



Public Document Pack

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27 November 2023

POLICY AND FINANCE COMMITTEE

A meeting of the Policy and Finance Committee will be held in **The Council Chamber, Arun Civic Centre, Maltravers Road, Littlehampton, BN17 5LF** on **Wednesday 6 December 2023 at 6.00 pm** and you are requested to attend.

Members: Councillors Stanley (Chair), Nash (Vice-Chair), Birch, Brooks, Cooper, Greenway, Gunner, Oppler and Pendleton

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, 29 November 2023** in line with current Committee Meeting Procedure Rules.

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

AGENDA

1. **APOLOGIES**

2. DECLARATIONS OF INTEREST

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

Members and Officers should make their declaration by stating:

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

3. MINUTES

(Pages 1 - 18)

The Committee will be asked to approve as a correct record the Minutes of the Policy and Finance Committee held on 26 October 2023, as attached.

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

5. PUBLIC QUESTION TIME

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

6. LITTLEHAMPTON SEAFRONT PROJECT - UPDATE REPORT [10 MINUTES]

(Pages 19 - 24)

This report provides an update on the Littlehampton seafront project.

7. THE REGENERATION OF THE REGIS CENTRE [10 MINUTES]

The Committee will receive a verbal update report from the Interim Regeneration Consultant.

8. BUDGET MONITORING REPORT TO 30 SEPTEMBER 2023 [20 MINUTES]

(Pages 25 - 42)

The Budget Monitoring Report sets out the Capital, Housing Revenue and General Fund Revenue Budget performance to the end of September 2023.

ITEMS PUT FORWARD FROM SERVICE COMMITTEES AND WORKING PARTIES

9. COUNCIL VISION WORKING PARTY - 19 SEPTEMBER, 23 OCTOBER AND 13 NOVEMBER 2023] - [25 MINUTES] (Pages 43 - 74)

The Committee will receive the minutes from the meetings of the Council Vision Working Party held on 19 September, 23 October and 13 November, which are attached.

There are recommendations for consideration as set out below:

23 October 2023

Minute 12 [Council Vision – 2022-2026 – Review of Council Vision Indicators]

13 November 2023

Minute 18 [Revised Vision Outcomes]

A revised Council Vision Objectives and Outcomes document is attached for approval. This can be found at the back of these minutes.

10. ENVIRONMENT COMMITTEE - 21 NOVEMBER 2023 [15 MINUTES]

The Committee will receive the minutes from the meeting of the Environment Committee held on 21 November 2023, which will be circulated separately to this agenda.

There will be a recommendation for the Committee to consider in relation to Additional Houses in Multiple Occupation Licensing Scheme.

OUTSIDE BODIES - FEEDBACK FROM MEETINGS

There are no items for this meeting.

11. WORK PROGRAMME [5 MINUTES] (Pages 75 - 78)

The Committee's Work Programme is attached for 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 \(arun.gov.uk\)](#).

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Subject to approval at the next Policy and Finance Committee meeting

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POLICY AND FINANCE COMMITTEE

26 October 2023 at 6.00 pm

Present: Councillors Stanley (Chair), Nash (Vice-Chair), Birch, Brooks, Cooper, Greenway, Gunner, Oppler and Pendleton

Councillors Blanchard-Cooper, Goodheart and Tandy were also in attendance for all or part of the meeting.

316. APOLOGIES FOR ABSENCE

There were no Apologies for Absence submitted for this meeting.

317. DECLARATIONS OF INTEREST

The following Declarations of Personal Interests were made in relation to Agenda Item 7 [The Regeneration of The Regis Centre – Update]:

- Councillor Nash, as a Member of Bognor Regis Town Council and as a volunteer for Arun Arts; and
- Councillor Brooks as a volunteer member of Arun Arts and a Member of Bognor Regis Town Council.

318. MINUTES

The minutes from the meeting of the committee held on 11 July 2023 were approved as a correct record and were signed by the Chair at the conclusion of the meeting.

319. 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

The Chair confirmed that there were no urgent items.

320. PUBLIC QUESTION TIME

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

321. LITTLEHAMPTON SEAFRONT PROJECT - UPDATE REPORT

The Principal Landscape and Project Officer presented a project update report to Members. This highlighted that the design team had been progressing with stage 3 of the project over the last couple of months which had included reviewing the scheme layout in more detail and preparing all documentation in readiness to submit a planning application. It was emphasised that this was a significant milestone to have reached and had allowed the planning application to have been submitted at the beginning of the month.

The report also referred to the project not being able to meet the criteria for the changing places grant funding, however, Members were reassured that this facility would still be provided within the scheme. Officers were now awaiting a detailed cost review to be completed before proceeding with stage 4. The Project Team was also starting to look at the phasing of the construction works and the temporary facilities which would be needed during this period. Information would be shared with Members when these details had been confirmed.

The Chair then invited questions from Members. A question was asked about the water jets forming part of the Place St Maur facility in Bognor Regis where disappointment was expressed that these had not provided any coloured lighting and so were lacking in providing an artistic atmosphere. If water jets were planned for the Littlehampton Seafront project, could reassurance be given that coloured water jets would be provided? It was explained that this project would provide a different water type feature and that if water jets were to be provided, they would be on a much smaller scale and so it was unlikely that a lighting display would be provided. In response to this discussion, it was confirmed that coloured lighting had not, at any point, been promised for the Place St Maur project.

Congratulations were extended to the Officer Team for ensuring that the project was timewise on track. Reassurance was sought that looking forward to all future key stages and targets of the project, these would continue to be met. It was confirmed to Members that this was the case, and that work would commence early next year with a completion date of Autumn in line with the project's grant funding requirements.

The Committee then noted the contents of the report.

322. THE REGENERATION OF THE REGIS CENTRE - UPDATE REPORT

The Chair welcomed the Interim Regeneration Consultant who was attending the meeting virtually so that an update on the regeneration of the Regis Centre, Bognor Regis could be provided to the Committee.

The Interim Regeneration Consultant outlined some key points since his last update provided to the Committee on 11 July 2023. These have been summarised below:

- A final showcase of the design had taken place at the theatre which had been very well attended and well received.
- The RIBA Stage 3 design had been undertaken allowing a planning application consultation to have been completed prior to an application being submitted to the Council and considered by the Planning Committee on 6 September 2023. That Committee had resolved to delegate the granting of planning permission to a Planning Officer once a couple of conditions had been satisfied, principally around drainage.
- A tender exercise had been undertaken to procure a main contractor and this had been successfully completed.
- To facilitate stage 4 design, site investigation work had been undertaken around the theatre and on the Place St Maur as it was necessary to establish what existed underground allowing progression of the detailed design for the foundations for the extension. It could be confirmed that good progress had been made.
- Background work was being undertaken on the RIBA stage 4 design and what this would look like in detail particularly around mechanical and electrical work which was necessary before installing solar panels on the roof. Air source heat pumps would be used for the heating.

The Chair thanked the Interim Regeneration Consultant for his detailed update and invited questions from Members. Questions and points raised by the Committee focused on:

- Given the situation and negotiations with Arun Arts, how was this progressing as this was seen as being critical now. Also, could any potential date be confirmed for when work would commence. It was confirmed that a positive meeting had been held yesterday with Arun Arts resulting in a way forward being found to best ensure their survival and finding a role for the future. On site investigations, as mentioned earlier, were currently being undertaken. The main demolition works would commence nearer to Christmas.
- Looking at the Brewers Fayre site next door, reference was made to the site visits that had been arranged for Councillors and a question was asked about this space being lost and being nothing but a building site for some time ahead when it could be an area set aside for community use. The Chair interjected confirming that this was an item for the Special Meeting of the Economy Committee on 1 November 2023 and not for discussion now.
- A question was asked about contractors using the Brewers Fayre site. It was confirmed that contractors were using this space as site offices and to save on having to use car parking spaces in the Regis Centre car park. Again, it was confirmed that this formed the detail of a different report to the Economy Committee on 1 November 2023.

The Committee then noted the update provided.

(Prior to discussing this item, Councillors Brooks and Nash redeclared their Personal Interest made at the start of the meeting).

323. COMMUNITY CAPITAL PROJECTS (ARUN COMMUNITY FUND)

The Joint Interim Chief Executive and Director of Growth presented his report outlining to Members a mechanism by which potential qualifying capital projects for the Arun Community Fund could be assessed.

Members were reminded that in the 2023/24 budget, £100k had been set aside for a Community Fund intended to support the delivery of small one-off capital community focused projects. The report sought the Committee's approval to agree to the Arun Community Fund and to agree the suggested process for considering projects that members might want to bring forward. Equally, Members could, if they wished to, decide to not proceed with the provision of this fund and instead confirm that it would rather use the money to assist the Council in managing its financial challenges.

In considering this item, reference was made to Paragraph 10 [Human Resources Impact] as it had highlighted that the main implications surrounding the delivery of the project were the possible need to outsource the work and so further information was requested. In response, it was confirmed that no specific figures could be provided at this point as the actual proposed level of work was not yet known. Where possible, use of the Council's in-house resources would be made, but Members were asked to be mindful that staff were fully engaged with other projects, coupled with the need to constantly review resources and money available as part of the ongoing management of the council's financial situation.

Although the report had highlighted that the Council could make a saving by deciding not to proceed with this project, it was strongly felt that it should proceed as it would benefit at least three organisations within Arun providing an opportunity to provide something of real benefit to the community.

On discussing the scheme further, Councillor Greenway confirmed that in principle he had no issues with the scheme but was considering making an amendment to Recommendation 4. He asked why the capital cost of an individual project should not exceed £33k. It was outlined that this amount had been selected as it allowed for three potential projects to be put forward and considered out of a fund total of £100k. If Members did not wish to have a cap imposed, that could be an amendment that they could make but they needed to realise that this would mean that there would be less funding remaining for other projects. Councillor Greenway responded stating that it had been mentioned that this was a one-off project and that Recommendation 2 set out a range of objectives to qualify as a project. He asked about the timescales for projects being submitted for consideration and if they needed to be completed within the one year timeframe identified. It was explained that this question could not be answered without knowing the detail of each project. Returning to Recommendation 2, Councillor Greenway felt that there were other criteria that should be added in considering qualifying projects. An example was applications from Parish Councils for items such as

play equipment and whether an objective of having to include a project having a positive impact on residents' physical and mental wellbeing should be added.

Councillor Greenway then formally proposed that this be added as an additional objective for Recommendation 2. Councillor Greenway also proposed that for Recommendation 4 the project cap should be reduced from £33k to £20k to guarantee five projects coming forward. These amendments were then seconded by Councillor Gunner.

The Chair then invited debate on these amendments which were supported by the Committee as their acceptance would ultimately mean that more projects benefiting the local community would be provided over the lifetime of the project. The inclusion of an objective to support promoting the physical and wellbeing of the community was also supported.

To assist the committee, as they were supporting these amendments, the Vice-Chair referred to the criteria set out in Recommendation 3 which stated that "the number of projects being developed at any one time should not exceed two". In accepting amendments to Recommendations 2 and 4, this would also require amending.

The Interim Joint Chief Executive and Director of Growth responded in relation to the need to change Recommendation 3 and he explained its background and purpose. To avoid over complicating the matter, he confirmed that he would firm up a form of revised wording for the Committee to consider.

Continuing with the debate, further questions were asked about timescales and the one year duration for the project. If a project was approved in month 11, would it still continue? It was confirmed that it would.

The Committee was then provided with the revised wording for Recommendation 3 for it to consider. This read "the number of projects being developed at any one time should not exceed two, **if these projects are to be developed by Arun District Council**".

On putting the amendments to Recommendations 2, 3 and 4 to the vote, the were declared CARRIED.

The Chair then returned to the substantive recommendations and invited debate. Discussion took place on Recommendation 5 as this stated that any project should have the support of at least one ward member. Concern was expressed as many wards had up to three ward councillors, and so ward member support should be more than one councillor. In response, it was confirmed that projects coming forward would have to receive this Committee's approval.

Following further discussion, the Chair proposed that this recommendation be amended to read as follows "Any project should have the support of **fifty per cent one of** ward members". This amendment was then seconded by Councillor Greenway.

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On this amendment being put to the vote it was declared CARRIED.

The Chair returned to the substantive recommendations which were then proposed by Councillor Gunner and seconded by Councillor Cooper.

The Committee

RESOLVED

That the Committee agree to the Arun Community Fund having the following parameters:

- (1) The fund can only be used to support the delivery of small one-off capital community focused projects and not revenue projects;
- (2) In order to be a qualifying project, the project should meet at least one of the following objectives:
 - Will measurably improve the economic, social and/or environmental wellbeing of an area within the district of Arun;
 - Will make a positive contribution towards improving the economic wellbeing of the residents or business;
 - Will make a positive contribution towards delivering the right homes in the right place;
 - Will make a positive contribution towards addressing climate change;
 - Will make a positive contribution towards improving biodiversity
 - Will make a positive contribution towards the physical and wellbeing of the district of Arun
- (3) The number of projects being developed at any one time should not exceed two, if these projects are to be developed by Arun District Council;
- (4) The capital costs of an individual project should not exceed £20k; and
- (5) Any project should have the support of 50 per cent of Ward Members.

324. KEY PERFORMANCE INDICATORS 2022-2026 - QUARTER 1 PERFORMANCE REPORT FOR THE PERIOD 1 APRIL TO 30 JUNE 2023

The Group Head of Organisational Excellence advised Members that this report covered the Council's key performance indicators for Quarter 1 covering April to June 2023.

