



Public Document Pack

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

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

e-mail: committees@arun.gov.uk

Committee Manager - Jane Fulton (Ext 37611)

26 November 2019

CABINET

A meeting of the Cabinet will be held in **The Millennium Chamber, Littlehampton Town Council, Manor House, Church Street, Littlehampton BN17 5EW on Monday 9 December 2019 at 5.00 pm** and you are requested to attend.

Members: Councillors Dr Walsh (Chairman), Oppler (Vice-Chair), Mrs Gregory, Lury, Purchase, Stanley and Mrs Yeates

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members and officers are invited to make any declarations of pecuniary, personal and/or prejudicial interests that they may have in relation to items on the agenda, and are reminded that they should re-declare their interest before consideration of the item 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 and/or prejudicial interest
- c) the nature of the interest
- d) if it is a pecuniary or prejudicial interest, whether they will be exercising their right to speak under Question Time

3. QUESTION TIME

- a) Questions from the public (for a period of up to 15 minutes).
- b) Questions from Members with prejudicial interests (for a period up to 15 minutes).

4. URGENT BUSINESS

The Cabinet may consider items of an urgent nature on functions falling within their responsibilities where special circumstances apply. Where the item relates to a key decision, the agreement of the Chairman of the Overview Select Committee must have been sought on both the subject of the decision and the reasons for the urgency. Such decisions shall not be subject to the call-in procedure as set out in the Scrutiny Procedure Rules at Part 6 of the Council's Constitution.

5. MINUTES

(Pages 1 - 6)

To approve as a correct record the Minutes of the Cabinet meeting held on 7 October 2019 (as attached).

6. BUDGET VARIATION REPORTS

To consider any reports from the Head of Corporate Support.

7. DIGITAL STRATEGY 2020-2025

(Pages 7 - 26)

Digital technology is rapidly changing our society, it is changing how we communicate, how we consume services, how we buy and sell things, how we learn and how we manage our lives. It is not about a technology, it's about delivering a joined-up customer experience, it is about meeting customer expectations, it's about transforming how we work, and it is about ensuring we have the right connectivity in place.

The Council has made some good progress with delivering digital services and this strategy builds on this work, it has been developed to ensure a coordinated and progressive approach and provides a common understanding of what we want to achieve and how moving forward.

8. EXTENDING ULTRAFast PUBLIC CONNECTIVITY

(Pages 27 - 32)

With the increased use of digital technology in our society there is a requirement to establish the network infrastructure is fit for purpose ensuring that, as a District, we are not digitally disadvantaged.

Initially this work began with the Gigabit project in conjunction with West Sussex County Council (WSCC); this proposal is to further extend this full fibre network to a further 100 public sector assets within the Bognor Regis and Littlehampton areas.

Increasing the amount of gigabit capable fibre within the District will enable it to be future-ready, ensuring that it is not left behind. Signalling our commitment to full fibre is an ambition for Arun and the wider county also increasing the possibility of accelerating the investment from commercial organisations to lead to a roll-out of fibre to the premise. This would enable homes and businesses to realise the benefits of ultra-fast connectivity.

It is intended to fully fund this offer from the West Sussex Business Rate Pilot for 2019/20, approval for this is via the West Sussex Leaders' Board meeting and the decision has now been postponed until their meeting in January 2020. However, this offer is only available until the end of December 2019, therefore requiring the costs to be initially underwritten by the Council whilst we gain approval for the external funding after the contracts have been signed.

9. ARUN IMPROVEMENT PROGRAMME - ANNUAL UPDATE (Pages 33 - 36)

The Arun Improvement Programme (AIP) considers proposals for new projects that enable process redesigns and service improvements typically using ICT capability to facilitate that change.

This report provides a high-level summary of the activities of the AIP over the last year.

10. BUDGET MONITORING REPORT TO 30 SEPTEMBER 2019 (Pages 37 - 52)

The Budget Monitoring Report sets out the Capital, Housing Revenue and General Fund Revenue budget performance to the end of September 2019.

11. BUSINESS RATE POOLING (Pages 53 - 56)

This report asks Members to note Arun's membership of a new West Sussex Business Rates pool from April 2020 and to grant delegated authority to the Group Head of Corporate Support, in consultation with the Cabinet Member for Corporate Support, to agree the detailed arrangements for the pool.

12. WEST SUSSEX DISABLED FACILITIES GRANT POLICY (Pages 57 - 84)
- The report seeks approval of the West Sussex Disabled Facilities Grants Policy which has been developed in Partnership with West Sussex County Council and all the West Sussex District and Borough Councils to utilise the Better Care Funding more flexibly, improve consistency and enable residents to live more independently within their own home.
13. SECTION 106 OBLIGATIONS AGREED, SECURED AND RECEIVED SUMMARY (Pages 85 - 96)
- This report presents a summary of Section 106 data concerning planning obligations.
14. ARUN ECONOMIC DEVELOPMENT STRATEGY 2020-2025 (Pages 97 - 188)
- This report presents the new Arun Economic Development Strategy 2020-2025, Creating our Future, and the Economic Profile for Arun 2019 (the evidence base).
- The Strategy priorities are based on the conclusions and findings of the evidence base. The document identifies a range of opportunities for each priority that will support and progress economic development in Arun.
15. REVENUES AND BENEFITS RISK BASED VERIFICATION POLICY (Pages 189 - 202)
- This report seeks Cabinet approval for the adoption of Risk Based Verification in the administration of Housing Benefit and Council Tax Reduction claims.
16. SUPPLEMENTARY ESTIMATE FOR NIGHTLY PAID ACCOMMODATION TO MEET THE COUNCIL'S STATUTORY HOMELESS DUTIES (Pages 203 - 206)
- This report provides an update on the budgetary position in respect of nightly paid accommodation to meet the Council's statutory homeless duties through a supplementary estimate of £500k net expenditure for 2019/20.
17. MODERNISATION OF THE HOUSING SERVICE (Pages 207 - 218)
- This report seeks Member approval for the financial implications of the modernisation of the Housing Service.

18. ARUN WELLBEING AND HEALTH PARTNERSHIP - 16 OCTOBER 2019 (Pages 219 - 224)

To receive and note the Minutes of the meeting of the Arun Wellbeing and Health Partnership held on 16 October 2019, as attached.

19. JOINT AREA COMMITTEES (Pages 225 - 232)

To consider and note the Minutes of the meetings (as attached) of the Joint Area Committees as set out below:-

- (a) Joint Eastern Arun Area Committee – 11 June 2019
- (b) Joint Western Arun Area Committee – 19 June 2019

ITEMS PUT FORWARD BY THE OVERVIEW SELECT COMMITTEE AND WORKING GROUPS

20. ENVIRONMENT & LEISURE WORKING GROUP - 7 NOVEMBER 2019 (Pages 233 - 238)

To consider recommendations from the meeting of the Environment & Leisure Working Group held on 7 November 2019. There are recommendations at:

- Minute 11 [Safer Arun Partnership – Annual Review]; and
- Minute 12 [Climate Change and Sustainability]

21. EXEMPT INFORMATION

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

That under Section 100A(4) of the Local Government Act 1972, the public and accredited representatives of newspapers be excluded from the meeting for the following item of business on the grounds that it may involve the likely disclosure of exempt information as defined in Part 1 and Part 5 of Schedule 12A of the Act by virtue of the paragraph specified against the item.

22. DISPOSAL OF FREEHOLD INTEREST IN LAND ON WEST BANK OF THE RIVER ARUN, INCLUDING LITTLEHAMPTON MARINA (Pages 239 - 250)

Authority is sought from Cabinet for the disposal of freehold land on the West Bank of the River Arun including Littlehampton Marina, for best consideration to deliver the strategic development option for this site as part of an agreed and comprehensive masterplan.

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

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

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

Agenda Item 5

Subject to approval at the next Cabinet meeting

173

CABINET

7 October 2019 at 5.00 pm

Present: Councillors Dr Walsh (Chairman), Oppler (Vice-Chair), Mrs Gregory, Lury, Purchase and Mrs Yeates.

Councillors Brooks, Buckland, Coster, Goodheart, Mrs Hamilton and Huntley were also in attendance for the meeting.

231. WELCOME

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

232. APOLOGIES

An Apology for Absence had been received from the Cabinet Member for Technical Services, Councillor Stanley.

233. DECLARATIONS OF INTEREST

There were no Declarations of Interest made.

234. QUESTION TIME

The Chairman confirmed that two Public Questions had been submitted in line with the Council's Constitution. Both questions were from the same questioner and were for him as Leader of the Council to respond to.

The first question asked when and how the Council would be responding to the proposed Littlehampton Harbour Revision Order. The questioner also asked if the Council would consider municipalisation as an option to secure the public interest recognising the importance of Littlehampton Harbour to the economic wellbeing of the Town going forward.

Councillor Dr Walsh confirmed that the Council would respond to any proposed Harbour Revision Order when it was published for consultation. It was anticipated that this would be towards the end of this month with the Council intending to take a report to its next Cabinet meeting in December 2019. Regarding the municipalisation of the Harbour, Councillor Dr Walsh stated that he had concerns about this and that now was not the time to explore this as an outcome. Firstly, it would be necessary to understand the impact of any changes brought about the Harbour Revision Order before considering such a course of action.

Cabinet - 7.10.19

The second question related to the Exempt item on the agenda for the meeting [Disposal of Freehold Land on the West Bank of the River Arun] with the questioner asking the Council if it could ensure that as much information as possible be made available to the public.

Councillor Dr Walsh responded stating that the principle of openness in decision making was important to the Council and it was aware of the need to balance this with preserving the Council's commercial interests. The Council owned the freehold of the area west of the footbridge known as Littlehampton Marina and land running alongside the River Arun to the north of the A259. Councillor Dr Walsh confirmed that this item would be confirmed as being withdrawn for consideration at this meeting to allow further investigation and due diligence to take place.

Councillor Dr Walsh then invited the questioner to ask supplementary questions.

A supplementary question was asked in relation to the first question with the questioner referring to a recent Littlehampton Harbour stakeholder meeting in which it had been stated by the Board's legal representative that in order for the Harbour Board to even consider the Council taking over the running of it as an option, one of the Councillors would have to express an interest in this happening. Could an update be provided?

Councillor Dr Walsh outlined that he would take this on board.

235. MINUTES

The Minutes of the Cabinet meeting held on 2 September 2019 were approved by the Cabinet as a correct record and were signed by the Chairman.

236. BUDGET VARIATION REPORTS

There were no matters discussed.

237. PARTNERSHIP ARRANGEMENT AGREEMENT - PUBLIC HEALTH WELLBEING PROGRAMME

The Cabinet Member for Community Wellbeing, Councillor Mrs Yeates, introduced this item stating that Arun had enjoyed a Partnership Agreement with Public Health since 2011. The agreement allowed the Council to identify the key issues facing its residents and to agree a range of interventions to help improve the health and wellbeing needs of the community. Councillor Mrs Yeates stated that she was extremely supportive of this arrangement as it allowed the Council the opportunity to work with Public Health to consider the local picture rather than requiring a 'one size fits all' approach to the prevention agenda.

Councillor Mrs Yeates then invited the Group Head of Community Wellbeing to highlight the key sections of the report.

Members were advised that the main point to emphasise was that this was a long-term partnership with Public Health who commissioned Arun to provide a preventative service to its residents. This service focused on issues that were particular to Arun. An example provided was life expectancy differentials between the most and least affluent areas which were as much as nine years for men and eight for women. This had improved over the last nine years when the gap had been well over eleven years for men.

Members' attention was drawn to the Arun Wellbeing Business Plan attached to the report at Appendix 1 identifying all the activities of the team which had previously been agreed with Public Health, who very closely monitored the service outcomes. This conveyed that this partnership delivered services that improved and transformed lives and so it was hoped that Members would agree to entering into a new three-year agreement.

The Chairman thanked the Group Head of Community Wellbeing for his report and outlined that as a retired doctor he endorsed the Plan entirely and applauded the work of the Wellbeing Team in demonstrably improving health outcomes. There were large issues to continue to tackle such as childhood obesity and he outlined that it was partnership agreements such as this that assisted in tackling such long-term problems.

Other Cabinet Members agreed with this point of view and commended the work undertaken by the Arun Wellbeing Team. The varying life expectancy ages were of concern and it was hoped that by continuing with the partnership the differentials could be reduced further.

The Cabinet

RESOLVED – That

- (1) Agreement be given to enter into the Partnership Agreement Relating to the Public Health Wellbeing Programme for the period 2019 to 2022 with West Sussex County Council; and
- (2) The financial contribution of £323,360 from West Sussex County Council for the financial year 2019/20 and that subsequent contributions would be subject to the ratification of the Budget by West Sussex County Council was noted.

The Cabinet supported the recommendations in the report and then confirmed its decision as per Decision Notice C/017/071019, a copy of which is attached to the signed copy of the Minutes.

(During the course of the discussion on this item, Councillors Oppler, Purchase and Dr Walsh all declared their Personal Interests as Members of West Sussex County Council).

Cabinet - 7.10.19

238. INNOVATING OUR HIGH STREETS - TOWN CENTRE REGENERATION APPROACHES

The Leader of the Council, Councillor Dr Walsh, introduced this item and stated that everyone was aware of the devastating effect that the internet was having on High Streets. Although it was unlikely that High Streets could be brought back to how they once were, there were some moves that the Council could make to help the situation.

The Chairman invited the Chief Executive to present his report which outlined what could be done to kickstart the High Street economy following a study tour he had attended with the District Council Network.

The Chief Executive explained that his report focused on the work of an acknowledged expert in the retail market and the outcomes of a study tour of Roeselare in Belgium which he had attended on behalf of the Leader of the Council to explore the key findings of the work and schemes that had been undertaken to see if there were any initiatives that could be explored at Arun. The key findings from attending the tour were then highlighted. A short video clip was shown to the meeting highlighting what the shopping experience could be like for the next generation.

The report recommended the development of Town Centre Plans with Town Councils and other partners that would look at event suggestions put forward by the public and the community. Officers would also investigate setting up a Business Rate Fund for new start-up businesses to help reduce business costs in the early stages of promoting a new business. If approved, Officers would report back with their findings at some point in the future.

Although Cabinet very much welcomed the report and ways in which the High Street could be innovated, it was felt that this could present other problems to resolve. There would be socialisation aspects to consider. For some people to remove the social side of the shopping experience could cause isolation in addition to unemployment. It was explained that the idea of community cafes, allowing exhibitions and art/craft events to take place whilst offering free wi-fi, was what was attracting people to towns now. Members agreed the merits of charity shops which not only acted as amazing recycling centres places but also ticked the sustainability box that was a high priority for young people in particular. With advances in technology, it was accepted that a cash free world would eventually happen.

It was agreed that for the District's Towns, it was now a top priority to think of new and fresh ideas. In looking at working with other partners, the University of Chichester and business school and church groups were suggested as there could be young people that had entrepreneurial ideas and vision that could work. The Chief Executive confirmed that dialogue was ongoing with the Bognor Regis Town Council, the Bognor Regis Improvement District (BID) and Littlehampton Town Council.

Councillors Coster, Brooks and Goodheart had indicated that they wished to speak and this was agreed by the Cabinet. The points that they highlighted were that:

- the provision of adequate free car parking spaces was key to attracting visitors to shopping areas.
- New events needed more support and more volunteers to make them successful. The increasing cost of health and safety was a problem and threatened the future of events.
- The Council needed to make maximum use of its website and web pages such as 'Sussex by the Sea' as a portal to promote people to the existing web site.
- The District's three Towns needed to work together looking at lessons learnt and new incentives.

In response it was agreed that events were key to success and that it was an essential aim to focus on providing new and fresh projects that would attract people into the District's Town Centres. Digital support and access to free wi-fi were vital to the future of Towns.

In summing up the discussion held, the Chairman stated that it was vital for Arun to commence some form of dialogue with similar seaside towns such as Lowestoft, Hunstanton and Margate as they had made huge progress from putting on free festival type events that had generated opportunities for their nearby communities. It was felt that in the short-term the suggestions put forward in the report would be a good starting point for the Council.

The Cabinet

RESOLVED – That

- (1) the principle of supporting our three Towns in Arun to improve their shopping experiences be agreed;
- (2) Officers be requested to investigate ways to develop Town Centre Plans with Town Councils and other partners;
- (3) Officers be requested to consider a £60k budget within the 2020/21 Budget considerations; and
- (4) Officers be requested to investigate setting up a Business Rate fund for new start-up businesses (in a defined Town Centre area) to help reduce business costs (possibly through the West Sussex Business Rate Pool).

The Cabinet confirmed its decision as per Decision Notice C/018/071019, a copy of which is attached to the signed copy of the Minutes.

239. ITEMS PUT FORWARD BY THE OVERVIEW SELECT COMMITTEE AND WORKING GROUPS

There were no items to consider.

Subject to approval at the next Cabinet meeting

178

Cabinet - 7.10.19

240. DISPOSAL OF FREEHOLD INTEREST IN LAND ON WEST BANK OF THE RIVER ARUN, INCLUDING LITTLEHAMPTON MARINA

The Chairman reconfirmed that this item had been withdrawn.

(The meeting concluded at 5.52 pm)

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: Digital Strategy 2020 - 2025

REPORT AUTHOR: Paul Symes, ICT & Service Improvement Manager
DATE: 24 October 2019
EXTN: 37585
PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY:

Digital technology is rapidly changing our society; it is changing how we communicate; how we consume services; how we buy and sell things; how we learn and how we manage our lives. It is not about a technology, it is about delivering a joined-up customer experience; meeting customer expectations; about transforming how we work; and it is about ensuring we have the right connectivity in place.

The Council has made some good progress with delivering digital services and this strategy builds on this work, it has been developed to ensure a coordinated and progressive approach and provides a common understanding of what we want to achieve and how moving forward.

RECOMMENDATIONS:

Cabinet is asked to recommend to Full Council that:

1. The Digital Strategy is adopted; and
2. The Group Head of Corporate Support be given delegated authority to make any necessary consequential changes to the Digital Strategy as a result of new legislation or alternative working practices.

1. BACKGROUND:

This strategy outlines the Council's vision for digital services and sets its direction and focus based on a set of key principles:

- Invest time and money in developing digital channels, by identifying costs and benefits, investing in the best technologies and recognising investment also includes having skilled people that can make the changes.
- Provide self-service via our website, by providing interactive web services that are engaging, targeted to customer needs and that add additional value to the customer.
- Make self-service easy to use via a mobile device, by providing scalable technologies that can be re-used on multiple device platforms and considering the additional value a dedicated app could provide.
- Offer a 'My Arun' portal where customers can sign up and access all of their services and transactions all in one place.
- Simplify existing processes then make digital, by working with the services to understand the customer journey and considering the processes that sit behind them before applying any technology.
- Complete interactions using a digital channel, by looking at automation technologies that can support end-to-end processing, avoid manual handoffs and that keep the customer informed throughout.
- Make digital channels customer friendly, by delivering solutions that are convenient to our customers, reliable, easy to use, intuitive and saves them time and effort.
- Actively engage with our partners on the digital agenda to ensure we benefit from joined up thinking and shared / national initiatives (e.g. full fibre rollout).
- Provide help and support for our customers to become digitally skilled and where help is needed give assistance so they can do it themselves next time.
- Ensure our customers are able to be connected and access digital services, encourage those that can to use them, and still support those that can't.
- Do not ask customers to provide information where they have already given it and only collect what we need; ensure GDPR compliance by asking to share at the point of need.

2. PROPOSAL(S):

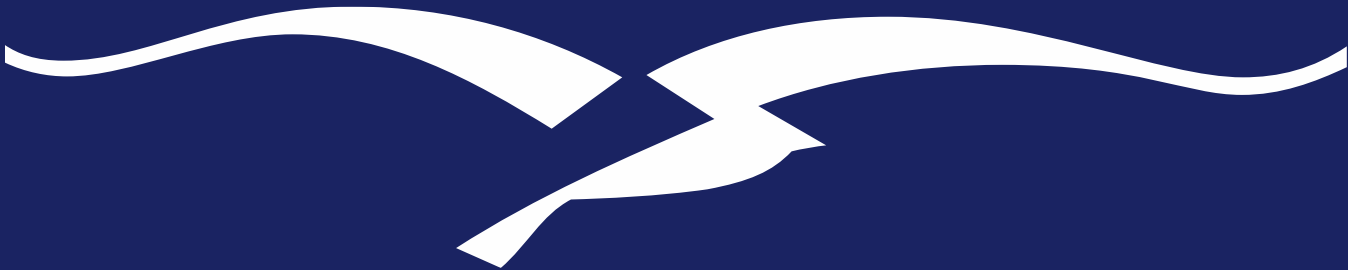
1. It is proposed that the Digital Strategy is adopted and
2. The Group Head of Corporate Support be delegated authority to make any necessary consequential changes to the Digital Strategy as a result of new legislation or working alternative practices.

3. OPTIONS:

1. Adopt the Digital Strategy as proposed.
2. Make amendments to the Digital Strategy
3. Not adopt the Digital Strategy

| | | |
|---|------------|-----------|
| <p>4. Agree delegated authority for the Group Head of Corporate Support to make consequential changes as described</p> <p>5. Not delegate authority for the Group Head of Corporate Support to make consequential changes as described.</p> | | |
| 4. CONSULTATION: | | |
| Has consultation been undertaken with: | YES | NO |
| Relevant Town/Parish Council | | ✓ |
| Relevant District Ward Councillors | | ✓ |
| Other groups/persons (please specify): <ul style="list-style-type: none"> ▪ Customer Services ▪ Finance ▪ Arun Improvement Programme Board (AIP) | ✓ | |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
| Financial | | ✓ |
| Legal | | ✓ |
| Human Rights/Equality Impact Assessment | | ✓ |
| Community Safety including Section 17 of Crime & Disorder Act | | ✓ |
| Sustainability | | ✓ |
| Asset Management/Property/Land | | ✓ |
| Technology | | ✓ |
| Other (please explain) | | ✓ |
| 6. IMPLICATIONS: | | |
| None | | |
| 7. REASON FOR THE DECISION: | | |
| To have an agreed strategic framework and blueprint to ensure a coordinated and consistent approach is taken when designing and delivered digital services. | | |
| 8. EFFECTIVE DATE OF THE DECISION: 18 December 2019 | | |
| 9. BACKGROUND PAPERS: | | |
| Digital Strategy 2020 - 2025 | | |

This page is intentionally left blank



Arun District Council Draft Digital Strategy 2020 - 2025

Paul Symes, ICT & Service Improvement Manager
September 2019



September 2019 - Version 1-2-3

1. FORWARD

Digital technology is rapidly changing our society, it is changing how we communicate, how we consume services, how we buy and sell things, how we learn and how we manage our lives.

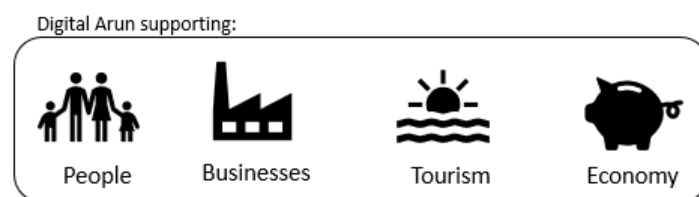
The demand for an excellent digital experience is growing exponentially and the public's perception of the quality of public services is increasingly influenced by their wider experiences as digital consumers.

The digital landscape never stands still, new technologies are constantly being developed, new ways to consume services are rapidly emerging. Our reliance on internet and wi-fi connectivity is becoming more and more important as we expect to be always connected and this is reflected in national initiatives to provide full broadband and phone coverage even in rural areas and the development of ultrafast broadband and 5G.

Digital is not a technology, it's about delivering a joined-up customer experience, it is about meeting customer expectations, it's about transforming how we work, and it is about ensuring we have the right infrastructures in place now and in the future.

It is crucial that the council sees digital as much more than a technology, although the technology that supports it is important, we need to fully embrace digital so that we can harvest the social and economic benefits it offers.

This strategy has been written as an extension to the Councils five-year *Information Communications Technology (ICT) Service Strategy* and builds on its 'delivering digital' approach, it designed to support other council strategies including the Councils *2020 Vision* and emerging new five-year *Customer Access Strategy*.



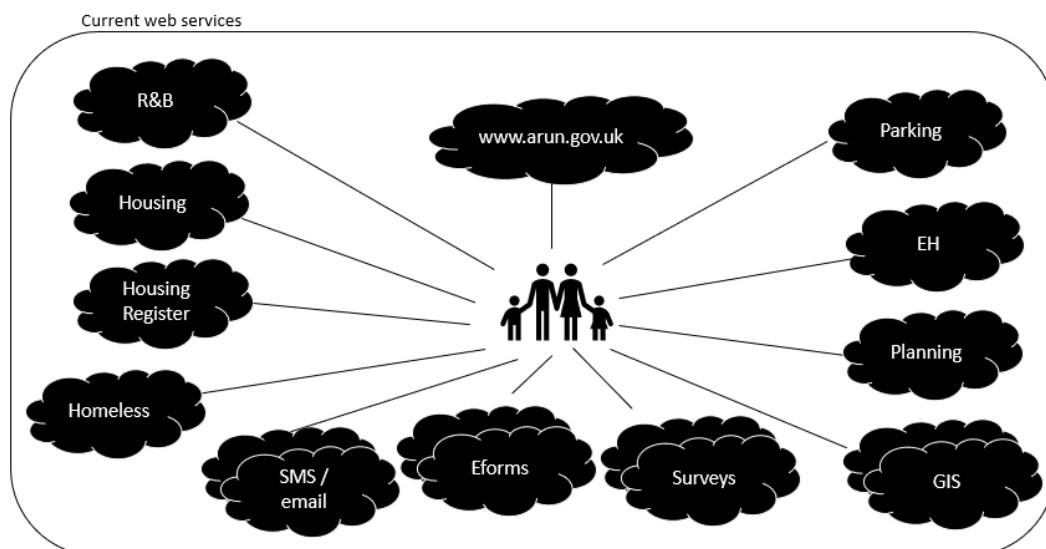
2. WHERE ARE WE NOW?

Talking to officers and members there are many different understandings of what digital means, what it can achieve and what is required to support it. There is a common understanding that digital means websites, social media, mobile working and automated computer systems although the level of understanding and vision varies across different groups.

This thinking has been reflected in our delivery of a digital Arun which so far has mainly focused in three areas (1) delivering internet services to its citizens, partners and more recently its elected members (2) implementing computer systems and technologies that support officers to deliver efficient back-office services, mobile working and more recent the use of text messaging (3) providing an information point, self-service and communications channel internally through the use of SharePoint (intranet).

A redesign of the main website was completed in 2015 and since then limited technical development has taken place, content is primarily maintained by one person with input from the individual services. The site is adaptive to screen size and so offers scaling for mobile devices however it was not designed to deliver the mobile experience now expected by consumers today. It provides the digital shop window for the Council and delivers both information and transactional services along with a social media presence.

The organisation has made some good progress in providing public facing digital portals however this has generally been on a service by service basis creating separate portals and resulting in inconsistent looking services, multiple user accounts and different places for customers to manage their digital business.



Website Stats

| | Hits | Sessions |
|-------------|-------------|-----------------|
| 2016 | 2,000,000 | 600,000 |
| 2017 | 2,300,000 | 685,000 |
| 2018 | 2,500,000 | 750,000 |
| 2019 | 2,800,000 | 845,000 |

2019 predicted

hits = page views
sessions = visits

A number of service areas have adopted other digital working practices in their back-office either through solutions provided by back-office suppliers, using corporate technologies or combining both. We have seen a move to more automated processes, mobile working, online surveys and electronic communications such as SMS and email. Like our digital portal this approach has introduced inconsistencies in how our customers receive services.

Internally a staff and member intranet site using SharePoint has been developed which contains a wide range of information and services that help users to self-serve. It includes dynamic content to keep staff updated with important issues, the content is maintained by various officers. The design approach is kept less formal with no design templates allowing services to project their own personalities through their pages, this can sometimes make it harder to find information although a good search engine is included. There are additional restricted subsites within SharePoint for service areas to share customer information with their teams or other relevant services.

The Council has been working in partnership with the other authorities across West Sussex and central government to connect its public buildings (25 sites) using superfast full fibre gigabit technology. Although initially not connecting homes and businesses the County Council are committed to providing full fibre to homes and businesses in the future by working with the market.

The Council is also part of a county initiative called 'Everything Connects' which is designed to develop understanding of the transition our economies are undertaking in the digital age, and ensure strategy and actions are in place for urban and rural public services, businesses and communities to fully exploit new technologies, drive productivity and economic growth and deliver strong social and environmental benefits'.

3. WHERE DO WE WANT TO BE?

The *2020 Vision* identifies digital as a key theme ‘providing more digital opportunities to make dealing with us easier’, the vision also talks about providing an improved customer experience and becoming smaller and more efficient; the emerging *Customer Access Strategy* also talks about using digital to support customers particularly around self-service.

Digital is key to a number of our goals, when done well it can deliver on all of these, it is generally understood across the organisation that digital can lead to an improved customer experience, can support a more productive workforce and ultimately reduce costs.

With the pace of change in digital capability and ways for consumers to access services it is sometimes difficult to foresee what future direction digital should take to maximise opportunities. It is our role to deliver excellent digital services that are able to support and influence consumer demand although we need to recognise that while the population is becoming increasingly digital-enabled, some groups will not be able to use digital services and so we must continue to provide services in a way they can still access them.

For digital to be successful we need to build frictionless services that are integrated into our customers lives, they need to be served up in a way so that customers will want to use them again and again and once they are using them we need to keep them engaged by ensuring we can fulfil their needs without having to step outside of digital.

The Arun Contact Centre has a target of completing 80% of enquiries at ‘first point of contact’ so our digital channels must be at least as good as that otherwise customers will choose to ignore digital and contact us directly. Digital has the added advantage over other traditional channels in that it can extend our hours of business beyond physical opening hours and so deliver services to customers when they actually want them and allow them to track progress.

Our customers, businesses and the economy are becoming more and more reliant on connected technology and we need to actively engage with our partners and work with the private sector to ensure we are not a digitally disadvantaged district and become an uncompetitive place to live, work and visit.

We need to recognise that our back-office services also play an important role in helping to deliver services to customers and our internal support services which administer council functions also come at a cost. We need to streamline their process and automate where possible to release resource from our day-to-day work.

It won’t be possible to deliver everything at once and as we progress with this journey the digital landscape will change, and we will need to adapt and change too; as digital is constantly evolving there may well be no final destination.

4. DIGITAL PRINCIPLES

A robust and effective strategy is built on a strong set of principles which will help maintain direction and focus.

The following principles were developed as part of the Councils *ICT & Service Improvement Strategy* and are echoed in the emerging *Customer Access Strategy*.

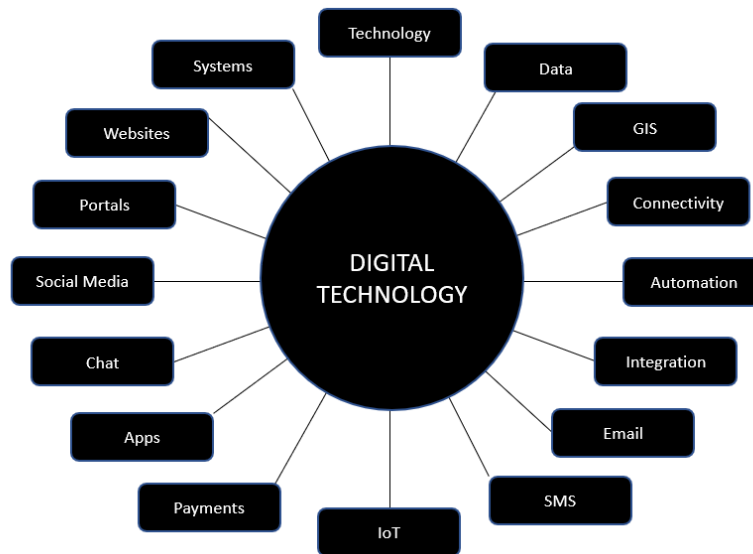
- Invest time and money in developing digital channels, by identifying costs and benefits, investing in the best technologies and recognising investment also includes having skilled people that can make the changes.
- Provide self-service via our website, by providing interactive web services that are engaging, targeted to customer needs and that add additional value to the customer.
- Make self-service easy to use via a mobile device, by providing scalable technologies that can be re-used on multiple device platforms and considering the additional value a dedicated app could provide.
- Offer a 'My Arun' where customers can sign up and access all of their services and transactions all in one place.
- Simplify existing processes then make digital, by working with the services to understand the customer journey and considering the processes that sit behind them before applying any technology.
- Complete interactions using a digital channel, by looking at automation technologies that can support end-to-end processing, avoid manual handoffs and that keep the customer informed throughout.
- Make digital channels customer friendly, by delivering solutions that are convenient to our customers, reliable, easy to use, intuitive and saves them time and effort.

As this strategy is looking much wider than the technical areas of digital our principles need to widen too and so we will adopt the following:

- Actively engage with our partners on the digital agenda to ensure we benefit from joined up thinking and shared / national initiatives.
- Provide help and support for our customers to become digitally skilled and where help is needed give assistance so they can do it themselves next time.
- Ensure our customers are able to be connected and access digital services, encourage those that can to use them, and still support those that can't.
- Do not ask customers to provide information where they have already given it and only collect what we need; ensure GDPR compliance by asking to share at the point of need.

5. TECHNICAL COMPONENTS

Digital technologies can be broken down into a number of components, each one playing a part in supporting digital services. The choice of technologies is complex and will often require integration with other components to deliver a seamless digital service. This makes it all the more important that we have a clear vision of what a digital Arun should look like and wants to achieve before we invest more time and money in them.



Digital services can be consumed in many different ways, not only do we need to pick the right digital components to deliver functionality we also need to consider how they are to be used and how they can be flexed and scaled for various delivery platforms.



We have found that as our consumers become more digitally enabled their device habits are shifting and smartphones and tablets are becoming the device of choice with increasing numbers no longer having access to traditional computer.

6. DIGITAL BLUEPRINT

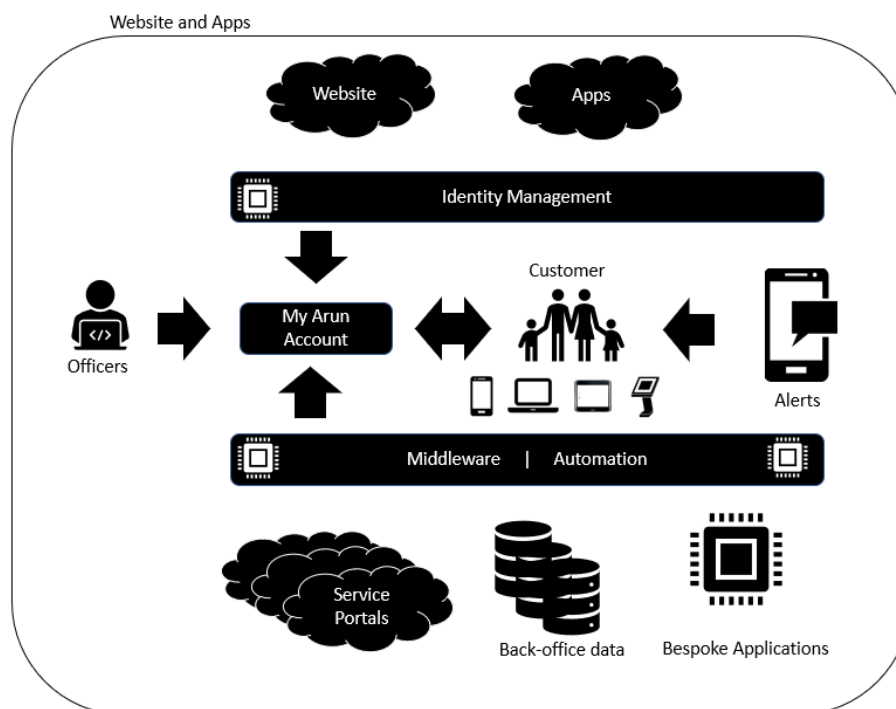
Our digital blueprint is based on our vision, it is our aspiration for the future and not a fixed destination; how far we go on that journey will depend on how much we can afford to invest, the improvements we can make and our appetite to transform. The blueprint will provide direction so that we build firm foundations to support our future vision and not have to rebuild them as we progress.

Our website is our shop window and would benefit from a redesign, it should focus on transactional services and make it easy to self-serve, we should ensure consistent branding and design and take direction from the government digital standards and design guides to engender public trust.

Where separate portals exist, we should look to reformat them to meet our design style for a consistent experience and bring in additional information from back-office systems where this adds value.

Developing a customer 'My Arun' facility would provide a customised user experience and a central portal for a customer to manage all their information and dealings with the us. Customers should be able to sign up for email and text alerts to help keep them informed and remind them when they need to do things.

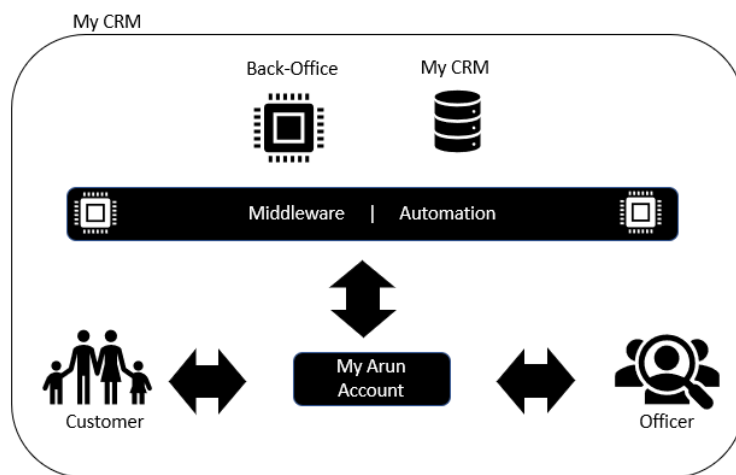
We should offer the same level of digital services on other platforms such as mobile phones and tablets and these should be designed to be device friendly and easy to use.



We should aim for customers to complete their transactions within our digital channels, however if they need to break out at any point, we should still maintain a common thread by making updates back into the channel so that 'My Arun' remains the single place for everything they do.

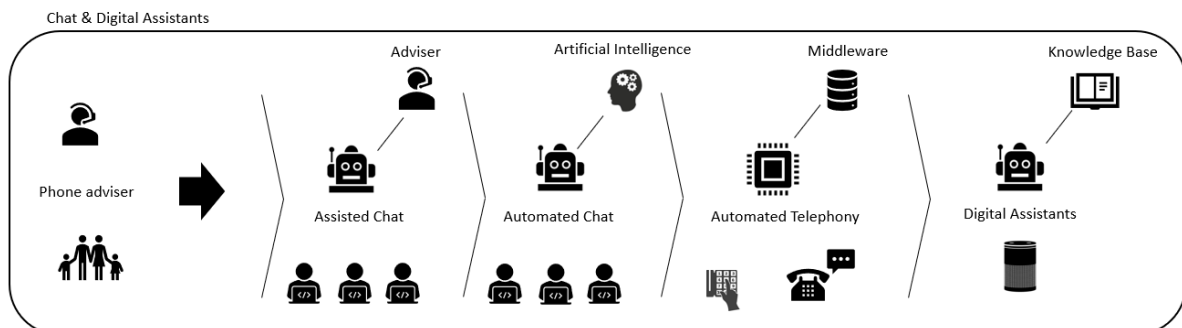
If customers need help whilst in a digital channel this should be available through in-channel help and/or remote assistance to keep them engaged.

We may need to keep a 'My CRM' for those customers that use the 'My Arun' to provide transaction data if it can't be sourced from other systems and this should be available to authorised officers when dealing with customers via other channels.



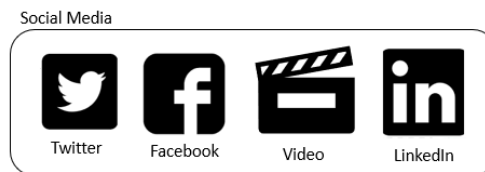
We need to recognise some customers will not want to sign up for a 'My Arun Account' and if this is the case, we still need to be able to provide easy to use digital services for them.

We will look at ways to extend the options for customers to digitally interact with us, some of these will still have human interaction such as assisted chat but others could be automated using smart technology and artificial intelligence.

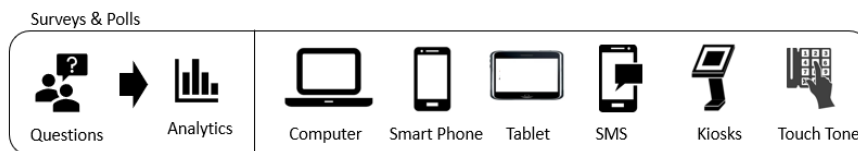


Social media will continue to be an important communication tool that allows fast and easy communications, it is seen as a 24/7 access channel by the user community at large and we need to consider how to meet this expectation.

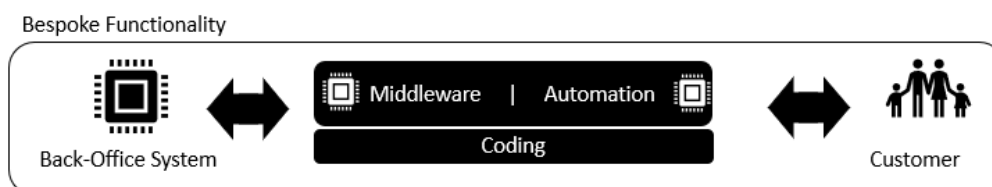
Video content is a rapidly expanding in popularity with a large section of the digital community watching on-line videos daily and we need to look at providing this style of content where it adds value.



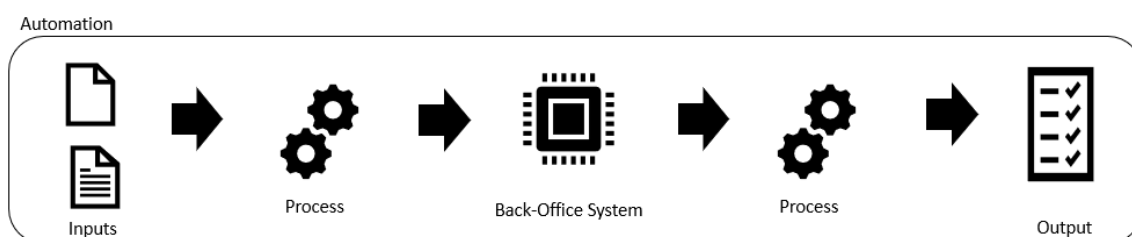
Surveys and polls are a good way of getting feedback from our customers and understanding their experiences and views. We should look at ways that make it easy for us to create campaigns and that are engaging for our customers to complete using a digital channel of their choosing.



We will always need good quality back-office systems at the heart of what we do, in many cases it is not feasible or practical to develop these ourselves. Where we can add value by developing our own add-ons that integrate with these systems we should and provide functionality beyond what they can offer.

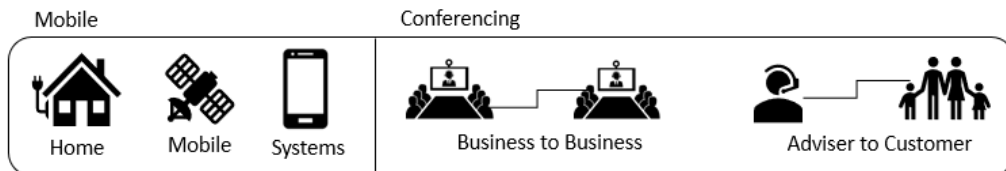


Digital is not just about providing front-office services there are many services in the back-office that support the delivery of front facing services. We will look to apply automation technologies to these processes to speed them up and reduce human interaction, this same principle will be applied to back-office processes that support the administration of the organisation too.



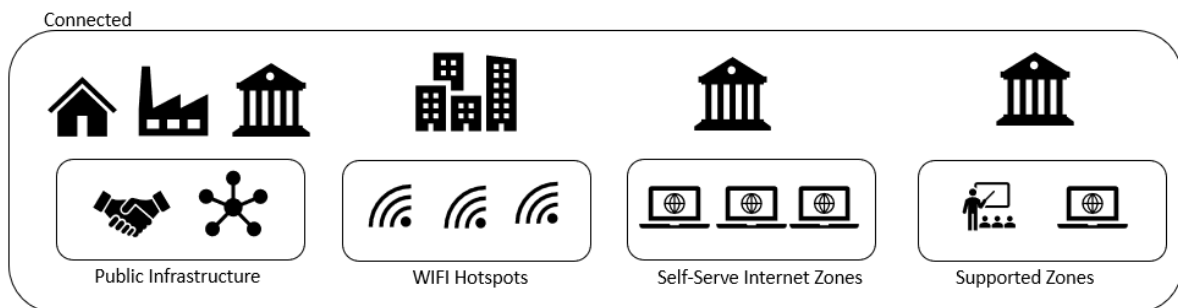
A flexible workforce can work more productively and deliver an improved customer experience and we need to look at providing the right tools that empower officers to do their job from a non-office base, when mobile working they should be able to complete work without needing to return to the office; reducing travel and unproductive time.

We also need to be less mobile! What we mean by that is we should allow officers, members and customers to communicate from their normal location in different ways such as video conferencing and webinars.

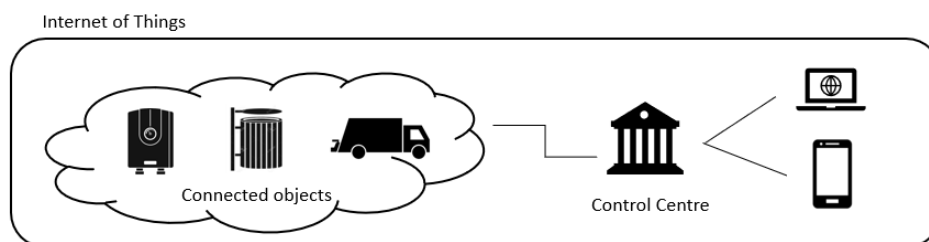


Digital relies on being connected, this applies to us as an organisation and also for our customers, businesses and visitors to consume services. We should engage with our strategic partners and work with suppliers to ensure we are a digital connected district, even in hard to reach places.

Not all of our customers have access to the internet, or have digital skills, some may have the skills but can't afford to connect and we should look to help them get connected by working with our partners or providing publicly available connections.



As part of our approach to innovate we will consider the Internet of Things (IoT) this is where we connect physical objects to the internet and allow them to securely communicate with us; allowing remote monitoring, reduced visits and efficiencies through proactive actions.



7. IMPLEMENTING & DELIVERY

For a digital transformation to be successful it will require investment and vision, it will need the right people leading it, the right resources and at the right time, and will require energy and drive. A new approach is needed if we want to move forward with digital in a cohesive fashion and at a faster pace than before by encompassing strategic and delivery elements into one.

This transformational change will bring disruptive technologies and new ways of working into the work place and we will need to gain momentum and deliver some early successes to win over hearts and minds and embed digital into our cultural thinking; we will try and overcome any resistance but may need to accept not everyone will come along on our journey but regardless that journey must still happen.

We need to fully engage with our partners, sit at the same tables as them, talk the same language, if we don't then opportunities may be missed, and we may put ourselves at a digital disadvantage for decades to come.

How far we take the digital agenda and how quickly will depend on how much we can afford to invest and our appetite to transform. As we generate savings we will need re-invest some of it back into the programme to support what we have built and continually move forward.

We will use the digital blueprint to produce a detailed technical design which will avoid building disconnected solutions, we can then identify the products and development resource needed to deliver this new capability and from that build an investment plan and resourcing model.

The digital agenda is there to support other service strategies and it is those strategies that drive the need for funding and delivery capacity, we need to ensure that as we build solutions these services are able to realise the benefits. We always welcome new ideas and so we will listen to others and adapt as we progress with our plans.

We are not planning to carry out major consultation as this is the role of the other services strategies, we will however work alongside them to ensure close synchronisation and undertake our own validation against data analysis and market trends so we can prioritise delivery.

To support the initial phases of digital we have some 'one-off' pump priming funding available, however this is unlikely to be sufficient to deliver everything we have identified. We may need to seek further funding and generate savings to cover further phases and ongoing operating costs:

8. DIGITAL ROADMAP

| PROGRAMME MOBILISATION | | | |
|------------------------|----------------------------------|---------------------------------------|---------------------------------------|
| | NOW | NEXT | LATER |
| | Agree Strategy | Communicate Vision & Outcomes | Prioritise Portfolio & Delivery Order |
| | Agree Transformation Leadership | Discovery Of New Ideas | Agree and Communicate Priority |
| | Agree Steering Board Membership | Engage Partners (Everything Connects) | Develop Transformation Plan |
| | Agree Staffing Structures | Research Market and Suppliers | Create Delivery Capacity |
| | Implement New Structures | Build Technical Design | Engage Services Prepare for Change |
| | Release Capacity to Move Forward | Identify Products & Services | Validate Timetable |
| | Mobilise Programme | Develop Investment & Resource Plan | Beginning Transformation |

AREAS TO PRIORITISE

| CHANNEL | COMPONENTS / CONSIDERATIONS | PRIORITY | £ |
|-------------------|---|----------|---|
| Website | <ul style="list-style-type: none"> ▪ Platform / Hosting ▪ Design & Content ▪ Digital Standards ▪ Analysis ▪ Eforms ▪ Arun Direct | | |
| Social Media | <ul style="list-style-type: none"> ▪ Operation Hours ▪ Video Content | | |
| My Arun | <ul style="list-style-type: none"> ▪ Identity Management ▪ Security / GDPR ▪ Middleware ▪ Transactional History ▪ My CRM ▪ Promotion / Signup | | |
| Portals | <ul style="list-style-type: none"> ▪ Identity Management ▪ Middleware / API's ▪ Integration ▪ Security | | |
| Bespoke Functions | <ul style="list-style-type: none"> ▪ Coding methods ▪ Middleware / API's ▪ Integration ▪ Agile Development | | |
| Mobile Apps | <ul style="list-style-type: none"> ▪ Apple / Android ▪ Progressive Design ▪ Security ▪ Transactional ▪ Content ▪ My Arun | | |
| Chat | <ul style="list-style-type: none"> ▪ Web Adviser ▪ Web Assisted ▪ Web Automated ▪ Telephone Automated ▪ Digital Assistants ▪ Telephony Voice | | |
| Surveys & Polls | <ul style="list-style-type: none"> ▪ Platform ▪ Website / Email ▪ SMS (text) feedback ▪ Data Analysis | | |

| | | | | |
|--------------------------|---|---|--|--|
| Automation | <ul style="list-style-type: none"> ▪ Front Office ▪ Back-Office ▪ Automation Tools | <ul style="list-style-type: none"> ▪ Process Analysis ▪ Process Redesign | | |
| Mobile Workers | <ul style="list-style-type: none"> ▪ Connectivity ▪ Systems ▪ Devices | <ul style="list-style-type: none"> ▪ Security | | |
| Video Conferencing | <ul style="list-style-type: none"> ▪ Staff ▪ Members ▪ Public | <ul style="list-style-type: none"> ▪ Video / Voice ▪ Technology ▪ Facilities | | |
| Alerts (SMS/ email) | <ul style="list-style-type: none"> ▪ Identity Management ▪ My Arun ▪ Middleware | <ul style="list-style-type: none"> ▪ Security / GDPR ▪ Spam | | |
| Connectivity | <ul style="list-style-type: none"> ▪ Council Buildings ▪ District Infrastructure ▪ Public Hotspots | <ul style="list-style-type: none"> ▪ Self-Serve Zones ▪ Supported Zones | | |
| Internet of Things (IoT) | <ul style="list-style-type: none"> ▪ Connectivity ▪ Security ▪ Automation | <ul style="list-style-type: none"> ▪ Connectivity ▪ Signage ▪ Tracking | | |

As the strategy progress the roadmap will be updated with indicative costs and undergo prioritisation, then each are of work will be planned and costed in more detail.

