaise with businesses on skills	M
Support the promotion of Science, Technology, Engineering, Arts and Mathematics (STEAM) subjects.	DV	Working with CWS to promote STEAM subjects to young people.	M
Encourage and help businesses to employ apprentices.	MN	Investigate recruiting Employment & Skills Co-Ordinator	M
Promote initiatives that deliver education and skills provision to meet employer needs and helps those with the greatest barriers to work.	MN	Investigate recruiting Employment & Skills Co-Ordinator	M
LIVE AND WORK LOCALLY	Lead	Actions to be completed	Priority
Work with local employers to understand the skills gaps and barriers to local recruitment and encourage more locally supportive working practices.	MN	Investigate recruiting Employment & Skills Co-Ordinator	M
Engage with local education and training providers to enlist their help in overcoming barriers to local working and filling skills gaps among learners and reduce out-commuting.	MN	Investigate recruiting Employment & Skills Co-Ordinator	M
Support the delivery of the best digital connectivity to enable more home working.	DV	Working with WSCC to progress their connectivity / digital infrastructure strategy	M
HIGH ASPIRATIONS AND ACHIEVEMENT FOR YOUNG PEOPLE	Lead	Actions to be completed	Priority
Work with our priority sectors, including manufacturing and tourism, to promote the provision and take-up of apprenticeships.	MN / MM	Investigate recruiting Employment & Skills Co-Ordinator	M

Continue to work with our partners including West Sussex County Council and Coastal West Sussex to promote STEM skills to young people through initiatives such as STEMfest.	DV	Working with CWS to promote STEAM subjects to young people.	H
HIGHER DISPOSABLE HOUSEHOLD INCOME	Lead	Actions to be completed	Priority
Successful implementation of our skills and business development interventions will improve economic opportunities and increase wages for our residents and, longer term, have a positive effect on household incomes.	MN	Investigate recruiting Employment & Skills Co-Ordinator	M
Providing more affordable housing to rent and buy will help to increase the amount of money people have available and the prosperity of the area will be improved.	KR	Local Plan Policy	H
HIGH HAPPINESS AND LIFE SATISFACTION RATES	Lead	Actions to be completed	Priority
Build on the high level of life satisfaction and happiness in Arun and conserve what people value about our area.	KR	Local Plan Policy	H
Ensure there is a wide range of cultural and leisure opportunities in our area.	DV/ MM	Working with Experience West Sussex to promote Arun as a premier visitor and cultural destination	H
Protect our natural assets.	KR	Local Plan Policy	H

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CORPORATE PRIORITY PROJECTS (DRAFT LIST)

<i>Project</i>	<i>Purpose / Aim</i>	<i>Authority / Resolutions</i>	<i>Next steps</i>	<i>Lead</i>	<i>Value</i>	<i>Priority</i>
LITTLEHAMPTON						
P 1. Seafront public realm improvements Bid to Levelling Up Fund	The area in the immediate vicinity of Windmill Theatre. Intention would be to deliver a cohesive design scheme implemented as part of series of phased projects i.e. seafront attractions; CP toilets; oyster pond lighting; disabled access to beach, coach drop off. Move concessions and replace – add new play / water area.	Full Council 12th July 2017 for the proposed conceptual design. LRSC March 2021 – priority project - Seafront Review projects Economic Committee June 2021 – approval to bid for LUF	LDA / architects asked for costings and to work up more detailed designs. Bid submitted 17 th June 2021 If bid is successful significant additional project management support will be required.	Directorate of Place / Economy Grp	£19.5m	H
P 2. Public Realm improvements - Phases 2 & 3.	LDA Design produced concept designs in 2016. Five separate phases were proposed. External funding (plus LA contributions) has been secured to deliver Phase 2 & 3. The intention to deliver the entire project remains – as and when funding demands can be met.	Full Council 12th July 2017 for the proposed conceptual design.	Completion of current project Phases 2 & 3. Additional project support - 1 FTE post (6 months) plus external project management.	Economy Grp	£3.3m	H
P 3. Public Realm improvements Phase 1 (Railway Station / Terminus Road)	Delivery Phase 1 of project which was excluded (with the agreement of Members) from the current construction phase to bring the project within budget. Pre-contract	LRSC March 2021 – priority project - Seafront Review projects	Phase 1 included in bid to Levelling Up Fund June 2021	Economy Grp	£1.2m	H

Bid to Levelling Up Fund	design and construction management for Phase 1 were included in the P2 & 3 tender. This will ensure that P1 is fully ready if another funding opportunity arises in the future.	Members meeting March 2021 to agree project selection. Report to EC June 2021				
P 4. Windmill Theatre	Relocate new theatre / multi purpose venue to St Martins Car Park Consider Windmill site and adjoining sites for redevelopment.				£ Multi million / major project	L
P 5. Banjo Road / Review of coach parking provision / part of wider public realm improvements on seafront Improvements included in the Levelling Up Fund bid.	Develop options for the use of the site at Banjo Road for new facility and uses other than coach / car parking. Review coach parking demand and alternative sites if required.	Full Council resolved on 12th July 2017 that: (1) the proposed conceptual design principles for Littlehampton seafront are approved and a review of parking for coaches, mini buses and cars be undertaken	Improvements (café) included in the Levelling Up Fund bid June 2021 Part of site (coach parking area) being used seasonally (2020 & 2021) for big wheel attraction. Planning permission gained for some concession uses but with restrictions.	Economy Grp		M
P 6. River Arun Cycle Path	The creation of a new cycle path along the west bank of the River Arun between Arundel and Littlehampton will strengthen and enhance the local tourism offer. The Arun Cycleway Feasibility Study is complete and concludes the proposal to be viable.	Presentation to LRSC March 2021	Economic Impact report completed. The next stages to include ecology surveys, public engagement.	Economy Grp	£10m to £17m	M

			Further £62k funding secured to facilitate the next stage of work. Mostly external consultants / external funding.			
P 7. St Martins Car Park	Create new theatre and cinema in town centre. No clear plans of development options. Some thought given to inclusion of Health Centre. Development will need residential to be viable. Detail feasibility study prepared in 2013 which concluded development not viable without residential.	Report to LRSC – date ?	Agree development options / approach	Economy Grp		M
P 8. West Bank	The West Bank strategic allocation requires a complex set of interactions to deliver the required homes (1000), other uses and infrastructure. Development viability issues, mostly sea / flood defences, have impeded progress.	Cabinet meeting 17 th May 2021 recommends to Full Council the Council commissions a detailed masterplan and policy statement for the West Bank including indicative phasing and a comprehensive viability appraisal.	The Council will take the lead for preparing a Supplementary Planning Document to agree a comprehensive masterplan for a development to be delivered in phases where each phased works both in its own right but also contributes to the delivery of the overall masterplan	KR / Nat Slade		L
BOGNOR REGIS						
P 9. Promenade Café	Proposed all-year round café venue east of the Bandstand with some indoor and outdoor seating. This part of the promenade is the only space wide enough to house a	Within the Stalls Zone and previously approved for delivery in 2018.	Apply for planning for the café and café seating on the bandstand.	Property & Estates		H

	such a building. Significant regeneration benefit through new café and financial return for the Council.	Economy Committee June 2021 – proposed priority project - Seafront Review report	Market the opportunity to suitable operators to finance, build, fit out and run the café on a long lease.			
P 10. New Beach Huts near Butlin's.	Composite beach huts positioned along the promenade to the south of the boundary with Butlin's. Strong demand for beach hut lets from both residents and seasonal short term lettings.	Within the Beach Zone and approved as part of the Seafront Delivery Plan in 2016. Economy Committee June 2021 – proposed priority project - Seafront Review report	The Council has funding allocated and, subject to relevant consents, could deliver up to 30 new huts in Bognor Regis.	Property & Estates		H
P 11. Pop-up uses infrastructure services	Infrastructure comprising plug and play floor hatches built into Stalls Zone	Approved as part of the Stalls Zone Layout in June 2018. Economy Committee June 2021 – proposed priority project - Seafront Review report	No funding allocated.	Property & Estates		M
P 12. Esplanade Skate Park Opportunity Site	Market site which already has the benefit of planning approval for a restaurant/ café to quality operators for catering use. Capital funding will be required to relocate the skate park to an alternative site.	2013 Bognor Regis Master Plan Planning Guidance / policy Outline Planning Permission approved 2018.	Research relocation options for the skate park, agree and fund. Market the site. Chosen operator to design, obtain planning, finance, build and operate the catering outlet under a lease from the Council	Economy Group		L
P 13. New café #2 Bognor Regis Seafront	Option 1 - Demolish the Clarence Road Café unit and replace it with a permanent café on Site 5 of Stalls Zone layout	Both sites are within the Stalls Zone and have previously been		Property & Estates		M

	Option 2 - Demolish Clarence Road Café unit and replace with permanent café on existing site i.e. Site 6 on Stalls Zone Layout.	the Stalls Zone Layout Plan approved in 2018 Economy Committee June 2021 – proposed priority project - Seafront Review report				
P 14. Promenade Public Realm improvements	Improve public realm along promenade between Butlin's and the pier. Entire design and delivery process would be required. There is no Capital funding currently allocated and external public funding will be required.	Economy Committee June 2021 – proposed priority project - Seafront Review report	Place St Maur uplift designs and delivery will be coming forward 2021-22 and will include traffic surveys.			L
P 15. Regis Centre – Levelling Up Fund	Improvements to existing building – wrap around including new front of house facilities, exhibition space, additional studios / conference rooms, café venue & Changing Places toilets (including disabled access to beach)	Members meeting March 2021 to agree project selection. Report to Economy Committee June 2021	Refresh of original Alexandra Theatre report and more detailed estimates of cost of project being prepared. Bid to Levelling Up Fund June 2021 If bid is successful significant additional project management support will be required. Completion by 2024	KR / Economy Group		H
P 16. Regis Centre – Whitbread / Hotel option	Extensive negotiations have been undertaken with Whitbread's as holder of the lease for the Regis Pub and Alexandra Theatre in respect of a possible land-swap to enable a new hotel/ pub/ restaurant to be	Report to BRRSC 17 th June 2020 regarding taking forward the hotel proposal. RESOLVED That the matter be deferred to enable the Director of Place to present a further report to a		KR / Property & Estates / Economy Group		H

	built on the site in return for the Council taking back the unexpired portion of the lease.	future meeting setting out the detail of previous negotiations and other matters.				
P 17. Regis Car Park – development options for the site	Council decision required on development options for remaining car park site (after hotel and Regis Centre improvements progress)	Full Council will consider next steps on 17 th March 2021		KR		M
P 18. Place St Maur	Public realm improvements for the Place St Maur and the Esplanade	Cabinet approved project to improve Place St Maur in November 2020. This was endorsed by Full Council in January 2021. Approval of the Heads of Terms for construction contract procurement process and the Esplanade traffic studies May 2021 Cabinet	Procure construction works contract for Place St Maur and Esplanade traffic studies.	Greenspace	£1.5m	H
P 19. Sunken Gardens	Proposals to improve the public areas			Greenspace		H
P 20. Hothamton Car Park	Future plans to be agreed					
P 21. Arcade Upper floors	To redevelop upper floors (non retail) of The Arcade. Mix of office and residential uses.			KR / Property & Estates		H
P 22. Bognor Regis Town Hall	Consideration of future use of building			Property & Estates		M
P23. London Road Lorry Park	Proposals for student accommodation			Property & Estates		M

TOWN CENTRE MONITORING

Overview

The audit was conducted on the first day non-essential retail could reopen following lockdown.

