



# Public Document Pack

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Committee Manager - Jane Fulton (Ext 37611)

22 June 2022

## POLICY AND FINANCE COMMITTEE

A meeting of the Policy and Finance Committee will be held in **The Council Chamber at The Arun Civic Centre, Maltravers Road, Littlehampton, BN17 5LF** on **Thursday 30 June 2022 at 6.00 pm** and you are requested to attend.

Members: Councillors Gunner (Chair), Pendleton (Vice-Chair), Cooper, Dixon, Oppler, Roberts, Seex, Stanley and Dr Walsh.

**PLEASE NOTE:** Where public meetings are being held at the Arun Civic Centre, to best manage safe space available, members of the public are encouraged to watch the meeting online via the Council's Committee pages.

1. Where a member of the public wishes to attend the meeting or has registered a request to take part in Public Question Time, they will be invited to submit the question in advance of the meeting to be read out by an Officer, but of course can attend the meeting in person.
2. We request members of the public do not attend any face to face meeting if they have Covid-19 symptoms.

Any members of the public wishing to address the Committee meeting during Public Question Time, will need to email [Committees@arun.gov.uk](mailto:Committees@arun.gov.uk) by 5.15 pm on **Thursday, 23 June 2022** in line with current Committee Meeting Procedure Rules.

It will be at the Chief Executive's/Chair's discretion if any questions received after this deadline are considered.

For further information on the items to be discussed, please contact [Committees@arun.gov.uk](mailto:Committees@arun.gov.uk).

## **A G E N D A**

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 - 6)

The Committee will be asked to approve as a correct record the Minutes of the Policy & Finance Committee held on 31 March 2022, as attached.

4. **ITEMS NOT ON THE AGENDA THAT THE CHAIR 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. **START TIMES [5 MINUTES]**

The Committee is asked to confirm its start times for meetings for 2022/23.

7. **SUPPLEMENTARY ESTIMATE TO DEFEND PLANNING APPEALS AT CHANDLERS, ANGMERING (A/1101/21/PL), RUSTINGTON GOLF CENTRE (A/129/21/PL), WORTHING ROAD (A/168/21/PL) AND PAGHAM ROAD (P/178/21/OUT). THIS WILL ALSO COVER THE COSTS AWARD AT SHIRPNEY ROAD (BE/109/19/OUT) [15 MINUTES]**

(Pages 7 - 10)

Normally, the Council may get one appeal to be heard by way of inquiry every 1 – 2 years. There are currently four planning appeals to be heard by way of public inquiry that have all been submitted in the space of a few months.

Officer time in carrying out the work necessary in defending these appeals would be significant and would result in time that would otherwise have been available for determining of planning applications not being available.

A supplementary estimate is therefore required for this work.

8. COMBINED CLEANSING SERVICES CONTRACT EXTENSIONS - FINANCIAL IMPLICATIONS [10 MINUTES] (Pages 11 - 14)

The Environment Committee considered a report 'Combined Cleansing Services Contract' at its meeting on 19 May 2022. This report contained a number of recommendations which have significant financial implications for the Council. Under the Council Constitution, the Environment Committee resolution is subject to Policy and Finance Committee and Full Council confirmation of finances being available. This report requests that the Policy and Finance Committee recommend a supplementary estimate to Full Council to regularise the budget position for 2022/23 and future years.

9. LITTLEHAMPTON SEAFRONT PROJECT [15 MINUTES] (Pages 15 - 24)

Arun District Council has been awarded £7,234,201 from the Levelling Up Fund to deliver a public realm improvement project at Littlehampton seafront. This report provides an update on project progress and seeks approval to reprofile the budget within the funding allocation and for the heads of terms to procure a design and build contractor.

10. LEVELLING-UP FUND, ROUND TWO BID [30 MINUTES] (Pages 25 - 34)

This report seeks the Committee's endorsement to the core elements of the Council's submission to the Levelling Up Fund Round Two.

11. UK SHARED PROSPERITY FUND - INVESTMENT PLAN [25 MINUTES] (Pages 35 - 82)

The Council is the lead authority responsible for preparing an Investment Plan identifying how the districts allocation of the UK Shared Prosperity Fund (UKSPF) will be used over the next 3 years. This report is advising the Committee of the details of the UKSPF and preparation of the Investment Plan.

12. CORPORATE PLAN AND SERVICE DELIVERY PLAN 2018-2022 - QUARTER FOUR/END OF YEAR PERFORMANCE REPORT FOR THE PERIOD 1 APRIL 2021 TO 31 MARCH 2022 [30 MINUTES] (Pages 83 - 94)

This report sets out the performance of the Corporate Plan and Service Delivery Plan indicators at Quarter 4/End of Year for the period 1 April 2021 to 31 March 2022.

### **ITEMS PUT FORWARD FROM SERVICE COMMITTEES**

There are no items for this meeting.

### **OUTSIDE BODIES - FEEDBACK FROM MEETINGS**

There are no items for this meeting.

13. WORK PROGRAMME [10 MINUTES] (Pages 95 - 96)

The Work Programme for the Committee for 2022-23 is attached for the Committee's information.

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 [PART 8 - CP - Section 5 Filming Photographic Protocol.pdf \(arun.gov.uk\)](#).

# Public Document Pack Agenda Item 3

Subject to approval at the next Policy and Finance Committee meeting

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## POLICY AND FINANCE COMMITTEE

31 March 2022 at 6.00 pm

Present: Councillors Gunner (Chair), Pendleton (Vice-Chair), Cooper, Oppler, Roberts, Stanley and Dr Walsh.

Councillor Edwards was also in attendance at the meeting.

[Note: Councillor Oppler was absent from the meeting during consideration of the matters contained within Minute 800 to 806 (Part).

### 800. APOLOGY FOR ABSENCE

An Apology for Absence had been received from Councillor Dixon.

### 801. DECLARATIONS OF INTEREST

There were no Declarations of Interest made.

### 802. MINUTES

The minutes from the meeting of the Committee held on 10 February 2022 were approved by the Committee as a correct record and were signed by the Chair at the conclusion of the meeting.

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

The Chair confirmed that there were no urgent matters for this meeting.

### 804. PUBLIC QUESTION TIME

The Chair confirmed that no questions had been submitted for this meeting.

### 805. COUNCIL VISION - PERFORMANCE MANAGEMENT 2022-2026

The Group Head of Policy presented this report to the Committee. She explained that the Council Vision had been approved by Full Council on 9 March 2022. The report presented the proposed indicators to be used to measure performance against the key themes set out in the Vision. These had been set out in Appendix A of the report.

There was one change to be made in the final version of Appendix B which was moving CP22 on page 26 [% of Licence Applications determined] which should be placed under the Wellbeing theme rather than the Housing theme. Most of the Corporate Plan Indicators would be reported monthly to the Corporate Management Team, and quarterly to all Service Committees from April onwards. In the interest of

transparency to Members, all Service Committees would receive the same report. There would be a report at the end of each year setting out the overall performance against the Vision objectives and the Corporate Plan.

The Chair invited questions. It was felt the list of KPIs may be too long, and there should be more customer feedback. The expectations of residents and customers should be looked at and their satisfaction measured. The Chief Executive explained that the indicators were there to help the council assess its performance against the objectives identified in The Vision Document. Customer insight was being looked at additionally, and the Chief Executive anticipated moving towards live customer feedback.

It was hoped that over time there would be an opportunity to reconfigure and refine some of the measurements. Clarification was sought on when the Vision measurements would be reported, and why each of the Service Committees would receive the same reports. The Group Head of Policy explained the measurements would be reported annually. The same report would be provided to all Service Committees in the interests of transparency. The expectation was that each Committee would focus on the relevant indicators to them, but Members would have access to all indicators.

Clarification was sought on what was defined as an Empty Home, and as this was an area the council performed well in whether consideration might be given to re-defining this. The Director of Place would provide a response to this question after the meeting.

Councillor Walsh proposed an amendment to the recommendations which was the addition of a third recommendation which was to agree to refine these KPIs to include more customer resident feedback at the earliest opportunity. This was seconded by Councillor Stanley and on this being put to the vote it was declared CARRIED.

The substantive recommendations were then proposed by Councillor Pendleton and seconded by Councillor Stanley.

The Committee

RECOMMEND TO FULL COUNCIL - That

- (1) The proposed indicators to measure the outcomes for the Council Vision key themes be agreed;
- (2) The proposed Key Performance Indicators be agreed; and
- (3) These KPIs be refined to include more customer relevant feedback at the earliest opportunity.

806. BUSINESS RATE POOL - DECISION MAKING

The Director of Place presented the report to the Committee explaining that it addressed how decisions on the Business Rate Pool could be made in a timely manner. The recommendations were then explained to the Committee.

It was asked that Members be notified by email as soon as practicable regarding any decisions made under the delegated authority in recommendation 2. The Chief Executive committed to doing this.

The recommendations were then proposed by Councillor Cooper and seconded by Councillor Walsh.

The Committee

RESOLVED - That

(1) Any membership contributions for external partnerships currently funded from the Business Rate Pool will continue to do so until the funds are exhausted, or a decision is made by the constituent authorities of the Business Rate Pool to cease funding, whichever is the sooner; and

(2) Authority be delegated to the Chief Executive in consultation with the Leader of the Council, to determine in agreement with the other West Sussex Authorities, this Council's position on how any Business Rate Pool funds are used both in respect of the 2015-2021 Business Rate Pool and the 2022 onwards Business Rate Pool.

807. LITTLEHAMPTON TOWN CENTRE - FIBRE DUCTING WORKS

The Director of Place presented the report to the Committee explaining that it sought the committee's approval to increase the budget of the Littlehampton Town Centre Improvement Works by £240,000 to include the installation of fibre ducting within the project. This would provide the future capability of Ultrafast Full Fibre internet connectivity to businesses and residences in the Town Centre.

The Chair invited questions. There was concern at the amount of money this would cost, and it was asked whether there was any room for negotiation, or an agreement with City Fibre that a proportion of costs could be recovered. The Director of Place confirmed that the Cost Consultants had been approached, who had confirmed the proposed costs were reasonable, and not over-inflated. Officers would continue to work to ensure net cost to Council would be reduced as much as possible.

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The issue of ducting had been raised at previous Meetings over the past 3 years, and Members had requested that ducting for Fibre be installed when the high street was dug up. The Director of Place explained that City Fibre had not been in a position to lay the ducting prior to the Public Realm works being undertaken. If the work was not carried out now, there would be a delay of five years.

The recommendations were proposed by Councillor Cooper and seconded by Councillor Pendleton.

The Committee

RESOLVED – That

- (1) The budget for the Littlehampton Town Centre Improvement Works be increased by up to £240,000 for the installation of fibre ducting to Littlehampton Town Centre funded from the corporate underspend for 2021/22;
- (2) Authority be delegated to the Director of Place, in consultation with the Section 151 Officer, to investigate and enter into the most advantageous model for the utilisation of the ducting; and
- (3) Authority be delegated to the Director of Place to seek agreement from West Sussex County Council for any additional permissions required for the laying of fibre ducting.

808. LEISURE OPERATING CONTRACT [MEETING OF THE HOUSING & WELLBEING COMMITTEE HELD ON 17 MARCH 2022]

The Interim Group Head of Corporate Support and S151 Officer presented the report to the Committee. Arun District Council had provided support to mitigate the impact of the COVID-19 pandemic on its leisure operating contract. This report sought the Committee's approval for a virement of budget for the arrangements agreed by Housing and Wellbeing Committee on 17 March 2022. The minutes containing a recommendation from the meeting of the Housing and Wellbeing Committee held on 17 March 2022 were circulated to the meeting.

The Chair invited questions from Members and overall support was expressed towards the recommendation.

The recommendation was proposed by Councillor Cooper and seconded by Councillor Stanley.

The Committee

RESOLVED



That the virement of £289,127 from the Covid-19 contingency budget for 2021/22 to cover the shortfall in expected income from the Council's Leisure Management Contractor during 2021/22 be approved.

809. OUTSIDE BODIES - FEEDBACK FROM MEETINGS

The Chair confirmed that there were no issues to feedback to Members.

810. WORK PROGRAMME

The Committee received the Work Programme for the new Municipal Year. This was a work in progress and would be expanded further.

It was asked whether updates around the Levelling Up Fund could be included as a regular item on the agenda. The Director of Place confirmed he expected the first update would be given at the Committee Meeting on the 30 June 2022.

(The meeting concluded at 18.32 pm)

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## ARUN DISTRICT COUNCIL

### REPORT TO AND DECISION OF POLICY & FINANCE COMMITTEE ON 30 JUNE 2022

**SUBJECT:**

Supplementary Estimate to defend planning appeals at Chandlers, Angmering (A/1101/21/PL), Rustington Golf Centre (A/129/21/PL), Worthing Road, (A/168/21/PL) and Pagham Road (P/178/21/OUT). This will also cover the costs award at Shripney Road (BE/109/19/OUT). It will also cover costs associated with further technical work that Planning Committee have requested on the Fitzalan acoustic barrier.

**REPORT AUTHOR:** Neil Crowther – Group Head of Planning

**DATE:** 1 June 2022

**EXTN:** 01903 737839

**AREA:** Place

**EXECUTIVE SUMMARY:**

Normally, the Council may get one appeal to be heard by way of inquiry every 1 – 2 years. There are currently four planning appeals to be heard by way of public inquiry that have all been submitted in the space of a few months. Officer time in carrying out the work necessary in defending these appeals would be significant and would result in time that would otherwise have been available for determining of planning applications not being available.

A budget is also requested to continue the technical work that has been requested by Planning Committee on the Fitzalan acoustic barrier.

**RECOMMENDATIONS:**

That the Policy & Finance Committee recommends to Full Council that:

(1) A Supplementary Estimate of £100,000 is agreed in order to defend decisions at appeal taken on planning applications A/110/21/PL, A/168/21/PL, A/129/21/PL & P/178/21/OUT, to cover the Costs award in respect of BE/109/19/OUT and to carry out further work required on the Fitzalan Acoustic Barrier.

The Band D equivalent for £100,000 supplementary estimate is £1.58.

## 1. BACKGROUND:

### Appeals

- 1.1 The Planning Department has a relatively small budget to use on external consultants and other miscellaneous costs over the course of a year. Typically, this budget would be used for dealing with the occasional appeal or instructing a consultant to carry out a specific bit of work on our behalf and the budget allocated is sufficient for this purpose.
- 1.2 We are only a few months into the 22/23 financial year and it is obvious that this budget will be significantly exceeded this year due to the following appeal costs;

Application/Site		Likely cost
BE/109/19/OUT Shripney Rd	Appeal against decision to refuse. Application was refused contrary to the officer recommendation and the appeal allowed. The Inspector allowed a partial award of costs due not being able to provide any evidence on settlement boundary and flood risk issues.  This appeal had already cost nearly £10k to defend that was from a previous Supplementary Estimate.	£20 - £30k
A/110/21/PL Chandlers, Angmering	Appointed consultants to present the Council's case at the appeal inquiry as well as the need to appoint legal representation.	£25k
A/168/21/PL Littlehampton Rd/Worthing Rd	To be heard by way of Inquiry. legal representation being appointed and a need to appoint external consultants to represent the Council due to officer time constraints.	£30k
A129/21/PL Rustington Golf	To be heard by way of Inquiry. There will be a need to appoint legal representation and it is likely that we will need to appoint external consultants to represent the Council due to officer time constraints.	£20k - £30k
P/178/21/OUT Pagham Road, Pagham	To be heard by way of Inquiry. There may be a need to appoint legal representation and it is likely that we will need to appoint external consultants to represent the Council due to officer time constraints.	£20k - £30k

- 1.3 The above current appeals have all been refused under delegated authority but, due to day-to-day work dealing with planning applications, case officers simply do not have sufficient time to dedicate to a long and detailed appeal process and present the Council's case as well as possible.
- 1.4 The Group Head of Finance has been consulted and they have confirmed that there is no corporate underspend available at this time, so a supplementary Estimate needs to be sought to cover these costs.

### Fitzalan Acoustic Barrier

- 1.5 On 25 May 2022, Planning Committee resolved to instruct further technical work in respect of the Fitzalan acoustic barrier. This will involve expert advice into the potential for future compensation claims, detailed discussions with the applicant (Persimmon Homes) and West Sussex County Council around quantifying costs associated with any revised planning application and undertaking the work and legal advice on modifying the planning permission.
- 1.6 This work will require specialist advice and will need to be managed by a suitably qualified professional. These are specialisms that the Planning Department do not have and do not have experience of. There are also significant issues around having the internal capacity to manage these elements of work. It is therefore proposed to instruct a suitably qualified person with relevant experience to manage this process and to advise the Planning Committee at future meetings.
- 1.7 A previous Supplementary Estimate for £25,000 was agreed. There remains £17,000 in this budget but this will not be sufficient to carry out all the work required and appoint a consultant to manage the process.

