

Public Document Pack

Arun District Council
Civic Centre
Maltravers Road
Littlehampton
West Sussex
BN17 5LF

Tel: (01903 737500) Fax: (01903) 730442 DX: 57406 Littlehampton Minicom: 01903 732765

e-mail: committees@arun.gov.uk

Committee Manager Carley Lavender (Extn 37547)

24 January 2023

ECONOMY COMMITTEE

A meeting of the Economy Committee will be held in Council Chamber at Arun Civic Centre, Maltravers Road, Littlehampton, BN17 5LF on Thursday 2 February 2023 at 6.00 pm and you are requested to attend.

Members: Councillors Cooper (Chair), Gunner (Vice-Chair), Dixon, Edwards,

Northeast, Pendleton, Roberts, Seex, Stanley, Dr Walsh and Yeates

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 by 5.15 pm on Wednesday, 25 January 2023 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.

<u>A G E N D A</u>

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 Economy Committee held on 22 November 2022.

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

5. PUBLIC QUESTION TIME

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

6. TOURISM HOSPITALITY & VISITOR ECONOMY STUDY (Pages 7 - 18)

The purpose of the report is to introduce the Tourism Hospitality & Visitor Economy Study to the Economy Committee, and to advise, and seek approval from members of the next steps for the implementation of the recommendations by the Business and Economy Group Team.

7. COMMITTEE REVENUE & CAPITAL BUDGETS 2023/2024 (I

The purpose of the report is for this Committee to consider and recommend its revenue budget for inclusion in the 2023/24 revenue budget, which will be submitted to the Policy and Finance Committee on 9 February 2023.

(Pages 19 - 28)

OUTSIDE BODIES - FEEDBACK FROM MEETINGS

8. WORK PROGRAMME

(Pages 29 - 30)

For information.

9. EXEMPT INFORMATION

The Committee is asked to consider passing the following resolution: -

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

10. <u>DISPOSAL OF LONDON ROAD CAR AND LORRY PARK,</u> (Pages 31 - 82) BOGNOR REGIS

To update the committee on the progress of negotiations with the shortlisted bidders, and to seek authority for how to take negotiations forward.

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

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



Public Document Pack Agenda Item 3

Subject to approval at the next Economy Committee meeting

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ECONOMY COMMITTEE

22 November 2022 at 6.00 pm

Present:

Councillors Cooper (Chair), Gunner (Vice-Chair), Bennett (Substitute for Stanley), Mrs Cooper (Substitute for Roberts), Dixon, Edwards, Northeast, Pendleton, Seex, Dr Walsh and Yeates

Councillor Coster was also in attendance for all or part of the meeting.

436. APOLOGIES

Apologies were received from Councillors Roberts and Stanley.

437. DECLARATIONS OF INTEREST

There were no declarations of interest made.

438. MINUTES

The minutes of the meeting held on 27 September 2022 were approved and signed by the Chair.

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

There were no urgent items.

440. PUBLIC QUESTION TIME

There were no public questions submitted before the deadline.

441. BEACH HUT PROGRESS REPORT

The Interim Property, Estates & Facilities Manager provided members with an overview of his update report that explained the progress made by officers to date. He confirmed that it also detailed the budget had been brought forward from the previous financial year. He confirmed that the design of the 3 accessible huts that had been requested by members had now been agreed with the manufacturer. Following this a draft layout of all 13 huts had been drawn up and the next stage of the process was for Officers to prepare and submit a planning application. He also confirmed that new locations for Beach Huts across the District was under review however, advice from legal was still outstanding to confirm if the new locations would be viable or not. He also provided a further update regarding the Littlehampton scheme whereby it was confirmed that updated cost estimates had been received and these could still be delivered within the original budget agreed. In summing up he provided members with

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his draft timeline, where he expected that the planning application would be submitted to the Planning Department by end of December 2022, there was a 8-month lead in time to be accounted for with the manufacturer, along with a 3-month manufacture time. It was therefore anticipated that the installation of the Beach Huts would be expected by Summer 2024.

The Chair thanked the Interim Property, Estates and Facilities Manager for his comprehensive update and then invited questions from members. A summary of questions and points raised is below;

A query was raised regarding possible severe constraints with one of the new locations under review, given that the huts would be located on shingle, detailed at 3.5.3 in the report. Discussion was had regarding the stability of the shingle in the area, and it was confirmed that due diligence work was still required to be undertaken.

In reference to the Littlehampton Beach Huts, it was raised that whilst it was a good start, more accessible huts should be built into future plans, given that only 3 of the Beach Huts would be accessible huts out of the 13 Beach Huts being planned for.

Further clarification was sought in relation to the additional cost of the accessible Beach Huts and did these costs still come within the original budget agreed. It was confirmed that the original budget did meet the additional costs for the 3 accessible Beach Huts.

An in-depth discussion took place regarding the draft timeline and the estimated installation date of Summer 2024, where it was reconfirmed that Planning permission was still required, along with a procurement exercise on top of 8-month lead in time from the point of order with the manufacturer. Members were also reminded by the Chair that it had to be acknowledged and accepted that Officers had been asked to make changes to the original plans that were put in front of members and that these changes were not quick to scope and implement. A suggestion regarding ordering Beach Huts in a larger sum e.g., 50 huts, could this then speed up the process for future plans as well as potentially bring down the overall cost. Additionally specific questions were asked regarding the detail of the exact location of Beach Huts referred to in the report at section 3.4, 3.5.1, 3.5.2 as well as what style of Beach Hut had been chosen for these areas. It was confirmed that it was intended to match the recent composite huts that were already in place.

The Director of Growth highlighted to members that the variation of the comments made during the discussion, confirmed why the process was taking the time that it was. He confirmed that Officers were listening to all the points raised and further detail would be brought back to members at a later date.

The Vice-Chair and Leader of the Council reminded members that the original planning application that was submitted was refused by the Planning Committee and that this had also had a significant impact on the timeframe for this process.