Bognor Regis

Four of the five national chains in the core area previously noted as “at risk” have reopened – these being Mountain Warehouse, Edinburgh Woollen Mill, Peacocks and Bon Marché. Sadly, Trespass did close. There were five new independent shop openings: a pet grooming service; beauty parlour; Mexican takeaway; café; and a travel agent. There are also signs of refurbishment in currently vacant units where builders have confirmed new commercial tenants, and signs of life in places that have been closed for a long time. Plus, plentiful rumours that currently empty properties have new tenants lined up. Footfall figures compared to 2019 indicate a 28% decrease, however at the time of audit there was encouragement that people were returning to town centres with an increase in footfall of 159% from the previous week (in lockdown). Information provided by Bognor Regis Business Improvement District.

Littlehampton

The presence of national chains continues to decline with the closure of TUI and Leaders. Added to this WHSmith and Barclays have publicised their intentions to close branches in Littlehampton in June. The large units formerly occupied by Bon Marché and Hartleys continue to be vacant. Peacocks has reopened despite earlier indication the store was to close. Although High Street is faring poorly, this is overcompensated by the increase in independently owned businesses in other shopping streets outnumbering closures. This has resulted in a net gain of tenancies and raised the town’s occupancy rate.

Data

		Bognor Regis	Littlehampton
Market share	Occupancy rate	89% ↑	92% ↑
	National retailers	23%	15%
	Independent businesses	77%	85%
	Charity shops	13	9
Sector Breakdown	Retail	47%	43%
	Services	42%	49%
	Vacancy rate	11%	8%
Audit carried out on 12 th April 2021			

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ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF THE ECONOMY COMMITTEE ON 26 JULY 2021

PART A : REPORT

SUBJECT: STRATEGIC REVIEW OF ARUN DISTRICT COUNCILS TOURISM SERVICE

REPORT AUTHOR: Denise Vine, Group Head of Economy
DATE: June 2021
EXTN: 37846
AREA: Economy

EXECUTIVE SUMMARY:

This review considers all aspects of the council's current tourism support functions. The report summarises the recommendations and findings made in the strategic review of the tourism service by Blue Sail Consulting and makes recommendations for the future delivery of tourism services by the council.

RECOMMENDATIONS:

The Committee is requested to:

1. Support the four strategic recommendations (also listed in para 1.14) contained within the Arun Strategic Review of Tourism (October 2020) – Appendix A.
2. Approve the proposed changes to the service.
3. Instruct officers to implement these changes.

1. BACKGROUND:

1.1. Tourism is a key sector in Arun and very important to our local economy. The approved Arun Economic Strategy 2020-2025 identified, from the evidence base, the importance of the sector locally and that it should be treated as a priority sector. It is a major provider of jobs and income (visitor spend) and supports many businesses and a supply chain well beyond the most obvious attractions and venues.

1.2. But while the nature, funding and role of local government has changed dramatically and visitors' expectations have risen, the types of services provided by the council to support tourism have remained largely unchanged for the last decade.

1.3. Combined with the challenges of Covid-19, this therefore is an ideal time to press 're-set' – to agree what needs to be done and why; where should the priorities and focus be and to decide how best to deliver that.

1.4. The council needs to consider how best to take forward its tourism function and decide what is the best way to deliver this service, with the resources available to us, and in a format that meets modern visitors' expectations.

1.5. Blue Sail Consulting were commissioned in July 2020 to carry out a review of our tourism function. The review has considered all aspects of our current tourism support offer and has made recommendations for the future delivery of the tourism service.

1.6. The review took account of what is already being done by others in the district towns of Bognor Regis, Littlehampton and Arundel as well as work at a county level through Experience West Sussex.

1.7. It considered whether the council or others were best placed to deliver the services visitors need or if there are other ways of delivering these services. It also considered the immediate and longer-term impacts of Covid-19 and ensuring the recommendations align to other council objectives such as those in the Arun Economic Strategy.

1.8. All aspects of the current service were reviewed including the main tourism facilities and services supported by the council including the Visitor Information Points (VIPs), website, social media, visitor guides etc. It also reviewed all marketing plans and activities and considered how well the destination is performing and whether there are market opportunities and activities to exploit.

1.9. The consultants engaged with a range of key stakeholders, including key members, via telephone consultations which fed into the findings.

1.10. Areas explored included:

- Current performance, gaps and opportunities
- Alternative ideas for destination marketing and management
- Opportunities for collaboration and new models for delivery

1.11. The review was required to produce a strategic report with clear recommendations to include:

- Strategic context and rationale
- Review of current delivery
- Recommended roles in destination marketing and destination management to include an assessment of the destination strengths and opportunities
- Organisation and resourcing implications

1.12. The completed review document is contained in Appendix A.

1.13. The review has identified four strategic initiatives that will allow the council to shift from tourism delivery (marketing, information) to a strategic commissioning, investment and development role. By doing this the council can be clear about what it wants to achieve and work through others, who are better placed, to deliver it through visitor marketing. The council can then use its influence (inside and outside the council) to improve the visitor experience – to make it as good as it can be, and to secure the types of investment which will help the district build its visitor economy.

1.14. The four strategic recommendations for the tourism service are:

- Strategic Tourism Investment Role – this is natural territory for the council with a strategic and operational focus. Strategically we want to secure investment in the district (accommodation, events, attractions, water sports) and operationally we need to ‘show the way’ in lifting the quality of the visitor experience (public realm, signage, beach management, toilets) and advocate for visitors across the public and private sector.
- A Refreshed Tourism Strategy – prepare a new plan setting out clearly what we want to achieve as a destination and bring focus and clarity to the actions that are needed. We can’t do everything, given limited resources, so the plan will help to be very targeted in choosing where to focus. It is also an opportunity to engage stakeholders more closely in the development and delivery of the strategy.
- A shared narrative – develop thematic and town-based narratives for all to use. To attract new visitors, we need everyone involved in tourism saying the same messages in a similar way through all of their own marketing. But what is that narrative now and how do we address the differences between the towns? This isn’t about a logo or even a brand identity – it is a richer seam of stories and narratives, images and ideas that everyone can use which highlight the ‘very best’ of the district.
- Commission marketing support – invest in the Experience West Sussex project to deliver regional campaigns that attract new visitors and work hard to get our fair share of that business. And invest in the information and marketing services in each of Arundel, Littlehampton and Bognor Regis.

1.15. It is possible to support these recommendations within existing resources and the review suggests other funding and income streams that may also further support additional activities.

1.16. The review was presented and discussed at the Littlehampton Regeneration Subcommittee (LRSC) on 7 October 2020 and the Bognor Regis Regeneration Subcommittee (BRRS) on 21st October 2020. Adam Bates, Blue Sail Consulting, presented the findings of the review in detail to both committees.

1.17. The LRSC recognised that to achieve an improved role in the tourism sector, things had to move forward and change. They fully supported the review recommendations.

1.18. The BRRS had broad support of the four recommendations but expressed some concern on the proposed loss of the Sussex by the Sea website and the detrimental impact that might have on attracting visitors to the town, even though it was acknowledged it was dated in its present format (e.g. the site doesn’t meet current accessibility standards) and other websites now served that function. The Chairman stated that the Council should reflect on its position regarding tourism and how this should be delivered. He was therefore of the view that the idea of developing a strategy alongside strategic partners and stakeholders made sense. There was further discussion regarding the possible impact of ceasing the Sussex by the Sea website and after being put to a vote the recommendations were not supported by the Subcommittee for this reason.

1.19. The Subcommittee’s views were sought to assist this Committee with their deliberations on the matter and consideration of the review recommendations.