These indicators had been reported previously to the relevant committees, in this cycle of meetings, and were now being reported to the Policy and Finance Committee as the Committee with overall responsibility for performance reporting.

The Chair confirmed to the Committee that it had been recommended by the Housing and Wellbeing Committee, at its meeting held on 12 September 2023, that the following indicators be included as KPIs in the future:

- A KPI is created concerning incidences of council housing subletting tenancy fraud; and
- A KPI is created concerning the non-payment of service charges for communal areas by owners of flats sold under the council's right to buy scheme.

At the same meeting the Committee had also discussed the newly created housing specific indicators identified to enable more effective scrutiny of housing functions by the committee and in addition to allow benchmarking against other authorities.

The two suggested new KPIs were relatively detailed and likely to be of interest only to Members of the Housing & Wellbeing Committee as they had detailed knowledge of housing issues and were areas that they wished to scrutinise. The Chair therefore proposed, with this Committee's approval, that these new recommended KPIs become part of the new suite of performance measures for housing services which were being reported quarterly to the Housing and Wellbeing Committee but that they would not be added to the overall list of corporate KPIs.

The Committee was advised further that the Housing Interim Business Improvement Manager had confirmed that these new measures could be included in the Housing & Wellbeing Committee's quarterly report with effect from November 2023.

The Chair confirmed that although the performance report before the Committee was an update and information report with no recommendations, he asked if the Committee could support this course of action and if so then a proposer and seconder would be required.

Councillor Birch then proposed the recommendation, and this was seconded by Councillor Nash. On putting the recommendation to the vote, it was declared CARRIED.

The Committee therefore

RESOLVED

That the two new recommended KPIs as set out below become part of the new suite of performance measures for housing services which were now being reported quarterly to the Housing & Wellbeing Committee, but not added to the overall list of corporate KPIs.

- A KPI is created concerning incidences of council housing subletting tenancy fraud; and
- A KPI is created concerning the non-payment of service charges for communal areas by owners of flats sold under the council's right to buy scheme.

The Chair then invited questions from Members on the quarter 1 performance report. The following points were raised:

- CP2 [% of Stage 1 responses responded to within 10 working days] – concern was expressed over the hiving off of overdue complaints into a project with extra resources, could the cost be confirmed, and could reassurance be provided that these complaints would not get pushed to one side in order to achieve target. The Joint Interim Chief Executive and Director of Environment and Communities confirmed that with this project this was a different way of working to tackle and prioritise these sorts of complaints as the performance had not been good. In responding to the question on costs, it was confirmed that a written response would be provide outside of the meeting.
- CP21 [% of non-emergency repairs completed within 20 working days] – the target was 90%, Members were not aware that such a good result had been achieved and asked how as this had not been a high performing statistic in the past. It was explained that the head of service had put into place different methods for dealing with these issues by setting up a different system using different contractors, and this had resulted in the improvement being made. It was confirmed that more information would be provided outside of the meeting and that an update should be provided to the Committee.
- A general observation was made that the previous quarter's performance had been removed from the appendix making it extremely difficult for Councillors to make assessments on improvements or where performance had worsened. A request was made that this be corrected for the next quarterly report.

- There were several indicators where performance had become noticeably worse, these were primarily located within the Housing and Planning sections of the Council. The Joint Interim Chief Executive and Director of Growth responded stating that in terms of the point made about how the appendix had been presented would be taken on board for the next round of performance reporting to committees. Looking at indicators and general performance, the appendix showed a mixed picture of performance where some areas had improved, and others had not. There had been improvement in the speed of determining smaller planning applications. What had informed performance showing as red on planning indicators were that several older applications which had run over or out of time had now been determined. The result of this was that they had dragged down and impacted the overall level of performance. Generally, there had been improvement around determining applications that had been awaiting outcome for a long time. There were certain changes that were progressing now which would not feature in the performance results for this quarter. Members would see a marked improvement for the next quarter.

In terms of housing and poor performance, this had been set out in the commentary provided for CP16 and 21 where difficulties with the IT system had been illustrated for producing the void specifications. To overcome this, a second contractor had been taken on board to tackle the void work and introducing a simplified way of completing void inspections. Management improvements were in place to tackle this. Regarding poor contractor performance on the repairs, a dynamic purchasing system had been established which was starting to show improvements. The Committee was assured that it would be kept up to date on this issue.

On poor contractor performance further questions were asked. Were contractors being held to account if their performance was not satisfactory? It was explained that Officers were engaged in contractual discussions where there had been poor performance and that the new dynamic performance system was tackling this issue. Following further discussions on contractor performance, the Director of Environment and Communities confirmed that she would be happy to meet with Councillors to discuss their concerns as detailed discussion on contractual issues could not be discussed in a public meeting.

Following some further discussion around the covering report and the detail provided, the Committee noted the content of the report and updates provided.

325. ARUN DISTRICT COUNCIL RESIDENTS' SURVEY 2023

Group Head of Organisation Excellence presented her report and introduced the 2023 Arun Residents' satisfaction Survey to the Committee.

It was explained that the survey provided an insight into residents' perceptions in terms of Arun and what it was like as a place to live and what were the customer satisfaction levels in terms of the services that were provided by the Council.

The Committee was advised that:

- (1) The survey had been carried out by a professional survey organisation called BMG to ensure that responses remained anonymous. Members had been given a copy of their full report. These included details of the methodology used and the views expressed. Where possible the data in the report had been benchmarked against the Local Government Association's national public poll in June 2023 on resident satisfaction with local councils.
- (2) The various perceptions of residents had been illustrated in tables or charts, including trends over time and on page 49 of the agenda a summary of the responses to each question and the changes in positive satisfaction since the 2022 survey had been provided.
- (3) The survey had been posted to 3000 residents selected to ensure full geographical coverage across the district with 755 questionnaires completed, a response rate of 25%. This was slightly down on last year but provided a big enough response to be statistically valid. This was the 'closed survey'. In addition, all residents of the district were given the opportunity to complete the survey online, via a link on the website. 610 surveys were completed by this route. Section 4 of the BMG report set out differences between the perceptions of those responding to the open and the closed surveys with some suggested reasons.

Finally, it was explained that in addition to this survey, key performance indicators were reported to Service Committees which also provided the Council with a wealth of factual performance data enabling Members to scrutinise the performance of services on a regular basis. Officers were therefore proposing that the Residents Satisfaction Survey be completed every two years in the future with the next survey planned to be undertaken in 2025, resulting in a budget saving.

A range of questions and observations were asked and made by Members. Of particular interest were the satisfaction levels for the eastern and western sides of the district which differed considerably with those residing in the east being very satisfied compared to those in the west who were less so. These differences could be seen with issues such as levels of cleanliness and trusting the council to make the right decisions. Members were keen to explore how improvements could be made to level out these differences.

The Joint Interim Chief Executive and Director of Growth outlined that Officers were looking at the results closely to identify the specific areas that the Council needed to address. It was clear the Council needed to find ways of communicating better with residents and this work was in hand.

Following further discussion, the Chair drew Members' attention to the recommendations set out within the report. A request was made that the voting on the recommendations be separated.

Councillor Nash formally proposed recommendation 1 which was seconded by Councillor Stanley.

The Committee

RESOLVED

That following review, the report be noted.

Councillor Birch then proposed the second recommendation which was seconded by Councillor Oppler.

The Committee

RESOLVED

That approval be given that the Residents' Satisfaction Survey be carried out on a biannual basis in the future with the next survey to be in 2025.

326. FINANCIAL PROSPECTS 2024/25 TO 2028/29 - INTERIM UPDATE

The Committee received a report from the Group Head of Finance and Section 151 Officer. Prior to presenting the detail of his report, he confirmed that he needed to make an amendment to Recommendation 2.3 to read as follows [deletions have been shown using ~~strike through~~ with additions shown using **bold**].

Recommendation 2.3 "the Committee agrees to delegate authority to the Section 151 Officer **and the** Chief Executive Officers ~~and~~ **in consultation with the** Chair

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of the Policy & Finance Committee to decide future participation in **any** West Sussex Business Rates Pool”.

Councillor Gunner formally proposed this amendment which was then seconded by Councillor Stanley. On this amendment being put to the vote it was declared CARRIED.

(At this point, Councillors Greenway, Pendleton and Oppler declared their Personal Interests as Members of West Sussex County Council).

The remainder of the report with recommendations was then presented. It was highlighted that the report provided a 5 year forecast, which was still work in progress, but that a further report would be presented to the Committee at its next meeting on 6 December 2023. There would certainly be changes made to the figures and assumptions made within that report as the economic situation was still extremely volatile making the job of forecasting very difficult.

The Committee’s attention was drawn to Appendix A providing the latest forecast in terms of budget deficits that had to be closed. For 2024/25 this stood at £4.5m representing a change of £1m from the previous year when this Committee received the same report back in December 2022. One of the main reasons for this had been pay and contract inflation and further detail had been provided within the report.

The Group Head of Finance and Section 151 Officer said that there was more work to be done on estimates and further reviews were to be undertaken. One of these was business rates. For 2025/26, a large increase had been forecasted and this was explained in detail. Further work on this area would be undertaken ahead of the report for the Committee’s next meeting. Certain assumptions had been made on central government grants and further work would be undertaken on capital programming and potential projects.

Looking at Appendix B, it was explained that this showed the impact to the Council’s usable revenue reserves if the funding gap was not closed. It was stressed to Members by the Group Head of Finance and Section 151 Officer that whilst he did not expect the Council to run out of reserves, Members would need to make some difficult decisions going forward.

The Council’s approach to formulating its forecasts was then explained. Much work in producing service planning templates had been undertaken with Group Heads as these would inform the budget process and would be reported back to Members during the budget setting process.

The Group Head of Finance and Section 151 Officer then drew Members' attention to Section 4.1 of report which explained the budget process. Turning to the Local Government Finance Settlement, this was normally announced in December each year, and this was not expected to change. Various cost pressures were highlighted with a main feature being inflation and the implications of inflationary increases on contracts. Looking forward to the December meeting, work would be undertaken for inclusion in the next report on borrowing costs and increasing the capital programme. Other issues for Members to be aware of surrounded staffing costs and external audit fees.

Looking at the West Sussex Business Rates Pool it was highlighted that the Committee had earlier approved an amended recommendation that the Council continue with its participation. Membership enabled the Council to access a pool of money which would have otherwise been returned to central government in the form of a business rates levy. Reference was made to council tax increases and the council tax base which would be announced as part of the Local Government Finance Settlement. Turning to the adequacy of reserves, Members were reassured that the Council was sitting on a good level of revenue reserves and that further detail would be provided in the Committee's next report.

Finally, the major challenges ahead were explained with Members being reminded that the Council would need to make crucial but painful decisions in the future.

The Chair invited questions from Members. The Committee passed on its thanks for a detailed report and for highlighting the major issues ahead. The need to 'invest to save' was important. An observation was made about public consultation, and it was highlighted that it was very important for the Council to be including residents as part of the budget preparation process. Members were keen to hear how this would be implemented. It was explained that the Council was required by law to do this, and plans were in place to undertake a meaningful consultation exercise via questionnaire that would be posted on the Council's web site.

Reference was made to the West Sussex Business Rates Pool where disappointment was expressed, by some Members, that Arun and its businesses had seen very little return from its membership to date. One Member of the Committee questioned the Council's ongoing participation due to these concerns and asked for clarity on the criteria surrounding membership.

Concern was also expressed over the assumed increases in pay inflation as the pay award was still under negotiation. The Group Head of Finance and Section 151 Officer explained that the assumptions in the report did not set Council pay policy and confirmed that he was comfortable with them as they currently stood. Similar concerns were expressed over the projections in the report and at what point could the saving requirements be confirmed.

In response, it was confirmed that looking at the criteria for being a member of the business rates pool, the Council did not lose out financially with the Council having access to the pool pot. Officers would be happy to propose in drawing up criteria surrounding the Council's future participation in the pool and that in addition to

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undertaking consultations with the Chair, other Members who were interested would be advised of the criteria. Regarding the pay award, only assumptions could be made until solid confirmation had been announced. On savings, these could not be confirmed until it was known which proposals Members wanted to adopt.

It was felt that more direction, steer and guidance needed to be provided to Members ahead of them making budgetary decisions and confirming savings. Further comments were made regarding the Council's membership to the business rate pool in that a positive outcome was urgently needed.

The Interim Chief Executive and Director of Growth provided reassurance confirming that Officers were working diligently on plans for savings for 2024/25. On completion of this work, the Council would be in a better position to provide further guidance and detail to Members.

The Chair acknowledged and shared the views made regarding the business rate pool and confirmed that the points raised would be investigated, especially at a time of unique economic challenge where such money could be utilised to meet the numerous challenges already identified.

A request had been made for the voting on some of the recommendations to be undertaken separately. Following discussion, it was agreed that Recommendations 2.1 would be taken separately with Recommendations 2.2 to 2.4 being taken together.

Councillor Nash then formally proposed Recommendation 2.1 which was seconded by Councillor Birch.

The Committee

RESOLVED

2.1 That the financial forecast be noted.

Councillor Nash then formally proposed recommendations 2.2 to 2.4 which were then seconded by Councillor Birch.

The Committee

RESOLVED – That

2.2 Delegation be granted to the Section 151 Officer to finalise the wording of the budget consultation literature in consultation with the Committee Chair of the Policy & Finance Committee;

2.3 The Committee agrees to delegate authority to the Section 151 Officer and the Chief Executive Officers in consultation with the Chair of the Policy & Finance Committee to decide future participation in any West Sussex Business Rates Pool; and

- 2.4 Officers continue to develop proposals which will enable the Council to maintain and replenish an adequate level of Usable Revenue Reserves as decided by the Section 151 Officer.