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The Chair again thanked the Interim Property, Estates and Facilities Manager and his team, of which he acknowledged was understaffed currently for the work undertaken so far and his update at the meeting. He stated to members that this was a good news story and that changes made to include accessible Beach Huts was a move in the right direction for the district.

The Committee then noted the update.

442. PIER ROAD CONSULTATION - SURVEY RESULTS AND NEXT STEPS

(Councillor Walsh declared a Personal interest in this item as a West Sussex County Councillor.)

The Group Head of Business and Economy advised members that the report before them was to advise them of the results from the survey that had been conducted over August and September 2022. She confirmed that the consultation was undertaken due to the closure of Pier Road had been done using emergency measures (now no longer available to be used) implemented during the pandemic to help with social distancing. Officers felt it was a good opportunity to undertake a survey to gage feedback from the community of their feelings on the previous road closures and future options to be considered. She confirmed that 864 people had completed the survey which was a really good response rate. She advised members that the recommendations are asking them to consider their support for a permanent closure as this had been the preferred outcome from the survey. She explained that the next steps should members support the recommendation would be that Officers would make contact with West Sussex County Council who are the responsible authority, she explained that it would be a complex process which was likely to take time.

The Chair thanked the Group Head of Business and Economy for her detailed report and invited the Vice-Chair to speak. The Vice-Chair also expressed his thanks to the Group Head of Business and Economy and her team for the work they had undertaken. He stated the permanent closure had been the most popular choice and that should the route be taken then there was an opportunity for a complete redesign of the road, from lighting through to seating. It was an opportunity to bring a transformative change for the community. He confirmed he was "enthusiastically" in favour of the permanent closure.

The Leader of the Liberal Democrats was then invited to make comment, where he stated that he was in favour for a seasonal closure, he explained his reasons for this in detail covering his review of the road closure during the pandemic and some of the issues he felt would require improvement (signage and lighting) should a seasonal closure be pursued. He also stated that transformation of the space could still be achieved with a seasonal closure from changing the road colour, seating and lighting as well as accommodating car users.

Other comments and questions asked have been summarised below;

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It was asked why West Sussex County Council (WSCC) did not support a permanent closure and what were the expected costings for this project. It was explained that WSCC did not support permanent closures as it was not something that they normally consider. It was also confirmed that should a permanent closure be pursued the majority of the costs for this would be covered by WSCC, however once the council reaches the stage of financial costings these would be brought back to Committee for their review.

It was commented that it was important to consider storage solutions for any furniture should a seasonal closure be chosen. Additionally parking solutions for disabled car users and those working for delivery and emergency services should also be given consideration.

The Director of Growth confirmed that a temporary closure which would be the option for a seasonal closure has a limit of 3 days. The Chair advised members that the businesses in Pier Road changed their business model in order to adapt to the constraints the pandemic imposed, and they could and would be able to adapt to a full road closure. It was also highlighted by members that from the survey results 77% of businesses opted to 'do nothing'.

The Group Head of Business and Economy then reminded members of the recommendations that were before them in the report. She explained that direction for the next step was needed in order for officers to move forward with discussions. She reminded members that there would be significant legislation to work through and this was merely the beginning of a very long process.

The recommendations were then proposed by Councillor Gunner and seconded by Councillor Pendleton at which point Councillor Walsh proposed an amendment which was seconded by Councillor Dixon (deletions highlighted with strikethrough and additions in **bold**);

- 2.1.1. Supports the principle of permanently permanent or seasonal closing Pier Road to through-traffic.
- 2.1.2. Authorises officers to engage with West Sussex County Council as Highway Authority in order to appraise the feasibility, process, legal requirements, costs (both capital and revenue), timescales, and necessary agreements to deliver the preferred option of a permanent permanent or seasonal closure.

Upon debate on the amendment proposed it was clear that there were differing opinions across the committee and on putting the amendment to the vote it was declared LOST on the Chair's casting vote.

Returning to the substantive recommendations;

The Committee

RESOLVED that it

- 2.1.1. Supports the principle of permanently closing Pier Road to throughtraffic.
- 2.1.2. Authorises officers to engage with West Sussex County Council as Highway Authority in order to appraise the feasibility, process, legal requirements, costs (both capital and revenue), timescales, and necessary agreements to deliver the preferred option of a permanent closure.
- 2.1.3. Authorises officers to explore the opportunity of increasing the length of the proposed closure area to include the area of highway as far north as the Gravy Boat restaurant;
- 2.1.4. Requests that officers provide a report to a future meeting of the Committee setting out officers' findings and conclusions in respect of recommendation 2.1.2 and 2.1.3.

443. QUARTER 2 KEY PERFORMANCE INDICATORS REPORT

The Director of Growth advised members that the report before them detailed the Quarter 2 performance indicators and that the report was to be taken as read.

The Chair then invited members to ask any questions on the performance detailed. It was commented that neighbouring authorities were not seeing the same level of business occupation that the council had and it was refreshing to see and very positive for the District. There was also discussion concerning the arcade in Littlehampton where it was confirmed that conversations were on going with 3 businesses along with new tenants moving in. It was stated that there were no intentions of the arcade being knocked down, and detailed discussions with WSCC who are responsible for the highway through the arcade were also taking place.

The Chair thanked and congratulated the officer team with the work they continue to undertake stating that their work was vitally important and was keeping our district alive and a float.

The Committee then noted the report.

444. OUTSIDE BODIES UPDATE

There were no updates for this meeting.

445. WORK PROGRAMME

Members noted the work programme for the remaining meeting of the Committee for this municipal year.

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(The meeting concluded at 7.40 pm)

Arun District Council

REPORT TO:	Economy Committee - 02 February 2023
SUBJECT:	Tourism Hospitality & Visitor Economy Study
LEAD OFFICER:	Director of Growth/ Group Head of Economy
LEAD MEMBER:	Councillor Andy Cooper
WARDS:	All

CORPORATE PRIORITY / POLICY CONTEXT / CORPORATE VISION:

The Council's Vision identifies the economy as one of four themes, alongside wellbeing, housing and the environment. In this case the economy theme has two relevant aims:

- Use regeneration opportunities to attract new and relocating businesses to the district
- Encourage the development of the district as a key tourist destination, supporting and enabling improvements and activities to increase visitor spend.