<p>2.0. Experience West Sussex Partnership (EWSP)</p> <p>2.1. The partnership continues to collaborate and councils across West Sussex meet regularly to facilitate joint activities such as marketing and promotion.</p> <p>2.2. It offers the opportunity to work with other experts in the tourism and hospitality sector across the geographical area to increase awareness and funding opportunities. Discussions are taking place with the LEP for funding of around £100,000 for the tourism and hospitality sector. This will focus on digital tourism and extending the season.</p> <p>2.3. EWSP have also prepared a response, on behalf of its partners, to the Government's review to examine and assess the role, structure and performance of Destination Management Organisations (DMOs) across England. The review will inform whether there may be a more efficient and effective model for supporting English tourism at the regional level, and if so, what that model may be. Recommendations will be presented to the Secretary of State for Culture, Media and Sport by summer 2021.</p>																																
<p>2. PROPOSAL(S):</p> <ol style="list-style-type: none"> 1. The Committee is asked to support the four strategic recommendations (also listed in para 1.14) contained within the Arun Strategic Review of Tourism (October 2020) - Appendix A 2. Approve the proposed changes to the service as described in the review recommendations. 3. Instruct officers to implement these changes. 																																
<p>3. OPTIONS:</p> <ol style="list-style-type: none"> 1. To support the recommendations. 2. To not support the recommendations. 																																
<p>4. CONSULTATION:</p> <table border="1"> <tr> <td>Has consultation been undertaken with:</td> <td>YES</td> <td>NO</td> </tr> <tr> <td>Relevant Town/Parish Council</td> <td>YES</td> <td></td> </tr> <tr> <td>Relevant District Ward Councillors</td> <td></td> <td>NO</td> </tr> <tr> <td>Other groups/persons (please specify) 1 to 1 consultation with a range of key stakeholders.</td> <td>YES</td> <td></td> </tr> <tr> <td>5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)</td> <td>YES</td> <td>NO</td> </tr> <tr> <td>Financial</td> <td></td> <td>NO</td> </tr> <tr> <td>Legal</td> <td></td> <td>NO</td> </tr> <tr> <td>Human Rights/Equality Impact Assessment</td> <td>YES</td> <td></td> </tr> <tr> <td>Community Safety including Section 17 of Crime & Disorder Act</td> <td></td> <td>NO</td> </tr> <tr> <td>Sustainability</td> <td></td> <td>NO</td> </tr> </table>			Has consultation been undertaken with:	YES	NO	Relevant Town/Parish Council	YES		Relevant District Ward Councillors		NO	Other groups/persons (please specify) 1 to 1 consultation with a range of key stakeholders.	YES		5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO	Financial		NO	Legal		NO	Human Rights/Equality Impact Assessment	YES		Community Safety including Section 17 of Crime & Disorder Act		NO	Sustainability		NO
Has consultation been undertaken with:	YES	NO																														
Relevant Town/Parish Council	YES																															
Relevant District Ward Councillors		NO																														
Other groups/persons (please specify) 1 to 1 consultation with a range of key stakeholders.	YES																															
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)	YES	NO																														
Financial		NO																														
Legal		NO																														
Human Rights/Equality Impact Assessment	YES																															
Community Safety including Section 17 of Crime & Disorder Act		NO																														
Sustainability		NO																														

Asset Management/Property/Land		NO
Technology		NO
Other (please explain)		

6. IMPLICATIONS:

6.1. There are no financial implications – proposed changes would be facilitated within the existing budget.

6.2. Some service activities will cease however if these recommendations are supported. This may result in job roles and responsibilities changing. The usual statutory consultation processes will be applied if this is the case.

7. REASON FOR THE DECISION:

The review recommendations improve and develop Arun’s tourism service and our relationship with our regional partners.

8. BACKGROUND PAPERS:

Appendix A – Arun Strategic Tourism Review

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STRATEGIC REVIEW OF TOURISM SERVICES

ARUN DISTRICT COUNCIL

SEPTEMBER 2020

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EXECUTIVE SUMMARY

Tourism is important to Arun. A major source of employment and part of what makes the district distinctive and an attractive place to live, work, study as well as visit. Tourism is in Arun's veins – you have, after all, been doing it for hundreds of years.

But while the nature, funding and role of local government has changed dramatically, while visitors today are very different to those of a decade ago, while some of your businesses have modernised and adapted to changing market demands, the types of services provided by the District Council to support tourism have remained largely unchanged for the last decade and more.

Combined with the challenges of Covid-19, this therefore is an ideal time to press 're-set' – to agree what needs to be done and why; and to decide who is best placed to deliver what.

Tourism done well is a force for good in Arun. It is able to support your local economy with jobs and income for local business; it can sustain that economy year-round; it should underpin and add to the qualities and assets that local residents admire and enjoy; it helps define what makes your district distinctive and compelling and that should have benefits beyond tourism – in inward investment, in attracting students and intellectual capital, and in attracting new residents.

We were asked to make strategic recommendation for the role that Arun District Council should perform in supporting tourism. But, as form follows function, it isn't possible to come to those conclusions without first addressing what the need is and what strategic approach is required. This therefore is not a destination strategy or plan – but we have looked at the destination through a similar lens allowing us to reach some swift conclusions about what you should be doing and therefore what that means for the District Council.

We have four recommendations for the District Council:

- ▶ **Strategic Tourism Investment Role** – this is natural territory for the Council with a strategic and operational focus. Strategically you want to secure investment in the District (accommodation, events, attractions, watersports) and operationally you need to 'show the way' in lifting the quality of the visitor experience (public realm, signage, beach management, toilets) and advocate for visitors across the public and private sector.

- ▶ **A Refreshed Tourism Strategy** – prepare a new plan setting out clearly what you want to achieve as a destination and bringing focus and clarity to the actions that are needed. You can't do everything, given limited resources, so the plan will help you to be very targeted in choosing where to focus. It is also an opportunity to engage stakeholders more closely in the development and delivery of the strategy.
- ▶ **A shared narrative** – develop thematic and town based narratives for all to use. To attract new visitors you need everyone involved in tourism saying the same messages in a similar way through all of their own marketing. But what is that narrative now and how do you address the differences between the towns? This isn't about a logo or even a brand identity – it is a richer seam of stories and narratives, images and ideas that everyone can use which highlight the 'very best' of the district. Work has recently been completed on what the Bognor Regis Place Branding 'narrative' should be. This wasn't just about attracting tourism visitors but broader themes of why people should visit, live and invest in the town. The town-based narratives should complement each other.
- ▶ **Commission marketing support** – invest in the Experience West Sussex project to deliver regional campaigns that attract new visitors and work hard to get your fair share of that business. And invest in the information and marketing services in each of Arundel, Littlehampton and Bognor Regis.

All of this means that the council shifts from a tourism delivery (marketing, information) to a strategic commissioning, investment and development role – be clear about what you want to achieve and work through others, who are better placed, to deliver it in your visitor marketing. And use your influence (inside and outside the council) to improve the visitor experience – to make it as good as it can be now, and to secure the types of investment which will help the district build its visitor economy.

BACKGROUND

THE BRIEF

This project brief was for an independent review of the tourism service within Arun District Council and clear strategic recommendations for the council in delivering tourism services, to clarify what it should be doing and how that should fit with other organisations in the district that support tourism marketing, management and development.

The context for this work is important and includes:

- ▶ Recent county-led marketing efforts through Experience West Sussex activity
- ▶ Developing town-led website, promotion and information development in Littlehampton, Bognor Regis and Arundel
- ▶ Covid-19 implications for destination marketing and management
- ▶ Pressures on public finances within the local authority and increasing demand for statutory services

Our aim in this review is to provide a clear roadmap for Arun District Council in developing tourism to support wider strategic objectives for the district.

OUR APPROACH

As part of this project we reviewed publicly available reports and data including those from regional and national tourism bodies, we interviewed in excess of 20 key stakeholders and we looked at examples of best practice from other destinations.

It is clear that the question of 'role' is very difficult to address in the absence of a clear strategy for tourism. While this project is not about developing a tourism strategy or plan, we have looked at issues needed to develop a tourism strategy and our background papers and analysis will be relevant and useful in the development of such a strategy for the district.

This is a challenging time for tourism with Covid-19 in evidence and the implications that continues to have for everyone involved in tourism. While it presents some fundamental challenges for tourism, our recommendations will ensure Arun is best placed to rebound strongly from the current crisis.

This is not a time when resources are easy to identify for growth plans. Nonetheless our recommendations are ambitious and deliverable. They necessitate new ways of working, or partnership and collaboration. But done well and with energy, will leave Arun in a strong position from which to capitalise on the benefits to be derived from tourism.

WHERE IS ARUN NOW

CURRENT VISITORS

Tourism is important to Arun with 4m visitors producing £221m of direct spend and 4360 FTE jobs (5972 actual). This compares favourably to neighbouring districts, with values just below Chichester but ahead of Worthing and Adur.

Day visitors dominate, as they do with other destinations along the coast. You receive 3.43m day visitors compared to 0.61m staying visitors but while day visitors outnumber staying by 5.6 times, staying visitors spend more (£116m compared to £105m) illustrating the huge **importance of staying visitors**.

Among staying visitors it is notable how important overseas visitors are. While district level data is not available on international visits, Tourism South East have estimated overseas numbers through the Cambridge Model and suggests that they represent just 13.4% of all staying visitors but their spend is 31% of all staying visitor spend¹.

Around two-thirds of all overnight stays are for holidays and a third are visiting friends and relatives. Very few visitors are here on business (5%) and those that are will probably be because of some of the major local employers (Rolls Royce, Body Shop) and events held at Butlins.

These numbers are substantial, but what do we know about the people behind the numbers? The 2016 Tourism Research Project commissioned by Coastal West Sussex gives us useful insights. While it may be a few years out of date it is likely to give a reasonably accurate picture of Arun's three leading town destinations. Here's what it tells us:

- ▶ The market is very local - over 90% of visitors (day and staying) come from the UK, and most of them come from West Sussex, Surrey or Hampshire

¹ Economic Impact of Tourism on Arun District 2018, Tourism South East

- ▶ The family market is important for Bognor Regis and Littlehampton, and couples are more important for Arundel
- ▶ Arundel attracts more up-market types, while Bognor Regis and Littlehampton have more appeal to the mid-market
- ▶ Day visits dominate Arundel and Littlehampton, while over half of Bognor's visits are staying
- ▶ Littlehampton gets the longest stays at over a week, Bognor just under, and Arundel attracts short breakers
- ▶ Day visitors generally spend more than 5 hours
- ▶ Staying visitors use catered accommodation of all types in Arundel, Bognor features hotels and caravans/chalets while visitors to Littlehampton are considerably more likely stay with friends and relatives
- ▶ Most visitors (around two-thirds) are on a repeat visit.

Looking at what motivates and attracts visits, and what visitors associate with each town, there are clear distinctions in the towns' appeal:

- ▶ Arundel – Castle, history & heritage, eating & drinking
- ▶ Bognor Regis – beach and seafront, Butlins, family holidays and fun
- ▶ Littlehampton – beach and seafront, parks, gardens and open spaces, eating & drinking, summer holidays.

Arun is fortunate in providing a varied offer that includes coast, countryside, three very different towns and access to the South Downs National Park. However, with one or two exceptions, **much of the experience is 'adequate' rather than 'great'** and offers little that makes it stand out from many other destinations making it very difficult to compete for discerning visitors.