327. BUDGET MONITORING REPORT TO 30 JUNE 2023

Group Head of Finance and Section 151 Officer presented to Members the Budget Monitoring Report to 30 June 2023.

This report was asking the Committee to note that an additional £750k would need to be added to the capital programme in respect of capital works to the harbour wall at Littlehampton Harbour as it was currently a statutory requirement. Members were also being asked to note that the Housing Revenue Account (HRA) would continue to be closely monitored to ensure that corrective action would be taken if required. A report would be taken to the next meeting of the Housing and Wellbeing Committee on 23 November 2023.

There were virements that the Committee needed to approve, and Members were reminded that this did not mean that this was additional expenditure. Appendix 1 of the report set out the quarter 1 revenue budget forecast performance for the year at £34.377m against a budget of £35.042, resulting in a forecast underspend of £665k. The significant variances had been set out within the report and the reasons for the underspend had been presented to Service Committees over the last cycle of meetings.

Due to increases in interest rates it was positive to be able to report an overachievement of investment income. Members were reminded that within the 2023/24 budget, £3m had been set aside for the transformation budget but there was also the need to identify £2m savings in 2023/24. An update would be reported in greater detail in the Quarter 2 report.

Other appendices set out the General Fund forecast, the capital programme, the HRA and associated cost pressures. The £750k mentioned earlier for the Littlehampton Harbour wall was not presently in the capital programme but would need to be added. The three capital projects approved by Full Council on 19 July 2023, would appear in the Quarter 2 forecast. The HRA was looking at a current overspend of £179k, however, following major review work taken place since then it was anticipated that this figure would change significantly. Members were reminded that an update report would be provided to the next meeting of the Housing & Wellbeing Committee and then reported to this Committee on 6 December 2023.

Finally, looking at earmarked reserves, it was anticipated that by the end of the financial year these would reduce to around £19.7m.

The Chair invited questions from Members. It had been highlighted that the £2m savings target would probably not be achieved and the £3m transformational budget

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would not be fully spent. It was explained, as mentioned under the previous agenda item, that more detail would be provided in the Quarter 2 report.

It was stated that it would be very difficult for Members to be expected to make major budgetary decisions in February 2024 without being provided with all the details around savings and not knowing what savings could be achieved in 2023/24. It was again emphasised that this work was currently underway with proposals coming forward for Members to see and be updated on hopefully before Christmas.

Following further discussion, a request was made that some recommendations be voted on separately, these were Recommendations 1.2 to 1.4 and then Recommendation 2.2.

Councillor Birch then formally proposed Recommendations 1.2 to 1.4 which were seconded by Councillor Nash.

The Committee

RESOLVED

- 1.2 To note the report;
- 1.3 Note that an additional £750,000 will be added to the Capital Programme in respect of capital works at Littlehampton Harbour as outlined in Paragraph 4.4 of the report; and
- 1.4 Note that the Housing Revenue Account (HRA) will continue to be closely monitored to ensure that corrective action is taken if required and reported back to this Committee.

Councillor Nash then formally proposed the remaining recommendations which were seconded by Councillor Birch.

The Committee

RESOLVED – That the Committee approve

- 2.2 (a) A virement of £190,000 be made from the Corporate Support Committee budget to the Economy Committee Budget;
- 2.3 (b) A virement of £34,423 be made from the Policy & Finance Committee budget to the Corporate Support Committee budget and
- 2.4 C) The Capital programme be reviewed and amended when required to reflect future costs forecasts and expenditure profiles.

328. HOUSING AND WELLBEING COMMITTEE - 12 SEPTEMBER 2023

The Chair confirmed that the Committee had received recommendations from the Housing & Wellbeing Committee following its meeting held on 12 September 2023.

The first recommendations for this Committee to consider were at Minute 240 [Key Performance Indicators 2022-2026 – Quarter 1 Performance Report for the Period 1 April to 30 June 2023]. The two recommendations were:

- A KPI is created concerning incidences of council housing subletting tenancy fraud; and
- A KPI is created concerning the non-payment of service charges for communal areas by owners of flats sold under the council's right to buy scheme.

The Chair confirmed that these recommendations had been dealt with as part of Agenda Item 9 [Key Performance Indicators 2022-2026 – Quarter 1 Performance Report for the Period 1 April to 30 June 2023].

The Chair then drew Members' attention to a recommendation at Minute 246 [Local Authority Housing Fund] and confirmed that if approved by the Committee it was necessary to forward this onto Full Council for final approval.

The recommendation was that:

This Council includes this scheme within the Council's capital programme at a total cost of £2.7 m, with £1.09m to be funded from central government grant and £1.6 m to be funded by the Council through additional borrowing.

Having had this recommendation proposed by Councillor Nash and seconded by Councillor Birch,

The Committee

RECOMMEND TO FULL COUNCIL

That this includes this scheme within the Council's capital programme at a total cost of £2.7 m with £1.09 m to be funded from central government grant and £1.6 m to be funded by the Council through additional borrowing.

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329. ECONOMY COMMITTEE - 5 OCTOBER 2023

The Chair confirmed that the Committee had received a recommendation to consider following the meeting of the Economy Committee held on 5 October 2023.

This recommendation was at minute 283 [Budget Monitoring Report – Quarter 1] and it recommended that the Policy & Finance Committee approves a virement of £190,000 from the Corporate Support Committee budget to the Economy Committee budget.

The Chair confirmed that the Committee had already approved this recommendation in considering Agenda Item 12 earlier [Budget Monitoring Report to 30 June 2023] and so there was no further action for the Committee to take.

The Chair also confirmed that at the meeting of the Corporate Support Committee held on 12 October 2023, a recommendation had also been made to this Committee in considering that Committee's Budget Monitoring Report. It asked the Policy & Finance Committee to approve virements of £190,000 from the Corporate Support Committee to the Economy Committee and £34,423 from the Policy & Finance Committee to the Corporate Support Committee.

Again, this recommendation had been approved earlier as part of Agenda Item 12 [Budget Monitoring Report to 30 June 2023] and so there was no further action for the Committee to take.

330. OUTSIDE BODIES - FEEDBACK FROM MEETINGS

The Chair confirmed that there were no items for this meeting.

331. WORK PROGRAMME

The Committee received and noted its work programme for the remainder of the 2023/24 year.

(The meeting concluded at 7.50 pm)

Arun District Council

REPORT TO:	Policy and Finance Committee – 6 December 2023
SUBJECT:	Littlehampton Seafront Project
LEAD OFFICER:	Philippa Dart – Director of Environment and Communities and Joe Russell-Wells – Group Head of Environment and Climate Change
LEAD MEMBER:	Cllr Matt Stanley
WARDS:	Beach, River
CORPORATE PRIORITY / POLICY CONTEXT / CORPORATE VISION:	
<p>The Littlehampton Seafront project will implement parts of the Council's Vision by improving infrastructure that supports wellbeing and enabling improvements and activities to increase visitor spend. The project will also meet the town centre aspirations of the Council's Economic Development Strategy 2020-2025.</p>	
DIRECTORATE POLICY CONTEXT:	
<p>The Littlehampton Levelling Up Fund project sits within the Directorate plan. Its design will take account of existing maintenance contracts and management strategies.</p>	
FINANCIAL SUMMARY:	
<p>The budget for the project is £7,265,501, of which £7,234,201 is funded by a Levelling Up Fund grant from DLUHC. The remaining funding of £31,300 is funded by Arun District Council, sitting within the Changing Places budget on Asset Management for the inclusion of a Changing Places Toilet (CPT) facility at Littlehampton seafront. An additional sum of £25k has been made available for PV panels (see 4.3)</p> <p>A review of the RIBA Stage 3 design against the cost plan is being undertaken to ensure the budget is not exceeded.</p>	

1. PURPOSE OF REPORT

1.1 This report provides an update on the Littlehampton seafront project.

2. RECOMMENDATIONS

2.1 Members are asked to note the content of the report.

3. EXECUTIVE SUMMARY

3.1 This report provides an update on the Littlehampton seafront scheme.

4. DETAIL

4.1. Background

Arun District Council has been awarded a £7,234,201 grant from the Levelling Up Fund (LUF) to enhance the seafront public realm in Littlehampton. The scheme, which received positive public support during consultation in 2016, will transform the seafront open space, attract more visitors, and boost economic regeneration in the town. 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.

A refreshed version of the scheme was published for public consultation in October 2022 and the results showed a good level of public support for the designs. Comments received as part of the consultation were collated for further review by the design and build contractor. An updated scheme was presented to Policy and Finance Committee on 11 July 2023 and endorsed by Members.

4.2 Planning application

A planning application for the scheme was submitted on 2 October 2023. It is anticipated that the application will be determined at the Planning Committee in either December 2023 or January 2024.

4.3 Project costs

A full cost review is being undertaken of the RIBA Stage 3 design. In the event that the cost of the scheme is found to exceed the allocated budget a value engineering process will be carried out to bring the cost back in line before proceeding to RIBA Stage 4.

ADC has committed to supporting initiatives which contribute positively to mitigating the effects of climate change. As part of this a sum of £25k has been allocated for PV panels to be included in the Littlehampton seafront scheme, which needs to be spent during 2023/24.

4.4 Construction phase

The programme for the construction phase has been reviewed, and plans for phasing and the temporary facilities are being drawn up. The way visitors access and use the seafront area will be different during 2024 but work is being done to minimise the impact where possible.

The Harvester site has now been cleared however plans for rebuilding are not known therefore the boundary with the Littlehampton seafront scheme will be subject to agreement with the council.

The repair works to the Windmill Entertainment Centre have now started and are due to be complete by March 2024. This is not expected to impact the commencement of the Littlehampton seafront works.

4.5 Communication

It will be important that, once confirmed, information about the construction phasing and arrangements regarding temporary facilities are clearly displayed for visitors and communicated to stakeholders.

During the construction works it is understandable that people will be interested in what they see happening on site and want to know more about the project. It is crucial that queries and information are channelled correctly to avoid misinformation and inadvertently impacting on cost and programme. Details of how people can communicate with the project team will be made available prior to construction commencing.

4.6 Next steps

The project team will commence RIBA stage 4 which involves the preparation of construction details and tender packages so that a final cost for constructing the scheme can be obtained.

The following table summarises the expected project programme:

RIBA 1/2: Survey work, concept design, public consultation	Complete
RIBA 3: Framework tender to procure design and build contractor, detailed design, planning application	Complete pending outcome of planning application
RIBA 4: Technical design, construction tender process	Autumn 2023 - Winter 2023
RIBA 5: Construction phase	Early 2024 - Autumn 2024

5. **CONSULTATION**

5.1 The original plans for the Littlehampton seafront were consulted on in 2017. The refreshed proposals for the scheme were shared with stakeholders and published for public consultation in October 2022. The consultation results were presented to Policy and Finance Committee on 13 December 2022.

5.2 Following the conclusion of the consultation the designs have been developed in more detail during RIBA Stage 3 and a planning application submitted, enabling further opportunity for public comment.

6. **OPTIONS / ALTERNATIVES CONSIDERED**

6.1 The council has committed to delivering the scheme in accordance with the terms of the Levelling Up Fund grant award, therefore no alternative options are being considered.

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

7.1 There are no additional financial implications arising from this report.

8. RISK ASSESSMENT CONSIDERATIONS

8.1. A project risk register will be maintained for the duration of the project. The highest risks to the project are currently identified as cost, delivery within programme and buried services.

The risks are regularly reviewed, and mitigation measures considered to reduce the risks.

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

9.1 There are no Governance or legal implications.

10. HUMAN RESOURCES IMPACT

10.1 None.

11. HEALTH & SAFETY IMPACT

11.1 Further consultation will be carried out with the corporate health and safety team to ensure any health and safety concerns identified through the consultation are addressed before the design is finalised. The design team will produce a designer's risk assessment, and the project will be delivered in accordance with The Construction, (Design and Management) Regulation 2015. Appropriate health and safety risk assessments and management regimes will also need to be established for any new activities, including play areas and water features.

12. PROPERTY & ESTATES IMPACT

12.1 The project will result in improvements to council assets as well as the potential for additional assets. These will impact on future planned maintenance budgets.

Covenants and lease arrangements are being taken into account and discussions underway with relevant parties to mitigate for potential constraints.

13. EQUALITIES IMPACT ASSESSMENT (EIA) / SOCIAL VALUE

13.1 The EIA for the project identifies positive impacts to the following protected characteristics/groups:

- Age – new facilities and creation of social spaces will form part of the project.
- Disability - Changing Places facility is included as a result of successful grant funding.

- While not a protected characteristic the project will also benefit socio economic disadvantaged groups through the provision of new, free facilities.

The appointed design and build contractor set out their social value proposals as part of their tender submission which include engagement with local schools, developing employment skills, creating opportunities for local businesses, and supporting community projects.

14. CLIMATE CHANGE & ENVIRONMENTAL IMPACT/SOCIAL VALUE

- 14.1 The carbon footprint impact of the project will be considered as part of the design phase. Betterment will be looked for in terms of drainage and flooding mitigation. The project aims to achieve a minimum of 10% Biodiversity Net Gain through new planting on the site.

15. CRIME AND DISORDER REDUCTION IMPACT

- 15.1 Stakeholder engagement during RIBA Stage 3 with the community safety team has assessed potential issues and opportunities for mitigation.