This will be achieved by the positive and focused promotion of Arun's tourist destinations as more than a 'day trip' and supporting the delivery of more accommodation for visitors to the district.

DIRECTORATE POLICY CONTEXT:

The Business & Economy Group service has a number of different functions, all working towards the following service vision of 'creating a District that has a vibrant and growing economy'.

This includes promoting Arun, and its distinct locations, as a tourism destination and helping hospitality and tourism businesses to develop a local offer. Further, this includes working with sub regional partners to better use our resources.

The vision for planning is 'to enhance the quality of the natural and built environment, protect the district's natural and heritage assets and to promote economic growth in a sustainable manner, striking a balance between the need for development and the protection of scarce resources'.

FINANCIAL SUMMARY:

There are no known financial implications arising directly from this report for this financial year. Any future identified financial implications will be discussed at future meetings.

1. PURPOSE OF REPORT

1.1. The purpose of the report is to introduce the Tourism Hospitality & Visitor Economy Study to the Economy Committee, and to advise, and seek approval from members of the next steps for the implementation of the recommendations by the Business and Economy Group Team.

2. RECOMMENDATIONS

That the Economy Committee agrees the following: -

- 2.1. Produce a refreshed 'Visitor Economy Strategy'
- 2.2. Investigate opportunities for active partnership in delivering visitor accommodation
- 2.3. Continue to seek investment in public realm, the seafront, and in key infrastructure

3. EXECUTIVE SUMMARY

- 3.1. In May 2022 a Tourism Hospitality & Visitor Economy Study date was prepared with the objective of providing a review of the provision of tourism infrastructure across the Arun District planning area, alongside an assessment of future demand. The study also identifies how the sector might grow, together with the spatial implications of this growth, to support emerging planning policy in the new Local Plan.
- 3.2. The study was discussed and endorsed by the Planning Policy Committee in June 2022 as it was originally commissioned for planning purposes. However, its outputs are far-reaching and will directly impact on the work of the Business & Economy Team.
- 3.3. This committee report provides a summary of the study and identifies the recommendations that are relevant to the Business & Economy team. It also advises members of the next likely steps for the implementation of those recommendations and asks for these to be supported.

4. DETAIL

4.1 A study of Arun's visitor economy has been undertaken with the objective being to provide a review of the provision of tourism infrastructure across the Arun District planning area, alongside an assessment of future demand, and from this to identify how the sector might grow together with the spatial implications of this growth, to support emerging planning policy in the new Local Plan. However, the outputs of the study and opportunities identified are far-reaching and extend beyond the remit of the planning department and will impact on the Business and Economy Team and some other council departments.

- 4.2 The approach to the study has involved an initial analysis of current demand and supply as a baseline, followed by an assessment of future demand through identifying drivers to growth locally, trends in the market nationally, and the ambitions for expansion and new development from existing operators, as well as those looking to be represented in the study area. Information was identified from a number of sources including engagement and consultation across public and private sectors.
- 4.3 Tourism is identified within the study as being an important sector of Arun's economy, making a significant contribution to employment and spending in the area. In 2019 it was identified that Arun had 4m visitors, which amounted to £221m of direct spend and supported 4,360 FTE jobs. Staying visitors contributed much more of this spend (£116m from 0.61m staying visitors) compared to £105m from 3.43m day visitors. Two thirds of staying visitors were on holiday, and a further third were visiting friends and relatives. Business tourism represented only 5% of staying visitors. The study also identifies that there is a very seasonal market.

Key Points of the Study

- 4.4 A number of key points have been identified by the study, including the following:
 - Overcoming seasonality through broadening markets and products and focusing on longer stays (particularly staying visitors), provides an opportunity to further boost the contribution this sector makes and the benefits it brings.
 - Arun has no clear brand proposition, with a diverse offer focused around heritage, traditional seaside holidays, nature and outdoor activities giving it potential for broad appeal that can be enhanced by working with linked offers Sussex-wide.
 - Whilst there is a significant supply of visitor economy infrastructure (239 accommodation establishments offering over 16,000 bedspaces, and 344 other visitor economy linked businesses), there are signs of a need for quality improvement in some of the supply.
 - There are indications of gaps in supply with shortages of accommodation being widely felt amongst stakeholders, particularly in the peak season. This includes both basic branded stock such as budget hotels, but also more innovative offers such as glamping, eco lodges and accommodation with a 'wow' factor.
 - Similarly, gaps were also identified in terms of a more diverse food and drink offer, walking and cycling infrastructure, as well as other outdoor activities such as water sports (areas of growth in the market that Arun could benefit from).
 - There are clear opportunities for the sector to attract new markets, and there are ambitions within the sector to grow, and to expand the offer physically, from the addition of serviced and non-serviced accommodation to existing accommodation sites and attractions, to new cafes, bars and artisan food offers, and more facilities for outdoor activity markets.

- Wider destination development remains an important backcloth to what the private sector may deliver, so the regeneration work of the Council, the focus on public realm, the seafront, transport improvements and other infrastructure remain critically important to set the scene for investment.
- There is a distinct sustainability thread to emerging Council policy that chimes well with where the market is moving, and the visitor economy can reflect eco-friendly principles in the design of visitor accommodation which if sufficiently innovative can be a draw to the market itself.
- Arun's visitor economy sector seems to be bouncing back from Covid, with market and product development trends (many of which have been accelerated by Covid), presenting opportunities to attract new markets and diversify the area's product offer whilst reducing seasonality through broadening market appeal.
- The main obstacles to bringing development forward are identified as funding, planning and site availability. Therefore, a positive planning framework and the availability and deliverability of suitable sites are key to securing their investment.
- The Council has adopted a new Vision which includes a focus on developing Arun as a key tourist destination, encouraging the development of more visitor accommodation to secure more staying visits and associated economic benefit. There are some major regeneration projects happening that present opportunities to improve the infrastructure and environment of Arun as a destination as well as presenting opportunities to deliver new hotels and visitor accommodation.
- There is a need for an updated and refreshed Visitor Economy Strategy. This strategy should help and direct the sector to move forward in an integrated way, with clear target markets and a product development strategy and action plan to meet the needs of these target markets. An accommodation development-led strategy would ensure Arun gains maximum benefit from the opportunity for growth in visitor activity and captures associated spend. A sustainability focus to this strategy would also help deliver some of the Council's wider objectives around climate change.
- 4.5 The study also identifies that there is a strong interest from national hotel and visitor accommodation developers, operators and brand owners in providing new and/or improved accommodation provision within the district, some of which could deliver developments of scale with significant economic benefits. Any such development would help attract a broader range of visitors thereby enhancing the district's overall appeal and competitiveness. It is recommended that the Council take advantage of the interest generated through the production of this study to work closely with relevant hotel and tourist accommodation providers to assist in the development of further accommodation.