Tourism in Arun is also very seasonal. Although this is not uncommon in coastal destinations, this is a challenge for year-round employment and businesses having the resources to invest and maintain high standards.

ARUN DISTRICT COUNCIL TOURISM SERVICES

In Arun District Council the services supporting tourism are very traditional and largely unchanged over the last 15 years. ‘Sussex by the Sea’ (SBTS) is the brand identity adopted by the council for the promotion of tourism and has been in use since 1994. There is a tourism budget of £68,000 of which £38,000 is allocated to staffing. Of the remainder approximately half is spent on IT, website, brochure and occasional marketing activity.

The main activities are providing the website, some social media activity, a visitor guide, support for visitor information points and some occasional destination marketing.

The website (www.sussexbythesea.com) was developed in 2013, requires updating and options for a new site are being considered. In 2019 it received 144,000 page views, down from 195,000 the year before. The visitor guide is now produced every two years rather than annually and 100,000 copies of the most recent guide were produced. Visitor Information Points are run and supported by local organisations /partners in the main towns. Arundel Museum hosts a leaflet distribution display in the foyer, in Bognor Regis the Regis Centre/ Alexandra Theatre hosts the VIP and leaflets are also available via the seafront office, and in Littlehampton a range of businesses provide an informal VIP.

The tourism officer maintains and supports the Sussex by the Sea website, helps service the VIPs, responds to direct enquiries, supports events, works on collaborative activity e.g. 2021 Year of the Coast, promotes quality assurance, supports networks and training, manages brochure fulfilment, and works closely with partners such as Experience West Sussex.

There is lots of activity taking place, however there are questions about whether this activity is achieving significant impact and what is needed at this time. There is no evidence it is attracting new visitors, changing visitor perceptions or supporting the development of new tourism experiences.

CURRENT APPROACH TO MARKETING

There is quite a complicated promotional architecture for a relatively small area, which has developed over time. At each level there is at least a website, various social media channels and sometimes even a printed brochure. There is clearly duplication of resources, if not overlapping messaging. The four main ‘destinations’ are detailed below and the South Downs National Park and other significant attractions could easily be added to create a yet more complex picture.

Destination	Positioning	Channels
<p>Experience West Sussex</p> <p>Funded by partnership of local authorities and supported by the Coastal West Sussex Partnership.</p> <p><i>As the central voice for the region on tourism, destination management and the visitor economy, the Experience West Sussex Partnership delivers industry intelligence, local business support and creative marketing campaigns to attract visitors to the area.</i></p>	<p><i>One of the UK’s most diverse counties, West Sussex covers both coast and the South Downs National Park, encompassing hills, harbours, farmland and market towns. From stately homes to breath-taking beaches, West Sussex is bursting with inspirational things to do and see. Whether you’re looking for a coastal break, a relaxing weekend in the country or a jam-packed family holiday, we’ve got you covered.</i></p>	<ul style="list-style-type: none"> ▶ Website – well-presented, lots of practical info, placing the destination and giving ideas for what to do, Searchable database with listings for nine themes, with opportunities to filter by group, budget, location etc to refine the search. Good blogs, listicles and inspiration section ▶ Twitter (3, 300² followers) ▶ Facebook (34,000) ▶ Instagram (4,500) ▶ YouTube channel (only 9 subscribers)
<p>Sussex by the Sea</p> <p>Managed by Arun District Council</p>	<p><i>Between the South Downs and the sea.</i></p> <p><i>From things to do in Sussex with kids to tourist attractions and activities for groups, fun days out on England’s sunny south coast start and end in Sussex by the Sea! In Arundel, Bognor Regis, Littlehampton and surrounding areas you’ll find the perfect mix of activities to add to your holiday diary.</i></p>	<ul style="list-style-type: none"> ▶ Website – lacks strong district-wide distinctiveness or compelling sell. Focuses on the 3 towns and South Downs & villages. Themes are history & heritage, walk, cycle, horseriding (no info), beaches, parks & gardens, shopping. ▶ Brochure on request or e-guide. Presented by coast or countryside offer. Very family orientated.

² Numbers, rounded, at 9 July 2020

Destination	Positioning	Channels
<p>Arundel</p> <p><i>Arundel's tourism information site</i></p>	<p><i>Arundel captures the essence of heritage, urban chic and country pursuits, all within a stone's throw of London. Experience this market town and you will discover more than you'd expect. Most of all it is a place to return to and tell others about.</i></p> <p><i>Combining one thousand years of history with independent shops, contemporary art galleries, restaurants, cafes, delightful drinking spots, great attractions and a thriving events calendar, plus outdoor activities from walking across the South Downs to canoeing or cycling... there is something for everyone.</i></p>	<ul style="list-style-type: none"> ▶ Twitter (7421); #sussexbythesea ▶ Facebook (2160) ▶ Instagram (1,011) ▶ Website – new site, nicely put together with good use of moving images and celebrity quotes. Copy is sometimes a little breathless ‘so much to see and do!’ and over-promising. Good range of themes and suggestions, some done as blogs so variety of tone of voice. ▶ Facebook (2,000) ▶ Instagram (1,000)
<p>Bognor Regis</p> <p>Love Bognor Regis</p> <p>Delivered by Vinco Marketing</p>	<p><i>Fall in Love with Bognor Regis</i></p> <p><i>You won't have to look far to find things to do in Bognor Regis and the surrounding areas, from the beautiful coastline, to the shops, restaurants and seaside attractions such as crazy golf and the award-winning Butlin's Holiday Resort. There is plenty to keep you and the whole family entertained in Bognor Regis and with the likes of Chichester, Arundel and Littlehampton right on our doorstep, there is lots to explore within a short drive away.</i></p>	<ul style="list-style-type: none"> ▶ Website – design clean and modern, copy little generic and sometimes clichéd – and currently some parts out of date. Relies a lot on paid listings so little inspiring content and some with only local relevance. ‘Inside Bognor’ section is good with blogs and features which unpack the destination written in a nice tone of voice. Markets beyond Bognor. ▶ Twitter (4,338) ▶ Instagram (6,447) ▶ Facebook (18,000)

Destination	Positioning	Channels
<p>Littlehampton</p> <p>Visit Littlehampton Managed by Town Council</p>	<p><i>Discover the many sides of this vibrant Town</i></p> <p><i>Two award-winning beaches, the beautiful River Arun and a large seafront green makes Littlehampton a popular destination for individuals, families and couples. Whether you are looking for a seaside Town with plenty to do on a day out or a base for exploring the beautiful Sussex Coast, Littlehampton is the ideal place to visit. With a variety of captivating award-winning architecture including the Stage by the Sea, East Beach Café and Britain’s Longest Bench plus an extensive programme of cultural events this certainly is a must-visit destination!</i></p>	<ul style="list-style-type: none"> ▶ Website Very functional – listings and database search for things to do, attractions etc. Promotes beyond Littlehampton but essentially just links to e.g. other towns, National Trust properties etc. ▶ Twitter (438) ▶ Facebook (328)

STRATEGIC CONTEXT

THE BIG PICTURE

Tourism generates £106bn a year in England and employs 2m people. No wonder that VisitBritain's latest 5 year strategy is to **'make tourism one of the most successful and productive sectors for the UK economy'**.

But competition is fierce. Internationally the number of new and emerging destinations continues to expand. While domestically, the range, scale and quality of UK destinations continuously improves with new investment in accommodation, attractions, experiences, culture and heritage.

Consider the offer for visitors and it becomes apparent why smaller destinations struggle to achieve the awareness that they would wish for. In the UK there are:

- ▶ 927 towns or cities of more than 10,000 people
- ▶ 15 National Parks (Britain)
- ▶ 46 Areas of Outstanding Natural Beauty (Britain)
- ▶ 7723 miles of coastline
- ▶ 1600 museums
- ▶ 196 Castles and Historic Properties (England)
- ▶ 45,000 hotels

So the Arun offer not only has to be 'great', if you want to attract visitors, it has to be better than other destinations.

COMING OUT OF COVID

With VisitBritain predicting a 49% reduction in domestic trips and spend, and with forecasts being updated regularly, it is clear that 2020 will be as bad as it gets for tourism. Everywhere has experienced lockdown, closures, and quarantine. And most commentators expect that it will take a number of years to recover to pre-Covid levels.

At the same time, tourism is surprisingly resilient and the OECD states 'domestic tourism is expected to recover more quickly and offers the chance for driving recovery'³.

Recent research suggests 43% of UK adults expect to take the same or more UK short breaks this year⁴. So there are reasons to maintain some optimism.

Arun needs to think about the barriers and motivations visitors have and be clear where it has something to offer. So with visitors confidence in international travel low, Arun should be targeting near markets still wanting to take a break. A desire to avoid crowds, plays well to the strengths of countryside and quieter beaches. Places to walk and cycle are increasingly appealing to domestic visitors. And cleanliness and hygiene factors are paramount so efforts to work with business to deliver the highest standards will have dividends.

For some destinations, Covid-19 has also been a good opportunity to pause and take stock and press re-set on what they do and how they do it. This review therefore is timely and allows Arun to emerge from Covid with a new plan and routemap which positions it well for the future.

³ Tourism Policy Responses to Covid-19. OECD. June 2020

⁴ Covid-19 Consumer Sentiment Tracker. VisitBritain (Week 13)

ARUN POLICY CONTEXT

Arun’s Economic Development Strategy 2020-2025 states ‘The visitor economy continues to be a major asset but our plans are about more than tourism’, acknowledging that tourism is important while acknowledging the desire to diversify the economic base.