16. HUMAN RIGHTS IMPACT

- 16.1 It is not anticipated there will be any impact.

17. FREEDOM OF INFORMATION / DATA PROTECTION CONSIDERATIONS

- 17.1 Sensitive data will be handled in accordance with the GDPR.

CONTACT OFFICER:

Name: Rachel Alderson
Job Title: Principal Landscape and Project Officer
Contact Number: 01903 737946

BACKGROUND DOCUMENTS:

[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](#)

[Levelling Up Fund Projects – Bid Submission](#)

[Littlehampton Seafront Project – Policy & Finance Committee 30 June 2022, Item 111](#)

[Littlehampton Seafront Project – Policy & Finance Committee 6 September 2022, Item 238](#)

[Littlehampton Seafront Project – Policy & Finance Committee 20 October 2022, Item 373](#)

[Littlehampton Seafront Project – Policy & Finance Committee 13 December 2023, Item 529](#)

[Littlehampton Seafront Project – results of public consultation](#)

[Littlehampton Seafront Project – Policy & Finance Committee 7 March 2023, Item 755](#)

[Littlehampton Seafront Project – Policy & Finance Committee 11 July 2023, Item 126](#)

[Littlehampton Seafront Project – Policy & Finance Committee 26 October 2023, Item 321](#)

REPORT TO:	Policy and Finance Committee - 6 December 2023
SUBJECT:	Budget Monitoring Report to 30 September 2023
LEAD OFFICER:	Antony Baden – Group Head of Finance & Section 151 Officer
LEAD MEMBER:	Councillor Matt Stanley, Chair of Policy and Finance Committee
WARDS:	All
CORPORATE PRIORITY / POLICY CONTEXT / CORPORATE VISION:	
The Council’s budget supports all the Council’s Objectives.	
DIRECTORATE POLICY CONTEXT:	
Budget monitoring and forecasting are key in ensuring sound financial control and control of spending is in place. It is also a major part in ensuring sound governance arrangements.	
FINANCIAL SUMMARY:	
The report shows the Capital, Housing Revenue and General Fund Revenue budget performance for 2023/24 as at the end of Quarter 2.	

1. PURPOSE OF REPORT

1.1. The purpose of this report is to appraise the Policy and Finance Committee of performance against the budgets approved by Full Council at its meeting of 9 March 2023.

2. RECOMMENDATIONS

2.1. To note the report.

3. EXECUTIVE SUMMARY

3.1. The budget monitoring update appended to this report sets out the General Fund Revenue Budget and Capital Programme forecast out turn performance against budget for 2023/24 as at the end of Quarter 2. The Housing Revenue Account forecast update presented to Housing & Wellbeing Committee on the 23 November 2023 is shown in Appendix B of this report for information.

4. DETAIL

Revenue Budget

- 4.1. The Council has an approved revised General Fund revenue budget of £33.514 million, (including Parish Precepts) and revised Capital Programme of £28.500 million for the year 2023/24. This report provides a forecast of spending and income against the approved budget for 2023/2024.
- 4.2. Some minor expenditure is anticipated against the Transformation budget of £3 million but at this stage it is not expected to exceed around £10,000. The savings of £2 million that were assumed would be identified in year will not materialise as a result of initiatives funded from the Transformation budget. Officers are however continuing to develop proposals to close the Council's budget funding gap and some of these may be realised in 2023/24. Further work is required to ascertain a more accurate picture so for the purpose of the Quarter 2 forecast, an overall zero variance has prudently been reported for both.
- 4.3. The Quarter 2 revenue budget forecast performance for the year is £28.828 million against the budget of £28.456 million, which is an overspend of £372k at Cost-of-Service level with an additional overachievement of income forecast of £508k on Interest & Investment income, leading to a net underspend of £136k end of year forecast.
- 4.4. The Committee is requested to note the budget monitoring report in Appendix A. The report provides information on a management by exception basis to enable the reader to understand the overall performance of the council. The report highlights the significant additional expenditure and any loss of income apparent in the second quarter of the financial year to date.

Capital Programme

- 4.5. Forecast expenditure against the capital programme as at the end of Quarter 2 is £21.91 million which is £6.59 million (23%) below the revised budget of £28.50 million for the year.
- 4.6. The forecast £6.59 million underspend is due to slippage in 2023/24 and will be carried forward into the following financial year.
- 4.7. As reported to this Committee on the 26 October 2023 the following schemes have been approved since the Quarter 1 report and added to the capital programme:
- Littlehampton Harbour west wall works - £0.75 million.
 - Warwick Nurseries & Boweries housing purchase scheme - £3.78 million.
 - Bognor Regis Arcade project - £7.991 million.
 - Waterloo Square scheme - £1 million.

Housing Revenue Account

4.8 The Housing Revenue Account Reserve is forecast to have a balance of £902k by the 31 March 2024, which is £281k below the budgeted position of £1,183k. Appendix B includes the full report that was taken to Housing & Wellbeing Committee on the 23 November 2023, which sets out the reasons for this and the actions being undertaken to improve the position.

5 CONSULTATION

5.1 Consultation with other stakeholders is not required for this report.

6 OPTIONS/ALTERNATIVES CONSIDERED

6.1 Not applicable.

7 COMMENTS BY THE GROUP HEAD OF FINANCE & SECTION 151 OFFICER

7.1 It is sound governance to monitor spending against budget during the financial year. Such control allows the Council to take prompt corrective action if spending or income significantly varies from the approved budgets.

7.2 The Council continues to incur some additional expenditure due to current inflationary pressures and net expenditure is monitored closely to ensure that corrective action continues to be taken if necessary.

7.3 The HRA balance projection is a significant concern and is forecast to decline below the £2 million recommended minimum balance approved by the Council. A report was presented to the Housing & Wellbeing Committee on 23 November 2023 and is attached in Appendix B.

7.4 Committee will note that the Group Head of Finance & Section 151 Officer will work throughout the financial year with other Group Heads to mitigate any overspends that have been highlighted in the report and to maximise potential income generation opportunities/cost avoidance efficiencies.

8 RISK ASSESSMENT CONSIDERATIONS

8.1 Regular budget monitoring and forecasting mitigates against the risk of poor financial control and ensures that Members are informed when corrective action is required and what action has been taken.

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

9.1 There are no direct legal implications associated with this report.

10 HUMAN RESOURCES IMPACT

10.1 None.

11 HEALTH & SAFETY IMPACT

11.1 None.

12 PROPERTY & ESTATES IMPACT

12.1 None.

13 EQUALITIES IMPACT ASSESSMENT (EIA) / SOCIAL VALUE

13.1 None.

14 CLIMATE CHANGE & ENVIRONMENTAL IMPACT/SOCIAL VALUE

14.1 None.

15 CRIME AND DISORDER REDUCTION IMPACT

15.1 None.

16 HUMAN RIGHTS IMPACT

16.1 None.

17 FREEDOM OF INFORMATION / DATA PROTECTION CONSIDERATIONS

17.1 None.

CONTACT OFFICER:

Name: Antony Baden

Job Title: Group Head of Finance and Section 151 Officer

Contact Number: 01903 737558

BACKGROUND DOCUMENTS:

Budget Book 2023/24

Minute 779, Full Council 9 March 2023 – Arun District Council budget 2023/24.

ARUN DISTRICT COUNCIL BUDGET MONITORING**1. Introduction**

- 1.1. This Appendix sets out the forecast outturn position for the financial year 2023/24 as at Quarter 2, for the Revenue Budget and Capital Programme.
- 1.2 The budget monitoring statements are summarised in Tables 1 to 4 below with additional details on significant variances provided.

2. Revenue Budget

- 2.1 The overall Quarter 2 revenue budget forecast performance for the year is £33,377m against the budget of £33,514m which is an underspend of £136,000.

3. Forecast variance explanations

- 3.1 The forecast net overspends are £372,000 at Cost-of-Service level offset by an overachievement of income forecast of £508,000 on Interest & Investment Income, which equates to an overall forecast underspend of £136,000 as mentioned in paragraph 2.1. This represents an adverse change of £529,000 since the Quarter 1 forecast. Significant variances exceeding £100,000 by service committee are explained in paragraphs 3.2 to 3.4.
- 3.2 **Corporate Support** is reporting a forecast overspend of £228,000 which is an increase of £116,000 from the Quarter 1 report. The main reasons are outlined below: -
 - (i) Increased use of interim staff to cover vacant positions, creating a net pressure of £185k.
 - (ii) Various other minor pressures of £40k including increased postage costs and usage post pandemic.
- 3.3 **Planning Policy** is reporting a forecast overspend of £452,000 against budget. This is due to: -
 - (i) Under achievement of planning fee income - £558,000. Application fee income and workload was buoyant for a sustained period over the past three financial years prior to 2023/24 but there has been a drop off in applications in recent months. This is a national issue and Members will note that other West Sussex authorities are experiencing similar significant reductions in planning application fee income. The Government has recently confirmed that planning application fee increases will be applicable from the 6 December 2023, which could have a positive impact on fee income for the remainder of 2023/24.
 - (ii) An underspend of £676,000 is anticipated in relation to the very high level of vacancies across the planning service due to the difficulty in recruiting suitable and qualified staff. However, this is partially offset (£570,000) by

the use of external companies and specialist consultants to cover these vacancies.

3.4 **Housing & Wellbeing** is reporting an underspend of £240,000 which represents an adverse change of £160,000 since Quarter 1. The main changes explained below: -

- (i) **Homelessness** – The Quarter 2 forecast overspend has increased by £300,000 due to expenditure on providing Temporary Accommodation. The overall number has increased considerably since April 2023 from 166 households to 205 currently, which reflects the overall picture across the country. The situation is exacerbated by record high rents in the private rented sector where the local housing allowance typically covers about 50% of the rent, thus making it unaffordable to most homeless clients. The Council's social housing applicants list is lengthening, which means the length of an average stay in nightly paid accommodation also lengthens.
- (ii) **Revenues & Benefits administration** – This is forecast to underspend by £86,000 mainly due to staff vacancies although some of this will be offset by the cost of agency staff engaged to cover some posts.

Table 1					
Arun District Council - General Fund Budget Monitoring					
Forecast Outturn 2023/24					
Month 6 (Quarter 2)					
Committee	Revised Budget £'000	Q2 Forecast £'000	Q2 Forecast Variance £'000	Q1 Forecast Variance £'000	Movement between Q1 and Q2 Forecast £'000
Cost of Service					
Corporate Support	6,152	6,380	228	112	116
Economy	2,449	2,491	42	129	(87)
Environment	10,810	10,755	(55)	3	(57)
Planning Policy	906	1,359	452	0	452
Policy & Finance	2,203	2,147	(56)	0	(56)
Housing & Wellbeing	5,937	5,697	(240)	(400)	160
Total Cost of Services	28,456	28,828	372	(157)	529
Corporate Cost					
Parish Precepts	5,301	5,301	0	0	0
Other precepts and levies	249	249	0	0	0
Interest & investment income	(1,825)	(2,333)	(508)	(508)	0
Contingencies / miscellaneous	10	10	0	0	0
Pension deficit contributions	1,323	1,323	0	0	0
Total Corporate Cost	5,058	4,550	(508)	(508)	0
Total Revenue Costs	33,514	33,377	(136)	(665)	529
Financed By					
RSG / Retained Business Rates	(7,820)	(7,820)	0	0	0
New Homes Bonus	(616)	(616)	0	0	0
Other non ringfenced grants	(1,631)	(1,631)	0	0	0
Council Tax income - ADC	(12,982)	(12,982)	0	0	0
Council Tax income - T&P	(5,301)	(5,301)	0	0	0
Collection Fund def/(surp)	32	32	0	0	0
Total Finance By	(28,318)	(28,318)	0	0	0
Deficit/(Surplus)	5,196	5,060	(136)	(665)	529
Contribution to/(from) Reserves	(5,196)	(5,060)	0	0	0
Net Position	0	0	(136)	(665)	529

Capital Programme 2023/24

Table 2	
Capital Programme Forecast Outturn 2023-24	
	£'000
Original Capital Budget	14,941
Additions	
Carry Forwards from previous year (2022-23)	31,311
Additional Approvals In Year	6,341
Other Changes	(82)
Total - Additional Approvals In Year	37,570
Reprofiling	(24,010)
Revised Capital Budget	28,500

Capital Monitoring 2023/24

Forecast expenditure against the capital programme at the end of Quarter 2 is £21.91m (see Table 3 below). This represents an underspend of £6.59m or 23% below the current budget of £28.5m for the year. This is reported as slippage into the next financial year.