In particular, having reviewed the national and local picture of demand, it is likely that there may be interest in the following:

Hotels

- There is interest for a hotel accommodation in Bognor Regis 60 150 rooms.
- There is interest for a hotel accommodation in Littlehampton 60 100 rooms.
- There is interest for a hotel accommodation in Arundel 80 150 rooms.

Budget hotels

- There is interest for a budget hotel in Bognor Regis which has 80 rooms:
 and
- There is interest for a budget hotel in Littlehampton that has 60-80 rooms.

Boutique Hotels

- There is interest for a small boutique or country house hotel in Arun that has 30-40 rooms.
- There is interest for an aparthotel (i.e., serviced apartment complex) in Arun that has 60-70 rooms.

Leisure Hotels

- There is interest for Walking/cycling Hotel that has 70+ rooms.
- There is interest for Pub accommodation that has 30+ rooms.

Caravan and Camping

• There is interest for 120 pitch caravan/motorhome pitches/20 pod/lodges site in Bognor Regis and Littlehampton.

Eco-sustainable Wellness niche

- There is interest for Sustainable eco-lodge and nature-based resorts eco-cabin 6-8 units including smaller 10- 40 units and larger 100-200 units.
- There is interest for treehouse resort 7-10 units and wellness resort 20-30 units.

Lodge style development

- There is interest for at least a lodge style development of 120-200 units in Bognor Regis with leisure facilities or 40-50 lodges without leisure facilities.
- There is also interest for at least a lodge style development of 120-200 units in Littlehampton with leisure facilities or 40-50 lodges without leisure facilities.
- 4.6. A more detailed table is provided on pages 40 and 41 of the study.

Recommended Actions of the Study

4.7. The study proposes several actions for the Council to consider, the most important one is for the Council (as a whole, with various departments working collectively) to firm up its position on the role it might play in responding to the opportunities identified – from 'laissez-faire' to a more pro-active and planned approach, to help secure delivery. When the study was presented to the Planning

Policy Committee in June 2022, Members agreed with the recommendation that the Council takes a 'proactive' approach to bring forward tourist accommodation development by working with stakeholders to identify suitable site opportunities, including examining the Council's own estate.

- 4.8. In summary, the following actions are recommended for the Business & Economy Team working with other Council departments.
 - Produce or commission a refreshed 'Visitor Economy Strategy' This work may be progressed in the near future by Business & Economy Officers.
 - Take a more 'hands on' (pro-active) approach to steering, directing and bringing forward development, working closely with interested developers and helping to identify suitable sites with planning potential, including those owned by the Council and key stakeholders such as the County Council. The main aim related to this theme being to 'encourage the development of the district as a key tourist destination, supporting and enabling improvements and activities to increase visitor spend'.
 - The Council could decide to be an active partner in delivering visitor accommodation. There could be scope for the Council to partner with one or more developer/operators that has expressed interest – through contributing land to a joint venture, or potentially to be the investor in a scheme. This work would be led by the Business & Economy Team, working with other Council departments.
 - Continue to invest in public realm, the seafront, and in key infrastructure that can help create the right climate for investment by private sector accommodation developers, but also support them, for example the proposed cycle route between Littlehampton and Arundel. Action is already being extensively undertaken by Business & Economy Officers, as currently evidenced through the extensive works underway in Littlehampton, and previously in Bognor Regis.

The Planning Context

- 4.9. For context, the study also identified the following recommended actions for the Planning department:
 - Improving the text supporting the Local Plan tourism policy, related to the sense of the market opportunities identified in this study and the sorts of development that the Council would like to see based on this evidence (see study paragraph 6.1.4), including emphasising and developing the sustainable tourism product (e.g., green design). Such improvements can be made when the Council resumes the review of the Local Plan.
 - Consider allocating one or more sites for larger scale visitor accommodation development, such as a holiday lodge park. The allocation of one or more sites may be considered as part of the review of the Local Plan, with further evidence prepared to support such an approach if required. This element will also require an ongoing dialogue with potential operators.

- 4.10 Whilst it is positive to note that the study makes a number of recommendations that the council could take with regard to tourist and visitor accommodation, it should also be noted that the main obstacles to bringing development forward are identified as funding, planning and site availability. Therefore, a positive planning framework and the availability of suitable sites are identified as being key to securing their investment.
- 4.11. A separate report has already been presented to the Planning Policy Committee which agreed with the recommendations, that:
 - The Tourism Hospitality & Visitor Economy Study forms part of the evidence base for the Local Plan Update and is published on the Council's evidence web pages
 - The Council will support policies within the Local Plan update that encourage the forms and range of hotel and visitor accommodation identified in the study
 - The Council supports the future provision of a new large scale holiday site either through an allocation in the Local Plan Update, or through the use of an appropriately worded policy

Recommended Business & Economy Approach

- 4.12. It is clear that the main recommendations **from the study** for further action, are largely related to the Business & Economy Team, albeit with input from other departments in some of the actions (such as Planning & Property & Estates). Of relevance to this committee are the following recommendations, which shall be discussed below:
 - Visitor Economy Strategy
 - Pro-active approach to steering, directing and bringing forward development
 - Active Partnership in Delivering Visitor Accommodation
 - Continue to invest in public realm, the seafront, and in key infrastructure

Recommendation 1: 'Visitor Economy Strategy'

4.13. Whilst the council does have a Visitor Economy Strategy, this is a few years old, and the tourism study identified that a refreshed 'Visitor Economy Strategy' should be prepared. It should be noted that this was also a recommendation in the Blue Sail 'Strategy review of tourism services study' (September 2020). This earlier study identified that a refreshed Tourism Strategy should clearly set out what the Council wants to achieve as a destination and bring focus and clarity to the actions that are needed. It is important to remember that the Blue Sail study states that "You can't do everything, given limited resources, so the plan will help you to be very targeted in choosing where to focus". It is noted that the production of such a document is also an opportunity for the council to engage stakeholders more closely.