The analysis within the Economic Profile of Arun (background to the strategy) highlights major challenges for the district:

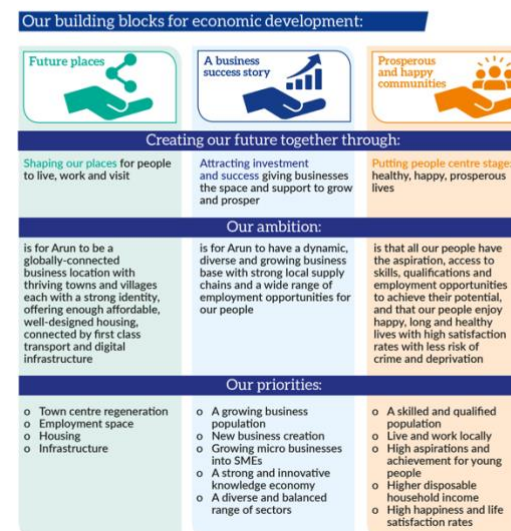
- ▶ Seasonal employment (horticulture and tourism)
- ▶ Low wage economy (in comparison to near neighbours and comparators)
- ▶ Few large businesses (0.1% have more than 250+ employees) though there are some notable companies (Rolls Royce and Body Shop)
- ▶ Lower qualified workforce – low value, low skilled labour market

This results in the district being a net exporter of labour to neighbouring areas with 8973 coming in and 27394 going out each day.

So tourism needs to support the approach set out in this strategy, renewing the offer and attracting new markets to support the economy year round with higher value jobs. The analysis in this strategy recognises the changing retail environment in town centres which must increasingly be given over to social, leisure and entertainment uses and done well this can enhance your tourism offer.

The strategy has some ambitions that reflect what tourism needs to succeed: masterplans for Bognor and Littlehampton; optimising the seafronts, seafront greens and waterfront sites; the need for the towns to be vibrant; a range of events to increase footfall; and improvements to cycling and walking infrastructure.

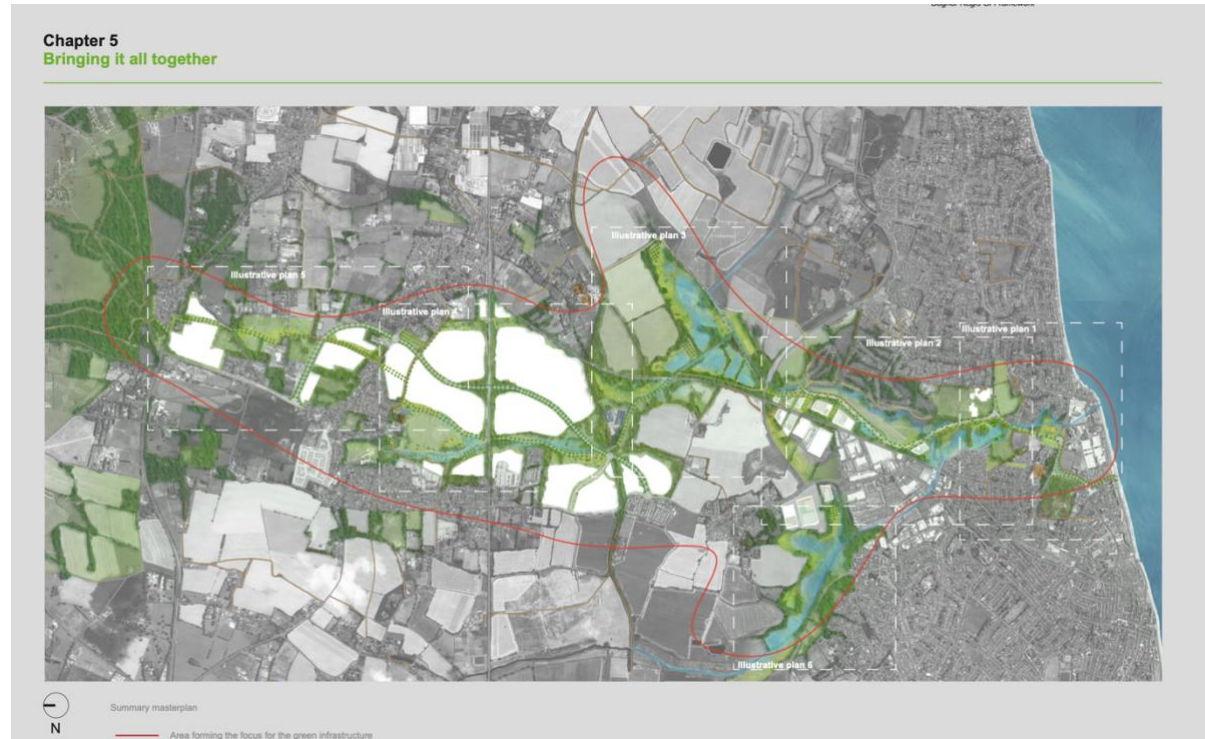
“Our vision is to create a dynamic, competitive and sustainable place to live, work and do business”



The strategy makes reference to a proposed Green Infrastructure Plan for Bognor to the South Downs. The background study was completed in January 2020 and while largely concerned with landscape design, conservation and the health and wellbeing of local communities, the proposals will have relevance for leisure activities for visitors especially in relation to cycling/walking.

From a planning perspective, the adopted Local Plan is clear in wanting to ‘create vibrant, attractive, safe and accessible towns and villages that build upon their unique characters to provide a wide range of uses and which are a focus for quality shopping, entertainment, leisure, tourism and culture activities’.

In the plan, the council supports ‘continuous adaptation and improvement in the visitor experience’ with reference to higher quality experiences, a more diverse offer and increased competition. The main outcome sought is longer stays and more retained spend.



MARKET TRENDS

In the table below are key trends particularly relevant to this piece of work. [Sources: VisitEngland, VisitBritain, VisitScotland, National Tourism Coastal Academy, Blue Sail].

Trend	What this means for Arun
<p>Communication Overload Destinations of all size competing for attention in a crowded marketplace across multiple channels</p>	<ul style="list-style-type: none"> ▶ Breaking through screening out and filtering ▶ Challenge for those with little market recognition ▶ Substantial resources required to build a destination brand/presence ▶ Clarity of the proposition ▶ Ongoing significant resources required to maintain a presence across multiple channels ▶ Targeting a focused, compelling message at the right time to the best prospect segment(s) ▶ Reviews and endorsements important ▶ Detailed market knowledge and insight kept current
<p>Maximising Behaviour Holiday makers and short breakers looking to use their limited leisure and vacation time to see and do as much as possible</p>	<ul style="list-style-type: none"> ▶ Range of quality experiences on offer that are sufficiently different from home ▶ Need for reassurance that there is sufficient to occupy and entertain ▶ Inspiration and information about what there is and how to access, book etc ▶ Has to be easy to access ▶ Joined up travel options ▶ Makes sense for individual places or experiences with common ground (e.g. a shared history, character) to club together and build a shared, more desirable and versatile product
<p>Death of Risk Constraints on budgets and holiday time mean travellers want to find out as much as possible about their destination before getting there.</p>	<ul style="list-style-type: none"> ▶ Particularly relevant in coronavirus times so reassurance on safety measures crucial for foreseeable future ▶ Prevailing interest in staycations and trips close to home ▶ Comprehensive information about what’s on offer to allow visitors to plan ▶ Reassurance that there is enough and of the right type of things to do ▶ Ease of booking either before or during the trip; clarity on terms and conditions, cancellations etc
<p>Pursuit of Real</p>	<ul style="list-style-type: none"> ▶ Quality, authentic experiences – in tune with local culture and way of life ▶ Seeking out of immersive, distinctive experiences

Trend	What this means for Arun
<p>Genuine, authentic, local experiences sought in preference to mass tourism 'sight-seeing'.</p>	<ul style="list-style-type: none"> ▶ Families creating memories together – meeting the needs of multiple generations ▶ Bragging rights, shareable experiences ▶ Experiences that combine fun /learning/self-improvement/well-being ▶ Local – food, drink, crafts, independent businesses rather than chains ▶ Individual elements can be small but must add up to a holistic, integrated trip experience
<p>Multiple Interests Meeting multiple needs within the travelling group (families, friends, multi-generations).</p>	<ul style="list-style-type: none"> ▶ Extensive range of types of accommodation and experiences available, and easy to access ▶ Activity and special interest holidays/breaks with weekend and day options ▶ 'Pick and mix' from a variety of options to create personalised trips e.g. active experiences with general holiday pursuits such as visiting historic sights, shopping and entertainment ▶ Base in one place and take trips out from coast to inland or from towns to coast
<p>Living with coronavirus Addressing a reshaped tourism landscape with restricted supply and weakened demand.</p>	<ul style="list-style-type: none"> ▶ Importance of safety and hygiene measures in all elements of the visitor experience ▶ Demand likely to be greater for rural areas, destinations with open/car-free public space, for outdoor activities and attractions, and for self-catered accommodation ▶ Faster recovery in demand from families and those visiting friends and relatives ▶ Marketing messages need to respond to evolving market concerns over next few years – not enough to say 'come now'