### Summary

- 1.8 It is expected that a supplementary estimate of £100,000 would be sufficient to cover all these costs. This Supplementary Estimate is essential so that other work can progress from the Departmental budget throughout the rest of the year. Any costs over and above these would be covered by the Departments current budgets.

## **2. PROPOSAL(S):**

That a Supplementary Estimate is agreed if these appeal decisions are to be defended at appeal and so that the work required by Planning Committee can progress.

## **3. OPTIONS:**

The Council could choose not to agree to the Supplementary Estimate, and it would have two options in respect of appeals;

- i. Officers would defend the appeals. This would have a significant impact on the day-to-day work required in determining planning applications and consequently on performance.
- ii. Chose not to defend the appeals and offer no defence.

In respect of work on the Fitzalan Acoustic Barrier, the Council could choose to work within existing budgets and get some initial advice only and it could work with existing staff resources. This will mean that the work would have to be carried out alongside other competing priorities.

## **4. CONSULTATION:**

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		x

Relevant District Ward Councillors		x
Other groups/persons (please specify)		
<b>5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)</b>	<b>YES</b>	<b>NO</b>
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)		
<b>6. IMPLICATIONS:</b> There are significant financial implications for the Council. This expenditure is required to defend the decisions taken by the Council and to progress the work requested by Planning Committee.		

<b>7. REASON FOR THE DECISION:</b> Having taken the decision to refuse permission for these planning applications, the Council is duty bound to defend this decision at an appeal.
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<b>8. BACKGROUND PAPERS:</b> 25 May 2022 Planning Committee agenda.
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## ARUN DISTRICT COUNCIL

### REPORT TO AND DECISION OF POLICY AND FINANCE COMMITTEE ON 30 JUNE 2022

**SUBJECT: Combined Cleansing Services Contract extension – Financial Implications**

**REPORT AUTHOR: Carolin Martlew, Interim Group Head of Corporate Support and Section 151 Officer**

**DATE: May 2022**

**EXTN: 01903 737558**

**AREA: Corporate Support**

#### **EXECUTIVE SUMMARY:**

The Environment Committee considered a report 'Combined Cleansing Services Contract' at its meeting on 19 May 2022. The Environment Committee report contained a number of recommendations which have significant financial implications for the Council. Under the Council Constitution, the Environment Committee resolution is subject to Policy and Finance Committee and Full Council confirmation of finances being available. This report requests that the Policy and Finance committee recommend a supplementary estimate to Full Council to regularise the budget position for 2022/23 and future years.

#### **RECOMMENDATIONS:**

The Policy and Finance Committee recommends to Full Council to approve:

- (1) A supplementary revenue budget of £180k in 2022/23 to fund the increase in cost of the contract indexation as agreed for year 6 of the current contract and 2 months of the new contract. This equates to a Band D equivalent Tax of £2.86; and
- (2) A further supplementary revenue budget of £109k (£655k full year effect) plus appropriate indexation in 2022/23 to fund the increased cost of continuing current weekly refuse collections in February and March 2023. The £109k for 2022/23 equates to a band D equivalent Council Tax of £1.73 (and the £655k equates to a band D Council Tax of £10.40).

## **1. BACKGROUND:**

On 19 May 2022, the Environment Committee considered a report 'Combined Cleansing Services Contract' which outlined the negotiations between the Council and its Contractor for an extension to the current contract arrangement for the Contract from 1 February 2023. This Committee chose the option to continue with the current weekly refuse collection arrangements as per the current contract from 1 February 2023. However, should New Burdens Funding be made available by central government to cover the cost of a weekly residual food collection service, this would be implemented together with an alternate weekly residual waste collection, using provision of a 240 litre residual waste bin.

The implementation of this option involves significant increased budgets and it falls to this Committee and ultimately Full Council to approve the funding for the recommendations.

## **2. PROPOSAL(S):**

As referred to in Background above, the Environment Committee recommended that from 1 February 2023 the Council continue current weekly refuse collection arrangements as per the current contract from 1 February 2023.

As part of the current Combined Cleansing Services Contract (year 6), which is the final year, allowed for a negotiated position to be determined in respect of the contractual indexation to be applied as of 1 February 2022. Previous years of the contract (and the budgetary position included) were explicit that the indexation was based on a CPI calculation, but capped at 2%. Following further negotiation, it was determined and agreed that a true CPI linked based increase should be applied. This has now been agreed at 5.14%. and the additional funding required is stated above.

The implementation of these arrangements require provision to be made in budgets and the Medium Term Financial Strategy (MTFS) that were not included when these were considered between October 2021 and February 2022. This report therefore recommends the appropriate additions be made to the Council's revenue budget to enable implementation of the Environment Committee recommendations.

Should New Burdens Funding become available, alternate weekly residual collection, using provision of a 240 litre residual waste bin will be introduced alongside a weekly food waste collection service (using food caddies) for all street level properties in the district. The implementation of this will be the subject of further reports when the information becomes available.

## **3. OPTIONS:**

Policy and Finance Committee has the following options available:

- a. Agree the recommendations and forward the supplementary budgets to Full Council for approval;
- b. Not approve the recommendations.

## **4. CONSULTATION:**

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



5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (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)		✓
<b>6. IMPLICATIONS:</b> <u>Financial Implications</u> <p>The recommendations have significant financial implications which are contained in the report:</p> <ul style="list-style-type: none"> <li>i. It should be noted that the weekly residual waste service delivery option chosen by the Environment Committee results in a recurring revenue budget increase of £655k per annum (plus appropriate indexation with effect from 1 April 2023). The fortnightly residual waste collection service delivery option, rejected by the Environment Committee, would have resulted in an increase of £429k per annum (£397k additional contract costs plus £132k annual cost of wheelie bins). This cost of the fortnightly residual option is £226k lower than the weekly residual collection service delivery model (£655k less £429k). This equates to a potential additional increase of £678k over the 3 year contract extension as the timing and amount of any New Burdens Funding is not certain. It should be noted that the increase in cost of either option has not been reflected in the Council's Medium Term Financial Strategy (Financial Prospects report considered by this committee on 14 October 2021) and will place further financial pressure to balance the budget including additional future year savings.</li> <li>ii. The supplementary revenue budget of £180k is requested as the 2022/23 budget did not include sufficient provision for the increase for indexation due to its commercial sensitivity. In addition, a supplementary recurring revenue budget is required for 2022/23 of £109k (plus indexation) to fund the increased cost of the contract for February and March 2023. The total supplementary revenue supplementary estimate required for 2022/23 is £289k plus appropriate indexation.</li> </ul> <p>The full year effect of weekly residual waste collection is summarised in the table below:</p>		

Item	£'000	Full year
Additional Annual Cost	109	655
Additional Annual Cost indexation	180	180
<b>Additional recurring revenue cost</b>	<b>289</b>	<b>835</b>

The Council has a duty to ensure its expenditure can be met by its income, inclusive of reserves. These recommendations will increase the Council's revenue expenditure. The increase must be met from ongoing income or savings in other areas. It is not sustainable to fund ongoing revenue spending from reserves.

#### **7. REASON FOR THE DECISION:**

To provide funding for the recommendations approved by the Environment Committee on 19 May 2022.

#### **8. BACKGROUND PAPERS:**

[\(Public Pack\)Agenda Document for Environment Committee, 19/05/2022 18:00 \(arun.gov.uk\)](#) (Item 7)

## ARUN DISTRICT COUNCIL

### REPORT TO AND DECISION OF POLICY & FINANCE COMMITTEE ON 30 JUNE 2022

**SUBJECT:** Littlehampton Seafront Project

**REPORT AUTHOR:** Rachel Alderson, Principal Landscape & Project Officer  
**DATE:** June 2022  
**EXTN:** 01903 737946  
**AREA:** Services

#### **EXECUTIVE SUMMARY:**

Arun District Council has been awarded £7,234,201 from the Levelling Up Fund to deliver a public realm improvement project at Littlehampton seafront. This report provides an update on project progress and seeks approval to reprofile the budget within the funding allocation and for the heads of terms to procure a design and build contractor.

#### **RECOMMENDATIONS:**

The Committee is asked to:

- (1) Approve that the budget for the procurement of multi-disciplinary services for RIBA Work Stages 0-7 is increased from £460,340 to £549,357, to be contained within the project budget; and
- (2) Carry out a procurement process for the appointment of a design and build contractor to provide pre-construction and construction services in accordance with the heads of terms in 2.2 of the report.

#### **1. BACKGROUND:**

##### 1.1 Approvals

Following Arun District Council's successful £19,424,597 bid to the Levelling Up Fund for improvements to the Alexandra Theatre, Bognor Regis and the public realm at Littlehampton seafront, a report was presented to the Policy and Finance Committee on 9 December 2021.

The Committee approved the virement of the budget and that consultancy services covering RIBA Work Stages 0-7, to support officers in delivering the project, could be procured. These were subject to further recommendations being approved by Full Council.

At its meeting on 26 January 2022 Full Council accepted the full grant award of £19,424,597, approved authority to enter into a memorandum of Understanding / funding agreement with central government and for the drawdown and expenditure of the funding.

Delegated authority was given to the Director of Place and Director of Services to plan, drawdown and make budgetary decisions of the external funding in consultation with the Chair of Policy and Finance Committee and the S151 Officer. Authority was also given to the Policy & Finance Committee to manage and lead on the Levelling-Up fund as part of its named key plan objectives and strategies.

## 1.2 Project scope - Littlehampton seafront

While ADC has been awarded a single grant from the Levelling Up Fund, the two projects will be delivered and reported on separately. This report therefore focuses on Littlehampton seafront only, which has been allocated a budget of £7,234,201. The scheme will transform the seafront open space, attract more visitors and boost economic regeneration in the town. This will be achieved through:

- New social hub, concessions building and showers
- Improved car park landscape
- Changing Places Toilet facility
- Additional walkways and performance space
- Creation of play activity social spaces
- Additional areas of soft landscape and ornamental planting

The improvements will provide better opportunities to access culture, encourage outdoor activities that strengthen social connections and improve mental and physical health and well-being.

## 1.3 Consultant services

Following the approval to proceed with the project, a multi-disciplinary consultant team has been procured through the Southern Construction Framework, which has access to suppliers with the relevant experience to deliver the project. The framework suppliers have rigorously assessed by Hampshire County Council as part of their own framework tender and the rates applied to the Littlehampton scheme have been tested through a competitive process.

The approval by Policy and Finance Committee to procure a consultant team was for an award of contract of up to £460,340, as allowed for in the bid submission. The fee submitted by Mace Consult Ltd (Mace) as the preferred supplier is valued at £549,357. The Constitution requires a further decision if the contract value would exceed the approved budget.

Part of the increase is due to the method of setting out the oncosts and contingencies in the original budget breakdown and the fee percentage applied. The original fee allocation within the bid equates to 8.44% of the base build costs including inflation, however this is considered to be below the benchmark for a project of this size, scale and nature. A percentage rate of approx.13.5% for fees would be expected, and Mace's submission

includes the cost of necessary surveys and site investigations. The bid breakdown included a contingency allocation which could be used for surveys and was therefore separate from the professional fees.

To enter into a contract award for the full scope with the preferred supplier the cost breakdown needs to be reprofiled to increase the professional fees allocation. The total project budget will remain the same. A comparison of the original bid breakdown with the revised budget breakdown is shown below:

<b>Cost Area</b>	<b>Bid Breakdown</b>	<b>Revised Breakdown</b>
Professional fees	£460,340	£549,357
Capital works and contingencies	£6,773,861	£6,684,844
<b>Total cost</b>	<b>£7,234,201</b>	<b>£7,234,201</b>

#### 1.4 Due diligence process

Mace was appointed to undertake a due diligence exercise to review the scheme scope and costs in more detail prior to commencing the RIBA Work Stages. The process highlighted that further definition and clarity of scope is required to provide a higher degree of cost certainty.

A number of considerations were highlighted during the due diligence process which will need further investigation by the design team:

- Condition of drainage system and capacity of existing toilet provision, particularly in peak season.
- Capacity of existing Southern Water drainage network.
- Site is within Flood Zone 2 and 3.
- Constraints due to pumping station infrastructure below overflow car park.
- Drainage easements to be taken into account during design and construction.
- Surveys to be undertaken to establish ground conditions and presence of buried services.
- Confirmation of scope for café to determine scale and infrastructure needs.
- Current standards for car parking require the installation of lighting.
- Incorporation of EV charging point infrastructure within car park.
- Cost increases to original budget breakdown.
- Cost not included for risk items such as contaminated materials, abnormal foundations, FF&E associated with building fit out, increasing drainage/electricity capacity.
- Covenants on the site

#### 1.5 Project costs

Economic uncertainties have evolved in an unprecedented way during the 10 months since the bid was submitted and construction industry costs have risen considerably. The budget for the scheme needs to reflect the likely costs during the construction period and take expected inflation rates into account.

While Mace has adjusted the cost breakdown to allow for these changes in forecast, the current designs require a further level of detail to refine the anticipated project costs. Due to the outcome of the due diligence study and the uncertainties in cost, it may be necessary to adjust the scope of the project to fit the budget.

In addition, there may be a need to review the scope in response to changes which have occurred within or near the site. Since the proposals were consulted on in 2016 the catering offer in the seafront area has increased. The big wheel was a popular addition to the seafront in 2020 and a suitable location at the time was determined to be Banjo Road. To enable this feature to be provided in future, an alternative location would need to be found or the current proposed scope for Banjo Road changed.

### 1.6 Next steps and programme

Mace is progressing with site surveys and the outcome of these will inform a range of design considerations. Concept designs will be tested against the budget and refined as necessary. The updated plans will be prepared for public consultation ahead of a planning application submission.

It is intended that designs will be presented to Policy and Finance Committee prior to the public consultation and again before the planning application is submitted.

The project team is working to deliver the project by March 2024 and will be looking at ways of minimising impact of the construction phase on the 2023 summer season.

The following table sets out the expected work programme:

RIBA 1/2: Survey work, concept design, public consultation, Framework tender to procure design and build contractor	Summer - Autumn 2022
RIBA 3: Detailed design, planning application	Autumn - Winter 2022
RIBA 4: Technical design, construction tender process	Winter - Spring 2023
RIBA 5: Construction phase	Spring 2023 - Spring 2024

### 1.7 Framework contractor

During RIBA Stage 2 the project team will need to undertake a tender process for the procurement of a design and build contractor. This will be carried out through the Southern Construction Framework using a 2-stage process.

The contractor will initially provide pre-construction services during RIBA Stages 3 and 4 and their involvement during the design phase will aid the transition through to construction by drawing on their knowledge and experience.

## 2. PROPOSAL(S):

2.1 Following the due diligence process and review of the project costs it is proposed to reprofile the budget within the funding allocation of £7,234,201 as follows:

- a. Professional fees: £549,357
- b. Capital works and contingencies: £6,684,844

2.2 It is proposed that a design and build contractor is procured in accordance with the following heads of terms:

- a. Scope: Provision of pre-construction services and construction services, covering RIBA Work Stages 3-7, required to deliver public realm improvements to the seafront and riverside in Littlehampton, in accordance with the Levelling Up Fund bid, contained within a budget of £6,684,844.
- b. Duration of contract: 24 months, including defects period.
- c. Form of contract: SCF Pre-Construction Agreement and NEC4 Construction Contract.

## 3. OPTIONS:

- 1. To approve the recommendations as set out in the report.
- 2. To not approve the recommendations and delay the progress of the projects, therefore risking the funding awarded.

## 4. CONSULTATION:

Stakeholder engagement will be undertaken and feed into the design process.

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		✓
Relevant District Ward Councillors		✓
Other groups/persons (please specify)		✓
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (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 grant award is a major financial transaction for the Council. It will require careful monitoring. If spending exceeds the award, the Council can expect to fund this from its own resources. The Council must ensure this does not occur.

Legal - the Council has entered into a Memorandum of Understanding / funding agreement with central government and must deliver the projects in accordance with the terms and conditions.

Human Rights/Equality Impact Assessment – attached.

Sustainability - the sustainability of the projects will be taken into account during the design and construction phases.

Asset Management/Property/Land - the Council will retain responsibility for the completed scheme.

## **7. REASON FOR THE DECISION:**

To progress the project and ensure that the Council meets its obligations under the Levelling Up Fund funding agreement.