- 4.14. Such a strategy could either be produced 'in house' or by a specialist consultancy on behalf of officers. Either option has resource issues for the Business and Economy team, and the production would need to be planned according to resource and budget availability.
- 4.15. It is recommended that this action be progressed for the many benefits that it can achieve, and that the work is scheduled into the forward work programme of the Business and Economy team. Further information regarding the production of such a strategy will be presented back to this committee.

Recommendation 2: Pro-active Approach to Steering, Directing and Bringing Forward Development

- 4.16. The key recommendation from the study (which has already been endorsed by the Planning Policy Committee), is that the Council takes 'pro-active' approach to bring forward tourist accommodation development through working with relevant hotel and tourist accommodation providers, along with stakeholders to identify suitable sites opportunities for the development of further accommodation (as set out in section 1.6 bullet 2 of this report). This will include examining the Council's own estate and that of key stakeholders such as the County Council for any suitable land which can be used for tourist related accommodation development.
- 4.17. The soft market testing undertaken as part of the study has essentially 'warmed up' interest from national hotel and visitor accommodation developers and operators, in being represented in Arun. It is recommended that the Council should take advantage of this and take a pro-active role in furthering this interest.
- 4.18. This action would be led by the Business and Economy team where the officers lead on issues of tourism, partnerships, business support and high streets. Officers would take a pro-active stance and contact and work alongside the companies that have identified an interest in developing within the district.
- 4.19. Essentially, the intention is that the officers would be a point of contact and liaise with interested developers etc to help them identify land, promote council owned land and help them to work with officers from other relevant departments across the council in order to secure an interest and make sure that the development takes place, in the best locations, following correct design guidance and to an appropriate timescale.
- 4.20. This approach would require input from a number of departments across the Council to be involved and offer both their knowledge and time to their Business & Economy colleagues and the interested companies. The following departments are identified as including Business & Economy, Planning Policy, Development Management (DM), and Property and Estates.

- 4.21. It is therefore recommended that in order for this approach to succeed that an officer working group be established that includes officers from all those departments identified. This officer working group would be led by a Business & Economy Team Officer and the Tourism Development Officer.
- 4.22. Such an action could help to deliver elements of major regeneration schemes in the two coastal seaside towns and would help the Council to deliver its vision, especially the theme of 'Fulfilling Arun's economic potential'. The main aim related to this theme being to 'Encourage the development of the district as a key tourist destination, supporting and enabling improvements and activities to increase visitor spend'.

Recommendation 3: Active Partnership in Delivering Visitor Accommodation

- 4.23. The study also recommended that the Council could decide to be an active partner in delivering visitor accommodation. There could be scope for the Council to partner with one or more developer/operators that has expressed interest through contributing land to a joint venture, or potentially to be the investor in a scheme. The study has found examples of local authorities also beginning to invest in other forms of accommodation Bournemouth Christchurch & Poole have developed beach huts with sleeping accommodation and are apparently about to develop some beachfront apartments and a restaurant. In doing so they are generating an income from the asset but also helping develop the destination's infrastructure in key locations.
- 4.24. Extensive works and negotiations have already been undertaken as part of the work on the leasehold of the Regis Centre and the proposal for a hotel next to the Bognor Regis Town Hall. The outcome will be an improved tourism accommodation offer for the town, and it is hoped that this will encourage further investment from other companies.
- 4.25. It is recommended that further options be investigated by the Business & Economy Team and Property and Estates regarding future partnerships with one or more of the developer/operators that have expressed interest in developing some form of tourist accommodation through the tourism study. This could either be through contributing land to a joint venture, or potentially to be the investor in a scheme. This option would require a significant amount of investment from the council in terms of officer time and finances but could yield significant benefits for the district. If this recommendation is approved, it is considered that further committee reports will be presented back to this committee.

Recommendation 4: Continue to invest in public realm, the seafront, and in key infrastructure

4.26. A noteworthy recommendation is for the Council to continue to invest in public realm, the seafront, and in key infrastructure that can help create the right climate for investment by private sector accommodation developers, but also support them. The study notes the proposed cycle route between Littlehampton and Arundel (Arun Greenway Cycle Route) as an example.

- 4.27. The Business and Economy team are already working on the improvement of the public realm in Littlehampton Town Centre and the seafront and will continue to devote time and resources to ensuring that a positive outcome is achieved. Continuing the ethos proposed by the study, Members' attention is also drawn to the planned Bognor Regis Esplanade Public Realm Improvements scheme by West Sussex and The Pier Road Closure plans which also seem to fit with the concept of destination development.
- 4.28. It is also recommended that officers continue to work with external stakeholders in order to ensure that both the public realm and seafronts of both coastal towns continue to develop and improve in order to ensure that they remain attractive destinations.

Other current associated workstreams

- 4.29. In addition to the Visitor Economy Study and the comments already included in this report, Business and Economy Group officers are also delivering other current work streams which are considered to fit in to the spirit of the Visitor Economy Study, for example:
 - Officers have commissioned Marketing Agency 'Buzzword Creative' to deliver a Digital Awareness Campaign for the Arun District, (destination brand 'Sussex by the Sea'). Commissioned to run from June 2022 – July 2023, ongoing work with the Marketing Agency is bearing fruit, with a growth in visitors to the website portal and its blog content, which in turn signposts visitors to our town destination partners' websites for more information plus, significant growth in social media engagement and more planned PR and partnership work in 2023.
 - Officers are also working with delivery partners to promote and deliver a series of visitor economy sector skills workshops and networking opportunities to upskill businesses, build resilience and innovation and encourage collaboration, and continue to work with the Experience West Sussex Partnership and Tourism Southeast on other projects.