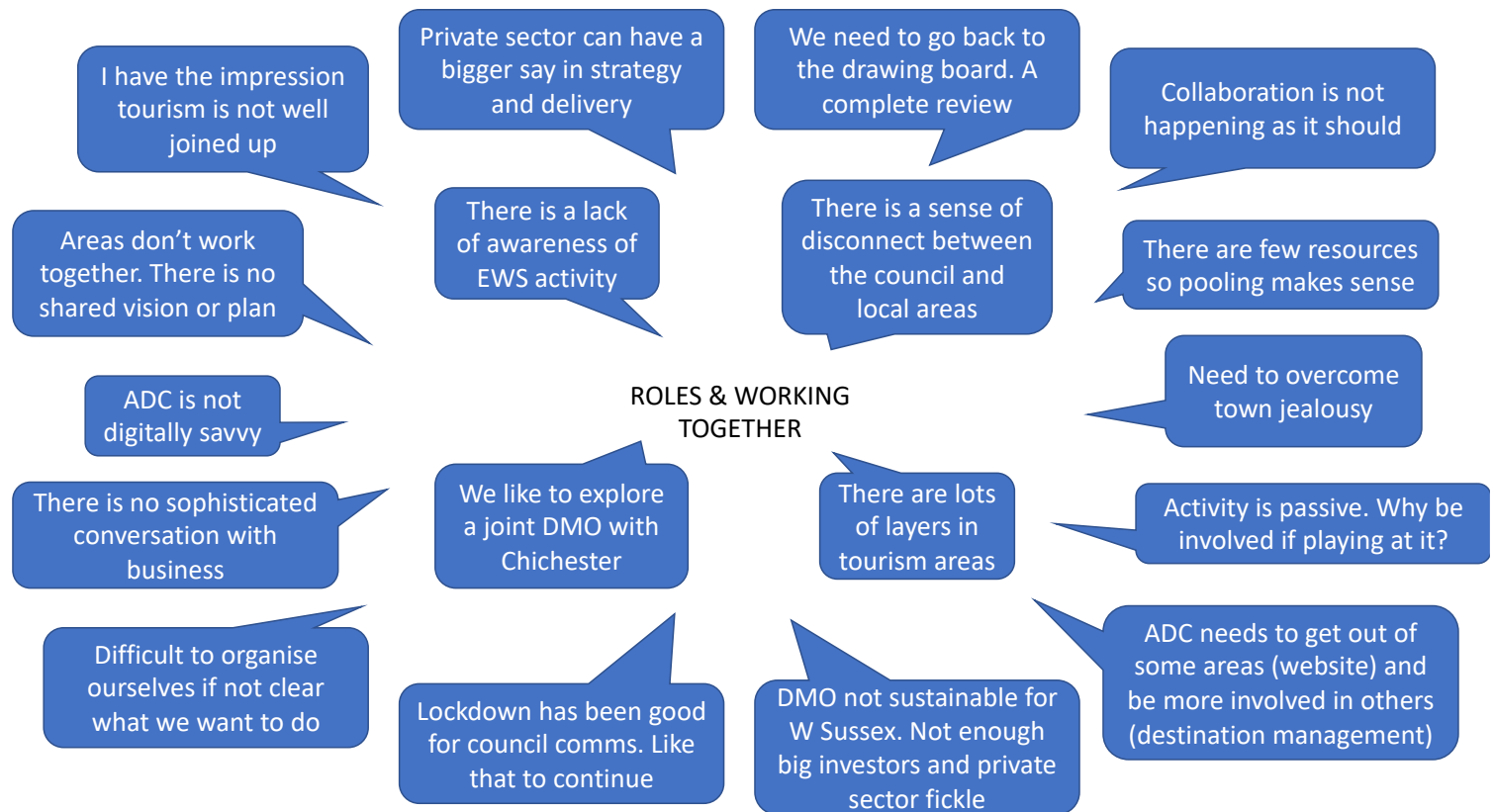
WHAT WE HEARD

ORGANISATION, ROLES & COMMUNICATIONS

Through the stakeholder consultation, we found a clear recognition that the council has limited resources and that there is a need to work smarter, whether that is in the pooling of resources, or in focusing activity.

Communications between the stakeholders could be better, for example lack of familiarity with the work of Experience West Sussex or the existence of research and insights.

Most pointed out the need for a clear strategy to determine focus and roles.



MARKETING

The identity and perception challenge for Arun was evident with most highlighting the lack of awareness of Arun and only slightly greater awareness of Littlehampton, Bognor Regis and Arundel.

Likewise, many felt 'Sussex' had some resonance, but 'West Sussex' was just as difficult to understand with the towns being better known as well as the South Downs National Park.

The promotional activity of Arun District Council (website, social media and brochure) were perceived to be not particularly effective and many questioned whether the council had the skills to address areas of opportunity.

Many saw the need to promote the very best and use those to hook visitors in rather than presenting everything the area has to offer.



VISITORS & INSIGHTS

A number of consultees felt there was a need for more data and intelligence to support decisions. But most of these were unaware of the research already produced by the district and Coastal West Sussex.

Most agreed on the current markets and felt the markets they wanted were younger groups and couples.



EXPERIENCES & DEVELOPMENT

This was the subject which received the most comments. With most feeling there was a need to lift the quality of what was there now and develop new experiences to attract new, discerning visitors.

Most cited a need for more and better accommodation and the potential for cycling and watersports was frequently raised.

Again, it was felt there was a need for a clear plan to judge the merits of potential development.



STRATEGY

There was a clearly identified need expressed for a plan or strategy to plot development and organisation against and to clarify the markets and their needs.

The objectives were fairly clear: to increase the spend and duration of stay from visitors, the economic impact and jobs.

It was also suggested that there was enough for everyone to be doing and no need for there to be duplication but that there should be greater clarity about individual roles and better alignment.



WHAT NEEDS TO BE DONE

SWOT

Below is our analysis of the situation – of the strengths, weaknesses, opportunities and threats facing Arun District and which guide our response in the recommendations that follow.

Stakeholders and the Council are up for change and that is very positive. However, a new approach to supporting tourism needs to ensure that:

- ▶ It is market focussed – the decisions you take should be driven by what visitors want not by what you want to sell them or say to them. They have a big choice and you need to keep one eye on your competition.
- ▶ Neighbours are not competitors – visitors don’t see the boundaries. They see experiences that complement what you have to offer.
- ▶ Collaboration is key – business, the towns and the council must all work together. A shared narrative will make the destination more appealing.
- ▶ It is focussed – doing less better with clear roles for the County, District, the towns and business. Keep limited resources targeted to maximise impact. The council only acting where it adds value and supporting others better placed to run activity.
- ▶ New experiences are developed – play to your destination strengths and continue to develop products and experiences that strengthen your appeal.

Strengths

- ▶ Proximity to source markets for visitors
- ▶ Reasonable starting point (4.04m visitors and 4360 FTE jobs)
- ▶ Variety of offer (beach, towns, heritage, countryside, national park)
- ▶ Robust local markets
- ▶ Butlins – national brand, reputation, investment and jobs
- ▶ Pleasant seaside and countryside
- ▶ EWS doing good ‘inspiration’ work. Towns doing good ‘information’ work.

Weaknesses

- ▶ Sussex by the sea website and digital capabilities (and number of users)
- ▶ Traditional marketing and information delivery by ADC (brochure/VIPs)
- ▶ Day visits dominate
- ▶ Not enough accommodation
- ▶ Strategy out of date
- ▶ No shared ambition for coalescing around
- ▶ Identity (Arun unknown, Sussex by the sea unclear) and little market recognition
- ▶ Retail in towns changing
- ▶ Use of the word 'nice' was used a lot to describe the area. Not compelling enough
- ▶ Seasonal tourism economy
- ▶ Many SMEs and lifestyle businesses
- ▶ Not enough to see and do (especially activities on land and water)
- ▶ Events seen as 'pedestrian' – not impactful
- ▶ Basics need to be better (e.g. toilets)

Opportunities

- ▶ PR activity and use of influencers
- ▶ Everyone up for change
- ▶ Pooling of resources needed to have any impact at all
- ▶ Green infrastructure – cycling and walking routes (R. Arun, Bognor-S Downs, Wey navigation)
- ▶ Masterplans and continued development of Littlehampton and Bognor
- ▶ Preservation and adaptation to lift quality of Arundel
- ▶ Watersports potential & cycling
- ▶ Experiences for younger audiences (seafront eating/drinking)
- ▶ Create experiences that have bragging rights are high quality and distinctively local
- ▶ Make more of assets in neighbouring areas with Arun as the 'base'
- ▶ A clear destination management role
- ▶ If identity is hard don't try to come up with a 'one-line' description – reflect the variety in a shared story (be anti-brand)
- ▶ Share what you have better (research, intelligence)

- ▶ Involve others in the thinking/planning and get 'buy-in'.

Threats

- ▶ Good work of EWS not recognised/understood and therefore ongoing support threatened
- ▶ Lack of visitor focus (many focussed on local needs/interests)
- ▶ Lack of excitement/ambition leads to lack of investment (public and private)
- ▶ Being insufficiently focussed/targeted – trying to do too much
- ▶ Covid-19 leading to long-term major changes in visitor behaviour and business viability

MARKETING ANALYSIS

If you take the visitor journey as a guide for where potential visitors are open to influence, the current arrangements with the county led Experience West Sussex activity have the ‘Imagining’ and ‘Planning’ elements quite well covered. With the town-led websites and social media platforms helping visitors at the ‘Experiencing’ stage. ‘Booking’ is largely driven by online travel agents and commercial booking websites.

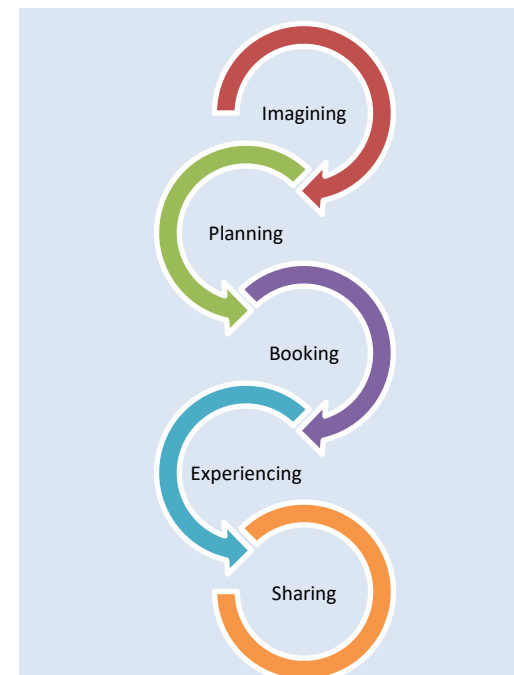
When it comes to destination marketing Arun District Council falls between two stools. Above sits West Sussex, a destination with greater market awareness, critical mass of ‘product’ and marketing leverage to raise awareness and inspire visits. Beneath it sits individual destinations with their own particular offer and which can provide the detail in their marketing to convert interest to booking. It is hard to make a case for the District Council undertaking destination marketing for Arun.

There are significant challenges in awareness and interest in terms of the geography as well as understanding of the tourism offer. This applies to all locations within West Sussex and even ‘West Sussex’ itself⁵. On the other hand there is a greater awareness among visitors and non-visitors of Bognor Regis and Littlehampton, and to a lesser extent Arundel, than there is of ‘Arun’. There is no clear, strong proposition for the district as a whole and current marketing understandably focuses on these three towns.

Arun District does have good tourism assets however:

- ▶ Coastal/seaside resort – beaches and seaside fun, entertainment, Butlin’s brand
- ▶ Landscape, history, market towns – for browsing, relaxing, exploring and some gentle activity in lovely surroundings.