Table 3		
Capital Programme Monitoring Quarter 2 - 2023/24		
	£'000	Comment
Original Capital Budget	14,941	
Carry Forwards from prior year	31,311	
Sub Total - Approved Budget	46,252	This includes £24.01m of proposed budget reprofiling subject to approval.
Total In -Year Movements	(17,751)	
Current Budget:	28,501	
Projected Slippage	(6,590)	23% of Current Budget
Forecast Capital Expenditure	21,911	

Table 4										
Budget Monitoring 2023/24 - Capital Programme										
Project	Original Capital Budget (Approved) 2023/24	Carry Forwards from 2022/23	Additional Approvals In-Year	Reprofiled	Other Changes	Revised Capital Budget (Approved) 2023/24	Actual (Year to Date)	Commitments	Forecast Outturn for the Year (2023/24)	Variance (Forecast Outturn vs Revised Budget)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Levelling Up Fund (LUF) -	0	6,938	0	(5,689)	0	1,248	75	1,202	1,277	29
Levelling Up Fund (LUF) Alexandra	0	11,532	0	(8,543)	0	2,989	307	2,598	2,905	(84)
Alexander Theatre Littlehampton	3,750	0	0	(3,000)	0	750	785	0	785	35
Harbour Entrance	0	0	750		0	750	750	0	750	0
Policy & Finance	3,750	18,470	750	(17,232)	0	5,738	1,916	3,800	5,717	(21)
Information Communication	0	347	0	0	(32)	315	58	257	315	0
Corporate Service	0	347	0	0	(32)	315	58	257	315	0
Littlehampton Public Realm Asset Management	539	2,137	1,000	0	0	3,675	128	3,548	3,675	(0)
Bognor Regis Arcade,	0	0	781	0	0	781	0	781	781	0
Economy	539	2,933	1,781	0	0	5,253	587	4,665	5,252	(0)
Improvement & Discretionary	1,400	0	0	0	0	1,400	650	750	1,400	0
Keystone Centre	0	250	0	0	0	250	0	250	250	0
Sunken Gardens	0	226	0	0	(50)	176	106	70	176	0
Bersted Brooks Country Park	0	320	0	0	0	320	3	318	320	0
Place St. Maur	0	22	0	0	0	22	0	22	22	(0)
Play Areas	255	285	30	0	0	570	15	354	370	(200)
Environment	1,655	1,102	30	0	(50)	2,737	773	1,764	2,538	(200)
ALC Wet Change	0	578	0	0	0	578	439	139	578	0
Housing Improvements	2,931	0	0	0	0	2,931	1,208	1,723	2,931	0
Decarbonisation (match funding)	3,000	0	0	0	0	3,000	0	0	0	(3,000)
Civica Implementation	467	60	0	(107)	0	420	181	239	420	(0)
Stock Development	0	7,821	3,780	(6,671)	0	4,930	151	4,010	4,160	(769)
Sheltered Accommodation	2,600	0	0	0	0	2,600	0	0	0	(2,600)
Housing and Wellbeing	8,998	8,459	3,780	(6,778)	0	14,458			8,089	(6,369)
Total Capital Budget	14,941	31,311	6,341	(24,010)	(82)	28,500	5,313	16,597	21,910	(6,590)

Table 4 indicates estimated slippage in 2023/24 of £6,590,000.

Explanation of Variances

Housing & Wellbeing

- 4.1 The Housing Improvements & Stock Development scheme slippage (£770,000) relates to budget that has not yet been allocated to a specific area of work. This will be carried forward into the following financial year if required.
- 4.2 The Decarbonisation scheme slippage of £3,000,000 has arisen because the scheme has been put on hold as a result of the Council's unsuccessful bid to secure matched grant. Officers are considering other options and will report to Members in due course.
- 4.3 Officers are also developing options around the Sheltered Accommodation scheme (slippage of £2,600,000) and will report these to Members in due course.

Usable Revenue Reserves

Usable Revenue Reserves are amounts set aside from accumulated General Fund balances to provide financing for specific future expenditure plans and to provide the Council with a cash flow buffer. These reserves are reviewed regularly to ensure that they are being drawn down as appropriate and able to support the revenue budget. The table below summarizes the current position and the impact of the 2023/24 forecast out turn.

Usable Reserves at 31 March 2023	£m
Earmarked Reserves C/Fwd	27.533
General Fund Revenue Balance C/Fwd	5.000
Opening Usable Reserves 2022-23	32.533
Drawdown from reserves 2022-23	8.434
Less Underspend 2022-23	(1.694)
Total Drawdown:	6.740
Closing Usable Reserves at 31 March 2023	25.793
Earmarked Reserves C/Fwd	20.793
General Fund Revenue Balance C/Fwd	5.000
Opening Usable Reserves 2023-24	25.793
Drawdown from reserves	5.196
Less Underspend	(0.136)
Total Drawdown:	5.060
Estimated Closing Usable Reserves 31 March 2024	20.733

The Council held £25.793 million in earmarked reserves at 1 April 2023. This balance is anticipated to reduce to £20.733 million at the end of the financial year.

Appendix B

REPORT TO:	HOUSING & WELLBEING COMMITTEE 23 November 2023
SUBJECT:	Housing Revenue Account Forecast 2023/24 - Quarter 2 Update
LEAD OFFICERS:	Moh Hussein, Interim Group Head of Housing Tony Baden, Group Head of Finance & Section 151 Officer
LEAD MEMBER:	Cllr Carol Birch – Chair of Housing and Wellbeing Committee
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT/CORPORATE VISION:	
<p>Delivering the right homes in the right places:</p> <p>Having a sustainable Housing Revenue Account enables the maintenance and growth of our social homes portfolio and supports the welfare of our residents.</p>	
DIRECTORATE POLICY CONTEXT:	
<p>A sustainable Housing Revenue Account supports the breadth of our objectives as set out in the Housing and Homelessness Strategy:</p> <ul style="list-style-type: none"> • Increase housing supply across all tenures • Improve housing conditions across all tenures • Create sustainable communities to meet the needs of all residents 	
FINANCIAL SUMMARY:	
<p>The Housing Revenue Account Reserve is forecast to have a balance of £902k by the 31 March 2024, which is £281k below the forecast position of £1,183k at the beginning of the year. This report sets out the reasons and actions being undertaken to improve the position.</p>	

1. PURPOSE OF REPORT

- 1.1 To update members of the Housing and Wellbeing Committee on the Housing Revenue Account “HRA” Forecast for 2023/24

2. RECOMMENDATIONS

2.1 It is recommended that the Committee makes observations on and notes this report.

3. EXECUTIVE SUMMARY

3.1 Work has continued between Housing and Finance to assess the 2023/24 forecast outturn for the Housing Revenue Account and outline potential mitigating actions to address the budget gap. Revised forecasts have been prepared for Supervision & Management and Repairs along with an assessment of the changes in loan charges and interest on balances reflecting updated interest rates and forecast of income in consultation with Housing.

4. DETAIL

4.1 The forecast is summarised in the table below:

Housing Revenue Account - Budget Summary				
		Budget	Forecast	Variance
		23/24	23/24	23/24
		£'000	£'000	£'000
Supervision & Management		5,865	6,261	396
Repairs & Maintenance		5,956	5,908	(48)
Rents, rates, taxes & other charges		186	186	0
Depreciation		5,808	5,808	0
Loan Charges		1,952	2,063	111
Total Expenditure		19,767	20,226	459
Gross Dwelling Rents (current stock)		18,345	18,452	107
Gross Non-Dwelling Rents (current stock)		479	462	(17)
Voids		(272)	(342)	(70)
Write-Offs		(96)	(61)	35
Other Income		764	764	0
Interest on Balance		207	330	123
Total Income		19,427	19,605	178
(Surplus)/Deficit		340	621	281
Gain or Loss on sale of HRA Non current assets		0	0	0
Net HRA (Surplus)/Deficit		340	621	281
Major repairs reserve				
Financing of capital spend		2,931	3,763	832
Provision for debt repayment (HRA Stock)		1,454	1,454	0

Provision for debt repayment (HRA Leases)		89	89	0
Total expenditure		4,473	5,305	832
Depreciation for year (credit)		5,808	5,808	0
Total income		5,808	5,808	0
(Surplus)/Deficit		(1,335)	(503)	832
Balance Brought Forward		(3,884)	(3,884)	0
Major repairs reserves Balance Carried Forward		(5,219)	(4,387)	832
HRA Reserve				
HRA Reserve - Balance Brought Forward		(1,523)	(1,523)	0
Net HRA (Surplus)/Deficit		340	621	281
HRA Reserve - Balance Carried Forward		(1,183)	(902)	281
In year (Surplus) / Deficit on HRA		(995)	118	1,114

- 4.2 The Council has an established minimum threshold for the Housing Revenue Account reserve of at least £2m. There is a statutory requirement for our Housing Revenue Account balance to maintain a positive balance. The balance on the Housing Revenue Account reserve is forecast to fall to £902k by the end of March 2024. The budgeted position expected a reserve balance of £1,183k and so this forecast is £281k below the forecast.
- 4.3 The balance on the Major Repairs Reserve is forecast to reduce to £4,387k by the end of March 2024, which is £832k lower than the forecast position of £5,219k
- 4.4 The 2023/24 position will continue to be monitored by officers each month and updates will be provided to future Housing & Wellbeing Committee meetings. Looking forward, the 2024/25 budget will be presented to this Committee on 25 January 2024, which will give a clearer picture of the Housing Revenue Account's financial position and will also outline the effectiveness of any actions being taken to bring the Housing Revenue Account reserve back to an acceptable and workable level.

Explanation of Variances

- 4.5 Supervision and Management - £396k adverse. The majority of this is the extra cost of agency staff. The number of agency staff has been progressively reducing. There are now seven agency officers remaining and by April 2024 it is anticipated all long-term agency postings will have ended.
- 4.6 Repairs and Maintenance shows a favourable variance of £48k although there are several significant variances, which are explained below.

- 4.7 The Responsive Repairs budget is spending above profile and projected to have an outturn of £3,512k, which is an adverse variance of £304k. The establishment of a Dynamic Purchasing System “DPS” framework has begun to reduce the cost of repairs, and as more tenders are awarded these costs are expected to reduce further. Increased capital spending on planned maintenance will also reduce responsive repair costs going forward.
- 4.8 The Repairs and Maintenance budget includes costs other than responsive repairs such as compliance and decarbonisation costs. The responsive repair and compliance budgets are forecast to overspend, but overall, the responsive repairs overspend of £304k is offset by the forecast underspend in other maintenance budgets of £351k.
- 4.9 Loan Charges are forecast to be overspent by £278k due to the increase in interest rates, (the budget assumption was 3.20% but the forecast average rate is 4.81%). However, this is partially offset by Interest on Borrowing (£167k) because no borrowing is required in 23/24 to fund decarbonisation works as the grant bid was unsuccessful and the review of Sheltered Accommodation has been delayed.
- 4.10 Gross dwelling rents are forecast to be £107k favourable. When a property becomes vacant, the rent charged to a new tenant is increased to the formula rent whereby the actual rent is below that level which generates a favourable forecast. This is offset by the increase in void properties and the current performance on void turnaround. Several new build properties have also become available at Water Meadows Way which were not factored into the budget and have contributed to the favourable position.
- 4.11 There has also been an increased focus on income recovery, and this is expected to see an improvement of up to 1%, (about £170k), in rental income by April 2024.

Actions to Improve Forecast

- 4.12 The service has developed service plans to increase revenue and reduce costs as follows:
- General Repairs Budget - £400k (included in forecast above)
 - Void Dwelling Repair - £400k (included in forecast above)
 - Cyclical Redecorations and Maintenance - £360k (included in forecast above)
 - Fire Compliance - £100k (included in forecast above)
 - Retrofit Inspections - £450k (included in forecast above)
 - Introduce service charges to recover costs of services already provided but not charged £280k
 - Increase income recovery by £300k employing a dedicated income recovery officer
- 4.13 Other actions being taken to reduce the deficit further are as follows:

- The DPS framework has now been established and tenders are starting to be awarded. The voids work has now been tendered to a different contractor, which has led to reductions in void times and repair costs.
- The mini-tender for works over £500 and major works are due to be out for tender by mid-November. Both will start to reduce our costs and improve timescales for residents.
- Over 20 further mini-tenders will be advertised and awarded over the coming months, helping to reduce costs and improve performance.

4.14 Further actions being taken are set out within the (Exempt) Appendix to this report.

5.0 CONSULTATION

5.1 Consultation with other stakeholders is not required for this report.

6.0 OPTIONS/ALTERNATIVES CONSIDERED

6.1 Not applicable for this report.

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

- 7 It is sound governance to monitor spending against budget during the financial year. Such control allows the Council to take prompt corrective action if spending or income significantly varies from the approved budgets.
- 7.1 The Housing Revenue Account balance projection is a significant concern and is forecast to decline below the £2m recommended minimum balance approved by the Council. Further reports will be presented to future Housing & Wellbeing Committees on a regular basis.
- 7.2 Committee will note that the Group Head of Finance & Section 151 Officer will work throughout the financial year with the Group Head of Housing to mitigate as far as possible any overspends that have been highlighted in the report and to maximize income.
- 7.3 Members will also note that the 2024/25 Housing Revenue Account budget will be reported to the 25 January 2024 Housing & Wellbeing Committee, which will give a clearer indication as to its longer-term financial health.

8 RISK ASSESSMENT CONSIDERATIONS

8.1

Risk	Likelihood	Impact	Mitigation
Agency costs are not minimised	3	4	CMT to review remaining agency contracts monthly
Severe weather increases responsive repair costs	4	4	Continue planned programme of roof replacements and triage roof repair work
Damp and mould costs increase	4	3	Undertake inspections and pro-active repairs
DPS may not deliver any in year savings	4	2	The forecast does not include savings from the DPS except for voids, where the contract has already been awarded
The savings identified are not delivered	3	4	CMT to review savings and income projections monthly

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

9.1 The Local Government and Housing Act 1989 requires the Council to maintain a Housing Revenue Account that is separate from its General Fund account. The amounts to be credited or debited to the Housing Revenue Account can only be in respect of items detailed in the Act or covered by regulations issued by the Secretary of State. Budgets must be prepared each year for the Housing Revenue Account which will avoid a debit balance on the account, and action must be taken if in any year it appears a debit balance may arise.