Conclusions

- 4.30. Whilst this study has been commissioned for planning purposes, its outputs are much more far-reaching and involve a wider audience in order to maximise uptake of the opportunities identified.
- 4.31. Overall, this review has a very positive story to tell of opportunity for visitor economy sector growth, the attraction of a broader market and the development of a diversified offer, all of which with the right frameworks in place can play an important part in helping deliver the Council's vision for Arun going forward.

5. CONSULTATION

5.1. Consultation to date is as detailed in this report, including the discussions had during the Planning Policy Committee meeting in June 2022.

6. OPTIONS / ALTERNATIVES CONSIDERED

6.1. Not to accept the proposed recommendations

7. COMMENTS BY THE INTERIM GROUP HEAD OF FINANCE/SECTION 151 OFFICER

7.1. At this stage, there are no known financial implications arising directly from this report for this financial year. Any future identified financial implications will be considered at future meetings

8. RISK ASSESSMENT CONSIDERATIONS

8.1. At this stage officers believe there are no risk assessment issues to consider. If the proposals of the report are agreed by the Committee, there will be risk assessments made and reviewed for each project or workstream, where necessary.

9. COMMENTS OF THE GROUP HEAD OF LAW AND GOVERNANCE & MONITORING OFFICER

9.1. At this stage, officers believe there are no legal issues arising from this report

10. HUMAN RESOURCES IMPACT

10.1. Officers believe at this stage that there would be no Human Resources impacts arising from the work described in this report

11. HEALTH & SAFETY IMPACT

11.1. Whilst no direct health and safety impacts have been identified in relation to this report, the potential long-term outcomes, including active partnering to provide visitor accommodation, may introduce new or additional health and safety risks for the organisation that will require appropriate risk management.

12. PROPERTY & ESTATES IMPACT

12.1. At this stage, officers believe the only impact on the Property & Estate Team would be to provide advice on identifying council owned land and officer time to attend future working group meetings, when they are arranged.

13. EQUALITIES IMPACT ASSESSMENT (EIA) / SOCIAL VALUE

13.1. Officers believe at this stage that the recommendations do not impact characteristics outlined in the Equality Act 2010

14. CLIMATE CHANGE & ENVIRONMENTAL IMPACT/SOCIAL VALUE

14.1 Officers believe at this stage that there are no specific climate change & environmental impact issues which need to be considered from the proposals in the report. However, as plans, projects and collaborations move forward the impact on increased tourism and related infrastructure on the environment, climate and biodiversity will be considered; and more sustainable options taken forwarded where possible.

15. CRIME AND DISORDER REDUCTION IMPACT

15.1. Officers believe at this stage that there are no direct impacts on Crime and Disorder Reduction arising from this report. However, it should be noted that any future development plans must consider their impact on crime and disorder, and public safety.

16 HUMAN RIGHTS IMPACT

16.1 Officers believe at this stage that there are no relevant implications arising from these proposals that will affect or potentially affect any individual.

17 FREEDOM OF INFORMATION / DATA PROTECTION CONSIDERATIONS

17.1 Officers believe at this stage that there are no specific Freedom of Information or Data Protection issues arising from the proposals in the report

CONTACT OFFICER:

Name: Denise Vine

Job Title: Group Head of Economy Contact Number: 01903 737846

BACKGROUND DOCUMENTS:

Tourism Hospitality & Visitor Economy Study

Leisure, recreation and culture - planning policy | Arun District Council

June 2022 Planning Policy Meeting and Minutes, Item 55

Arun District Council

REPORT TO:	Economy Committee – 2 February 2023
SUBJECT:	Committee Revenue and Capital Budgets 2023/24
LEAD OFFICER:	Carolin Martlew, Interim Group Head of Finance and Section 151 Officer
LEAD MEMBER:	Councillor Andy Cooper
WARDS:	All

CORPORATE PRIORITY / POLICY CONTEXT / CORPORATE VISION:

The Council's financial planning and budget promotes all the Council's Corporate Priorities.

DIRECTORATE POLICY CONTEXT:

The Council's financial planning and budget has an effect on all Directorates of the Council.

FINANCIAL SUMMARY:

The draft budgets for this Committee are shown in the appendices. The financial forecast for the General Fund Revenue Budget predicts significant budget deficits in 2023/24 and future years. The detailed effects are contained in the body of the report.

1. PURPOSE OF REPORT

1.1. The purpose of the report is for this Committee to consider and recommend its revenue budget for inclusion in the Council's 2023/24 revenue budget for 2023/24. These will be submitted to the Policy and Finance Committee on 9 February 2023 when it considers the overall revenue and capital budgets for 2023/24 so recommendations can be made to a Special Meeting of the Council on 1 March 2023 on the budgets to be set and level of Council Tax for the District for 2023/24.

2. RECOMMENDATIONS

- 1.2. It is recommended that this Committee:
 - (a) Agrees the 2023/24 Revenue Budget as illustrated in Appendix A of this report;
 - (b) Agrees the list of uncommitted growth items as illustrated in Appendix B of this report; and
 - (c) Agree the 2023/24 Capital Programme as illustrated in Appendix C of this report; and
 - (d) Recommends to the Policy and Finance Committee that the Revenue Budget, list of growth items and capital programme for this Committee be included in the overall General Fund Budget when Policy and Finance Committee considers the overall budgets at its meeting on 9 February 2023.

2. EXECUTIVE SUMMARY

2.1. The purpose of the report is for this Committee to consider and recommend its revenue budget for inclusion in the 2023/24 revenue budget, which will be submitted to the Policy and Finance Committee on 9 February 2023. The Policy and Finance Committee will consider the overall revenue budget for 2023/24 so that it can make recommendations to a Special Meeting of the Council on 1 March 2023 on the budget to be set and level of Council Tax for the District for 2023/24.