## **8. BACKGROUND PAPERS:**

[Levelling Up Fund Bid Submission - Economic Committee 8 June 2021, Item 63](#)

[Levelling Up Fund Projects – Policy & Finance Committee 9 December 2021, Item 504](#)

[Levelling Up Fund Projects – Full Council 26 January 2022, Item 623](#)



## EQUALITY IMPACT ASSESSMENT

<b>Name of activity:</b>	Littlehampton Seafront public realm	<b>Date Completed:</b>	6 June 2022
<b>Directorate / Division responsible for activity:</b>	Services	<b>Lead Officer:</b>	Rachel Alderson
<b>Existing Activity</b>	Y	<b>New / Proposed Activity</b>	Y
		<b>Changing / Updated Activity</b>	Y

### What are the aims / main purposes of the activity?

Public realm improvements to encourage visitors to the area

### What are the main actions and processes involved?

Enhancement to existing car park and public toilet facilities. Provision of play / activity spaces and concessions opportunities. Improvements to public realm.

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

Residents and visitors to the area. Existing businesses. ADC service areas.

### Have you already consulted on / researched the activity?

Stakeholder engagement and public consultation was undertaken in the initial stages of the project circa 2016.

### 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
<b>Age</b> (older / younger people, children)	Yes	Positive impact – new facilities and creation of social spaces will form part of the project

<b>Disability</b> (people with physical / sensory impairment or mental disability)	Yes	Positive impact - Changing Places facility is included as a result of successful grant funding
<b>Gender reassignment</b> (the process of transitioning from one gender to another.)	No	
<b>Marriage &amp; civil partnership</b> (Marriage is defined as a 'union between a man and a woman'. Civil partnerships are legally recognized for same-sex couples)	No	
<b>Pregnancy &amp; maternity</b> (Pregnancy is the condition of being pregnant & maternity refers to the period after the birth)	No	
<b>Race</b> (ethnicity, colour, nationality or national origins & including gypsies, travellers, refugees & asylum seekers)	No	
<b>Religion &amp; belief</b> (religious faith or other group with a recognised belief system)	No	
<b>Sex</b> (male / female)	No	
<b>Sexual orientation</b> (lesbian, gay, bisexual, heterosexual)	No	
Whilst <b>Socio economic</b> disadvantage that people may face is not a protected characteristic; the potential impact on this group should be also considered	<b>Yes</b>	Positive impact – new, free facilities form part of the project

**What evidence has been used to assess the likely impacts?**

Narrative within Levelling Up Fund bid.

**Decision following initial assessment**

**Continue with existing or introduce new / planned activity**

**Y**

**Amend activity based on identified actions**

**N**

**Action Plan**

**Impact identified**

**Action required**

**Lead Officer**

**Deadline**

Creation of new facilities for range of ages

Review as part of design phase

RA

Dec 2022

Inclusion of Changing Places toilet

Review as part of design phase

RA

Dec 2022

Inclusion of new, free facilities

Review as part of design phase

RA

Dec 2022

**Monitoring & Review (additional note - to be reviewed regularly throughout detail design stages of the project)**

**Date of last review or Impact Assessment:**

As above

**Date of next 12 month review:**

6 June 2023

**Date of next 3 year Impact Assessment (from the date of this EIA):**

6 June 2025

**Date EIA completed:**

6 June 2022

**Signed by Person Completing:**

Rachel Alderson

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## ARUN DISTRICT COUNCIL

### REPORT TO AND DECISION OF THE POLICY AND FINANCE COMMITTEE ON 30 JUNE 2022

**SUBJECT:** Levelling Up Fund, Round Two Bid

**REPORT AUTHOR:** Miriam Nicholls, Business Development Manager

**DATE:** June 2022

**EXTN:** 01903 737845

**PORTFOLIO AREA:** Economy Group

#### **EXECUTIVE SUMMARY:**

This report seeks the Committee's endorsement to the core elements of the Council's submission to the Levelling Up Fund Round Two.

#### **RECOMMENDATIONS:**

It is recommended that the Committee:

- (1) Endorses the submission of a bid for funding to the Levelling Up Fund for funding to support the Arun Cycle Way project in Arundel and Littlehampton; and
- (2) Authorises the Director of Place to finalise the bid documentation and make changes as considered appropriate without changing the core messages or details.

#### **1. BACKGROUND:**

1.1. In the 2020 Spending Review the Chancellor announced the creation of a new fund entitled the 'Levelling Up Fund'. Details were released at the 2021 budget. The Fund brings together the Department for Transport, the Department for Levelling Up, Housing and Communities and the Treasury to invest £4.8 billion in high value local infrastructure. The prospectus that was published to support the fund advises that:

- "While the Fund is open to every local area, it is especially intended to support investment in places where it can make the biggest difference to everyday life, including ex-industrial areas, deprived towns, and coastal communities. It is also designed to help local areas select genuine local priorities for investment by putting local stakeholder support, including the local MP where they want to be involved, at the heart of its mission."

1.2. This Council was successful in achieving £19.4M in Round One of the Levelling Up Fund applications towards two projects in Bognor Regis and Littlehampton. The number of applications to the Levelling Up Fund is allocated by Parliamentary constituency. Arun has three Parliamentary constituencies and therefore a further application, to Round Two, is permitted.

1.3. The second round of the Fund will focus on the same three investment themes as the first round: local transport projects that make a genuine difference to local areas; town centre and high street regeneration; and support for maintaining and expanding the UK's world-leading portfolio of cultural and heritage assets. In particular, the Fund will look to support:

- Transport investments including (but not limited to) public transport, active travel, bridge repairs, bus priority, local road improvements and major structural maintenance, and accessibility improvements. Requesting proposals for high-impact small, medium and, by exception, large local transport schemes to reduce carbon emissions, improve air quality, cut congestion, support economic growth, and improve the safety, security and overall experience of transport users.
- Regeneration and town centre investment, building on the Towns Fund framework to upgrade eyesore buildings and dated infrastructure; acquire and regenerate brownfield sites; invest in secure community infrastructure and crime reduction; and bring public services and safe, accessible community spaces into town and city centres.
- Cultural investment maintaining, regenerating, or creatively repurposing existing cultural, creative, heritage and sporting assets, or creating new assets that serve those purposes including theatres, museums, galleries, production facilities, libraries, visitor attractions (and associated green spaces), sports and athletics facilities, heritage buildings and sites, and assets that support the visitor economy.

1.4. A total of up to £20M is available for non-transport projects and £50M where transport comprises at least 90% of the project value, in each area. A Transport based bid would need to be submitted on behalf of this Council by West Sussex County Council. Unfortunately, they already have a project they are bidding for so that would not be possible. However, there is a requirement for 10% match funding to be provided. Importantly, the prospectus sets out the approach for the second round of the Fund, in that it is open to projects that can demonstrate spend from the Fund in the 2022-23 financial year. It is expected that all funding provided from the Fund would be spent by 31 March 2025 and by 2025-26 on an exceptional basis.

1.5. The deadline for submission of completed bids is 6 July 2022.

## **2. PROPOSALS**

2.1. The overall project seeks to deliver both a leisure cycleway down the western bank of the River Arun and the delivery of a commuter route between Arundel and Ford station along Ford Road, and beyond to the A259. However, this bid is not for all of the commuter route as the overall sum the Council would need to bid for would be greater than the £20m sum that is potentially available. Therefore, the project has been amended to deliver parts of the commuter route where there is the greatest synergy with the leisure route. It is hoped that the remainder of the commuter route will be delivered through a mixture of Community Infrastructure Levy funding, Capital from WSCC and a bid to National Highways using what is referred to as 'Designated Funds'.

2.2 For the leisure route some considerable work has been undertaken in previous years with a feasibility study being presented to councillors in the recent past. The costings have been updated to reflect the position in 2022.

2.3. The entire project is comprised of four specific parts which are described below. However, the bid to the Levelling Up Fund is only for funding to cover the Leisure Route and additional car parking with Cycle Hub, and part of the commuter route. (see map attached as appendix 1)

2.4 (i) A leisure cycle and walking route from Littlehampton to Arundel. This would be along the existing footpath that runs adjacent to the River Arun on the western bank. The proposed route would be a shared use path from Littlehampton to Arundel passing through and improving access to the historic countryside and attractions near the River Arun and therefore part of the proposal will include seeking to amend the status of this route to a bridleway, thereby permitting cycling.

The existing route is currently an unmade footpath that follows the alignment of the river, under two 'A' roads and the West Coastway Railway line. This footpath connects to existing footways in Arundel and Littlehampton, which access destinations within the two towns.

This route contributes towards the objectives of both this Council and West Sussex County Council to improve walking and cycling in the area.

2.4(ii) A new parking facility at Ford Railway Station with a Cycle Hub. Currently parking provision at Ford Railway Station is extremely limited (around 6 spaces). The development of an additional parking facility would allow for commuter traffic and additional leisure traffic. It is proposed that a Cycle Hub with cycles for hire be located there which would provide residents and visitors to the area the opportunity to hire a cycle and to travel either north, south or in a circular route.

2.4(iii) A 'commuter' route is proposed along Ford Road from Arundel to Ford Railway Station. In January 2022 a petition was presented to a meeting of the Full Council. This petition called for the development of a safe cycling and walking pathway between Arundel and Ford Station. The petition had received wide ranging support and contained over 1500 signatures. A motion to support the petition was passed by Full Council at that meeting. It is proposed that this bid would deliver the section between Ford Railway Station to a point opposite Tortington Lane where a link to the leisure route is proposed. This will facilitate a circular route for the leisure route but also provide a commuter route pending the completion of the remaining sections to the north.

2.4(iv) An upgraded footway and cycle path be created from Ford Railway Station south towards the A259. This would link with the cycle path adjacent to the A259 heading east into Littlehampton and connect at a point alongside the river to create a circular route. It would also link the proposed housing developments at both Clymping and Ford with Ford railway station providing a safe commuter route. This section is to be delivered as part of two developments. Firstly, the development of land at Clymping and secondly at Ford Airfield.

### 3.0 PREDICTED COSTS

3.1. As expected, a project of this size, scale and complexity will require substantial funding, involve multiple partners, including some 15 different landowners, and a 'cocktail' of funding. Each section of the entire project has been costed individually.

Project Section	Predicted Cost (rounded)	Potential Funding Source(s)
River Arun cycle / footway	Mid range option £11,009,000 High End Option £17,600,000 <i>See below for assumptions (a).</i>	Levelling Up Fund West Sussex County Council CIL Funding
Arundel to Ford Railway Station commuter route	<i>Total cost of £9,800,000*</i>  <i>The sum included in the bid for the section to be delivered will be updated at the meeting</i>	<i>Levelling Up Fund West Sussex County Council CIL Funding Designated Funds</i>
Ford Railway Station to A259 footpath / cycle way	<i>Included in above*</i>	<i>Developers</i>
Additional parking provision / cycle hire, Ford Station	£2,600,000	Levelling Up Fund Landowner (profit share) Arun District Council

#### Assumptions

(a) Costs as at April 2022

Annual inflation forecast based on BCIS All-in Tender Price Index and the Faithful+Gould Inflation Report, for the next four years:

2022 - 5%

2023 - 3.25%

2024 - 3.25%

2025 - 3.0%

3.2. The issue of ongoing maintenance and lifetime costs needs also to be considered. The ongoing costs for the maintenance of the river cycle / footway are still not perfectly clear. However, West Sussex County Council estimates predict little work would be required on surfaces for the first 15 years and maintenance costs would be expected to sit at around £200 per km per year and be primarily for clearing vegetation. So, for a 15 year period £30,000.

3.4. The costs of the additional car parking and Cycle Hub require consideration. The land is currently in private ownership, and it may be that an agreement over a profit share, or similar, might be reached or, alternatively, that the land must be purchased to allow the additional car parking and cycle hub. This matter is still being considered.



## 4.0 THE ECONOMIC BENEFITS

4.1 The project is based on the rationale that a properly constructed cycle and walking route along the River Arun from Littlehampton to Arundel will be a popular draw for visitors and local people alike. There are several comparisons in other parts of the UK that have become highly popular visitor attractions. These include the Camel Trail in Cornwall <https://www.cornwall.gov.uk/environment/countryside/cycle-routes-and-trails/the-camel-trail/?msclkid=5c59ae4fd13011eca6adc4c69a01c6fe> .

4.2. There are a wide range of economic benefits that would come from a project such as this. These include:

•	Number of cycle trips 2025	103,000
•	Number of cycle trips 2035	177,000
•	Cycle trips by overnight visitors 2025	15,500
•	Cycle trips by overnight visitor 2035	26,500
•	Value of economic benefits by 2035	£38.8m
•	Spend in the local economy by 2035	£7.5m
•	Economic return for every £1.00 of investment by 2035	£2.43
•	Additional new FTE sustainable jobs created	10

In addition, there are significant health benefits from such a project with improved health and well-being resulting from increased physical activity. The value of these is estimated to be more than £27M by 2035.

### 3. OPTIONS:

- (i) to support the proposed bid – the Committee agree that the bid be submitted in its current form. In doing this the Committee accepts there will be a legal obligation to fulfil the terms of any subsequent grant and the for the delivery of the project.
- (ii) to reject the bid – the Committee agree that the bid should not be submitted. Due to the submission date, 6 July, it will not be possible to submit an alternative proposal and the option for funding from the Levelling Up Fund Round 2 would be lost.
- (ii) the Committee requests alterations to be made. It is important to note that the deadline for the completed bid is 6 July and, at this point, it would not be feasible to make significant alterations and still meet that deadline.

### 4. CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council (for previous decisions) <ul style="list-style-type: none"><li>• Arundel Town Council</li><li>• Ford Parish Council</li><li>• Clymping Parish Council</li><li>• Littlehampton Town Council</li></ul>	X	

Relevant District Ward Councillors (for previous decisions)		<b>X</b>
Other groups/persons (please specify) <ul style="list-style-type: none"> <li>Members of Parliament Nick Gibb MP, Andrew Griffiths MP</li> <li>West Sussex County Council</li> <li>Landowners along the river route.</li> <li>Relevant businesses in both Arundel and Littlehampton</li> <li>Sustrans</li> <li>Highways England</li> <li>The Environment Agency</li> <li>Littlehampton Traders Partnership</li> <li>Developers of sites at Ford &amp; Clymping</li> </ul>	<b>X</b>	
<b>5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)</b>	<b>YES</b>	<b>NO</b>
Financial	<b>X</b>	
Legal		<b>X</b>
Human Rights/Equality Impact Assessment	<b>X</b>	
Community Safety including Section 17 of Crime & Disorder Act		<b>X</b>
Sustainability	<b>X</b>	
Asset Management/Property/Land	<b>X</b>	
Technology		<b>X</b>
Other (please explain)	<b>X</b>	
<b>6. IMPLICATIONS:</b> Whilst this report seeks support to make a bid to the Levelling up Fund Round 2, the Committee needs to be aware that a successful outcome may have significant financial implications for the Council and will certainly have legal obligations to deliver the required outcome.  Discussions are ongoing with a number of stakeholders and partners, and it will be the outcome of these that is critical in lessening the implications of such a project for this Council.  Financial – The Council is required to show a 10% contribution to the scheme. The Council believes that the works being undertaken by developers in respect of land at Ford and Clymping should be sufficient to account for this 10% requirement.  Human Rights/Equality Impact Assessment – landownership and purchase may be involved. Access by all will be a key element of the project.		

Sustainability – the project will need to demonstrate sustainability in its widest context. Including materials, impact, and longevity.

Asset Management/Property/Land – land purchase may be required to deliver the additional car parking and cycle hub.

Other – project delivery – the Council will be required to deliver the project if the funding bid is successful.

**7. REASON FOR THE DECISION:** To secure agreement to submit a bid with the objective of obtaining up to £20m external funding to deliver an active travel leisure route between Arundel and Littlehampton.

**8. BACKGROUND PAPERS:**

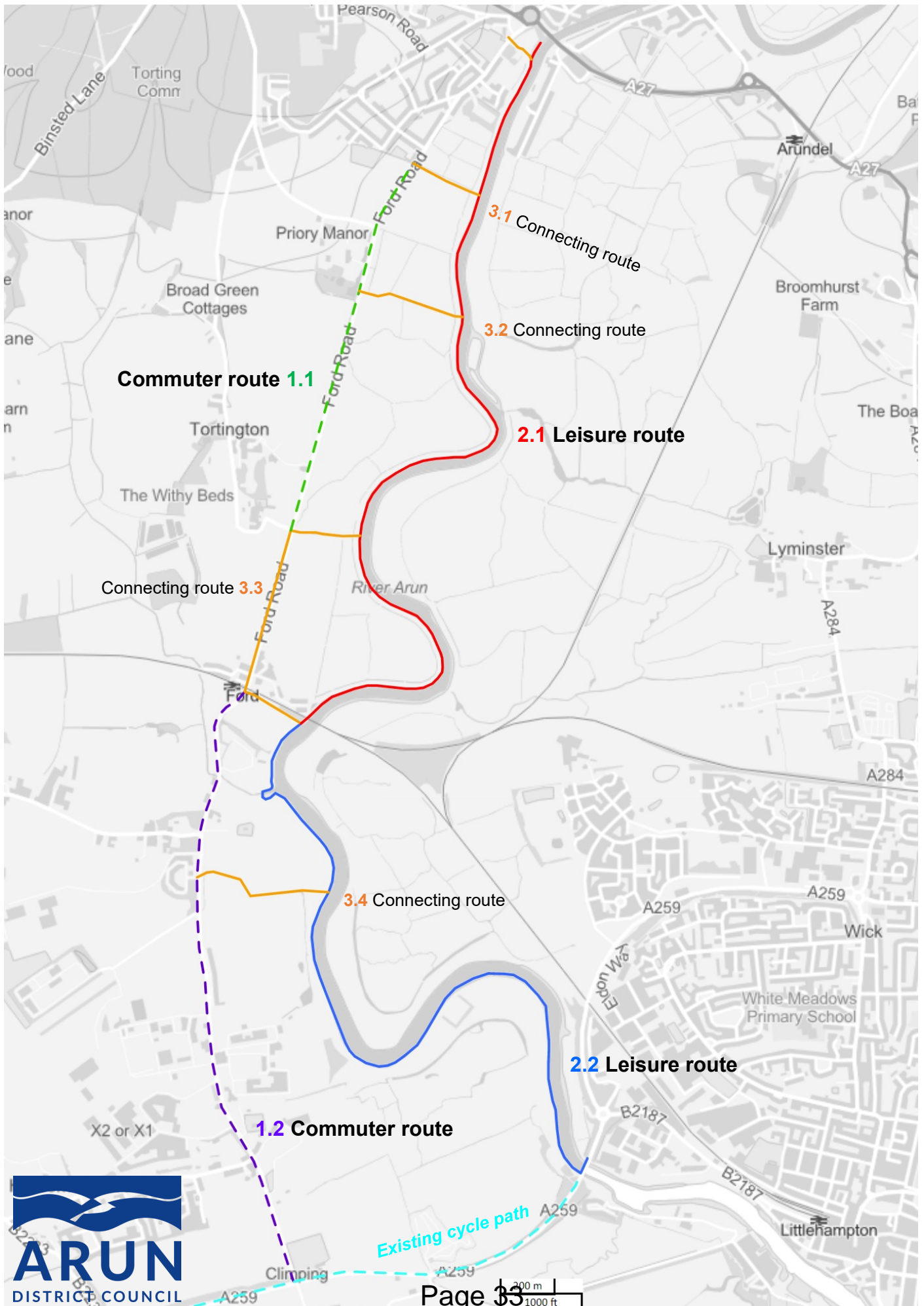
Appendix 1 - Plan

Levelling Up Prospectus Round 2 - <https://www.gov.uk/government/publications/levelling-up-fund-round-2-prospectus/levelling-up-fund-round-2-prospectus>

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# River Arun Cyclepath

This plan is for illustrative purposes only. It is not accurate



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## ARUN DISTRICT COUNCIL

### REPORT TO AND DECISION OF POLICY & FINANCE COMMITTEE ON 30 JUNE 2022

**SUBJECT: UK Shared Prosperity Fund – Investment Plan**

**REPORT AUTHOR:** Denise Vine – Group Head of Economy  
**DATE:** June 2022  
**EXTN:** 01903 737846  
**AREA:** Directorate of Place

#### **EXECUTIVE SUMMARY:**

The Council is the lead authority responsible for preparing an Investment Plan identifying how the District's allocation of the UK Shared Prosperity Fund (UKSPF) will be used over the next 3 years. This report is advising the Committee of the details of the UKSPF and preparation of the Investment Plan.

#### **RECOMMENDATIONS:**

The Committee is asked to consider the following:

- (1) The outcome of consultation with local partners and note how the consultation has been taken into account in preparing the required Investment Plan, the priorities of the Government as set out in the 'outputs and outcomes' document and the priorities of this Council in determining the content of the Investment Plan;
- (2) Delegates to the Chief Executive in consultation with the Chairman of the Policy & Finance Committee authority to make any changes necessary to improve clarity, understanding and then submit the completed Investment Plan to the Government;
- (3) Accepts the UK Shared Prosperity Fund conditional grant from Government; and
- (4) Authorises the Chief Executive to process, assess and where appropriate approve applications for funding from local partners in accordance with the details of the approved Investment Plan.

#### **1.0 BACKGROUND:**

- 1.1 The UK Shared Prosperity Fund (UKSPF) is the Government's domestic replacement for the European Structural and Investment Programme (ESIF) which the UK continues to participate in until 2023. The ESIF programme was essential for local regeneration, employment and skills.

- 1.2 On the 13 April 2022 the Government launched the new UK Shared Prosperity Fund. The Department for Levelling Up, Housing and Communities (DLUHC) will oversee the Fund at UK level.

#### **PRIORITIES OF THE UKSPF**

- 1.3 The Government has now published the prospectus and allocations for the fund. The prospectus sets out the Government's ambitions for the fund – to build pride in place and increase life chances across the country. This is to support the ambitions of the Levelling Up White Paper. The UKSPF intends to achieve this through the three priorities of:

- Community and Place
- Supporting Local Business
- People and Skills

- 1.4 The funding for the first two priorities will commence in 2022/23, while the 'People and Skills' priority will commence in 2024/25. The prospectus encourages lead authorities to work across boundaries and with different levels of local Government to agree and commission provision across a wider geography, especially for employment and skills provision.

#### **DELIVERY OF FUNDING**

- 1.5 The Council, as a lead authority, has been given the responsibility of developing a local Investment Plan setting out how the fund will be spent. This must be submitted between 30 June and 1 August 2022 in order to receive our allocation of the fund.
- 1.6 The Council has been conditionally allocated £1,083,399 to be spent over three years from April 2022 (some funding can be backdated) to March 2025. A breakdown of the yearly allocations, set by Government, is below.

Year 1 £	Year 2 £	Year 3 £	Total £
131,480	262,961	688,958	1,083,399

- 1.7 The Council will have responsibility for managing the fund, assessing and approving applications, processing payments and day-to-day monitoring. In partnership with local stakeholders, we will determine the scale of each intervention. The allocation comprises both revenue and capital funding.
- 1.8 Collaboration with different local authorities is encouraged by national Government. This could be used to deliver larger strategic projects or to reduce the burden or complexities of commissioning. This especially applies to activity related to business as well as employment and skills.
- 1.9 The Council will receive £20,000 to prepare the Investment Plan and 4% of the fund can be allocated for administration.



- 1.10 The Council is expected to work with a range of partners and organisations to develop our Investment Plan. Local Members of Parliament should also be consulted on the plan.

### **THE INVESTMENT PLAN**

- 1.11 The plan will consist of three aspects:

1. Local context

This will set out the local challenges and opportunities using local evidence.

2. Selection of outcomes and interventions

The Council will identify the outcomes they want to achieve and the interventions they wish to prioritise using the evidence from the local context section.

3. Delivery

The Council will set out details to:

- approach to delivery and governance;
- expenditure and deliverables;
- capability and resource.

- 1.12 The Council will also need to demonstrate how the Investment Plan will contribute to the Government's net zero strategy and 25 year Environmental Plan, as well as how the Investment Plan will work with the natural environment. The Council will be required to understand the impact the plan will have on nature, as well as their duties under the Equality Act 2010.

- 1.13 The Council will also be expected to work closely with the Department for Work and Pensions in the planning and delivery of employment interventions to ensure alignment with mainstream employment provision.

- 1.14 The Council is being given responsibility for developing the Investment Plan for approval by the Government, and for delivery of the Fund thereafter. This recognises that pride in place and increasing life chances can be best achieved by delivery close to local people and businesses; by authorities that understand each place's unique local context and identity, and with established governance.

- 1.15 The Council can determine, with partners, the most appropriate scale for each intervention – for example, regional, local or through collaboration with other places or bodies to deliver specific interventions.

- 1.16 Our allocation can comprise both revenue and capital funding and we can decide upon the preferred mix of funding in the Investment Plan. The Investment Plan must, however, identify a minimum percentage of capital funding each year in line with the overall split of revenue and capital determined by UKSPF.

- 1.17 DLUHC will be issuing more technical guidance over the summer and have recommended not to submit our Investment Plan early to reflect this.

1.18	The prospectus document (see Appendix A) lists the selected interventions and suggested initial projects. It sets out 41 Interventions with Outputs and Outcomes that align with Governments three priorities i.e. Community and Place, Supporting Local Business & People and Skills. It is suggested these are chosen from to inform the Investment Plan if they align with local priorities and are supported.
1.19	Some interventions may only require small amounts of funding and it should be kept in focus the monitoring, reporting and evaluation requirements by Government against the proportionate value of the project.
	<b>CONSULTATION WITH LOCAL PARTNERS AND STAKEHOLDERS</b>
1.20	The Council has begun consulting with a range of local partners and stakeholders to gather their input and expressions of interest into the Investment Plan (See list of consultees in Appendix B). This was to identify emerging themes that meet the requirements of the fund and the Council vision priorities.
1.21	Contact was made on 13 May 2022 and consultees were asked to reply with their expressions of interest by 10 June 2022.
1.22	They were asked to provide: <ul style="list-style-type: none"> <li>1. A brief description of the project they are proposing.</li> <li>2. Identification of the intervention from the list that most aligns with their proposal (if any).</li> <li>3. The estimated value of the project (over each year).</li> <li>4. If it is a capital or revenue project.</li> <li>5. The financial year(s) the project would be delivered – either 23/24 or 24/25. (Because of the tight timeline for use of the funding this financial year the Council indicated that it would prefer not to receive proposals for expenditure in 22/23 but would consider projects if it were considered essential).</li> </ul>
<b>2.</b>	<b>PROPOSAL(S):</b>
2.1	The Council will take into consideration the feedback from our stakeholders based on the range of inventions they have put forward and the local needs and opportunities. This will be used to identify the themes and focus of the Investment Plan. It will not identify specific deliver interventions at this stage.
2.2	Based on the consultation, the plan will broadly set out measurable outcomes that reflect local needs and opportunities and a budget that may be set against each theme.
2.3	The Council will also ensure the Investment Plan aligns with the relevant Council corporate and economic development strategy priorities.

2.4	After the Investment Plan has been approved by Government, stakeholders will be invited to submit more detailed proposals that will be used to assess their projects for feasibility, deliverability, output & outcomes and monitoring mechanisms.	
2.5	The Investment Plan must be submitted by 1 August 2022 and lead authorities will be notified by October 2022 if their Plan has been accepted. The Council may spend this year's (22/23) allocation on any expenditure that has occurred since 1 April 2022 on projects included in the Investment Plan, but this is at the project partners risk prior to the plan being accepted.	
<b>3.</b>	<b>OPTIONS:</b>	
3.1.	Not to approve the recommendations and risk access to the grant funding.	
3.2	Approve the recommendations and ensure a range of interventions are delivered locally that support the Council Vision Objectives and Outcomes.	
<b>4.</b>	<b>CONSULTATION:</b>	
Has consultation been undertaken with:		<b>YES</b>
Relevant Town/Parish Council		x
Relevant District Ward Councillors		
Other groups/persons (please specify) <b>(as listed in the consultation list)</b>		x
<b>5.</b>	<b>ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)</b>	<b>YES</b>
Financial		x
Legal		x
Human Rights/Equality Impact Assessment		
Community Safety including Section 17 of Crime & Disorder Act		
Sustainability		
Asset Management/Property/Land		
Technology		
Other (please explain)		
<b>6.</b>	<b>IMPLICATIONS:</b>	
6.1	The Council will receive the funding outlined in the Background Section. Care will be taken to ensure the spending is contained within the allocation and to the agreed proportions of revenue and capital.	
6.2	The Council will become the lead authority for the Arun District allocation of the UKSPF and, therefore, will be required to monitor the delivery of the Investment Plan, proper use of public funds, evaluation of the impact of the plan and report this back to Government.	

## **Legal**

- 6.3 The UK Shared Prosperity Fund (UKSPF or the Fund) is the UK Government's support for "places" across the UK. It provides new funding for local investment by March 2025, with all areas of the UK receiving a conditional allocation from the Fund via a funding formula rather than a competition
- 6.4 ADC is a "place" and has received a conditional allocation from the UKSPF of £1,083,399. To access this allocation, each place is asked to set out measurable outcomes that reflect local needs and opportunities. These should inform the interventions they wish to deliver. These interventions will be set out in an Investment Plan submitted to the UK Government for approval. When approved, the funds will be released.
- 6.5 Part of the preparation includes consulting with partners. The following are the legal principles of a lawful consultation. (1) Consultation must take place when the proposal is still at a formative stage (2) Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response (3) Adequate time must be given for consideration and response (4) The product of consultation must be conscientiously taken into account.

## **7. REASON FOR THE DECISION:**

- 7.1 The Investment Plan will support the delivery of the Council Vision 2022 – 2026 Objectives and Outcomes.

## **8. BACKGROUND PAPERS:**

Appendix A - The prospectus 41 Interventions with Outputs and Outcomes.

Appendix B - List of consultees.

Appendix C - Corporate Vision 2022 - 2026 Objectives and outcomes.

# UK Shared Prosperity Fund

Interventions, Objectives, Outcomes and Outputs –  
England

Version 1  
April 2022

## Interventions, Objectives, Outputs and Outcomes

To access their allocation, each place will be asked to develop a UKSPF plan that addresses three questions:

- **Local context:** an opportunity for places to set out their local evidence of opportunities and challenges through the lens of the three investment priorities for UKSPF.
- **Selection of outcomes and interventions:** where places will identify the outcomes they wish to target based on local context, and the interventions they wish to prioritise, under each investment priority, from the menu of options. These should be clearly linked to local opportunities and challenges.
- **Delivery:** this will represent the most detailed stage of the investment plans.

Within the context of the Fund's aims, each place will have flexibility to invest across a range of activities that represent the right solutions to improve local pride in place, increase life chances, to help spread and create opportunity, and a sense of community and belonging. The balance of priorities should reflect local need and opportunity. It should build on existing national provision to create the optimal mix of support for each place. This flexible approach represents a key shift from the previous EU system.

These interventions will be set out in an investment plan submitted to the UK Government.

In their plans, places will select outputs and outcomes relevant to each UKSPF investment priority. Places will set out measurable outcomes that reflect local needs and opportunities. These should inform the interventions they wish to deliver. Places will be able to choose from investment across three investment priorities of communities and place, local business and people and skills. This will allow local authorities, local partners, the UK Government, and the devolved administrations to monitor progress.

## UKSPF Interventions, Objectives, Outcomes and Outputs Table – England

ENGLAND						
Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
Communities and Place	E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.	<ul style="list-style-type: none"> <li>Regenerating a town square</li> <li>Public realm improvements, for example street art, street furniture or other decorative improvements</li> <li>Regenerating a town square or high street</li> <li>The delivery of outreach/engagement/participatory programmes for community spaces, including youth centres and public libraries</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> <li>Number and m2 of commercial buildings developed or improved</li> <li>Amount of rehabilitated land or premises</li> <li>Amount of public realm created or improved</li> <li>Amount of low or zero carbon energy infrastructure installed</li> <li>Number of decarbonisation plans developed</li> <li>Sqm of land made wheelchair accessible/step free</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Increase footfall</li> <li>Increased visitor numbers</li> <li>Reduced vacancy rates</li> <li>Greenhouse gas reductions</li> <li>Improved perceived/experienced accessibility</li> <li>Improved perception of facilities/amenities</li> </ul>	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
	E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could	<ul style="list-style-type: none"> <li>The delivery of events programmes for community spaces, including youth centres and public libraries</li> <li>Building new or updating existing defences to increase communities' resilience to natural hazards like flooding or coastal erosion</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> <li>Number of neighbourhood improvements undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Greenhouse gas reductions</li> <li>Increased users of facilities/amenities</li> <li>Improved perception of facility/infrastructure project</li> <li>Improved perception of facilities/amenities</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

	cover capital spend and running costs.		<p>infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> <li>▪ Number of facilities supported/created</li> <li>▪ Number of local events or activities supported</li> <li>▪ Amount of low or zero carbon energy infrastructure installed</li> <li>▪ Number of properties better protected from flooding and coastal erosion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of properties better protected from flooding and coastal erosion</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	<p>E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.</p>	<ul style="list-style-type: none"> <li>▪ Development of a new park, particularly in areas with the least access to greenspace</li> <li>▪ Development of a new community garden</li> <li>▪ Improvements to a canal towpath, particularly in more deprived neighbourhoods</li> <li>▪ Urban/riparian tree planting</li> <li>▪ Changes to management of green spaces, verges etc.</li> <li>▪ Regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens</li> <li>▪ Improving access to existing parks</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and</p>	<ul style="list-style-type: none"> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Sqm of land made wheelchair accessible/step free</li> <li>▪ Amount of public realm created or improved</li> <li>▪ Number of facilities supported/created</li> <li>▪ Amount of green or blue space created or improved</li> <li>▪ Amount of new or improved cycleways or paths</li> <li>▪ Number of neighbourhood improvements undertaken</li> <li>▪ Number of trees planted</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased footfall</li> <li>▪ Increased visitor numbers</li> <li>▪ Increased use of cycleways or paths</li> <li>▪ Jobs created</li> <li>▪ Improved perception of facilities/amenities</li> <li>▪ Increased users of facilities/amenities</li> <li>▪ Improved perceived/experienced accessibility</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top</p>



			innovative approaches to crime prevention.			performing and other areas closing.  Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years
	E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.	<ul style="list-style-type: none"> <li>▪ The development, restoration or refurbishment of local natural, cultural and heritage assets and sites</li> <li>▪ The delivery of outreach, engagement and participatory programmes for these local assets and sites</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative</p>	<ul style="list-style-type: none"> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of organisations receiving non-financial support</li> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Amount of public realm created or improved</li> <li>▪ Number of facilities support/created</li> <li>▪ Number of Tourism, Culture or heritage assets created or improved</li> <li>▪ Number of events/participatory programmes</li> <li>▪ Amount of green or blue space created or improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased visitor numbers</li> <li>▪ Increased footfall</li> <li>▪ Improved perception of facilities/amenities</li> <li>▪ Improved perceived/experienced accessibility</li> <li>▪ Increased affordability of events/entry</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>

			approaches to crime prevention.			
	E5: Design and management of the built and landscaped environment to 'design out crime'.	<ul style="list-style-type: none"> <li>Promoting the active use of streets and public spaces throughout the daytime and evening</li> <li>Improvements to streetlighting</li> <li>Installation of new CCTV</li> </ul>	Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.	<ul style="list-style-type: none"> <li>Amount of public realm created or improved</li> <li>Amount of new or improved cycleways or paths</li> <li>Number of neighbourhood improvements undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Increased use of cycleways or paths</li> <li>Improved perception of safety</li> <li>Reduction in neighbourhood crime</li> </ul>	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
	E6: Support for local arts, cultural, heritage and creative activities.	<ul style="list-style-type: none"> <li>Funding for maker spaces</li> <li>Funding for local art galleries/museums/libraries for exhibitions</li> <li>Support for displays for artists to showcase work</li> <li>Locally-led music and theatre performances, tours, author events and film screenings</li> <li>Funding for cultural, heritage and creative events</li> <li>Support for outreach/engagement/participatory programmes as part of wider local arts, cultural, heritage and creative activities</li> <li>Support for the establishment/development of cultural/heritage collaborative networks to share knowledge locally</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of potential entrepreneurs provided assistance to be business ready</li> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> <li>Number of local events or activities supported</li> <li>Number of volunteering opportunities supported</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Increased footfall</li> <li>Increased visitor numbers</li> <li>Improved engagement numbers</li> <li>Improved perception of facilities/amenities</li> <li>Number of community-led arts, cultural, heritage and creative programmes as a result of support</li> <li>Improved perception of events</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap</p>

						between top performing and other areas closing.
	E7: Support for active travel enhancements in the local area.	<ul style="list-style-type: none"> <li>Creation of new foot paths and cycle paths, particularly in areas of health need</li> <li>Upgrading of existing foot paths and cycle paths, particularly in areas of health need</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Amount of new or improved cycleways or paths</li> <li>Number of neighbourhood improvements undertaken</li> <li>Amount of public realm created or improved</li> <li>Number of facilities supported/created</li> <li>Amount of green or blue space created or improved</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of cycleways or paths</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p>
	E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.	<ul style="list-style-type: none"> <li>Campaigns promoting the local area and its culture/heritage/leisure/visitor offer to residents and visitors</li> <li>Campaigns to encourage visitors from further afield to visit and stay in the region, collaborating with other places where appropriate</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of people reached</li> <li>Number of organisations receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Increased visitor numbers</li> <li>Increased number of web searches for a place</li> <li>Reduced vacancy rates</li> </ul>	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing

						and other areas closing.
	E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.	<ul style="list-style-type: none"> <li>Funding for local volunteering groups, such as youth charities, carers groups or refugee support groups</li> <li>Support for people to develop volunteering and/or social action projects locally</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of local events or activities supported</li> <li>Number of volunteering opportunities supported</li> <li>Number of projects</li> <li>Number of organisations receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement numbers</li> <li>Volunteering numbers as a result of support</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
	E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.	<ul style="list-style-type: none"> <li>Renovation/maintenance of existing sports facilities</li> <li>Support for community sports leagues</li> <li>Regeneration of an unused area to build sports facilities</li> <li>Creation of new 3G sports pitches and other sports facilities</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of facilities supported/created</li> <li>Number of tournaments/leagues/teams supported</li> <li>Levels of participation in sports and recreational activities at facilities that have benefitted from funding (based on registered players/teams)</li> </ul>	<ul style="list-style-type: none"> <li>Improved perception of events</li> <li>Improved perception facilities/amenities</li> <li>Increased users of facilities/amenities</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 7. By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p>
	E11: Investment in capacity building and infrastructure support for local civil society	<ul style="list-style-type: none"> <li>Funding for community spaces, such as village halls, libraries or community centres for local civil society and community groups to use.</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> </ul>	<ul style="list-style-type: none"> <li>Number of new or improved community facilities as a result of support</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of

	and community groups.	<ul style="list-style-type: none"> <li>Training programmes to support local civil society and community group leaders.</li> </ul>	investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of organisations receiving non-financial support</li> <li>Number of Tourism, Culture or heritage assets created or improved</li> <li>Number of people attending training sessions</li> <li>Number of facilities supported/created</li> <li>Amount of green or blue space created or improved</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement numbers</li> </ul>	<p>the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.	<ul style="list-style-type: none"> <li>Programmes to encourage participation in local democracy, for example information events on how to become a local councillor or developing youth participation in decision making.</li> </ul>	Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.	<ul style="list-style-type: none"> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> <li>Number of volunteering opportunities supported</li> <li>Number of people reached</li> <li>Number of local events or activities supported</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement numbers</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and</p>

						community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
	E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.	<ul style="list-style-type: none"> <li>Programmes/campaigns to encourage uptake of energy efficiency measures for homes, including water pumps and increased insulation.</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>	<ul style="list-style-type: none"> <li>Number of people reached</li> <li>Number of organisations receiving financial support other than grants</li> <li>Number of organisations receiving grants</li> <li>Number of organisations receiving non-financial support</li> <li>Number of households receiving support</li> <li>Number of households supported to take up energy efficiency measures</li> </ul>	<ul style="list-style-type: none"> <li>Greenhouse gas reductions</li> <li>Increased take up of energy efficiency measures</li> </ul>	Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.
	E14: Funding to support relevant feasibility studies.		Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical,	<ul style="list-style-type: none"> <li>Number of feasibility studies supported</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of projects arising from funded feasibility studies</li> </ul>	Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top

			<p>cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.</p>			<p>performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E15: Investment and support for digital infrastructure for local community facilities.		<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted</p>	<ul style="list-style-type: none"> <li>▪ Number of organisations receiving financial support other than grants</li> <li>▪ Number of organisations receiving grants</li> <li>▪ Number of organisations receiving non-financial support</li> <li>▪ Number of facilities supported/created</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of new or improved community facilities as a result of support</li> <li>▪ Improved perception of facility/infrastructure project</li> <li>▪ Number of premises with improved digital connectivity</li> </ul>	<p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>

			improvements to the built environment and innovative approaches to crime prevention.			
Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
Supporting Local Business	E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.	<ul style="list-style-type: none"> <li>Funding to support the establishment and ongoing running of a new open air market</li> <li>Business support activity for entrepreneurs</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of local markets supported</li> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of businesses receiving grants</li> <li>Number of potential entrepreneurs provided assistance be business ready</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> <li>Increased footfall</li> <li>Increased visitor numbers</li> <li>Reduced vacancy rates</li> <li>Improved perception of markets</li> <li>Increased business sustainability</li> <li>Increased number of businesses supported</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E17: Funding for the development and	<ul style="list-style-type: none"> <li>Development of local visitor trails and tours</li> </ul>	Creating jobs and boosting	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> </ul>	Mission 1: By 2030, pay,



	promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.	<ul style="list-style-type: none"> <li>Grants for the development, promotion and upkeep of local tourist attractions</li> <li>Development of other local visitor experiences based around the local offer</li> </ul>	community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.	<ul style="list-style-type: none"> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of Tourism, Culture or heritage assets created or improved</li> <li>Number and m2 of commercial buildings developed or improved</li> <li>Number of people reached</li> <li>Number of local events or activities supported</li> </ul>	<ul style="list-style-type: none"> <li>Increased footfall</li> <li>Increased visitor numbers</li> <li>Increase in visitor spending</li> <li>Increased amount of investment</li> <li>Improved perception of attractions</li> </ul>	<p>employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.</p>
	E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics	<ul style="list-style-type: none"> <li>Wraparound support to help SME manufacturers adopt industrial digital technology solutions such as AI and robotics</li> <li>Impartial, expert advice to support business planning and digital roadmapping</li> <li>Specialist leadership and management training focused on industrial digitalisation with an emphasis on peer learning, network building and collaboration</li> </ul>	Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of people attending training sessions</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses introducing new products to the firm</li> <li>Number of organisations engaged in new knowledge transfer activity</li> <li>Number of premises with improved digital connectivity</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive

	and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.	<ul style="list-style-type: none"><li>▪ Match funded grants to enable firms to buy and implement new industrial digital technology solutions</li></ul>	<p>improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>		<ul style="list-style-type: none"><li>▪ Number of businesses adopting new to the firm technologies or processes</li><li>▪ Increased amount of investment</li></ul>	<p>city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation	<ul style="list-style-type: none"><li>▪ Research and development grants for local organisations, for example universities</li><li>▪ Grants to encourage and support partnership working between organisations locally and regionally</li></ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support</p>	<ul style="list-style-type: none"><li>▪ Number of potential entrepreneurs provided assistance to be business ready</li><li>▪ Number of businesses receiving financial support other than grants</li><li>▪ Number of businesses receiving grants</li></ul>	<ul style="list-style-type: none"><li>▪ Number of new to market products</li><li>▪ Number of new businesses created</li><li>▪ Number of organisations engaged in new knowledge transfer activity</li></ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each</p>	

	of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.	<ul style="list-style-type: none"> <li>Funding to support the development of sector clusters and high growth ecosystems</li> </ul>	<p>for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Increased amount of low or zero carbon energy infrastructure installed</li> <li>Greenhouse gas reductions</li> <li>Number of businesses adopting new to the firm technologies or processes</li> <li>Number of businesses with improved productivity</li> <li>Number of businesses introducing new products to the firm</li> </ul>	<p>containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	E20: Research and development grants supporting the development of innovative products and services.	<ul style="list-style-type: none"> <li>Research and development grants for new product, services and markets</li> </ul>	Creating jobs and boosting community cohesion, through investments that build on existing	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving financial support other than grants</li> </ul>	<ul style="list-style-type: none"> <li>Number of new to market products</li> <li>Number of R&amp;D active businesses</li> <li>Number of businesses adopting new to the</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen</p>

			<p>industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"><li>▪ Number of businesses receiving non-financial support</li></ul>	<p>firm technologies or processes</p> <ul style="list-style-type: none"><li>▪ Increased amount of investment</li><li>▪ Number of organisations engaged in new knowledge transfer activity</li><li>▪ Number of businesses adopting new or improved products or services</li></ul>	<p>in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
E21: Funding for the development and support of appropriate	<ul style="list-style-type: none"><li>▪ Funding for innovation and technology facilities in the local area</li></ul>	Creating jobs and boosting community	<ul style="list-style-type: none"><li>▪ Number of businesses receiving non-financial support</li></ul>	<ul style="list-style-type: none"><li>▪ Jobs created</li><li>▪ Jobs safeguarded</li></ul>	Mission 1: By 2030, pay, employment	

	innovation infrastructure at the local level.		<p>cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of new businesses created</li> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> <li>▪ Number of businesses with improved productivity</li> <li>▪ Number of new to market products</li> <li>▪ Number of businesses introducing new products to the firm</li> </ul>	<p>and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
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	<p>E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.</p>	<ul style="list-style-type: none"> <li>▪ Funding to support the development of new business sites</li> <li>▪ Accelerator and incubator provision to support businesses to innovate, scale and reach new investment</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Amount of rehabilitated land or premises</li> <li>▪ Number and m2 of commercial buildings developed or improved</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Jobs safeguarded</li> <li>▪ Number of new businesses created</li> <li>▪ Reduced vacancy rates</li> <li>▪ Number of premises with improved digital connectivity</li> <li>▪ Number of businesses adopting new to the firm technologies or processes</li> <li>▪ Increased amount of investment</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and</p>
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			techniques, and start or grow their exports.			productivity growth.
	E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	<ul style="list-style-type: none"> <li>Strengthening local entrepreneurial ecosystems and connecting businesses to wider support on, for example, innovation, trade and skills</li> <li>Establishing local peer-to-peer networking/support and learning to improve sharing of best practice</li> <li>Development of evidence-based regional entrepreneurial support, led by entrepreneurs, risk capital providers, corporates, academia and government</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy</p>	<ul style="list-style-type: none"> <li>Number of potential entrepreneurs provided assistance to be business ready</li> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> <li>Number of businesses adopting new to the firm technologies or processes</li> <li>Increased number of businesses engaged in new markets</li> <li>Number of businesses with improved productivity</li> <li>Number of businesses introducing new products to the firm</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>

			efficient and low carbon technologies and techniques, and start or grow their exports.			
	E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.	<ul style="list-style-type: none"> <li>Funding to establish a new local business accelerator/growth programme</li> <li>Funding to support local business support offers</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> <li>Number of businesses adopting new to firm technologies or processes</li> <li>Increased amount of investment</li> <li>Number of businesses introducing new products to the firm</li> <li>Number of organisations engaged in new knowledge transfer activity</li> <li>Number of early stage firms which increase their revenue following support</li> <li>Number of R&amp;D active business</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector</p>



			firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.			investment over the long term to stimulate innovation and productivity growth.
	E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.	<ul style="list-style-type: none"> <li>Grants to bid for, secure and hold a conference for a leading sector locally</li> </ul>	<p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving non-financial support</li> <li>Number of events/participatory programmes</li> </ul>	<ul style="list-style-type: none"> <li>Increased visitor numbers</li> <li>Increased number of businesses engaged in new markets</li> <li>Increased amount of investment</li> <li>Increased number of businesses supported</li> <li>Number of organisations engaged in new knowledge transfer activity</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
	E26: Support for growing the local social economy, including community businesses,	<ul style="list-style-type: none"> <li>Training schemes for local people looking to set up a new co-operative business</li> </ul>	Creating jobs and boosting community cohesion, through investments that build on existing	<ul style="list-style-type: none"> <li>Number of people attending training sessions</li> <li>Number of businesses receiving financial support other than grants</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen

	cooperatives and social enterprises.		<p>industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p>	<ul style="list-style-type: none"> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of businesses receiving non-financial support</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased number of businesses engaged in new markets</li> <li>▪ Increased amount of investment</li> </ul>	in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
	E27: Funding to develop angel investor networks nationwide.	<ul style="list-style-type: none"> <li>▪ Funding to establish a local angel investor network</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through</p>	<ul style="list-style-type: none"> <li>▪ Number of angel investors in the local area</li> <li>▪ Number of businesses receiving angel investment</li> <li>▪ Number of businesses receiving financial support other than grants</li> <li>▪ Number of businesses receiving grants</li> <li>▪ Number of angel investors engaged</li> <li>▪ Number of potential entrepreneurs provided assistance to be business ready</li> </ul>	<ul style="list-style-type: none"> <li>▪ Jobs created</li> <li>▪ Number of new businesses created</li> <li>▪ Increased number of businesses engaged in new markets</li> <li>▪ Increased business sustainability</li> <li>▪ Increased amount of investment</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic</p>

			<p>interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>			<p>public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.</p>	<ul style="list-style-type: none"> <li>DIT Internationalisation Fund, which provided match funding grants of up to £9,000 per business to enable them to fund support for an agreed export strategy. The DIT-funded International Trade Adviser network acts as the entry point to support businesses in developing their export strategy and applying to the Internationalisation Fund.</li> </ul>	<p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving grants</li> <li>Number of businesses engaged in new markets</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of businesses increasing their export capability</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>