Figure 1 Visitor Journey



⁵ Tourism Research Project for Coastal West Sussex, TSE 2016

- ▶ Proximity to large populations – ready markets within easy travel distance
- ▶ Proximity to National Park – association with a strong brand and understandable experience

Arun has three distinct propositions with some, but not much, overlap:

- ▶ Seaside with a twist – Littlehampton providing a traditional resort in the process of reinventing itself
- ▶ Traditional seaside – Bognor Regis and Butlin’s providing traditional good fun, self-contained holidays
- ▶ Market Town Heritage – Arundel providing the relaxing pleasures of an historic small town, nearby villages and attractive landscapes

These are likely to have most resonance with a day trip market and a domestic staying market within a two- hour (or up to three for the longer stay options in the resorts) travel time. From VisitEngland’s segmentation system⁶ two segments have a particularly good fit; these both reflect the current market and have most growth potential. The segments are called ‘Fun in the Sun’ and ‘Country Loving Traditionalists’.

SEGMENT	ATTRIBUTES	DESTINATION APPEAL
Fun in the Sun	Typically parents looking for family orientated summer holidays where beaches play a starring role. Tend to seek cheaper, more ‘social’ alternatives to hotel accommodation, such as caravans or holiday camps. This segment skews higher in the 30-50 age group – as expected for families. (The 30-50 group represents 55% of this profile vs. 40% average.) More likely to live in West and South West.	Resorts – self-contained good-value family fun, fun fairs, fish and chips etc Beaches – play, picnics, walks Activities – watersports, cycling, soft adventure
Country-Loving Traditionalists	Typically empty nesters with traditional values, country-loving traditionalists have a moderate household income, but fewer family members to cater for when on holiday. This means that their budget stretches further, and good quality, secure	Good fit for West Sussex generally. Arundel – local shopping/markets, churches, antiques, etc

⁶ <https://www.visitbritain.org/visitor-segmentation>

SEGMENT	ATTRIBUTES	DESTINATION APPEAL
	accommodation is a priority when booking a holiday. They are likely to have recently taken a countryside break and keep up to date with UK tourism through websites such as English Heritage and the National Trust. This segment skews older, particularly over the age of 50. (Over 50s represent 56% of their profile vs. 41% for the average.) More likely to live in East/Anglia and South East.	Food & drink – independent, artisanal, quality History & heritage – Castle, Cathedral Seafront - Littlehampton Exploring the South Downs – Inc. cycling and walking

WAYS FORWARD

We have identified four over-arching recommendations for Arun District Council which have implications for the way in which you organise and support tourism development in order to meet your wider strategic ambitions.

RECOMMENDATION 1 - STRATEGIC TOURISM INVESTMENT ROLE

There is a need to ensure that Arun not only has the best quality of experience to offer visitors but that it continues to add to the experience in ways which will attract visitors and help maximise local benefits. This is a strategic role and one which aligns closely with other economic regeneration functions.

This is a new role but one which is critical if Arun is to grow its visitor economy and compete effectively. The activity is about supporting private sector investment, maximising the benefits from public investment and it making certain that there is someone advocating for visitors in the ongoing delivery of public services within the authority.

RECOMMENDATION	ACTIONS
<p>Provide a strategic destination investment role in the council. This post should lead on the strategic development of the destination, stakeholder relationships and the commissioning of marketing services via other providers.</p>	<ul style="list-style-type: none"> ▶ Recruit a strategic tourism lead responsible for destination investment, management/development ▶ Use the Tourism Strategy to define development priorities (e.g. visitor accommodation, watersports, walking/cycling, welcome, events, signage) ▶ Pick a development project/year – work with neighbouring authorities on shared plans and investment across boundaries ▶ Support town development plans (similar to Fáilte Ireland guidelines)

RATIONALE	OUTCOMES
<ul style="list-style-type: none"> ▶ Need to improve the offer to remain competitive and capitalise on destination opportunities to attract discerning/new visitors e.g. watersports, and investment ▶ Clear interest and appeal identified in consultation with a number of challenges to be addressed, and opportunities to take forward 	<ul style="list-style-type: none"> ▶ More spend (e.g. increased overnights) ▶ More profitable businesses and more jobs ▶ More year round tourism (through increased activities, experiences and indoor offer) ▶ Improved quality of existing offer

BEST PRACTICE EXAMPLE – THANET DISTRICT

In 2019 Thanet decided they needed to update their district destination management plan which had last been done in 2014. A new 5 year plan (2020-2025) was produced to strengthen and grow the visitor economy.

The plan was not about everything that could or should happen but about the things that would make the biggest difference, could be realistically delivered and which provided a focus for working together.

The plan is about growing the value of tourism, becoming more competitive and lifting the quality of the visitor experiences through private as well as public investment.

The plan provided 3 new priorities for the region:

- Vibrant Towns – making Thanet’s town centres more attractive for visitors and providing more of the right kind of accommodation
- Coastline Focus – focusing on providing year-round experiences, activities and facilities at key sites along the coast
- The Isle of Thanet Promise – using the strong themes from Thanet’s Shared Story to develop brilliant experiences and a brilliant welcome.

It was developed through an engaging process with tourism businesses that resulted in buy-in and support for the delivery of the new plan and uses the strategic tourism resources at the council to take forward.

Destination Management Framework

The Destination Management Framework (DMF) 2020 is for all partners in the destination and sets out shared key priorities for strengthening and growing the visitor economy for the next 5 years. It focuses on key things that will make the biggest difference and which can be realistically achieved by working together.

The Framework draws on views of stakeholders in Thanet's visitor economy, including attractions, accommodation providers and event organisers. These views were gathered through meetings, interviews, an interactive workshop attended by more than 50 people and via an online industry survey. Also used was recent third-party/existing research, including localised volume and value data, the results of face to face visitor surveys and perception research, as well as national research on holiday trends and coast perceptions. The framework builds on the work achieved through the first [Destination Management Plan](#) developed in 2012/13.

The headline priorities are:


- **Vibrant Towns** - making Thanet's town centres more attractive to visitors and providing more of the right kind of accommodation.
- **Coastline Focus** - focusing on providing year-round experiences, activities and facilities at key sites along the coast
- **The Isle of Thanet Promise** - using strong themes from Thanet's shared story to develop brilliant experiences and a brilliant welcome.

The Framework was commissioned by Thanet District Council (TDC) and developed by Blue Sail. TDC's senior executive team has input to its development.

The Framework was prepared before the COVID-19 crisis, but the content is still relevant and will help inform the recovery of the sector.


[Read the full Destination Management Framework](#)

[The Shared Story](#)




[See more](#)

[Destination Management](#)




[See more](#)

[Shared Story Toolkit](#)



[See more](#)

[Business Support](#)



[See more](#)

RECOMMENDATION 2 - START WITH A PLAN

Your tourism strategy is out of date and it is difficult for you and others to know whether decisions about activity, development, events, organisations or marketing are the right ones.

This project and plan is about ‘delivery’ of tourism services in Arun District Council but in preparing it, we have given thought to your current situation, the context, market and development opportunities. It would not take much effort to go from where you are now to having a new Tourism Strategy to guide your activity over the coming 5 years.

A Tourism Strategy is however just a document. As important is the way you go about generating support for how it is implemented and supported so the process of creating the new strategy should include the wider tourism industry in Arun. Use the process to galvanise ideas and opportunities into concrete plans and to get everyone working together and ensure that the new Strategy is focussed on as few priorities as possible. Long lists of actions are unlikely to be delivered. In our view the process should be led by the new Strategic Tourism Officer. If funding allows, running this process consecutively with the ‘shared narrative’ (Recommendation 3) would be more efficient and beneficial.

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RECOMMENDATION	ACTIONS
Develop a new tourism strategy in 2020/21 with your businesses and key stakeholders.	<ul style="list-style-type: none"> ▶ Develop brief and commission the strategy development ▶ Form a business group to support implementation and monitoring of progress and aid communications
RATIONALE	OUTCOMES
<ul style="list-style-type: none"> ▶ Renewed focus for destination development and marketing ▶ Ambitious but realistic targets to support economic objectives and employment ▶ Positive outcome from Covid-19 ▶ Shared buy-in to deliver across public/private/third sector 	<ul style="list-style-type: none"> ▶ Improving visitor economy outcomes (spend and jobs) ▶ New development in the District (accommodation, experiences) ▶ Better year-round tourism ▶ Aligned bidding and investment in community assets e.g. cycling/walking/public realm

BEST PRACTICE EXAMPLE – PLYMOUTH

In 2018 Destination Plymouth updated their visitor plan to build on the significant strides they had made since their previous plan (2011) had been produced and which had resulted in a 25% growth in visitor numbers. They had achieved a lot (Mayflower 400, The Box Cultural Venue, Ocean City Identity etc) and needed a new ambitious plan to propel them forwards.

The plan which was developed set out a clear vision: *‘Plymouth is Britain’s Ocean City, famous for its Waterfront. We will be one of Europe’s finest waterfront cities, celebrated for our unique and diverse marine life, culture and experiences. We will continue to be recognised as unique among UK cities for our natural drama and 500-year history as a place of embarkation and exploration.’*

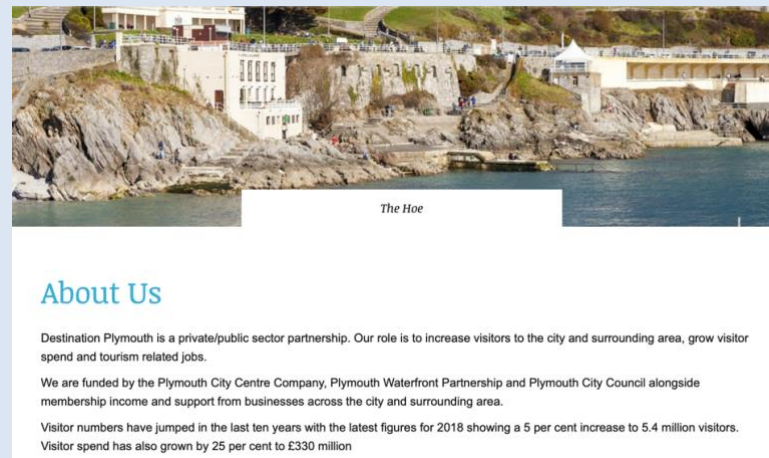
It also had ambitious targets to grow spend (30%) at a much higher rate than visitors (15%) and the plan was focussed on just 3 themes:

- Blue-Green City – with a ‘national marine park’ globally recognised for amazing experiences by, on, in and under the ocean...’
- Brilliant Culture – ‘known internationally for jaw dropping art, authentic cultural experiences and our urban spirit’
- Premier Destination – ‘Devon and Cornwall’s premier visitor destination and a top-ten UK city break’

The plan included some important enablers such as Partnership, People, Infrastructure, Accommodation, Brand, Markets and Business Tourism.