3. DETAIL

- 3.1. 2022/23 was the first year of budget preparation under the Committee form of governance introduced to the Council on 19 May 2021. Under Committee governance, Service Committees such as this consider and recommend revenue and capital budgets for the services, they provide to the Committee responsible for budget setting (the Policy and Finance Committee). The Policy and Finance Committee then considers an overall budget to recommend to Full Council.
- 3.2. The Council has undertaken a Zero Based Budgeting (ZBB) exercise during 2022/23 that has reviewed and rebased the Council's revenue budgets and future assumptions. ZBB has given a greater understanding of the information behind budgets and will aid budget processes in future years
- 3.3. The general background to the 2023/24 budget process was included in the Financial Prospects 2022/23 to 2026/27 report to Policy and Finance Committee on 13 December 2022 for approval by Full Council on 18 January 2023. The main points to note are:
 - a significant budget deficit of circa £4m for 2023/24;
 - a roll over funding settlement similar to 2022/23 is provided from central government for 2023/24;
 - Council Tax increases by a maximum of £5 per annum or 2.99%, which is currently the maximum allowed for similar District Councils;
 - There is an increase in salary costs in 2022/23 as per the employers' offer;
 - The effect of the government's announcement to reverse increasing National Insurance contributions from November 2022/23 is included;
 - If possible, cash limited sums for goods and services (no inflationary rise) for the period are included, otherwise inflation is provided for;
 - A triennial review of the pension fund is due with revised figures required from 2023/24. Preliminary indications have been received and the financial effects of this are favourable and are built into projections;
 - At this stage, no increase in discretionary fees and charges imposed by the Council has been assessed and included in the financial projections.
 - Growth items are not included in service committee estimates. They will be considered as a separate list by service committees. Items agreed by

service committees will then form part of the final growth list which Policy and Finance Committee will need to consider when it sets the overall budget. It has been made clear to budget officers that growth requests should be minimised and restricted to those with a significant impact on service provision.

- 3.4. Financial forecasting was difficult due to the COVID 19 pandemic in recent years. However, this has now been largely overtaken by high inflation rates, brought about by various external factors. Budgets have been compiled on the best information available. In addition, where appropriate, central government funding has been applied to mitigate against increased costs and reductions in income.
- 3.5. The Committee's capital programme for 2023/24 to 2026/27 is shown in Appendix C.
- 3.6. The basis of revenue budgeting for 2023/24 assumes that current levels of service remain unchanged. Any change arising from the ZBB exercise has been included where appropriate. Any proposed increase in the service level, or other significant new area of expenditure, is treated as uncommitted growth. These items are listed as an Appendix B and are not included in the budgets. If this Committee agrees this list either in full, or in part, it will be considered by Finance and Policy Committee on 9 February 2023 in the context of the overall General Fund budget.
- 3.7. The significant budget deficit forecast for 2023/24 has resulted in only essential growth bids being put forward to this committee for approval. Uncommitted growth indicates an enhanced level of base service provision. This is not included in the budgets at this stage. The final inclusion in the Authority's overall revenue budget will be subject to consideration by the Policy and Finance Committee and Council.
- 3.8. The committee has one growth bid for £100k (appendix B) for a small grants fund for community- based organisations and Parish councils that are not eligible to apply for the United Kingdom Shared Prosperity Fund (UKSPF).
- 3.9. The significant changes in the revenue budget between 2022/23 and 2023/24 are:
 - Fall out of 2022/23 one off bid list (£500k); and
 - £50k Specialist fees for Local Land Charges required for work to transfer the Local Land Charges Register to HM Land Registry. This expenditure is matched by government grant (transition payment).
- 3.10. The planned capital programme for this committee totals £539k for asset management in 2023/24. The asset management programme is summarised in the table below:

Scheme	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000
Public Conveniences	449	253	0	0
Hotham Park Carriage Yard	90	0	0	0
Sheepwash Barn	0	200	0	0
Oyster Pond	0	0	500	0
Bognor Regis Town Hall	0	0	610	320
Total	539	453	1,110	320

Further details are available in appendix C

4. CONSULTATION

4.1. No consultation has taken place with external organisations.

5. OPTIONS / ALTERNATIVES CONSIDERED

5.1. Not applicable.

6. COMMENTS BY THE INTERIM GROUP HEAD OF FINANCE/SECTION 151 OFFICER

6.1. The financial implications are shown throughout the report. Capital spending is susceptible to overrun, delay and increased costs. It is important that close monitoring of both revenue budgets, and the capital programme is in place.

7. RISK ASSESSMENT CONSIDERATIONS

- 7.1. The risks listed in the Financial Prospects Report 2022/23 to 2026/27 remain relevant. Members may wish to review these alongside this report.
- 7.2. The main risk in preparing the detailed budgets is that the Council sets an illegal budget (expenditure is greater than income). This will be avoided.
- 7.3. An inaccurate or illegal budget would cause reputational damage to the Council. This is a risk and the controls and processes in place will avoid this.

8. COMMENTS OF THE GROUP HEAD OF LAW AND GOVERNANCE & MONITORING OFFICER

8.1. The Council has a legal duty to ensure its revenue and capital expenditure can be met by its income, inclusive of reserves.

9. HUMAN RESOURCES IMPACT

9.1. There are no direct implications.

10. **HEALTH & SAFETY IMPACT**

10.1. There are no direct implications.

11. **PROPERTY & ESTATES IMPACT**

11.1. There are no direct implications.

12. **EQUALITIES IMPACT ASSESSMENT (EIA) / SOCIAL VALUE**

12.1. There are no direct implications.

13. CLIMATE CHANGE & ENVIRONMENTAL IMPACT/SOCIAL VALUE

13.1. There are no direct implications.

14. CRIME AND DISORDER REDUCTION IMPACT

14.1. There are no direct implications.

15. **HUMAN RIGHTS IMPACT**

15.1. There are no direct implications.

16. FREEDOM OF INFORMATION / DATA PROTECTION CONSIDERATIONS

16.1. There are no direct implications.

CONTACT OFFICER:

Name: Carolin Martlew

Job Title: Interim Group Head of Finance and Section 151 Officer

Contact Number: 01903 737568

BACKGROUND DOCUMENTS:

2022/23 Budget Report to Full Council 23 February 2022;

Financial Prospects 2022/23 to 2026/27 - Finance and Policy Committee 13

December 2022;

Budget Consultation Report – Corporate Support Committee 15 September 2022; Statement of Accounts 2021/22.