	<p>E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity.</p>	<ul style="list-style-type: none"> <li>Funding for net zero initiatives for local business</li> </ul>	<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and</p>	<ul style="list-style-type: none"> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving grants</li> <li>Number of businesses receiving non-financial support</li> <li>Amount of low or zero carbon energy infrastructure installed</li> <li>Number of decarbonisation plans developed</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Number of new businesses created</li> <li>Number of premises with improved digital connectivity</li> <li>Greenhouse gas reductions</li> <li>Number of businesses adopting new to the firm technologies or processes</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and</p>
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			techniques, and start or grow their exports.			productivity growth.
	E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.		Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.	<ul style="list-style-type: none"> <li>Number of businesses receiving financial support other than grants</li> <li>Number of businesses receiving non-financial support other than grants</li> <li>Number of businesses receiving non-financial support</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Increased number of businesses supported</li> <li>Increased business sustainability</li> </ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.
	E31: Funding to support relevant feasibility studies.		<p>Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.</p> <p>Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to</p>	<ul style="list-style-type: none"> <li>Number of feasibility studies supported</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of projects arising from funded feasibility studies</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 2: By 2030, domestic public investment in R&amp;D outside of the Greater South East will</p>

			<p>share knowledge, expertise and resources, and stimulate innovation and growth.</p> <p>Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.</p>			<p>increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.</p>
	<p>E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.</p>	<ul style="list-style-type: none"> <li>Funding for schemes that better protect local businesses from flooding and coastal erosion</li> </ul>	<p>Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.</p> <p>Building resilient and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through</p>	<ul style="list-style-type: none"> <li>Number of properties better protected from flooding and coastal erosion</li> </ul>	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs safeguarded</li> <li>Increased number of properties better protected from flooding and coastal erosion</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p>

			targeted improvements to the built environment and innovative approaches to crime prevention.			
Investment Priority	Interventions	Example projects	Objectives	Indicative Outputs	Indicative Outcomes	LUWP Missions
<b>People and Skills</b>	<b><i>Supporting economically inactive people to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.</i></b>					
	<p>E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.</p> <p>This provision can include project promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing. Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better integration for those benefitting from ESOL support.</p>	<ul style="list-style-type: none"> <li>Personalised and intensive support delivered through keyworkers, including referrals to relevant local training, skills and specialised support</li> <li>Areas investing in the keyworker function may also procure additional services, offering life skills and basic skills support, where there are gaps in local provision</li> <li>Basic skills delivered in alternative or novel settings. Maths and English up to Level 1, ESOL courses and essential digital skills</li> <li>Supported employment provision and placements for individuals with health and disability needs, including person-centred vocational profiling</li> <li>Support groups for people with similar health barriers to share personal experiences, coping strategies, or information about their conditions</li> <li>Counselling and advice services, including tailored work-focused mental health support, to help individuals with coping strategies and support plans for transition into work</li> <li>Financial support to enrol onto courses and complete qualifications, debt advice to help manage money, housing support, financial support for clothes or travel, and childcare support</li> </ul>	Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.	<ul style="list-style-type: none"> <li>Number of economically inactive people engaging with keyworker support services</li> <li>Number of economically inactive people supported to engage with the benefits system</li> <li>Number of socially excluded people accessing support</li> <li>Number of people supported to access basic skills</li> <li>Number of people accessing mental and physical health support leading to employment</li> <li>Number of people supported to engage in job-searching</li> <li>Number of people receiving support to gain employment</li> <li>Number of people receiving support to sustain employment</li> <li>Effective working between keyworkers and additional services</li> </ul>	<ul style="list-style-type: none"> <li>Number of economically inactive individuals in receipt of benefits they are entitled to following support</li> <li>Increased active or sustained participants of UKSPF beneficiaries in community groups (and/or) increased employability through development of interpersonal skills</li> <li>Increased proportion of participants with basic skills (English, maths, digital and ESOL)</li> <li>Number of people in supported employment (and) number of people engaging with mainstream healthcare services</li> <li>Number of people sustaining engagement with keyworker support and additional services</li> <li>Number of people engaged in job-searching following support</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>

	<p>Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).</p> <p>*via Multiply.</p>	<ul style="list-style-type: none"><li>▪ Enrichment activities for the socially isolated delivered in community centres such as sports, arts and other interactive activities. Volunteering and work experience opportunities to improve opportunities and promote wellbeing</li><li>▪ Referrals to services that offer a holistic approach to substance misuse treatment</li><li>▪ Specialist outreach for housing or those with criminal backgrounds</li><li>▪ Person-centred emotional, practical or financial support for carers, and advice on how to balance caring and work responsibilities, or support around health and wellbeing</li></ul>			<ul style="list-style-type: none"><li>▪ Number of people in employment, including self-employment, following support</li><li>▪ Number of people sustaining employment for 6 months</li><li>▪ Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance</li></ul>	
<b>Supporting people furthest from the labour market through access to basic skills.</b>						
<p>E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.</p> <p>Beyond that, this intervention will also contribute to building community cohesion and facilitate greater shared civil pride, leading to better</p>		<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"><li>▪ Number of people supported to engage in life skills</li><li>▪ Number of people supported onto a course through providing financial support</li></ul>	<ul style="list-style-type: none"><li>▪ Number of people in education/training</li><li>▪ Number of people in employment, including self-employment, following support</li><li>▪ Increased number of people with basic skills (English, maths, digital and ESOL)</li><li>▪ Fewer people facing structural barriers into employment and into skills provision</li></ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>	



	<p>integration for those benefitting from ESOL support.</p> <p>**where not being met through Department for Work and Pensions provision.</p>					<p>skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.</p>
	<p>E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.</p>		<p>Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.</p>	<ul style="list-style-type: none"> <li>Number of people supported to participate in education</li> <li>Number of volunteering opportunities supported</li> <li>Number of people taking part in work experience programmes</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace</li> <li>Fewer people facing structural barriers into employment and into skills provision</li> </ul>	<p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p>
	<p>E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.</p>	<ul style="list-style-type: none"> <li>Support for activities to increase people's motivation and confidence in getting online, such as through Bring Your Own Device sessions at libraries</li> <li>Provision of devices for digitally excluded people, accompanied by essential digital skills courses delivered at local community centres or libraries</li> </ul>	<p>Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more</p>	<ul style="list-style-type: none"> <li>Number of people supported to access basic skills</li> <li>Number of people supported to engage in life skills</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining a qualification following support</li> </ul>	<p>Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to</p>

			intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.			200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
<b>Skills to progress in work and to fund local skills needs.</b>						
E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.		Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"><li>▪ Number of people supported to participate in education</li><li>▪ Number of people retraining</li><li>▪ Number of people in employment engaging with the skills system</li></ul>	<ul style="list-style-type: none"><li>▪ Number of people gaining qualifications, licences and skills</li></ul>	Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.	
E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2		Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local	<ul style="list-style-type: none"><li>▪ Number of people receiving support to gain a vocational licence</li></ul>	<ul style="list-style-type: none"><li>▪ Number of people in education/training</li><li>▪ Number of people in employment, including self-employment, following support</li></ul>	Mission 6: By 2030, the number of people successfully completing high-quality	

	and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that cannot be met through mainstream funding.		adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.		<ul style="list-style-type: none"> <li>Number of economically active individuals engaged in mainstream skills education and training</li> </ul>	skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
	E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.	<ul style="list-style-type: none"> <li>Increased number of people developing their skills to deliver local environmental priorities, such as those set out in Local Nature Recovery Strategies. Relevant courses could include environmental conservation or forestry operative apprenticeships, or Agriculture, Land Management and Production T Levels</li> </ul>	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> <li>Number of people receiving support to gain employment</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining a qualification following support</li> <li>Number of people in employment, including self-employment, following support</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>

						skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
	E40: Retraining support for those in high carbon sectors.	<ul style="list-style-type: none"> <li>Courses targeted at employees from local high carbon sectors to develop their existing skills in lower-carbon alternatives</li> </ul>	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> <li>Number of people receiving support to gain employment</li> <li>Number of people attending training sessions</li> <li>Number of people retraining</li> <li>Number of people receiving support to sustain employment</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining a qualification following support</li> <li>Number of people in employment, including self-employment, following support</li> </ul>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality</p>

						skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
	E41: Funding to support local digital skills.	<ul style="list-style-type: none"> <li>Developing a community digital skills pathway programme</li> </ul>	Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.	<ul style="list-style-type: none"> <li>Number of people supported to engage in life skills</li> </ul>	<ul style="list-style-type: none"> <li>Number of people gaining a qualification following support</li> <li>Number of people engaged in life skills support following interventions</li> </ul>	Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing

						courses in the lowest skilled areas.
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## **APPENDIX B**

Aldingbourne Parish Council  
Aldwick Parish Council  
Angmering Parish Council  
Arundel Town Council  
Barnham and Eastergate Parish Council  
Bersted Parish Council  
Bognor Regis Town Council  
Burpham and Wepham Parish Council  
Clapham Parish Council  
Clymping Parish Council  
East Preston Parish Council  
Felpham Parish Council  
Ferring Parish Council  
Findon Parish Council  
Ford Parish Council  
Kingston Parish Council  
Littlehampton Town Council  
Lyminster and Crossbush Parish Council  
Middleton on Sea Parish Council  
Pagham Parish Council  
Patching Parish Council  
Rustington Parish Council  
Slindon Parish Council  
Walberton Parish Council  
Yapton Parish Council  
Bognor Regis Business Improvement District  
Butlins / Bourne Leisure  
The Body Shop  
Rolls Royce Motor Cars  
Harbour Park  
Coastal West Sussex Partnership  
Edgcumbes  
Arun Arts / Regis Centre  
University of Chichester  
Bognor Regis Regeneration Board  
Arundel Castle  
WSCC  
Rural West Sussex Partnership  
Coast 2 Capital LEP  
DWP  
West Sussex Growers Association  
Rusa Consulting  
Covers  
Landlink Estates  
James Laurence Group  
Regis Removals  
S2S Consultancy

South Downs National Park  
Sussex Wildlife Trust  
NHS  
NHS Coastal West Sussex  
Arun Chichester CAB  
Age UK  
VAAC  
Nick Gibb MP  
Andrew Griffith MP  
Sir Peter Bottomley



## Appendix C – Council Vision Objectives and Outcomes list

### Council Vision 2022 - 2026

Improving the wellbeing of Arun	
Overall Aims	
A	Promote and support a multi-agency response to tackle the causes of health inequality in Arun's areas of greatest deprivation
B	Champion leisure, culture and the Arts in Arun and encourage our community to embrace healthy and active lifestyles
C	Work with partners to provide advice, support and activities that promote community wellbeing where it will have the greatest impact
How will we achieve this	
1	Develop and Implement a Wellbeing Strategy to plan services, resources, amenities, activities, and places to help our community thrive.
2	Prepare an annual community engagement plan to promote healthy and active lifestyles and encourage participation in a wide ranged of wellbeing activities
3	Work with key partners to ensure that we deliver council wellbeing services that are complementary to their own, rather than duplicate effort
4	Support the NHS Clinical Commissioners to provide primary care medical and dental facilities to meet the growing needs of our community
5	Support the voluntary and community sector to provide services that help the most vulnerable in our community
6	Provide infrastructure that supports wellbeing, e.g. more opportunities for cycling and walking and easily accessible and safe greenspace.
7	Support those who are homeless, street homeless or at risk of homelessness in emergency or temporary accommodation to improve health outcomes
Indicators to measure outcomes	
Indicator	How to measure
1 Wellbeing clients satisfaction rating	90%
2 Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of the intervention)	80%
3 Upgrade to BR Leisure Centre wetside	Key 2022/23 milestones
4 Upgrade to Alexandra theatre	Key 2022/23 milestones
5 Adopt public art strategy	Key 2022/23 milestones
6 Develop and adopt a Wellbeing Strategy and Action Plan	Key 2022/23 milestones
7 Agree a statement on the future provision of medical and dental services across the District	Key 2022/23 milestones
8 Specific initiatives with partners (Age UK, CAB, Safer Arun Partnership, Artwork, Freedom Leisure etc)?	Key 2022/23 milestones
9 Number of council housing fraud cases prevented or properties recovered	15
10 Average length of stay in temporary accommodation – 15 months/64 weeks	15 months/64 weeks
11 Average length of stay in emergency	3 months/12 weeks

## Appendix C – Council Vision Objectives and Outcomes list

	accommodation – 3 months/12 weeks	
12	% of council homes that are SAP C rating and above	For social housing aim is to achieve SAP C rating by 2030. We will measure progress year on year. Start with a baseline of the number of properties that are SAP C and above and every year over the course of the corporate plan report the revised number. Milestones will be incremental increase year on year until we meet 2030 target
13	Complete Annual Community Engagement Plan and implement Work Plan to encourage participation completed	Annual Community Engagement Plan completed and Work Plan implemented
14	Improve our green spaces	Number of green spaces improved

Delivering the right homes in the right places		
Overall Aims		
A	Provide a mixed housing economy within the district for all, regardless of age or circumstances, where different types of homes are available, and people can choose to rent or buy.	
B	Maximise opportunities to improve the energy efficiency of homes in the District.	
C	Support those in our community that need help, providing a safety net where necessary and working with people and organisations to meet different needs.	
How will we achieve this		
1	Support households with complex needs to secure suitable accommodation	
2	Maximise the delivery of affordable housing including utilising the council’s own resources and commercial expertise	
3	Improve the energy efficiency of homes across all tenures	
4	Use our expertise to influence the local housing market, working with the right partners from all sectors, to develop the housing and infrastructure that we need	
5	Use the planning system to create great new places and improve our existing places, where new homes meet the needs of current andfuture generations	
6	Ensure the existing housing stock in the district (Private Sector and Council owned) is maintained to a high standard	
7	Continue to bring empty homes back into use for the benefit of the community	
Indicators to measure outcomes		
Indicator	How to measure	
1	Number of new affordable homes built or purchased per year (this will include the number of homes delivered through the Housing Revenue Account)	Number of new homes built
2	Number of new homes that are suitable for wheelchair users	Number of new homes that are suitable
3	Commission reports on 5 year housing supply and Market Absorption and implement recommendations	Reports commissioned
4	Satisfaction survey of residents in completed developments (at least 12 months)	Undertake survey of residents on selected sites
5	Number of households supported with complex needs	Number of households supported
6	Number of empty homes bought back into	Number of empty homes bought back into use

## Appendix C – Council Vision Objectives and Outcomes list

	use	
7	Number of Council homes that meet the current statutory minimum standard for housing	Number of Council homes that meet the required standard

Supporting our environment to support us	
Overall Aims	
A	To consider climate change, sustainability, biodiversity and the environment in everything the Council is responsible for and encourage itscommunity and local businesses to do the same
B	Protect and enhance our natural environment.
C	Regularly review progress toward Arun’s Carbon Neutral Strategy (2022-30) as set out in the annual Climate Action and Biodiversity WorkPlan
D	Make low carbon transport including walking, cycling, travel by public transport and electric vehicle easy, convenient and pleasant and afundamental part of our placemaking
How will we achieve this	
1	Develop and implement the Carbon Neutral Strategy and Climate Change and Biodiversity Strategies for the Council and for the widerdistrict through Planning Policy
2	Review the Council’s estate and seek to maximise the use of renewable or alternative energy generation, including the installation Electric Vehicle charging Points
3	Engage and incentivise business to commit to working practices which minimise their impact on the environment
4	Support information campaigns that promote carbon reduction and funding opportunities
5	Working with our community improve waste reduction and recycling to meet future targets of 55% recycling by 2025 and 60% by 2030.
6	Ensure that climate change and sustainability is at the heart of all Council services
7	Support the Sussex Bay Project to restore marine, coastal and intertidal habitats to improve the biodiversity and carbon footprints of the district.
Indicators to measure outcomes	
Indicator	How to measure
1 Annual reduction in CO2e	Year Annual Reduction CO2E (T) 2022-2023 1,961.9 2023-2024 1,765.7 2024-2025 2,383.7 TOTAL 7,143.8
2 Achieve Green Flag awards for Council parks	8
3 3000 trees to be planted per year	3000
4 Inspection of all Arun District Council coastal defence assets	Completion of an inspection programme at frequency determined by risk, reported annually
5 % of Council homes that are SAP C rating and above	For social housing aim is to achieve SAP C rating by 2030. We will measure progress year on year. Start with a baseline of the number of properties that are SAP C and above and every year over the course of the corporate plan report the revised number. Milestones will be incremental increase year on year until we meet 2030 target
6 Adopt biodiversity action plan	Including any key milestones for 2022/23

## Appendix C – Council Vision Objectives and Outcomes list

7	Recruit ecologist to support implementation of Biodiversity Net Gain and create and implement workplan	Successful recruitment, creation of workplan
8	Other climate related strategies and milestones for 2022/23 including: <ul style="list-style-type: none"> <li>Engaging and incentivising businesses to commit to working practices which minimise their impact on the environment</li> <li>Supporting information campaigns that promote carbon reduction and funding opportunities</li> <li>Supporting the Sussex Bay Project to restore marine, coastal and intertidal habitats to improve the biodiversity and carbon footprints of the district.</li> </ul>	Number of strategies created and milestones achieved
9	Change committee report template to consider climate change and sustainability	Reports changed and adhered to
10	Number of Electric Vehicle Charging points installed	Number of sockets installed as part of county network within Arun
11	Number of metres of new cycleway	Number of metres of cycleway delivered

Fulfilling Arun’s economic potential	
Overall Aims	
A	Increase opportunities for more high-quality, well-paid employment, encouraging more people to live, work, study and visit Arun.
B	Encourage the development of the district as a key tourist destination, supporting and enabling improvements and activities to increase visitor spend
C	Use regeneration opportunities to attract new and relocating businesses to the district.
D	Make best use of our natural assets to help drive the economy.
How will we achieve this	
1	Create the conditions that will support high tech businesses including the creative digital sector and green businesses, reducing the need for the workforce to commute out of the District.
2	Use the planning system to set aside sites for larger business growth and support and create employment space for smaller start-ups, using Arun-owned land to stimulate the market
3	Encourage a digital infrastructure that will support businesses and changing ways of working, as well as the needs of local people
4	Work with partners to support a district-wide skills audit, to understand what businesses need and what skills we have in the community. Work with local colleges and the University of Chichester to assist them to run courses that will match local skill needs for those at all stages in their working life
5	Work closely with our towns and other organisations on strategies which support vibrant and attractive town centres
6	Positive and focused promotion of Arun’s tourist destinations as more than a ‘day trip’
7	Support the delivery of more accommodation for visitors to the district
Indicators to measure outcomes	
Indicator	How to measure
1 Achieve Silver Standard in national benchmarks for data quality and speed	Gold standard

### Appendix C – Council Vision Objectives and Outcomes list

2	Number of jobs created	Number of jobs created
3	Increase to average wages and household income	Improvement on previous year
4	Increase in number of economically active population	Improvement on previous year
5	Commission and carry out tourism marketing campaign	Campaign completed
6	Increase in number of visitors, length of stay and visitor spend	Improvement on previous year
7	Number of new hotel and new holiday accommodation beds provided	Improvement on previous year
8	Develop business support programme to move to digital and modern ways of working	Workplan achieved
9	Review town centre masterplans and support high streets	Spend of allocations in annual budget

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## ARUN DISTRICT COUNCIL

### UPDATE REPORT TO THE POLICY AND FINANCE COMMITTEE ON 30 JUNE 2022

**SUBJECT:** Corporate Plan and Service Delivery Plan 2018-2022 – Quarter 4/End of Year performance report for the period 1 April 2021 to 31 March 2022.