10 HUMAN RESOURCES IMPACT

Not applicable

11 HEALTH & SAFETY IMPACT

Not applicable

12 PROPERTY & ESTATES IMPACT

Not applicable

13 EQUALITIES IMPACT ASSESSMENT (EIA) / SOCIAL VALUE

Not applicable

14 CLIMATE CHANGE & ENVIRONMENTAL IMPACT/SOCIAL VALUE

Not applicable

15 CRIME AND DISORDER REDUCTION IMPACT

Not applicable

16 HUMAN RIGHTS IMPACT

Not applicable

17 FREEDOM OF INFORMATION/DATA PROTECTION CONSIDERATIONS

Not applicable

CONTACT OFFICERS:

Name: Moh Hussein

Job Title: Interim Head of Housing

Contact Number: 01903 737718

Name: Antony Baden

Job Title: Group Head of Finance & Section 151 Officer

Contact Number: 01903 737558

BACKGROUND DOCUMENTS

None

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Public Document Pack Agenda Item 9

Subject to approval at the next Vision Working Party meeting

1

COUNCIL VISION WORKING PARTY

13 November 2023 at 6.00 pm

Present: Councillors Tandy (Chair), Stanley (Vice-Chair), Gunner, Huntley and Lawrence (Substitute for Ayling).

15. APOLOGY FOR ABSENCE

An Apology for Absence had been received from Councillor Ayling.

16. DECLARATIONS OF INTEREST

There were no Declarations of Interest made.

17. MINUTES

The minutes from the last meeting of the Council Vision Working Party held on 23 October were approved by the Working Party as a correct record and were signed by the Chair.

18. REVISED VISION OUTCOMES

The Group Head of Organisational Excellence confirmed that she had taken on board feedback received from previous meetings and various stages of this work and had compiled a revised Council Vision Objectives and Outcomes document grouped into the four themes of the Vision to make it easier for Members to see which measures related to which theme. It has been suggested that a few of the outcomes should be reported to Service Committees only and so those outcomes highlighted in red would be removed from the corporate list and passed to Service Committees to scrutinise moving forward.

The Joint Interim Chief Executive and Director of Growth outlined that the look and presentation of the annual Vision report on outcomes and progress towards the aims and objectives of the Vision had been reconsidered to make it easier for Members of the Policy & Finance Committee to see progress on the outcomes. Relevant links to Committee reports would be provided allowing Members to find information that they may be interested in.

The Chair confirmed that the meeting would work through the Council Vision table page by page to allow full discussion.

Improving the Wellbeing of Arun

W1 had been highlighted red. Discussion took place whether W2 should be removed or both?

Vision Working Party - 13.11.23

The following was agreed:

- W1 be removed. W2 be retained as it focused on outcomes.
- W3 had been marked as 'completed', did this mean that this outcome would be removed? It was explained that no this would remain but at the end of the 4 year plan it would be reported back as to whether that outcome had been completed or achieved. It was agreed to keep W3 in.
- W4 – Upgrade to Alexandra Theatre – it was agreed that that the outcome be changed to read Completion of Levelling-Up Fund (LUF) – Alexandra Theatre Project as the key stages of the project were already being reported to the Policy & Finance Committee – this could then form part of the Vision annual reporting
- For consistency purposes, it was agreed that a new Outcome be produced for the Littlehampton Seafront Project
- W7 – it was agreed that this would be removed and become an action for the Housing & Wellbeing Committee.
- W9 - it was agreed that this would be removed and become an action for the Housing & Wellbeing Committee.
- W10 and W11 - it was agreed that this would be removed and become an action for the Housing & Wellbeing Committee.

No further changes were made to this Vision Objective.

Delivering the Right Homes to the Right People

- H4 – it was highlighted that the how to measure box should state that this would be Complete for 23/24 with a view to going back examining other developments in the future. How to measure box to be updated.
- H6 – this was questioned in terms of whether Members were happy with it just being a KPI rather than an indicator in the vision? It was agreed that it should remain as a KPI rather than a vision measure.
- H7 – it was agreed that the words – and % be added to the 'how to measure' box after the word 'number'.

No further changes were made to this Vision Objective.

Supporting our Environment to Support Us

- EN4 and E11 - it was agreed that these would be removed.
- EN1 – were there any projections or targets? The Group Head of Organisational Excellence confirmed that the Officer responsible wanted to review the targets for next year and especially as the vast majority was linked to procurement.
- EN2 – it was suggested that the Seaside Awards be added to the outcome/progress.
- Councillor Gunner stated that he was against removal of EN4 as he felt that the Council was not adequately reporting that risk. There was lengthy discussion around whether this should be retained and as this was of great concern to residents, especially at this time. It was confirmed that this was not a KPI that

was changing it was more about how the council measured what was changing and where it should be reported. If Members were to agree that this was best being reported to a Service Committee rather than against the Vision – then the indicator would be reported as a KPI to the Environment Committee with any issues being forwarded to the Policy & Finance Committee as appropriate. The Group Head of Organisational Excellence confirmed that this was not a current KPI. This meant that the Working Party needed to consider leaving it as a Vision Outcome or confirm if it would be better for it to be reported to the Environment Committee who were responsible for coastal defence.

There was concern expressed about removing this as a Vision Indicator and how this would be perceived. Some Members of the Working Party felt that it should sit with the Environment Committee, others were less confident about making this decision.

The point was made that by leaving it as a Vision Indicator then it would be reported to all Committees in scrutinising the Vision. A question was asked as to whether the risk had been adequately assessed? Following further discussion, it was agreed that EN4 would remain as a Vision Indicator but that the Director of Growth would provide Members with a more detailed explanation and in light of recent events.

A question was then asked about EN12 in terms of whether this should be removed. The Interim Joint Chief Executive and Director of Growth outlined that following the urgent item presented to Full Council last week on flooding and impacts for the district and the creation of the forum, in view of the Council's strong advocacy role this reinforced the need for this indicator to remain. The point was made that if EN12 were to remain as an indicator then W7 surrounding the provision of medical and dental services across the District should remain also, as this outcome held equal importance.

It was agreed that this would be a matter for Members to decide. It was also agreed that the wording for EN12 should be amended from "secure improvements from Southern Water including better engagement with residents and Council" to something that would reflect the establishment of the Forum, the wording agreed was "Flooding Events in Arun 2023 - the report from the Flood Forum established outlining recommendations for future action be forwarded to an Extraordinary Meeting of the Council". The measure would be the work of the Forum which would be regularly reported to the Environment Committee before making final recommendations to Council.

Fulfilling Arun's Economic Potential

There was discussion about removing Outcomes EC1, EC2, EC3, and EC5 as these outcomes and progress were not directly related to the council's actions. With EC1 and 2, how could the council demonstrate that it was the cause of the outcome as it could just happen anyway.

Vision Working Party - 13.11.23

It was agreed that they would be removed as they were not a measure of the council's performance. An annual report could instead be made to the Economy Committee.

Concern was expressed that by removing 4 EC Vision outcomes, this left a light list of outcomes. Could supporting independent businesses be added? It was accepted that although this was an appropriate outcome how could it be measured?

It was agreed that Members be given a final chance to add any additional outcome surrounding business support and would need to confirm this by 22 November 2023 to the Group Head of Organisational Excellence due to the despatch deadlines for the agenda for the next meeting of the Policy & Finance Committee on 6 December 2023. It was agreed that further work was required to the Economy Vision Outcomes and that following the Special Meeting of the Economy Committee taking place on 20 November, there would be outcomes that could potentially be added. Members of the Working Party would be contacted about this by the Group Head of Organisational Excellence outlining any proposals.

Turning to the organisational measures of outcomes and progress it was agreed that these should not form part of the document being presented to the Policy & Finance Committee at this time.

Having worked through the revised Vision Outcomes, it was agreed that it would be updated so that it could be circulated with the minutes from this meeting to the Policy & Finance Committee for 6 December 2023 meeting.

The Working Party then

RECOMMEND TO THE POLICY & FINANCE COMMITTEE – That

- (1) The revised Vision Outcomes as amended by the Working Party be agreed;
- (2) The performance measures as set out in the revised Vision Outcomes be used to measure progress against the Vision aims and objectives for 2024/2025 and 2025/2026; and
- (3) Should minor changes be needed to be made to these measures, then the Group Head of Organisational Excellence be given delegated authority in consultation with the Chair of the Policy & Finance Committee to make such changes.

(The meeting concluded at 7.12 pm)

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 <u>and deliver</u> 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 range 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 <u>working through and with our partners</u> to <u>help</u> 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	
Measures of outcomes and progress		
Outcome/progress	How to measure	
W1	Wellbeing clients satisfaction rating	REMOVE – only one indicator either 1 or 2
W2	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of the intervention)	See above – retain as focuses on outcomes
W3	Upgrade to BR Leisure Centre wetside	COMPLETED
W4	Upgrade to Alexandra theatre <u>Completion of Levelling Up Fund (LUF)</u> <u>Alexandra Theatre project</u>	<u>Key stages and completion reported to Committees</u>
W?	Completion of Levelling up Fund (LUF) <u>Littlehampton Seafront Project</u>	<u>Key stages and completion reported to Committees</u>
W5	Adopt public art strategy	Key 2025/26 milestones
W6	Develop and adopt a Wellbeing Strategy and Action Plan	Key 2024/25 milestones
W7	Agree a statement on the future provision of medical and dental services across the District	REMOVE – Action for Housing & Wellbeing Committee
W8	Specific initiatives with partners (Age UK, CAB, Safer Arun Partnership, Artswork, Freedom Leisure etc)	Key 2024/25 milestones
W9	Number of council housing fraud cases	REMOVE – to Housing & Wellbeing

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

	prevented or properties recovered	Committee only – they may wish to consider alongside new Housing indicators
W10	Average length of stay in temporary accommodation – 15 months/64 weeks	REMOVE - as above to Housing & Wellbeing only
W11	Average length of stay in emergency accommodation – 3 months/12 weeks	REMOVE - as above to Housing & Wellbeing only
W12	Complete Annual Community Engagement Plan and implement Work Plan to encourage participation completed	Annual Community Engagement Plan completed and Work Plan implemented
W13	Improve our green spaces	Number of green spaces improved
W14	Review the Potential to use community banking	Report to members

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

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 and future 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	
Measures of outcomes and progress		
Outcome/progress	How to measure	
H1	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 affordable homes built or purchased
H2	Number of new homes that are suitable for wheelchair users	Number of new homes that are suitable
H3	Commission reports on 5 year housing supply and Market Absorption and implement recommendations	COMPLETED
H4	Satisfaction survey of residents in completed developments (at least 12 months)	COMPLETED for 2023/34 – additional future surveys as developments completed
H5	Number of households supported with complex needs	Disabled Facilities Grant work completed
H6	Number of empty homes brought back into use	Number of empty homes bought back into use
H7	Number of Council homes that meet the current statutory minimum standard for housing	Number <u>and %</u> of Council homes that meet the required standard

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

Supporting our environment to support us		
Overall Aims		
A	To consider reduce our adverse impact on the environment , climate change, sustainability and biodiversity in everything the Council is responsible for and encourage its community 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 Work_Plan	
D	Make low carbon transport including walking, cycling, travel by public transport and electric vehicle easy, convenient and pleasant and a fundamental 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 wider district through Planning Policy	
2	Review the Council’s estate and seek to maximise the use of renewable or alternative energy generation, including the installation of Electric Vehicle (EV) chargepoints	
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 to reduce improve waste reduction and increase recycling to meet future targets of 55% recycling by 2025 and 60% by 20230.	
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.	
Measures of outcomes and progress		
Outcome/progress	How to measure	
EN1	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 Update to include scope 3 measures and 2025/26 estimate
EN2	Achieve Green Flag awards for Council parks and seaside awards for our seascides	Number achieved
EN3	3000 trees to be planted per year	Number planted
EN4	Inspection of all Arun District Council coastal defence assets	Completion of an inspection programme at frequency determined by risk
EN5	% 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
EN6	Adopt biodiversity action plan	Including any key milestones for 2024/25
EN7	Recruit ecologist to support implementation	Successful recruitment, creation of workplan

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

	of Biodiversity Net Gain and create and implement workplan	
EN8	Other climate related strategies and milestones for 2024/25 including: <ul style="list-style-type: none"> • Engaging and incentivising businesses to commit to working practices which minimise their impact on the environment • Supporting information campaigns that promote carbon reduction and funding opportunities • Supporting the Sussex Bay Project to restore marine, coastal and intertidal habitats to improve the biodiversity and carbon footprints of the district. 	Number of strategies created and milestones achieved
EN9	Change committee report template to consider climate change and sustainability	COMPLETED
EN10	Number of Electric Vehicle Charging points installed	Number of sockets installed as part of county network within Arun
EN11	Number of metres of new cycleway	REMOVE – data only available at county level
EN12	Flood Forum to be established with report to Full Council for consideration and recommendations on future action.	Ongoing actions reported to Environment Committee
EN13	Implement recommendations of Environment Committee (27 February 2023) on Bognor Regis Beach Access	Reports on progress and implementation to Environment Committee