This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: Extending Ultrafast Public Connectivity

REPORT AUTHOR: Nigel Quinlan, ICT & Digital Manager
DATE: 25 November 2019
EXTN: 37809
PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY:

With the increased use of digital technology in our society there is a requirement to establish the network infrastructure is fit for purpose ensuring that, as a District, we are not digitally disadvantaged. Initially this work began with the Gigabit project in conjunction with West Sussex County Council (WSSCC); this proposal is to further extend this full fibre network to a further 100 public sector assets within the Bognor Regis and Littlehampton areas.

Increasing the amount of gigabit capable fibre within the District will enable it to be future-ready, ensuring that it is not left behind. Signalling our commitment to full fibre is an ambition for Arun and the wider county also increasing the possibility of accelerating the investment from commercial organisations to lead to a roll-out of fibre to the premise. This would enable homes and businesses to realise the benefits of ultra-fast connectivity.

It is intended to fully fund this offer from the West Sussex Business Rate Pilot for 2019/20, approval for this is via the West Sussex Leaders' Board meeting and the decision has now been postponed until their meeting in January 2020. However, this offer is only available until the end of December 2019, therefore requiring the costs to be initially underwritten by the Council whilst we gain approval for the external funding after the contracts have been signed.

RECOMMENDATIONS:

Cabinet is asked to approve:

1. Entering into an agreement with CityFibre for an extension of the Council's full fibre connectivity using the West Sussex County Council's framework based on the seven-year revenue model offer;
2. Giving delegated authority to the Group Head of Corporate Support in consultation with the Cabinet Member for Technical Services for final approval of sites and contract detail; and

3. Underwriting the cost of the contract whilst funding approval is sought to meet these costs from the Business Rates Pilot for 2019/20, these costs will be up to a maximum of £1,486,000 over a seven-year period starting no earlier than September 2021.

1. BACKGROUND:

In order for us to take advantage of new technologies, get future-ready, and not be left behind, the Council needs infrastructure that can compete with other economies at home and internationally. We need reliability, speed, high capacity, high density and resilient networks that unlock new ways of living and working for residents, businesses, visitors and public services.

In October 2017, Cabinet agreed to join a countywide project, led by the County Council to roll out ultrafast broadband to some of the Council's buildings. In May 2018, West Sussex County Council (WSSCC) awarded a contract for gigabit capable full fibre infrastructure. Network construction is close to completion in Arun and other designated areas of West Sussex with an expected 'go live' date in the first quarter of 2020.

We have continued to work with WSSCC and the other West Sussex Districts and Boroughs to maximise the benefits of gigabit-capable full fibre across our areas and our operations.

In addition to this proposal to increase connectivity to the Council's assets within Bognor Regis and Littlehampton areas, the Everything Connects Group is also working on a rural project to deliver a new main route between Chichester and Horsham, which will intersect the two existing main routes that travel along the coast and from Brighton to London. This project will then provide the ability to roll out better connectivity in the rural areas of the county.

Outcomes to be achieved:

1. Extending the number of public sector assets connected to a full fibre network will enable ultra-fast connectivity to support the transformation of services delivered within the district, whether they be through the delivery of traditional council services or innovative new services to the public such as public Wi-Fi in the town centres and seafronts; and
2. Independently of this public sector network build, it is hoped that suppliers would invest commercially in Fibre to the premise in Arun as the market develops further. It is our expectation that suppliers will view Arun as a forward-thinking district with a digital agenda and one that would welcome accelerated commercial roll out of full fibre. If this is the case, the project would seek to minimise disruption and align civil engineering works if there is an opportunity to do so. This would enable homes and businesses to realise the benefits of ultra-fast connectivity.

2. PROPOSAL(S):

1. The original Gigabit contract with CityFibre allowed for call-offs under the existing procurement arrangement. The Everything Connects Working Group, which consists of all District and Borough Councils within West Sussex, along with WSSCC, has developed a joint approach to the further provision of full fibre. Worthing and Adur have already agreed to roll out connectivity to additional assets and Horsham, Crawley and

Chichester Councils are all currently in the process of seeking approval to do so. Due to the viability of the proposal we have received from CityFibre covers Bognor Regis, Littlehampton and Chichester and so Arun District Council will be working closely with Chichester District Council to ensure the benefits of the offer are fully realised.

2. 100 public sector assets within the Bognor Regis and Littlehampton areas would be connected to the full fibre network. The final site list is to be agreed from a long list and it is proposed that the Group Head of Corporate Support in consultation with the Cabinet Member for Technical Services is delegated the authority to agree the final list of assets to be connected.
3. The potential benefits of this project will be realised by those who use public services within Arun, as well as residents, businesses and visitors to both the Bognor Regis and Littlehampton areas. This project covers the extended areas of both Bognor Regis and Littlehampton as indicated in the supporting plan, with surrounding areas likely to benefit over time.
4. The proposed timescales are that the design and build work would start in 2020, with the first sites being completed in September 2021 with completion of all agreed sites expected by December 2022. The project will be managed by CityFibre and the preferred financial model would mean the seven-year payment period will not commence until 90% of the sites have been connected and handed over.
5. After seven years, the council will review its requirement for those connected assets and either use the option in the contract to extend the term up to a maximum of seven years, including a minimum of a 10% reduction in ongoing costs, or renegotiate a new contract.
6. An alternative commercial model option has been offered by CityFibre which set a term of 30 years and required an upfront investment of £2.7m with on-going monthly payments of £10k per annum giving a total cost of £3m. This model would only attract 50% funding from the Business Rate Pool and would leave the remainder to be funded by the Council.
7. The seven-year model is preferred as it enables us to review the requirement of connected assets in light of the inevitable developments in digital infrastructure in around ten years' time.

3. OPTIONS:

1. To enter into an agreement with CityFibre for an extension of the Council's full fibre connectivity based on the seven-year revenue model, using the existing West Sussex County Council's procurement framework and 100% funding from the Business Rate Pilot for 2019/20. This is the recommended option.
2. To enter into an agreement with CityFibre for an extension of the Council's full fibre connectivity based on the thirty-year revenue model, using the existing West Sussex County Council's procurement framework and 50% funding from the Business Rate Pilot for 2019/20. This is not the recommended option.
3. Do not enter into any agreement with CityFibre and rely on market forces and the Government's current commitment to a national rollout of fibre by 2033. However, if we were to wait for this in Arun there is no guarantee on timescales and there is a risk that the district and the Council would miss out on opportunities to improve and transform services in the medium term.

| | | |
|--|------------|-----------|
| 4. Agree delegated authority for the Group Head of Corporate Support in consultation with the Cabinet Member for Technical Services for final approval of sites and contract detail. | | |
| 4. CONSULTATION: | | |
| Has consultation been undertaken with: | YES | NO |
| Relevant Town/Parish Council | | ✓ |
| Relevant District Ward Councillors | | ✓ |
| Other groups/persons (please specify): <ul style="list-style-type: none"> ▪ Finance ▪ Arun Improvement Programme Board (AIP) | ✓ | |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | | |
| | YES | NO |
| Financial | | ✓ |
| Legal | | ✓ |
| Human Rights/Equality Impact Assessment | | ✓ |
| Community Safety including Section 17 of Crime & Disorder Act | | ✓ |
| Sustainability | | ✓ |
| Asset Management/Property/Land | | ✓ |
| Technology | | ✓ |
| Other (please explain) | | ✓ |
| 6. IMPLICATIONS: | | |
| None | | |

| |
|--|
| 7. REASON FOR THE DECISION: |
| To extend the ultrafast fibre infrastructure across Arun, supporting the Council's vision of a digitally connected district. |
| 8. EFFECTIVE DATE OF THE DECISION: 18 December 2019 |

| |
|--|
| 9. BACKGROUND PAPERS: |
| Plan of the Bognor Regis and Littlehampton areas included along with indicative sites. |

Plan of the Bognor Regis and Littlehampton areas Included along with indicative sites



This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: ARUN IMPROVEMENT PROGRAMME – ANNUAL UPDATE

REPORT AUTHOR: Paul Symes, ICT & Service Improvement Manager

DATE: 22 November 2019 EXTN: 37585

EXECUTIVE SUMMARY:

The Arun Improvement Programme (AIP) considers proposals for new projects that enable process redesigns and service improvements typically using ICT capability to facilitate that change.

This report provides a high-level summary of the activities of the AIP over the last year.

RECOMMENDATIONS:

1. Cabinet is requested to note the activities of the Arun Improvement Programme.

1. BACKGROUND:

In 2001 Arun District Council introduced a corporate programme management approach for the way we deliver change using supporting technologies. Governance for this programme is now provided by a board known as the Arun Improvement Programme Board, which was introduced by the current Chief Executive in 2012.

Its purpose is to ensure that corporately we invest in the right projects, resource is allocated on a priority need basis, outcomes are delivered, and an environment is maintained to support successful delivery.

The Board meets quarterly and consists of the Head of Technology & Digital, ICT & Digital Manager, Leader of the Council, Deputy Leader of the Council and Cabinet Member for Technical Services (with responsibility for digital).

The Group report progress to Cabinet annually and this report is to update Cabinet on the projects that either started and/or completed during the previous 12-months:

Environmental Health System

Undertook business process mapping across the service and then implemented a new modern cloud-based system with mobile working and customer self-service (self-service still to go live). The new system helps us meet our statutory requirements, streamline processes, allows officers to complete work out in the field therefore reducing travel time and costs, and it will provide facilities for customers to self-serve online 24/7.

Committee Management System

Implemented a new committee management system and member access portal along with the rollout of iPads for all Members. The new system is purpose built and covers all committee functions. It allows access to information quickly and easily via a website and mobile friendly app. The whole Committee process can be managed within the system making administration more effective and efficient. The project included providing Members with iPads and not only can they access committee papers real-time they are able to access other things on the go such as emails and calendars.

Housing Compliance System

Implemented a new housing regulatory compliance cloud system and mobile working solutions. The system has been designed to ensure mandatory compliance is met through templates, workflows and by providing evidence-based audit trails. It allows completion of activities on-site reducing travel time and costs.

Room Booking System

Implemented a new electronic room management and booking system, which integrates into our corporate calendar system and has check-in/out touch points to allow attendance information to be collected. The system enables better utilisation of meeting rooms and reduces the administration overheads when arranging meetings.

Jobs Go Public System

Implemented a new recruitment management platform and website advertising portal. This provides a wider advertising reach, encourages more applicants by making it easier to apply and manages the internal administration process more efficiently without the need to print as much paper.

Cemeteries Mapping

Completed the final phase of a Cemeteries digitisation project and all grave plots have now been digitised onto a Geographic Information System (GIS). The records had previously been held on hand drawn maps and ledgers making searching and updating difficult, some of records can be very old and overtime start to degrade. Taking the digital approach has overcome these issues and it is much easier to search and update records, and the information will now be protected for eternity.

Gigabit West Sussex

Secured Government/County funding to connect council buildings to ultrafast gigabit internet, work well advanced on laying ultrafast fibre connections in the ground for Littlehampton, Bognor Regis and Rustington. We have now laid fibre to around 25 of our council buildings, we are just waiting to activate it. Ultrafast and low latency internet connections are vital for the social and economic wellbeing of the district and starting to put this infrastructure in place may be a catalyst for further investment in the future for our connectivity infrastructure.

Revenues & Benefits System

Completed business process mapping across the service, completed move of main systems to the cloud, work started on implementing customer self-service, document management, workflow and automated decision processes. The new system integrates workflow and document management allow more efficient processes; we will be deploying automated intelligence-based verification process that will enable more resources to focus on potential incorrect claims. The system also provides internet self-service allowing customers to access information and transact with us 24/7 along with electronic notifications and e-billing which should reduce the amount on paper correspondence.

2. PROPOSAL(S):

Cabinet is requested to note the activities of the Arun Improvement Programme.

2. OPTIONS:

N/A

4. CONSULTATION:

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

| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
|---|-----|----|
| Financial | | ✓ |
| Legal | | ✓ |
| Human Rights/Equality Impact Assessment | | ✓ |
| Community Safety including Section 17 of Crime & Disorder Act | | ✓ |
| Sustainability | | ✓ |
| Asset Management/Property/Land | | ✓ |
| Technology | | ✓ |
| Safeguarding | | ✓ |
| Other (please explain) | | ✓ |
| 6. IMPLICATIONS: Not applicable | | |

| |
|--|
| 7. REASON FOR THE DECISION: N/A |
| 8. EFFECTIVE DATE OF THE DECISION: 18 December 2109 |

| |
|--------------------------------------|
| 9. BACKGROUND PAPERS: None |
|--------------------------------------|

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

PART A : REPORT

SUBJECT: Budget Monitoring Report to 30 September 2019

REPORT AUTHOR: Carolin Martlew, Financial Services Manager

DATE: October 2019

EXTN: 37568

PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY: The Budget Monitoring Report sets out the Capital, Housing Revenue and General Fund Revenue budget performance to the end of September 2019.

RECOMMENDATIONS

Cabinet is requested to:

- (i) Note the report in Appendix 1;
- (ii) Note the significant anticipated overspend in relation to nightly paid accommodation; and
- (iii) Note that overall performance against budget is currently on track

1. BACKGROUND:

The Council approved a General Fund revenue total net expenditure budget of £24.525 million; a Housing Revenue Account revenue total expenditure budget of £19.832 million; and a capital budget of £8.943 million for the year 2019/20. This report provides information to enable actual spending and income to be monitored against profiled budget for the period to 30 September 2019.

2. PROPOSAL(S):

The Cabinet is requested to note the budget monitoring report in appendix 1. The report provides information on a management by exception basis to enable the reader to understand the overall performance of the council within the context of the budget book summary.

3. OPTIONS:

n/a

4. CONSULTATION:

| Has consultation been undertaken with: | YES | NO |
|--|------------|-----------|
| Relevant Town/Parish Council | | ✓ |
| Relevant District Ward Councillors | | ✓ |
| Other groups/persons (please specify) | | ✓ |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
| Financial | ✓ | |
| Legal | | ✓ |
| Human Rights/Equality Impact Assessment | | ✓ |
| Community Safety including Section 17 of Crime & Disorder Act | | ✓ |
| Sustainability | | ✓ |
| Asset Management/Property/Land | | ✓ |
| Technology | | ✓ |
| Other (please explain) | | ✓ |
| 6. IMPLICATIONS: <p>The overall performance against budget is on track. However, the pressure on homelessness is continuing and a supplementary estimate will be required before the end of the financial year, which will reduce the planned level of the General Fund Balance.</p> | | |

| |
|--|
| 7. REASON FOR THE DECISION: <p>To ensure that spending is in line with approved Council policies, and that it is contained within overall budget limits.</p> |
| 8. EFFECTIVE DATE OF THE DECISION: 18 December 2109 |

| |
|---|
| 9. BACKGROUND PAPERS: <p>Revenue and Capital Estimates 2019-2020. http://www.arun.gov.uk/financial-information/</p> |
|---|

ARUN DISTRICT COUNCIL BUDGET MONITORING

Financial Position as at end of September 2019

1. Introduction

1.1 This report sets out the Capital, Housing Revenue and General Fund Revenue budget performance to end of September 2019 and presents performance information for all aspects of financial risk such as Income and specific savings targets.

1.2 Budget performance is presented after taking account of the following:

- Spend to date excluding commitments against profiled budgets.
- Consultation with managers and budget holders on service performance.
- Virements identified where possible from existing budgets to cover budget pressures.

2. General Fund Summary

2.1 The budget was approved by Full Council on 20 February 2019.

2.2 The General Fund performance to end of September 2019 against profiled budget is given in the table below. The table presents only the variances on budget in excess of +/- £20k.

| General Fund variance on profiled budget to end of Sep 2019 | | | |
|--|---|---|-------------------------|
| | Variance on Budget Aug £'000 | Variance on Budget Sep £'000 | Change £'000 |
| Service controllable spend | | | |
| Corporate Support Direct | | | |
| Elections - Local Elections Expenditure | 37 | 37 | 0 |
| Neighbourhood Services | | | |
| Cemeteries - Fees & Charges and grave digging | 0 | (33) | (33) |
| Planning | | | |
| Planning - Fees and Charges | (144) | (138) | 6 |
| Residential Services | | | |
| Nightly Paid Accommodation - Payments | 168 | 247 | 79 |
| Technical Services | | | |
| Building Control - Fees and Charges | 0 | (30) | (30) |
| Investment Properties - Rental and Repair Charges | 96 | 113 | 17 |
| Sundry Properties - Rates | 38 | 0 | (38) |
| Other Variances less than +/- 20k | (106) | (220) | (114) |
| Total Service controllable budget variance | 89 | (24) | (113) |
| Corporate controllable budget | | | |
| Establishment against savings target | (83) | (145) | (62) |
| Corporate underspend (net) | (40) | (87) | (47) |
| General Fund underspend variance against profiled budget | (34) | (256) | (222) |

- 2.3 The table shows a general fund underspend of (£256k) against current budget profile to the end of September 2019. Variations on service controllable budgets are presented first, followed by establishment, insurance and rates which are corporate and monitored in separate sections.
- 2.4 There has been an increase in demand for cremations which has resulted in an increase in income and a reduction in costs resulting in a favourable variation of (£33k) for Cemeteries.
- 2.5 Planning income is currently above profile by (£138k). This is mainly due to a change in Accounting Standards (IFRS15 – Revenue from Contracts with Customers) which required a stricter interpretation of when revenue income should be recognised in the Accounts. This resulted in £200k being carried forward as a receipt in advance from 2018/19 (£70k previous year).
- 2.6 Net expenditure on nightly paid accommodation to the end of September 2019 is £562k (£430k previous month) compared to a full year budget of £630k. It is anticipated that the budget will be exhausted by the end of October 2019. A report will be presented to cabinet at its meeting on 9 December giving details of the situation and requesting a supplementary estimate to be submitted to Full Council for approval on 15 January 2020.

| Bed & Breakfast monitoring - September 2019 | | | | |
|--|--------------------------------------|--------------------------------------|-------------------------------------|-------------------------------------|
| | Outturn 2018/19 £'000 | Original Budget £'000 | Current Budget £'000 | Actual to Date £'000 |
| Gross Expenditure | 1,825 | 950 | 950 | 831 |
| Income | (554) | (320) | (320) | (269) |
| Net Expenditure | 1,271 | 630 | 630 | 562 |
| Income including Housing Benefit recovered | 30% | 34% | 34% | 32% |
| Number of recipients | | | | |
| Families | 198 | 200 | 200 | 83 |
| Other | 129 | 130 | 130 | 50 |
| Total | 327 | 320 | 320 | 133 |
| Average cost per recipient | 3,887 | 1,969 | 1,969 | 4,226 |

- 2.7 Building control net expenditure is currently above profile by (£30k). This is due to additional income being received during September 2019.
- 2.8 Investment Properties net expenditure is £113k above profile (adverse). This is mainly due to Bognor Regis Arcade. The Council has incurred additional service charges for 2017-18 and 2018-19 including fees that the agents were unable to recover from tenants. In addition, income is down by £56k for outstanding rents and property unoccupancy which the council must fund. The Council is liable for 50% of the service charges as the top floor remains unoccupied, in addition to any service charges in relation to unlet units.

- 2.9 A refund has been received for Non-Domestic Rates in relation to the Look and Sea which has regularised the budget position for sundry properties for 2019/20 (£38k adverse previous month).
- 2.10 The corporate underspend relates to identified unrequired contingency and corporately controlled budgets and Government grants that are available for potential resource allocation. Budgets are set based on assumptions about service delivery, which sometimes result in a different actual budget requirement resulting in surplus budget. As these are identified, the surplus budget is vired to a corporate underspend account and made available for resource re-allocation. The advantage of this is a reduction in the need for supplementary estimates and managing service delivery within the approved budget and Medium Term Financial Strategy (MTFS). SMT (Senior Management Team) are expected to exercise their discretion in managing their budgets responsibly and prudently and wherever possible meeting additional cost pressures by virement from within existing budgets. The corporate net underspend is £87k at the end of September 2019 and the breakdown is shown in the following table:

| Corporate Underspends Confirmed Sep 2019 | | | |
|---|---------------|---------------|---------------|
| | Aug 19 | Sep 19 | Change |
| | £'000 | £'000 | £'000 |
| Underspends from services | 44 | 161 | 117 |
| Additional investment income | 50 | 100 | 50 |
| Underspends from contingencies/miscellaneous budgets / corporate controllable | 0 | 0 | 0 |
| Additional non-ringfenced grants | 0 | 0 | 0 |
| Total identified corporate underspend | 94 | 261 | 167 |
| Virements actioned/earmarked from corporate underspend | (54) | (174) | (120) |
| Corporate Underspends Sep 2019 (Net) | 40 | 87 | 47 |

- 2.11 In 2018-19 Planning sought a supplementary estimate for the Pagham Judicial review of £105,000 (C/049/040319 P/140/16/OUT). The Council successfully defended the decision this year and the remaining £103k of the funding has been vired to the corporate underspend.
- 2.12 £120k has been earmarked from the Corporate underspend to fund the pension strain which resulted from a restructure in 2019/20 where the full costs were not known.
- 2.13 The change in the planned original budget General Fund Reserve movement due to supplementary estimates and budget performance to end of September 2019 is shown in the table below:

| General Fund Reserve Movement estimated outturn 2019/20 | Original Budget £'000 | Current Budget £'000 |
|--|--------------------------------------|-------------------------------------|
| Net Budget Requirement | 24,525 | 24,772 |
| Financed by: | | |
| Government Grants and Retained Business Rates | (8,861) | (9,058) |
| Council Tax | (15,664) | (15,664) |
| Taken From / (Added to) Balances | 0 | 49 |
| General Fund Balance 01 April 2019 | 7,076 | 7,076 |
| Supplementary Estimates | 0 | 0 |
| Current Budget Variation Estimated Outturn 2019/20 | 0 | 256 |
| General Fund Balance 31 March 2020 | 7,076 | 7,332 |

3. Earmarked Reserves

- 3.1 Earmarked reserves are amounts set aside from General Fund Reserve to provide financing for specific future expenditure plans and held alongside the General Fund for drawdown as required under the scheme of virement. These reserves need to be reviewed regularly to ensure that they are being drawn down as appropriate or returned to General Fund reserve.

4. Externally Funded Services

- 4.1 Arun District Council hosts a number of services under its stewardship as the Accountable Body. Whilst these services are entirely externally funded, Arun District Council has service provision interests. These services are the Wellbeing team, the Think Family Programme and Car Parking enforcement. There are no budgetary concerns to report on these services.

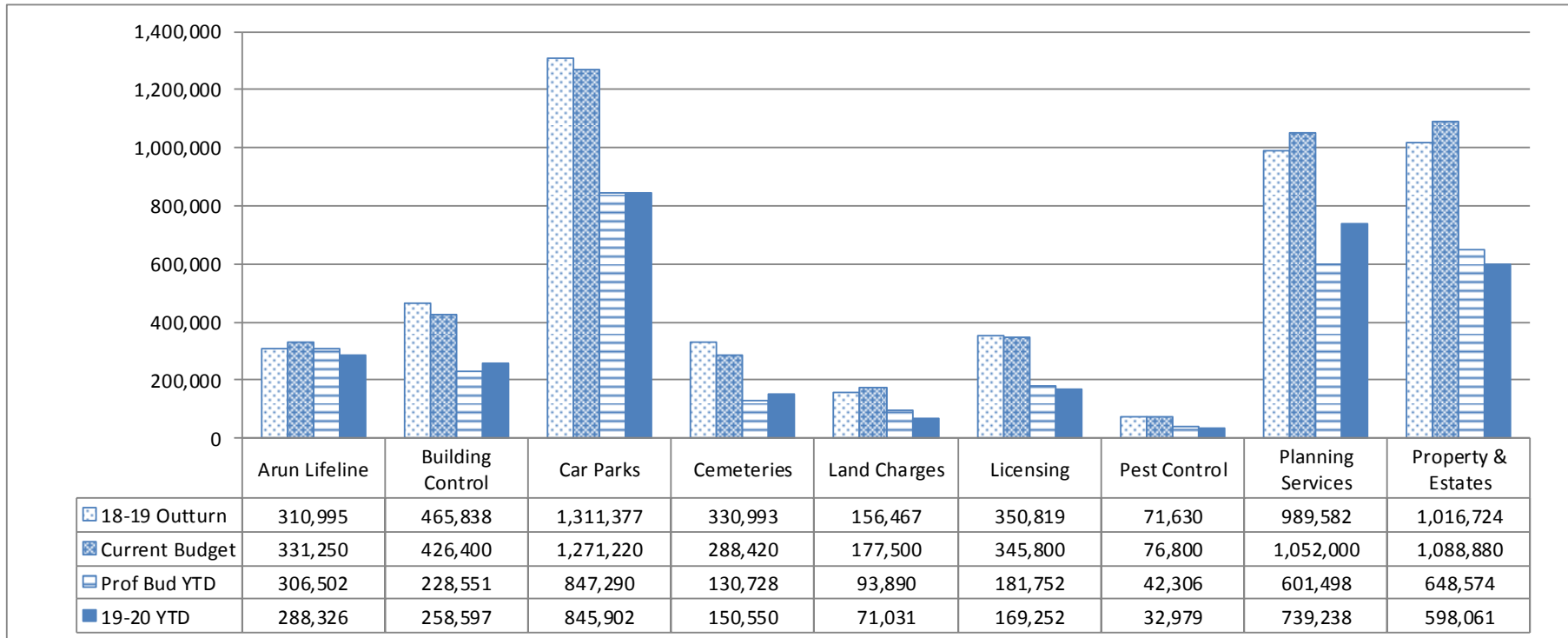
5. Establishment

- 5.1 Each year a vacancy management target is included within the budget to ensure that the establishment complement is scrutinised for efficiency and reflects the needs of on-going service delivery changes. For Financial Year 2019/20 the target is set at £450k.
- 5.2 The establishment savings target is currently over achieved by (£145k).

6. Income

- 6.1 Income from fees, charges and rents are included within net cost of service. In total this amounts to an overall financing of £5.053 million. Income is a key risk area to the budget as it is predominantly externally influenced, without direct link to service cost and each source is unique.
- 6.2 Total income is currently (£73k) above expected mainly due to favourable variation in Planning income of (£138k) (paragraph 2.5); and Bognor Regis Arcade where income is £56k under achieved (paragraph 2.8).
- 6.3 The graph on the following page shows income by source and value, achievement to end of September 2019 against profiled budget, full year budget and outturn last year.

General Fund Income



7. Housing Revenue Account

- 7.1 The estimated reserve movement for the HRA against original budget and the current estimated outturn reserve movement due to supplementary estimates and budget performance to end of September 2019 is shown in the table below:

| Housing Revenue Account Reserve Movement estimated outturn 2019/20 | Original Budget £'000 | Current Budget £'000 |
|---|--------------------------------------|-------------------------------------|
| HRA balance 01 April 2019 | 8,395 | 8,395 |
| Budgeted deficit for 2019/20 | (3,117) | (3,117) |
| Supplementary approvals | | 0 |
| Capital slippage | | (613) |
| Revenue slippage | | (130) |
| Sheltered accommodation | | 600 |
| Current Budget Variation Estimated Outturn 2019/20 | | 0 |
| HRA Balance at 31 March 2020 | 5,278 | 5,135 |

- 7.2 HRA revenue project slippage includes £100k committed for Tree surveys and £30k for specialist fees related to stock condition surveys. Capital slippage relates to £465k for essential Fire safety work which has to be completed in 2019/20 and £148k for HRA IT system. £600k set aside for sheltered accommodation has been taken out of the current budget as this will now form part of future capital programme (see 8.7).
- 7.3 Repairs and maintenance (planned and responsive) is expected to be in line with budgeted expenditure. No significant variance to report in relation to supervision and management in this month.
- 7.4 HRA income consists almost entirely of rents. Current projections forecast rental income in line with the budget forecast.
- 7.5 Loss of income due to right to buy (RTB) disposals and void dwellings remain a key risk. The estimated number of RTB disposals for 2019/20 was set at 12 (there were 9 RTB disposals in 2018/19, 18 RTB disposals in 2017/18 and 24 in 2016/17). To date there has been 3 disposals in the current year.
- 7.6 Details of the HRA capital, improvements and repairs programmes are shown in paragraphs 8. Paragraph 9, covering Capital Receipts also has relevance for the Housing Revenue Account.

8. Capital, Asset Management and Other Project Programmes

- 8.1 The Council's budget for 2019/20 included several projects which although included in the Capital budget for project management and monitoring purposes cannot, under current accounting regulations, be charged to the capital accounts.
- 8.2 The capital and projects budget will continue to be monitored on a corporate level as this provides better information and control of the budget.
- 8.3 The table on the next page has been restated to include Capital and Revenue Expenditure for both General Fund and Housing Revenue Account.

General Fund

- 8.4 Sea Road Skate Park in Littlehampton is now open, its official opening is at the end of October. The flood lighting is still to be installed and the scheme was funded from a combination of Arun District Council, Town Council and Section 106 Contributions.
- 8.5 Reinstatement works at the old leisure centre site are almost complete.

Housing Revenue Account

- 8.6 As part of the HRA Business Plan there is a programme to develop or acquire new affordable homes. £1.3m initial payment was made in July 2019 toward a scheme at Summer Lane in Paghham which will deliver 27 new affordable homes at a cost of £5m over the coming years. Further commitments are to follow towards two additional schemes in Littlehampton and Yapton that could deliver a further 24 new affordable homes.
- 8.7 The budget for Sheltered Housing has been removed in 2019-20 as this relates to part of a much larger sheltered housing scheme. The budget will be put in a future year when it is estimated to be delivered.

Asset management and other projects monitoring - September 2019

| | Original Budget £'000 | Current Budget £'000 | Actual to date £'000 |
|--|--------------------------------------|-------------------------------------|-------------------------------------|
| General Fund | | | |
| <i>Technical Services</i> | | | |
| Asset Management | 560 | 1,785 | 279 |
| Works to Public Conveniences | 280 | 597 | 64 |
| Reactive Maintenance | 160 | 160 | 105 |
| Littlehampton East Bank | - | 50 | - |
| Disabled Facilities Grants | 1,500 | 1,473 | 765 |
| Discretionary Grants | - | 1 | (20) |
| <i>Corporate Support</i> | | | |
| Computer Services | 170 | 198 | 128 |
| GDPR | - | 45 | - |
| Digital Strategy | 200 | 200 | - |
| Arun Improvement Programme (AIP) | - | 92 | 16 |
| Web/Integration | - | 118 | - |
| Modern Gov | - | 29 | 5 |
| EH System | - | 66 | 5 |
| <i>Community Wellbeing</i> | | | |
| Littlehampton Wave | - | 970 | 455 |
| <i>Economy</i> | | | |
| Pavilion Park | 300 | 290 | 34 |
| <i>Neighbourhood Services</i> | | | |
| Keystone Centre | 250 | 250 | - |
| Play Areas | 100 | 209 | - |
| Mill Road | - | 44 | 44 |
| Sea Road Skatepark | - | 145 | 102 |
| <i>Residential Services</i> | | | |
| Grants to Registered Social Landlords | - | 300 | 300 |
| Homelessness | - | 31 | 2 |
| Total General Fund | 3,520 | 7,053 | 2,284 |
| Housing Revenue Account | | | |
| Stock Development | - | 13,895 | 1,314 |
| Housing IT | - | 148 | 2 |
| Housing Improvements | 1,046 | 1,046 | 241 |
| Domestic Boiler Installations | 600 | 600 | 246 |
| Commercial Boiler Rooms | 350 | 350 | 25 |
| Reroofing Programme | 643 | 643 | 16 |
| Sheltered Programme | 600 | - | - |
| Kitchen & Bathroom Replacement Programme | 400 | 400 | 53 |
| Fire Compliance | 300 | 725 | 177 |
| Windows & Doors | 1,074 | 1,074 | 41 |
| Aids & Adaptations | 410 | 410 | 196 |
| Housing Repairs | 1,803 | 2,019 | 1,200 |
| Day to Day General Repairs | 1,543 | 1,543 | 711 |
| Voids | 804 | 804 | 354 |
| Total Housing Revenue Account | 9,573 | 23,657 | 4,576 |
| Total Programme | 13,093 | 30,710 | 6,860 |

9. Capital Receipts

- 9.1 Arun has entered into an agreement with the Government to retain the additional receipts generated by the relaxation of the Right to Buy discount rules, subject to these receipts being used for the provision of new social housing and Arun matching every £30 of receipts with £70 of its own funding (the 70/30 rule). A further condition is that the receipts must be spent within three years, failing which they must be returned to the Government plus interest at 4% above base rate. The table below shows Arun's investment requirements under the above terms.

| | £'000 |
|--|---------------|
| "1 for 1" receipts accrued to 30 Sept 2019 | 5,547 |
| Arun's 70% contribution (70/30 X £5,547k) | 12,943 |
| Total investment requirement | 18,490 |
| Less amount already invested to 30 Sept 2019 | 10,187 |
| Remaining investment requirement | 8,303 |
| By 31/12/2019 | 1,297 |
| By 31/03/2020 | 843 |
| By 30/06/2020 | 800 |
| By 30/09/2020 | 1,274 |
| By 31/12/2020 | 631 |
| By 31/03/2021 | 1,321 |
| By 30/06/2021 | 881 |
| By 30/09/2021 | 703 |
| By 31/12/2021 | 211 |
| By 31/03/2022 | 0 |
| By 30/06/2022 | 0 |
| By 30/09/2022 | 342 |
| Total | 8,303 |

- 9.2 One of the key priorities of Arun's HRA Business Plan is a development programme to enable the delivery of an additional 250 new Council dwellings over a ten-year period. In July the first payment was made in respect of a scheme for 27 new homes and two other schemes are under active consideration. However, it will be extremely challenging to match the phasing of the payments for these and any other schemes with the investment requirement set out above.
- 9.3 In order to protect the Council's investment in the provision of new social housing, exemption from capital receipt pooling has been obtained in respect of all Arun's new dwellings in the current investment programme.

- 9.4 Exemption from pooling will be sought for all future newly built or acquired dwellings. This will enable Arun to retain 100% of the receipts from any future right to buy disposals in respect of these new dwellings (although it's worth noting that these receipts will be net of any discount entitlement).

10. Section 106 sums

- 10.1 Section 106 agreements, also known as planning obligations, are agreements between developers and Arun District Council as the local planning authority that are negotiated as part of a condition of planning consent. The Town and Country Planning Act 1990 enables Arun to negotiate contributions towards a range of infrastructure and services, such as community facilities, public open space, transport improvements and/or affordable housing.
- 10.2 Many section 106 sums are spent on one-off projects in accordance with the terms of the various agreements, the remainder being used to fund ongoing maintenance commitments. Any additional expenditure funded from section 106 sums is subject to Individual Cabinet Member or Cabinet approval in accordance with the terms of the Council's constitution.
- 10.3 Some Section 106 sums are time limited in that the Council is required, under the terms of the agreement, to spend the amount received on the project specified in the agreement within a set time scale. Failure to comply with this requirement will lead to the Council having to repay the Section 106 sum plus interest, the interest often being calculated at a penalty rate.
- 10.4 The Council currently holds £8.426m on deposit for s106 agreements in addition to £2.455m for other organisations (e.g. the NHS). The total held on deposit is £10.881m.
- 10.5 It should be noted that there are currently no receipts that are required to be spent within the next 5 years.

11. Risk Analysis

- 11.1 Corporate and Operational risk registers are reviewed and updated for financial implications as part of the Council's risk management process on the criteria of probability of occurrence and materiality of impact upon balances. No significant risks have been identified.
- 11.2 Some lesser risks, however, are inherent within the overall budget. These are discussed below.
- 11.3 Paragraph 9.2 above outlines the situation with regard to the additional receipts generated by the relaxation of the Right to Buy discount rules ("1 for 1" receipts). The key risk here is that failure to make the necessary level of investment within the required timescale will lead to the Council having to repay to the Government some or all of these "1 for 1" receipts, together with interest at a penalty rate of base rate (currently 0.75%) plus 4%. We are experiencing a significant reduction in new "1 for 1" receipts, the sums repaid might not be

replaced by new receipts. If the programme slips, this might lead to Arun having to borrow a greater proportion than 70% of the total cost of the schemes, leading to increased loan servicing costs.

In addition, the Council will need to have regard to the proposals outlined in a recently published Government consultation paper on the use of “1 for 1” receipts. One of these proposals is for the introduction of a price cap where “1 for 1” receipts are used to acquire, as opposed to build, dwellings. This could have significant implications for Arun’s development programme.

The Council has expressed its concerns about this proposal in its response to the consultation paper.

- 11.4 Housing Benefit claims are gradually being transferred to the Universal Credit scheme (approximately 100 per month) which will eventually level out. There will be claims handled by the local authority which will not transfer to the Universal Credit scheme. These will include pensioners and claimants who require supported accommodation.

Following legislation in 1989, supported accommodation costs assist vulnerable people who require additional help within the community. Unfortunately, the valuation office does not take this additional cost into account which is left to the local authority to fund.

Costs can vary widely, for example, a hostel could charge £300 per week for a single person to include 24-hour security and relevant medical care as well as accommodation. The valuation office will state that the local authority may only claim £100 per week for the accommodation in subsidy. This leaves the local authority to fund the remaining £200 per week for this individual. In certain circumstances, for example, if the individual is a pensioner or has a dependant, the local authority is sometimes able to reclaim 60% of the supported accommodation charges.

The cost to the local authority will largely depend on how many landlords provide this service in the area, however, at present the cost to Arun District Council is steadily increasing (£170k 2017-18, £323k 2018-19, current estimate £507k 2019-20). The current budget forecast set in 2018-19 for supported accommodation charges was £160k.

- 11.4 Recently, some retailers have decided to reduce their presence on the high street. If this trend continues, this could have a negative impact on Non-Domestic Rate collections.
- 11.5 The United Kingdom is due to leave the European Union on 31 October 2019. Additional uncertainty leading up to Brexit could result in additional money market fluctuations and business plan changes. This could result in a reduction in money market returns and have a negative impact on Non-Domestic Rate collections. To assist the authority with any possible negative impacts, the government has provided Arun District Council with additional funding, £17,484 in 2018-19 and £17,484 in early 2019-20. The current government has confirmed that it intends to make a further payment of £17,484 sometime prior to 31 October 2019.

12. Conclusions and Recommendations

- 12.1 Note the significant anticipated overspend in relation to nightly paid accommodation; and
- 12.2 Note that overall performance against budget is currently on track.

This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: Business Rate Pooling

REPORT AUTHOR: Carolin Martlew – Financial Services Manager

DATE: 9 December 2019

EXTN: 37568

PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY: This report asks Members to note Arun's membership of a new West Sussex business rates pool from April 2020 and to grant delegated authority to the Group Head of Corporate Support, in consultation with the Cabinet Member for Corporate Support, to agree the detailed arrangements for the pool.

RECOMMENDATIONS:

Cabinet is requested to :

1. Note Arun's membership of a new West Sussex business rates pool from April 2020, and
2. Grant delegated authority to the Group Head of Corporate Support, in consultation with the Cabinet Member for Corporate Support, to agree the detailed arrangements for the pool.

1. BACKGROUND:

Members will recall that since April 2015 Arun has been part of the West Sussex business rates pool. One of the key advantages of forming this pool was that it resulted in the retention of additional business rate income;- the total income received by the pool is greater than the total income which would have been received by the individual pool members if they had not acted in partnership. The additional income has been used to fund a range of county wide projects to the benefit of all West Sussex residents.

Initially the West Sussex pool consisted only of Adur, Arun, Chichester, Worthing and West Sussex and was based on 50% local retention (with the remaining 50% going to the Government). The Government's intention has always been to increase the amount of business rate income retained locally and with this in view applications were invited for the establishment of 75% business rate retention pilots from April 2019. The application from West Sussex was successful and from April 2019 the new West Sussex pool comprised West Sussex County Council and **all** the borough and district councils in the county.

| | | |
|--|------------|-----------|
| <p>There is a major issue outstanding relating to business rate income. This relates to a contention by a number of NHS Trusts that Councils should afford NHS Trusts the same business rates treatment as charities. This issue has major financial implications as if NHS Trusts were awarded charitable relief it is likely that the award would be backdated for a number of years. The issue is to be considered by the High Court.</p> <p>The issue of possible charitable relief for NHS Trusts has implications for the West Sussex pool. Financial modelling indicates that there are significant risks associated with continuing with the current county wide pool and that the most advantageous approach for 2020/21 is for a pool comprising West Sussex County Council, Adur, Arun and Horsham. This new pool will be based on 50% local rate retention;- the same rate that applied before the county wide pilot scheme was established in April 2019.</p> <p>As with the current and previous pools there are risks associated with Membership. However, it's worth noting that one of the key policies of the new pool is to ensure, as far as is possible, that Arun will be no worse off in the pool than it would have been if it had not joined. The modelling suggests that the benefits and rewards of pool membership outweigh any potential risks.</p> | | |
| <p>2. PROPOSAL(S): That Cabinet 1) note Arun's membership, from 1 April 2020, of a new West Sussex pool comprising West Sussex County Council, Adur, Arun and Horsham and 2) grant delegated authority to the Group Head of Corporate Support, in consultation with the Cabinet Member for Corporate Support, to agree the detailed arrangements for the pool.</p> | | |
| <p>3. OPTIONS: None considered.</p> | | |
| <p>4. CONSULTATION: West Sussex County Council and the West Sussex district and borough councils.</p> | | |
| Has consultation been undertaken with: | YES | NO |
| Relevant Town/Parish Council | | ✓ |
| Relevant District Ward Councillors | | ✓ |
| Other groups/persons (please specify) | | |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
| Financial | ✓ | |
| Legal | ✓ | |
| Human Rights/Equality Impact Assessment | | ✓ |
| Community Safety including Section 17 of Crime & Disorder Act | | ✓ |
| Sustainability | | ✓ |
| Asset Management/Property/Land | | ✓ |
| Technology | | ✓ |

| | | |
|------------------------|--|--|
| Other (please explain) | | |
|------------------------|--|--|

6. IMPLICATIONS:

The new pool will maximise the potential for delivering additional county wide rate income.

7. REASON FOR THE DECISION:

To establish arrangements for business rate accounting for 2020/21.

8. EFFECTIVE DATE OF THE DECISION: 18 December 2019

9. BACKGROUND PAPERS:

Correspondence with MHCLG.

This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: WEST SUSSEX DISABLED FACILITIES GRANT POLICY

REPORT AUTHOR: Nat Slade – Group Head of Technical Services

DATE: 06 November 2019

EXTN: 37683

PORTFOLIO AREA: Technical Services

EXECUTIVE SUMMARY:

The report seeks approval of the West Sussex Disabled Facilities Grants Policy which has been developed in Partnership with West Sussex County Council and all the West Sussex District and Borough Councils to utilise the Better Care Funding; more flexibly improve consistency and enable residents to live more independently within their own home.

RECOMMENDATIONS:

It is recommended that Cabinet agrees:

- a. To adopt the Disabled Facilities Grants Policy appended to this report; and
- b. To give authority to the Group Head of Technical Services in consultation with the Cabinet member for Technical Services to make any future amendments and updates to the policy.

1. BACKGROUND:

- 1.1 The Disabled Facilities Grant (DFG) is a mandatory grant, provided under the Housing Grants, Construction and Regeneration Act 1996, towards the cost of eligible works necessary to support people of all ages and most tenures to live independently and safely in their own homes. Local Authorities have a statutory duty to provide DFGs to applicants who qualify. (Adaptations to council owned housing are provided via a different route and a separate funding stream)
- 1.2 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) enables Councils to support the wider prevention agenda of housing, social care and health authorities. The Care Act 2014 provided further direction towards earlier intervention and prevention.

- 1.3 In 2015 Government funding was pooled into a single budget for health and social care services to work more closely together – the Better Care Fund (BCF). The BCF provided an increase in funding for home adaptations and other interventions to improve integration between health, social care and housing services.
- 1.4 The BCF is contributing to the additional allocation for DFGs provided to the Councils in West Sussex under an annual determination from Central Government. The BCF aims to improve health and wellbeing by encouraging more flexible use of DFG monies.
- 1.5 The Districts and Boroughs in West Sussex have come together to agree a single DFG Policy which applies across the whole county area with the aim to improve consistency for residents to help them live safely and independently for as long as possible at home.
- 1.6 Members agreed the adoption of an interim policy at the 11 December 2017 Cabinet meeting and the Policy appended to this report will replace that previously adopted interim policy, having now had appropriate time to implement it and review its effectiveness and delivery.
- 1.7 The Policy brings together the two main elements of DFG work i.e. mandatory grants and discretionary grants. Mandatory grants will always take precedence as these are a statutory requirement. Discretionary grants are possible due to the increased level of funding through the BCF but can only be provided whilst there is sufficient funding. Each Council across West Sussex has reserved the right to withdraw discretionary grants if there is insufficient funding
- 1.8 The detail of the proposal is appended to this report however as examples the Policy includes features which speed up the process for residents, help people to leave hospital more quickly and safely, provides help in cases of hardship, help for residents to move home to better meet their needs and enables help to be given to make homes safer, warmer and more suitable. It also reflects the needs of people with dementia and those who are at the end of life.
- 1.9 The Councils across West Sussex are all in the process of seeking approval from Members for the new Policy. It is proposed to implement the new Policy with effect from January 2020.
- 1.10 The multi-agency DFG Project Steering Group, chaired by Chichester District Council's Chief Executive, will continue to lead and steer the project and will monitor the impact of the Policy.

2. PROPOSAL(S):

It is recommended that Cabinet agrees:

- a. To adopt the Disabled Facilities Grants policy appended to this report.
- b. To give authority to the Group Head of Technical Services in consultation with the Cabinet member for Technical Services to make any future amendments and updates to the policy.

3. OPTIONS:

To not adopt the disabled facilities, grant policy appended to this report.

To not give authority to the Group Head of Technical Services in consultation with the Cabinet member for Technical Services to make any future amendments and updates to the policy.

4. CONSULTATION:

| Has consultation been undertaken with: | YES | NO |
|--|------------|-----------|
| Relevant Town/Parish Council | | X |
| Relevant District Ward Councillors | | X |
| Other groups/persons (please specify) The DFG project is multi-agency and the proposed Policy has been drafted after extensive discussion and consultation with District and Borough teams, several County Council services, health colleagues and organisations in the voluntary sector. West Sussex Chief Executives have been fully consulted with and involved since the start of the project providing decisions as required for the project. The customer feedback form includes an option for residents to participate in further feedback and consultation on the DFG services provided by the Council. The County Adaptations Manager has approached some of these respondents about their experiences and to explain some of the Policy elements being taken forward. | X | |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
| Financial | X | |
| Legal | | X |
| Human Rights/Equality Impact Assessment | | X |
| Community Safety including Section 17 of Crime & Disorder Act | | X |
| Sustainability | | X |
| Asset Management/Property/Land | | X |
| Technology | | X |
| Other (please explain) | | X |

6. IMPLICATIONS:

Financial:

The Council's DFG allocation is provided via the BCF on the basis of a determination (formula) set by central Government. The County Council, who receive the BCF funding, pass the DFG element to all the Districts and Boroughs. It is received in the form of a capital grant and historically any underspends have been permitted to be carried forward to the following year by each individual authority.

The Government had planned to review the BCF during 2019 in order to make decisions about future funding from 2020 onwards. However, it is officers' understanding that this has been delayed and funding for next year is anticipated at the broadly the same level as this financial year.

The Policy includes provision for any grant or part grant funding repaid by residents (for example through any breach in grant conditions) to be repaid as income into the DFG budget in order that it can be reused to meet further DFG requests.

The Districts and Boroughs adopting this policy have agreed to the principle of a staffing funding formula which reflects the need to adequately resource the delivery of the Policy, the increased levels of resident needs and increased funding for the service.

7. REASON FOR THE DECISION:

Working in partnership with West Sussex County Council and West Sussex District and Borough Councils the aim is to make best use of the Better Care Fund and enable more residents to live independently and safely within their own homes.

8. EFFECTIVE DATE OF THE DECISION: 18 December 2019

9. BACKGROUND PAPERS:

West Sussex Disabled Facilities Grants Policy 2020- 2024

Cabinet Report 11 December 2017

<https://democracy.arun.gov.uk/CeListDocuments.aspx?Committeed=140&MeetingId=224&DF=11%2f12%2f2017&Ver=2>

West Sussex Disabled Facilities Grants Policy 2020- 2024

In Partnership :



| | |
|-----------------------|--|
| Document name: | West Sussex Disabled Facilities Grants Policy 2020 - 2024 |
| Document type: | Policy |

| Authorities covered: | TBC | | | | | | | | | | | | | | | | |
|---|---|------------------------|-------------|-----------------------|--|-----------------------|--|-----------------------------|--|-------------------------|--|--------------------------|--|-----------------------------|--|--------------------------|--|
| Version (e.g. first draft, final report): | First draft 09/08/19 for steering group and working group consultation | | | | | | | | | | | | | | | | |
| | Second draft from 19/8/19 (incorporating feedback from SG and WG reps received at that point) | | | | | | | | | | | | | | | | |
| | Third draft 27/9/2019 for remaining consultees Fourth draft 23/10/19 for approval | | | | | | | | | | | | | | | | |
| Approved by: list all council approval dates | <table border="0"> <thead> <tr> <th>Local Authority</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Adur District Council</td> <td></td> </tr> <tr> <td>Arun District Council</td> <td></td> </tr> <tr> <td>Chichester District Council</td> <td></td> </tr> <tr> <td>Crawley Borough Council</td> <td></td> </tr> <tr> <td>Horsham District Council</td> <td></td> </tr> <tr> <td>Mid Sussex District Council</td> <td></td> </tr> <tr> <td>Worthing Borough Council</td> <td></td> </tr> </tbody> </table> | Local Authority | Date | Adur District Council | | Arun District Council | | Chichester District Council | | Crawley Borough Council | | Horsham District Council | | Mid Sussex District Council | | Worthing Borough Council | |
| Local Authority | Date | | | | | | | | | | | | | | | | |
| Adur District Council | | | | | | | | | | | | | | | | | |
| Arun District Council | | | | | | | | | | | | | | | | | |
| Chichester District Council | | | | | | | | | | | | | | | | | |
| Crawley Borough Council | | | | | | | | | | | | | | | | | |
| Horsham District Council | | | | | | | | | | | | | | | | | |
| Mid Sussex District Council | | | | | | | | | | | | | | | | | |
| Worthing Borough Council | | | | | | | | | | | | | | | | | |
| Date of adoption and implementation | 02/01/2020 | | | | | | | | | | | | | | | | |
| Interim review: | 02/01/2021 | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |

Contents

| | Page |
|--|------|
| 1.0 Introduction | 4 |
| 1.1 General Expectations | 4 |
| 2.0 Mandatory Disabled Facilities Grants | 5 |
| 2.1 Eligibility | 5 |
| 2.2 Application | 5 |
| 2.3 Estimated Expenses | 6 |
| 2.4 Commencement of Works | 7 |
| 2.5 Minor Works, repairs, cleaning and clearing | 7 |
| 2.6 Payment of Grant | 7 |
| 2.7 Conditions of Grant | 7 |
| 2.8 Local Land Charge | 8 |
| 2.9 Agents | 8 |
| 2.10 Additional mandatory grant features | 8 |
| 2.10.1 Extended warranties | |
| 2.10.2 Reduction in number of quotes | |
| 2.10.3 Consultation with the 'welfare authority' | |
| 2.10.4 Simple DFG referrals | |
| 3.0 Discretionary Disabled Facilities Grants | 9 |
| 3.1 The Better Care Fund | 9 |
| 3.2 Discretionary Provision | 9 |
| 3.2.1 Partial waiver of up to £5,000 | 9 |
| 3.2.2 Help with assessed contribution | 10 |
| 3.2.3 Funding in excess of the statutory maximum | 10 |
| 3.2.4 Moving Home Grant | 10 |
| 3.2.5 Hospital Discharge Grants | 11 |
| 3.2.6 Abortive Fees Grant | 11 |

| | |
|--|----|
| 3.2.7 Safe, Suitable and Warm Grants | 11 |
| 3.2.8 Council Tax reduction benefit | 11 |
| 4.0 General points | 11 |
| 4.1 Exceptions | 11 |
| 4.2 Complaints procedure | 12 |
| 4.3 Grant funding or part funding repaid by applicant | 12 |
| 4.4 Equipment and minor adaptations first | 12 |
| 4.5 Accessible kitchens | 12 |
| 4.6 Review of Policy | 12 |
| 5.0 Appendices | |
| 5.1 Reference documents, research papers, legislation and description of terms | 13 |
| 5.2 Policy Summary chart | 15 |
| 5.3 Simple referral form | 20 |

1.0 Introduction

The Disabled Facilities Grant (DFG) is a mandatory grant, provided under the Housing Grants, Construction and Regeneration Act 1996 (the 96 Act), towards the cost of eligible works necessary to support people of all ages and most tenures (adaptions to council owned housing are provided via a different funding stream) to live independently and safely in their own homes. Local Authorities have a statutory duty to provide DFGs to applicants who qualify. DFGs are 30 years old in 2019 so have existed for a long time helping people to stay safe and independent at home.