**REPORT AUTHOR:** Jackie Follis - Group Head of Policy  
**DATE:** June 2022  
**EXTN:** 01903 737580  
**AREA:** Policy

#### **EXECUTIVE SUMMARY:**

This report sets out the performance of the Corporate Plan and Service Delivery Plan indicators at Quarter 4/End of Year for the period 1 April 2021 to 31 March 2022.

#### **RECOMMENDATIONS:**

As this report is an information paper, there are no recommendations for the Committee to consider.

This report is to be taken as read only with Members having the opportunity to ask questions at the meeting on service performance against the targets for the Corporate Plan indicators as set out in the report and Appendix A and the performance against the targets for the Service Delivery Plan indicators set out in Appendix B.

#### **BACKGROUND:**

- 1.1 The Corporate Plan forms a series of targets that are measurable and, ideally, in the control of the Council. These are the Corporate Plan indicators. Service targets (Service Delivery Plan indicators – SDP's) lay beneath these corporate priorities to provide more detail about how the service is doing. Performance of these indicators is reported to the Corporate Management Team every quarter and to the Policy and Finance Committee every six months and at year end.
- 1.2 This is the last year of this set of Corporate Plan and Service Delivery Plan indicators. New Corporate Plan and Council Vision indicators have been agreed by Full Council and data will be captured and reported to Committees from 1 April 2022.
- 1.3 It should be noted that the performance of some indicators has been affected by the Covid pandemic and this has been detailed in the commentary where applicable.

- 1.4 An Annual Report will be produced in the autumn of each year. The Annual Report to be produced in 2022 will include a reflection on the Council's achievements on its Corporate Plan over the past 4 years of the indicators, for the period 2018-2022. This will reflect on the key performance indicators and the Council's financial milestones during this period.

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

	Achieved target	100% or above target figure
	Didn't achieve target but within 15% range	85%-99.9% below target figure
	Didn't achieve target by more than 15%	85% or less target figure

#### **Q4 CORPORATE PLAN PERFORMANCE**

- 1.5 There are 11 Corporate Plan indicators. All Corporate Plan indicators are measured at Q4.

<b>Status</b>	<b>Number of Corporate Plan indicators in this category</b>
Achieved target	3
Didn't achieve but within 15% range	2
Didn't achieve target by more than 15%	3
No data available	3
<b>TOTAL</b>	<b>11</b>

##### **1.5.1 Achieved target**

**3** Corporate Plan indicators achieved their targets at Q4. Full commentary for these indicators can be found within Appendix A which is **attached** to this report.

##### **1.5.2 Didn't achieve target but within 15% range**

**2** Corporate Plan indicators did not achieve their targets at Q4 but they fell within the 15% range. Full commentary for these indicators can be found within Appendix A which is **attached** to this report.

##### **1.5.3 Didn't achieve target by more than 15%**

**3** Corporate Plan indicators did not achieve their targets by more than 15% at Q4. Full commentary for these indicators can be found within Appendix A which is **attached** to this report.

##### **1.5.4 No data available**



**3** Corporate Plan indicators did not have their data available at Q4:

- CP1 - The level of public satisfied or very satisfied with the overall quality of the Council's services. The survey on last year's performance against this indicator will be reported to a Policy & Finance Committee later in 2022.
- CP4 - The level of customer satisfaction with the cleanliness of the District. The survey on last year's performance against this indicator will be reported to a Policy & Finance Committee later in 2022.
- CP9 - Number of new homes completed (net). The data will not be available until August/September 2022 and as this is a KPI for the period 2022-2026, performance will be reported to Committees later in 2022.

## 1.6 Actions

The 5 indicators which didn't achieve their target by more than 15% or didn't achieve but were within the 15% range will be closely monitored by the relevant Director and CMT. 4 of the 5 indicators (CP3, CP7, CP8 and CP10) are KPI's in the new Corporate Plan (2022-2026) so will be reported to CMT and Committees via regular reporting. The three indicators which did not have data at Q4 will be reported to CMT and Committees during 2022 as highlighted in 1.5.4 above.

## **Q4 SERVICE DELIVERY PLAN (SDP) PERFORMANCE**

1.7 There are 23 Service Delivery Plan (SDP) indicators. All Service Delivery Plan indicators are measured at Q4.

Status	Number of Service Delivery Plan indicators in this category
Achieved target	14
Didn't achieve but within 15% range	6
Didn't achieve target by more than 15%	3
<b>TOTAL</b>	<b>23</b>

### 1.7.1 Achieved target

**14** Service Delivery Plan indicators achieved their targets at Q4. Full commentary for these indicators can be found within Appendix B which is **attached** to this report.

### 1.7.2 Didn't achieve target but within 15% range

**6** Service Delivery Plan indicators didn't achieve their targets but were within the 15% range at Q4. Full commentary for this indicator can be found within Appendix B which is **attached** to this report.

### 1.7.3 Didn't achieve target by more than 15%

**3** Service Delivery Plan indicators did not achieve their targets by more than 15% at Q4. Full commentary for these indicators can be found within Appendix B which is **attached** to this report.

## 1.8 Actions

The 9 indicators which didn't achieve their target by more than 15% or didn't achieve but were within the 15% range will be closely monitored by the relevant Director and CMT.

7 of the 9 indicators (SDP2, SDP4, SDP11, SDP12, SDP16, SDP20 and SDP21) are KPI's in the new Corporate Plan (2022-2026) so will be reported to CMT and Committees via regular reporting. The 2 SDP indicators which are not future KPI's (SDP22 - Number of Council properties with a valid gas safety certificate) and SDP18 (Cost of emergency accommodation per annum (net)) will be monitored by the Director of Services in the future.

SDP10 (Number of stage 2 corporate complaints found to be justified or partially justified) will be monitored as although it achieved its target at Q4, there are future plans (detailed in the commentary) which will improve the service.

Two of the greenspace targets which achieved their targets, SDP13 (Contractor achieving performance target for all green space management operations following monitoring) and SDP15 (Increase grass regimes managed specifically for biodiversity purposes) will be closely monitored by the Director of Services as the commentary for these indicators acknowledges that improvements could be made in these areas.

## 2. PROPOSAL(S):

As this report is an information paper, there are no recommendations for the Committee to consider. This report is to be taken as read only with Members having the opportunity to ask questions at the meeting on service performance.

## 3. OPTIONS:

- i. To review the report
- ii. To request further information and/or remedial actions be undertaken

## 4. CONSULTATION:

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		√
Relevant District Ward Councillors		√
Other groups/persons (please specify)		√
5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (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:**

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

**7. REASON FOR THE DECISION:**

In order for the Policy and Finance Committee to be updated with the Q4/End of year Performance Outturn for the Corporate Plan and Service Delivery Plan indicators for the period 1 April 2021 to 31 March 2022.

**8. BACKGROUND PAPERS:**

None

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CP number	CP Performance Indicator	Council Priority Theme	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021/22	2021/22 Q4 Performance	Q4 Commentary	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
CP1	The level of public satisfied or very satisfied with the overall quality of the Council's services	Your Council Services	Policy	James Hassett - Interim Chief Executive	Annually	Higher is better	75%	No data available	The survey on last year's performance against this indicator will be reported to a Policy & Finance Committee later in 2022.	No data available	No data	77%	66%
CP2	Food businesses with food hygiene ratings of 3 (satisfactory) and above	Your Council Services	Technical Services	Karl Roberts - Director of Place	Annually	Higher is better	93%	98.70%	Level of broadly compliant (or better) businesses exceeds target. We have seen continuous improvement in standards throughout the four years. 98.7% is a very high level of compliance and provides significant reassurance that our food businesses are safe and our community is protected.	Achieved target	98.20%	97.60%	97%
CP3	Council Tax collected	Your Council Services	Residential Services	Philippa Dart - Director of Services	6-monthly	Higher is better	98%	97.60%	Marginally below annual target (0.4%) due to post pandemic economic conditions. However, average Council Tax collection rates across English authorities fell during 2021/22 by on average by 1.2%. Therefore Arun's collection rate remained relatively unchanged in comparison to some authorities whose collection rates fell by as much as 10%.	Target not achieved but within 15% range	97.10%	97.50%	97.80%
CP4	The level of customer satisfaction with the cleanliness of the District	Your Council Services	Policy	James Hassett - Interim Chief Executive	Annually	Higher is better	70%	No data available	The survey on last year's performance against this indicator will be reported to a Policy & Finance Committee later in 2022.	No data available	No data	78%	Data to be confirmed
CP5	Number of visits to Council Leisure Centres per annum	Your Council Services	Community Wellbeing	Philippa Dart - Director of Services	Annually	Higher is better	860,300	928,112	Target over achieved for 2021/22 - 2022 showing a significant improvement over last year and now up to 79% of pre-covid levels.	Achieved target	91,076	1,182,025	1,035,325
CP6	Time taken to process Housing Benefit/Council Tax Benefit new claims (days)	Supporting you	Residential Services	Philippa Dart - Director of Services	6-monthly	Lower is better	8	3.3	Maintained performance during Q4 while continuing to deal with self isolation claims. (Not within data). Over achieved under difficult post pandemic conditions. Self isolation claims continued.	Achieved target	2.6	2.3	3.3 days
CP7	Homelessness applications where homelessness is prevented	Supporting you	Residential Services	Philippa Dart - Director of Services	6-monthly	Higher is better	70%	52%	Challenges still remain around negotiation with Private Rental Sector landlords who wish to increase rent levels or sell their properties because of the buoyant housing market. These challenges limit our abilities to a) keep residents in their current properties and b) find suitable and affordable alternatives. Additionally, the service completed its restructure in August 2021 by appointing 10 new members of staff, all of whom were inducted remotely, this has taken time to embed and train the new officers to a standard where they are able to be fully effective. June 21/22 saw the lifting of the ban on evictions that had been in place since the beginning of the first lockdown. As a result of this, the courts were flooded with applications from private and social landlords seeking to regain possession of their properties. For the reasons given, negotiations to save tenancies have proved to be extremely problematic. In addition to this, residents' incomes were affected by the loss of employment which led to affordability issues.	Didn't achieve target by more than 15%	45%	63.00%	85.00%

CP number	CP Performance Indicator	Council Priority Theme	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021/22	2021/22 Q4 Performance	Q4 Commentary	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
CP8	Number of new Council homes built or purchased per annum	Supporting you	Residential Services	Philippa Dart - Director of Services	6-monthly	Higher is better	35	10	Global supply chain issues, shortage of trades, cumulative effect of site closure due to Pandemic. Developers changing programme. Challenges continue with supply chains and labour resulting in developers rescheduling completions.	Didn't achieve target by more than 15%	35	13	40
CP9	Number of new homes completed (net)	Your future	Planning	Karl Roberts - Director of Place	Annually	Higher is better	930	No data available	Data not available (from WSCC) until August/September	No data available	673	515	602
CP10	Total rateable business value for the Arun District	Your future	Economy	Karl Roberts - Director of Place	6-monthly	Higher is better	£99,000,000	£98,465,289	This indicator is 0.55% below target. Some churn has been experienced due to pandemic but premises are now in demand and that looks likely to continue. Some places such as The Arcade in Littlehampton are due to undergo refurbishment prior to letting and once this is complete figures will increase. Slightly below target but expected to pick-up. Low vacancy rates and good demand for commercial premises has continued. Private sector now building commercial premises speculatively and are confident of quick lettings (Saltbox). Investment in the public realm eg Littlehampton Town Centre will encourage further investment in commercial properties.	Target not achieved but within 15% range	£97,557,516	£99,185,291.00	£98,063,676.00
Page 90 CP11	Household waste sent for reuse, recycling and composting	Your future	Neighbourhood Services	Philippa Dart - Director of Services	6-monthly	Higher is better	50%	42.03% * This figure is not verified by WSCC's final process - it is therefore indicative at this stage.	The 42.03% figure is made up of a dry recycling - 25.10% and garden waste - 16.93%. There has been an increase in garden waste collection despite service disruption, whilst dry recycling rate remains static. The recycling rate is virtually static when compared to the previous 3 years - there have been no additional incentives to the public to change behaviour to improve the recycling percentages. This can be compared with the success of the 123 food waste collection trial where recycling rates in excess of 60% were achieved with over 80% public satisfaction levels. Change in national policy with the introduction of the governments Resource and Waste Strategy through the Environment Act 2021 is anticipated to drive improvement in recycling rates. It is worth noting that despite the issues with collections of the Garden Waste Service during this year the tonnage of collections has increased.	Didn't achieve target by more than 15%	41.93%	43.04%	42.01%

SDP number	SDP Performance Indicator	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021	2021/22 Q4 Performance	Q4 Commentary and reflection on past 4 years	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
SDP1	Major applications determined in 13 weeks	Planning	Karl Roberts - Director of Place	Quarterly	Higher is better	80%	91%	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 51 out of 56 or 91%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 26 out of 56 or 46% determined in 13 weeks. For Q4, the performance was 60%. The Department are trying to cease using EoT's unless there is good reason why an application is not determined in time. The aim is to get a lot closer to the target without using EoT's. Overall performance for the year is at 91% with the use of EoT's. We have been trying to move away from using these as they can mask the raw performance data. We still have some way to go on using these more appropriately. Performance without EoT's was 46% for the year. This is not as high as it should be and the figure should be much closer to the raw target of 80% without EoT's. The Group Head is looking at finding some resources to dedicate to performance management to support the Team Leaders.	Achieved target	93%	89%	100%
SDP2	Minor applications determined in 8 weeks	Planning	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	80%	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 188 out of 234 or 80%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 117 out of 234 or 50% determined in 8 weeks. This performance is below the target set. The Group Head of Planning carried out a full performance management review exercise in mid 2020 and the aim is to get much closer to 90% without using EoT's. For Q4, the performance was 55%. The Department are trying to cease using EoT's unless there is good reason why an application is not determined in time. The aim is to get alot closer to the target without using EoT's. Overall performance for the year is at 80% with the use of EoT's. We have been trying to move away from using these as they can mask the raw performance data. We still have some way to go on using these more appropriately. Performance without EoT's was 50% for the year. This is not as high as it should be and the figure should be much closer to the raw target of 80% without EoT's. This is an area of performance we have really struggled with over the past year due to both long term sickness absence, agency staff and some staff productivity issues. It is proving difficult to address. The Group Head is looking at finding some resources to dedicate to performance management to support the Team Leaders.	Target not achieved but within 15% range	97%	91%	87.30%
SDP3	Other applications determined in 8 weeks	Planning	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	91%	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 818 out of 897 or 91%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 721 out of 897 or 80% determined in 8 weeks. This performance is below the target set. For Q4, the performance was 90% . Overall performance for the year is at 91% with the use of EoT's. We have been trying to move away from using these as they can mask the raw performance data. We still have some way to go on using these more appropriately. Performance without EoT's was 80% for the year. This should ideally be higher but this is an area of performance where we have is not as high as it should be and the figure should ideally be much closer to the raw target of 90% without EoT's but the performance is good. This is an area where we have always performed well with a number of very good junior members of staff.	Achieved target	98%	92%	91.67%
SDP4	Occupied retail units in Littlehampton	Economy	Karl Roberts - Director of Place	6 Monthly	Higher is better	90%	86%	The public realm works were underway on the day of the audit. Several long-term businesses have closed since the last audit, notably The Dolphin pub, Movie Mania, Baby Days and Dean Carpets. Prominent shops along High Street remain vacant since the closure of Bon Marché, Barclays, and TUI. The Arcade suffers low occupancy rates due to businesses relocating to other units in the town, however, the pigeon infestation has been dealt with by the new owner. Signs of improvement were seen in the refurbishment of The Crown pub, and the conversion of the long-standing vacant commercial unit on the old market site development into residential use. They were also encouraging 'Sold' signs seen on some empty shops. Flats have also since been built on the Locomotive Inn site on Terminus Road. Occupancy rates are high compared to the national average. Littlehampton town centre is still performing well in comparison to many other town centres. There have been some recent shop closures but properties are usually re-let quickly and rarely remain vacant for long periods. We continue to see new investment in the town centre and it is expected that after completion of the town centre public realm improvements this will continue and be enhanced.	Target not achieved but within 15% range	92%	87%	90.43%