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

Fulfilling Arun's economic potential	
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 <u>district and supporting changing ways of working</u>
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 an <u>economy-digital-infrastructure</u> that will <u>promote and support both active leisure activities and cultural opportunities support businesses and changing ways of working, as well as the that meet the</u> needs of local people and visitors
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
Measures of outcomes and progress	
Outcome/progress	How to measure
EC1 Number of jobs created	Number of jobs created – remove as general economic health indicator rather than measure of Arun's performance and make annual report to Economy Cttee
EC2 Increase to average wages and household income	Improvement on previous year remove as general economic health indicator rather than measure of Arun's performance and make annual report to Economy Cttee
EC3 Increase in number of economically active population	Improvement on previous year remove as general economic health indicator rather than measure of Arun's performance and make annual report to Economy Cttee
EC4	Commission and carry out tourism marketing campaign 2024/25 <u>and 2025/26</u> Report to Economy Committee This is the Digital Destination Awareness Campaign to be reported to Economy Cttee in November 23 with second year of activity proposed.
EC5 Increase in number of visitors, length of stay and visitor spend	Improvement on previous year remove as general economic health indicator rather than measure of Arun's performance and make annual report to Economy Cttee

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

EC6	Number of new hotel and new holiday accommodation beds provided	Improvement on previous year
EC7	Develop business support programme to move to digital and modern ways of working	Workplan achieved
EC8	Review cinema provision in Littlehampton town centre and redevelop Windmill area	Agree scope and business case - present to Economy Committee
EC9	Update Bognor Regis Masterplan	Review and update 2012 Bognor Regis Masterplan and present to Economy committee
	<u>To implement the Arun Visitor Strategy 2023 - 2028</u>	<u>Deliver priorities and actions as set out in the Strategy, and present annual reports to Economy Committee</u>
	<u>Delivery of new beach huts at Littlehampton Seafront</u>	<u>Completion according to schedule</u>
	<u>Design feasibility work for the conversion of the former Brewers Fayre Public House</u>	<u>Complete design feasibility work with options reported to Economy Committee</u>
	<u>Design feasibility work for redevelopment of the Regis Car Park, Bognor Regis</u>	<u>Complete a design feasibility study with options reported to Economy Committee</u>

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

Organisational Measures of outcomes and progress	
Outcome/progress	How to measure
OE1 Review future needs for Council accommodation to provide supportive and cost effective service delivery which minimises environmental impact	Report to members on use of Council buildings General organisational issues – more work needed to identify precise projects
OE2 Explore opportunities for shared service provision	Report to members General organisational issues – more work needed to identify precise projects
OE3 Undertake an electoral review of parish boundaries across the Arun District	Move to Corporate Support Committee – report in January 2024

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 and deliver 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 range 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 working through and with our partners to help 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	
Measures of outcomes and progress		
Outcome/progress	How to measure	
W1	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of the intervention)	See above – retain as focuses on outcomes
W2	Upgrade to BR Leisure Centre wetside	COMPLETED
W3	Completion of Levelling Up Fund (LUF) Alexandra Theatre project	Key stages and completion reported to Committees
W4	Completion of Levelling up Fund (LUF) Littlehampton Seafront Project	Key stages and completion reported to Committees
W5	Adopt public art strategy	Key 2025/26 milestones
W6	Develop and adopt a Wellbeing Strategy and Action Plan	Key 2024/25 milestones
W7	Specific initiatives with partners (Age UK, CAB, Safer Arun Partnership, Artwork, Freedom Leisure etc)	Key 2024/25 milestones
W8	Complete Annual Community Engagement Plan and implement Work Plan to encourage participation completed	Annual Community Engagement Plan completed and Work Plan implemented
W9	Improve our green spaces	Number of green spaces improved
W10	Review the Potential to use community	Report to members

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

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DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

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 and future 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	
Measures of outcomes and progress		
Outcome/progress	How to measure	
H1	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 affordable homes built or purchased
H2	Number of new homes that are suitable for wheelchair users	Number of new homes that are suitable
H3	Commission reports on 5 year housing supply and Market Absorption and implement recommendations	COMPLETED
H4	Satisfaction survey of residents in completed developments (at least 12 months)	COMPLETED for 2023/34 – additional future surveys as developments completed
H5	Number of households supported with complex needs	Disabled Facilities Grant work completed
H6	Number of empty homes brought back into use	Number of empty homes bought back into use
H7	Number of Council homes that meet the current statutory minimum standard for housing	Number and % of Council homes that meet the required standard

DRAFT Council Vision Aims, Objectives and Measures list for P&F 08.12.23

Supporting our environment to support us	
Overall Aims	
A	To reduce our adverse impact on the environment, climate change, sustainability and biodiversity in everything the Council is responsible for and encourage its community 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 Work Plan
D	Make low carbon transport including walking, cycling, travel by public transport and electric vehicle easy, convenient and pleasant and a fundamental 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 wider district through Planning Policy
2	Review the Council's estate and seek to maximise the use of renewable or alternative energy generation, including the installation of Electric Vehicle (EV) chargepoints
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 to reduce waste and increase recycling
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.
Measures of outcomes and progress	
Outcome/progress	How to measure
EN1	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 Update to include scope 3 measures and 2025/26 estimate
EN2	Achieve Green Flag awards for Council parks and seaside awards for our seascides Number achieved
EN3	3000 trees to be planted per year Number planted
EN4	% 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
EN5	Adopt biodiversity action plan Including any key milestones for 2024/25
EN6	Recruit ecologist to support implementation of Biodiversity Net Gain and create and implement workplan Successful recruitment, creation of workplan
EN7	Other climate related strategies and Number of strategies created and milestones

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	<p>milestones for 2024/25 including:</p> <ul style="list-style-type: none"> • Engaging and incentivising businesses to commit to working practices which minimise their impact on the environment • Supporting information campaigns that promote carbon reduction and funding opportunities • Supporting the Sussex Bay Project to restore marine, coastal and intertidal habitats to improve the biodiversity and carbon footprints of the district. 	achieved
EN8	Change committee report template to consider climate change and sustainability	COMPLETED
EN9	Number of Electric Vehicle Charging points installed	Number of sockets installed as part of county network within Arun
EN10	Flood Forum to be established with report to Full Council for consideration and recommendations on future action.	Ongoing actions reported to Environment Committee
EN11	Implement recommendations of Environment Committee on Bognor Regis Beach Access	Reports on progress and implementation to Environment Committee

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Fulfilling Arun's economic potential		
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 and supporting changing ways of working	
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 an economy that will promote and support both active leisure activities and cultural opportunities that meet the needs of local people and visitors	
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	
Measures of outcomes and progress		
Outcome/progress	How to measure	
EC1	Commission and carry out tourism marketing campaign 2024/25 and 2025/26	Report to Economy Committee .
EC2	Number of new hotel and new holiday accommodation beds provided	Improvement on previous year
EC3	Develop business support programme to move to digital and modern ways of working	Workplan achieved
EC4	Review cinema provision in Littlehampton town centre and redevelop Windmill area	Agree scope and business case - present to Economy Committee
EC5	Update Bognor Regis Masterplan	Review and update 2012 Bognor Regis Masterplan and present to Economy committee
EC6	To implement the Arun Visitor Strategy 2023 - 2028	Deliver priorities and actions as set out in the Strategy, and present annual reports to Economy Committee
EC7	Delivery of new beach huts at Littlehampton Seafront	Completion according to schedule
EC8	Design feasibility work for the conversion of the former Brewers Fayre Public House	Complete design feasibility work with options reported to Economy Committee

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EC9	Design feasibility work for the redevelopment of the Regis Car Park, Bognor Regis	Complete a design feasibility study with options reported to Economy Committee
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Subject to approval at the next Vision Working Party meeting

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VISION WORKING PARTY

23 October 2023 at 6.00 pm

Present: Councillors Stanley (Vice-Chair), Gunner and Huntley.

Councillors Goodheart and Lawrence were also in attendance at the meeting.

8. APOLOGIES FOR ABSENCE

Apologies for Absence had been received from Councillors Ayling and Tandy.

9. DECLARATIONS OF INTEREST

There were no Declarations of Interest made.

10. MINUTES

The minutes from the last meeting of the Council Vision Working Party held on 19 September 2023 were approved by the Committee as a correct record and were signed by the Chair.

11. 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 items for this meeting.

12. COUNCIL VISION - 2022-2026 - REVIEW OF COUNCIL VISION INDICATORS

The Group Head of Organisational Excellence drew Members' attention to the revised Vision document that had been provided with the agenda, this included the changes that had been suggested at the last meeting of the Working Party. To assist Members, an additional note setting out these changes using tracked changes had been provided so that the proposed changes could be seen and double checked for approval by the Working Party ahead of the Vision document being presented to the Policy & Finance Committee on 6 December 2023 ahead of recommendations being presented to Full Council on 10 January 2024.

The Working Party worked through each of the changes made as follows:

Improving the wellbeing of Arun

- Overall aims – the Working Party agreed that the third aim be changed to read as follows:

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Work with partners to provide advice, support and activities that promote **and deliver** community wellbeing where it will have the greatest impact.

- Objective 4 – changed to read:

Support the NHS Clinical Commissioners to provide primary care medical and dental facilities, **working through and with our partners** to help meet the growing needs of our community.

The Working Party approved these changes.

Delivering the right homes in the right places

No changes had been requested by the Working Party.

Supporting our environment to support us

- Overall aims - the Working Party agreed that the first aim be changed to read as follows:

To ~~consider~~ **reduce our adverse impact on the environment**, climate change, sustainability and biodiversity in everything the Council is responsible for and encourage the community and local businesses to do the same.

The Group Head of Organisational Excellence confirmed that Councillor Ayling had notified her in advance of the meeting of further changes that he wished to make to this aim.

In the absence of Councillor Ayling, a short adjournment was called by the Chair to allow the Group Head of Organisational Excellence to retrieve this request from her laptop.

It was confirmed that Councillor Ayling wished to strengthen the changes made at the last meeting to this aim to read “To **protect and enhance** our adverse impact on the environment, climate change, sustainability etc”.

Following discussion by the Working Party it was agreed that the changes proposed at the last meeting be agreed.

- Objective 5 had been changed to read:

Working with our community to **reduce waste and increase recycling** ~~improve waste reduction and recycling to meet future targets of 55% by 2025 and 60% by 2030~~

The Working Party approved these changes.

Fulfilling Arun's economic potential

- Objective 1 had been changed to read:

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 **and supporting changing ways of working.**

The Working Party approved these changes.

- Objective 3 had been changed to read:

Encourage **an economy that will promote both active leisure and cultural opportunities that meet the needs of local people and visitors**
~~digital infrastructure that will support businesses and changing ways of working as well as the needs of local people~~

The Working Party approved these changes.

The Working Party

RECOMMEND TO THE POLICY & FINANCE COMMITTEE ON 6
DECEMBER 2023

That the revised Council Vision document, to include the changes outlined above, be approved and recommended onto Full Council for approval.

On completion of the vote, Councillor Gunner requested that his opposition to this change in wording be recorded. He stated that this was because the reference to digital infrastructure, which was critical to all in the district, had been removed.

13. HIERARCHY OF PERFORMANCE MEASURES

A table setting out Vision Indicators CV1 to CV49 was circulated to the meeting by the Group Head of Organisational Excellence.

It was explained that this revised table had been pulled together taking on board the comments made at the last meeting of the Working Party and illustrated, using colour coding, suggestions for each of the indicators as set out below:

- Those coloured green – should remain meaning that they become vision outcomes rather than indicators and reported annually.
- Those coloured red – these indicators that were straight forward be reported back to the appropriate Service Committee for proper scrutiny by members with expertise in these areas.
- Those that were white – had been completed.

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Councillor Gunner asked why this document had not been circulated to Working Party Members in advance of the meeting as this would have enabled Members time to work through the detail of the document and provide input to the meeting.

In view of this, the Working Party agreed that this item be deferred to another meeting.

14. UPDATE ON STATEMENTS ABOUT THE FUTURE OF THE ORGANISATION

The Group Head of Organisational Excellence reminded Members of the discussion that had taken place at its last meeting regarding the appropriateness of producing a statement confirming what the Council's foundations would be and what as an organisation Arun wanted to achieve.

Two examples, one used by Winchester and one used by Reading had been circulated to the meeting as Officers had liked how these foundations had been presented.

The Working Party was asked to consider pursuing this approach which would be published, not as part of the Vision document, but as part of a document explaining what the council aimed to be in terms of the services it delivered. Members were invited to submit their views and suggestions as to how such a document might look.

In view of the ongoing work that the Council was undertaking with its savings review, meaning that the Council needed to be clear in confirming its ambitions moving forward, it was agreed that this item also be deferred to a future meeting of the Working Party. Comments were again made by Councillor Gunner over the lack of information presented to Members in advance of the meeting which he stated was not acceptable.

The Working Party agreed that this item be deferred to another meeting to be arranged.

In looking at a date for the next meeting of the Working Party, the 13 November at 6.00 pm was identified as an option, subject to the approval of the Chair of the Working Party.

The Committee Manager confirmed that she would liaise with Councillor Tandy and would confirm this date as soon as possible.

(The meeting concluded at 6.40 pm)

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Subject to approval at the next Vision Working Party meeting

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COUNCIL VISION WORKING PARTY

19 September 2023 at 6.00 pm

Present: Councillors Tandy (Chair), Stanley (Vice-Chair), Ayling, Gunner and Huntley.

1. APPOINTMENT OF CHAIR AND VICE-CHAIR

The Working Party

RESOLVED

That Councillor Tandy be appointed Chair of the Council Vision Working Party.

The Working Party

RESOLVED

That Councillor Stanley be appointed Vice-Chair of the Council Vision Working Party.

2. APOLOGIES FOR ABSENCE

There were no Apologies for Absence.

Councillor Gunner attended the meeting and confirmed that he would fill the vacant Conservative seat.

This was noted by the Working Party.

3. DECLARATIONS OF INTEREST

There were no Declarations of Interest made.

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

The Chair confirmed that there were no items for this meeting.