The Care Act 2014 shifted the focus to earlier intervention that offers a more preventative approach to supporting people.

The Districts and Boroughs in West Sussex have come together to agree a single DFG policy which applies across the whole county area. This Policy covers all seven of the District and Borough Councils in West Sussex which are referred to as 'the Councils' throughout the document.

The principle of the service for residents across West Sussex is to *'help me live in my own home, easily and with dignity with the right adaptation when I need it.*

This policy is in two parts:

Mandatory Disabled Facilities Grants - sets out the mandatory legal framework for DFGs in accordance with the 96 Act including eligibility criteria and the prescribed means test assessment.

Discretionary DFGs – sets out the Councils' policy to provide discretionary interventions to promote independent living and wellbeing. The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) and latterly the Better Care Fund enable Councils to support the wider prevention agenda of housing, social care and health authorities.

1.1 General Expectations

The Councils' decision making will take into account the following specific expectations and presumptions:

Grant works should properly and fully meet the assessed needs of the client. Grants that only partially meet those needs will only be considered in exceptional cases.

Works funded by means of DFG will be the simplest and most cost-effective adaptations that will meet the client's assessed needs. This will include 'making-good' any works, such as painting or adapting floor coverings to disturbed areas.

Wherever the Councils judge it to be a practicable and realistic option, the re-ordering and/or change of use of existing rooms will be the preferred solution and will take precedence over the construction of extensions.

Applications for grant aided work may be considered on a case by case basis where relevant works have started but not been completed.

Applications for a grant cannot be approved if the relevant works have been completed.

2.0 Mandatory Disabled Facilities Grants

Mandatory grants are available for people who are disabled and meet the criteria set out in s100 of the Housing Grants, Construction and Regeneration Act 1996 Act and for eligible works that includes the following:

- facilitate access by the disabled occupant to, from and within the dwelling (for the purpose of this grant a dwelling includes mobile homes and houseboats);
- provide essential facilities and amenities within the dwelling; and
- facilitate access to and from a garden by a disabled occupant or making access to a garden safe for a disabled occupant.

A full list of grant eligible works is available upon request to the appropriate council.

2.1 Eligibility

All owner-occupiers and tenants, licensees or occupiers meeting the statutory criteria & financial assessment set out in the Housing Grants Construction and Regeneration Act 1996 are eligible for DFGs. Applications must be supported by West Sussex County Council.

The Councils work closely with Housing Associations to deliver adaptations and whilst they are expected to build funding into their business plans there is a statutory duty for Councils to approve DFG's across all tenures except Council owned accommodation held within the Housing Revenue Account.

The Councils will therefore work with the Housing Associations in their area to develop robust and equitable funding agreements.

Adaptations for residents in council owned accommodation in Crawley, Arun and Adur Councils are undertaken via a separate budget and a different route. Please contact the relevant council for further information.

2.2 Application

In order for the Councils to consider awarding a DFG, a valid application must have been received. Such an application consists of:

- A completed application form.
- For works estimated at £10,000 or over a minimum of two written quotes from two different contractors/suppliers detailing particulars of all relevant eligible works or
- For works estimated at under £10,000 a minimum of one written quote.
- A recommendation from an appropriately qualified professional for example an Occupational Therapist (OT), Occupational Therapy Assistant (OTA) or Rehabilitation Officer for Visual Impairment detailing the relevant works.
- Details of passported benefits and/or information necessary to apply the test of resources (means test).
- Details of any fees or charges, e.g. architect's or agent's fees.
- Certificate of Future Occupation (normally 5 years).
- Proof of Title (eg from the Land Registry).

Where appropriate:

- Owners Consent
- Freeholders consent
- A Tenant's Certificate
- A Certificate of Intended Letting
- An Owner's Certificate of occupation

Requests for straightforward adaptations for works up to £30,000 can also be made via the 'Simple Referral Form' (see appendix 5.3)

The DFG legislation requires that all valid and completed grant applications are to be determined no later than six months after a completed application is received by the Councils. The legislation also allows that the Councils may exercise their discretion to determine that grant monies will not be paid before a specified date (which cannot be later than 12 months after the date of application).

All the Councils in West Sussex aim to assess applications and make decisions well in advance of the statutory timescales.

2.3 Estimated Expenses

The amount which is potentially grant fundable is estimated by considering the following:

- Which of the relevant works are eligible for grant funding (the grant eligible works).
- The amount of the expenses to be properly incurred in the execution of the eligible works.
- The quote or the lowest quote that meets the specification will be the one approved. The grant applicant may select a higher value quote provided they are willing and able to pay the difference between their preferred contractor's quote and the lowest, and that the works meet the applicants assessed needs.
- Costs attributable in relation to grant works, i.e. fees and charges.
- Extended warranties for lifts, wash-dry toilets, automatic doors etc.
- The grant is means tested and the amount of grant paid will be determined by a 'test of resources' which determines the applicant's financial contribution to the works.
- For the mandatory disabled facility grant, the relevant person is the subject of the means test.
- The relevant person is the person who will benefit from the proposed grant eligible works.

The mandatory grant will not exceed £30,000.

Applicants who have a financial contribution to make (following the financial means test) towards the cost of the works, may be able to apply for further financial assistance under the councils Discretionary Grants (see Section 3).

Applications in respect of dependant disabled children and young people under the age of 19 are exempt from the financial means test.

2.4 Commencement of Works

Work cannot commence before the grant is approved. Any works that started before grant is approved may not be grant aided.

2.5 Minor works, repairs, cleaning and clearing

If an adaptation (minor works or repair) is expected to cost below the relevant threshold (£1,500 from October 2019) it will be considered to be a Minor Adaptation and West Sussex County Council will arrange for the works to be completed.

If the works are for cleaning and clearing and not expected to cost more than the relevant threshold (£2,500 from October 2019) West Sussex County Council will arrange for the works to be completed.

2.6 Payment of Grant

Grant payments will be made when the grant eligible works are completed satisfactorily and on receipt of the contractor's (or in the case of materials, supplier's) invoice. Council Officers may inspect the grant works during their progress and are able to make interim payments where appropriate.

Grant monies are actually legally awarded to the applicant and it is they who are technically responsible for paying their contractors. However, it is common practice for most grant applicants to request that payments are made directly to the contractor or agent.

It is important to note that the Councils' Officers act on behalf of the Councils to ensure public funds are spent correctly and value for money is achieved. Applicants will be made aware that Officers cannot act on their behalf. There are therefore no guarantees as to the quality of workmanship and any disputes arising between applicants and their contractors are the applicant's responsibility.

2.7 Conditions of Grant

The grant eligible works must be undertaken by the contractor(s) who provided the approved estimate(s) included in the application. Prior permission shall be obtained in writing from the Councils by the applicant before any change in contractor takes place. The use of a different contractor to one included in the application without permission may result in cancellation of the grant and/or repayment by the relevant person.

A grant approval can be re-determined where the eligible works cannot be completed without carrying out unforeseen further works.

Unforeseen works can only be considered for grant funding by the Councils where work has not started prior to being agreed as 'unforeseen work' by the Councils.

If applicants are required to contribute to the grant, this must be paid and satisfactory evidence provided that payment has been made, i.e. a signed and dated receipt, before the Councils will make any grant payment.

Where additional works are taking place in addition to grant aided works, but which are not grant aided (eg via a preferred/alternative scheme) and are being funded by the applicant,

these works must be completed and paid for by the applicant before any grant payment is released regarding the grant eligible works.

Grant eligible works must meet all the professional recommendations regarding the disabled person and any notional / alternative scheme must have the prior written agreement of the recommending professional before grant funding is approved.

In the event of a breach of any of the conditions set by the Councils, repayment may be demanded from the applicant/owner/occupier/landlord/trustee/beneficiary (whichever is appropriate) in a sum up to or equal to the amount of the grant paid or any interim payment made. Councils have the discretion either not to demand repayment, or to require payment of less than the full amount.

2.8 Local Land Charge

A Local Land Charge will be placed on the owner occupier's adapted property where the DFG exceeds £5,000. The land charge will be limited to a maximum of £10,000 (mandatory scheme- statutory limit). The Charge will be incurred if the property is sold within 10 years (subject to the consideration of certain criteria by the councils).

The DFG will be registered as a Local Land Charge and will be enforced when the applicant has disposed (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given. In this event the Councils may require repayment of the land charge before being removed from the local Land Charges Register.

The applicant is required, from the certified date throughout the grant condition period of 10 years, to notify the relevant Council of their intention to sell or otherwise dispose of the property. The applicant will need to provide the Council with any information reasonably requested by them in connection with such notification.

2.9 Agents

All applicants are encouraged, though this is not a mandatory requirement, to enlist the services of an agent/architect/architectural technician/surveyor to assist them in the process of application where the adaptation involves significant building alterations, complex or non-standard works. Fees incurred for such services are eligible for grant funding subject to the maximum amount of grant funding allowed

2.10 Additional mandatory grant features

2.10.1 Extended warranties for lifts, wash/dry toilets etc (M1 on the policy summary Appendix 5.3)

A five year warranty and servicing contract to be provided for all relevant adaptations and equipment (lifts, wash dry toilets, automatic doors etc) for private tenants and owners. Housing Associations are expected to take on the responsibility for repairs, servicing and maintenance after the expiry of the manufacturer's one year warranty.

2.10.2 Reduction in number of quotes required (M2)

One written quote is required for grant eligible works estimated at under £10,000 unless they are particularly complex/non-standard. A minimum of two written quotes are required for grant eligible works of £10,000 or over.

2.10.3 Consultation with the 'welfare authority' (West Sussex County Council) (M3)

The Councils will consult with WSCC via email to advise that a referral has been received from other than a WSCC referrer giving a 14 calendar day period for any response or comments.

2.10.4 Simple DFG referrals (M4)

A revised and reduced process is in place for simple and straightforward requests up to £30,000 for example stair lifts, level access showers, ramps. These requests are made on a simplified form (see appendix 5.4)

3.0 Discretionary Disabled Facilities Grants

3.1 The Better Care Fund

In 2015 Government funding was pooled into a single budget for health and social care services to work more closely together – the Better Care Fund. The Fund provided an increase in funding for home adaptations and related opportunities to improve integration between health, social care and housing services, in particular to reduce hospital admissions and allow early hospital discharges.

The Better Care Fund is contributing to the additional allocation for DFGs provided to the Councils in West Sussex under an annual determination from Central Government. The grant aims to improve health and wellbeing by encouraging more flexible use of DFG monies.

3.2 Discretionary Provision

Discretionary grants are subject to funds being available and mandatory grants will be prioritised first. It is important to note that discretionary funding will only be available for eligible works,

Discretionary provision will be reviewed annually or to fit with the cycle of funding allocations. Given the unpredictable nature of the demand, costs and funding of these applications it is important to note that **any discretionary DFG grant may be withdrawn by the Councils at any time.**

The discretionary policy elements are:

3.2.1 Partial Waiver of up to £5,000 contribution following the Means Test (D1 on the policy summary Appendix 5.3).

The first £5,000 of an assessed contribution will be waived and the applicant will not be required to fund this portion of the contribution towards the works.

3.2.2 Help with assessed contribution following the means test (D2)

This grant is specifically intended where there are particular difficulties or exceptional circumstances for the applicant/relevant person to pay the assessed contribution following a means test and genuine impact and hardship would be caused.

All applicants will be given the opportunity to complete a financial statement of their exceptional outgoings which must be directly linked to the applicant's or their child's disability. Such expenditure may include for example care costs, the need to fund overnight accommodation to support a child in hospital, transport to treatment etc.

The Councils will consider the exceptional disability related expenses on a case by case basis. **The assessment is about the impact and hardship created by the need to spend resources on these areas.**

The Scope report 'Disability Price Tag' 2019 provides a helpful insight and guidance on the additional expenditure and its impact for disabled people.

3.2.3 Funding in excess of the statutory maximum mandatory grant of £30,000 also known as top up grant (D3)

This grant is intended to assist in cases where a major adaptation has been identified as essential to meet the needs of the disabled person and once all other options such as moving home have been considered.

The grant is a maximum of £30,000 **per property**.

For this discretionary element, the financial means test will be on the owner or tenant of the property irrespective of whether they are considered the relevant person for the purposes of the mandatory Disabled Facility Grant application

A local land charge for the full amount will be placed on the owner occupied property for up to a ten year period in addition to any mandatory grant local land charge (see section 2.8 above)

See also Appendix 5.3 Policy Summary document for more information on which grants are subject to a local land charge.

3.2.4 Moving Home Grant (D4)

In some cases, moving home is more appropriate and cost effective to meet the needs of a disabled occupant, where it is not reasonable or practicable to adapt the existing home or where there is under or over occupation of the home.

A maximum of £10,000 will be considered at the Council's discretion. The alternative property must either be already adapted or be adaptable at a reasonable cost. The grant can be used towards the expenses involved in moving home for example estate agent's fees, solicitor's fees, stamp duty, removal costs, disconnection and reconnection costs etc. Supporting quotes and/or invoices will be required and the grant can only be paid once the applicant has exchanged contracts with a legally binding completion date.

The grant is not subject to the means test (test of resources).

The proposed property must be confirmed as suitable by the relevant council's private sector/housing standards team and be assessed to meet (or more easily adaptable) the needs of the disabled person or child by an appropriately qualified professional eg a West Sussex County Council OT.

3.2.5 Hospital Discharge Grants (D5)

This grant of up to £3,000 is for disabled and vulnerable people being discharged home from hospital, rehab or step down beds and to prevent re-admission (or admission) to hospital/rehab/step down bds. Eligibility applies for up to a month after discharge. The Hospital Discharge Grant is not means tested. The Hospital Discharge grant excludes people funded by NHS continuing healthcare.

Works can include anything reasonable which would allow the person to return home/stay at home.

NB please see section 2.5 Minor Works, repairs, cleaning and clearing services.

3.2.6 Abortive Fees Grant (D6)

A grant to cover reasonable professional fees and associated charges where engaged to advise on what works are required and specialist technical eg structural engineer, surveyor to determine whether a DFG project is feasible. Fees are paid as part of the DFG if the works go ahead or paid via this abortive fees grant if the work cannot proceed.

It should be noted that the Abortive Fees Grant may not be approved where the councils determine that the applicant has engaged the professional / specialist involved and then cancelled the works without justifiable cause.

Applicants cannot make more than one application for an Abortive Fees Grant in respect of the same grant eligible works.

3.2.7 Safe, Suitable and Warm Grant (D7)

A grant to assist disabled people including those with a dementia or a visual impairment to make changes to their home environment which supports them to live independently for longer and with reduced risks. Also includes palliative/end of life situations.

NB please see section 2.5 Minor Works, repairs, cleaning and clearing services.

3.2.8 Council Tax Reduction to be considered a passported benefit (D8)

Council tax reduction benefit will be considered as a passported benefit for the purposes of the financial means test under a discretionary DFG scheme.

4.0 General points

4.1 Exceptions and delegated authority

This policy is not intended to fetter the discretion of any of the Councils. No policy can cover all circumstances and therefore each Council has the authority to deal with applications not

meeting the requirements of the above policy and criteria. Grants outside of those set out above can be awarded at the discretion of the relevant Council's Director/Head of Service Delivery. Such an award will only be made subject to the provision of the Regulatory Reform (Housing Assistance) England and Wales Order 2002 and subsequent guidance.

This delegation may also include authorisation for housing as an alternative or partnership solution.

4.2 Complaints procedure

In the event that an applicant for a DFG whether mandatory or discretionary has cause for dissatisfaction with a service or decision they will be directed to follow the relevant Council's formal complaints procedure.

4.3 Grant funding or part funding repaid by applicants

Any grant monies repaid by applicants to the Councils for whatever reason (eg breach of grant conditions, ceasing occupation etc) will be paid into the DFG fund from which they originated in order that the funding can be recycled via further DFGs to other residents in need.

4.4 Equipment and minor adaptations first

The general principle is that equipment or a minor adaptation is tried first to assess whether it will meet the resident's needs prior to application for a DFG. This will help to manage the demands made on the DFG budget.

4.5 Accessible kitchens

Specialist or non-standard integrated hobs and ovens can be included as part of the DFG and grant funded works if they are assessed as being an essential part of the adaptation to meet the resident's needs.

4.6 Review of policy

The policy will be reviewed annually or as a consequence of changes to funding levels or the cycle of funding allocations.

The relevant officer for each of the Councils (Director or Head of Service level) will have delegated authority to make changes and amendments to the policy as agreed by the DFG Steering Group and/or the West Sussex Chief Executives Board.

Appendix 5.1

Research papers, Reference and Background docs, Legislation etc

Housing Grants, Construction and Regeneration Act 1996

Regulatory Reform order 2002 (Housing Assistance) (England and Wales)

Chronically Sick and Disabled Persons Act 1970

Care Act 2014 Equality Act 2010

HM Government - Advancing our Health Prevention in the 2020s (green paper) July 2019

Scope - The Disability Price Tag 2019 Policy Report 2019

MHCLG Integration and Better Care Fund DFG capital determination 2019 – 2020 [31/3710]

Integration and Better Care Fund –How to understand and measure impact August 2019

Better Care Support programme Integration and Better Care Fund - reducing delayed transfer of care: why not home? Why not today? series 2019

University of West of England for MHCLG/DHSC – Disabled Facilities Grants and other adaptations – External Review 2018

The All Party Parliamentary Group – enquiry into decent and accessible homes for older people 2019

RCOT and Housing LIN - Adaptations without Delay 2019

Foundations – Preparing a Policy under the Regulatory Reform order 2002 Housing renewal Dec 2016

HMCLG/DHSC - Better Care Fund 2019/20 policy framework 2019

MDPI and Association for Dementia Studies – making homes more dementia-friendly through the use of Aids and Adaptations 2019

House of Commons Library briefing paper – social care: forthcoming Green paper 2019

British Red Cross – Home to the Unknown getting hospital discharge right (2019)

West Sussex Health and Wellbeing Board – Start Well, Live well, Age well Joint health and wellbeing strategy 2019 – 2024

Centre for Ageing Better - North Norfolk District Councils in house home improvement agency – partnership approach to facilitate rapid and safe hospital discharge arrangements through HIAs 2018

Centre for Ageing Better and University of West of England - The role of adaptations in improving later life November 2017

Public Health England – A Return on Investment Tool for the Assessment of Falls Prevention for Older People Living in the Community 2018

NHS Long Term Plan 2018

Equality and Human Rights Commission and Habinteg - Housing and disabled people : A toolkit for local authorities in England: Adaptations October 2018

District Council Network and LGA – Shaping healthy places: Exploring the district Council role in health 2019

Housing LIN case study 155 – A Strength based approach to delivering the Disabled Facilities Grant – Thurrock Council August 2019

Improving Health and Care through the home: A National memorandum of understanding 2018

Oxfordshire Councils Home adaptations Guide to bringing independence to people with disabilities in privately owned or rented housing December 2017

Eastbourne and Lewes DFG Policy Feb 2019

Brighton and Hove City Council - Disabled Facilities Grant Housing Policy 2017 -2020

Hertfordshire Shared Home Improvement Agency 2016

WSSC - Developing Compassionate communities approach to end of life care – workshop notes July 2019

Wellbeing at Home: a study of the process and outcomes of home adaptations and reflections for future practice. Archadia RIBA Practice Oct 2019

Description of terms

DFG Disabled Facilities Grant BCF Better Care Fund
WSSC West Sussex County Council

Appropriately qualified professional - for example an Occupational Therapist, Occupational Therapy Assistant, Rehabilitation Officer for Visually Impaired

Passported benefits A group of means tested benefits which automatically qualify an applicant for a DFG

Necessary and appropriate - the assessment of needs, and the remedies to meet those needs, made by a qualified person such as an OT or OTA or a trusted assessor

Appropriate: 'that the work will meet your needs in the most effective way'

Necessary: 'that the work is only for what you will need to assist you'

Reasonable and practical - the assessment of the property, and works requested, made by the District or Borough officer

Reasonable: 'that the work will meet your needs in the most cost effective way'

Practicable: 'that the work is able to be done, and does not damage or stop you from using other parts of the building'.

Appendix 5.2

West Sussex Disabled Facilities Grant Policy 2020 – 2024 Summary

Purpose of project..... to help me to live in my own home – easily and with dignity with the right adaptation when I need it.

| 1.Description | 2.Eligibility criteria & conditions | 3.Subject to means test | 4.Amount available | 5.Charge on property/local land charges | 6.Commentary |
|--|---|---|---|---|---|
| <p>Discretionary elements</p> <p><u>D.1</u></p> <p>Partial waiver of up to £5,000 contribution following means test</p> | <p>Eligible for DFG</p> | <p>Yes</p> | <p>Up to £5,000 of first £5,000 of assessed contribution.</p> | <p>No</p> | |
| <p><u>D.2</u></p> <p>Help with assessed contribution following means test.</p> | <p>Eligible for DFG</p> <p>In cases where there is particular difficulty/exceptional circumstances paying an assessed contribution following the statutory means test, all applicants will be given the opportunity to complete a financial statement of their exceptional outgoings which must be specifically linked to their (or the child's) disability eg care costs, transport to treatment, overnight accommodation for parents with children in hospital etc.</p> <p>This list of exceptional disability related expenses will be considered by the relevant District and Borough Council and a decision made on a case by case basis.</p> <p>The assessment considers the impact and hardship on the applicant/family created specifically by the need to spend resources on these areas.</p> | <p>Yes – linked to D1 first £5,000 of contribution to be waived</p> | <p>No maximum</p> | <p>No</p> | <p>The Scope Disability Price tag report 2019 identifies that: on average disabled adults face extra costs of £585 per month and for a disabled child this is £581 On average a disabled adults extra costs are equivalent to half their income (after housing costs) 1 in 5 disabled adults faces extra costs of over £1,000 even after additional benefits taken into account to fund them. 24% of families with a disabled child have extra costs of over £1,000 per month.</p> |

| 1.Description | 2.Eligibility criteria & conditions | 3.Subject to means test | 4.Amount available | 5.Charge on property/local land charges | 6.Commentary |
|--|--|--|---|--|--------------|
| <p><u>D.3</u></p> <p>Funding in excess of current maximum mandatory grant of £30,000 also known as a 'Top up grant'</p> | <p>Eligible for DFG</p> <p>Intended for Major adaptations which have been identified as essential to meet the disabled person and their family's needs & once all other options (such as moving) have been considered.</p> | <p>Yes (see link to D1 re first £5000 of contribution to be waived and D2 help with assessed contribution)</p> | <p>Up to a maximum of £30,000 per property</p> | <p>Yes - a charge for the full amount is placed on owner occupied property for a 10 year period. Charges will not apply to Registered Housing Provider (RHP) or privately rented property. (This approach is consistent with the DFG Land Charge powers that were introduced in 2008).</p> | |
| <p><u>D.4</u></p> <p>Moving Home Grant</p> | <p>Eligible for DFG</p> <p>To assist when moving to more suitable accommodation is the more affordable option or where it is not reasonable or practicable to adapt the property to meet the disabled person's assessed needs or the property is under/over occupied.</p> <p>The proposed property must be confirmed as suitable by the Private Sector / Housing Standards Teams and be assessed to meet the needs (or more easily adaptable to do so) of the disabled person by a suitably qualified professional eg a West Sussex OT.</p> <p>Payment can be made only once contracts have been exchanged (owner occupiers) or tenancy has commenced (rented)</p> | <p>No</p> | <p>Maximum of £10,000 to cover the costs arising from moving home</p> | <p>No</p> | |

| 1.Description | 2.Eligibility criteria & conditions | 3.Subject to means test | 4.Amount available | 5.Charge on property/local land charges | 6.Commentary |
|---|---|-------------------------|--------------------|---|--|
| <p><u>D.5</u></p> <p>Hospital Discharge Grants</p> | <p>Available to disabled people needing to be discharged home from hospital, rehab or step down beds and to prevent re-admission (or admission) to hospital. Eligible for up to a month after discharge.</p> <p>Referrals accepted from adult social care or hospital OT / physiotherapists , rehabilitation/intermediate care teams, discharge coordinator, or Patient Advice and Liaison Service (PALS)</p> <p>Excludes packages of care funded by NHS continuing healthcare</p> <p>Works to include anything reasonable which would allow the person to return home/stay at home.</p> <p>NB works up to the level for cleaning and clearing (currently £2,500) and works up to the level for minor adapts and repairs (currently £1,500) to go through the West Sussex CC services.</p> | No | Maximum of £3000 | No | |
| <p><u>D.6</u></p> <p>Abortive DFG Fees Grant</p> | <p>Eligible for DFG.</p> <p>To cover reasonable professional fees and associated charges where services engaged to advise on what works are required and specialist technical e.g. Structural Engineer fees, surveyor fees or similar to determine if a DFG project is feasible.</p> | Yes | Maximum of £2,000 | No | |
| <p><u>D.7</u></p> | | Yes - first | | No | Housing Associations and private landlords will be required to |

| 1.Description | 2.Eligibility criteria & conditions | 3.Subject to means test | 4.Amount available | 5.Charge on property/local land charges | 6.Commentary |
|--|---|-------------------------------------|--------------------|---|--|
| Safe, Suitable and Warm homes grant. | <p>Eligible for DFG.</p> <p>Assists disabled people, including those with dementia or a visual impairment to improve their home environment to support them to live in their own home for longer and with reduced risk. Includes palliative care situations.</p> <p>NB works up to the level for cleaning and clearing (currently £2,500) and works up to the level for minor adapts and repairs (currently £1,500) to go through the West Sussex CC services.</p> | £5,000 of contribution to be waived | Maximum of £5,000 | | maintain their properties and carry out necessary repairs to adaptations as per their responsibilities as a social landlord. |
| <u>D.8</u> Council Tax Reduction to be considered a DFG passport benefit | <p>Eligible for DFG.</p> <p>Regard Council Tax Reduction as a passported benefit under a Discretionary DFG scheme.</p> | No | N/A | N/A | |
| Mandatory/procedural elements | | | | | |
| <u>M1</u> Extended warranties for lifts, was dry toilets etc | <p>Eligible for a DFG</p> <p>5 year warranty to be provided for all relevant adaptations. Housing Associations are expected to take on the repairs, servicing and maintenance after the expiry of the manufacturers guarantee.</p> | N/A | N/A | N/A | |
| <u>M2</u> | Eligible for DFG | N/A | N/A | N/A | |

| 1.Description | 2.Eligibility criteria & conditions | 3.Subject to means test | 4.Amount available | 5.Charge on property/local land charges | 6.Commentary |
|--|--|-------------------------|--|---|--------------|
| Reduction in number of quotes | One quote for works estimated at under £10,000 unless particularly complex or non-standard. | | | | |
| M3 Consultation with county council | For mandatory DFG only - District & Boroughs must consult the 'welfare authority' ie West Sussex County Council. Email to be sent to WSCC to notify that a referral has been received from other than a WSCC referrer giving a 14 calendar day period for any comments. | N/A | N/A | N/A | |
| M4 Simple referrals | New form and guidance notes agreed for use on simple adaptations (was called direct referral) | N/A | Up to £30,000 | N/A | |
| Other general points | | | | | |
| G1 Local land charges | For mandatory grants up to statutory maximum and max value of discretionary top up grant (see D3) for a period of up to ten years. | N/A | Up to £10,000 mandatory scheme Full amount of top up discretionary grant amount (max £30,000) | Yes | |
| G2 Disabled Facilities Grants repaid by applicants to be repaid into the Councils DFG budget for reuse | Grants repaid to be returned to the Council DFG budget from which they were funded | N/A | N/A | N/A | |
| G3 Applicants to follow the respective Council's Formal Complaints procedure in cases where applicant | | N/A | N/A | N/A | |

| 1.Description | 2.Eligibility criteria & conditions | 3.Subject to means test | 4.Amount available | 5.Charge on property/local land charges | 6.Commentary |
|---|--|-------------------------|--------------------|---|--------------|
| unhappy with a service or decision. | | | | | |
| G4 Equipment first is the general principle. | OT/OTA to make the most appropriate recommendation for the resident. | N/A | N/A | N/A | |
| G5 Accessible Kitchens. | Eligible for DFG Specialist or non-standard integrated hobs and ovens can be included as part of the DFG and grant funded works if they are assessed as being an essential part of the adaptation to meet the resident's needs. | N/A | N/A | N/A | |
| | | | | | |

Simple DFG Recommendation – guidance on using form

Guidance Notes:

This form is for simple recommendations for **showers, stair lifts and basic ramps/steps only** when:

- there is agreement between the OT/A and the customer / carer / family that the proposed works will meet the need

and

- there is not likely to be a notional / preferred scheme

and

- works are likely to be above £1,000 and not exceed £30,000

and

- where consideration has been given to the longevity of the adaptation eg it will meet need for the foreseeable future

Schedule of works/plans are required for all simple recommendations made by OT/A's unless the customer has not been seen in their home environment.

If home environment has not been seen, please send customer photographs and any self-assessment information (eg doorway, bathroom measurements etc) if available to support decision making. Please consider the customer's whole environment including external to the property (eg access, stairs etc).

Consider initiating a quote if recommendation is for stair lift only.

Please use *DFG Final Recommendation on Mosaic* for all other DFG recommendations, including if there are complex family dynamics, mental capacity issues and if lone working risks to workers need to be specified.

NHS colleagues– please refer to WSCC / CP2 for further OT assessment if adaptations are not simple and person needs further OT assessment.

Consent to share information: please ensure consent to share information with partner agencies and contractors has been sought from the customer. If works are to facilitate discharge from hospital this should also include permission to carry out works in the customer's property.

Please be aware:

DFG officers do not assess customers or design disabled adaptations. Simple referrals, when the home environment has not been seen, should only be made when customers are in full agreement with the proposed adaptation recommendation and are able to discuss their requirements with DFG officers and contractors.

DFG officers will return simple adaptation recommendations to the referrer if there is not enough information to process the DFG or if the adaptation(s) required are deemed more complex.

This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO CABINET 9 DECEMBER 2019

SUBJECT: Section 106 Obligations Agreed, Secured and Received Summary

REPORT AUTHOR: Rosalind Bentley (Planning Obligations and Monitoring Officer)

DATE: 7 November 2019

EXTN: x 37636

PORTFOLIO AREA: Planning

EXECUTIVE SUMMARY: This report presents a summary of S106 data concerning planning obligations.

RECOMMENDATIONS:

That Cabinet notes the content of this report.

BACKGROUND AND ISSUES

1. As at the end of September 2019 (and only including agreements logged up to the 31 March 2019) there are 112 live Section 106 Agreements with 481 financial and 237 non-financial obligations agreed and being monitored by Arun and WSCC.
2. On agreements signed between 1 April 2014 and 31 March 2019 approximately £18.1million has been received against them (£12.5mil received by West Sussex County Council (WSCC) and £5.6mil received by Arun DC). There is currently over £10mil of paid obligations still to be spent by Arun or transferred to third parties such as the NHS (this figure includes Pagham Harbour Mitigation contributions to be transferred to Chichester DC). (See Table 2)
3. In the last financial year 2018/19 Arun has received over £2.02 million in Section 106 contributions. This along with previously received amounts are regularly being monitored for allocation, spending or transfer to third parties such as the NHS, Police etc. (This figure includes Pagham Harbour Mitigation contributions to be transferred to Chichester DC but does not include Public Open Space maintenance sums). All contributions must be spent in strict accordance with the Agreement and require ongoing monitoring until they are fully spent.
4. It is acknowledged that monitoring processes were not satisfactory between around 2013 and 2017 and that resources were insufficient to be able to adequately monitor all planning obligations which resulted in the potential loss of some funds and non-financial obligations not being adhered to sufficiently and timely.

5. The Group Head of Planning took up his position in April 2017. Approximately 3 years ago a new officer took up post dealing solely with s106 monitoring and reporting. They inherited a system that was inadequate, incomplete and impossible to cross reference. It has taken all for this time to put new monitoring systems and processes in place with additional resource obtained for monitoring the strategic site non-financial obligations. All historic cases have been investigated and are resolved or in hand to resolve. Therefore, such delays and oversights are much less likely now.
6. A significant issue was caused by the Governments removal of the Affordable Housing Policy that removed the requirement for contributions on small sites (under 10 units). If the development had been implemented without payment it was treated as a breach and invoices were sent to try and retrieve the funds. However, if they hadn't implemented their permission with obligation, they were given the option to apply for a fresh permission (probably without obligation), apply to remove the obligation or to pay it. In hindsight we could have written off all the breached obligations, as a recent appeal was allowed on such a scenario.
7. Another issue is ensuring the contributions received are spent on the specific projects in the agreement, within the prescribed timescales. Some projects are very prescriptive (due to previous pooling restrictions whereby no more than 5 contributions were allowed to be secured for any one infrastructure project) and the projects could change over time, they will potentially need a deed of variation on top of the required deed of agreement together with a firm commitment (such as a copy of a contract) before the contributions can be forwarded on to third parties for spending.

NEW COMMUNITY INFRASTRUCTURE LEVY (CIL) REGULATIONS AND HOW THEY AFFECT S106 MONITORING

8. As part of the recently amended CIL regulations (Part 10A -121A) which came into force on 1 September 2019, Local Planning Authorities that have received developer contributions must publish, at least annually (starting December 2020), an Infrastructure Funding Statement (IFS) summarising their developer contributions. This must include, amongst other things, S106 Agreements signed in the reporting year, a list of live obligations and a list of obligation transactions (i.e. secured, received, spent). It will require significant resource to produce these reports as our current systems are not able to automatically produce this data.
9. Our obligation statuses will need re-categorising to match the IFS data format as follows:

Secured = Obligation is known to be due i.e. it's reached its trigger point and is being chased as outstanding or invoiced

Received = Paid or Part Paid

Allocated = Money received and committed to a project – there will be a related ICM/Cabinet or Delegated report

Transferred = Money received and Transferred to an 3rd party organisation

Spent = All the money received has been spent

Returned = Money received has been refunded

The categories of infrastructure held on our S106 Monitoring system (LAM) and our Finance Budget Monitoring Report (Appendix 1) are not currently consistent with each other and the categories as set out in the new regulations so further considerable resource is needed to sort this out.⁴

10. As part of the new CIL Regulations we are now able to charge a S106 monitoring fee which will help us recover the costs of monitoring and reporting the Section 106 obligations. We have started to include this within new agreements (from 1 September 2019) and is anticipated that this will now generate some income for the Council (where there has previously been none) to direct to monitoring the agreements.
11. With CIL collection highly likely to start in Spring 2020, we are already starting to set up our monitoring processes by getting new documents and reports set up ready to administer this new process. We are going to use the existing monitoring system which is already used to monitor S106 so where possible similar monitoring processes will be used for consistency and ease of use. We will continue, as we do for S106 spending monitoring, to have regular liaison with the infrastructure providers, to track the status of projects and to ensure money is not transferred until committed projects are in place. We will be required to receive all CIL money including for such items that would normally go direct to WSCC so this will increase the workload in finance. The full details of how we will administer CIL and its spending has not been finalised yet.
12. Following the adoption of CIL, there will be significantly less s106 agreements and these will be limited to strategic sites and affordable housing. ADC may consider having only one signatory to a s106 agreement and that ADC would manage all financial obligations within s106 agreements planning (even for matters which currently are dealt with by WSCC). There are positives and negatives for such an approach. It would probably speed up the completion of agreements and provide a greater degree of certainty for ADC that contributions were being spent on matters for which they had agreed upon. However, historical problems of WSCC spending contributions in a way that we do not agree with were at a time when such agreements allowed for flexibility to do so. Agreements made now are much more specific in terms of where contributions can be spent. Doing this would also create a great deal of extra work (with no additional income or resources) in terms of paperwork for spending agreements for contributions and would result in the ADC being responsible for the spending of contributions for which WSCC has a statutory responsibility for – highways and education for example.

SUMMARY S106 DATA – CURRENT STATUS

Over £6 million is currently agreed or secured for Arun in completed Planning Obligations dated between 1st April 2014 and 31st March 2019.

£10.8 million is currently received by Arun and awaiting spending or transferring to a third party to be spent.

13. Table 1 pulls all the Arun obligation amounts currently 'live' in the S106 monitoring system which are agreed or secured (only including new Agreements logged up until 31 March 2019) and all monies actually received. It should be noted that some of the amounts agreed may never be received due to sites not being implemented, revised agreements or land/buildings not being transferred to Arun for maintenance. Also, some of the amounts agreed (principally for West Sussex obligations) may be based on a formula which can only be calculated once further details are known from future reserved matters permissions. It is not possible to estimate a likely total amount for these applications without doing so on a site by site basis as these amounts are not logged on the system until they are the actual amounts required. The amounts secured are in addition to the amounts agreed and received but have a greater degree of certainty as they have become due and are currently being chased for payment but again there is still a small degree of uncertainty as per the case of affordable housing contribution on small sites as mentioned in paragraph 6.

Table 1 - Current Summary of Arun S106 Obligations

| Category | Amount Agreed £'000 ³ | Amount Secured £'000 ³ | Amounts received and available or committed to spend* £'000 ⁴ |
|------------------------|----------------------------------|-----------------------------------|--|
| Affordable Housing | 105 | 6 ¹ | 3,189 |
| Pagham Harbour | 465 | 7 | 106 ² |
| Community Facilities | 1,321 | 0 | 1,865 |
| Open Space and Leisure | 1,535 | 24 | 650 |
| Health | 1,778 | 51 | 1,659 |
| Police | 219 | 0 | 7 |
| Highways to Arun | 180 | 0 | 1,169 |
| Education to Arun | 0 | 0 | 1,853 |
| Others | 356 | 0 | 2,209 |
| Totals | 5,959 | 88 | 10,881 |

¹ The amount of Affordable housing secured is not likely to be received as these invoices are currently going through the ICM write off process due to the issue with the affordable housing policy on small sites

² Some of the Pagham Harbour amounts in available to spend are still at risk of refund (if developments not implemented) due to them being advance payments

³ The agreed and secured amounts on agreements signed between 1 April 2014 and 31 March 2019

⁴ The amounts available have been extracted from finance records and show the summary of money received and waiting to be spent per category. Please note that although the total matches the Budget Monitoring Report total at Appendix 1 the category amounts do not coincide exactly with the finance budget codes. Resource will be required to re-categorise across all records to adhere to the new government return categories as explained in paragraphs 8 and 9.

14. Table 2 summarises all obligations paid on Agreements signed between 1 April 2014 and 31 March 2019.

Table 2 - Summary of Obligations Paid on Agreements signed in the last 5 years (1 April 2014-31 March 2019)

| Category | Amount Paid £'000 |
|---------------------------|--------------------------|
| Affordable Housing | 1,132 |
| Pagham Harbour | 203 |
| Community Facilities | 1,322 |
| Open Space and Leisure | 261 |
| Health | 620 |
| Police | 67 |
| Others | 102 |
| Highways to Arun | 0 |
| Primary Education to Arun | 1,855 |
| Sub Total for Arun | 5,562 |
| Education to WSCC | 8,117 |
| Highways to WSCC | 3,880 |
| Libraries to WSCC | 351 |
| Fire Service to WSCC | 33 |
| Others to WSCC | 168 |
| Sub Total to WSCC | 12,549 |
| Total | 18,111 |

15. Further detail from the Budget Monitoring Report (Appendix 1) is listed in Table 3 below to highlight sums that are still available for spending against a particular infrastructure project as at 30th September 2019. It also shows some of the Arun and WSCC agreed or secured amounts linked to a project but these amounts are not definitely going to be received. **Please be aware that these tables do not show all possible projects.**

Healthcare

| <u>Project</u> | <u>Amount Received</u> | <u>Amount Agreed or Secured</u> | <u>Development Site</u> |
|----------------------------|-------------------------------|--|--|
| Provision of Healthcare in | £522,854 | £94,792 | Received from LU/355/10 Courtwick (Kingley Gate) and |

| | | | |
|--|----------|----------|--|
| Littlehampton (HCL, HCF, NHS- LU) | | | LU/47/11 Land North of Toddington and Agreed for LU/116/13 Hollyacre Phase 2, LU/229/10 Windroos Site & LU/55/15/OUT Land South of The Littlehampton Academy |
| Healthcare - Angmering Medical Centre (New build or expansion) (HCA) and Healthcare projects in Angmering (HC8, HCG, HCJ) | £328,423 | £620,579 | Received from A/82/12 Land to east of Roundstone Lane and A/167/14/PL Land at Pound Nursery Roundstone Lane and Agreed from A/51/14/OUT Manor Nursery, A/27/16/PL Broadlees Dappers Lane, A/99/17/OUT Land South of Water Lane and A/114/18/PL Broadlees |
| Healthcare - Extension to Croft Surgery (HC2) and other related projects in Barnham (HC1, HC9, HCC, NHS - BN) | £236,159 | £659,721 | Received from AL/61/13 Land at Nyton Road and Northfields Lane, BN/7/12 Land north of Yapton Road, BN/16/12 Pollards Nursery and Agreed from Y/19/16/OUT Burndell Road, WA/22/15/OUT Fontwell, Y/91/17/OUT Land at Bilsham Road and WA/23/17/OUT Barnfield House |
| Medical Equipment and Services at Surgery serving Yapton (HJC) and other projects related to Healthcare in Yapton (HC4, HCH, HCM, HCV, HCW, NHS – Y) | £508,225 | £52,408 | Secured from Y/5/17/OUT Cinders Nursery and Agreed from M/45/16/PL Land West of Yapton Road, CM/1/17/OUT Land West of Church Lane & South of Horsemere Green Lane, Y/1/17/OUT Bonhams Field, Y/44/17/OUT Land at Stakers Farm North End Road |

Community Facilities

| <u>Project</u> | <u>Amount Received</u> | <u>Amount Agreed or Secured</u> | <u>Development Site</u> |
|---|-------------------------------|--|--|
| For Improving the Keystone Community Centre (CKC, COM-LU) | £306,367 | £41,499 | Received form LU/355/10 Courtwick (KingleyGate) and LU/116/13 Phase 1 Hollyacre and Agreed from LU/116/13 Phase 2 Hollyacre |
| Provision of Public Art in Angmering | £26,515 | | A/167/14 Land at Pound Nursery, A/82/12 Land East of Roundstone Lane and A/144/15 Land at West End Nursery, Roundstone Lane (Cresswell Park) |

| | | | |
|--|----------|---------|---|
| 2 Pitches/Pavillion/ Changing room/ Car Park in Angmering (PA8) | £618,375 | 290,296 | Received from A/167/14 Land at Pound Nursery, A/82/12 Land East of Roundstone Lane and A/144/15 Land at West End Nursery, Roundstone Lane (Cresswell Park) Agreed from A/51/14/OUT Manor Nursery and further amount secured from A/144/15 |
| Sport Halls in the District (General) (SPG) | £316,216 | 67,635 | Received from A/144/15 Land at West End Nursery, Roundstone Lane (Cresswell Park), LU/229/10 Former Windroos Nursery & and AL/61/13 Nyton Nursery and Agreed from LU/55/15/OUT Land south of Littlehampton Academy and LU/229/10 Windroos |

Education

| <u>Project</u> | <u>Amount Received</u> | <u>Amount Agreed or Secured</u> | <u>Development Site</u> |
|--|--|---------------------------------|---|
| New Primary School in Angmering (EDK, EDA) | £1,854,595 at ADC and £3,649,195 at WSCC | £2,286,031 to WSCC | Received and Secured form A/167/14/PL Land at Pound Nursery Roundstone Lane and A/82/12 Land to east of Roundstone Lane A/144/15/ Cresswell Park Development and Agreed from A/99/17 Land South of Water Lane |
| Towards additional facilities at The Angmering School (EDE, EDN) | £833,192 at WSCC | tbc | A/144/15 Cresswell Park Development and Agreed amounts tbc from A/142/16/OUT, A/169/17/OUT, A/44/17/OUT, A/132/17/OUT |

Highways

| <u>Project</u> | <u>Amount Received</u> | <u>Amount Agreed or Secured</u> | <u>Development Site</u> |
|------------------------|---------------------------------------|---------------------------------|--|
| Lyminster Bypass (HWB) | £1,168,680 at ADC £475,000 at WSCC | £1,629,998 | Received from LU/355/10 Courtwick Lane (Kingley Gate) LU/229/10 Former Windroos Site and LU/271/11/ Former Body Shop (now Morrisions) and Agreed/Secured from LU/47/11 North Littlehampton and LU/229/10/ Windroos |

| <u>Project</u> | <u>Amount Received</u> | <u>Amount Agreed or Secured</u> | <u>Development Site</u> |
|--|------------------------|---------------------------------|---|
| Bus Service for North Toddington Development | £218,096 at ADC | | LU/47/11 Land North of Toddington Lane. |

16. At 30 September 2019, there were a total of 30 outstanding individual obligations within 12 s106 agreements that we are seeking compliance with. Only 10 of these financial obligations relate to ADC matters (it is the responsibility of WSCC to invoice for their contributions if they are being paid to them). It is worth noting that this figure is exceptionally low in comparison to the total of 718 obligations referred to in paragraph 1 of this report. In all 10 cases, invoices have been sent (some obligations are part paid). All outstanding cases are logged as such on the monitoring reminder system so they are not forgotten about and relevant chase up and enforcement action will be taken where necessary if payment is not forthcoming.

17. Of these outstanding obligations most are for small amounts for Pagham Access contributions and the only more significant amounts are £14,000 play area equipment on AL/8/16/OUT and £50,000 for NHS contribution on Y/5/17/OUT. The contribution from Y/5/17/OUT is due prior to first occupation – whilst the development has commenced, this trigger has not yet been reached. Similarly, the contribution on AL/8/16/OUT is due on first occupation. The applicant informed us that the development was commenced in September 2019 and requested that we send an invoice. As invoices have been issued, our database classifies these as ‘outstanding’, even though the trigger has yet to be reached.

1. PROPOSAL(S):

That the report is noted

2. OPTIONS:

n/a

4. CONSULTATION:

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

5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below)

| | YES | NO |
|---|-----|----|
| Financial | | x |
| Legal | | x |
| Human Rights/Equality Impact Assessment | | x |

| | | |
|---|--|---|
| Community Safety including Section 17 of Crime & Disorder Act | | X |
| Sustainability | | X |
| Asset Management/Property/Land | | X |
| Technology | | X |
| Other (please explain) | | X |
| 6. IMPLICATIONS: | | |
| None. The report is a position statement. | | |

| |
|--|
| 7. REASON FOR THE DECISION: |
| n/a |
| 8. EFFECTIVE DATE OF THE DECISION: 18 December 2019 |

| |
|---|
| 9. BACKGROUND PAPERS: |
| https://www.arun.gov.uk/planning-obligations/ |
| https://www.arun.gov.uk/cil/ |

This page is intentionally left blank

Appendix 1 - Budget Monitoring Report for S106

Section 106 sums held on deposit as at 30 September 2019

| | Affordable Housing £'000 | Community Facilities and other £'000 | Play Grounds £'000 | Open Spaces £'000 | Bus Shelters £'000 | Arun Total £'000 | Non Arun £'000 | Total £'000 |
|--------------------------------------|--------------------------------|---|--------------------------|-------------------------|--------------------------|------------------------|-------------------|----------------|
| Site 6, Land at North Bersted | 900 | 11 | | 6 | | 917 | 67 | 984 |
| Site 6, Land North of Felpham | 911 | 96 | 51 | | | 1058 | 144 | 1202 |
| The Wick site, Courtwick | | 36 | | | | 36 | | 36 |
| Bognor Regis Community College | | 6 | | | | 6 | | 6 |
| Courtwick Lane Land South of Railway | | 1738 | | | | 1738 | 332 | 2070 |
| Hollyacre Toddington | | 46 | 56 | 22 | | 124 | 25 | 149 |
| Land North of Toddington | | 31 | | | | 31 | 409 | 440 |
| Land at Pound Nursery | | 3 | 66 | | | 69 | 473 | 542 |
| Land East of Roundstone Lane | | 1708 | | | | 1708 | 63 | 1771 |
| Land at Nyton Road | | 290 | 107 | | | 397 | 143 | 540 |
| East St & Fitzalan Rd, Littlehampton | 230 | | | | | 230 | | 230 |
| Other | 1148 | 622 | 222 | 120 | | 2112 | 799 | 2911 |
| | 3,189 | 4,587 | 502 | 148 | 0 | 8,426 | 2,455 | 10,881 |

This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

PART A : REPORT

SUBJECT: Arun Economic Development Strategy 2020-2025

REPORT AUTHOR: Denise Vine, Group Head of Economy
DATE: 13 November 2019
EXTN: 37846
PORTFOLIO AREA: Economy

EXECUTIVE SUMMARY:

This report presents the new Arun Economic Development Strategy 2020-2025, Creating our Future, and the Economic Profile for Arun 2019 (the evidence base).

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

RECOMMENDATIONS:

It is recommended that Cabinet:

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

1. BACKGROUND:

- 1.1. The last Economic Development Strategy: "Arun: Open for Business" was produced in 2009 and, although many of the characteristics of our local economy, such as key sectors, have not changed, the context in which we now operate is significantly different. A new Arun Economic Development Strategy was therefore commissioned in 2018 to cover the period 2020 to 2025.
- 1.2. The first step was the production of a detailed evidence base, looking at the performance of the local economy, labour market, social and physical infrastructure. As well as providing an in-depth understanding of our local area based on the latest statistical data, this highlighted key characteristics and issues which are contained in the draft Arun Economic Profile 2019 (Appendix 1).

- 1.3. These findings were presented to partners, stakeholders and businesses in two consultation workshops. The issues were discussed and priorities for action identified and agreed. The results of the economic analysis and consultation were then developed into the draft Arun Economic Development Strategy 2020 – 2025 – Creating our future (Appendix 2).
- 1.4. A Member’s workshop was held on 26 June 2019 to present the Economic Profile and core themes from the draft Economic Development Strategy to inform new Members of this work and provide an opportunity for them to discuss the findings.
- 1.5. During November 2019 the draft strategy and evidence base was circulated to Members and partners for comment.
- 1.6. The Economic Profile of Arun is based on a comprehensive range of up to date economic, labour market and infrastructure data and highlights key findings to inform the production of the Arun Economic Development Strategy 2020-2025.
- 1.7. The key points arising from the Arun Economic Profile 2019 in relation to the **economy** are:
 - Arun has relatively low business creation rates
 - The new business birth rate is declining, and closure rates are rising
 - On the other hand, Arun tends to have better survival rates for new businesses
 - There are probably too many micros and small enterprises and not enough medium and large ones which could make Arun more vulnerable in a downturn
 - Arun has seen recent good growth in the business stock, probably due to more businesses moving in to take advantage of the reasonably priced employment space available as nearby areas reach capacity
 - The makeup of the business base shows a significantly less knowledge intensive structure with fewer businesses in sectors such as Information & Communications and Financial Services than areas such as Worthing and, further afield, Coast to Capital and the South East.
 - Conversely, Arun has relatively high concentrations of construction, motor trades, visitor economy, health and social care businesses
 - There is however, an opportunity to build on the Advanced Manufacturing and Engineering sector
 - Productivity performance is mixed with low growth in output but reasonably high GVA per worker

1.8. The key points arising from the Arun Economic Profile 2019 in relation to the **population and labour market** are:

- Population forecasts show a relatively high growth rate for Arun
- There will be a forecast 22,000 more people to accommodate by 2031, 19,000 of whom will be over 60 years of age
- There are low rates of workforce qualifications at all levels in Arun but particularly Level 4+
- The occupational profile for Arun residents skewed towards the lower, less skilled occupational groups
- Both resident and workplace wages are low in Arun
- The employment rate is variable indicating that there is a high level of insecure employment
- It all points to a low value, low skills, low wage labour market

1.9. The key points arising from the Arun Economic Profile 2019 in relation to **social cohesion, housing infrastructure and wellbeing** are:

- Unemployment has been falling in Arun as elsewhere, but this can disguise insecure and part time employment
- There is evidence of deprivation and Arun is in the bottom half of the Index of Multiple Deprivation on 5 measures
- Arun is a net exporter of labour and experiences a high net loss 18,421 workers each day, resulting in a very high number of commuting movements and contributing to congestion
- Arun out commuters also tend to work further from home than those of neighbouring areas
- The demand for housing is growing with 12,000 more households to accommodate by 2031
- Housing becoming less affordable and now stands in a ratio of 10:1 for median house price to median earnings
- Household income is relatively low in Arun
- Nevertheless, Arun residents' rate themselves higher on life satisfaction, wellbeing and happiness and lower on anxiety than the comparator areas, testifying to the quality of life

1.10. The strengths, opportunities and challenges emerging from the Economic Profile 2019 have been taken forward to develop the vision, themes and priorities in the Arun Economic Development Strategy 2020-2025: Creating our Future and are summarised below. The vision, themes and priorities are also set-out in Appendix 3.

1.11. Our vision for Arun is to create a dynamic, competitive and sustainable place to live, work and do business. To do this we will capitalise on Arun's advantages and address its challenges to continue to grow, attract and retain more businesses, people and investment.

1.12. Our themes, or building blocks for the economic development strategy, are:

Arun: future places - Shaping our places: for people to live, work and visit

Arun: a business success story - Attracting investment and success: giving businesses the space and support to grow and prosper

Arun: prosperous and happy communities - Putting people centre stage: supporting our people to live healthy, happy, prosperous lives

1.13. Each theme in the strategy begins with a brief contextual overview, followed by the key trends and drivers of change. Based on the evidence base data several priorities have been identified with opportunities for intervention.

1.14. The priorities and opportunities for intervention are listed below:

Arun: future places – **Priorities**

Town centres: our opportunities

- *Review and develop masterplans for Bognor Regis and Littlehampton town centres that will ensure their prosperity and sustainability*
- *Develop ambitious regeneration plans for the Regis Centre and Hothampton council-owned car park sites in Bognor Regis*
- *Progress redevelopment of the council-owned St Martin's car park.*
- *Optimise the opportunities offered by the seafronts, seafront greens and waterfront sites in Bognor Regis and Littlehampton*
- *Build on Arundel's cultural, leisure and town centre amenities to secure its future as a vibrant visitor destination*
- *Support Business Improvement Districts and town centre management*
- *Facilitate a range of public events to increase footfall and visitor numbers*

Employment space: our opportunities

- *Protect existing employment sites and resist conversion to housing*
- *Promote Enterprise Bognor Regis as a strategically important employment site*
- *Support the growth of employment in the Littlehampton EGA by supporting harbour and marina development, leisure, hotels, cafes and restaurants*
- *Continuing to support the Bognor Regis EGA by supporting employment space for the creative cluster, knowledge-based employment, cultural and leisure sector*
- *Adapting to changes in the retail sector and town centres by supporting the repurposing of former retail units for footfall-led activity such as food and drink, office, leisure, cultural, residential and social destinations*
- *Promote Arun as a business investment location*

Housing: our opportunities

- *Plan for, and support, strategic housing development that strengthens communities and links people to employment, transport and services*
- *Support repurposing of buildings to provide new homes in strategic locations, e.g. redundant retail in upper storeys or on the periphery of town centres where this will help to bring new life into town centres or under-used rural buildings that cannot be used for business accommodation.*

Transport: our opportunities

- *Support transport development that reduces the need to travel to work by car and promote the use of vehicles that use low carbon energy*
- *Give residents and visitors the choice of walking or cycling through better infrastructure and linking towns, coast and country*
- *Support strategic and local improvement of the road and rail network that reduce congestion and delay for businesses and workers such as A27 Arundel bypass and A29 realignment*

Digital Connectivity: our opportunities

- *Complete the Gigabit West Sussex project and continue to work in partnership to deliver a county wide connectivity strategy*
- *Ensure all parts of the district are working towards having access to full fibre broadband.*
- *Prepare a Digital Infrastructure Strategy for Arun*
- *Work with partners to bid for funding to deliver better digital infrastructure in Arun*

Green Infrastructure: our opportunities

- *Progress the Littlehampton to Arundel riverside cycle-way*
- *Work with green and sustainable businesses e.g. identify R & D funding and cluster development*
- *Support the implementation of the West Sussex Energy Strategy*

Arun: a business success story – Priorities

A growing business population: our opportunities

- *Protect our employment space so our local businesses can grow and expand*
- *Provide more and better jobs for local people, reduce out-commuting and attract more young people to the area*
- *Encourage new businesses to move into our area, capitalising on overspill from nearby districts where employment space is in short supply*
- *Conserve existing employment space and provide new premises that meets the need of vibrant young innovative businesses e.g. co-working and creative spaces*

New business creation: our opportunities

- *Provide business start-up support to new and micro businesses*
- *Support and deliver business networks, such as the Arun Business Partnership*
- *Support the creation of new business incubator space for start-ups and small move-on units*
- *Work with our partners to up-skill our businesses to ensure they remain competitive and enterprising*
- *Provide grants to small businesses to support innovation and growth*

Growing micros businesses into SMEs: our opportunities

- *Work with the education providers and employers to match and supply the pipeline of skilled people they need*
- *Support the delivery of business to business networks*
- *Support the creation of small move-on units on easy in easy out terms*
- *Work with partners to facilitate training, business advice and R & D opportunities*

A strong knowledge economy: our opportunities

- *There are opportunities to build on these existing businesses through links to the specialist knowledge base in local universities and to nearby innovation centres of excellence*
- *Developing products quickly, using universities and other intermediaries*
- *Our strengths in advanced manufacturing and the presence of nearby universities with significant expertise in supporting SME research and development provide opportunities for Arun to grow existing businesses*

A diverse and balanced range of sectors: our opportunities

- *Arun's emerging strength in manufacturing provides an opportunity for growth working with partners to develop the Advanced Manufacturing and Engineering sector*
- *Support our tourism sector and promote Arun as a major visitor destination*
- *Work closely with our horticultural sector to overcome workforce recruitment issues*
- *Target higher skilled/value businesses to locate in Arun to help retention of higher skilled residents and to reduce the need for out-commuting*
- *Support the delivery of new, modern employment space at Enterprise Bognor Regis and other sites to attract and grow more higher value businesses, for example, creative and digital industries*

Arun: prosperous and happy communities - Priorities

A skilled and qualified population: our opportunities

- *Work with our partners and other learning providers to increase take-up of learning provision, particularly in key sectors and at higher academic levels*
- *Support the promotion of Science, Technology, Engineering, Arts & Mathematic (STEAM) subjects*
- *Encourage and help businesses to employ apprentices*
- *Promote initiatives that deliver education and skills provision to meet employer needs and helps those with the greatest barriers to work*

Live and work locally: our opportunities

- *Work with local employers to understand the skills gaps and barriers to local recruitment and encourage more locally supportive working practices*
- *Engage with local education and training providers to enlist their help in overcoming barriers to local working and filling skills gaps among learners and reduce out-commuting*

High aspirations and achievements for young people: our opportunities

- *Work with our priority sectors, including manufacturing and tourism, which can offer opportunities for young people to progress through apprenticeships.*
- *Continue to work with our partners including West Sussex County Council and Coastal West Sussex to promote STEM skills to young people through initiatives such as STEMfest*

Higher disposable household income: our opportunities

- *Our priorities for skills and business development will extend economic opportunities and aim to increase wages for our residents and longer term, will have a positive effect on household incomes*
- *Providing more affordable housing to rent and buy will help to increase the amount of money people have available and the prosperity of the area will be improved*

High happiness and life satisfaction: our opportunities

- *Build on the high level of life satisfaction and happiness in Arun and conserve what people value about our area.*
- *Ensure there is a wide range of cultural and leisure opportunities in our area*
- *Protect our natural assets*

1.15. When the vision, themes, priorities and opportunities of the strategy have been approved the next stage will be to prepare a detailed action plan to take forward the opportunities with clear objectives and measures for each. Progress of the tasks and activities in the action plan will be reviewed annually.

1.16. The Strategy will also be produced in a shorter version for external use.

2. PROPOSAL(S):

It is proposed that Cabinet:

- 2.1. supports the vision, themes, priorities and opportunities identified in the Strategy.
- 2.2. supports the preparation of an action plan to progress the delivery of the Strategy priorities and opportunities.

3. OPTIONS:

- 3.1. To approve the vision, themes, priorities and opportunities identified in the Strategy and the preparation of an action plan.
- 3.2. To not approve the Strategy.

4. CONSULTATION:

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

| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
|---|-----|----|
| Financial | N/A | |
| Legal | N/A | |

| | | |
|---|-----|--|
| Human Rights/Equality Impact Assessment | N/A | |
| Community Safety including Section 17 of Crime & Disorder Act | N/A | |
| Sustainability | N/A | |
| Asset Management/Property/Land | N/A | |
| Technology | N/A | |
| Other (please explain) | | |

6. IMPLICATIONS:

6.1. This strategy will provide the framework around which the Council will decide its economic development priorities for the next 5 years. It will enable the Council to focus its resources and ensure effective partnership working to deliver our priorities.

7. REASON FOR THE DECISION:

7.1. Based on the economic profile evidence for Arun, the document identifies the priorities and opportunities the Council should be focusing on to deliver economic development effectively and efficiently for the next five years.

8. EFFECTIVE DATE OF THE DECISION: 18 December 2019

9. BACKGROUND PAPERS:

Remember to list background papers and insert required links

Equality Impact Assessment [please delete if not required]

Arun Economic Development Strategy 2020-2025



Economic Profile of Arun

Spring 2019

Page 105



Contents

| | |
|---|----|
| INTRODUCTION..... | 2 |
| Methodology..... | 2 |
| Arun Economic Profile | 3 |
| Background..... | 3 |
| THE ARUN ECONOMY..... | 4 |
| Overview | 4 |
| Key points | 4 |
| Business creation and survival rates..... | 6 |
| Business Churn Rates | 7 |
| New business survival | 9 |
| Growth in business stock | 9 |
| Size of businesses..... | 11 |
| Turnover size band..... | 12 |
| Sectoral Composition..... | 13 |
| Sectoral change..... | 14 |
| Advanced manufacturing..... | 14 |
| Health and Social Care | 15 |
| The visitor economy..... | 16 |
| The knowledge economy..... | 17 |
| Knowledge Economy subsectors | 18 |
| Productivity | 19 |
| PEOPLE AND WORK | 22 |
| Overview | 22 |
| Key points | 22 |
| Population..... | 24 |
| Ethnicity | 27 |
| Working Age Qualifications | 28 |
| Employment by occupational groups | 30 |
| Wages | 31 |
| Employment by sector | 34 |
| Employment rates..... | 34 |
| Self-employment..... | 36 |
| SOCIAL COHESION..... | 37 |
| Overview | 37 |
| Key points | 37 |
| Unemployment | 39 |
| Deprivation | 40 |
| Travel to work..... | 41 |
| Housing demand and affordability | 42 |
| Household income | 44 |
| Mortality rates | 45 |
| Life expectancy | 46 |
| Activity levels | 46 |
| Life satisfaction | 48 |
| ANNEX A: Sector definitions | 49 |

INTRODUCTION

This Economic Profile of Arun is based on a comprehensive range of up to date economic, labour market and infrastructure data and highlights key findings to inform the production of the Economic Development Strategy 2019 to 2025.

Methodology

Arun's economic performance has to be set in context. It forms part of the coastal economy of West Sussex as well as the wider sub-regional and regional economies. Comparing Arun's performance with those of other economic geographies helps to see how and why Arun is changing economically, demographically and socially and highlight the differences and similarities with other areas.

For the purpose of this report, we have used five comparator geographies as follows:

- The South-East Region
- The Coast to Capital Local Enterprise Partnership sub-region, comprising the London Borough of Croydon, the city of Brighton and Hove, the seven districts and boroughs of West Sussex, the four east Surrey districts of Epsom & Ewell, Mole Valley, Reigate & Banstead and Tandridge and the East Sussex district of Lewes
- West Sussex County comprising Adur, Arun, Chichester, Crawley, Horsham, Mid Sussex and Worthing
- Greater Brighton comprising Brighton & Hove, Mid Sussex, Lewes, Adur and Worthing
- Coastal West Sussex, comprising Adur, Arun, Chichester and Worthing

To make meaningful comparisons between geographic areas with widely different numerical counts of businesses, populations etc., one of the main metrics used is percentage shares e.g. the percentage of total businesses in a particular business sector in each geography.

Time series data for the most recent five year period have been included where possible and ONS has been used as the primary source of statistics in nearly all cases, although some other government sources of data have also been included.

Arun Economic Profile

Background

Arun lies on the South Coast of England. The three main settlements are Arundel, Bognor Regis and Littlehampton where about 77% of Arun's population of 158,700 live. At the time of the last census, Bognor (including Middleton-on-Sea and Felpham) was the main settlement with 63,885 residents, followed by Littlehampton (including Angmering and Rustington) with 55,706 while Arundel was a comparatively small town at 3,285.

Although around a quarter of Arun's 221 square kilometres is built up area, the District also includes smaller villages and settlements such as Walberton and Slindon as well as attractive coastline and downland, including part of the South Downs National Park. The river Arun is a major feature bisecting the District and encompassing a range of tidal habitats and special landscape designations

Key sites and attractions include Arundel Castle, Arundel's mediaeval centre, the seaside resorts of Bognor Regis and Littlehampton, Fontwell racecourse and a variety of natural attractions including part of the South Downs National Park and Pagham Harbour nature reserve. The district has historically been heavily reliant on tourism and more recently, horticulture. Consequently, the district suffers from high amounts of seasonal employment and lacks the presence of many large employers with one or two exceptions, for example Rolls Royce and Bodyshop. Arun has high rates of out-commuting and, in spite of being part of prosperous West Sussex, contains some deprivation. A key aim for the Economic Development Strategy will be to reduce reliance on low value seasonal employment and, building on Arun's locational strengths, to increase the presence of higher skilled jobs closer to home for Arun's residents.



THE ARUN ECONOMY

Overview

In the Coast to Capital Local Economic Partnership (LEP) area, faster growth tends to happen along the M25 growth in the north, in the Gatwick Diamond and along the A23/M23 corridor from London to Brighton. Slower growth takes place in the rural area of West Sussex and the weakest performance is in Coastal West Sussex.

Arun's economic performance generally follows the pattern of Coastal West Sussex as a whole, though on a number of metrics it performs least well out of the four Coastal West Sussex local authorities.

Key points

- Arun has just over 5,300 businesses or 30% of the business population of Coastal West Sussex
- Arun's business creation rates are low at 10.56% of business stock in 2017, below the Coast to Capital average of 11.85%
- Business creation rates per head of working age population, a key measure of local entrepreneurialism, are also consistently lower in Arun than the comparator areas
- Business birth rates are declining and death rates are rising in all the comparator areas but Arun is starting from a base of lower business creation rates and the rates are converging more quickly
- Business survival rates are slightly better in Arun than the comparator areas
- The Arun economy performs reasonably well on growth in the business stock, below the Coast to Capital average but above that of Coastal West Sussex, West Sussex and the South East region. Arun's business population grew by just under 15% between 2014 and 2018. As the birth rate is lower than average, this indicates that more businesses are moving in to the area.
- The growth in the business population has mainly been in micro and small businesses and Arun has fewer medium and large businesses than any of the comparator areas, measured by both employment and turnover
- Arun's sectoral composition is significantly less knowledge-intensive than the comparator areas; construction is the largest sector in Arun whereas in all the comparator areas, the largest sector in percentage terms is Professional Scientific & Technical. Arun also leads on its share of Motor Trades, Accommodation & Food and other lower value sectors

- Conversely, Arun has lower shares of businesses in knowledge intensive-sectors such as Finance & Insurance and Information & Communications. The IT sector is particularly important as it underpins growth in the wider knowledge economy
- Advanced Manufacturing and Engineering (AME) has declined in all the comparator areas over the reference period but at a slightly higher rate in Arun
- Arun has a larger share of Health and Social Care than the five main comparator areas and the sector is growing. However, at local authority level, Worthing has a significantly higher percentage of businesses in this sector
- The Visitor Economy accounts for nearly 11% of Arun's businesses and is second only to Greater Brighton among the comparator areas. In spite of the rise in "staycations" the sector has declined slightly in all areas since 2014.
- In relation to the knowledge economy, there is a familiar Coast to Capital pattern of the Coastal West Sussex authorities (Adur, Arun, Chichester and Worthing) performing below the Coast to Capital average for knowledge economy presence while the high performers are Brighton and Hove and the local authority districts in the north. The more rural districts of Mid Sussex, Tandridge and Horsham fall somewhere in the middle.
- The knowledge economy has a particularly low representation in Arun and does not appear to be growing. Arun's knowledge economy is skewed towards Aerospace and Transport rather than creative, digital and IT sectors as is the case in Brighton and increasingly, Worthing.
- Given the lower value sectoral make up of its economy, it is not surprising that Arun's productivity performance is mixed; total GVA growth and GVA per head are both below average
- However, Arun performs slightly better on GVA per employee, below the Coast to Capital average but above the performance of Worthing, Brighton & Hove and Chichester on this measure

Business creation and survival rates

Arun’s business birth rate measured by new businesses as a percentage of active enterprises, at 10.56% in 2017 is below those of the five comparator areas. Figure 1.

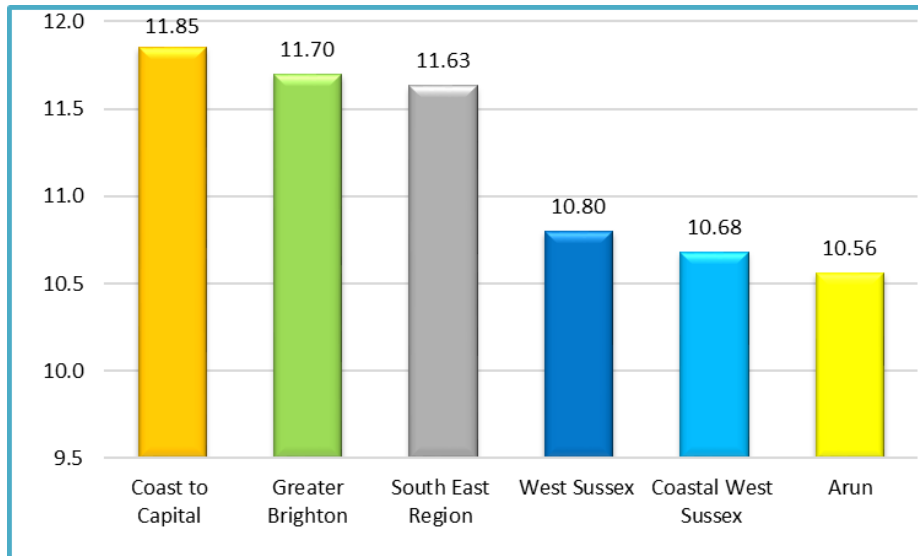


Figure 1: New businesses as a percentage of business stock in Arun and the comparator areas in 2017.

Source: ONS Business Demography

Generally growth in the Coast to Capital LEP area tends to happen along the M25 corridor to the north, in the Gatwick Diamond and down the A23/M23 corridor to Brighton. This holds true for new business creation with West Sussex and Coastal West Sussex underperforming against both the South East regional and Coast to Capital averages on this metric.

Out of the Coastal West Sussex districts, Worthing performs best at business creation. Figure 2.

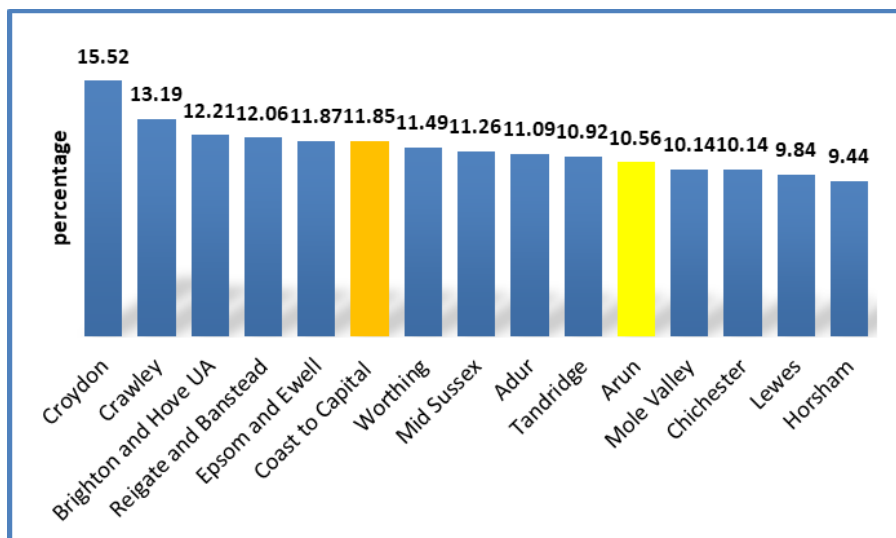


Figure 2: New businesses created as a percentage of active enterprises in Coast to Capital LADs in 2017

Source: ONS Business Demography/Simpson Consulting

Mole Valley runs counter to the trend of high growth in new businesses taking place in the north of the LEP area and along M23 corridor to Brighton, and is the fourth lowest performing local authority in Coast to Capital on this measure. (Mole Valley is an outlier on a number of metrics, probably due to a lack of space for business growth.)

Business Churn Rates

In all the geographies, over the 2013 to 2017 reference period, although there has been a rise in death rates there has also been an overall decline in birth rates. This pattern is evident in Arun, although death rates have varied more than elsewhere over the period. Figure 3. Although high churn rates are seen as sign of economic dynamism, it is not desirable for death rates to overtake birth rates.

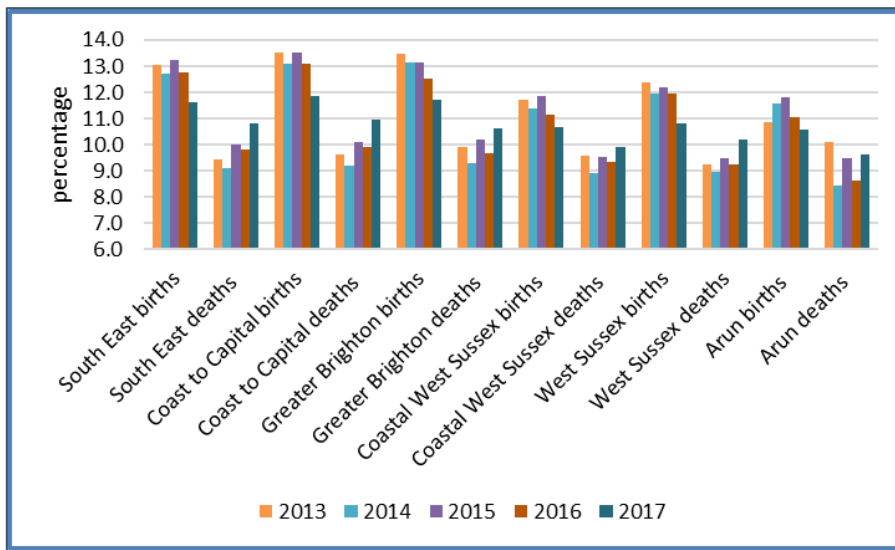


Figure 3: Business births and business deaths as percentage of active enterprises in Arun and the comparator areas 2013-2017

Source: ONS Business Demography/Simpson Consulting

Both birth rates and death rates tend to be lower in Arun than Coast to Capital although the gap appears to have narrowed recently. Figure 4.

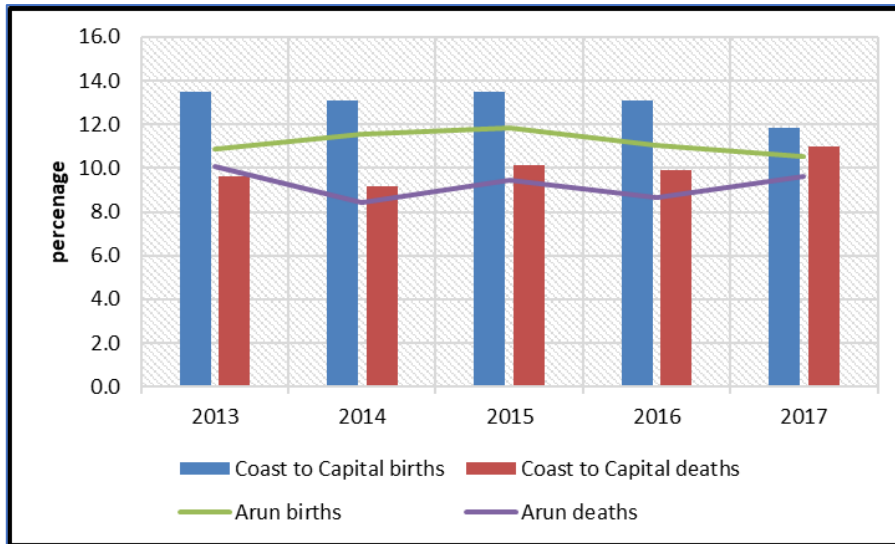


Figure 4: Business births and business deaths as percentage of active enterprises in Arun and Coast to Capital 2013-2017

Source: ONS Business Demography/Simpson Consulting

Business births per 10,000 head of working age population are a good measure of entrepreneurialism in a local economy. Figure 5 shows that Arun has consistently underperformed on this measure during the 2013 to 2017 reference period. The familiar pattern of Coastal West Sussex underperforming while Greater Brighton and Coast to Capital do much better is evident on this metric.

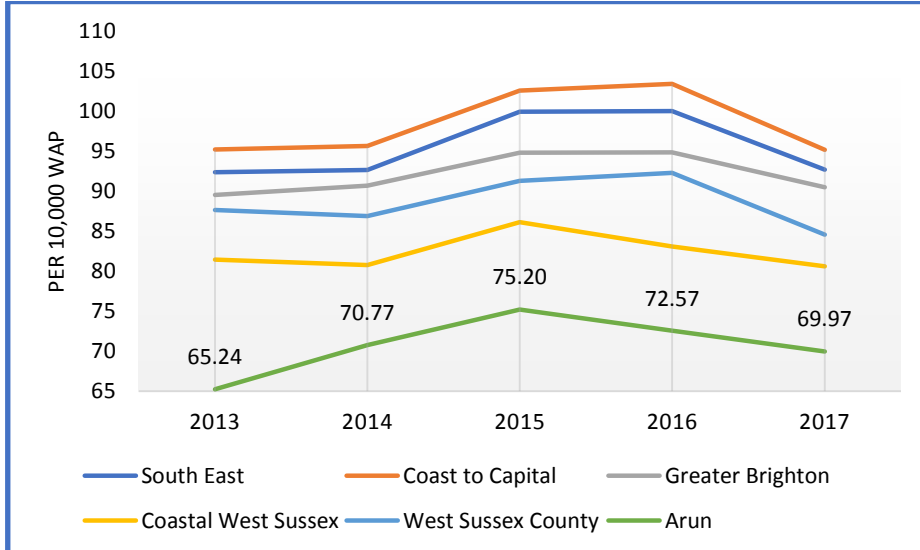


Figure 5: Business births per 10,000 working age population 2013 to 2017 in Arun and the comparator geographies

Source: ONS Business Demography & Mid Year Population estimates/ Simpson Consulting

New business survival

Arun has better five-year business survival rates than any of the comparator areas with over 2% more businesses than the Coastal West Sussex average surviving at 5 years of those businesses born in 2012. However, it should be noted that the total number of business births in Arun in 2012 was 455 so the sample is relatively small. Figure 6.

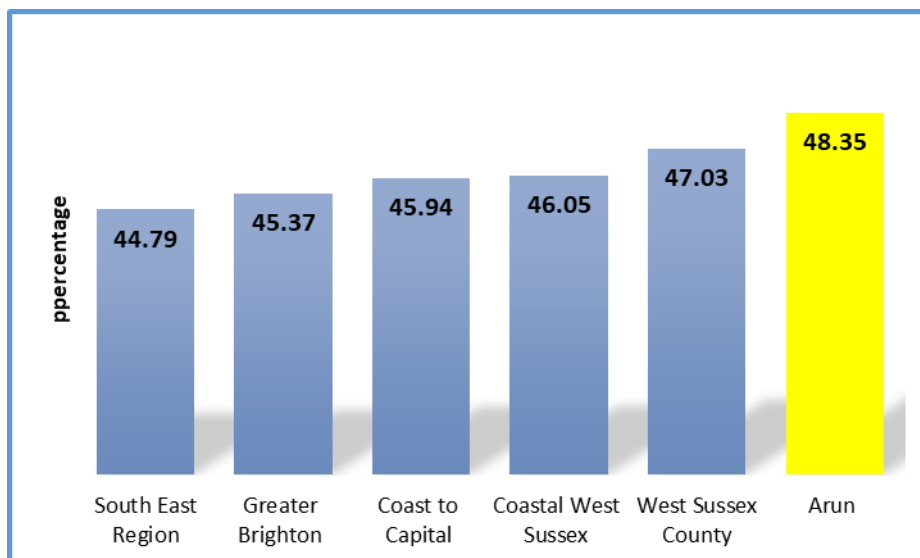


Figure 6: 5-year survival rates of businesses born in 2012 in Arun and the reference geographies

Source: UK Business Demography/Simpson Consulting

Arun appears to have had slightly lower survival rates earlier on and then improved at the four and five year points. Table 1.

| | 1 year | 2 year | 3 year | 4 year | 5 year |
|----------------------------|--------|--------|--------|--------|--------|
| South East Region | 91.10 | 74.90 | 61.10 | 52.07 | 44.79 |
| Coast to Capital | 91.61 | 76.06 | 62.52 | 53.07 | 45.94 |
| Greater Brighton | 91.38 | 76.12 | 61.87 | 52.35 | 45.37 |
| Coastal West Sussex | 91.07 | 75.33 | 62.95 | 52.74 | 46.05 |
| West Sussex County | 91.32 | 76.80 | 62.80 | 53.40 | 47.03 |
| Arun | 90.11 | 73.60 | 62.60 | 52.75 | 48.35 |

Table 1: 1-5-year survival rates of businesses born in 2012 in Arun and the reference geographies

Source: UK Business Demography/Simpson Consulting

Growth in business stock

Growth in the total number of businesses comes from new business creation and from new companies moving into the area. In 2018, there was a total of 5,330 businesses in Arun, an increase of 14.87% since 2014, greater than the increase in Coastal West Sussex, West Sussex and the South East region as a whole but below that of Greater Brighton and Coast to Capital. As the birth rate is low, this increase is probably due to in migration of businesses in Arun. Figure 7.

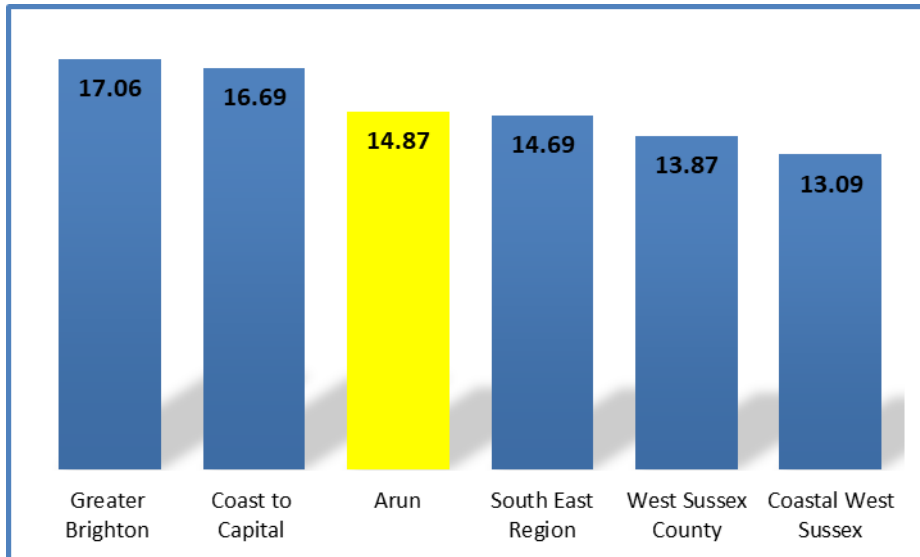


Figure 7: Percentage growth in business stock in Arun and the comparator areas, 2014-2018

Source: ONS UK Business Counts /Simpson Consulting

The higher performance of Coast to Capital on this measure is largely due to exceptional growth rates in the local authority areas of: Croydon; Crawley, Epsom & Ewell; Brighton & Hove and Reigate & Banstead, all of which have seen growth in the business stock well above the South East regional average of 14.69%. Arun performed below the Coast to Capital average but better than the other coastal local authorities and Mid Sussex. Figure 8.

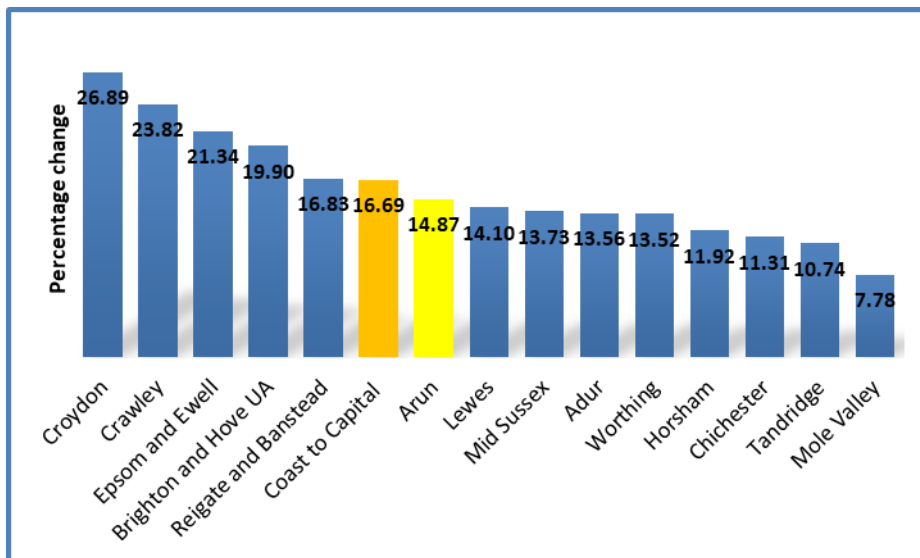


Figure 8: Percentage growth in business stock in Coast to Capital LADs 2014-2018

Source: ONS UK Business Counts/Simpson Consulting

Size of businesses

In all the reference geographies, micro businesses form the majority, making up over 89% of the business population in all areas. However, Arun’s business population contains slightly fewer micro businesses than any of the reference geographies but more small businesses (10 to 49 employees), than the other geographies.

Arun has the lowest percentage of both medium (50-49) and large businesses (250+ employees) of the comparator geographies at 0.10% or just 5 businesses. However, the numbers are small and percentages can be changed significantly by the relocation of one or two businesses in or out of an area. Table 2 and Figure 9.

| 2018 | Micro 0-49 | Small 10-49 | Medium 50-249 | Large 250+ |
|---------------------|--------------|-------------|---------------|-------------|
| South East | 89.95 | 8.18 | 1.49 | 0.38 |
| Coast to Capital | 90.81 | 7.59 | 1.26 | 0.32 |
| Greater Brighton | 89.87 | 8.33 | 1.42 | 0.38 |
| Coastal West Sussex | 89.54 | 8.87 | 1.36 | 0.23 |
| West Sussex County | 89.68 | 8.57 | 1.42 | 0.33 |
| Arun | 89.47 | 9.18 | 1.26 | 0.10 |

Table 2: Percentage of businesses in each size band in Arun and the comparator geographies in 2018

Source: ONS UK Business Counts/Simpson Consulting

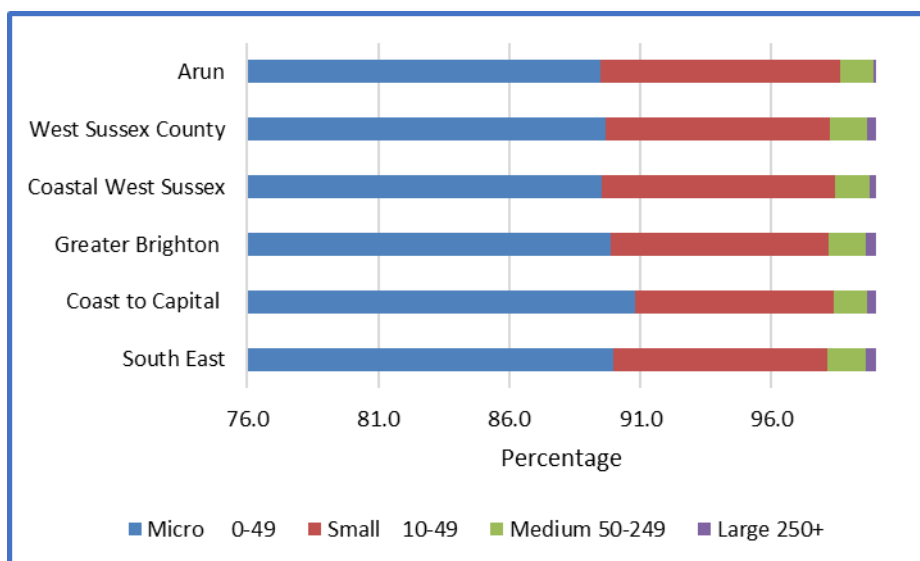


Figure 9: Percentage of businesses by size band in Arun and the reference geographies in 2018

Source: ONS UK Business Activity, Size and Location/Simpson Consulting

The increase in Arun’s business stock has been in the micro and small size bands as Table 3 shows.

| | Micro 0-49 | Small 10-49 | Medium 50-249 | Large 250+ | Total |
|-------------------------|---------------|----------------|------------------|---------------|-------|
| No. of businesses 2014 | 4,125 | 450 | 60 | 5 | 4,640 |
| No. of businesses 2018 | 4,795 | 465 | 60 | 5 | 5,330 |
| %age of businesses 2014 | 89.82 | 8.88 | 1.19 | 0.11 | 100 |
| %age of businesses 2018 | 89.47 | 9.18 | 1.26 | 0.10 | 100 |

Table 3: No. & %age of businesses in each size band in Arun in 2014 & 2018

Source: ONS: UK Business Activity Size and Location/ Simpson Consulting

Turnover size band

Arun has a slightly higher percentage of businesses in the two lowest turnover bands and noticeably fewer businesses in the £5m and above turnover bands. The difference is particularly marked in the £10m to £50m and the £50m plus turnover bands, reflecting the pattern of Arun’s lower percentages of medium and large sized businesses. Table 4 and Figure 10.

| | £0- £1m | £1m- 2m | £2m- 5m | £5m- 10m | £10m- 50m | £50 m+ |
|---------------------|--------------|-------------|-------------|-------------|--------------|-------------|
| South East | 91.00 | 3.99 | 2.78 | 1.02 | 0.91 | 0.31 |
| Coast to Capital | 91.96 | 3.74 | 2.49 | 0.87 | 0.68 | 0.25 |
| Greater Brighton | 91.70 | 3.79 | 2.48 | 0.87 | 0.84 | 0.28 |
| Coastal West Sussex | 91.69 | 4.01 | 2.66 | 0.86 | 0.53 | 0.19 |
| West Sussex County | 91.03 | 4.00 | 2.82 | 1.03 | 0.84 | 0.28 |
| Arun | 92.12 | 4.13 | 2.72 | 0.75 | 0.28 | 0.09 |

Table 4: Percentage of businesses in each turnover size band in Arun and the comparator geographies in 2018

Source: ONS UK Business Activity, Size and Location/Simpson Consulting

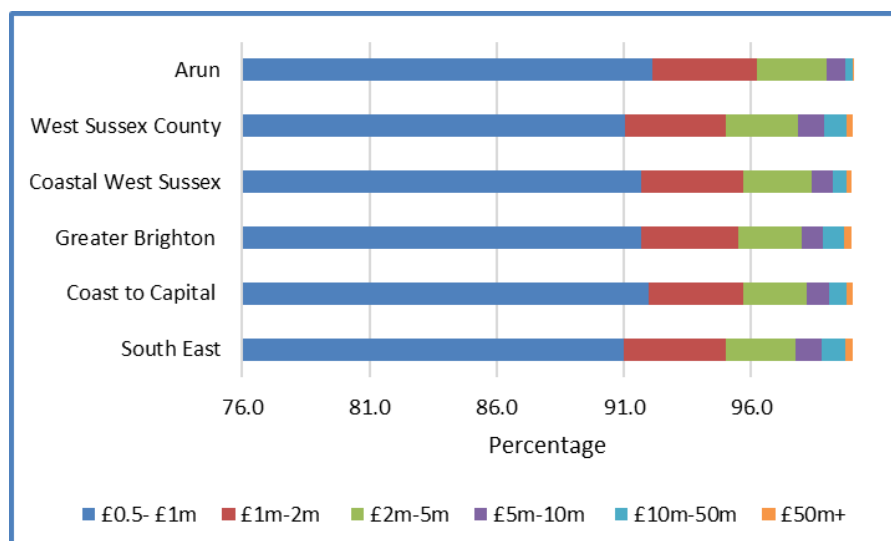


Figure 10: Percentage of businesses in each turnover band in Arun and the comparator geographies in 2018

Source: UK Business Activity, Size and Location /Simpson Consulting

Sectoral Composition

There are some notable differences in sectoral composition between Arun and the comparator areas. *Construction* is the largest sector in Arun but in all other areas, the largest sector in percentage terms is *Professional, Scientific & Technical*, a key source of knowledge economy businesses.



Arun has the lowest percentage of enterprises in this sector of all the comparator areas with 15.65% of businesses compared to 20.08% in the South East region as a whole. Arun also has the lowest percentage share of other knowledge-intensive sectors such as *Education, Finance & Insurance* and, critically, *Information & Communications* which is important as it underpins the rest of the knowledge economy.

As well as Construction, Arun has the highest percentage of *Manufacturing, Accommodation & Food, Health* and *Motor Trades* businesses of the comparator areas. Table 5.

| | South East | Coast to Capital | Greater Brighton | West Sussex Coastal | West Sussex County | Arun |
|----------------------------------|------------|------------------|------------------|---------------------|--------------------|--------------|
| Construction | 13.47 | 13.86 | 12.64 | 15.34 | 14.06 | 17.06 |
| Prof. sci. & tech. | 20.08 | 20.15 | 19.10 | 17.39 | 18.95 | 15.65 |
| Biz admin & support | 8.72 | 9.00 | 8.67 | 8.36 | 8.95 | 8.15 |
| Retail | 6.72 | 7.51 | 8.97 | 7.61 | 6.82 | 7.87 |
| Info & comms | 11.04 | 11.01 | 11.43 | 7.56 | 8.90 | 6.94 |
| Arts, ent. & rec. | 6.42 | 6.90 | 7.67 | 7.14 | 6.79 | 6.94 |
| Manufacturing | 4.63 | 4.18 | 4.28 | 5.98 | 5.47 | 6.84 |
| Accomm. & food | 4.72 | 4.97 | 5.84 | 5.81 | 4.82 | 6.19 |
| Health | 3.83 | 4.17 | 4.19 | 4.32 | 3.93 | 4.69 |
| Wholesale | 3.71 | 3.58 | 3.53 | 3.60 | 4.01 | 3.66 |
| Property | 3.33 | 3.35 | 3.33 | 3.57 | 3.36 | 3.47 |
| Motor trades | 2.73 | 2.36 | 2.04 | 2.91 | 2.82 | 3.37 |
| Transport & storage | 3.12 | 2.31 | 2.28 | 2.44 | 2.70 | 3.00 |
| Ag., for. & fish. | 2.92 | 2.21 | 1.44 | 3.93 | 3.79 | 2.72 |
| Education | 1.85 | 1.87 | 2.05 | 1.66 | 1.78 | 1.41 |
| Finance & ins. | 2.00 | 1.96 | 1.91 | 1.61 | 2.04 | 1.31 |
| Mining, quar. & util. | 0.42 | 0.42 | 0.50 | 0.44 | 0.54 | 0.37 |
| Public admin. | 0.30 | 0.17 | 0.14 | 0.33 | 0.29 | 0.37 |

Table 5: Percentage of businesses in each broad industrial group in Arun and the reference geographies in 2018

Source: UK Business Counts Industry / Simpson Consulting Ltd

Highest %age of businesses 
 Lowest %age of businesses 
 KEY

Sectoral change

Over the reference period, there have been some small but significant sectoral changes in the make up of Arun’s economy. The knowledge-intensive sectors, *Information & Communications, Professional Scientific & Technical* and *Business Administration & Support Services*, have all increased in percentage share terms although their gains have not been as significant as those of *Construction* which has shown the biggest increase.

Sectors which have declined over the reference period include, *Agriculture, Forestry & Fishing, Manufacturing, Wholesale, Retail* and *Education* as well as *Arts, Entertainment & Recreation*. Figure 11.

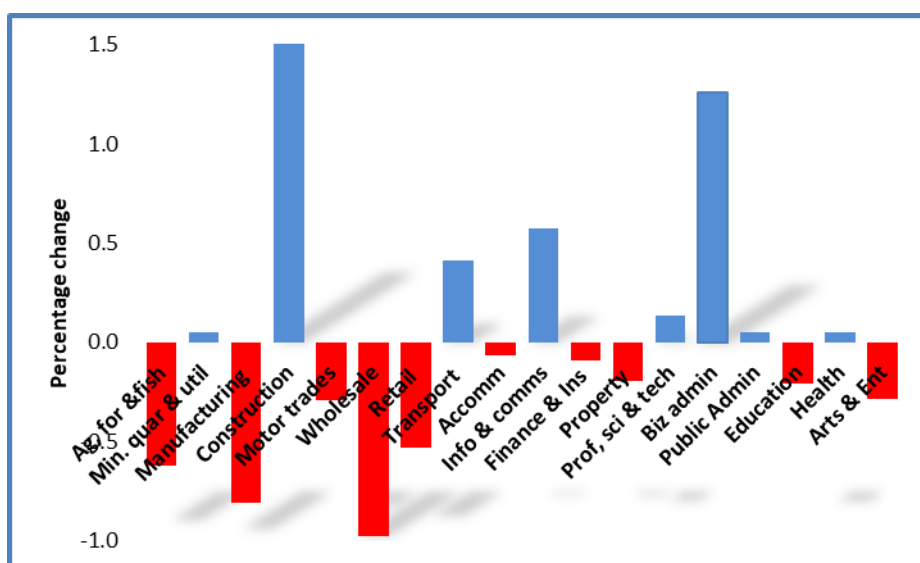


Figure 11: Change by sector in percentage of business population in Arun 2014-2018
Source: ONS UK Business counts/Simpson Consulting

Advanced manufacturing

Advanced Manufacturing & Engineering (AME) has shown a decline in all the areas but Arun, having started from a relatively high base of 5.60% of enterprises in this sector, has shown the largest decline in percentage share between 2014 and 2018 although it still shows a relatively high concentration in comparison to the other areas. Table 6.

| | 2014 | 2015 | 2016 | 2017 | 2018 | +/- |
|---------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| South East | 4.74 | 4.73 | 4.73 | 4.69 | 4.54 | -0.20 |
| Coast to Capital | 4.41 | 4.36 | 4.31 | 4.22 | 4.08 | -0.32 |
| Greater Brighton | 4.01 | 3.94 | 3.89 | 3.82 | 3.71 | -0.30 |
| Coastal West Sussex | 4.85 | 4.76 | 4.72 | 4.60 | 4.62 | -0.23 |
| West Sussex County | 5.02 | 4.93 | 4.91 | 4.77 | 4.68 | -0.34 |
| Arun | 5.60 | 5.17 | 5.12 | 4.94 | 4.97 | -0.63 |

Table 6: Change by percentage of business population in the advanced manufacturing sector in Arun and the comparator areas 2014-2018

Source: ONS UK Business counts/Simpson Consulting

In terms of numbers of Advanced Manufacturing businesses, Arun has seen a slight increase from 260 to 265 between 2014 and 2018 in spite of the decrease in percentage share of the AME sector. The local authorities in Coastal West Sussex have all seen a slight increase in numerical terms apart from Worthing. Figure 12.

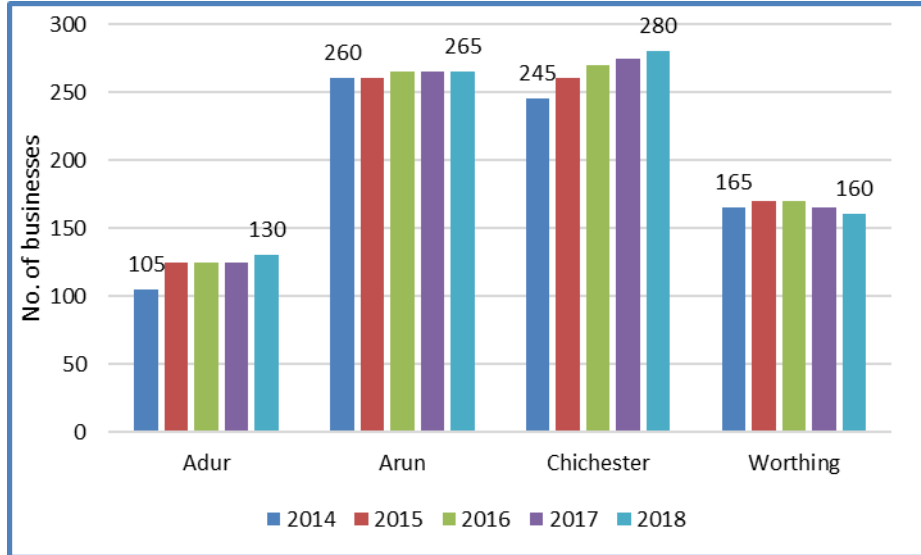


Figure 12: No of Advanced Manufacturing & Engineering businesses in Arun and the other local authorities in Coastal West Sussex between 2014 and 2018.

Source: ONS UK Business Counts /Simpson Consulting

Health and Social Care

Arun has a larger share of Health and Social Care businesses than the comparator areas although it is almost the same percentage of the total business population as in West Sussex as a whole. However, Arun’s share appears to be growing whereas that of West Sussex County is declining in common with the other comparator areas. Figure 13.