Economy Committee General Fund Revenue Budget 2023/24

Actual 2021-22 £'000	Description	Budget 2022-23 £'000	Budget 2023-24 £'000
Economy Com	mittee		
Direct Services			
(623)	Sundry Properties including Beach Huts	(662)	(689)
988	Economic Regeneration	771	275
(52)	Land Charges	(24)	(21)
58	Tourism	62	87
371	Total for Direct Services:	147	(348)
Economy Comr	nittee		
Management &	Support Services		
758	Administrative Buildings and Facilities Management	685	782
321	Property and Estates Management	460	506
0	Corporate Asset Management	1,421	1,396
1,079	Total for Management & Support Services:	2,566	2,684
1,450	Economy Committee Total:	2,713	2,336

Actual 2021-22 £'000	Description	Budget 2022-23 £'000	Budget 2023-24 £'000
Economy Comm	nittee		
Direct Services			
	Sundry Properties including Beach Huts (L82, E24 &	E30)	
167	Premises	148	174
103	Supplies and Services	27	27
(893)	Other Income	(837)	(890)
(623)	Total for Sundry Properties including Beach Huts:	(662)	(689)
	Economic Regeneration (R11)		
210	Employees	240	176
937	Premises	0	22
0	Transport	1	1
742	Supplies and Services	530	76
(463)	Other Income	0	0
(438)	Grants and Contributions	0	0
988	Total for Economic Regeneration:	771	275
	Land Charges (D30)		
96	Employees	101	99
5	Supplies and Services	5	55
(153)	Other Income	(130)	(175)
(52)	Total for Land Charges:	(24)	(21)
	Tourism (E15)		
40	Employees	41	43
18	Supplies and Services	21	44
58	Total for Tourism:	62	87
371	Total for Direct Services:	147	(348)

Actual 2021-22 £'000	Description	Budget 2022-23 £'000	Budget 2023-24 £'000
_	nittee (Continued) Support Services		
	Administrative Buildings and Facilities Management (Q60, Q62, Q63, Q64, Q65 & S40)		
147	Employees	143	157
616	Premises	577	661
13	Transport	8	9
107	Supplies and Services	84	72
(125)	Other Income	(127)	(117)
758	Total for Administrative Buildings and Facilities Management:	685	782
	Property and Estates Management (N41)		
293	Employees	404	459
12	Transport	10	10
21	Supplies and Services	52	41
(5)	Other Income	(6)	(4)
321	Total for Property and Estates Management:	460	506
	Corporate Asset Management (E50 & E51)		
0	Asset Maintenance	1,421	1,396
0	Total for Corporate Asset Management:	1,421	1,396
1,079	Total Management & Support Services:	2,566	2,684
1,450	Economy Committee Total:	2,713	2,336

Economy Committee Budget 2023/24 Growth Items

	£'000
Fund to provide small grants to community-based organisations and	100
Parish councils that are not eligible to apply for the UKSPF	
Total	100

Economy Committee Capital Programme 2023/24

Actual 2021/22 £'000	Description	Original Budget 2022/23 £'000	Updated Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Note
1,310	Littlehampton	0	3,302	0	0	0	0	
	Public Realm							
921	Asset	807	3,285	539	453	1,110	320	1
	Management							
2,406	Committee Total	807	6,587	539	453	1,110	320	

Notes

- 1. Schemes in 2021/22 and 2022/23 have previously been scrutinised and approved by Members.
- 2. Asset Management spending from 2023/24 comprises the following schemes:

Scheme	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Note
Public Conveniences	449	253	0	0	1
Hotham Park Carriage Yard	90	0	0	0	2
Sheepwash Barn	0	200	0	0	3
Oyster Pond	0	0	500	0	4
Bognor Regis Town Hall	0	0	610	320	5
Total	539	453	1,110	320	

Notes

- 1. Refurbishment of West Meads, West Beach, Sandy Road & Ferring Village Green including allowance for fees.
- 2. This is in addition to the £66k funding in the 2022/23 current budget and is required to be able to deliver the drainage and resurfacing scheme.
- 3. This asset remains untouched and is a future risk. The barn is in a very poor state of repair and works are required to make it safe, dependent on further decision with regards to the site's future.
- 4. Defective pond structure
- 5. The level of investment will depend on the future plans for the premises.

Economy Committee	Report	Date of	Full Council
Economy Committee	Author	Meeting	Meeting Date
Karl Roberts, Nat Slade and Denise Vine	Autilor	Meeting	Meeting Date
Outside Bodies Update		15 June 22 MEETING CANCELLED	13 July
Outside Bodies Update		26 July 22	14 September 22
Changing Places Toilets in Arun District	P Broggi		
Littlehampton Public Realm Improvements: Phase 2 & 3 High Street / Beach Road / East Street / Clifton Road	R Carden		
Outside Bodies Update		27 Sept 22	9 November 22
Bognor Regis Business Improvement District Term 2 Ballot	D Vine		
Outside Bodies Update		22 Nov 22	18 January 22
·		22 1107 22	10 dandary 22
Q2 KPI Reporting			
Pier Road Consultation – Survey Results and Next Steps	D Vine		
Beach Hut Progress Report	S Horwill		
Outside Bodies Update		2 Feb 23	15 March 23
Tourism Hospitality & Visitor Economy Study	D Vine		
Committee Revenue & Capital Budgets 2023/2024	C Martlew		
Exempt: Disposal of London Road Car and Lorry Park, Bognor Regis	N Slade		



Agenda Item 10

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted