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5. START TIMES

The Working Party

RESOLVED

That its start times for meetings for 2023/2024 be 6.00 pm.

6. REVIEW OF COUNCIL VISION INDICATORS

Following the establishment of this Working Party by the Policy & Finance Committee at its meeting held on 11 July 2023, the Working Party received a report from the Group Head of Organisational Excellence asking members to review the current Vision indicators and to agree what changes they might wish to recommend to the next meeting of the Policy & Finance Committee for eventual approval by Full Council.

The Group Head of Organisational Excellence drew Members' attention to Appendix 3 setting out the responses received from Political Groups in terms of the existing Vision Indicators. She suggested that the Working Party work through the table line by line to assess each indicator against any responses received and to confirm whether that indicator should remain or be removed or if there were new indicators Members wished to add and to explain these changes.

The original principle was that it was necessary to be able to identify progress against the four overall Vision aims and the key areas within these.

The Working Party was reminded that the current vision had been included as an appendix within the report and the four key themes covered:

- Wellbeing
- Housing
- The Environment; and
- The Economy

The Vision covered a four year period, with the Council approaching the halfway point. As well as a change in administration, it was explained that priorities could always change for varying reasons, requiring a review.

It was highlighted that there was also a fifth potential additional theme, not included, which the Working Party might wish to consider adding which was about Arun the organisation and the way in which it worked on areas such as efficiency and consultation. The joint interim Chief Executive and Director of Growth explained that the fifth theme would focus on how the council would work to deliver the Vision by being a more efficient and effective organisation.

Discussion then focused on where to start in reviewing the indicators and how this should be approached.

The joint interim Chief Executive and Director of Growth highlighted that if it was the Working Party's wish, the thoughts collated [Appendix 3] could be discussed allowing Officers to explore all points made for the next meeting of the Working Party. He outlined that a useful starting point might be to check first with the Working Party whether the four Vision themes were still relevant and were themes that the council wished to go forward with.

Discussion took place and it was agreed that the starting point to this work should be to firstly focus on the four key themes of the Vision and if any changes were required. If the Working Party was happy with these four themes, it could then review the overall aims and objectives sitting under these.

The Working Party confirmed that it was happy with the four themes and what they were hoping to achieve.

The Working Party then reviewed each of the overall aims of each theme and how these would be achieved by looking at each of the objectives sitting behind these, as set out below:

Improving the wellbeing of Arun

Comments made were:

- Looking at the seven objectives, these included areas that the Council was not directly responsible for such as dental facilities, with the Council having limited influence to be able to make this objective achievable.
- Aims and objectives should not be removed just because the Council has limited influence on how could be achieved.
- Section 106 and CIL contributions could be used to influence this objective. Dentistry should be retained within objective (4) even though the Council could not directly manage or improve it, it could continue to assist through continued partnership working.
- Should there be a more explicit statement about partnership working? It was agreed that a separate statement be added to confirm what the council was trying to achieve through partnership working as this very important.
- Mr Roberts referred to a previous KPI that the council used to have around educational attainment which had been very difficult to achieve, through partnership working this has been changed to skills attainment – a more achievable target. This was something for the Working Party to think about.
- The Working Party was advised that it also needed to think about what the council could directly influence or should continue to include that could be achieved by working with other partners or by getting them to deliver using different approaches.

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Having discussed the above points, the Working Party turned its attention to the 49 Vision indicators, stating that it felt that many of these should be 'trimmed down' or split into two sets of indicators. Those that should just be reported to Service Committees to scrutinise and those that the Council could directly influence.

A suggestion was made that corporate indicators continue to be included within the Vision with service related ones being reported through to Committees with KPIs.

The question was asked that if the Council proceeded with this approach, what would be corporate and what would be for Committees to review?

In continuing with this discussion, the following points were made:

- Committees were consistently poor at demonstrating self-scrutiny.
- A separate Scrutiny Committee should be established to review all indicators.
- Were the reporting timelines correct and should they be reviewed as it was difficult with some of the bigger corporate projects to review targets linked into the current quarterly KPI reporting.
- If any KPIs or Vision indicators were to be removed, or added, the Working Party would need to heavily highlight why and put forward a case for this.

A suggestion was made by Mr Roberts that in view of the many views submitted by political groups, that these be reviewed further by the Group Head of Organisational Excellence and represented in a different way for the Working Party to work through, indicating what should be reported to Committees on one level and then what was the corporate indicator to be measured from a corporate perspective. An example provided was the many indicators coming under Planning where there were indicators that were national indicators and so were corporate with the rest being relevant for review by Committee.

This approach was agreed by the Working Party, especially in terms of how all the information was presented. Discussion also focused upon illustrating where performance was good and how to address the challenges where they existed and whether this should be through a specific Committee or Service Committees.

Officers would review the suggestions put forward, to include the two new KPIs recommended for inclusion from the last meeting of the Housing & Wellbeing Committee, making suggestions for the Working Party to review at its next meeting to include reporting levels.

The Working Party then worked through the four vision themes.

Delivering the right homes in the right places

- The overall aims were agreed.
- The seven objectives were agreed.

No further comments or observations were made.

Supporting our environment to support us

- Looking at the overall aims, the point was made that the Council needed to be robust in defending the district. It was felt that the wording in the first aim needed to be stronger, making more of a statement about climate change and standing up for future generations.
- The following change in wording was agreed by the Working Party:

“To ~~consider~~ **reduce our adverse impact on the environment**, climate change, sustainability and biodiversity in everything the Council is responsible for and encourage its community and local businesses to do the same”.

- Objective 5 mentioned percentages as a target. As targets were not featured in any other objectives it was agreed that the targets be removed with the revised wording agreed as follows:

“Working with our community **to reduce improve waste and increase reduction and recycling to meet future targets of 55% recycling by 2025 and 60% by 2023.**”.

Fulfilling Arun’s economic potential

- The Working Party discussed the position on culture as it was felt that cultural development was important in terms of measuring the arts which assisted in stimulating economic growth. Was culture sitting under the correct theme in the Vision – it was currently sitting under wellbeing – should it be moved to economy?
- Following discussion, it was agreed that the aim “Use regeneration opportunities to attract new and relocating businesses to the district” be reviewed perhaps by having active leisure as one aim and culture as another. It was agreed that the Group Head of Organisational Excellence would review this further and bring wording to the next meeting of the Working Party for Members to approve.

Vision Working Party - 19.09.23

Having mostly agreed the Vision document, its overall aims and objectives, the Working Party turned its attention again to the 49 vision indicators set out in Appendix 3, and it was confirmed that the Group Head of Organisational Excellence would review how these would be presented for the next meeting, considering comments already received.

A suggestion was made that the Working Party firstly consider whether the new fifth vision theme, mentioned earlier by the Group Head of Organisational Excellence, should be approved.

Councillor Gunner confirmed that he was against the fifth theme. The rest of the Working Party supported it stating that the culture of the Council was very important and that the new fifth theme should be easy to measure by the production of staff surveys etc.

It was highlighted that some of the existing KPIs were linked to this already for example staff vacancies, complaints, absences which were all measures of what represented a good organisation or not. This new set of statements about what kind of organisation the Council needed to be to deliver the key vision themes would underpin the Vision. It would not have the same prominence; it could feature in the covering report leaving it as something that members and officers could understand but not part of the outward facing document.

A further suggestion was made that the photograph taken before the last Council Meeting in July of Members be used as part of this theme, reflecting the new alliance.

In view of the mixed views expressed, the Group Head of Organisational Excellence offered to conduct some further research returning with some ideas presenting what the fifth theme might look like for next meeting, exploring what other councils had done. This would build on the continuing culture change work that was ongoing.

Returning to Appendix 3, the Working Party was asked if there were any particular actions or tasks that it wished Officers to work on or add for the next meeting?

It was explained that the colour coding in the appendix represented each political party's responses. It was acknowledged that within the 49 indicators there were a mix of projects, aims and measures which were not necessarily indicators. In explaining the indicator in the table – did the outcome also need to be featured?

It was agreed that in looking at all the indicators some were very different to others and needed further sorting. It was agreed that Officers would work in sorting them into groups as a starting point and as some had a very definite timelines, also looking at the value of some being reported in this document against updates being provided at each committee meeting or as part of an annual report, before being removed, if that was appropriate.

As the next meeting of the Working Party was on 23 October 2023, Members were invited to submit any further views to the Group Head of Organisation Excellence by the end of the week so that these could form part of the revised document that the Members would consider at the next meeting. This being comments on the Vision and comments on the indicators contained within appendix 3. This approach was agreed.

To assist further, it was agreed that Officers would provide the reviewed documents ahead of the next meeting allowing time for members to review and feed comments into the next meeting.

7. DATE OF NEXT MEETING

The Working Party noted that its next meeting would be held on 23 October 2023.

(The meeting concluded at 7.30 pm)

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Agenda Item 11

Policy and Finance Committee –Work Programme 2023-2024

Policy & Finance Committee	Lead Officer	Date of Meeting	Time	Full Council Meeting Date
<p>Littlehampton Seafront Project – Update</p> <p>The Regeneration of the Regis Centre, Bognor Regis – Verbal Update</p> <p>Key Performance Indicators – 2022-2026 – Quarter 4 – End of Year Performance Report</p> <p>Council Vision 2022-2023 – Annual Report</p> <p>Budget Process – 2024-2025</p> <p>Future Office Accommodation Needs</p> <p>Items put forward from Service Committees</p> <p>Recommendations from the meeting of the Economy Committee held on 13 June 2023</p> <p>Recommendations from the meeting of the Housing & Wellbeing Committee held on 20 June 2023</p> <p>Outside Bodies – Feedback Reports</p> <p>Work Programme</p>	<p>Rachel Alderson</p> <p>Neil Taylor</p> <p>Jackie Follis</p> <p>Jackie Follis</p> <p>Antony Baden</p> <p>Karl Roberts</p> <p>Neil Taylor</p> <p>Mo Hussein</p>	<p>11 July 2023</p>	<p>6pm</p>	<p>19 July 2023</p>
<p>Q1 Performance Report for the Key Performance Indicators [KPIs] which form part of the Council's Vision 2022-2023</p> <p>Littlehampton Seafront Project</p>	<p>Jackie Follis</p> <p>Rachel Alderson</p>	<p>26 October 2023</p>	<p>6 pm</p>	<p>15 November 2023</p>

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<p>The Regeneration of the Regis Centre, Bognor Regis – Update</p> <p>Budget Monitoring Report to 30 June 2023</p> <p>Financial Prospects 2024/25 to 2023/29 – Interim Update</p> <p>Community Capital Projects – Arun Community Fund</p> <p>Annual Residents Survey</p> <p>Items put forward from Service Committees – Housing & Wellbeing Committee – 12 September 2023</p> <p>Economy Committee – 5 October 2023</p> <p>Outside Bodies – Feedback Reports</p> <p>Work Programme</p>	<p>Neil Taylor</p> <p>Antony Baden</p> <p>Antony Baden</p> <p>Karl Roberts</p> <p>Jackie Follis</p>		
<p>Budget Monitoring Quarter 2 Report to 30 September 2023</p> <p>Littlehampton Seafront Project – Update Report</p> <p>The Regeneration of the Regis Centre, Bognor Regis – Update</p> <p>Items put forward from Service Committees and Working Parties</p> <p>Feedback from Council Vision Working Party Meetings held on 19 September and 23 October 2023</p> <p>Environment Committee – 21 November 2023 – Recommendation</p>	<p>Antony Baden</p> <p>Rachel Alderson</p> <p>Neil Taylor</p> <p>Jackie Follis</p>	<p align="center">6 December 2023</p>	<p>6pm</p> <p>10 January 2024</p>

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<p>Outside Bodies – Feedback Reports</p> <p>Work Programme</p>			
<p>Savings Strategy</p> <p>Medium Term Financial Prospects 2024/25 to 2028/29</p>	<p>Karl Roberts/Philippa Dart</p> <p>Antony Baden</p>	<p>8 January 2024</p> <p>[Special]</p>	<p>6 pm</p> <p>10 January 2024</p>
<p>Council Scope 1, 2 and 3 Emission Updates for the 2022-23 financial year</p> <p>Budget Monitoring report to 31 December 2023</p> <p>Revenue and Capital Outturn 2022/2023</p> <p>Committee Revenue and Capital Budget 2024/25</p> <p>The Council's Revenue and Capital Budgets 2024/25</p> <p>Littlehampton Seafront Project – Update Report</p> <p>Regeneration of The Regis Centre, Bognor Regis – Update Report</p> <p>Q2 Performance Report for the KPIs</p> <p>Items put forward from Service Committees</p> <p>Outside Bodies – Feedback Reports</p> <p>Work Programme</p>	<p>Will Page</p> <p>Antony Baden</p> <p>Antony Baden</p> <p>Antony Baden</p> <p>Antony Baden</p> <p>Rachel Alderson</p> <p>Neil Taylor</p> <p>Jackie Follis</p>	<p>8 February 2024</p>	<p>6 pm</p> <p>21 February 2024</p>
<p>Quarter 3 Performance Report</p> <p>Littlehampton Seafront Project – Update Report</p>	<p>Jackie Follis</p> <p>Rachel Alderson</p> <p>Neil Taylor</p>	<p>7 March 2024</p>	<p>6pm</p> <p>13 March 2024</p>

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Regeneration of The Regis Centre, Bognor Regis – Update Report	Will Page		
Climate Action Work Plan Update			
Items put forward from Service Committees			
Outside Bodies – Feedback Reports			
Work Programme			