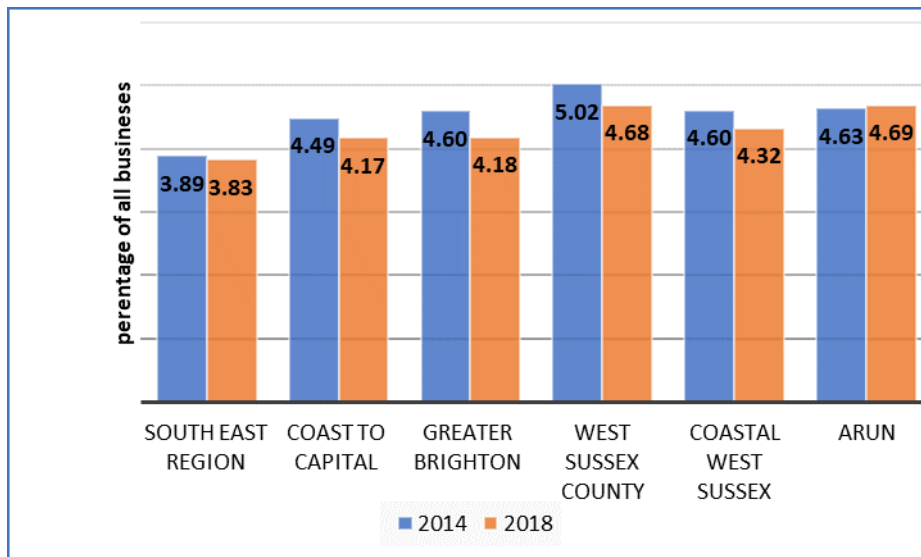


Figure 13: Table 6: Change by percentage of business population in the health and social care sector in Arun and the comparator areas 2014-2018

Source: ONS UK Business counts/Simpson Consulting

Among the seven West Sussex local authority districts, Worthing has by far the largest share of health and social care businesses. Figure 14.

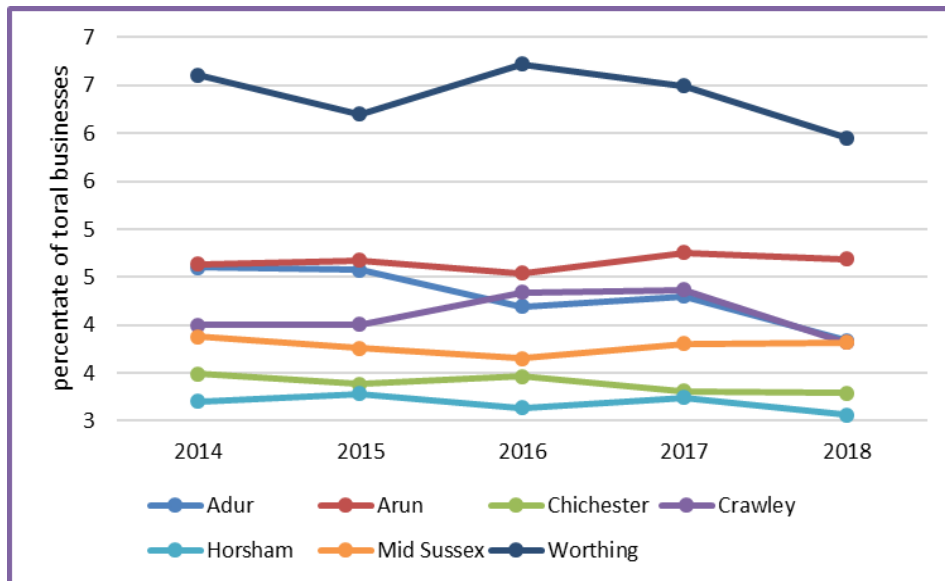


Figure 14: Change in percentage share of health and social care sector in the West Sussex local authorities between 2014 and 2018.

Source: ONS UK Business Counts /Simpson Consulting

The visitor economy

The visitor economy is an important sector in Arun as in the other coastal districts, accounting for 10.98% of all enterprises in Arun in 2018, above the Coast to Capital average of 10.39% but below that of Chichester, Worthing and Lewes. Out of the coastal local authorities, only Adur has a visitor economy sector below the Coast to Capital average. Figure 15.

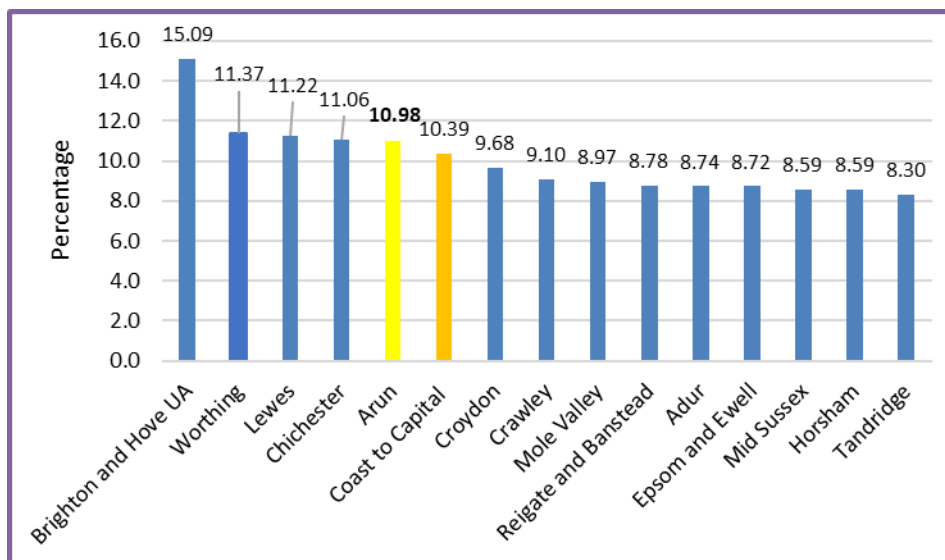


Figure 15: Tourism businesses as a percentage of all businesses in the Coast to Capital local authorities in 2018

Source: ONS UK Business Counts /Simpson Consulting

Arun is second only to Greater Brighton among the comparator areas for the size of its tourism sector. In spite of the rise in “staycations”, the sector has declined slightly in all areas since 2014. Table 7.

| | 2014 | 2018 | =/- |
|---------------------|--------------|--------------|--------------|
| South East | 10.20 | 9.80 | -0.40 |
| Coast to Capital | 10.71 | 10.39 | -0.32 |
| Greater Brighton | 12.18 | 11.85 | -0.32 |
| Coastal West Sussex | 11.02 | 10.80 | -0.22 |
| West Sussex County | 10.02 | 9.75 | -0.27 |
| Arun | 11.31 | 10.98 | -0.34 |

Table 7: Tourism businesses as a percentage of all businesses in Arun and the comparator areas in 2014 and 2018

Source: ONS UK Business Counts/ Simpson Consulting

The knowledge economy

Arun has just over 500 businesses in the knowledge economy (using the ONS narrow definition) out of its total of 5,330 businesses. Among the comparator areas, Arun has the lowest representation of knowledge economy businesses. At 9.76% of all businesses, this is 30% below the South East regional average. Although the knowledge economy has not grown significantly in any of the comparators between 2014 and 2018, this situation is particularly concerning in Arun as it is starting from such a low base. Table 8.

| | 2014 | 2015 | 2016 | 2017 | 2018 | +/- |
|-------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| South East | 13.59 | 13.54 | 13.86 | 13.97 | 14.05 | 0.46 |
| Coast to Capital | 13.82 | 13.52 | 13.82 | 13.83 | 13.81 | -0.01 |
| Greater Brighton | 14.54 | 14.08 | 14.42 | 14.38 | 14.25 | -0.30 |
| Coastal W. Sussex | 10.55 | 10.20 | 10.46 | 10.68 | 10.63 | 0.08 |
| West Sussex | 11.87 | 11.58 | 11.90 | 12.02 | 11.85 | -0.03 |
| Arun | 9.59 | 9.45 | 9.76 | 9.97 | 9.76 | 0.17 |

Table 8: Percentage of businesses in the knowledge economy (ONS definition) in Arun and the reference geographies in 2014 to 2018

Source: UK Business Counts Local Units / Simpson Consulting

There is a familiar Coast to Capital pattern of the Coastal West Sussex authorities (Adur, Arun, Chichester and Worthing) performing below the Coast to Capital average for knowledge economy presence while the high performers are Brighton and Hove and the local authority districts in the north. The more rural districts of Mid Sussex, Tandridge and Horsham fall somewhere in the middle. Figure 16.

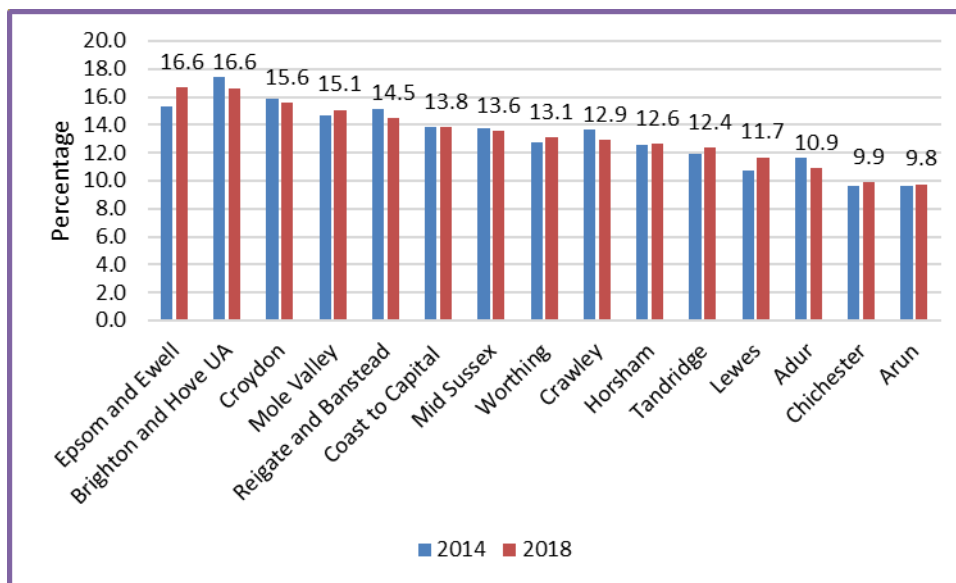


Figure 16. Percentage of businesses in the knowledge economy (ONS definition) in Coast to Capital LADs in 2014 and 2018

Source: UK Business Counts Local Units / Simpson Consulting

Knowledge Economy subsectors

The largest knowledge economy subsector in all areas including Arun is *IT Services* which makes up between 43.68% of all knowledge economy businesses in Coastal West Sussex but 50.86% of the knowledge economy in the South East. Arun is in the middle of the range with 46.81% in this subsector. The second largest sector is software in all areas. Table 9.

| | Medic/Biot tech/Pharms | IT services | Communica tions | Computing & Other tech consult | Aerospace &Transport | Creative Content | Software | Fintech .serv. | |
|------------------------|---------------------------|--------------|--------------------|---|-------------------------|---------------------|-------------|-------------------|-------------|
| South East | 3.81 | 50.86 | 2.10 | 1.16 | 17.28 | 1.79 | 7.43 | 12.53 | 3.04 |
| Coast to Capital | 3.32 | 49.76 | 2.04 | 1.08 | 17.84 | 1.20 | 9.36 | 12.56 | 2.84 |
| Greater Brighton | 3.20 | 44.90 | 2.00 | 1.30 | 18.50 | 1.20 | 12.30 | 14.20 | 2.40 |
| Coastal West Sussex | 5.53 | 43.68 | 2.63 | 2.11 | 22.37 | 3.16 | 7.63 | 10.00 | 2.89 |
| West Sussex County | 4.76 | 48.49 | 2.20 | 1.86 | 19.61 | 2.09 | 6.73 | 10.90 | 3.36 |
| Arun | 3.98 | 46.81 | 2.99 | 1.00 | 20.92 | 3.98 | 6.97 | 10.36 | 2.99 |

Table 9: Knowledge economy subsectors as a percentage of all knowledge economy businesses in Arun and the comparator areas in 2018

Source: ONS UK Business Counts /Simpson Consulting

Arun leads on *Aerospace & Transport* with just under 4% of its knowledge economy in this sector, probably in most part due to the presence of Rolls Royce and its supply chain. Arun and West Sussex as a whole lag on *Creative*

Content and, along with Coastal West Sussex, on Software. It is striking how much more “creative” the knowledge economy in Greater Brighton is. Table 9 and Figure 17.

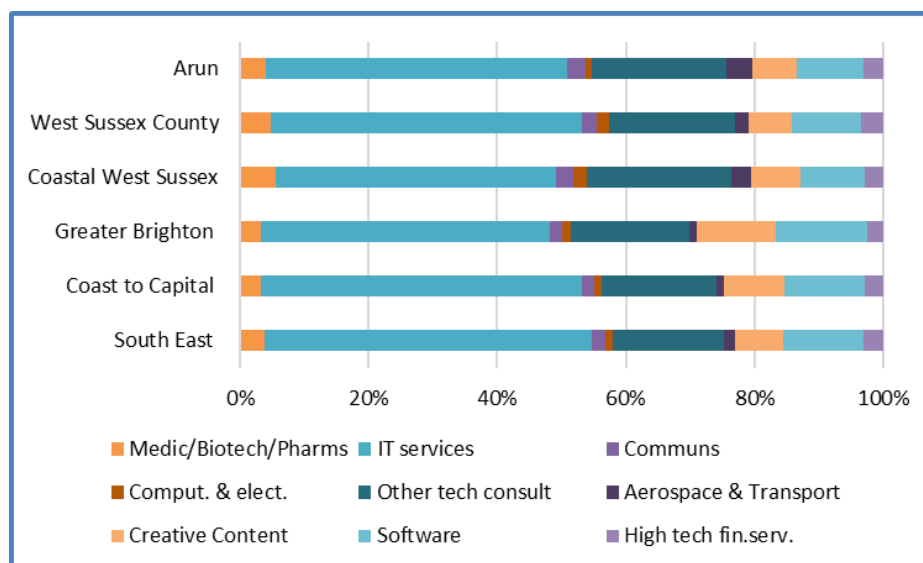


Figure 17: Knowledge economy subsectors as a percentage of all knowledge economy businesses in Arun and the comparator areas in 2018

Source: ONS UK Business Counts /Simpson Consulting

Productivity

Arun accounted for just over 5% of Coast to Capital’s total output or £2,549m out of a total of £50,752m in 2016. Arun’s total GVA increased by just over 8.89% between 2012 and 2016, the fourth lowest increase over the reference period of all Coast to Capital local authorities. Table 10.

| | 2012 | 2013 | 2014 | 2015 | 2016 | % +/- |
|--------------------|--------|--------|--------|--------|--------|-------|
| Crawley | 3,831 | 4,157 | 4,514 | 4,797 | 4,977 | 29.91 |
| Lewes | 1,637 | 1,674 | 1,789 | 1,989 | 2,049 | 25.17 |
| Brighton & Hove | 6,157 | 6,553 | 6,889 | 7,251 | 7,349 | 19.36 |
| Horsham | 3,033 | 3,176 | 3,382 | 3,531 | 3,573 | 17.80 |
| Adur | 1,010 | 1,064 | 1,055 | 1,172 | 1,169 | 15.74 |
| Mid Sussex | 3,173 | 3,365 | 3,521 | 3,587 | 3,622 | 14.15 |
| Coast to Capital | 44,638 | 46,620 | 48,502 | 49,857 | 50,752 | 13.70 |
| Tandridge | 1,961 | 2,050 | 2,110 | 2,199 | 2,225 | 13.46 |
| Mole Valley | 3,133 | 3,163 | 3,089 | 3,408 | 3,503 | 11.81 |
| Croydon | 6,952 | 7,004 | 7,565 | 7,363 | 7,727 | 11.15 |
| Epsom & Ewell | 1,823 | 1,852 | 1,917 | 1,992 | 1,989 | 9.11 |
| Arun | 2,341 | 2,439 | 2,409 | 2,502 | 2,549 | 8.89 |
| Chichester | 2,909 | 3,003 | 3,000 | 3,098 | 3,132 | 7.67 |
| Reigate & Banstead | 4,118 | 4,579 | 4,615 | 4,386 | 4,302 | 4.47 |
| Worthing | 2,560 | 2,541 | 2,647 | 2,582 | 2,586 | 1.02 |

Table 10: Total GVA in Coast to Capital LADs 2012 to 2016 and %age change

Source: ONS GVA Statistics / Simpson Consulting

GVA per head in Arun at £16,235 in 2016 was considerably lower than GVA per head in any of the comparator geographies and, although it is increasing, it is not at a fast enough rate to catch up. Table 11 and Figure 18.

| | 2012 | 2013 | 2014 | 2015 | 2016 | %+/- |
|-------------------|--------|--------|--------|--------|--------|-------|
| Greater Brighton | 23,201 | 24,235 | 25,319 | 26,273 | 26,507 | 14.25 |
| South East | 25,642 | 26,412 | 27,279 | 28,137 | 28,683 | 11.86 |
| Coast to Capital | 22,951 | 23,745 | 24,475 | 24,945 | 25,161 | 9.63 |
| Coastal W. Sussex | 20,313 | 20,665 | 20,636 | 21,001 | 21,002 | 3.39 |
| Arun | 15,462 | 15,958 | 15,598 | 16,066 | 16,235 | 5.00 |

Table 11. GVA £s per head in Arun and the reference geographies 2012-16 and %age change

Source: ONS GVA Statistics Balanced Method / Simpson Consulting

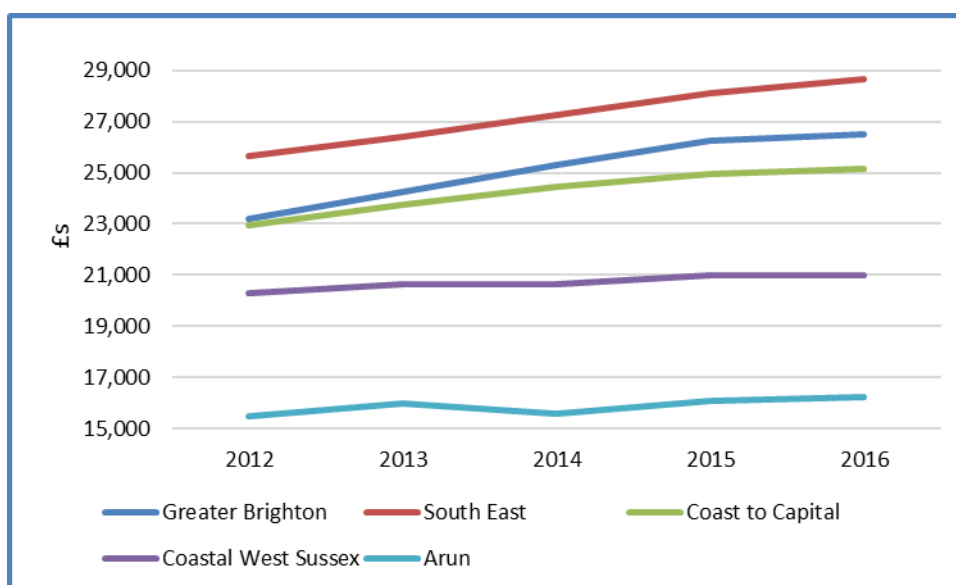


Figure 18: GVA £s per head in Arun and the reference geographies 2012-16 and %age change

Source: ONS GVA Statistics / Simpson Consulting

GVA per head is not strictly a measure of productivity since it is arrived at by dividing the total output for the area by the total population of all ages. It is influenced by commuting flows and population density. For example, the City of London has very high rates of in-commuting but a relatively small resident population so the GVA per head is comparatively high.

Conversely, areas with high out-commuting tend to have lower rates of GVA per head since the GVA generated by those workers will be attributed to the areas in which they work. Job density is also a factor since, in areas with low job density, there are lower proportions of workers to add to the GVA total.

This weak performance on GVA per head in Arun is likely to be due in a large part to the very high level of out-commuting in the District. At the time of the last census in 2011, Arun had a net loss of 18,421 workers on a daily basis or 28% of those in employment at the time. (See travel to work patterns). Combined with this, Arun is an area of low job density with a ratio of 0.53 jobs to working age population compared to 0.68 in Coast to Capital and 0.73 in the South East as whole in 2017.

A better measure of productivity is GVA per worker. These statistics are not released by ONS at district and borough level but calculations show that Arun performs somewhat better on GVA per employee (i.e. those employed in Arun) although below the Coast to Capital average. On this metric, there has been a small decline in Arun, rather than a gain, over the reference period. Table 12.

| | 2012 | 2013 | 2014 | 2015 | 2016 | change |
|--------------------|--------|--------|--------|--------|--------|--------|
| Mole Valley | 68,109 | 73,558 | 71,837 | 75,733 | 77,844 | 14.29 |
| Tandridge | 63,258 | 66,129 | 68,065 | 68,719 | 69,531 | 9.92 |
| Croydon | 62,071 | 64,852 | 65,783 | 63,474 | 66,043 | 6.40 |
| Horsham | 60,660 | 63,520 | 66,314 | 65,389 | 64,964 | 7.09 |
| Epsom and Ewell | 65,107 | 63,862 | 63,900 | 62,250 | 64,161 | -1.45 |
| Reigate & Banstead | 66,419 | 72,683 | 71,000 | 64,500 | 63,265 | -4.75 |
| Mid Sussex | 56,661 | 61,182 | 62,875 | 61,845 | 61,390 | 8.35 |
| Coast to Capital | 57,375 | 59,162 | 60,552 | 60,141 | 59,920 | 4.43 |
| Adur | 56,111 | 59,111 | 58,611 | 58,600 | 58,450 | 4.17 |
| Lewes | 54,567 | 54,000 | 55,906 | 55,250 | 56,917 | 4.31 |
| Arun | 57,098 | 58,071 | 57,357 | 56,864 | 55,413 | -2.95 |
| Worthing | 56,889 | 55,239 | 57,543 | 57,378 | 55,021 | -3.28 |
| Brighton & Hove | 50,057 | 51,598 | 53,820 | 54,112 | 53,642 | 7.16 |
| Crawley | 46,157 | 48,906 | 53,106 | 56,435 | 53,516 | 15.94 |
| Chichester | 51,035 | 50,050 | 50,847 | 51,633 | 51,344 | 0.61 |

Table 12: GVA per employee in the Coast to Capital local authorities 2012 to 2016

Source: ONS GVA statistics (balanced method) / Simpson Consulting

GVA per worker is influenced by sector as some sectors are more productive than others. Arun's lower presence of the knowledge economy and higher presence of lower value sectors such as tourism.

PEOPLE AND WORK

Overview

Arun's population is both growing and ageing at significant rates. The labour market shows signs of a low skills, low wage structure which is a key factor in Arun's less than optimal economic performance.

Key points

- Arun had a population of 158,700 in 2017 made up of 76,200 males and 82,400 females. 87,900 or 55.4% were of working age (16-64), compared to 61.8% of the South East's population being of working age. This reflects Arun's relatively older age profile.
- The rate of Arun's population growth has been slightly below that of Coast to Capital but it is forecast to be the highest of all the comparator areas in percentage terms between 2016 and 2031
- During this period, Arun's population is forecast to increase by a further 14% or 22,016 more people, rising from 157,287 in 2016 to 179,303 by 2031, a rate of growth 56% higher than that of the South East as a whole
- In terms of age profile, it is a complex picture; the percentage of very young children will decline, while that of 10 to 24 year olds will grow, 25 to 34 year olds will decline and 35 to 54 year olds will increase. The percentage of older working age 45 to 54 year olds will tend to decline while that of 55 to 59 year olds will increase.
- It is striking just how much increase there will be in the older population of 60 and above with the greatest increases in percentage terms of the over 80s.
- In summary in Arun in 2031, there will be:
 - 3,623 more children and young people aged 0 to 24
 - 1,061 fewer working age people aged 25 to 60
 - 19,452 more people aged 60 and over
- Arun's workforce is underqualified. Arun has lower percentages of its working age population qualified at each level than all of the comparator geographies including West Sussex and Coastal West Sussex as a whole.
- The difference is particularly striking at NVQ3+ and NVQ4+. Only 23.9% of Arun's workforce is qualified at NVQ4 and above, 35% below the Coast to Capital rate of 44.3%.
- Linked to this, Arun's residents are less likely to be employed in the top occupational groups and more likely to be employed in the lower occupational groups. Arun has the second lowest percentage of

residents employed in *Group 1: Managers, Directors and Senior Officials*

- Notably higher percentages of Arun's residents are employed in the bottom four occupational groups, *Group 6: Caring, Leisure and Other Service Occupations; Group 7: Sales and customer service occupations; Group 8: Process, plant and machine operatives and Group 9: Elementary occupations*
- In Coast to Capital, Arun resident's median weekly wages are the lowest of all the local authorities and at the bottom with the other Coastal West Sussex local authorities
- Arun also has the lowest median weekly workplace wages of the Coast to Capital local authorities, 38% below those of Crawley, the leading local authority for workplace pay
- Together with the skills and occupational profiles, it points to a **low-value, low-skills labour market** locally
- Arun has the highest percentage of employees in *Agriculture, Forestry & Fishing* among the comparator areas, reflecting the strong presence of the horticultural sector in the district. Arun also leads on the proportion of employment in *Motor Trades, Retail and Accommodation & Food*
- Arun has the lowest proportion of jobs in the knowledge-intensive sectors of Information & Communications, Finance & Insurance, and Professional, Scientific & Technical
- Arun's employment rates have varied considerably during the reference period and have gone from the highest to the lowest, taking a substantial dip in 2015 with some limited recovery since then. This could indicate there are a lot of insecure jobs.

Population

Between 2000 and 2017, Arun’s population grew by 13.11% or 18,400 people below the Coast to Capital average growth rate of 14.02% and the South East rate of 13.64%. Arun’s was the seventh highest growth rate in the Coast to Capital local authorities. Table 14.

| | 2000 | 2017 | Growth No. | Growth % |
|--------------------|-----------|-----------|------------|----------|
| Epsom & Ewell | 67,200 | 79,500 | 12,300 | 18.30 |
| Mid Sussex | 126,900 | 148,300 | 21,400 | 16.86 |
| Reigate & Banstead | 125,500 | 146,400 | 20,900 | 16.65 |
| Brighton & Hove | 248,800 | 288,200 | 39,400 | 15.84 |
| Horsham | 121,500 | 140,100 | 18,600 | 15.31 |
| Croydon | 334,200 | 384,800 | 50,600 | 15.14 |
| Coast to Capital | 1,778,600 | 2,027,900 | 249,300 | 14.02 |
| Arun | 140,300 | 158,700 | 18,400 | 13.11 |
| Chichester | 106,400 | 120,200 | 13,800 | 12.97 |
| Worthing | 97,800 | 109,600 | 11,800 | 12.07 |
| Crawley | 100,000 | 111,700 | 11,700 | 11.70 |
| Lewes | 91,600 | 102,300 | 10,700 | 11.68 |
| Tandridge | 79,000 | 87,300 | 8,300 | 10.51 |
| Mole Valley | 80,000 | 87,100 | 7,100 | 8.88 |
| Adur | 59,400 | 63,700 | 4,300 | 7.24 |

Table 13. Population growth in the Coast to Capital local authorities 2000 to 2017
Source: ONS population estimates /Simpson Consulting

Between 2016 and 2031, Arun’s population is forecast to increase by a further 14% or 22,016 more people rising from 157,287 in 2016 to 179,303 by 2031. This is the fastest rate of growth of all the other geographies and 56% higher than the forecast South East regional growth rate. Figure 19.

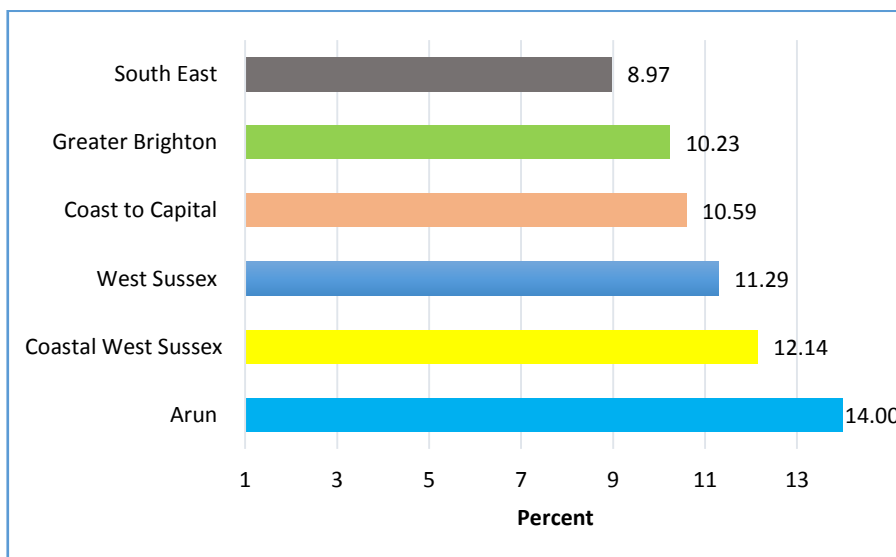


Figure 19: Projected population growth in Arun and the comparator areas 2016 to 2031
Source: ONS Population Estimates /Simpson Consulting

In terms of the age profile, Figures 20 to 22 illustrate the changing demographics between now and 2031 with a broadly similar pattern in all comparator areas. (For simplicity, only the South East, Coast to Capital, West

Sussex and Arun have been shown.) The percentages of very young children will decline, while 10 to 24 year olds will also see growth. Figure 20.

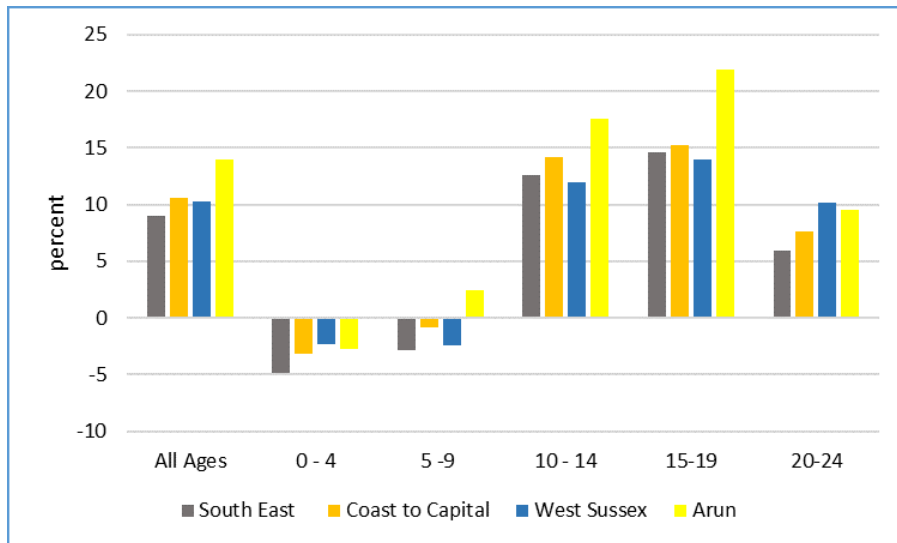


Figure 20: Forecast percentage change in all ages and those age 0-24 in the South East, Coast to Capital, West Sussex and Arun 2016 to 2031

Source: ONS Population Forecasts/Simpson Consulting

25 to 34 year olds will decline in all areas and 35 to 44 year olds will increase, although Arun will see a smaller decline in the percentage of 30 to 34 year olds and a comparatively larger increase 35 to 44 year olds. The older working age population of 45 to 54 year olds will tend to decline but it will rise again in the 55 to 59 year olds. Figure 21.

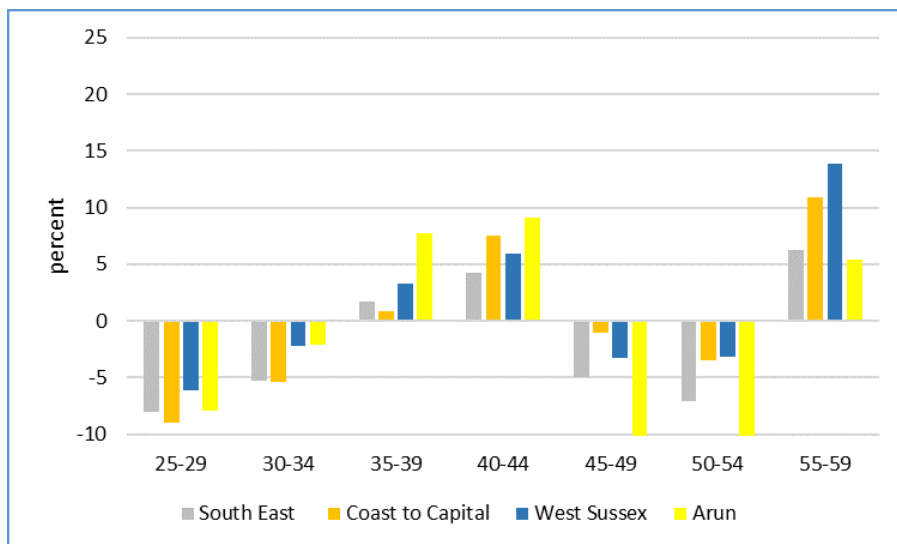


Figure 21: Forecast percentage change in those age 20 to 59 in the South East, Coast to Capital, West Sussex and Arun 2016 to 2031

Source: ONS Population Forecasts/Simpson Consulting

It is striking just how much increase there will be in the older population of 60 and above with the greatest increases in percentage terms in the over 80s in all areas. Figure 22.

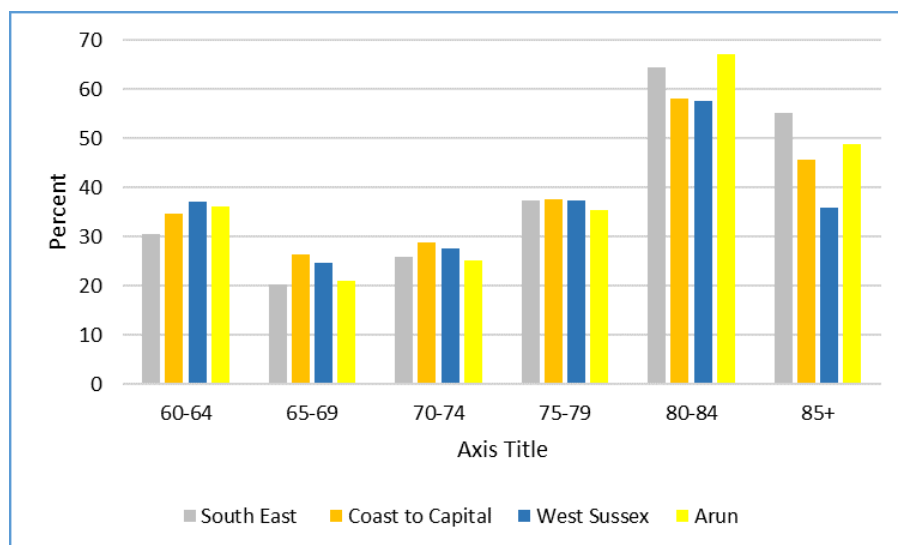


Figure 22: Forecast percentage change in those age 65 and over in the South East, Coast to Capital, West Sussex and Arun 2016 to 2031

Source: ONS Population Forecasts/Simpson Consulting

In numerical terms, the figures for Arun are in Table 15.

| Age | 2016 | 2021 | 2026 | 2031 | No. +/- | % +/- |
|------------|---------|---------|---------|---------|---------|--------|
| All Ages | 157,287 | 164,910 | 172,386 | 179,303 | 22,016 | 14.00 |
| Age 0 - 4 | 8,011 | 7,825 | 7,820 | 7,796 | -215 | -2.68 |
| Aged 5-9 | 8,193 | 8,639 | 8,407 | 8,396 | 203 | 2.48 |
| Aged 10-14 | 7,443 | 8,600 | 8,993 | 8,750 | 1,307 | 17.56 |
| Aged 15-19 | 7,453 | 7,594 | 8,749 | 9,082 | 1,629 | 21.86 |
| Aged 20-24 | 7,322 | 6,983 | 7,002 | 8,023 | 701 | 9.57 |
| Aged 25-29 | 7,794 | 7,572 | 7,201 | 7,177 | -617 | -7.92 |
| Aged 30-34 | 7,745 | 8,199 | 7,977 | 7,586 | -159 | -2.05 |
| Aged 35-39 | 7,940 | 8,364 | 8,770 | 8,555 | 615 | 7.75 |
| Aged 40-44 | 8,577 | 8,573 | 8,964 | 9,359 | 782 | 9.12 |
| Aged 45-49 | 10,723 | 9,245 | 9,236 | 9,626 | -1,097 | -10.23 |
| Aged 50-54 | 11,088 | 11,320 | 9,920 | 9,940 | -1,148 | -10.35 |
| Aged 55-59 | 10,310 | 12,000 | 12,216 | 10,873 | 563 | 5.46 |
| Aged 60-64 | 10,034 | 11,526 | 13,419 | 13,649 | 3,615 | 36.03 |
| Aged 65-69 | 12,427 | 11,213 | 12,901 | 15,028 | 2,601 | 20.93 |
| Aged 70-74 | 10,733 | 12,756 | 11,654 | 13,445 | 2,712 | 25.27 |
| Aged 75-79 | 8,303 | 10,171 | 12,150 | 11,242 | 2,939 | 35.40 |
| Aged 80-84 | 6,301 | 7,020 | 8,742 | 10,530 | 4,229 | 67.12 |
| Aged 85+ | 6,890 | 7,310 | 8,258 | 10,246 | 3,356 | 48.71 |

Table 14: Forecast numerical change by 5 year age band in Arun between 2016 to 2031

Source: ONS Population Forecasts/Simpson Consulting

In summary in Arun in 2031, there is forecast to be:

- 3,623 more children and young people aged 0 to 24
- 1,061 fewer working age people aged 25 to 60
- 19,452 more people aged 60 and over

Ethnicity

According to the 2011 Census, Arun had the least ethnically diverse population of all the Coast to Capital local authorities at 3.0%, well below the average of 14.6%. By contrast, Croydon’s ethnic minority population was 45% and Crawley’s was 20%. Figure 23.

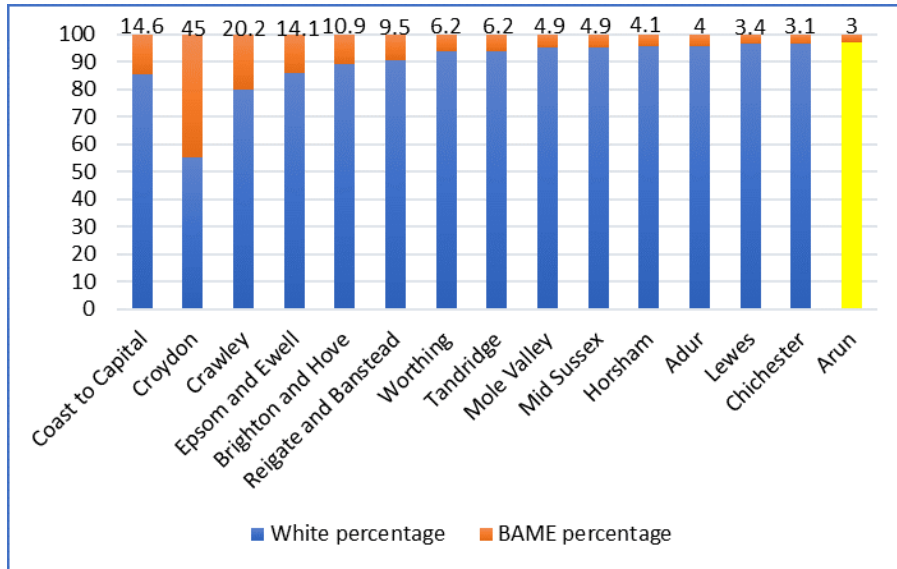


Figure 23: BAME as a percentage of population in Coast to Capital local authorities in 2011

Source: ONS Census 2011/ Simpson Consulting

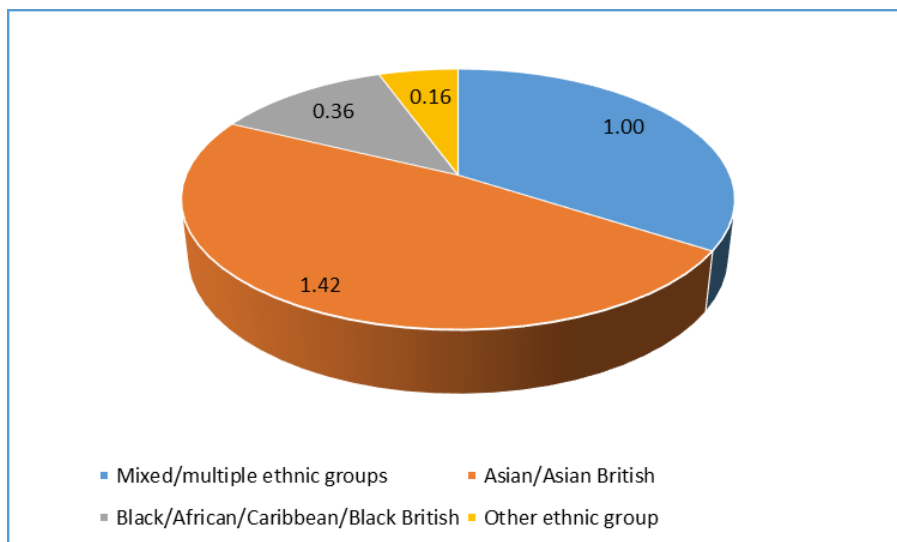


Figure 24: Breakdown of the 3.0% BAME population in Arun in 2011.

Source: ONS Census 2011/ Simpson Consulting

Working Age Qualifications

Arun has a lower percentages of its working age population at each level than all of the comparator geographies including West Sussex and Coastal West Sussex as a whole.

The difference is particularly striking at NVQ4+ and NVQ4+. Only 23.9% of Arun’s workforce is qualified at NVQ4 and above, 35% below the Coast to Capital rate of 44.3%. At NVQ3+, Arun’s workforce is 24% below the Coast to Capital average. This points to a low skills workforce which will limit people’s chances of gaining rewarding employment but also can deter businesses from investing in the area. Figure 25 and Table 16.

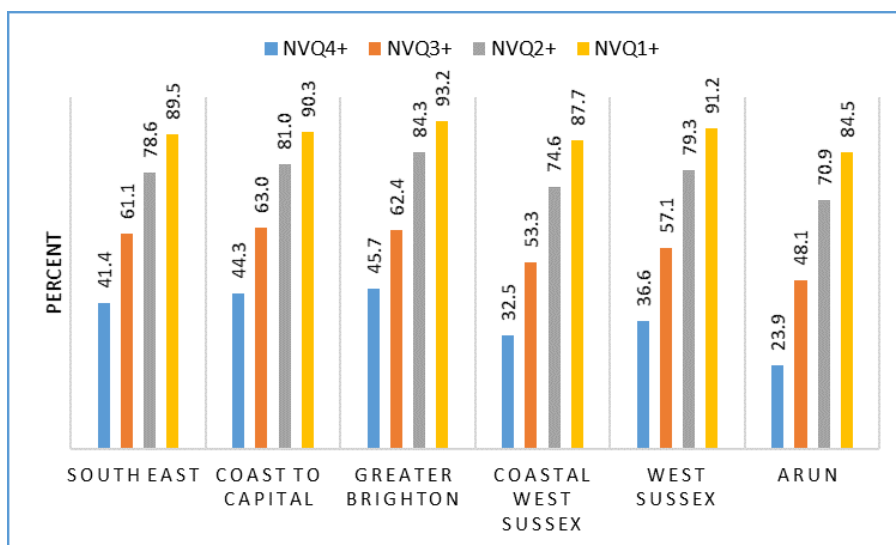


Figure 25: Working age population qualifications at Level 4+, 3+, 2+, 1+ in Arun and the comparator areas in 2017

Source: ONS Annual Population Survey/ Simpson Consulting

| 2017 | NVQ4+ | NVQ3+ | NVQ2+ | NVQ1+ |
|---------------------|-------|-------|-------|-------|
| South East | 41.4 | 61.1 | 78.6 | 89.5 |
| Coast to Capital | 44.3 | 63.0 | 81.0 | 90.3 |
| Greater Brighton | 45.7 | 62.4 | 84.3 | 93.2 |
| Coastal West Sussex | 32.5 | 53.3 | 74.6 | 87.7 |
| West Sussex | 36.6 | 57.1 | 79.3 | 91.2 |
| Arun | 23.9 | 48.1 | 70.9 | 84.5 |

Table 15: Working age population qualifications at Level 4+, 3+, 2+, 1+ in Arun and the comparator areas in 2017

Source: ONS Annual Population Survey/ Simpson Consulting

Arun has seen a decline in higher level qualifications of 3.1% between 2013 and 2017 at a time when the Coast to Capital local authorities, apart from Chichester and Tandridge, have seen an increase. Figure 26.

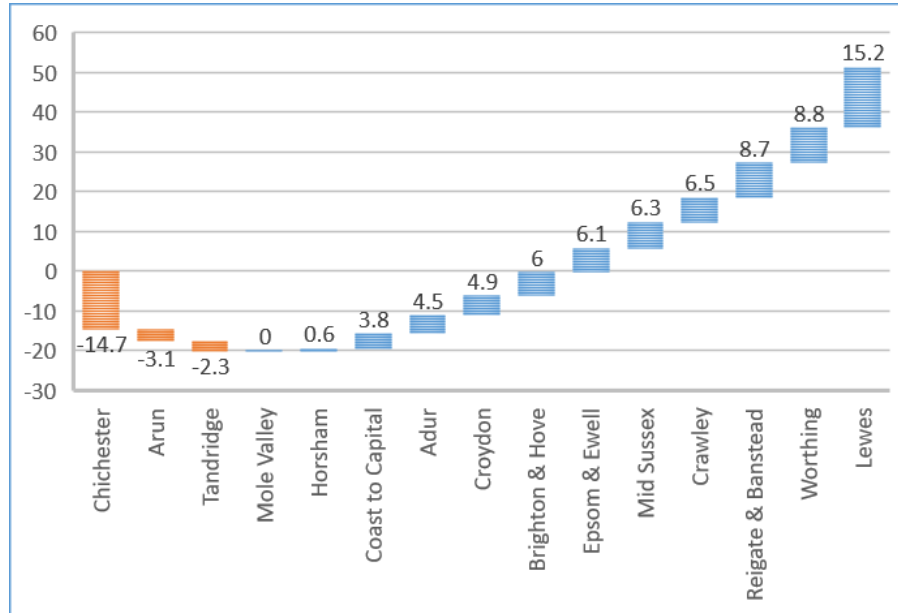


Figure 26: Percentage increase in NVQ4+ qualifications in Coast to Capital between 2013 and 2017.

Source: ONS Annual Population Survey /Simpson Consulting

There is a similar pattern for Level 3+ qualifications with Arun showing a decrease of 1.7% when most other local authorities have shown an increase. Figure 27. Arun has also show decreases in the percentage of working age population qualified at NVQ Level 2+ and Level 1+.

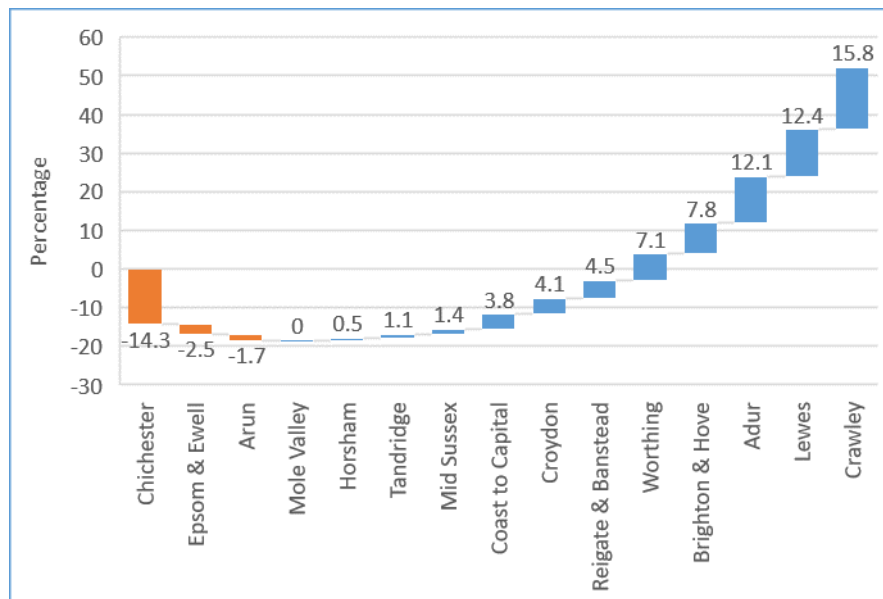


Figure 27: Percentage increase in NVQ3+ qualifications in Coast to Capital between 2013 and 2017.

Source: ONS Annual Population Survey /Simpson Consulting

Employment by occupational groups

Arun’s residents are less likely to be employed in the top occupational groups and more likely to be employed in the lower occupational groups. Arun has the second lowest percentage of residents employed in *Group 1: Managers, Directors and Senior Officials*, (somewhat surprisingly behind Greater Brighton where the average is brought down by the low percentage employed in Group 1 in Worthing). Arun has a significantly lower percentage of residents employed in *Group 2: Professional Occupations* and is the lowest performer on *Group 3: Associate Professional and Technical Occupations*; although broadly similar to Coastal West Sussex as a whole.

In the middle groups, *Group 4: Administrative and Secretarial Occupations* and *Group 5: Skilled Trades Occupations*, Arun’s performance is broadly consistent with the comparator areas.

However, notably higher percentages of Arun’s residents are employed in the bottom four occupational groups, *Group 6: Caring, Leisure and Other Service Occupations*; *Group 7: Sales and customer service occupations*; *Group 8: Process, plant and machine operatives* and *Group 9: Elementary occupations*. Together with the skills profile, it all points to a low value, low skills labour market locally. Table 17 and Figure 28.

| Group | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|------------------|-------------|-------------|-------------|-------------|------------|------------|-------------|------------|-------------|
| South East | 12.3 | 22.2 | 15.4 | 10.7 | 9.8 | 8.8 | 6.8 | 4.9 | 8.6 |
| Coast to Capital | 13.1 | 23.3 | 15.3 | 11.2 | 8.2 | 10.3 | 6.4 | 3.7 | 8.1 |
| Greater Brighton | 10.1 | 25.6 | 15.9 | 11.3 | 8.5 | 10.7 | 6.7 | 3.0 | 8.0 |
| Coastal W Sussex | 13.7 | 17.9 | 11.3 | 10.3 | 10.5 | 10.7 | 9.2 | 4.9 | 11.4 |
| West Sussex | 12.2 | 19.8 | 13.6 | 12.3 | 9.8 | 11.1 | 7.8 | 4.1 | 9.0 |
| Arun | 11.7 | 15.5 | 10.6 | 11.1 | 8.8 | 7.7 | 11.3 | 6.9 | 16.4 |

Table 16. Employment by occupational group in Worthing, the South East, Coast to Capital, Greater Brighton, Coastal West Sussex and West Sussex.