SDP number	SDP Performance Indicator	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021	2021/22 Q4 Performance	Q4 Commentary and reflection on past 4 years	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
SDP5	Occupied retail units in Bognor Regis	Economy	Karl Roberts - Director of Place	6 Monthly	Higher is better	90%	92%	Overall Bognor Regis appears to be faring well with occupancy rates high and consistent throughout the town. The closure of national chain Trespass on London Road is notable as it is a large unit in a prominent location. The recent opening of Bonito Lounge in the former Bon Marché building is an excellent new venue that has been developed to a high standard. Its opening will diversify and support the evening economy. The new POP! pop up shop run by Bognor Regis BID has also transformed a key unit and caters to new opportunities for businesses. Bognor Regis continues to fare well and occupancy rates are high throughout the town. It compares very favourably to other similar towns in terms of commercial performance. Any shop closures are quickly compensated by new openings and investment. The Bognor Regis BID has been crucial ensuring the vibrancy and vitality of the town, particularly post lockdown.	Achieved target	89%	87.80%	87.70%
SDP6	Vacant private sector dwellings returned to occupation	Technical Services	Karl Roberts - Director of Place	Annually	Higher is better	25	141	A significant achievement by the Empty Homes Officer, working both informally with property owners but in addition an increase in enforcement activity to bring a large number of properties back into use. By embedding good working procedures and close liaison with Council Tax, the Empty Homes Officer has been able to exceed the annual target over the past 4 years. Whilst this has been achieved in part by engagement and encouragement, it has also required a substantial increase in enforcement work.	Achieved target	75		82
SDP7	The total income received from general fund assets	Technical Services	Karl Roberts - Director of Place	Annually	Higher is better	£1,000,000	£1,122,000.00	The revenue received in 21/22 is above target because it includes some rent that was collected in 21/22 which was originally due to the Council in the financial year 20/21 (which was below target) due to the impact of the pandemic and the rent assistance programme that was introduced to support SMEs in the retail, leisure & hospitality sectors. The income from the Council's assets has been above target overall across the four years. The one year when it dipped below target was when many of the Council's commercial tenants, especially those in the retail, leisure, and hospitality sectors were badly affected by the pandemic trading restrictions.	Achieved target	£923,381.72	£1,061,805	£1,011,791.71
SDP8	The inspection of all Arun District Council coastal defence assets twice a year	Technical Services	Karl Roberts - Director of Place	Annually	2 is better	2	2	Inspections undertaken: 17 - 26 June 2021 and 11 - 29 November 2021. Target achieved in all 4 years and available budget spent. With little/no growth in budget, the assets have started to show a decline in the level of maintenance achievable.	Achieved target	2	2	2
SDP9	Licence applications determined within the various statutory or service time limits	Technical Services	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	99.42%	All applications within our control have been determined. Two outstanding matters are 1 x applicant taxi driver that has not passed the knowledge test (so we are unable to grant) and 1 x dog boarding franchise application where outstanding documentation is still required from the applicant. Subsequent inspections will then be required. Application processing is prioritised in order to assist businesses. There are circumstances when we are unable to deliver within the timeframes set due to requiring cooperation from applicants. This year there were some failures due to us being unable to gain access to closed businesses (pandemic related). The team has performed to a consistently high standard throughout the year. Due to the nature of application processes, the success of timely processing very much depends on good team working and officers communicating between each other as well as to customers.	Achieved target	99.01%	99.50%	91.80%
SDP10	Number of stage 2 corporate complaints found to be justified or partially justified	Law & Governance	James Hassett - Interim Chief Executive	Quarterly	Lower is better	10	7	6 x Stage 2 complaints determined in Q4 21/22:- 5 x Not Justified (2 x Housing, 1 x Planning, 2 x Technical Services) 1 x Partially Justified (Planning). Whilst the figures demonstrate a reduction in Stage 2 investigations being found 'Partially Justified' or 'Justified', this needs to be balanced with the understanding that we have seen an increase in the number of complaints being presented to the Housing Ombudsman and Local Government & Social Care Ombudsman (19 approaches for 21/22). It is recommended that the information required from these reports is reviewed so that more effective data can be provided to enable a 'clearer picture' to be seen. Improvements have been made to recording complaints, which will in future provide us with comparative data that was not available prior to 21/22. Additionally this year has seen the implementation of the Feedback and Complaints Policy, along with the Unreasonable Behaviour Policy. Challenges faced by the team this year have primarily been resourcing Investigating Officers, Reviewing Officers and our own resourcing issues. The recruitment process is currently underway for a full-time Resolution Manager, which will not only address the above but support ADC further in taking a more pro-active approach to complaints management and effectively implementing learning outcomes.	Achieved target	14	13	18



SDP number	SDP Performance Indicator	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021	2021/22 Q4 Performance	Q4 Commentary and reflection on past 4 years	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
SDP11	Residual household waste per household	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Lower is better	450kg	474.57 * This figure is not verified by WSCC's final process - it is therefore indicative at this stage.	Figure can fluctuate due to socio/economic factors although the volume has remained relatively consistent within Arun over the past few years. The Environment Committee on 19 May 2022 considered future options for the Combined Cleansing Contract. The recommendation passed will award a modified, three-year contract extension to current contractors, Biffa. Weekly 'black sack' residual waste collections will continue, as is the case now. The award will include a provisional annual sum for a food waste service, should it be mandated by government, to be rolled out within the life of the extension. If food waste collection is mandated to be rolled out as anticipated within the three year extension, the council must switch to an alternate weekly collection service for residual collections. At this point, 240 litre bins will be provided where suitable. Provision of food caddies will also be provided at this point.	Target not achieved but within 15% range	475.35kg	422.80kg	445.87kg
SDP12	Number of missed refuse and recycling collections per 100,000 within contractual target	Neighbourhood Services	Philippa Dart - Director of Services	6 Monthly	Lower is better	80	131	This figure is a direct result of the disruption to workforce caused by the national HGV driver shortage. The figure has improved since Q2 as staffing and services settle down but this still impacts on the overall figure for the year. This figure is still a very low percentage (0.13% against a target of 0.08%) for missed collections per 100,000 properties. As crews become accustomed to rounds we would expect this figure to reduce back to per 2021/22 figures.	Didn't achieve target by more than 15%	41	48.42	40.57
SDP13	Contractor achieving performance target for all green space management operations following monitoring	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Higher is better	>61%	66.00%	The overall performance score identifies that Tivoli meet the contractual minimum (raised from 61% to 66%). However there was too often disparity between sites. Some were maintained to an excellent standard and others sometimes didn't quite meet the mark. This was often down to Covid safe working which was unavoidable.	Achieved target	68.00%	75.35%	71.40%
SDP14	Achieve Green Flag awards for Council Parks, 4 by 18/19 5 by 19/20 and maintain at 5 thereafter	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Higher is better	5	6	Retained 6 green flag awards. This is an excellent result for the Council and testament to the hard work of the Greenspace Service and its contractor Tivoli. Well managed spaces provide a vital opportunity for the local community to improve their wellbeing, and this was highlighted during the Covid pandemic.	Achieved target	6	5	4
SDP15	Increase grass regimes managed specifically for biodiversity purposes	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Higher is better	157,700	Total now is 190715 (+9650) 5.06%	The public perception concerning the maintenance of our greenspaces is shifting and probably has never been so prominent in the public's mindset. Increasingly people are recognising the important practice of rewilding and simply leaving areas of long grass does help to enhance biodiversity. We are asked regularly to do more. However, there are very loud and vocal voices against long grass areas in residential/urban situations. The perception is that this is neglectful and unsightly, sometimes also challenged as being unsafe. There is more to do to provide comms to the public stating what we are doing and why. The balance between maintaining our open spaces for recreation and amenity use whilst also ensuring we are maximising the opportunities for wildlife is one of constant adjustment.	Achieved target	181,065	171,900	157,700
SDP16	Business rates collected	Residential Services	Philippa Dart - Director of Services	Quarterly	Higher is better	99%	97.20%	Post pandemic economic conditions in Q4 have made trading difficult for a number of companies affecting their ability to pay. The government has made numerous changes to the collection of business rates including reducing retail relief from 100% to 66% from 01/07/21. This resulted us rebilling in June, and since then economic conditions have deteriorated.	Target not achieved but within 15% range	94.00%	97.30%	98.60%
SDP17	Housing Benefit overpayments recovered	Residential Services	Philippa Dart - Director of Services	Quarterly	Higher is better	110%	207.61%	Continue to collect Housing Benefit overpayments while amount raised to continues to fall due to Universal Credit migration. Housing Benefit overpayment collection remains stable while the value of new Housing Benefit overpayments raised continues to fall due to Universal Credit migration. Continue to collect Housing Benefit overpayments while amount raised to continues to fall due to Universal Credit migration. Housing Benefit overpayment collection remains stable while the value of new Housing Benefit overpayments raised continues to fall due to Universal Credit migration. The indicator measures the amount of money we collect in relation to the value of Housing Benefit Overpayments created in year. ie. If we raise £100k then we need to collect £110k in year to achieve target. Due to our working age customers migrating to Universal Credit we are no longer raising the same value of debt as in previous years, this then skews the collection figure as we continue to collect old debt but raise far fewer new overpayments.	Achieved target	-4391.00%	191.53%	121.35%
SDP18	Cost of emergency accommodation per annum (net)	Residential Services	Philippa Dart - Director of Services	6 Monthly	Lower is better	£533,000	£723,350	Placements into emergency accommodation are significantly higher than the same time last year. This is mainly as a result of the loss of assured shorthold tenancies in the private rented sector and parental/family exclusions both of which have been caused by the lifting of the ban on evictions and the impact of Covid and lockdown. Work is continuing to try and prevent homelessness where possible however, the housing market has become so unaffordable for people on low incomes or benefits, that accessing other accommodation has become almost impossible. People affected by homelessness and placed into emergency accommodation are remaining there for longer periods because of the lack of move on options. Any gains with moving people are negated by more people making an approach to the Council for help.	Didn't achieve target by more than 15%	£1,266,000	£1,136,000	£1,271,243.79

SDP number	SDP Performance Indicator	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021	2021/22 Q4 Performance	Q4 Commentary and reflection on past 4 years	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
SDP19	Rent collected on Council housing	Residential Services	Philippa Dart - Director of Services	6 Monthly	Higher is better	94%	94.63%	Early intervention continues to be a consistent approach and the provision of support and advice regarding maximising income to resolve debt remains a priority. All restrictions imposed by the government have now been lifted. The performance reflects our robust approach to income recovery. The team continue to work closely with tenants and support those who need extra support and advice.	Achieved target	95.70%	96%	96.66%
SDP20	Number of Council housing fraud cases prevented or properties recovered	Residential Services	Philippa Dart - Director of Services	Annually	Higher is better	10	9	Fraud referrals come from the housing officer and some anon referrals from the general public. All referrals are thoroughly investigated. There are currently 19 open fraud cases. Court action is pending on one case. 2 properties recovered and 7 proven fraud cases.	Target not achieved but within 15% range	No data	21	14
SDP21	Average time from property vacated to property re let (days)	Residential Services	Philippa Dart - Director of Services	Annually	Lower is better	24	114.19	Average time has been impacted by having let 25 properties that were previously considered hard to let, and 18 major voids. Contractor performance deteriorated from mid-October, and 2 additional contractors were taken on board to assist. The situation is being monitored during weekly contractor meetings. Weekly meetings involving Options and Neighbourhoods has streamlined the allocations and sign-up process. We have 38 fewer voids at 31/3/22 than we had at 1/4/21.	Didn't achieve target by more than 15%	82	38 days	32 days
SDP22	Number of Council properties with a valid gas safety certificate	Residential Services	Philippa Dart - Director of Services	6 Monthly	Higher is better	100%	99.92%	Two properties have expired LGSRs. We have been granted an injunction for one property and have it capped off so it is completely safe. We have applied for an injunction for a second property. One of the properties is safe and the second involves a vulnerable resident so we need to act with sensitivity.	Target not achieved but within 15% range	100%	100%	100%
SDP23	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of an intervention)	Community Wellbeing	Philippa Dart - Director of Services	Annually	Higher is better	80%	89%	114 people responded to contact by the Wellbeing team. 102 had maintained the improvements sought. Interventions included - home energy advice and support, weight management, alcohol, smoking, prediabetes and becoming more active.	Achieved target	76%	84%	84%

## Policy and Finance Committee – Draft Work Programme 20 June 2022

<b>Policy &amp; Finance Committee</b>	<b>Lead Officer</b>	<b>Date of Meeting</b>	<b>Time</b>	<b>Full Council Meeting Date</b>
<p>Strategic Business Case and Options for Future Uses of the Regis Centre, Bognor Regis [Exempt Report]</p> <p>Heads of Terms for Hotel and Regis Centre [Exempt Report]</p> <p>Progress Report on Levelling Up Fund Round One Project – Alexandra Theatre/Regis Centre, Bognor Regis [Exempt Report]</p>	<b>James Hassett</b>	<b>A Special Meeting of the Committee is to be arranged p Date to be confirmed</b>	6.00 pm	14-Sept-22
<p>Council Vision - Quarter 1 Performance Report</p> <p>Littlehampton Seafront Project</p> <p>Items put forward from Service Committees – A response to National Highways A27 Arundel – further consultation and development of Consent Order - supplementary estimate</p> <p>Budget Monitoring Report</p> <p>Outturn 202/21 - Report</p> <p>Work Programme</p>	<p><b>Jackie Follis</b></p> <p><b>Rachel Alderson</b></p> <p><b>Karl Roberts</b></p> <p><b>Carolyn Martlew</b> <b>Carolyn Martlew</b></p>	<b>6 September 2022</b>	6pm	09-Nov-22
<p>Review of Procurement Strategy</p> <p>Financial Prospects 2022/23 to 2026/27</p> <p>Annual Performance Plan</p>	<p><b>Carolyn Martlew</b></p> <p><b>Carolyn Martlew</b></p> <p><b>Jackie Follis</b></p>	<b>20 October 2022</b>	6 pm	09-Nov-22

Policy and Finance Committee – Draft Work Programme  
20 June 2022

Update on the Council's Scope 1, 2 and 3 emissions for 2021-2022	<b>Will Page</b>		
Littlehampton Seafront Project	<b>Rachel Alderson</b>		
Work Programme			
Budget Monitoring Report – Quarter 2	<b>Carolyn Martlew</b>	<b>8 December 2022</b>	6pm
Council Vision – Quarter 2 Performance Report	<b>Jackie Follis</b>		
Work Programme			
Budget Monitoring Report – Quarter 3	<b>Carolyn Martlew</b>	<b>09 February 2023</b>	6 pm
Committee Revenue and Capital Budget 2023/24	<b>Carolyn Martlew</b>		
The council's Revenue and Capital Budgets 2023/24	<b>Carolyn Martlew</b>		
Work Programme			
Council Vision – Quarter 3 Performance Report	<b>Jackie Follis</b>	<b>7 March 2023</b>	6pm
Update – Climate Change and Sustainability Action Plan	<b>Will Page</b>		
Work Programme			