Importantly it provided the framework for partnership and private sector investment, for bidding and securing grants for development, and to underpin market focus and marketing development.

The plan is for the city rather than the City Council and is driven by the private sector led board of the DMO, Destination Plymouth.



RECOMMENDATION 3 - DEVELOP SHARED NARRATIVES

The destination of Arun is not well understood by visitors and the individual towns have different offers that make it difficult to bring them together under a single identity. But most visitors don't respond to a one-line identity or logo in any case. Visitors take their knowledge and inspiration from many sources (news, tv, articles, social media, film, websites, search engines etc). This means that most official destination marketing organisations are just one small channel in delivering destination marketing messages to potential visitors. Local businesses, local media, residents, journalists, blogger and vloggers are part of the rich tapestry of writers and channels that can help you reach the visitors you want to attract. So it is not 'what you say', but 'what others say about you' that matters most.

How can you influence others to say the right things? Developing an agreed and shared narrative is one way to strengthen the collective communication capabilities of your industry. And the development of a suite of tools (stories, words, images, video etc) can be used by that industry as well as journalists, influencers, bloggers and vloggers to talk consistently about the things you want to say about the destination. Whether thematic or geographic, stories of 'heritage', 'farm to fork', 'being active outdoors', 'unusual places to stay', 'family experiences' are the sorts of things which can be developed as tools to help whoever is communicating do so with passion, inspiration and consistently.

Like the Tourism Strategy this is a focussed piece of work that could be delivered alongside your strategy which would make it more effective and an efficient process.

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RECOMMENDATION	ACTIONS
Develop shared narratives and toolkit in 2020/21 for tourism stakeholders	<ul style="list-style-type: none"> ▶ Develop brief and commission a suite of narratives by town and theme ▶ Ensure the recent Bognor Regis Place Branding narrative and 'filters' are applied for the town and align with the Arun narrative. ▶ Consider commissioning alongside the tourism strategy
RATIONALE	OUTCOMES
<ul style="list-style-type: none"> ▶ Arun not a strong identity for visitors ▶ Different and varied towns with no agreement on single identity ▶ Strong themes and concepts in Arun ▶ Present the variety rather than try to distil down to a single idea 	<ul style="list-style-type: none"> ▶ Clear and agreed messages used by all business ▶ Increased impact with visitors (consistency) and increased visits and spend

BEST PRACTICE EXAMPLE - ABERDEENSHIRE

Aberdeenshire in the North East of Scotland had three DMOs – one for the city of Aberdeen, one for the north coast and one for Royal Deeside. There was no consistent approach to marketing or development across the area, nor was the whole area covered by a DMO. This was perceived by the City and County Councils, Scottish Enterprise (the economic development agency) and VisitScotland to be contributing to a lack of profile and underperformance of the area.

A review of strategy and structures resulted in the establishment of VisitAberdeenshire – a DMO bringing together businesses, support agencies and local authorities behind one strategic approach. The two ‘old’ rural DMOs continued to operate as local partnerships while the city DMO merged into VisitAberdeenshire.

To recognise the differences across the county while aligning how it should be promoted, VisitAberdeenshire commissioned the production of a series of Shared Stories™. These are narratives which capture the essence and strengths of the place and can be used in marketing by the DMO and individual businesses as well as informing the priorities for product development. In total three destination narratives (reflecting each of the old DMOs) and six thematic narratives (e.g. castles, food & drink, outdoor activities) were produced, as well as one overarching Shared Story™ for the whole area. The narratives were produced with involvement and input from businesses, which helped secure their buy-in to the new organisation and new approach.

The Shared Stories™ are used by VisitAberdeenshire in marketing communications (verbatim on their [website](#) for example). They have also been picked up by Aberdeen airport for use on the walls of the terminal alongside striking images of the area. A Shared Story™ [toolkit](#) was produced to encourage and help businesses use the narratives, associated ‘word bank’ of key words and phrases, and example imagery.



RECOMMENDATION 4 - MARKETING & INFORMATION

As this review has shown, with others best placed to deliver destination marketing and information, through the individual towns and Experience West Sussex, the marketing role for the District Council is limited to providing support for these platforms.

There is however, in our view, still an important role for the Council:

- ▶ Active participation in the Experience West Sussex Partnership, including advocacy for Arun’s tourism propositions and funding to help support destination marketing
- ▶ Support and funding for the 3 destination sites of Arundel, Bognor Regis and Littlehampton specifically tied to certain requirements to ensure professional, high quality and effective destination marketing. This should include:
 - Adopting and rolling out the shared narrative (previous recommendation) which can run through all marketing
 - Help with professional copy writing to give a distinct, appealing character and tone of voice to marketing communications reflecting the destination narrative. (At the moment there is a disproportionate focus on ‘so much to see and do’ , ‘whether you are looking for this or that’ ‘something for everyone’ rather than creating a targeted, distinctive and appealing destination proposition).
 - Support for developing and optimising social media channels
 - Requirement to cross sell to other Arun destinations with appropriate guidance on how this should be done
- ▶ Support for destination PR activity delivered directly or through Experience West Sussex including costs of hosting press visits, production of media packs etc.

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RECOMMENDATION	ACTIONS
Commission destination marketing and information services through other providers. Stop all destination marketing delivery at the District including Sussex by the Sea website.	<ul style="list-style-type: none"> ▶ Funding agreement for Experience West Sussex and aim to get similar support from other authorities ▶ Mothball ‘Sussex by the Sea’ website and promotion as visitor journey covered by other platforms and also stop related social media platforms.

	<ul style="list-style-type: none"> ▶ Cease production of the visitor guide – direct information enquiries and business links via the town sites and social media ▶ Cease the provision / support of Visitor Information Points in Arun ▶ Support press trips and media enquiries using strategic tourism officer
RATIONALE	OUTCOMES
<ul style="list-style-type: none"> ▶ Visitor journey stages covered by other platforms ▶ Limited impact currently ▶ Better outcomes through support for other platforms 	<ul style="list-style-type: none"> ▶ Increased scope and impact of EWS activity ▶ Stronger town platforms driving support to local business ▶ Increase numbers of visitor and spend

RESOURCING THE PLAN

It is possible to support these recommendations within existing resources. Our suggestion for how the funding could be prioritised is as follows:

RECOMMENDATION	YEAR 1	YEAR 2	YEAR 3 (& ongoing..)
Strategic Tourism Investment & Management (development)			
- Strategic Tourism Officer	£35000	£35000	£35000
- Annual Development Project	£0	£0	£5000
Tourism Strategy	£10000	£0	£0
Shared Narrative	£0	£10000	£0
Marketing			
- Town Tourism Support		£5000	£10000
- EWS Support	£20000	£20000	£20000
	£70000	£70000	£70000

There are also other potential funding streams that the council should closely monitor and could be accessed to support tourism activities such as:

- ▶ Grants and funds (Coastal Community, Future High Street, Discover England Fund)
- ▶ Generating more direct income from visitors making use of council assets and commercial premises (through property lease, seafront licenses, event fees, off-street parking etc)
- ▶ Business Investment in supporting public services (e.g. toilets)
- ▶ Shared commercial development (e.g. ADC develop a hotel with an operator similar to [Stockton-on-Tees](#) and [Lincoln](#))

Any one-off allocations could mean that some of these actions are brought forward or additional resources could be allocated to ramp up activity and impact in other areas.

Other projects that could be supported by discrete investments, grants and discretionary spending could include some of the following (the detail of which would be developed through the Strategy process):

POTENTIAL PROJECTS (ADDITIONAL/ONE-OFF RESOURCE)	ESTIMATED COSTS
Seed investment in major tourism events (capable of generating 25k+ visitors)	£20000-40000/event
Town Tourism Challenge Fund (e.g. signage/wayfinding, visitor Wi-Fi, seafront showers etc) with match requirements	£10000/town p.a.
Accommodation Development Prospectus and marketing	£5000

Disclaimer: All information and analysis supplied by Blue Sail Consulting Ltd and our sub-contractors is delivered in good faith and represents our professional judgement based on the information obtained from the client and elsewhere. The achievement of recommendations, forecasts and valuations depend on factors beyond our control. Any projections, financial or otherwise, in this report are only intended to illustrate particular points of argument and do not constitute forecasts of actual performance

Agenda Item 10

Economic Committee	Report Author	Date of Meeting	Full Council Meeting Date
Karl Roberts, Nat Slade and Denise Vine			
Outside Bodies Update		8 June 21	14 July 21
Bognor Regis Seafront : Review of Seafront Delivery Plan and Deliverable Interventions and Actions	D Vine		
Closure of Trisanto Development Corporation Limited	K Roberts		
Levelling Up Fund Bid Submission	K Roberts		
Award of Contract for Resurfacing & Repairs to Council Owned Car Parks	N Slade		
Award of Contract for Office Guarding and Security Services	S Horwill		
Covid Discretionary Business Grant Funding	M Nicholls		
Outside Bodies Update		26 July 21	15 September 21
Arun's Economic Development Strategy and Future Priorities	D Vine		
Strategic Review of Arun District Council's Tourism	D Vine		
Littlehampton Public Realm Improvements: Phase 2 & 3 High Street / Beach Road / East Street / Clifton Road	R Carden		
Café Leases	P Broggi/ S Horwill		

Outside Bodies Update		12 Oct 21	10 Nov 21
River Road Garages Terminations	P Broggi/ S Horwill		
Beach Hut Service Review	N Slade / P Broggi		
LUF Announcement	K Roberts		
Outside Bodies Update		7 Dec 21	12 Jan 22
Place Branding	K Roberts		
Outside Bodies Update		19 Jan 22	9 March 22
Outside Bodies Update		29 March 22	11 May 22