Source: ONS Annual Population Survey 2016 /Simpson Consulting

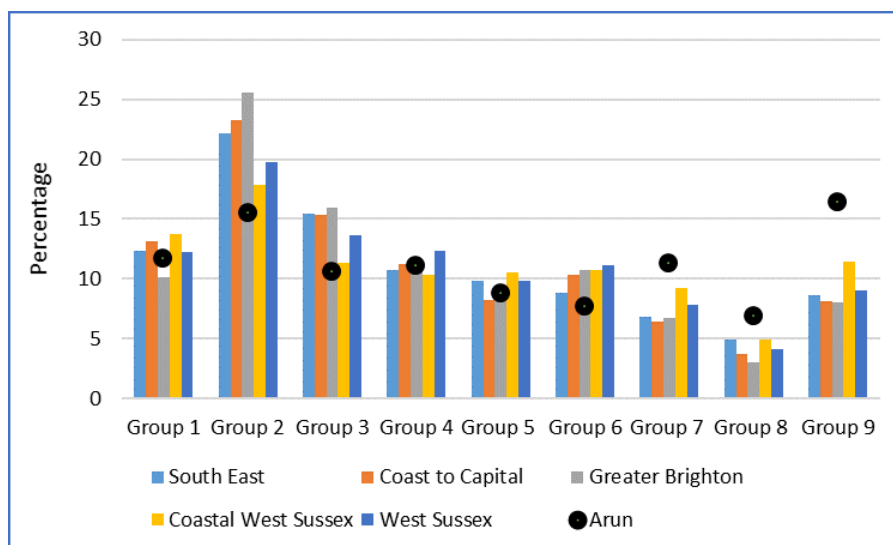


Figure 28. Percentage of resident workforce in employment by occupational group in Arun and the comparator areas in 2017

Source: ONS Annual Population Survey /Simpson Consulting

| |
|--|
| Key to occupational groups |
| Group 1: Managers, Directors and Senior Officials |
| Group 2: Professional Occupations |
| Group 3: Associate Professional and Technical Occupations |
| Group 4: Administrative and Secretarial Occupations |
| Group 5: Skilled Trades Occupations |
| Group 6: Caring, Leisure and Other Service Occupations |
| Group 7: Sales and customer service occupations |
| Group 8: Process, plant and machine operatives |
| Group 9: Elementary occupations |

Wages

Residents' median wages in Arun tend to be lower than those of the comparator areas although they have been rising more steeply over the past five years and, for a brief period in 2016, they overtook the Coastal West Sussex average slightly. However, recently they appear to have dropped again and in 2018 were 16% lower in Arun than the South East region. Figure 29 and Table 18.

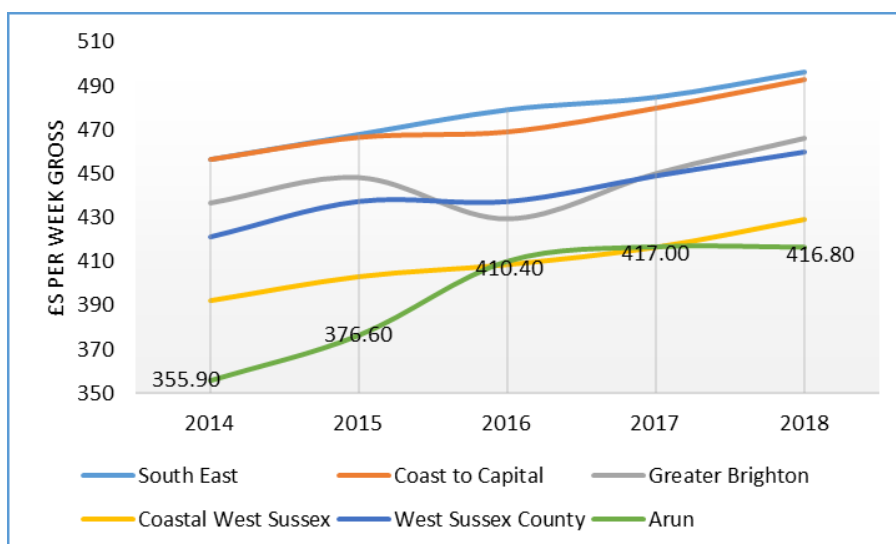


Figure 29: Resident median weekly wages (full and part-time) in Arun and the comparator areas 2014-2018

Source: Source: ONS Annual Survey of Hours and Earnings (ASHE), Resident Analysis 2018 / Simpson Consulting

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------------------|--------|--------|--------|--------|--------|
| South East | 456.50 | 467.90 | 479.10 | 484.80 | 496.20 |
| Coast to Capital | 456.50 | 466.60 | 469.10 | 479.90 | 492.90 |
| Greater Brighton | 436.48 | 448.03 | 429.25 | 449.90 | 465.97 |
| Coastal West Sussex | 392.38 | 403.33 | 408.80 | 416.73 | 429.38 |
| West Sussex | 421.10 | 437.40 | 437.30 | 449.10 | 460.00 |
| Arun | 355.90 | 376.60 | 410.40 | 417.00 | 416.80 |

Table 17: Resident median weekly wages (full and part-time) in Arun and the comparator areas 2014-2018

Source: Source: ONS ASHE, Resident Analysis 2018 / Simpson Consulting

In Coast to Capital, Arun resident’s median weekly wages are the lowest of all the local authorities and in a group at the bottom with the other Coastal West Sussex local authorities. Figure 30.

Arun’s median weekly wage is nearly 29% below that of the leading local authority, Reigate and Banstead. The “M25 effect” is clear to see among the leading local authorities on this metric. Residents with the requisite skills can commute from these areas to the better paid jobs in the capital.

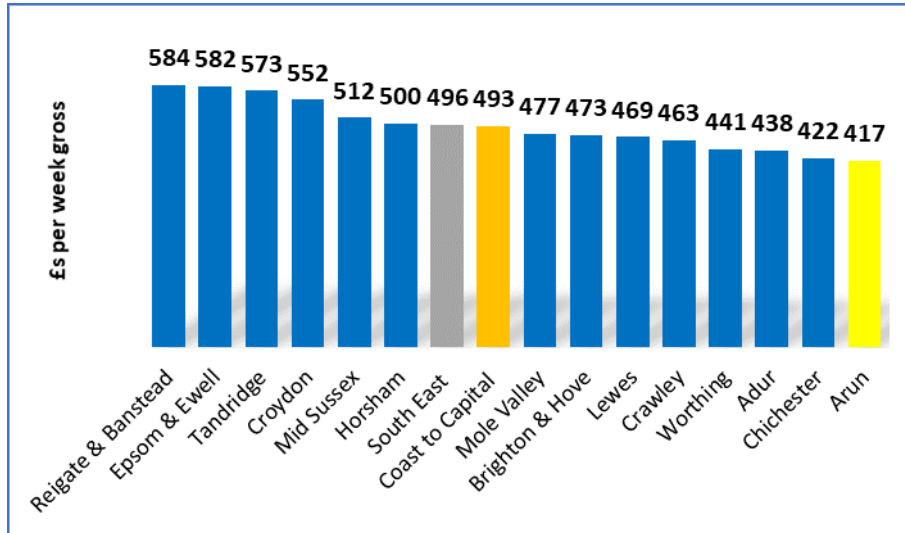


Figure 30: Resident median weekly wages (full and part-time) in the Coast to Capital local authorities and the South East in 2018

Source: ONS Annual Survey of Hours and Earnings Resident Analysis 2018/Simpson Consulting

Arun also has the lowest median weekly **workplace** wages of the Coast to Capital local authorities, 38% below those of Crawley, the leading local authority for workplace pay. Figure 31.

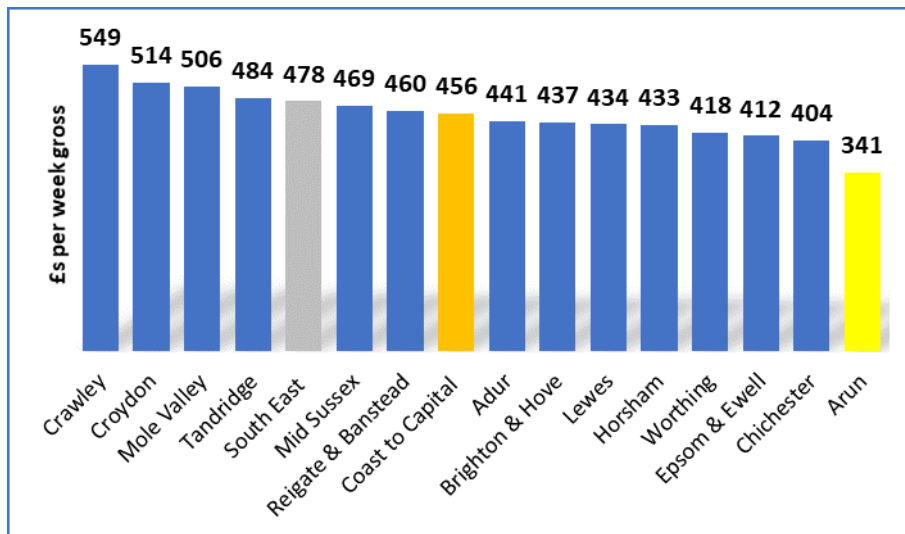


Figure 31: Workplace median weekly wages (full and part-time) in Coast to Capital local authorities and the South East in 2018

Source: ONS Annual Survey of Hours and Earnings Workplace Analysis 2018 / Simpson Consulting ONS / Simpson Consulting

The local authority area that scores best on median workplace wages out of the Coastal West Sussex local authorities is Adur, nearly on a par with Coast to Capital, reflecting its better paid manufacturing jobs and lower reliance on low value sectors such as tourism and retail. Brighton & Hove, Lewes and Horsham are all below average due to local economies where lower value sectors prevail and Epsom and Ewell is third from the bottom, reflecting the high percentage of retail businesses in the Borough. Figure 31.

Workplace wages tend to be lower than residents' wages in areas with high commuting rates as better skilled workers can commute out to higher paid employment elsewhere. The gap is particularly apparent in the M25 corridor with high rates of commuting to London, for example Reigate & Banstead, Epsom & Ewell and Tandridge (although interestingly, not in Mole Valley where workplace wages are higher than the Coast to Capital and South East averages.) In Coastal West Sussex districts, there tends to be a smaller gap, although not in Arun which has low median resident and even lower workplace wages. Figure 32.

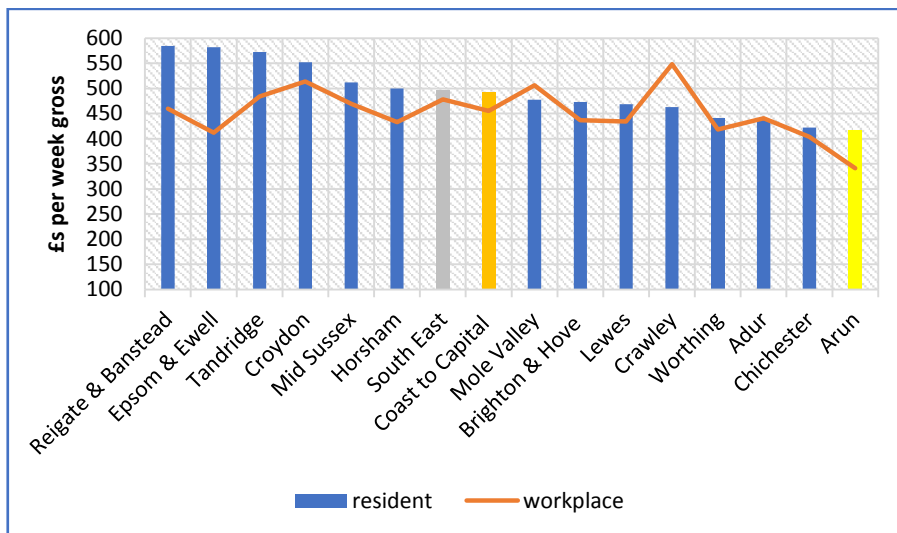


Figure 32: Resident and workplace median weekly wages (full and part-time) in Coast to Capital local authorities and the South East in 2018

Source: ONS Annual Survey of Hours and Earnings Workplace Analysis 2018 / Simpson Consulting ONS / Simpson Consulting

Employment by sector

Arun has the highest percentage of employees in *Agriculture, Forestry & Fishing* among the comparator areas, reflecting the strong presence of the horticultural sector in the district. Arun also leads on the proportion of employment in *Motor Trades, Retail and Accommodation & Food*. Table 19.

| | South East | Coast to Capital | Greater Brighton | Coastal W Sussex | West Sussex | Arun |
|-----------------------|------------|------------------|------------------|------------------|-------------|-------|
| Ag., for. & fish. | 0.83 | 0.82 | 0.25 | 1.98 | 1.30 | 2.70 |
| Mining, quar. & util. | 1.36 | 1.41 | 1.77 | 1.41 | 1.56 | 1.29 |
| Manufacturing | 6.11 | 4.69 | 5.06 | 7.91 | 7.01 | 6.47 |
| Construction | 5.46 | 5.16 | 3.80 | 4.52 | 4.42 | 5.39 |
| Motor trades | 1.92 | 1.64 | 1.52 | 1.69 | 1.82 | 1.94 |
| Wholesale | 4.56 | 3.87 | 3.54 | 3.39 | 4.68 | 3.78 |
| Retail | 9.74 | 10.43 | 10.38 | 11.86 | 10.65 | 15.10 |
| Transport & storage | 4.58 | 5.04 | 7.59 | 2.54 | 7.27 | 2.70 |
| Accomm. & food | 7.26 | 7.50 | 7.85 | 8.47 | 8.05 | 10.79 |
| Info & comms | 5.85 | 4.34 | 4.05 | 2.82 | 3.38 | 1.94 |
| Finance & ins. | 2.83 | 4.34 | 4.56 | 2.54 | 3.12 | 2.16 |
| Property | 1.63 | 1.76 | 1.52 | 2.26 | 1.82 | 1.51 |
| Prof. sci. & tech. | 7.92 | 7.15 | 6.08 | 5.08 | 5.97 | 3.78 |
| Biz admin & support | 8.62 | 8.91 | 10.13 | 6.78 | 9.61 | 8.63 |

Table 18: Percentage of employment in each broad industrial group in Arun and the reference geographies in 2017

Source: UK Business Register and Employment Survey / Simpson Consulting Ltd

KEY

| | |
|----------------------------|--|
| Highest %age of employment | |
| Lowest %age of employment | |

Unfortunately, Arun has the lowest proportion of jobs in the knowledge intensive sectors of *Information & Communications, Finance & Insurance, and Professional, Scientific & Technical*. Not only does this point to a lack of knowledge intensity but also indicates why wages and productivity tend to be lower in Arun. It all points to a low skills equilibrium where low workforce skills attract businesses with low skills demand and a cycle is created.

Employment rates

Arun had a lower employment rate among the working age population in 2017 than all the other comparator geographies. Figure 33.

(In contrast, nearby Worthing had a higher employment rate than any of the comparator areas at 83.8% in 2017.

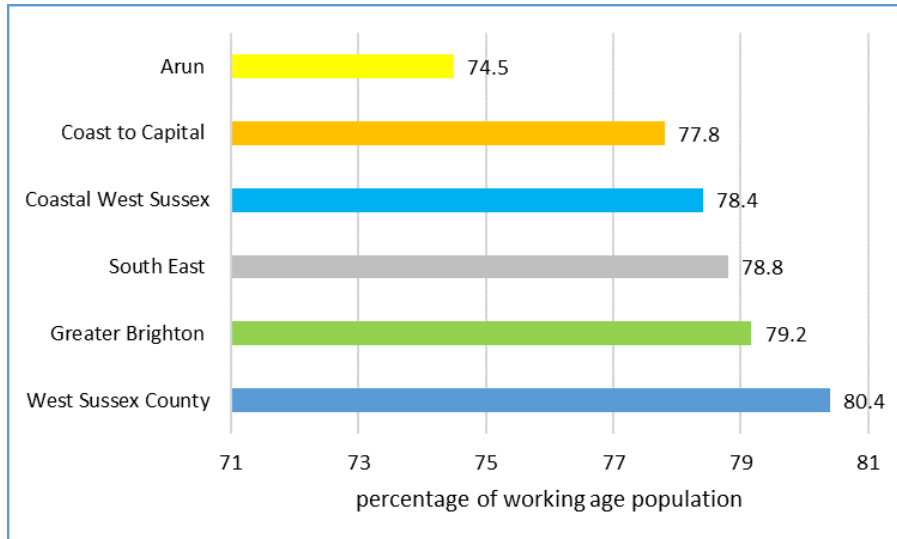


Figure 33: Employment rates in Arun and the comparator areas in 2017

Source: ONS Annual Population Survey /Simpson Consulting

Arun's employment rates have varied considerably during the reference period and have gone from the highest to the lowest, taking a substantial dip in 2015 with some limited recovery since then. This indicates an unstable labour market with a higher level of insecure jobs. Figure 34.

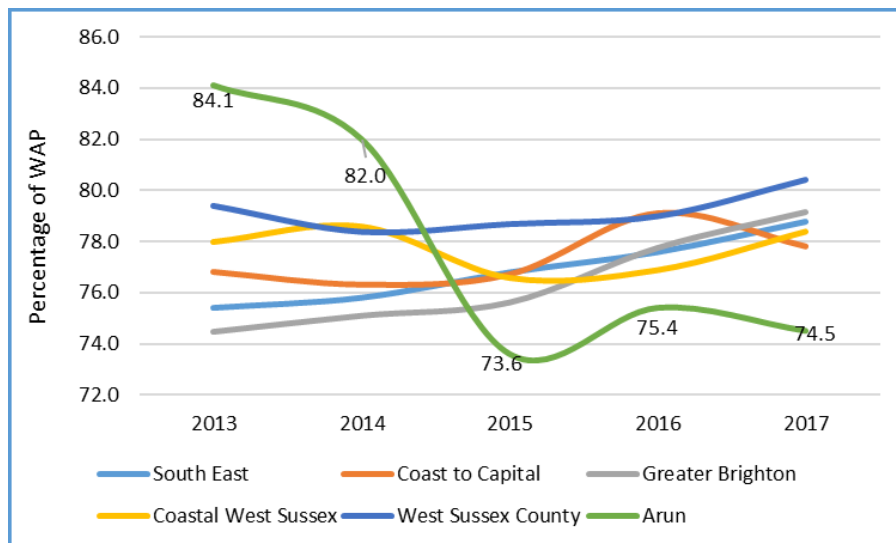


Figure 34: Percentage change in employment rates among the working age population in Coast to Capital districts 2012 to 2017

Source: ONS Annual Population Survey 2016 /Simpson Consulting

Self-employment

| . | 2013 | 2014 | 2015 | 2016 | 2017 | Median |
|--------------------|------|------|------|------|------|--------|
| Mid Sussex | 10.3 | 11.1 | 12.6 | 13.3 | 17.1 | 12.6 |
| Horsham | 15.3 | 12.8 | 10.9 | 13.9 | 16.4 | 13.9 |
| Brighton & Hove | 13 | 13.4 | 13.6 | 15.1 | 15.0 | 13.6 |
| Chichester | 11 | 17 | 22.3 | 22.1 | 14.8 | 17.0 |
| Tandridge | 23.7 | 21.5 | 12.8 | 15.8 | 13.6 | 15.8 |
| Croydon | 11 | 11.4 | 11 | 12.8 | 13.2 | 11.4 |
| Reigate & Banstead | 15.4 | 12.9 | 13.7 | 13.6 | 12.7 | 13.6 |
| Coast to Capital | 12.2 | 12.7 | 13.1 | 13.6 | 12.6 | 12.7 |
| Worthing | 13.4 | 13.8 | 13.6 | 16.7 | 11.2 | 13.6 |
| Lewes | 14.5 | 14.6 | 15.4 | 18.2 | 10.8 | 14.6 |
| Arun | 8.7 | 10.8 | 10.9 | 6.2 | 10.3 | 10.3 |
| Epsom & Ewell | 10 | 12.9 | 7.2 | 11.7 | 9.9 | 10.0 |
| Mole Valley | 11.8 | 10.9 | 10.6 | 13.6 | 8.9 | 10.9 |
| Adur | 13.5 | 10.8 | 10.6 | 11.1 | 8.2 | 10.8 |
| Crawley | 3.8 | 8.8 | 20.1 | 8.1 | 7.3 | 8.1 |

Table 19. Self-employment rates as a %age of all employment in Coast to Capital LADs 2013 to 2017

Source: ONS Annual Population Survey 2016 /Simpson Consulting

Arun's self employment rate of 10.3% in 2017 is below average for Coast to Capital at 12.6% and the South East at 11.8%.

However, self-employment rates do vary quite considerably as they are influenced by the degree willingness of employers to take on employees as well as the tax regime and other factors. The median rate (or mid point in the range) has therefore been included which shows Arun again performing below average. Table 20.

SOCIAL COHESION

Overview

Arun faces a number of issues in terms of quality of life and health. However, In spite of lower household incomes, high housing costs, higher than average out-commuting rates, higher mortality and lower life expectancy rates, Arun residents are happier, more satisfied with life and have lower anxiety levels than the comparator areas.

Key points

- Unemployment rates are low in all areas, including Arun, and have fallen over the reference period. At the end of 2017, Arun's unemployment rate was 3.3% compared to 2.9% in West Sussex and 3.1% in Coastal West Sussex.
- Arun is ranked in the bottom half of English local authorities on 5 out of the 10 measures on the Index of Multiple Deprivation. These are: *employment, education skills and training, health deprivation and disability, barriers to housing and services, income deprivation affecting children*
- Adur is less deprived than Brighton & Hove, Croydon or Adur local authorities all of which are ranked in the bottom 50% on 8 out of 9 measures
- Arun is a net exporter of labour. At the time of the last census, 8,973 people commuted into Arun from other areas and 27,394 or 42% of the employed workforce commuted out on a daily basis resulting in a net population decrease of 18,421 in Arun.
- The most popular destinations for Arun residents who commute out are Chichester (46%), Worthing (25%) and Horsham (8.25%)
- Arun residents are least likely along with Chichester to work close to home with a commute of less than 5 kilometres
- Arun residents, together with Adur's, have the highest percentages of people travelling between 20 and 39 kilometres to their place of work
- Between 2016 and 2031 there will be 12,000 more households requiring accommodation in Arun
- Factors include not only population growth through in-migration etc. but also the ageing population which means more single dwellings are required
- In Arun as in the other comparator areas, houses are continuing to become less affordable and the median house price to median residents wage ratio stood at 10.36 in Arun in 2017

- In all the comparator areas, Gross Disposable Household Income (GDHI) has risen over the reference period but in 2017 at £20,731 in Arun it remains persistently lower than in any of the comparator areas
- Mortality rates are higher and both male and female life expectancy is lower in Arun than in the comparator areas
- Arun residents rate themselves slightly higher on life satisfaction, feelings of life being worthwhile and happiness than the comparator areas and have lower anxiety levels

Unemployment

Unemployment rates have varied over the 2013 to 2017 reference period. Arun has followed the generally downward trend as the economy recovered from the effects of the 2008 economic downturn. At the end of 2017, Arun’s unemployment rate was 3.3% compared to 2.9% in West Sussex and 3.1% in Coastal West Sussex. It was below Coast to Capital and Greater Brighton but very slightly above that of the South East region. Table 21 and Figure 35.

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------|------|------|------|------|------|
| South East | 5.7 | 4.8 | 4.2 | 4.0 | 3.2 |
| Coast to Capital | 5.8 | 5.4 | 3.5 | 3.8 | 4.3 |
| Greater Brighton | 6.1 | 5.1 | 4.7 | 4.4 | 3.5 |
| Coastal West Sussex | 5.2 | 4.3 | 3.8 | 4.2 | 3.1 |
| West Sussex County | 5.4 | 4.5 | 2.6 | 2.7 | 2.9 |
| Arun | 4.6 | 4.2 | 3.8 | 4.4 | 3.3 |

Table 20: Unemployment rates in Arun and the comparator areas 2013 to 2017

Source: ONS Model Based unemployment/Simpson Consulting

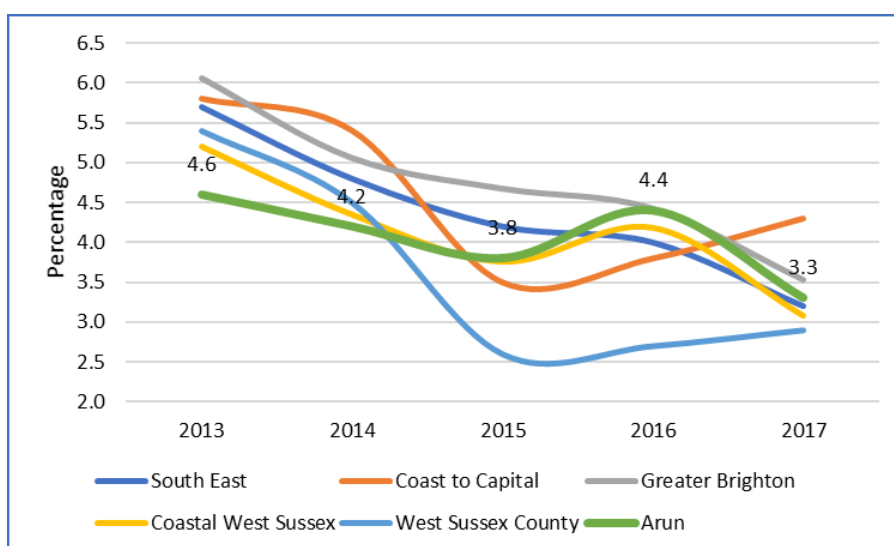


Figure 35: Unemployment rates in Arun and the comparator areas 2013 to 2017

Source: ONS Model Based unemployment/Simpson Consulting

Unemployment has fallen in all local authority districts in Coast to Capital between 2013 and 2017 including Arun which has seen a fall of 1.3%, below the Coast to Capital average of -1.5%. At the end of 2017 there were an estimated 2,400 unemployed people in Arun, a fall of 1,100 since 2013. Table 22.

| | Fall in no.s | Fall %age |
|--------------------|--------------|-----------|
| Crawley | -2,200 | -4.6 |
| Worthing | -1,200 | -3.0 |
| Brighton & Hove | -4,000 | -2.7 |
| Adur | -800 | -2.6 |
| Chichester | -1,500 | -2.5 |
| Lewes | -1,000 | -2.4 |
| Reigate & Banstead | -1,100 | -1.6 |
| Epsom & Ewell | -600 | -1.5 |
| Coast to Capital | -14,700 | -1.5 |
| Horsham | -1,000 | -1.4 |
| Arun | -1,100 | -1.3 |
| Croydon | -2,100 | -1.3 |
| Tandridge | -600 | -1.1 |
| Mole Valley | -600 | -1 |
| Mid Sussex | -800 | -0.9 |

Table 21: Change in unemployment in Coast to Capital local authorities between 2013 and 2017

Source: ONS Model based unemployment 2016 /Simpson Consulting

Deprivation

Arun's was ranked 150th on the Index of Multiple Deprivation in 2015 out of 326 local authorities. It is ranked in the bottom half (i.e. a ranking of 163 or less) of English local authorities on 5 out of the 10 measures marked in pink in Table 23. These are:

- Employment 151
- Education skills and training 84
- Health deprivation and disability 134
- Barriers to housing and services 145
- Income deprivation affecting children 159

Adur is less deprived than Brighton & Hove, Croydon or Adur local authorities all of which are ranked in the bottom 50% on 8 out of 9 measures..

Table 22: Rank of Coast to Capital local authority districts on the 10 Indices of Deprivation 2015

| | IMD - Rank | Income - Rank | Employment - Rank | Education, Skills and Training - Rank | Health Deprivation and Disability - Rank | Crime - Rank | Barriers to Housing and Services - Rank | Living Environment - Rank | Income Deprivation Affecting Children Index (IDACI) - Rank | Income Deprivation Affecting Older People (IDAOPI) - Rank |
|----------------------|------------|---------------|-------------------|---------------------------------------|--|--------------|---|---------------------------|--|---|
| Brighton and Hove | 109 | 122 | 150 | 192 | 99 | 104 | 56 | 49 | 148 | 50 |
| Croydon | 91 | 72 | 117 | 207 | 155 | 21 | 14 | 94 | 57 | 117 |
| Adur | 150 | 146 | 145 | 53 | 136 | 144 | 245 | 123 | 146 | 155 |
| Arun | 174 | 164 | 151 | 84 | 134 | 183 | 145 | 263 | 159 | 206 |
| Chichester | 231 | 236 | 245 | 238 | 237 | 279 | 88 | 167 | 240 | 260 |
| Crawley | 151 | 139 | 177 | 65 | 179 | 83 | 39 | 318 | 122 | 126 |
| Horsham | 295 | 299 | 295 | 300 | 300 | 285 | 47 | 260 | 300 | 316 |
| Mid Sussex | 321 | 319 | 316 | 282 | 320 | 264 | 198 | 286 | 317 | 315 |
| Worthing | 172 | 165 | 138 | 149 | 117 | 150 | 320 | 99 | 185 | 170 |
| Epsom and Ewell | 313 | 311 | 309 | 310 | 307 | 201 | 202 | 198 | 298 | 314 |
| Mole Valley | 305 | 317 | 305 | 306 | 301 | 294 | 132 | 191 | 316 | 321 |
| Reigate and Banstead | 292 | 279 | 286 | 267 | 285 | 181 | 137 | 267 | 264 | 302 |
| Tandridge | 284 | 283 | 276 | 249 | 278 | 108 | 183 | 256 | 270 | 309 |
| Lewes | 201 | 178 | 172 | 165 | 204 | 242 | 108 | 250 | 181 | 224 |

Source DCLG English Indices of Deprivation 2015 /Simpson Consulting

Travel to work

Arun is a net exporter of labour. At the time of the last census, 8,973 people commuted into Arun from other areas and 27,394 or 42% of the employed workforce commuted out on a daily basis resulting in a net population decrease of 18,421 in Arun. The most popular destinations for Arun residents who commute out are Chichester (46%), Worthing (25%) and Horsham (8.25%). Figure 36.

58% of Arun residents work in Arun itself while a further 19,464 or 29.85% of the workforce works somewhere along the coast; those working in Arun itself plus those working along the coast in Adur, Brighton and Hove, Chichester Portsmouth and Havant account for nearly 88% of Arun employment. Very few of the total workforce (0.79%) commute to central London and just over 4.7% travel to the Gatwick Diamond areas of Horsham, Mid Sussex and Crawley for work. Table 24.

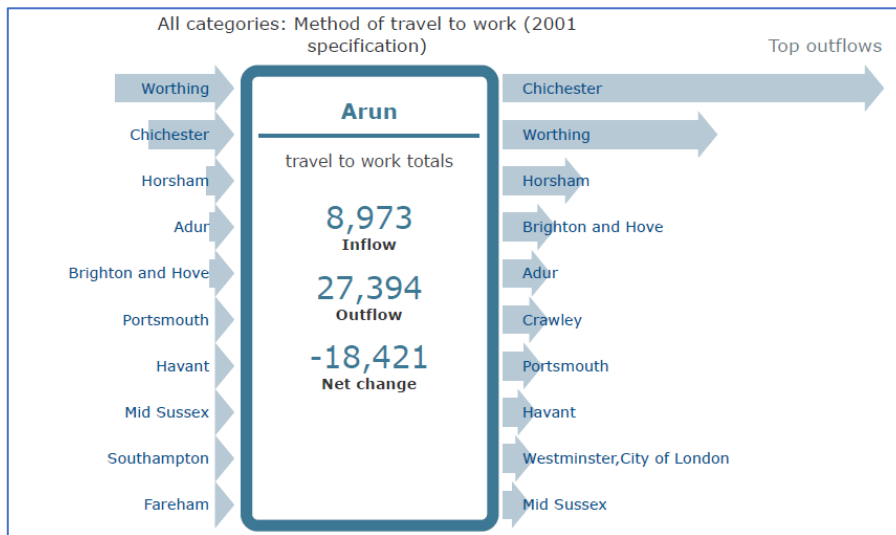


Figure 36: Arun commuting inflow and outflow patterns
 Source: ONS Census 2011/ Simpson Consulting

| Outflow destination | %age of all outflow | Number |
|----------------------------------|---------------------|---------------|
| Chichester | 38.52 | 10,551 |
| Worthing | 20.93 | 5,733 |
| Horsham | 6.89 | 1,887 |
| Brighton and Hove | 3.89 | 1,065 |
| Adur | 3.29 | 902 |
| Crawley | 3.00 | 823 |
| Portsmouth | 2.41 | 661 |
| Havant | 1.87 | 512 |
| Westminster, City of London | 1.56 | 426 |
| Mid Sussex | 1.19 | 326 |
| Total outflow to top 10 | 83.54% | 22,886 |
| Remainder to other places | 16.46% | 4,508 |
| Total outflow | 100% | 27,394 |

Table 23: Top ten places of work for Arun residents in employment

Source: ONS Census 2011/ Simpson Consulting

Arun residents are least likely, along with Chichester residents, to work close to home with a commute of less than 5 kilometres. Worthing and Brighton residents are more likely to be able to work close to home. Arun and Adur residents have the highest rates of travel between 20 and 39 kilometres to their place of work. Figure 37.

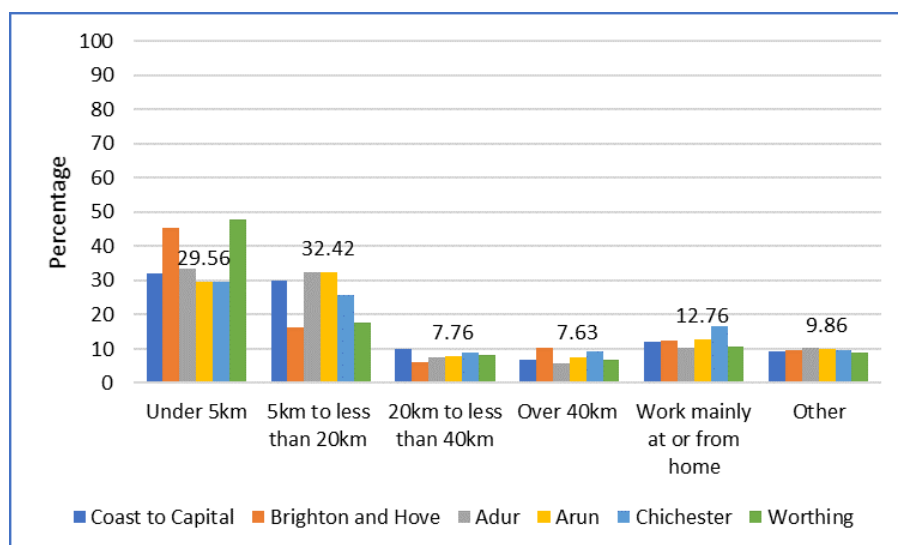


Figure 37: Distance travelled to work in the coastal local authorities and Coast to Capital (Data labels are for Arun)

Source: Census 2011 /Simpson Consulting

Housing demand and affordability

In common with the comparator areas, Arun is set to see a rise in the number of households. Between 2016 and 2031 there will be 12,000 more households requiring accommodation in Arun. Factors include not only population growth through in-migration etc., but also the ageing population which means more single dwellings are required. Arun’s predicted growth rate is nearly 17% which is above that of all the comparator areas and over 4% above that of the South East as a whole. Table 25.

| | 2016 | 2021 | 2026 | 2031 | %age + 2016-31 |
|---------------------|-----------|-----------|-----------|-----------|----------------|
| South East | 3,705 | 3,850 | 4,007 | 4,159 | 12.25 |
| Coast to Capital | 842 | 877 | 917 | 956 | 13.55 |
| Greater Brighton | 630 | 660 | 693 | 726 | 12.91 |
| Coastal West Sussex | 199 | 208 | 219 | 229 | 15.34 |
| West Sussex | 362 | 378 | 397 | 415 | 14.75 |
| Arun | 70 | 73 | 77 | 82 | 16.93 |

Table 24: Projected growth in no.s (thousands) and percentages of households in Arun and the comparator areas 2016-3031

Source: ONS household projections for local authorities in England 2016 / Simpson Consulting

The effect of the ageing population on household growth can be clearly seen in Figure 38 where the growth in households in Arun is concentrated in the 55 and over age bands.

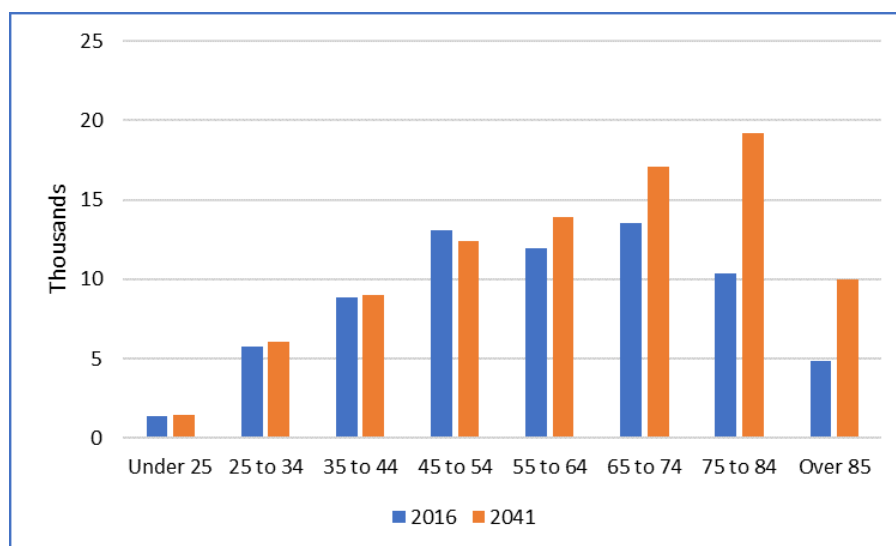


Figure 38: Growth in households in Arun between 2016 and 2041 by age group (thousands)

Source: ONS Household projections by age and district, mid-2016 and mid-2041/ Simpson Consulting

In Arun as in the other comparator areas, houses are continuing to become less affordable and the median house price to median residents wage ratio stood at 10.36 in Arun in 2017. In other words, a medium priced house costs over 10 times the median or mid point salary for Arun residents. Figure 39 and Table 26.

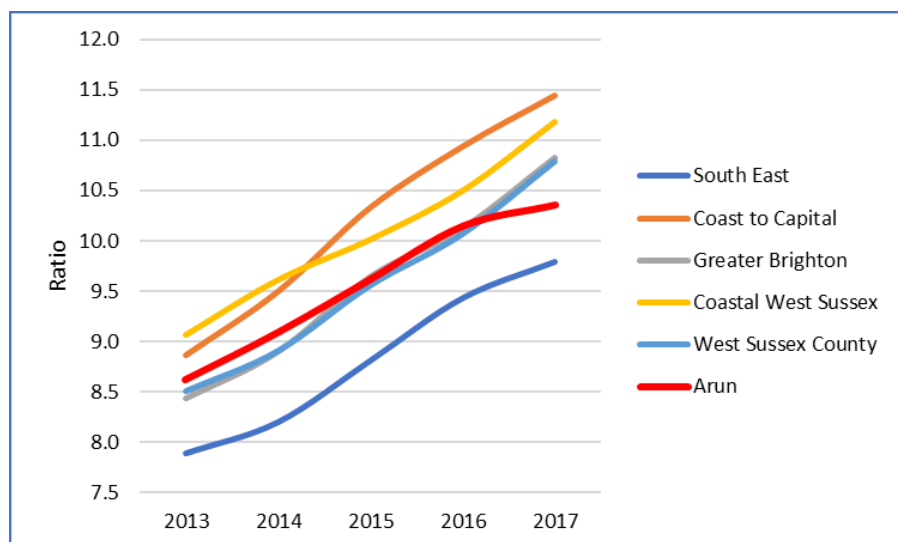


Figure 39: Median house price to median residents' wages in Arun and the comparator areas 2013 to 2017.

Source: ONS House price statistics / Simpson Consulting

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------|------|------|-------|-------|-------|
| South East | 7.89 | 8.20 | 8.81 | 9.43 | 9.79 |
| Coast to Capital | 8.86 | 9.50 | 10.33 | 10.93 | 11.44 |
| Greater Brighton | 8.44 | 8.91 | 9.65 | 10.12 | 10.82 |
| Coastal West Sussex | 9.07 | 9.62 | 10.02 | 10.50 | 11.18 |
| West Sussex County | 8.51 | 8.91 | 9.56 | 10.07 | 10.79 |
| Arun | 8.62 | 9.09 | 9.62 | 10.15 | 10.36 |

Table 25: Median house price to median residents' wages in Arun and the comparator areas 2013 to 2017.

Source: ONS House price statistics / Simpson Consulting

Household income

Gross Disposable Household Income (GDHI) is a useful measure of relative wealth. It is a measure of the amount of money that that people have available for spending or saving after taxes, social contributions and benefits have taken effect. (GDHI covers areas and does not provide measures relating to actual households or family units.) GDHI statistics show that in all the comparator areas, the amount of disposable household income has risen over the reference period but in 2017 at £20,731 in Arun it was lower than in any of the comparator areas. Table 27 and Figure 40.

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------|--------|--------|--------|--------|--------|
| South East | 19,998 | 20,678 | 21,026 | 22,313 | 22,375 |
| Coast to Capital | 20,370 | 21,088 | 21,352 | 22,736 | 22,767 |
| Greater Brighton | 19,376 | 20,095 | 20,351 | 21,617 | 21,568 |
| Coastal West Sussex | 18,890 | 19,653 | 19,846 | 21,340 | 21,384 |
| West Sussex County | 19,865 | 20,616 | 20,815 | 22,100 | 22,073 |
| Arun | 18,407 | 19,164 | 19,264 | 20,679 | 20,731 |

Table 26: Gross Disposable Household Income in Arun and the comparator areas 2013 to 2017

Source: ONS Gross Disposable Household Income (GDHI) / Simpson Consulting

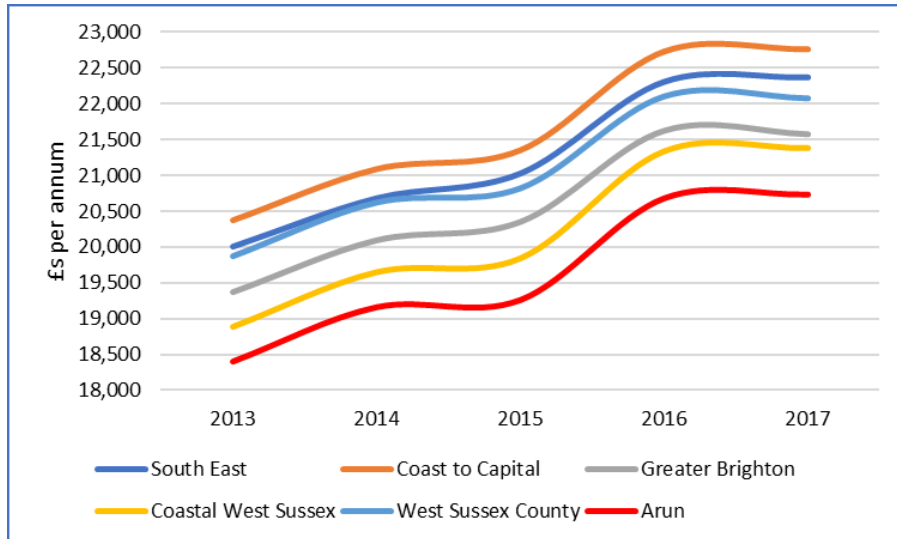


Figure 40: Gross Disposable Household Income in Arun and the comparator areas 2013 to 2017

Source: ONS Gross Disposable Household Income (GDHI) / Simpson Consulting

Mortality rates

Mortality rates tend to vary year on year as Figure 41 shows. The average mortality rate for each year is represented by the black line and, over the reference period, shows that Arun has tended to be slightly above average or above average each year in relation to the five comparator areas.

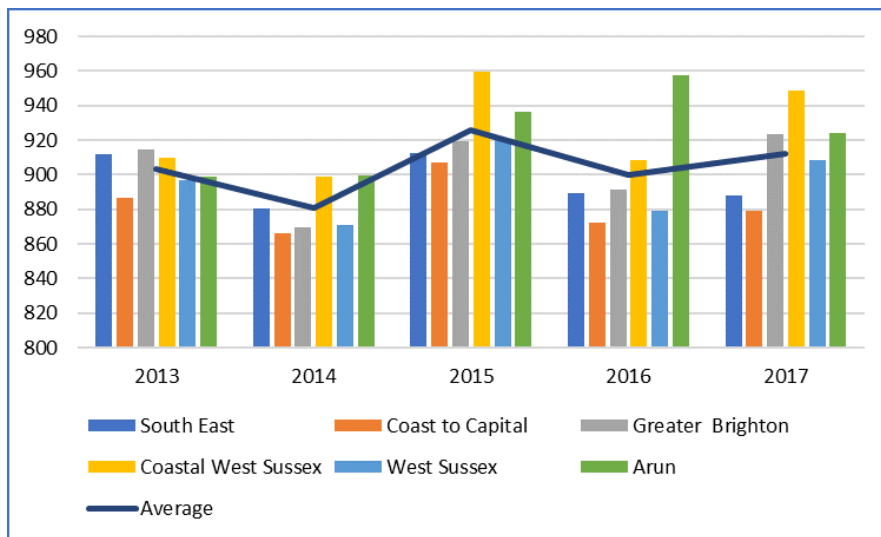


Figure 41: Mortality rates: deaths per 1,000 population in Arun and the comparator areas 2013-2017

Source: ONS Births, deaths and marriages / Simpson Consulting

Among the comparator areas, Coastal West Sussex has tended to see the highest death rates over the period with the exception of 2013. Within Coastal West Sussex, Worthing has tended to have the highest mortality rates. Table 28.

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------|------------|------------|------------|------------|------------|
| Coastal West Sussex | 910 | 899 | 960 | 908 | 949 |
| Adur | 929 | 903 | 990 | 861 | 959 |
| Arun | 899 | 900 | 937 | 958 | 924 |
| Chichester | 842 | 826 | 920 | 843 | 866 |
| Worthing | 970 | 967 | 993 | 972 | 1,047 |

Table 27: Mortality rates: deaths per 1,000 population in Coastal West Sussex 2013 -2017

Source: ONS Births, deaths and marriages / Simpson Consulting

Life expectancy

Life expectancy tells a similar story. Both male and female life expectancy rates are below the Coast to Capital average in Arun and the other Coastal West Sussex local authority districts apart from more affluent Chichester which is above average. Table 29.

| | Male | Female |
|--------------------|-------------|-------------|
| Coast to Capital | 80.7 | 84.3 |
| Croydon | 80.3 | 83.6 |
| Brighton and Hove | 79.0 | 83.5 |
| Adur | 80.2 | 83.6 |
| Arun | 79.8 | 83.8 |
| Chichester | 81.1 | 85.0 |
| Crawley | 80.8 | 83.9 |
| Horsham | 81.4 | 84.5 |
| Mid Sussex | 81.4 | 85.0 |
| Worthing | 79.2 | 83.2 |
| Epsom & Ewell | 81.7 | 85.7 |
| Mole Valley | 82.4 | 85.0 |
| Reigate & Banstead | 81.2 | 84.4 |
| Tandridge | 80.7 | 83.7 |
| Lewes | 81.1 | 85.7 |

Table 28: Life expectancy for males and females born 2012 to 2014 in Coast to Capital local authority districts

Source: ONS Population statistics / Simpson Consulting

Activity levels

Arun has what could be described as a moderately active population with one of the lowest percentages in the top bracket for physical activity undertaking at least two and a half hours per week but a higher than average percentage taking a medium amount of physical exercise and a more or less average percentage taking in the least active bracket. Figures 42 to 44.

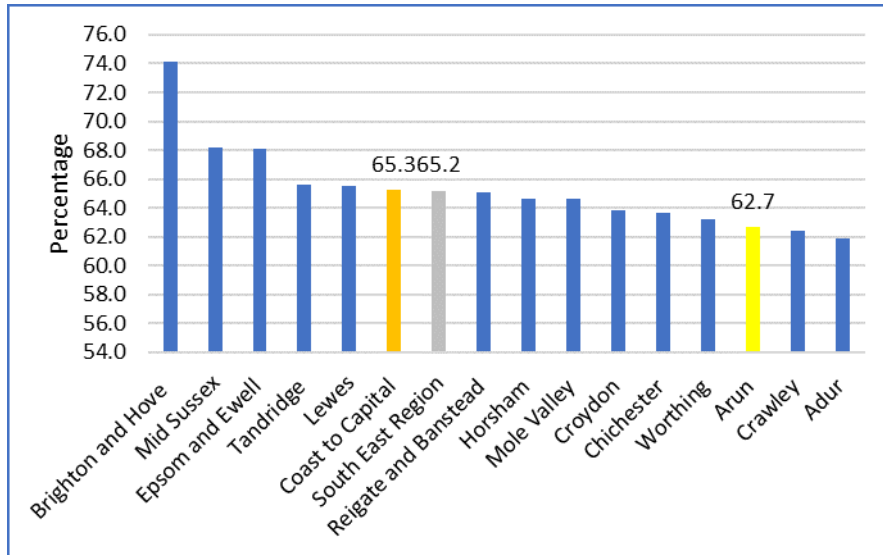


Figure 42: Percentage of population undertaking at least 150 mins of physical activity per week

Source: Sports England / Simpson Consulting

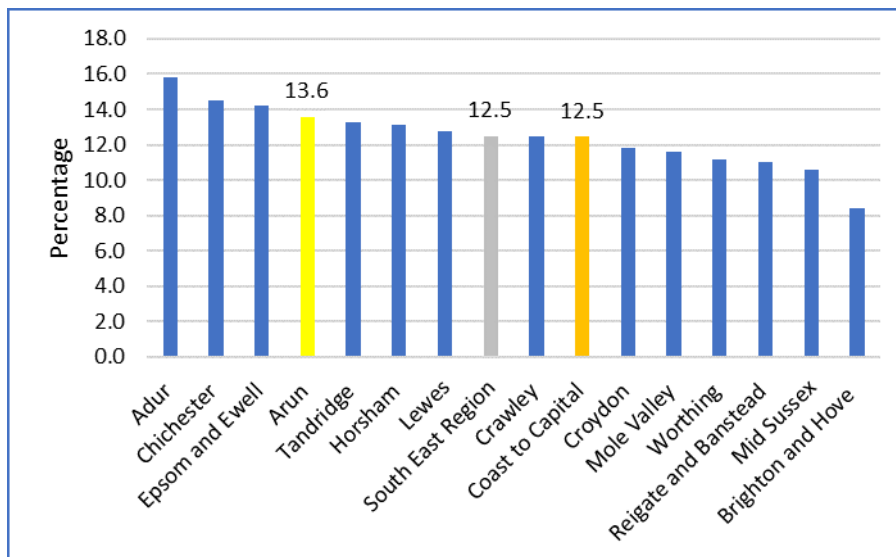


Figure 43: Percentage of population undertaking between 30 and 149 mins of physical activity per week

Source: Sports England / Simpson Consulting

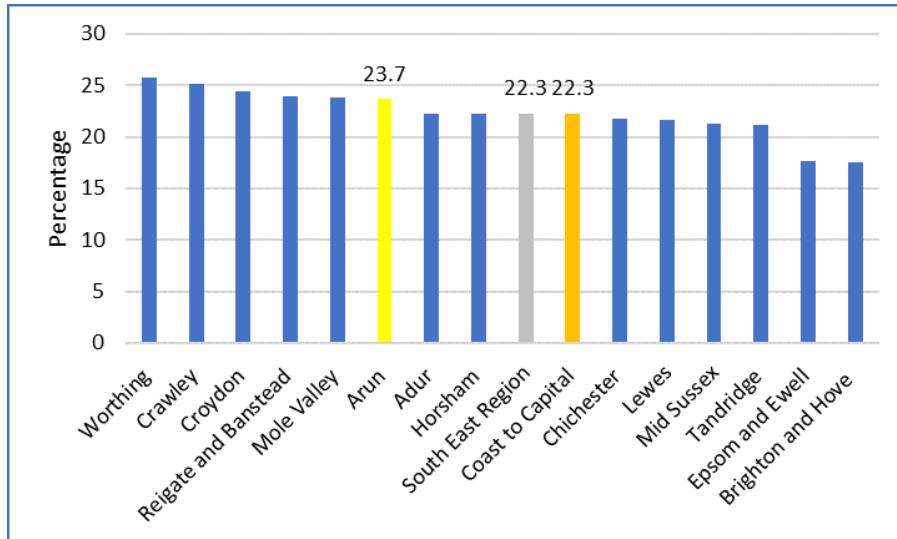


Figure 44: Percentage of population undertaking less than 30 mins of physical activity per week

Source: Sports England / Simpson Consulting

Life satisfaction

Arun residents rate themselves slightly higher on life satisfaction, feelings of life being worthwhile and happiness than the comparator areas and have lower anxiety levels. Figure 45.

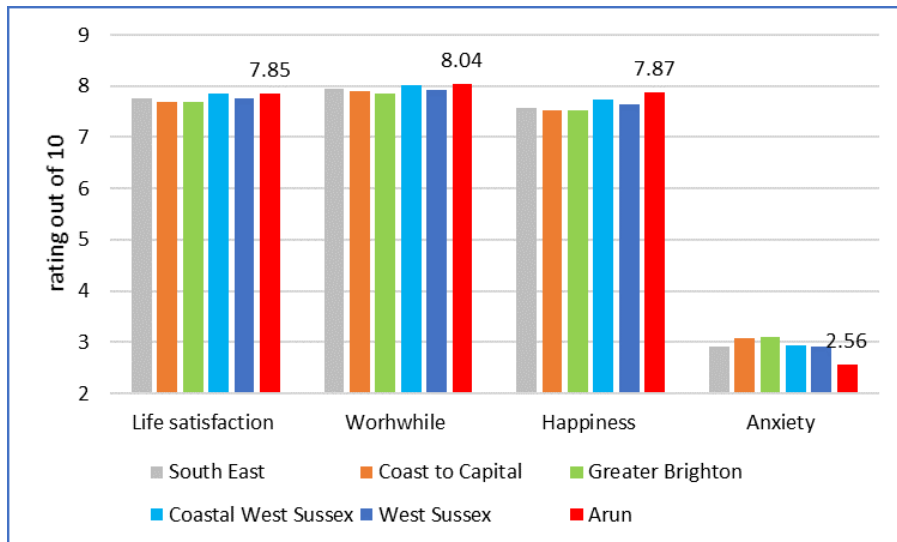


Figure 45: Ratings out of 10 for life satisfaction, feelings of life being worthwhile, happiness and anxiety in Arun and the comparator areas in 2017

Sources: ONS Life satisfaction / Simpson Consulting

ANNEX A: Sector definitions

1. Tourism –The definition in the ONS document "Measuring Tourism" has been used with the 2007 SIC codes as follows:

| Table 1: International definition of tourism related industries defined on the basis of UK SIC07 codes (5Digit). Industry | SIC 2007 code | Industry | SIC 2007 code |
|---|--|--------------------------------------|---------------|
| Railway passenger transport. | 49100 | Transport Equipment Rental | 77110 |
| Road Passenger transport | 49320 | | 77341 |
| 49390 | | 77351 | |
| Water Passenger transport | 50100 | Sporting and recreational activities | 77210 |
| 50300 | | 92000 | |
| Air Passenger transport | 51101 | | 93110 |
| 51102 | | 93199 | |
| Accommodation for Visitors | 55100 | | 93210 |
| 55201 | | 93290 | |
| 55202 | Country-specific tourism characteristic activities | | 82301 |
| 55209 | | 82302 | |
| 55300 | Cultural Activities | | 90010 |
| 55900 | | 90020 | |
| Food and beverage serving activities | 56101 | | 90030 |
| 56102 | | 90040 | |
| 56103 | | 91020 | |
| 56210 | | 91030 | |
| 56290 | | 91040 | |
| 56301 | | | |
| 56302 | | | |
| 68209 | | | |
| 68320 | | | |

2.. Horticulture – There is no official definition and the following definition has been used:

01.13 : Growing of vegetables and melons, roots and tubers

01.14 : Growing of sugar cane

01.16 : Growing of fibre crops

01.19 : Growing of other non-perennial crops

01.21 : Growing of grapes

01.22 : Growing of tropical and subtropical fruits

01.23 : Growing of citrus fruits

01.24 : Growing of pome fruits and stone fruits

01.25 : Growing of other tree and bush fruits and nuts

01.26 : Growing of oleaginous fruits

01.27 : Growing of beverage crops

01.28 : Growing of spices, aromatic, drug and pharmaceutical crops

01.29 : Growing of other perennial crops

01.30 : Plant propagation

Supplement with the farmed area for fruit and veg by LA

<https://www.gov.uk/government/statistical-data-sets/structure-of-the-agricultural-industry-in-england-and-the-uk-at-june>

3. Tech Sector. The following definition used by Technation (formerly e-skills UK) has been used

26 : Manufacture of computer; electronic and optical products

27 : Manufacture of electrical equipment

58 : Publishing activities

59 : Motion picture; video and television programme production; sound recording and music publishing activities

60 : Programming and broadcasting activities

61 : Telecommunications

62 : Computer programming; consultancy and related activities

63 : Information service activities

4. Advanced manufacturing and engineering. (AME)The following ONS definition has been used

| Industry |
|---|
| 7112 : Engineering activities and related technical consultancy |
| 331 : Repair of fabricated metal products, machinery and equipment |
| 265 : Manufacture of instruments and appliances for measuring, testing and navigation; watches and clocks |
| 282 : Manufacture of other general-purpose machinery |
| 20 : Manufacture of chemicals and chemical products |
| 30 : Manufacture of other transport equipment |
| 261 : Manufacture of electronic components and boards |
| 332 : Installation of industrial machinery and equipment |
| 263 : Manufacture of communication equipment |
| 271 : Manufacture of electric motors, generators, transformers and electricity distribution and control apparatus |
| 289 : Manufacture of other special-purpose machinery |
| 291 : Manufacture of motor vehicles |
| 264 : Manufacture of consumer electronics |
| 279 : Manufacture of other electrical equipment |
| 281 : Manufacture of general purpose machinery |
| 292 : Manufacture of bodies (coachwork) for motor vehicles; manufacture of trailers and semitrailers |
| 262 : Manufacture of computers and peripheral equipment |
| 266 : Manufacture of irradiation, electromedical and electrotherapeutic equipment |
| 273 : Manufacture of wiring and wiring devices |
| 274 : Manufacture of electric lighting equipment |
| 284 : Manufacture of metal forming machinery and machine tools |
| 293 : Manufacture of parts and accessories for motor vehicles |
| 267 : Manufacture of optical instruments and photographic equipment |
| 275 : Manufacture of domestic appliances |
| 283 : Manufacture of agricultural and forestry machinery |

| | |
|---|-----------------|
| 21 : Manufacture of basic pharmaceutical products and pharmaceutical preparations | <i>Table 29</i> |
| 268 : Manufacture of magnetic and optical media | |
| 272 : Manufacture of batteries and accumulators | |
| | |

6. Knowledge economy: There are several definitions: the most commonly used being the broad definition:

- 18 : Printing and reproduction of recorded media
- 26 : Manufacture of computer; electronic and optical products
- 58 : Publishing activities
- 59 : Motion picture; video and television programme production; sound recording and music publishing activities
- 60 : Programming and broadcasting activities
- 61 : Telecommunications
- 62 : Computer programming; consultancy and related activities
- 63 : Information service activities
- 64 : Financial service activities; except insurance and pension funding
- 65 : Insurance; reinsurance and pension funding; except compulsory social security
- 66 : Activities auxiliary to financial services and insurance activities
- 69 : Legal and accounting activities
- 70 : Activities of head offices; management consultancy activities
- 71 : Architectural and engineering activities; technical testing and analysis
- 72 : Scientific research and development
- 73 : Advertising and market research
- 74 : Other professional; scientific and technical activities
- 85 : Education

However, this results in very high numbers of businesses being classified as KE. The more focussed ONS definition below is more specific and has been used in this report.

| | |
|-----------------------|--|
| | 71122 Engineering related scientific and technical consulting activities |
| | 71200 Technical testing and analysis |
| | 74100 Specialised design activities |
| | 74901 Environmental consulting activities |
| Aerospace & Transport | 28110 MF of engines and turbines, except aircraft, vehicle and cycle engines |
| | 28120 MF of fluid power equipment |

Arun Economic Development Strategy: Sector Definitions

| | |
|------------------------------|--|
| | 28131 MF of pumps |
| | 28132 MF compressors |
| | 28150 MF of bearings, gears, gearing and driving elements |
| | 29100 MF of motor vehicles |
| | 29201 MF of bodies |
| | 29202 MF of trailers and semi-trailers |
| | 29310 MF of electrical and electronic equipment for motor vehicles |
| | 29320 MF of other parts and accessories for motor vehicles |
| | 30110 Building of ships and floating structures |
| | 30120 Building of pleasure and sporting boats |
| | 30200 MF of railway locos |
| | 30300 MF of air and spacecraft and related machinery |
| | 30400 MF of military fighting vehicles |
| Creative Content | 59111 Motion picture production activities |
| | 59112 Video production activities |
| | 59113 Television programme production activities |
| | 59120 Motion picture, video and television post production activities |
| | 59200 Sound recording and music publishing activities |
| | 18201 Reproduction of sound recording |
| | 18202 Reproduction of video recording |
| | 18203 Reproduction of computer media |
| Software | 58210 Publishing of computer games |
| | 58290 Other software publishing |
| | 62011 Computer programming activities |
| | 62012 Business and domestic software development |
| | 63120 Web portals |
| High tech financial services | 64301 Activities of investment trusts |
| | 64302 Activities of unit trusts |
| | 64303 Activities of venture and development capital companies |
| | 64304 Activities of open-ended investment companies |
| | 64305 Activities of property unit trusts |
| | 64306 Activities of real estate investment trusts |
| | 64921 Credit granting by non-deposit taking finance houses and other specialist consumer credit grantors |
| | 64992 Factoring |
| | 64999 Financial intermediation not elsewhere classified |
| | 65300 Pension funding |
| | |

This page is intentionally left blank

Creating our Future

DRAFT

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

Contents

| | |
|--|----|
| Introduction | 2 |
| Arun in brief | 3 |
| Our vision | 4 |
| Arun: future trends and changing places | 5 |
| Arun: future places | 8 |
| • Town centre regeneration | 9 |
| • Employment space | 10 |
| • Housing | 11 |
| • Infrastructure | 11 |
| Arun: a business success story | 14 |
| • A growing business population | 15 |
| • New business creation | 16 |
| • Growing micro businesses into SMEs | 16 |
| • A strong and innovative knowledge economy | 17 |
| • A diverse and balanced range of sectors | 18 |
| Arun: prosperous and happy communities | 19 |
| • A skilled and qualified population | 21 |
| • Live and work locally | 22 |
| • High aspirations and achievement for young people | 22 |
| • Higher disposable household income | 23 |
| • High happiness and life satisfaction rates | 24 |
| Conclusion and next steps | 25 |
| Annex A: Consultation | 26 |

Introduction

Arun district is ready for investment. We have the businesses, the people, the heritage, the location and the room to grow. We are forging ahead to create a dynamic new future.

We are at a pivotal moment in our history. Our exciting opportunities for economic development have the potential to put Arun on the map as the place for businesses to invest and grow and for people to live in and visit.

Arun has plenty of affordable employment space and strategic employment sites. The international ports of Southampton and Portsmouth, the national motorway network and the UK's two main airports of Heathrow and Gatwick are all within easy reach and London to Bognor Regis is just over an hour and a half on the fastest trains.

Our attractive climate, location on the South Coast, historic towns and villages and access to superb countryside provide our people with an enviable quality of life. There is a good range of schools and, although house prices are rising, they are still relatively affordable for a south coast location, with a wide variety of urban and rural living on offer.

Our three main towns of Arundel, Bognor Regis and Littlehampton each have their own identity. The visitor economy continues to be a major asset, but our plans are about more than tourism; we have a diverse range of business sectors and our business population has grown by more than 15% in the last five years - nearly 700 more businesses chose to locate or start-up here and we have strengths in advanced manufacturing, horticulture and a growing creative sector.

We know we cannot afford to stand still and that we face challenges; tackling low skills among sections of the workforce and pockets of deprivation are high on our priority list. We have ambitious regeneration plans and change is already underway with significant new investment in Bognor Regis and Littlehampton. We are working hard to make sure the area continues to attract new businesses and more young people for economic and social renewal.

This economic development strategy sets out our course to make our vision a reality over the next five years.

Arun in brief

Arun District lies on the south coast of England and includes the well-known towns of Arundel, Bognor Regis and Littlehampton. As well as the natural asset of the coastline, the beautiful River Arun, the longest river in Sussex, runs north to south, providing an important range of habitats and biodiversity before joining the sea at Littlehampton.

Although Arun contains commercial and residential development, there is also a large rural area, most of which lies within the South Downs National Park.

Well-known employers include The Body Shop and Rolls-Royce Motor Cars. Tourism is still a major industry and the seaside is one of Arun's best-known assets. Bognor Regis is a major draw for summer visitors, home to Butlin's Bognor Regis Resort with its new £40 million-pound Splash Pool. Other star attractions include Arundel Castle, Fontwell Racecourse and the South Downs National Park.

The horticulture industry, that mostly grows a range of soft fruits, herbs, sweet peppers and plants, is also a key feature of the coastal plain in the District, making use of the fertile alluvial plain, beneficial climate, long sunshine hours and the high light levels.

Notwithstanding Arun's attractions and locational advantages, the district has experienced decline in the coastal towns and both Bognor Regis and Littlehampton contain areas among the most deprived 20% nationally.

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

Our building blocks for economic development:



Creating our future together through:

Shaping our places for people to live, work and visit

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

Putting people centre stage: healthy, happy, prosperous lives

Our ambition:

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

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

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

Our priorities:

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

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

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

Arun: changing places and future trends

Across our area, things are changing. In Bognor Regis, over £365m of investment has been levered in, delivering the new Rolls-Royce Technology and Logistics Centre, the University of Chichester Business School and Technology Park. Butlin's recent multi-million pound investment has delivered three new 4* hotels and Splash Pool which is boosting the local visitor economy.

Thousands of new homes are being built in Bognor Regis, a new relief road takes through-traffic out of the town centre where an enhanced public realm scheme has improved the core retail area. Bognor Regis's railway station has been refurbished to provide a creative digital hub to attract vibrant new businesses to the town centre and a placebranding initiative will promote all the town has to offer.

In Littlehampton, vital improvements to the flood defences on the River Arun have been put in place to safeguard homes and businesses and provide an award-winning riverside walkway. Over 1,000 new homes, as well as much-needed business premises, are planned for the West Bank of the river.

The Council has invested £17m in the new 'Wave' leisure pool and facilities near the town centre. The seafront is home to a host of award winning, stylish and modern architecture such as the Thomas Heatherwick-designed East Beach Café, the Acoustic Shells/Stage by the Sea performance venue and the Long Bench.

Changing town centres

The changes on our high streets show no signs of slowing down as the rise of online shopping continues to have far-reaching impacts. The Centre for Retail Research¹ predicts that many more shops will close, and town centres will have to change to a social, leisure and entertainment focus.

Town centres will have to change to survive with a proportion of retail outlets converting to service-led businesses such as food and drink, hair and beauty and gyms, or small offices, creative workspace, community services and housing. This could attract younger people to live, work and enjoy leisure facilities, breathing new life into town centres.

Changing climate

Pressure on resources such as water and energy will continue to grow, while green and general waste disposal challenges and increased recycling, resulting from the growing population, will mount. Sea level rise and potential flooding will continue to be a key issue in coastal areas and flood plains. The population and economy will need to be resilient to this.

Changing infrastructure

Population growth will dominate local planning with demand for more housing, particularly for the ageing population, set to continue for the foreseeable future.

¹ "Retail at Bay 2019" Centre for Retail Research

Digital technology will drive huge changes in the ways we work, live and get around.

Remote and flexible working will continue to grow with more people spending at least part of the time working from home. More jobs will come under threat from artificial intelligence (AI) and 36% of large companies now use AI, up 50% in just one year².

The home will become increasingly “smart” with data-sharing, voice-operated devices supporting home security, carbon reduction, health monitoring and healthier lifestyles³.

Autonomous vehicles are predicted to change the car ownership model and climate change will drive modal shift to low carbon transport such as e-bikes electric and possibly hydrogen vehicles.

This has big implications for local infrastructure development where connectivity is key and demand for cleaner, greener solutions will prevail.

Changing technologies

Technological developments are driving changes not just in how we live and communicate or the availability of new products and services but also in the way in which we do business. The UK, and the southeast, is at the forefront of developments in technologies that will provide new economic opportunities⁴.

Digital Enabling Technologies are driving immense changes, for example, robotics, sensors, and human computer interaction, causing new sectors and businesses to develop where others decline. These new technologies have knock-on effects on employment – for example self-service tills are replacing checkouts, with some shops/cafes now staff-free using contactless payments.

5G and next generation communication devices will continue to have far-reaching effects on the speed and the way in which business is done.

Big data: as our use of digital devices has increased rapidly so has the volume and extent of data being collected. Exploitation of big data is already creating new business opportunities from data visualisation to the development of machine learning.

Changing population

Arun’s population is forecast to grow by 22,000 (14%) by 2031. Most of this increase (19,400) will be in the older population, 60 and above. There is also forecast to be 3600 more children and young people aged 0 to 24 living in the district.

Changing organisations

The traditional corporate 9 to 5, Monday to Friday work environment is giving way to many new ways of working and organisational forms. Virtual companies; networked partnerships such as Airbnb and loose structures made up of colleagues that come together for a project and then

² “2019 Digital Trends” Econsultancy/Adobe

³ Tech trends 2019 Hub Spot CTA

⁴ “*Innovation South: A Powerhouse Of World Class Strengths In Digital Enabling Technologies*”. Science And Innovation Audit Report. DBEIS 2017

disperse are all increasingly prevalent. Across all types of organisations, remote and flexible working will become increasingly common. New types of leaders and managers will be required who can manage this fluidity as well as advancing technological changes and respond to the ongoing need to innovate to survive.

Employment space will continue to move towards a more flexible model with long term leasing of large premises becoming less and less the norm, with more casual, smaller creative spaces for co-working and looser business structures becoming usual in many sectors of the economy.

Changing consumers

Plant based diets, the sharing economy, reduced plastic, upcycling, digital detoxing, personal health monitoring and online coaching and mentoring services are just a few trends that have emerged relatively recently and are disrupting current business models. The pace at which new trends appear and develop is speeding up. In future, consumers are expected to own less and rent more, demand much more environmentally-friendly products and services, move to more local buying and away from “always on-line” to new experiences for a proportion of their time.

Arun: future places

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

Making the most of our new homes, employment space, natural assets, heritage and unique quality of place through sustainable development will be essential if we are to attract and retain businesses, talented individuals and grow our visitor economy.

Arun benefits from an excellent location, close to the motorway network, within easy reach of London and the UK's two main airports and the international ports of Portsmouth and Southampton.

Among our greatest assets are our seaside and historic towns and villages, each with its own identity, as well as access to some of the best countryside the nation has to offer in the South Downs National Park.

We have a range of affordable business space with opportunities to develop more on key sites. Our growing population means more housing is a must and we have the space to provide this with less pressure on land than neighbouring areas. We recognise, however, that development schemes must be viable for private sector developers to invest. We will work with them to make this happen.

New investments in physical infrastructure include the expansion of the University of Chichester Bognor Regis campus to provide a £35m Technology Park, the Rolls-Royce Technology and Logistics Centre and a range of road improvements, including the £28m Bognor Regis northern relief road completed in 2017.

We know that competition for business investment is intense and that, to get ahead and succeed, we must have digital and transport infrastructure that can compete with the best. Bognor Regis and Littlehampton offer large scale regeneration opportunities. These developments have the potential to support the revitalisation of our town centres and seafronts. We will create sustainable communities with the infrastructure, facilities and services needed to regenerate and diversify the economy.

Future places: priorities

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

Town centre regeneration

Bognor Regis

Bognor Regis is undergoing major regeneration initiatives with new homes, public realm improvements, a creative and digital hub for businesses and potential opportunities for new strategic developments on council-owned sites. Planned new student accommodation will mean more young people bringing money into the local economy, supporting local shops, cafes and leisure facilities and attracting new businesses.

Our confidence in Bognor Regis' future is being evidenced by increased business investment such as the Butlin's new £40m Splash Pool and at least £5m of further private sector premises investment levered in by the public realm improvements in the town centre, while the University of Chichester continues to expand and invest in its Bognor Regis Campus. More young people and families are moving in, taking advantage of our relatively affordable housing, the range of education on offer, countryside and coastal leisure opportunities such as the boom in watersports.

Littlehampton

Plans are coming forward for improvements to the town centre and seafront in Littlehampton. The East Bank redevelopment has made a significant change while greatly improved flood defences on the River Arun have also benefited the town. A new café and water sports venue is planned on the beach.

Vibrant new concept designs have been produced to revitalise the seafront, greens and promenade. Ambitious plans for the West Bank include new homes, business space, public amenities and a new cycleway along the River Arun to Arundel.

Arundel

Arundel's unique character, architectural heritage and history means it will continue to act as a major visitor destination. The focus is to maintain and enhance its many cultural and town centre assets and respond creatively to the challenges the retail environment faces.

Town centres: our opportunities

- *Review and develop masterplans for Bognor Regis and Littlehampton town centres that will ensure their prosperity and sustainability*
- *Develop ambitious regeneration plans for the Regis Centre and Hothampton council-owned car park sites in Bognor Regis*
- *Progress redevelopment of the council-owned St Martin's car park.*
- *Optimise the opportunities offered by the seafronts, seafront greens and waterfront sites in Bognor Regis and Littlehampton*
- *Build on Arundel's cultural, leisure and town centre amenities to secure its future as a vibrant visitor destination*
- *Support Business Improvement Districts and town centre management*
- *Facilitate a range of public events to increase footfall and visitor numbers*

Employment space

Our growing business population that has increased by 15% in five years shows that there is strong demand for employment space in Arun. We have a good mix of affordable premises and room to develop more. Our aim is to increase local employment opportunities to redress the balance between residential development and jobs for local people. We want new residential development matched by employment space to ensure there are new local employment opportunities for local people.

Both Bognor Regis and Littlehampton town centres are designated as Economic Growth Areas (EGAs) in our Local Plan⁵ which promote an integrated approach to employment creation linked with skills development. There is to be a focus on retail, office, leisure and cultural development which can demonstrate a positive impact on the economic viability of the town centres, and which promotes a range of uses.

Housing development in surrounding areas is also expected to show links to the EGAs. For example, housing planned at Pagham is expected to link to the Bognor Regis town centre employment opportunities.

We have also allocated new good quality employment land for development in Bognor Regis, Littlehampton and Angmering including the 70 ha Enterprise Bognor Regis site which can provide over 4,000 jobs when fully developed and occupied. The aim is for Enterprise Bognor Regis to support a variety of uses including advanced manufacturing, light industrial and small business studio units.

For Littlehampton, the harbour, town centre and industrial estates are part of the Economic Growth Area and provide opportunities for new development that increases the viability of the town. The proposed West Bank development site could provide more commercial space. Our relatively low job density and high out-commuting rates support our focus on preserving and increasing employment space.

Employment space: our opportunities

- *Protect existing employment sites and resist conversion to housing*
- *Promote Enterprise Bognor Regis as a strategically important employment site*
- *Support the growth of employment in the Littlehampton EGA by supporting harbour and marina development, leisure, hotels, cafes and restaurants*
- *Continuing to support the Bognor Regis EGA by supporting employment space for the creative cluster, knowledge-based employment, cultural and leisure sector*
- *Adapting to changes in the retail sector and town centres by supporting the repurposing of former retail units for footfall-led activity such as food and drink, office, leisure, cultural, residential and social destinations*
- *Promote Arun as a business investment location*

⁵ Arun Local Plan 2011 to 3031 (July 2018) Arun District Council

Housing

Our high quality of life is attracting more people to want to live here. With our growing population and people living longer, this means that we will have 12,000 more households in Arun in 2031 than in 2016.

Most of the growth in households will be in the older age groups, particularly those aged 75 to 84 for whom nearly 9,000 new homes will be required by 2041.

Population growth analysis shows a requirement for 919 net new homes per annum to be built each year until 2031⁶. However, Arun has agreed to help provide some housing towards the targets of neighbouring local authorities, Chichester and Worthing, who have greater land constraints but are part of the same housing market area.

Development will be mostly focused on Bognor Regis and Littlehampton where it will be sustainable as it will be located near employment and services, and support regeneration in the towns. All the strategic housing sites will have good access to employment, services and facilities and deliver an enhanced quality of life to all our residents.

Housing: our opportunities

- *Plan for, and support, strategic housing development that strengthens communities and links people to employment, transport and services*
- *Support repurposing of buildings to provide new homes in strategic locations, e.g. redundant retail in upper storeys or on the periphery of town centres where this will help to bring new life into town centres or under-used rural buildings that cannot be used for business accommodation.*

Infrastructure

Transport

Our aim is to reduce the need to commute by encouraging local employment. We aim to support local communities, town centres, businesses and services through better transport infrastructure.

We are some way from achieving our aim with challenges including road congestion at peak times on major trunk roads (A29, A27 and A259), many railway level crossings which cause delays to both road vehicles and trains, lack of safe crossings for pedestrians on some roads and slow rail services.

In addition, bus services are limited, people are discouraged from cycling by poor and disjointed cycleways and the public right of way (PROW) network could be improved in many ways. More locally, Littlehampton town centre is poorly connected to the key attractions of seafront and riverside with predictable economic consequences.

⁶ GL Hearn Updated Housing Needs Evidence Arun District Council 2016

These issues have far-reaching economic, social and health consequences. Although transport infrastructure planning takes place at county level, we work closely with the County Council to develop shared priorities that benefit the wider area.

Transport: our opportunities

- *Support transport development that reduces the need to travel to work by car and promote the use of vehicles that use low carbon energy*
- *Give residents and visitors the choice of walking or cycling through better infrastructure and linking towns, coast and country*
- *Support strategic and local improvement of the road and rail network that reduce congestion and delay for businesses and workers such as A27 Arundel bypass and A29 realignment*

Digital Connectivity

First class digital connectivity is essential to attract businesses, support home workers and home-based businesses, and enable residents to take full advantage of services, social and economic opportunities.

We are committed to providing the fastest broadband possible to all premises. The danger of being left behind in the race to ultra-fast connectivity is very real and we are working with our strategic partners to ensure the communities future digital connectivity needs will be met.

Digital Connectivity: our opportunities

- *Complete the Gigabit West Sussex project and continue to work in partnership to deliver a county wide connectivity strategy*
- *Ensure all parts of the district are working towards having access to full fibre broadband.*
- *Prepare a Digital Infrastructure Strategy for Arun that aligns with Countywide proposals*
- *Work with partners to bid for funding to deliver better digital infrastructure in Arun*

Green Infrastructure

Within our district we have outstanding landscape, countryside, riverside, coastline, historic and archaeological heritage as well as access to the South Downs National Park.

We value our unique natural assets and heritage, and we aim to encourage and enhance biodiversity, plan for and mitigate the effects of climate change, conserve natural resources and encourage the public connection to nature through providing good biodiversity habitat close to where people live.

It is vital that new development supports and sustains our unique identity and integrates with the landscape. Maintaining the built-up area boundary, conserving and enhancing gaps between settlements and supporting green infrastructure are all important elements in our land use strategy.

We recognise that we need to do more, and we are working to develop a greatly improved cycling infrastructure to maximise the advantages of the growth in cycling and new developments such as e-bikes.

Green Infrastructure: our opportunities

- *Progress the Littlehampton to Arundel riverside cycle-way*
- *Work with green and sustainable businesses e.g. identify R & D funding and cluster development*
- *Support the implementation of the West Sussex Energy Strategy*
- *Complete the Bognor Regis to the South Downs Green Infrastructure Plan*

Arun: a business success story

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

Over 5,000 businesses choose to locate in Arun and our business population is growing. There was a 15% increase in the number of businesses between 2014 and 2018⁷. We have a range of employment space available, ready for development and able to accommodate businesses of all sizes, activities and budgets, and more is being created. We have good connections and improving transport and digital infrastructure.

Our business base is diverse and resilient, including high-tech horticulture, advanced manufacturing and engineering, marine businesses, a developing creative sector and a large tourism and hospitality industry.

Businesses and investment are proactively encouraged to locate in Arun. Through the Arun Business Partnership we make sure we have good relationships with as many of our local employers as possible, this includes regular networking events, company visits and consultations, responding to their concerns and enabling business growth.

Recognising that micros and SMEs now want creative and co-working space on easy terms, and that demand for traditional offices is declining, we are actively supporting and promoting conversion of underused buildings to new uses such as the new creative digital hub, The_Track, at the railway station in the heart of Bognor Regis. The open plan, co-working space allows individuals to work collaboratively in a shared space.

As some sectors decline, the dynamism and resilience of our economy will depend on how enterprising, innovative and knowledge-intensive our businesses are and adaptive to change and new ways of working.

We want to see successful new businesses being created and growing, and a widening business base with plenty of well-paid, non-seasonal, secure local employment opportunities.

A good mix of knowledge-intensive employment is important for productivity and prosperity, and we want to build links to the innovative expertise and specialisms in universities and research establishments in the wider region⁸. We also want to encourage a balanced economy with a range of sectors which will be more resilient than one that is heavily dependent on sectors in decline, such as retail or heavily seasonal businesses.

⁷ ONS UK business counts. See also Economic Profile of Arun 2019 Arun District Council/ Simpson Consulting

⁸ See: *Innovation South - A Powerhouse of World Class Strengths in Digital Enabling Technologies: Innovation Audit DBEIS 2017*

This kind of business base will be good for the local economy and the community. It will also help the environment and our residents' work-life balance if we can reduce high levels of in- and out-commuting.

A business success story: priorities

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

A growing business population

Arun's business base is growing. The number of businesses increased by 15% over the last five years, out-performing West Sussex, Coastal West Sussex and the South East region on this metric. There are now 5,330 registered businesses in Arun, 690 more than five years ago.⁹

While we do well, we are not performing at the highest level yet. Greater Brighton has increased its business base by 17% in the last five years compared to Arun's 15% increase. In Brighton and Hove city itself the increase was over 20%. We have some way to go to match this performance.

Ours is a two-part strategy; encouraging more businesses to move in to take advantage of our employment space and supporting more new businesses to be created. (See: New business creation in the next section.) Businesses tend to locate where there are other like-minded businesses, an appropriate skills base, efficient transport and communications infrastructure, support services and facilities. Our strategic employment sites mean we benefit from available, good value employment space but we need to ensure that the other factors for business growth are in place.

A growing business population: our opportunities

- *Protect our employment space so our local businesses can grow and expand*
- *Provide more and better jobs for local people, reduce out-commuting and attract more young people to the area*
- *Encourage new businesses to move into our area, capitalising on overspill from nearby districts where employment space is in short supply*
- *Conserve existing employment space and provide new premises that meets the need of vibrant young innovative businesses e.g. co-working and creative spaces*

⁹ For detailed statistical analysis, see the Economic Profile of Arun 2019, Arun District Council/Simpson Consulting

New business creation

A strong business creation rate together with a high closure rate (business churn) is regarded as a sign of a dynamic economy. Both creation and closure rates tend to be low in Arun indicating that there may be a lack of entrepreneurship locally.

Although 615 new businesses started up in Arun in 2017, 560 businesses closed giving a net gain of just 55 businesses.

The number of new businesses per head of working population is relatively low in Arun at just under 70 new businesses per 10,000 working age population in 2017. This is 13.5% below the Coastal West Sussex average of 81 new businesses per 10,000 working age population and 32% below the Brighton and Hove figure of 103. This may suggest that the local population is less entrepreneurial than in other areas.

New business creation: our opportunities

- *Provide business start-up support to new and micro businesses*
- *Support and deliver business networks, such as the Arun Business Partnership*
- *Support the creation of new business incubator space for start-ups and small move-on units*
- *Work with our partners to up-skill our businesses to ensure they remain competitive and enterprising*
- *Provide grants to small businesses to support innovation and growth*
- *Support town centre retailers to reduce costs and overheads*

Growing micro businesses into SMEs

Medium sized businesses (50-250 employees) are the key to economic growth and prosperity¹⁰. Most of Arun's businesses are micros; just under 90% have fewer than 10 employees. Arun also has more small businesses in the 10 to 49 employment size band than comparator areas. Supporting these businesses to grow even by 10% will have a major impact on both local employment and the economy.

The reverse is true for the medium and large categories where Arun tends to have fewer medium and large size businesses than the comparator areas.

Arun also has more businesses in the smaller turnover size bands of below £5m per annum and noticeably fewer businesses in the over £5m turnover categories. This is important because the smaller turnover businesses could be more vulnerable in an economic downturn and are less likely to create high value employment.

¹⁰ [Learning from the Mittelstand](#) Enterprise Research Centre

Growing micros businesses into SMEs: our opportunities

- *Work with the education providers and employers to match and supply the pipeline of skilled people they need*
- *Support the delivery of business to business networks*
- *Support the creation of small move-on units on easy in, easy out terms*
- *Work with partners to facilitate training, business advice and R & D opportunities*

A strong and innovative knowledge economy

A knowledge-based economy is an expression used to describe the trend towards our greater dependence on knowledge, information and high skill levels to support economic growth.

It is based primarily upon knowledge-intensive activities that involves the collection, analysis, and synthesis of information. As well as being a major catalyst in modern economic success, knowledge-based businesses provide the technical expertise, problem-solving, performance measurement and evaluation, and data management needed for today's competition. Examples include Silicon Fen near Cambridge where 1,400 high-tech companies employ 48,000 people. They require a computer-literate, skilled workforce good at innovating processes and systems. Not everyone can be a knowledge worker but the greater prosperity these companies bring can benefit local economies. They also tend to use clean technologies and business models that are better for the environment. *Arun's strongest knowledge economy sector is Aerospace & Transport, probably due to the presence of Rolls-Royce and its supply chain. Arun also does well on Technical Consultancy and Financial Technology.*

Arun has slightly over 500 businesses in the knowledge economy out of its total of 5,330 businesses, the lowest share of all the comparator areas and 30% below the South East regional average. At 9.8% of all businesses, Arun's knowledge economy has remained more or less static between 2014 and 2018.

A strong knowledge economy: our opportunities

- *There are opportunities to build on these existing businesses through links to the specialist knowledge base in local universities and to nearby innovation centres of excellence*
- *Developing products quickly, using universities and other intermediaries*
- *Our strengths in advanced manufacturing and the presence of nearby universities with significant expertise in supporting SME research and development provide opportunities for Arun to grow existing businesses*

A diverse and balanced range of sectors

A diverse and balanced economy has a good mix of different sectors, skills and sizes which Arun already has, however over-reliance on low wage/low skilled sectors or vulnerable sectors reduces resilience in turbulent times. Sectors like construction tend to be cyclical, high street retail is undergoing rapid decline while the visitor economy requires a lot of part-time and seasonal employment.

Arun is heavily reliant on construction which is its largest sector with over 17% of its businesses, making it vulnerable to economic downturns. Arun also has a higher proportion of retail than many other areas. Only Greater Brighton has a higher proportion of retail businesses. Retail, which as a sector in decline, is expected to see further heavy job losses in the next few years.

However, the relatively low number of high street chains, good mix of independent retailers and lower than national average vacancy rates in Arun's town centres, might provide stronger resilience to this decline.

A diverse and balanced range of sectors: our opportunities

- *Arun's emerging strength in manufacturing provides an opportunity for growth working with partners to develop the Advanced Manufacturing and Engineering sector*
- *Support our tourism sector and promote Arun as a major visitor destination*
- *Work closely with our horticultural sector to overcome workforce recruitment issues*
- *Target higher skilled/value businesses to locate in Arun to help retention of higher skilled residents and to reduce the need for out-commuting*
- *Support the delivery of new, modern employment space at Enterprise Bognor Regis and other sites to attract and grow more higher value businesses, for example, creative and digital industries*

Arun: prosperous and happy communities

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

Our population is growing, not just because people are living longer, mostly healthier lives but also because more people are moving to Arun. In 2016 to 2017, a net growth of 1,700 more citizens came to Arun from other parts of the UK¹¹. More young people and families are locating here, attracted by the good quality of life on offer.

We can offer a range of employment, a choice of housing that is more affordable than some other areas close by such as Chichester and Brighton, a favourable climate with more hours of sunshine per annum than almost anywhere in the UK and a good range of schools and community services.

Our historic towns and villages, and wealth of cultural and leisure opportunities close by, our access to coast and countryside and a more relaxed attitude to life than many places give our area its unique character and strong sense of local community.

We want all people to have the skills and qualifications to make the most of the economic and social opportunities our area has to offer. Skilled and qualified individuals are not only needed by our businesses but are able to compete more effectively in the labour market, take advantage of economic opportunities and lead satisfying lives.

Opportunities to learn and retrain are important for all of us throughout life but particularly for those who are less well qualified, and critically important for young people starting out.

But it is not all about economic prosperity and work. We want people to have happy and healthy lives as well as economically successful ones. Over the last century there has been a long-term trend in rising life expectancy and falling mortality rates in the UK. In the 20 years between 1991 and 2011, life expectancy at birth for females in England and Wales grew by almost four years and for males by more than five years although the rate of increase has tended to slow recently. However, in Arun, life expectancy is lower than in our neighbouring areas.

The fact that people are living longer means that maintaining active and healthy lifestyles is increasingly important, not only for individual wellbeing and happiness, but because the ageing population places increased demand on services. Active and engaged lifestyles help with mental as well as physical health. A wide and eclectic range of physical, social, cultural and leisure facilities is vital for individual health, social interaction and community cohesion, and will help to attract younger people to move into the area.

¹¹ ONS Migration indicators 2017

Changing communities

Technological change is just one of multiple global trends that will impact people living in Arun. An ageing population, changing employment structures, climate change, urbanisation and rising income inequality will all have important implications for our communities.

The impact of the ageing population on rising demand for housing and healthcare is well-known but it will have other economic impacts including:

- A fall in GDP as the working age population shrinks. Even if productivity growth continues at its current rate, output is predicted to fall by 10% in the UK over the next 50 years. ¹²
- Ageing populations are also predicted to adopt more robots, thus further contributing to a slowdown in growth (robots do not buy things).
- The biggest rise in households will be in single households and people will be more digitally connected but possibly lonelier.
- Local community services will continue to be under pressure and contracting out to local communities with a high percentage of volunteers in the labour force may become a feature.

As globalisation continues it is likely that wage growth will continue to be slow, leading to growing household income uncertainty and greater inequalities.

At the same time, there will be a growing desire for a better work-life balance, more local employment and reduced commuting. These combined with stagnating wages, and higher energy costs and taxes could limit the pursuit of ever-higher consumption in favour of greener, more self-sufficient lifestyles with more sharing, bartering and circular local economies.

Prosperous and happy communities: priorities

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

¹² McKinsey 2015

A skilled and qualified population

More than three-quarters (79%) of businesses expect to increase the number of higher-skilled roles over the coming years. Yet two-thirds (66%) fear that there will be a lack of sufficiently skilled people to fill vacancies¹³. Skills shortages cost our employers money as well as the lost opportunities for growth. The Open University's Business Barometer estimates that organisations spent £6.3 billion nationally in 2018 on temporary workers, recruitment fees, inflated salaries and training as a result of skills shortages and gaps.

Arun has lower percentages of its working age population qualified at each level than all the comparator geographies including West Sussex and Coastal West Sussex as a whole. The difference is particularly striking at NVQ3+ and NVQ4+. Only 23.9% of Arun's workforce is qualified at NVQ4 and above, over a third lower than the Coast to Capital rate of 44.3% while 5,200 or 6.1% of Arun's working age population has no qualifications. This will limit people's chances of gaining financially rewarding employment and could also deter businesses from investing in the area.

For those at the higher end of the skills spectrum, converging technologies, for example technological devices with multiple functions, and cross-disciplinary skills, for example a mix of scientific knowledge and communications skills, will be a growing feature of skills demand. This is particularly true for the combination of STEM skills such as biotechnology, information and communications technology, nanotechnology and cognitive science. The age of big data will drive demand for people with data analytics and data visualisation skills able to use and apply vast amounts of data.

Automation and technology will continue to put high numbers of middle and low skilled jobs at risk. Even lawyers are thought to be at risk with the potential for AI to carry out routine procedures such as probate, divorce and conveyancing.

The labour market is likely to become more, not less, insecure and the standard working week will be further eroded. The ongoing decrease in employment in large organisations and looser, more flexible business models mean that people will have to take on more independent ways of working such as self-employment, zero hours contracts and portfolio jobs. They will have to take greater responsibility for their own skills development. Recruitment will become further automated and selection will be carried out by AI putting the low skilled at even more of a disadvantage.

A skilled and qualified population: our opportunities

- *Work with our partners and other learning providers to increase take-up of learning provision, particularly in key sectors and at higher academic levels*
- *Support the promotion of Science, Technology, Engineering, Arts & Mathematic (STEAM) subjects*
- *Encourage and help businesses to employ apprentices*
- *Promote initiatives that deliver education and skills provision to meet employer needs and helps those with the greatest barriers to work*

¹³ CBI Education and Skills Annual Report 2018, in partnership with Pearson.

Live and work locally

Arun's job density is low at 0.61%. This means that there are only 6 jobs for every 10 people of working age. This is something we wish to improve. A high rate of local employment benefits not only residents but also the local economy, particularly town centres and local services such as childcare. It increases social cohesion; the more local the workforce, the greater the community involvement. Having more jobs locally helps businesses to lower recruitment costs, reduces travel time and stress for employees and encourages employee retention. It also helps the environment by reducing out-commuting and enables more people to walk and cycle to work, supporting a healthier lifestyle.

Arun has a high rate of out-commuting - the highest in Coast to Capital area - and is a net exporter of labour. Over 42% of the employed workforce leave Arun each day, resulting in a net population decrease of 18,241. Arun residents also tend to travel the furthest to work - over 15% travel 20km or more to their workplace.

Live and work locally: our opportunities

- *Work with local employers to understand the skills gaps and barriers to local recruitment and encourage more locally supportive working practices*
- *Engage with local education and training providers to enlist their help in overcoming barriers to local working and filling skills gaps among learners and reduce out-commuting*
- *Support the delivery of the best digital connectivity to enable more home working*

High aspirations and achievement for young people

We want all our young people to have all the skills and qualifications they need to succeed in work and life. We know our young people tend not to perform as well academically as those in some other areas. Some of our young people are held back by their low aspirations and confidence which is both damaging and very hard to overcome. The problem is already apparent at Key Stage 4 (GCSE) when the average Attainment 8 pupil score¹⁴ was 43.5 in Arun in 2017/18 compared to 46.7 in West Sussex and 47.9 in the South East. In English and Maths, the percentage achieving Grade 9 to 5 was 38.2% in Arun compared to 43.1% in West Sussex according to Department of Education statistics.

Apprenticeships can provide young people with a work-based route to gaining the skills and qualifications that are in high demand and provide progression routes to higher qualifications. Apprenticeships will be key to providing the intermediate skills that our employers need for growth, particularly in sectors like manufacturing and construction. Although nationally there has been a decline in apprenticeship take-up since the employer levy was introduced, Arun has seen a

¹⁴ Attainment 8 scores, the new way of measuring school and LEA performance, are calculated by adding up the points pupils achieved in their eight English Baccalaureate subjects taken at GCSE, and dividing by 10.

particularly large drop. However, we are also aware that a number of local employers provide their own bespoke in-house training which do not necessarily appear in these statistics.

Apprenticeships in Engineering and Manufacturing Technologies, (a priority sector for Arun), accounted for 170 starts in 2016/17. This equates to 13% of the total and in fourth place behind Health, Public Services and Care (36%), Business Administration & Law (23%) and Retail and Commerce (17%).

High aspirations and achievements for young people: our opportunities

- *Work with our priority sectors, including manufacturing and tourism, which can offer opportunities for young people to progress through apprenticeships.*
- *Continue to work with our partners including West Sussex County Council and Coastal West Sussex to promote STEM skills to young people through initiatives such as STEMfest*
- *Survey local businesses to better understand the local training provided*

Higher disposable household income

The amount of money people have to spend after the main bills are paid is perhaps more important than top line income levels as it will determine the degree of choice people have in their lives. Gross Disposable Household Income (GDHI) is a useful measure of relative wealth. It is a measure of the amount of money that people have available for spending or saving after taxes, social contributions and benefits, such as pensions and national insurance, have taken effect.

GDHI statistics show that in all the comparator areas, the amount of disposable household income has risen over the reference period. However, in 2017 at £20,731 per annum in Arun, it was significantly lower than in any of the comparator areas. Average wages in Arun have remained low for many years and this is reflected in the GDHI.

Higher disposable household income: our opportunities

- *Our priorities for skills and business development will extend economic opportunities and aim to increase wages for our residents and longer term, will have a positive effect on household incomes*
- *Providing more affordable housing to rent and buy will help to increase the amount of money people have available and the prosperity of the area will be improved*

High happiness and life satisfaction rates

Economic wellbeing is not the only form of wellbeing. A priority is ensuring that our residents have high levels of life satisfaction and happiness. For many families, having enough money to pay the rent and bills, eat and clothe yourself and family is the basic minimum. Work-life balance, quality of the built and natural environment, social cohesion and the availability of cultural and leisure pursuits are all important factors.

Arun residents' rate themselves slightly higher on life satisfaction, feelings of life being worthwhile and happiness than the comparator areas.

Arun residents also have lower anxiety levels, probably due to the quality of life.

High happiness and life satisfaction: our opportunities

- *Build on the high level of life satisfaction and happiness in Arun and conserve what people value about our area.*
- *Ensure there is a wide range of cultural and leisure opportunities in our area*
- *Protect our natural assets*

Conclusion and next steps

Based on the extensive analysis in the Economic Profile of Arun 2019 and consultation with partners¹⁵ we have set out in this Economic Development Strategy our high-level priorities and opportunities for achieving our vision for Arun.

We recognise that the pressures on resources are likely to continue so the opportunities we have highlighted are those which will not only have an impact, but they are also those where we believe we can make a difference working with our partners. The Council will focus on doing a manageable number of things well, rather than aiming to do everything and we will also prioritise those actions which will be transformational for our places, businesses and people.

The next steps, after approval by Cabinet, will be to take forward the priorities and opportunities we have developed in this Strategy through a deliverable action plan including monitoring and evaluation arrangements. This will be developed in-house by officers and disseminated to Members. A shorter publication, setting out Arun's economic development priorities, will also be published and suitable for external use. We aim to start delivery early in 2020.

¹⁵ See consultation details in Annex A

Annex A: Consultation

Consultation with partners and businesses is essential if our Economic Development Strategy is to be grounded in reality and to complement the work of our partner organisations. We have held two consultation workshops with businesses and stakeholders and one, in June 2019, with Council Members, which examined the evidence from our Economic Profile and identified and agreed the priorities and opportunities.

26th June 2019

Briefing to Arun Councillors on the Arun Economic Profile evidence base

This forum briefed Members on the new Arun Economy Development Strategy evidence base. Members were presented the data that had been gathered to inform the strategy document and the themes and priorities that have emerged from the evidence base and stakeholder workshops.

Attended by:

| | | |
|--------------------|------------------|---------------------|
| Cllr Bennett | Cllr Dixon | Cllr Oliver-Redgate |
| Cllr Bicknell | Cllr Gunner | Cllr Oppler |
| Cllr Mrs Catterson | Cllr Mrs Gregory | Cllr Mrs Pendleton |
| Cllr Clayden | Cllr Mrs Haywood | Cllr Dr Walsh |
| Cllr Coster | Cllr Jones | Cllr Mrs Worne |
| Cllr Mrs Daniells | Cllr Lury | Cllr Mrs Yeates |

Our consultees

| | |
|--------------------|---------------------------------|
| Cllr Paul Bicknell | Arun District Council |
| Cllr Phil Hitchins | Arun District Council |
| Stephen Manion | Arundel Castle |
| Andy Batty | Arundel Town Council |
| James Stewart | Arundel Town Council |
| Michael Tu | Arundel Town Council |
| Phillip Roberts | Beachcroft Hotel |
| Martin Emmett | Binstead Nursery |
| Neil Jarvis | The Body Shop |
| Adam Cunard | Bognor Regis Chamber |
| David Wride | Bognor Regis Chamber |
| David Myers | Bognor Regis Regeneration Board |
| Sarah Norman | Bognor Regis Town Council |
| Caroline Wood | Coastal West Sussex Partnership |
| Nick Laurence | James Laurence Group |
| Paul Hanson | Landlink Estates |
| Juliet Harris | Littlehampton Town Council |
| Peter Herbert | Littlehampton Town Council |
| Jill Alcorn | St. Philip Howard School |
| Simon Liley | The Angmering School |
| Dave Cooper | University of Chichester |
| Anne De Sausmarez | West Sussex County Council |
| Patrick Griffin | West Sussex County Council |
| Richard Hopkins | West Sussex Growers Association |

This page is intentionally left blank

Creating our Future

Arun Economic Development Strategy 2020-2025



Our building blocks for economic development:

Future places



A business success story



Prosperous and happy communities



Creating our future together through:

Shaping our places for people to live, work and visit

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

Putting people centre stage: healthy, happy, prosperous lives

Our ambition:

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

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

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

Our priorities:

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

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

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

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

This page is intentionally left blank

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF THE CABINET ON 9 DECEMBER 2019

SUBJECT: Revenues & Benefits: Risk Based Verification Policy

REPORT AUTHOR: Andrew Dale Revenues & Benefit Manager
Satnam Kaur, Group Head of Residential Services
DATE: 14 November 2019
EXTN: 37630
PORTFOLIO AREA: Residential Services

EXECUTIVE SUMMARY:

This report seeks Cabinet approval for the adoption of Risk Based Verification in the administration of Housing Benefit and Council Tax Reduction claims.

RECOMMENDATION:

Cabinet is requested to:

1. Approve the use of Risk Based Verification and the Risk Based Verification policy in the administration of new claims and changes in circumstance for Housing Benefit and Council Tax Reduction from 13 January 2020
2. Grant delegated authority to the Group Head of Corporate Support (Section 151 Officer) and Group Head of Residential Services to make minor amendments to the Risk Based Verification policy following consultation with the Cabinet Member for Audit & Governance and Cabinet Member for Residential Services.

1. BACKGROUND:

- 1.1. RBV is a method of applying different levels of checks to a Housing Benefit or Council Tax Reduction claim based on the level of risk associated with a particular claim. The adoption of an RBV policy allows an authority to allocate its resources to those claims that are considered to be higher risk. This enables Councils to improve claim processing times, improve efficiency in administration and to reduce fraud and error.

2. PROPOSAL:

- 2.1. It is proposed that Cabinet approves the RBV Policy attached in appendix 1 to commence on 13 January 2020 until 31 March 2021. Although the policy will be updated annually, as it will commence mid year, it is proposed that initially it will run through the next financial year (2020/21). This will allow enough time to monitor and test its effectiveness and subsequently propose changes in future annual updates
- 2.2. Adopting the Policy on 13 January 2020 enables ADC to gain the maximum benefit from CA-Bens (a Northgate software product which enables claimants of Housing Benefit and Council Tax Reduction to self-serve). This will ensure that the Revenues Department remain on target in terms of digitalisation.
- 2.3 The efficiency savings achieved in terms of administration will enable resources to be directed at reducing fraud and error.

3. OPTIONS:

- 3.1 To approve the use of RBV and RBV policy in the administration of Housing Benefit and Council Tax Reduction applications and subsequent changes in circumstance.
- 3.2 The adoption of RBV is not compulsory and therefore we could stay as we are. However, this is not considered to be the preferred approach as it gives limited scope to improve efficiencies and performance and would not be making the best use of resources to reduce fraud and error.

4. CONSULTATION:

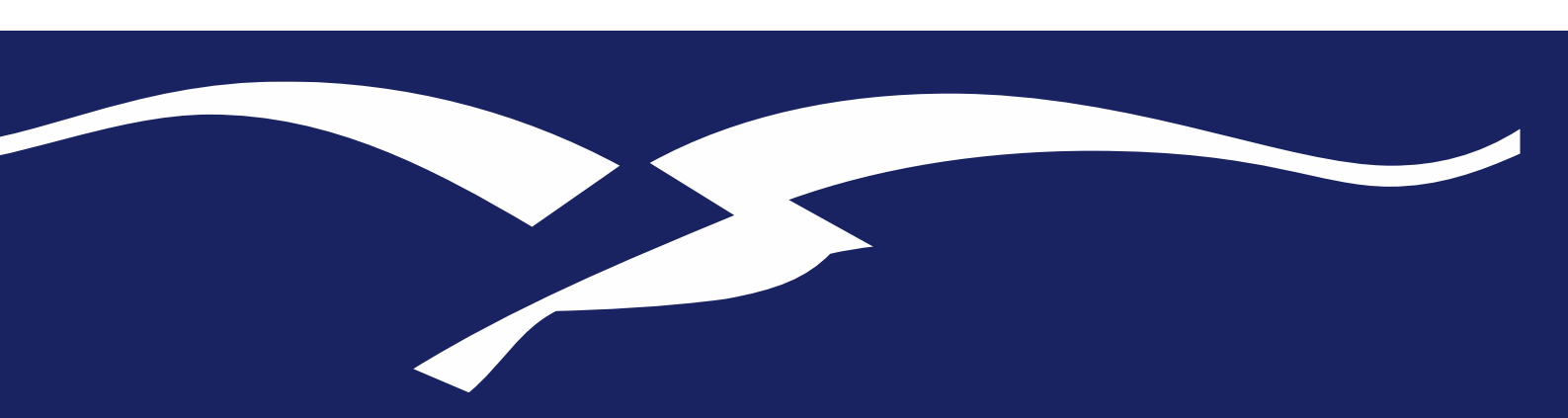
| Has consultation been undertaken with: | YES | NO |
|---|-----|----|
| Relevant Town/Parish Council | | X |
| Relevant District Ward Councillors | | X |
| Other groups/persons (please specify) Citizens Advice | | X |

**5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES:
(Explain in more detail at 6 below)**

| | YES | NO |
|---|-----|----|
| Financial | X | |
| Legal | X | |
| Human Rights/Equality Impact Assessment | | X |
| Community Safety including Section 17 of Crime & Disorder Act | | X |
| Sustainability | | X |
| Asset Management/Property/Land | | X |
| Technology | | X |

| | | |
|--|--|----------|
| Other (please explain) | | x |
| <p>6. IMPLICATIONS</p> <p>6.1. The Policy must be complied with in order to satisfy external auditors. Audit guidance states that it needs to ensure that:</p> <ul style="list-style-type: none"> a) The Policy has Section 151 Officer approval; (b) The RBV policy has been formally approved by Members; (c) The RBV policy will be reviewed annually (after the first year of introduction) and not changed in year; and (d) The RBV claim or RBV change of circumstance has been verified in accordance with the Local Authority's RBV policy. <p>6.2. It is noted by the audit guidance that a local authority can introduce RBV at any time during the financial year provided the effective date of introduction is clear and the Local Authority keeps a clear record of the verification conducted and can identify the different sub-populations of RBV cases.</p> | | |
| <p>7. REASON FOR THE DECISION:</p> <p>7.1. The users of the benefits service will experience a more efficient service. Claims that are considered low risk will have to provide less evidence to support their application or their declared change in circumstance. This will enable claims to be decided quicker and therefore payments made on time. Those claims deemed to present a higher risk will be scrutinised more closely, however, as the resource is less stretched this should be more efficient, the risk of fraud and error particularly in these high-risk cases is also greatly reduced.</p> | | |
| <p>8. EFFECTIVE DATE OF THE DECISION: 18 December 2019</p> | | |
| <p>9. BACKGROUND PAPERS:</p> <p>8.1 RBV policy document</p> | | |

This page is intentionally left blank



RISK BASED VERIFICATION POLICY

| | |
|------------------------------------|---------------|
| Policy Date | December 2019 |
| Approved by Full Council on | |
| Review Date | |

CONTENTS

| Section | Title |
|----------------|---------------------------------------|
| 1 | Introduction |
| 2 | Risk Based Verification |
| 3 | Recording and Monitoring |
| 4 | Implementation |
| 5 | Subsidy and Audit Requirements |
| | Appendix 1 |
| | Appendix 2 |

1: Introduction

1.1 Risk Based Verification (RBV) is already used on aspects of claims administered by the Department for Work and Pensions (DWP).

1.2 From April 2012 Local Authorities (LA) have been able to adopt RBV for the processing of Housing Benefit and Council Tax Benefit (now Council Tax Reduction) claims. Adopting RBV will provide the following benefits:

- Improved claim processing times, especially for those assessed as “low risk”.
- Improved efficiency in administrative functions.
- Improved opportunity to identify fraud and error on claims and better allocation of resources to target these claims.

2: Risk Based Verification

2.1 Risk Based Verification is a method of applying different levels of checks according to the risk associated with those claims. This determines the level of verification that is required in order to process the claim. The Council will use software provided by Xantura which will create a measured risk score, this score indicates the level of verification that needs to be applied to that case. The Xantura risk model utilises around 50 variables to predict the likelihood of Fraud and error at the gateway and is reviewed and updated in order to reflect both legislative and claimant behavioural change.

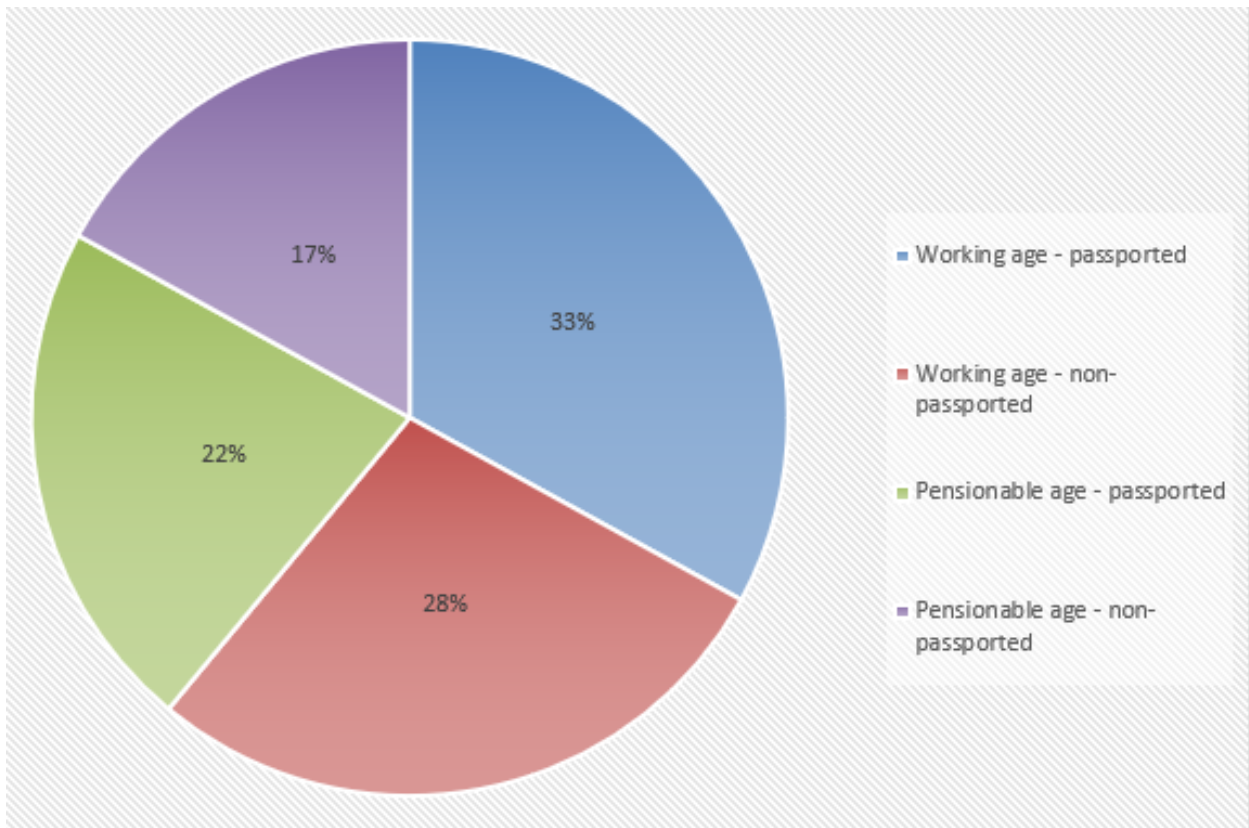
2.2 Claims will be divided into 3 categories:

- Low risk
- Medium risk
- High risk

Low risks claims will be streamlined, and additional verification applied to high risk claims.

2.3 The DWP expects no more than 55% of claims to be assessed as low risk, with around 25% medium risk and 20% high risk. These figures will change from LA to LA according to the risk profiling and case load.

2.4 Passported claims are expected to fall into low or medium risk categories. Those that are not passported and of working age are likely to be employed or self-employed which would unlikely be low risk. It is our intention that employed and self-employed claims will fall into the high-risk category. Pensionable claims are less likely to be high risk. Our current caseload split between working age and pensionable claims that are passported or non-passported is displayed below.



2.5 Based on our caseload we will expect to see:

- Up to 25% in the high-risk group
- Approximately 35% in the medium risk group
- At least 40% in the low risk group

2.6 Depending on the risk grouping of the claim the level of evidence required to process the claim will change. The table at Appendix 1 shows the evidence requirement dependent on the risk grouping. Evidence of a National Insurance Number and identity are required in all cases irrelevant of the risk grouping as per the legislation as seen in Appendix 2.

2.7 Low Risk

Evidence required will be proof of ID and National Insurance Number (NINO). For passported cases this can usually be confirmed by accessing CIS (the LA gateway to DWP systems) as the DWP will have conducted identity checks. Non passported claimants and their partners (where applicable) will be required to provide original evidence to confirm their identity and NINO.

2.8 Medium Risk

Evidence of ID and NINO are required as per low risk cases. Plus, evidence of income, capital, expenses and rent are required. This can be photocopies or scanned documents.

2.9 High Risk

Will be required to provide the same level of evidence as a medium risk case but will be required to provide original documentation. These claims may also be subject to further additional checks, such as a visit to confirm residency, a telephone interview to check entitlement or a credit check carried out by a credit reference agency.

3: Recording and Monitoring

- 3.1** Each claim passed through RBV process will be allocated a risk score by the software that will be recorded on the claim. Accuracy checks will be incorporated to ensure that the claim has been processed in accordance with this policy.
- 3.2** Cases can be upgraded to higher categories, officers would need to seek approval from a Team Leader to upgrade a case. The cases and reasons are recorded so that information can be fed through to the parameters if errors are found. Risk scores cannot be downgraded.
- 3.3** The risk scores will be monitored on a monthly basis using the software. The reporting will also detail the level of fraud and error within each risk score. The Single Housing Benefit Extract (SHBE) will also identify errors from the original claim and this will be reported monthly. This monitoring will be measured against our local baseline taken from cells 222 and 231 of (SHBE).
- 3.4** Where the appropriate levels of fraud and error are not being identified the RBV policy will be reviewed, any appropriate changes will be made annually to ensure that the Policy remains relevant to the caseload distribution.
- 3.5** Claimants will claim and report changes online through Citizen Access Benefits (CAB), RBV will score the claim or change of circumstances at the time of submission and notify the claimant immediately of what evidence is required in order for the claim or change to be processed.

4. Implementation

- 4.1** The policy will commence on the 13 January 2020. New claims and changes of circumstances received after this date will be risk scored by the RVB software as described by this policy. The claim will then be subject to the verification standards applied to the risk group to which they have been assigned. Claims and changes reported prior to this date will be subject to full verification. Claims will be checked to ensure that verification is being applied correctly.

5. Subsidy and Audit requirements

- 5.1** The Housing Benefit subsidy claim is audited annually. Part of this audit focuses on RBV and whether the Council has acted within its Policy. In order to satisfy the annual subsidy and audit requirement the policy will be reviewed annually and signed off by the Section 151 Officer and any changes to the policy will be reported and agreed by Members.

Appendix 1

Evidence Required

| Type of Evidence | Sub-category of evidence | Low Risk | Medium Risk | High Risk |
|-----------------------|--|--------------------------|---|--|
| Identity and NINO | Identity | Originals or photocopies | Originals or photocopies | Originals Required |
| | NINO | Originals or photocopies | Originals or photocopies | Originals Required |
| Residency/ Rent | Private Tenants | Not Required | Originals or photocopies | Originals Required |
| | Social Landlords | Not Required | Originals or photocopies | Originals Required |
| Household Composition | Partner ID, NINO, Income, Capital | | Originals or photocopies | Originals Required |
| | Dependants under 18 | Not Required | Originals or photocopies | Originals Required |
| | Non- Dependants - working | Not Required | Originals or photocopies | Originals Required |
| | Non-dependants – passported benefit | Not Required | Originals or photocopies | Originals Required |
| | Non-dependant - student | Not Required | Originals or photocopies | Originals Required |
| | Non-dependant – not in remunerative work/other | Not Required | Originals or photocopies | Originals Required |
| Income | State Benefits | Not Required | Originals or photocopies | Originals Required |
| | Earnings/SMP/SSP | Not Required | Originals or photocopies | Originals Required |
| | Self -employed income | Not Required | Originals or photocopies | Originals Required |
| Child Care Costs | | Not Required | Originals or photocopies | Originals Required |
| Student Status | Student certificate | Originals or photocopies | Originals or photocopies | Originals Required |
| | Student Income | Originals or photocopies | Originals or photocopies | Originals Required |
| Capital | Under lower capital limit | Not Required | Originals or photocopies required if over £5,500 for working age or £9,500 for Pensioner Age claims. Not required if capital is | Originals required if over £5,500 for working age or £9,500 for Pensioner Age claims. Not required if capital is |

| Type of Evidence | Sub-category of evidence | Low Risk | Medium Risk | High Risk |
|------------------|-------------------------------------|--------------|--|--|
| | | | below these amounts | below these amounts |
| | Above lower capital limit | Not Required | Originals or photocopies | Originals Required |
| | Above upper capital limit (£16,000) | Not Required | Not Required | Not Required |
| | Property | Not Required | Originals or photocopies along with completed second property form | Originals required along with completed second property form |

Appendix 2

DWP Housing Benefit & Council Tax Benefit Circular S11/2011 Risk-Based Verification of HB/CTB Claims Guidance

Introduction

1. This guidance outlines the Department's policy on Risk-Based Verification (RBV) of Housing Benefit and Council Tax Benefit (HB/CTB) claims.

Background

2. RBV allows more intense verification activity to be focused on claims more prone to fraud and error. It is practiced on aspects of claims in Jobcentre Plus (JCP) and the Pension Disability and Carers Service (PDCS). Local authorities (LAs) have long argued that they should operate a similar system. It is the intention that RBV will be applied to all Universal Credit claims.
3. Given that RBV is practised in JCP and PDCS, the majority (up to 80%) of HB/CTB claims received in an LA may have been subject to some form of RBV. Already 16 LAs operate RBV. Results from these LAs have been impressive. In each case the % of fraud and error identified has increased against local baselines taken from cells 222 and 231 of the Single Housing Benefit Extract (SHBE), monthly data collection regime to DWP. In addition, in common with the experience of JCP and PDCS there have been efficiencies in areas such as postage and storage and processing times have improved.
4. We therefore wish to extend RBV on a **voluntary basis** to all LAs from April 2012.

This guidance explains the following;

- What is RBV?
- How does RBV work?
- The requirements for LAs that adopt RBV.
- How RBV claims will be certified.
- What are the subsidy implications?

What is RBV?

5. RBV is a method of applying different levels of checks to benefit claims according to the risk associated with those claims. LAs will still be required to comply with relevant legislation (Social Security Administration Act 1992, section 1 relating to production of National Insurance numbers to provide evidence of identity) while making maximum use of intelligence to target more extensive verification activity on those claims shown to be at greater risk of fraud or error.
6. LAs have to take into account HB Regulation 86 and Council Tax Benefit Regulation 72 when verifying claims. The former states: “a person who makes a claim, or a person to whom housing benefit has been awarded, shall furnish such certificates, documents, information and evidence in connection with the claim or the award, or any question arising out of the claim or the award, as may reasonably be required by the relevant authority in order to determine that person’s entitlement to, or continuing entitlement to housing benefit and shall do so within one month of being required to do so or such longer period as the relevant authority may consider reasonable.” Council Tax Benefit Regulation 72 is similar.
7. These Regulations do not impose a requirement on authorities in relation to what specific information and evidence they should obtain from a claimant. However, it does require an authority to have information which allows an accurate assessment of a claimant’s entitlement, both when a claim is first made and when the claim is reviewed. A test of reasonableness should be applied.
8. RBV assigns a risk rating to each HB/CTB claim. This determines the level of verification required. Greater activity is therefore targeted toward checking those cases deemed to be at highest risk of involving fraud and/or error.
9. The classification of risk groups will be a matter for LAs to decide. For example, claims might be divided into 3 categories:

Low Risk Claims: Only essential checks are made, such as evidence of identity. Consequently, these claims are processed much faster than before and with significantly reduced effort from Benefit Officers without increasing the risk of fraud or error.

Medium Risk Claims: These are verified in the same way as all claims currently, with evidence of original documents required. As now, current arrangements may differ from LA to LA and it is up to LAs to ensure that they are minimising the risk to fraud and error through the approach taken.

High Risk Claims: Enhanced stringency is applied to verification. Individual LA's apply a variety of checking methods depending on local circumstances. This could include Credit Reference Agency checks, visits, increased documentation requirements etc. Resource that has been freed up from the streamlined approach to low risk claims can be focused on these high risk claims.

10. We would expect no more than around 55% of claims to be assessed as low risk, with around 25% medium risk and 20% high risk. These figures could vary from LA to LA according to the LA's risk profiling. An additional expectation is that there should be more fraud and error detected in high risk claims when compared with medium risk claims and a greater % in medium risk than low risk. Where this proves not to be the case the risk profile should be revisited.
11. LAs may adopt different approaches to risk profile their claimants. Typically, this will include the use of IT tools in support of their policy, however, the use of clerical systems is acceptable.
12. Some IT tools use a propensity model which assesses against a number of components based on millions of claim assessments to classify the claim into one of the three categories above. Any IT system must also ensure that the risk profiles include 'blind cases' where a sample of low or medium risk cases are allocated to a higher risk group, thus requiring heightened verification. This is done in order to test and refine the software assumptions.
13. Once the category is identified, individual claims cannot be downgraded by the benefit processor to a lower risk group. They can however, exceptionally, be upgraded if the processor has reasons to think this is appropriate.

The requirements for LAs that adopt RBV

14. RBV will be voluntary. However, all LAs opting to apply RBV will be required to have in place a RBV Policy detailing the risk profiles, verification standards which will apply and the minimum number of claims to be checked. We consider it to be good practice for the Policy to be examined by the authority's Audit and Risk Committee or similar appropriate body if they exist. The Policy must be submitted for Members' approval and sign-off along with a covering report confirming the Section 151 Officer's (section 85 for Scotland) agreement/recommendation. The information held in the Policy, which would include the risk categories, should not be made public due to the sensitivity of its contents.
15. The Policy must allow Members, officers and external auditors to be clear about the levels of verification necessary. It must be reviewed annually but not changed in year as this would complicate the audit process.
16. Every participating LA will need a robust baseline against which to record the impact of RBV. The source of this baseline is for the LA to determine. Some LA's carry out intensive activity (along the lines of the HB Review) to measure the stock of fraud and error in their locality. We suggest that the figures derived from cells 222 and 231 of SHBE would constitute a baseline of fraud and error currently identified by LAs.

17. Performance using RBV would need to be monitored monthly to ensure its effectiveness. Reporting, which must be part of the overall Policy, must, as a minimum, include the % of cases in each risk category and the levels of fraud and error detected in each.

How RBV claims will be certified?

18. Auditors will check during the annual certification that the subsidy claim adheres to the LA's RBV Policy which will state the necessary level of verification needed to support the correct processing of each type of HB/CTB claim. The risk category will need to be recorded against each claim. Normally the LA's benefit IT/clerical system will allow this annotation.

Other considerations

19. The sample selection for HB/CTB cases will not change i.e. 20 cases will be selected for each headline cell on the claim form. The HB COUNT guidance used by the external auditors for certification will include instructions for how to deal with both non-RBV and RBV cases if selected in the sample. For non-RBV cases, the verification requirements will remain the same i.e. LAs will be expected to provide all the documentary evidence to support the claim.

What are the subsidy implications?

20. Failure by a LA to apply verification standards to HB/CTB claims as stipulated in its RBV Policy will cause the expenditure to be treated as LA error. The auditor will identify this error and if deemed necessary extrapolate the extent and, where appropriate, issue a qualifying letter. In determining the subsidy implications, the extrapolation of this error will be based on the RBV cases where the error occurred.

For this reason, it is important that RBV case information is routinely collected by ensuring that LA HB systems incorporate a flag to identify these RBV cases. If subpopulations on RBV cases cannot be identified, extrapolations will have to be performed across the whole population in the particular cell in question.

21. We will now work with the respective audit bodies to incorporate this into the COUNT guidance. If you have any queries, please contact Manny Ibiayo by e-mail HBCT

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: Supplementary Estimate for Nightly Paid Accommodation to meet the Council's Statutory Homeless Duties.

REPORT AUTHOR: Satnam Kaur, Group Head of Residential Services
DATE: 8 November 2019
EXTN: 01903 737718
PORTFOLIO AREA: Residential Services

EXECUTIVE SUMMARY:

This report provides an update on the budgetary position in respect of nightly paid accommodation to meet the Council's statutory homeless duties through a supplementary estimate of £500k net expenditure for 2019/20.

RECOMMENDATIONS:

Cabinet is asked to Full Council:

- The approval of a supplementary estimate of £500k net expenditure (equivalent to Band D Council Tax of £8.16) to support expenditure on nightly paid accommodation to meet the Council's statutory homeless duties be approved.

1. BACKGROUND:

1.1 Since 2016/17 homelessness has increased exponentially. As a result the use of emergency and temporary accommodation has seen a corresponding increase. The situation is not unique to Arun and is reflective of the national picture. Currently there are 7,040 households accommodated nationally compared to 2,450 a decade ago. The national cost for the same period has increased from £10.6m to £93.3m. The local picture is set out in the tables in section 1.4.

1.2 The situation has been exacerbated following the introduction of the Homeless Reduction Act in April 2018, which has seen both an increase in presentations and use of emergency accommodation. An increase in homelessness presentations is mainly as result of the change to when an applicant can present as homeless or threatened with homelessness, which has increased from 28 to 56 days.

1.3 We have also seen an increase in administrative burden due to the new levels of administration required by the Act. The redirection of resources to meet these requirements is impeding our ability to meet the needs of applicants at risk of homelessness. In mitigation we have tried to reduce the impact by standardising paperwork as far as possible.

1.4 Alongside this we are beginning to see the impact of West Sussex County Council's decision to significantly reduce housing related support grant funding to statutory and voluntary organisations that have historically supported and accommodated homeless households.

| | 2016/17 | 2017/18 | 2018/19 | 2019/20 (April – October) |
|-------------------------------------|---------|---------|---------|---------------------------|
| Homeless Presentations | 773 | 963 | 1189 | 600 |
| B&B Net Spend | £344k | £577k | £1.271m | £646k |
| Supplementary estimate (net) | £95k | £230k | £650k | £500k |

| Homeless Households accommodated in nightly paid as at 31.10.19 | Emergency (nightly paid) self-contained | Emergency (nightly paid) non self-contained | Total |
|---|---|---|-----------|
| Single | 17 | 7 | 24 |
| Couple | 0 | 0 | 0 |
| Family | 60 | 2 | 62 |
| Other | 0 | 0 | 0 |
| TOTAL | 77 | 9 | 86 |

1.5 Over the last three years supplementary estimates have been requested to meet the unprecedented level of demand on the housing options service. The situation is set out in the tables above. In response to the situation a comprehensive review of how we deliver homeless and housing options services has been undertaken. It is evident that there needs to be a greater focus on the prevention and relief of homelessness in order to move applicants on from emergency accommodation in a more timely way. In order to achieve this a new structure with a greater level of staff resource is required. This review forms part of the wider restructure of the housing service and is outlined in the next report to this Cabinet – “Financial Implications of the modernisation of the Housing Service”.

2. PROPOSAL(S):

2.1 To request Full Council to approve a supplementary estimate of £500k net to meet expenditure on nightly paid accommodation for 2019/20.

3. OPTIONS:

3.1 Approve the supplementary estimate of £500k net for 2019/20.

3.2 Not to approve the supplementary estimate. However, this is not considered to be a viable option as it will result in the Council not being able to meet its statutory duties in respect of homelessness which would be unlawful and subject to judicial review.

| | | | | |
|---|--------------------------------------|--------------------------------------|-------------------------------------|---|
| 4. CONSULTATION: | | | | |
| Has consultation been undertaken with | YES | NO | | |
| Relevant Town/Parish Council | | NO | | |
| Relevant District Ward Councillors | | NO | | |
| Other groups/persons (please specify) | Finance | | | |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO | | |
| Financial | YES | | | |
| Legal | | NO | | |
| Human Rights/Equality Impact Assessment | | NO | | |
| Community Safety including Section 17 of Crime & Disorder Act | | NO | | |
| Sustainability | | NO | | |
| Asset Management/Property/Land | | NO | | |
| Technology | | NO | | |
| Other (please explain) | | | | |
| 6. IMPLICATIONS | | | | |
| <p>6.1 The table below shows this year's expenditure on nightly paid accommodation to date. Projecting to the end of the financial year there is a requirement for net expenditure to be increased by £500k.</p> | | | | |
| Nightly paid accommodation monitoring – October 2019 | | | | |
| | Outturn 2018/19 £'000 | Original Budget £'000 | Current Budget £'000 | Actual to Date £'000 |
| Gross Expenditure | 1,825 | 950 | 950 | 961 |
| Income | (554) | (320) | (320) | (315) |
| Net Expenditure | 1,271 | 630 | 630 | 646 |
| Income including Housing Benefit recovered | 30% | 34% | 34% | 33% |
| <p>Note: Net expenditure is gross expenditure less Housing Benefit (HB) recovered and a small amount of income paid by recipients. HB generally covers some 30% of gross expenditure but this will vary from month to month due to the phasing of the benefit payments.</p> | | | | |

7. REASON FOR THE DECISION:

7.1 To ensure that the Council is able to meet its statutory homeless duties.

8. EFFECTIVE DATE OF THE DECISION: 18 December 2019

9. BACKGROUND PAPERS:

Cabinet Report 2 September 2019 – Revenue and Capital Outturn Expenditure 2018/19

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 9 DECEMBER 2019

SUBJECT: Modernisation of the Housing Service

REPORT AUTHOR: Satnam Kaur, Group Head of Residential Services

DATE: 19 November 2019

EXTN: 37718

PORTFOLIO AREA: Residential Services

EXECUTIVE SUMMARY:

This report provides an update on the modernisation of the Housing Service and the financial implications of ensuring it is a fit for purpose service that meets its statutory duties and complies with regulatory requirements.

RECOMMENDATIONS:

Cabinet is asked to recommend to Full Council that:

- (1) a general fund supplementary estimate of up to £172k (which equates to a Band D equivalent of £2.81) for the potential redundancy and pension strain costs to meet the Council's statutory homelessness duties, which will result in growth to the base budget of up to £260k (which equates to Band D equivalent £4.26);
- (2) a housing revenue account supplementary estimate of £294k (which equates to a weekly rent of £1.69 per dwelling) for the potential redundancy and pension strain costs associated with the Housing Revenue Account, which will result in growth to the base budget of up to £67K (which equates to a weekly rent of £0.39 per dwelling); and
- (3) note the competency Framework "Arun Cares" which was introduced in September 2018 that sets out expectations for service delivery (Appendix one)

1. BACKGROUND:

1.1 It has been over 15 years since the structure of the Housing Service was thoroughly reviewed. Given the change in operating environment over this period a review has been long overdue. It is imperative that the service is modern, resilient, integrated, customer focussed and agile, to enable a seamless response to the changing needs of our residents and in order to meet our statutory and regulatory duties.

1.2 The need to restructure has been amplified by:

- the Regulator for Social Housing (RSH). In August 2017 the RSH found Arun District Council to be in breach of its obligations as a social housing landlord in respect of health and safety duties towards its tenants. This resulted in the determination that there was the potential for serious detriment to the Council's tenants.
- a root and branch review of all areas of the service, general fund and housing revenue account functions.
- Housing Revenue Account Business Plan (HRABP) adopted in July 2017. We need to operate in accordance with the business plan ensuring that we are financially viable as a business in order to achieve the plan's objectives of:
 - increasing the housing stock
 - insuring our assets are fit for purpose
 - maximising income and making the best use of resources

1.3 Since 2018 a number of interim measures have been deployed to address some of these issues. We now need to formalise a new structure to ensure that past mistakes are not repeated and we are in a position to deliver a high performing, cost effective, customer focussed service.

General Fund

1.4 Members will note from the previous report that homelessness has been rising exponentially over the last 10 years. Over the last three years supplementary estimates have been requested to meet the unprecedented level of demand on the housing options service. In response to the situation and as part of the wider review of the Housing Service, a comprehensive review of how we deliver homeless and housing options services has been undertaken. It is evident that there needs to be a greater focus on the prevention and relief of homelessness in order to move applicants on from emergency accommodation in a more timely way. In order to achieve this a new structure with a greater level of staff resource is required.

1.5 The proposal is to increase the staffing resource from 17.4 Full Time Equivalent (FTE) to 20.9. Of the existing 17.4 FTE, 11.4 are on the establishment and the remaining 6 posts have been funded through the Flexible Homeless Support Grant either on fixed term contracts or through temporary members of staff. This grant was awarded to all local authorities for a period of 3 years 2017-2020 to help absorb some of the additional costs associated with the implementation of the Homelessness Reduction Act. No announcements have been made about this grant funding in future years.

1.6 In the new structure the posts will be funded as follows:

- 18.9 FTE - general fund.
- 2.0 FTE - 2 year fixed term contracts funded through the existing flexible support grant

1.7 The increase in staff resource represents growth on the general fund budget of £260k. This figure is approximately half the value of the supplementary estimates that have been required per annum over the last three years to fund expenditure on nightly paid accommodation. It will allow for a more manageable caseload for officers and create more time to focus on preventative work. By shifting the focus to prevention and relief work, it is likely that less placements into emergency accommodation will be required and there will be shorter lengths of stay. Taking into account recruitment and embedding the new ways of working it is anticipated that a

return on this investment through reduced/contained use and cost of emergency accommodation will be realised fully from 2021/22.

1.8 Alongside the aforementioned changes we are targeting our efforts on accessing more private rented sector accommodation whilst simultaneously increasing our portfolio of new council homes both in general needs and temporary accommodation. Increasing supply across more tenures will enable a shorter and smoother transition from emergency/temporary accommodation into more permanent accommodation. Thereby reducing the cost of emergency accommodation.

Housing Revenue Account

1.9 In order to meet the regulatory requirements for social housing landlords as set out by the Regulator for Social Housing and meet our strategic priorities as set out in the HRABP an increase in the base budget growth of £67k is required. This is affordable within the Business Plan as confirmed by our specialist retained consultant.

1.10 Performance and success of the restructure will be monitored by officers through monthly performance and budget monitoring reports and as part of the annual performance update to the Housing and Customer Services Working Group.

2. PROPOSAL(S):

2.1 Approve a General Fund supplementary estimate of up to £172k (which equates to a Band D equivalent of £2.81) for the potential redundancy and pension strain costs to meet the Council's statutory homelessness duties

2.2 Approve a Housing Revenue Account supplementary estimate of £294k (which equates to a weekly rent of £0.39 per dwelling) for the potential redundancy and pension strain costs associated with the Housing Revenue Account.

3. OPTIONS:

3.1 Approve the supplementary estimates for 2019/20 as set out above.

3.2 Not to approve the proposals. However, this is not considered to be a viable option as it will result in the Council not being able to meet its statutory duties in respect of homelessness which would be unlawful and subject to judicial review and nor would it allow us to meet our regulatory obligations as a social housing landlord or the strategic priorities of the HRABP.

| 4. CONSULTATION: | | |
|---|----------------|-----------|
| Has consultation been undertaken with | YES | NO |
| Relevant Town/Parish Council | | NO |
| Relevant District Ward Councillors | | NO |
| Other groups/persons (please specify) | Finance | |
| 5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail at 6 below) | YES | NO |
| Financial | YES | |
| Legal | | NO |

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

6. IMPLICATIONS

6.1 The one-off General Fund supplementary estimate, of £172k, is required to meet the maximum potential redundancy and pension strain costs associated with the restructure and this will result in base budget growth of £260k

6.2 The HRA supplementary estimate of £294k is required to meet the maximum potential redundancy and pension strain costs associated with the restructure and this will result in base budget growth of £67k.

6.3 This restructure is a departure from the Council's current policy that restructures should achieve payback, on one off costs, over a period of a maximum of 3 years

7. REASON FOR THE DECISION:

7.1 To ensure that the Council is able to meet its statutory duties and comply with the regulatory requirements for social housing landlords.

8. EFFECTIVE DATE OF THE DECISION: 18 December 2019

9. BACKGROUND PAPERS:



One Service, One Team

Arun Residential Services
Core Competency Framework





Coming together is
a beginning, keeping
together is progress,
working together is
success”

Henry Ford



Introduction

This framework is designed to ensure that all staff within Residential Services are supported towards achieving organisational and service goals and displaying consistent behaviours. It describes the different areas of competency required to deliver services to the required standards.

The Framework – “**Arun Cares – One Service, One Team**” has 5 core competencies, each competency has an overall definition and has been designed to reflect the different levels at which staff are expected to work.

- All Residential Services staff will work to the “All Colleagues” level;
- People Managers (front line supervisors/team leaders) will work to the All Colleagues as well as the People Managers level
- Leadership (Residential Services Management Team) will work to all three levels – All Colleague; People Managers and Leaders.

These requirements will be defined individually for each job as appropriate and recorded on job descriptions and person specifications.




Customer Focus



Definition: Customer focus is the commitment to putting customers first and the ability to deliver a consistently high-quality service. Customers are both internal (i.e. colleagues) and external (i.e. the community, tenants/service users and other organisations).

Why is it important? All colleagues must demonstrate a full understanding of customer needs and expectations to enable the effective delivery and development of appropriate high quality services that manage and support customer expectations.

| All Colleagues | People Managers | Leaders | Contra Indicators  |
|--|--|--|--|
| <ul style="list-style-type: none"> ■ Understands, clarifies and anticipates customer needs and responds with a positive first response to their individual needs and enquiries. ■ Takes pride in delivering high quality services and always takes a "right first time" philosophy. Consistently being solution focussed and flexible in approach in order to achieve positive outcomes. ■ Resolves customer enquiries promptly at first point of contact and only refers to others when genuinely appropriate. ■ Sets and manages customer expectations appropriately by giving and keeping clear and realistic timescales. ■ Keeps customers up-to-date and informed. ■ Understands all services and accurately matches these to customers' needs. ■ Deals with customers fairly and equitably taking into account customers diverse needs. | <ul style="list-style-type: none"> ■ Creates an environment where teams are empowered to put customers first. ■ Acts as a role model in personal approach to customer focus and celebrates a "right first time" approach and excellent customer service. ■ Takes time to establish underlying needs of customers beyond those initially expressed. ■ Organises processes around customers taking account of complex and sensitive issues to meet their long-term needs. ■ Actively identifies areas where service levels can be improved; identifying gaps and implement solutions. | <ul style="list-style-type: none"> ■ Identifies good practice and solutions and integrates into the service provided. ■ Uses customer needs and operational feedback to drive business strategy, policies and operational practice. ■ Forms strategic and diverse groups/ partnerships to improve services. ■ Demonstrates passion for and champions high customer standards. ■ Ensures excellence in customer service at the heart of all aspects of service delivery. | <ul style="list-style-type: none"> ■ Does not treat all customers fairly and with respect. ■ Makes assumptions rather than finding out the customers' needs. ■ Is not flexible about their own way of doing things. ■ Is insensitive to customer concerns and carries out tasks without thought of the impact on the customer. ■ Uses jargon, bureaucracy and red tape. ■ Makes promises to customers that cannot be delivered. ■ Does not prioritise customer needs. ■ Ignores customer feedback. |


A Accountability




Definition: It is the responsibility of every employee to satisfactorily complete the duties and responsibilities required by their job in order to achieve and continuously further organisational and service goals. It is about working with consistency, integrity and taking responsibility and ownership for decisions, actions and results.

Why is it important? When ownership and accountability is consistently demonstrated trust is formed, expectations set and goals achieved. Accountability is important to achieving success.

Page 214

| All Colleagues | People Managers | Leaders | Contra Indicators  |
|---|--|--|---|
| <ul style="list-style-type: none"> Has a positive approach to work, working flexibly, willingly and co-operatively and self-starting. Accepts accountability and responsibility for decisions and actions. Demonstrates a clear understanding of the job including all its tasks, responsibilities, procedures and contacts. Consistently delivers a high standard of work within agreed timescales and performance standards. Challenges negative behaviours and responses in a constructive way and encourages self and colleagues to be optimistic with a can do solution focused approach. Responds positively to feedback. Shows passion about serving our customers. | <ul style="list-style-type: none"> Drives the work of others to ensure its on track to achieve results. Gets results, ensuring key goals, targets, deadlines and outcomes are met. Recognised by others across the Service as someone who delivers what they say they will. Persistent and resilient when faced with obstacles. Sets high standards for self and others. Acts upon suggestions for improvements within the council's processes and procedures. | <ul style="list-style-type: none"> Sets the pace and drives forward service delivery. Accepts personal responsibility and accountability for team and departmental results. Motivates and inspires others to be ambitious creating a positive culture of high performing teams. Demonstrates high energy, stamina and resilience to achieve goals and results over the long term. Champions a high energy and enthusiastic environment which supports colleague's creative input. | <ul style="list-style-type: none"> Focuses on own needs and benefits. Does not accept responsibility for own actions. Criticises Arun District Council and colleagues openly to outside agencies and customers. Withholds information and is evasive. Is inconsistent, does not 'walk the talk'. Takes credit for success without acknowledging others. Shows little knowledge of the organisation and the business. |



Respect

Definition: The recognition and valuing of difference in the broadest sense. It is about creating a working culture and practices that recognise, respect, value and harness diversity for the benefit of the organisation and all individuals.

Why is it important? We are all representatives of Arun District Council. All employees need equality, diversity and respect competence to engage creatively and effectively with each other, our customers and our partners, and to ensure compliance with legislation.

| All Colleagues | People Managers | Leaders | Contra Indicators  |
|--|--|---|--|
| <ul style="list-style-type: none"> ■ Treats everyone with fairness and respect. ■ Open to new ideas and ways of working. ■ Champions respect for all individuals, teams and promotes the value of all roles. ■ Receptive to the positive contribution others can make. ■ Considers the impact of own actions on others. ■ Challenges inappropriate behaviour. ■ Sets a personal example of good equalities practice at all times. ■ Understands different learning styles. ■ Actively demonstrates an interest in different experiences and backgrounds. ■ Understands the impact of hate crime, other harassment and unlawful discrimination. ■ Behaves in a respectful way. | <ul style="list-style-type: none"> ■ Adapts to different audiences. ■ Demonstrates integrity and consistency in decision making. ■ Develops a culture of opportunity, equality and diversity. ■ Empowers people to achieve best practice in this area. ■ Ensures team members value diversity and inclusion. ■ Demonstrates clear and consistent leadership in promoting equal opportunities. ■ Ensures access to services for all, adopts a zero tolerance approach and actively challenges prejudice. ■ Deals efficiently and fairly with cases of evidenced wrong-doing. ■ Supports and progresses causes for concern that are raised. | <ul style="list-style-type: none"> ■ Strategic decision making reflects a good understanding of cultural issues and perspectives gained through consultation with others. ■ Demonstrates ability to incorporate ideas and concepts that creatively challenge norms, to allow for greater fairness, opportunity and diversity. ■ Is aware of their own leadership style and is committed to bringing the best out in others. ■ Works with partner organisations to better provide services for all groups. ■ Instigates change and works to encourage open and honest dialogue implementing an inclusive work and learning environment. | <ul style="list-style-type: none"> ■ Unreceptive and slow to adapt. ■ Has difficulty recognising the need to be responsive to equality and diversity issues. ■ Has a low level of curiosity, openness and interest in the possibility of learning from others. ■ Makes false assumptions of people and situations which cause offence and set up barriers to building trust. ■ Conveys lack of sensitivity. ■ Treats people with a lack of respect. ■ Demonstrates resistance to introducing equality and diversity measures into the workplace (without well-reasoned argument). |




Embraces Change



Definition: The ability to make changes and identify opportunities to improve performance. Adopting a positive approach to changing circumstances and landscape by embracing new ideas and different approaches.

Why is it important? The ability of employees to adapt to ever-changing demands is crucial to delivering high performing services.


| All Colleagues | People Managers | Leaders | Contra Indicators  |
|--|--|--|--|
| <ul style="list-style-type: none"> ■ Is receptive to new ideas and improved ways of working. ■ Makes suggestions for improvement. ■ Accepts change and is positive in adapting improved working practices. ■ Invests in the ongoing development of their own skills and knowledge. ■ Seizes opportunities and acts on them. ■ Passionate about being the best in what they do. | <ul style="list-style-type: none"> ■ Views change as an opportunity. ■ Is open-minded, willing to adapt opinions, ideas and strategies, taking account of opinions from others and managing risks, through robust analysis and impact management. ■ Uses data, knowledge and analysis to anticipate trends and change service provision and priorities accordingly. ■ Willing to challenge policies, procedures, processes and work practices to contribute to service improvement. ■ Encourages ideas for improvement to service delivery by positively recognising contributions. | <ul style="list-style-type: none"> ■ Creates an environment where change is perceived as an opportunity for growth and improvement. ■ Creates a culture that promotes and values analytical rigour. ■ Takes tough decisions to achieve success. ■ Emphasises the positive aspects of proposed changes and ensures any people issues are managed. | <ul style="list-style-type: none"> ■ Pursues his or her own personal interests even when not in line with organisational objectives and values. ■ Reacts to requests or priorities without thinking about the longer term or bigger picture. ■ Shows no interest in learning about the organisation's work outside his or her own area. ■ Openly discusses issues in a negative way. ■ Undermines new ways of doing things. ■ Creates barriers and does not accept change. |

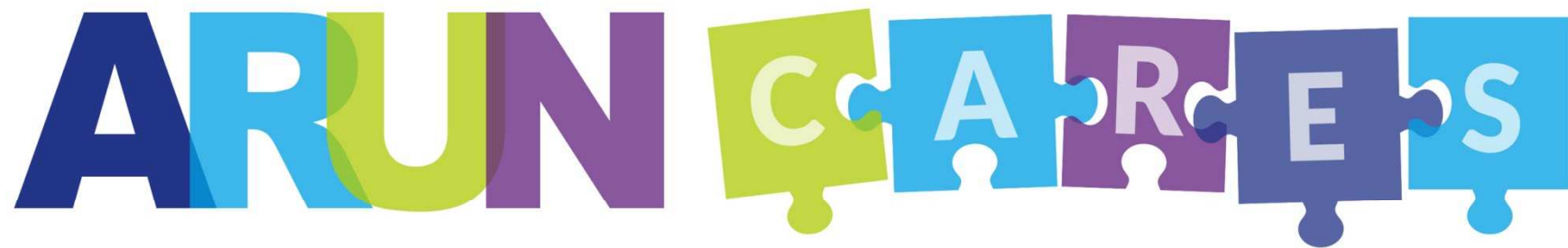


Definition: Working together as one service, one team will produce a combined effect that is greater than each team working separately.



Why is it important? To ensure that people work co-operatively together sharing best practice, breaking down departmental barriers and communicating fully on new initiatives to achieve organisational and service goals.

| All Colleagues | People Managers | Leaders | Contra Indicators  |
|---|---|---|---|
| <ul style="list-style-type: none"> ■ Responds positively to requests for help from internal and external partners. ■ Is courteous, tactful and diplomatic. ■ Works with others to ensure projects and tasks are completed on time and right first time. ■ Co-operates with others. ■ Asks colleagues for help when needed. ■ Puts in extra effort to share workload willingly. ■ Puts team decisions above personal interests. ■ Focusses on working together to secure the best outcome for ADC, its customers and partners. ■ Creates opportunities to build shared understanding of own and others responsibilities in order to create value for money. ■ Creates a supportive and collaborative environment, actively building strong relationships with colleagues, customers, Councillors and partners alike. | <ul style="list-style-type: none"> ■ Spends time thinking through issues with others utilising their skills and making them feel valued. ■ Speaks positively of others, gives praise and credit when due and contributes feedback where necessary. ■ Understands the importance of communication and keeps all relevant parties informed. ■ Encourages and supports other colleagues. ■ Actively gives and receives feedback to improve performance. ■ Inspires a sense of team spirit and encourages positive and open interaction between individuals and teams. ■ Owns actions, demonstrates care for staff, the service and the organisation. ■ Consistently celebrates achievements and success. | <ul style="list-style-type: none"> ■ Promotes cross team and departmental working as principal means of delivery putting teamwork at the heart of decision making. ■ Builds and creates a climate that values collaboration and teamwork with staff and team leaders at all levels across the organisation. ■ Find opportunities to build new coalitions and enhance collaboration with residents, stakeholders and colleagues to ensure high performance. | <ul style="list-style-type: none"> ■ Sees themselves as better than others and fails to respect their contribution. ■ Works 'in silo' and doesn't share information or expertise. ■ Makes negative comments about others either professionally or personally. ■ Can't help, won't help, uncooperative. ■ 'That's not my job', 'I'm far too busy', passes the buck. ■ Does the bare minimum to get by. ■ Co-operates selectively in accordance with their own personal interests or objectives. ■ Fails to take on board new methods of delivering the service to accommodate different teams, cultures and communities. |

The logo for ARUN CARES features the word 'ARUN' in solid, multi-colored letters (A: dark blue, R: light blue, U: lime green, N: purple). To its right, the word 'CARES' is formed by interlocking puzzle pieces in various colors (C: lime green, A: light blue, R: purple, E: dark blue, S: light blue).

ARUN CARES

One Service, One Team

**“
Together
Everyone
Achieves
More”**

ARUN WELLBEING AND HEALTH PARTNERSHIP (AWHP) MINUTES

Date: Wednesday 16 October 2019
 Time: 2 – 4 pm
 Venue: Wave Leisure Centre, Littlehampton
 Chair: Holly Yandall, Public Health Lead, WSCC

Present:

Claire Dower (Arun Wellbeing, Information Officer) **Joy Bradbury-Ball** (Senior Wellbeing Officer, Arun Wellbeing) **Holly Yandall** (Public Health Lead, West Sussex County Council), **(Maxine Thomas** (Service Manager, Coastal West Sussex Mind), **Russell Tooley** (Wellbeing Services Manager, ADC), **Sarah Parker-Hatchard** (Fitness & Wellbeing Manger, Freedom Leisure, **Matt Williams** (Centre Manager, Freedom Leisure), **Lee Tillyer** (Active Communities Officer, Freedom Leisure), **Charlotte Simpson** (Active Communities Officer, Freedom Leisure), **Cllr Gill Yeates** (Cllr for Community Wellbeing, ADC), **Robin Wickham** (Group Head Community Wellbeing – ADC) **Julie Hodson** (CWS CCG – LCN Delivery Lead), **Georgina Bouette** (Community Safety Manager, ADC) **Kath Callaghan** (Rustington PC)

Apologies:

Sharon Russell (Service Lead Nurse – PAT), **Hilda Sherwood** (Chief Executive, Voluntary Action Arun and Chichester **Cllr Pauline Gregory** (Cllr for Residential Services ADC), **Julie Budge** (CEO – My Sisters’ House)

| Minutes: Chair: HY Minutes: CD | | Info, Decision, Action | Action |
|---|---|------------------------------|---------------|
| 1.0 | Report back from previous meeting/matters arising: (HY) | | |
| 1.1 | HY thanked Freedom Leisure for hosting this meeting and for the tour of the new leisure centre | I | |
| 1.2 | The minutes of the last meeting were summarised & it was noted not all actions were completed – (further updates as to why were discussed later in the agenda) | I | |
| 1.3 | Partnership were requested to send any details of newsletters that their organisations produce to CD | A | ALL/CD |
| 2.0 | Arun Local Community Network: Julie Hodson | | |
| 2.1 | JH gave a presentation to the partnership on the Arun District Local Community Network (presentation attached to minutes) Regis & REAL (Rustington, East Preston, Angmering & Littlehampton) LCN groups have merged, so they now cover district wide. HY commented that the new merged group shares the same geographical footprint & has similar priorities & key issues as the AWHP terms of reference. HY proposed to the partnership that the AWHP merges with the LCN & extend the invitation for a rotating chair at each meeting. The partnership gave the following comments: <ul style="list-style-type: none"> • The AWHP is well attended and provides a good networking opportunity but has not delivered any actions or outcomes in | I | |

| | | | |
|-----|---|-----|--------------|
| | <p>recent years. It would be good to merge so that the partnership has guided direction & receives strategic in-put</p> <ul style="list-style-type: none"> • The LCNs are seeking to report into the WS Health & Wellbeing Board so collaboration will have more structure • A wider group of members will create bigger thinking & more ideas, that have a priority focus to capture the whole picture • LCN link through CCG governance map of Health & Wellbeing Board. AWHP has no formal governance & is a standalone meeting • The AWHP has no connection with the WS Health & Wellbeing Board – we would have a stronger voice through the LCNs • AWHP members need to link in with LCNs to ensure elected member representation at meetings • Attendance at LCNs is perceived to be very strategic, would members of the AWHP who work on the front feel like they would be able to attend these meetings? The AWHP is a good way of getting information out to organisations & people who work on the ground • Lack of GP attendance at AWHP to get answers to questions • Groups/organisation presentations at LCNs that GPs attend is a good way of getting information across • Mixture of organisations that attend AWHP gives a better reality picture of what is going on • Perception that LCNs do not have the same level of networking and they are more strategic • Arun LCN is attended by a mixture of frontline workers (including GPs, social workers) and wider partners involved in health and wellbeing in Arun. | | |
| 3.0 | Next Steps: | | |
| 3.1 | The next Arun District LCN board meeting is on Thursday 14th November, 12:00-14:00, Angmering Community Centre, Bramley Green Estate, Foxwood Avenue, Angmering, Littlehampton, BN16 4FU – members of the AWHP are invited to attend so they can get a feel of what the meetings are like. If you would like to attend, please contact steph.tangen@nhs.net | A/I | ALL |
| 3.2 | It was agreed that this meeting was not as well attended as the last, so in order to give the partnership an opportunity to give their thoughts HY will produce a summary of comparisons, so members can see the differences/similarities between the LCN and AWHP, and some options for the future of AWHP. This document will follow these minutes. The partnership will be given a deadline date to send their thoughts to CD & these will be collated & summarised so the partnership can then decide a way forward. | A/I | HY/CD |
| 4.0 | Partnership Updates / AOB: | | |

| | | | |
|-----|---|---|--|
| 4.1 | <p>RT/JBB– Arun Wellbeing have new services which include Smoking cessation, which is active now (flyer attached to these minutes), Health Checks which hopefully will be available at the beginning of the new year. It is hoped the new services will complement and be an added addition to what the GP surgeries and pharmacies currently offer. The hub has also been given funding for a new alcohol adviser role which the hub will be advertising for shortly. The alcohol service will support clients who have increased drinking levels, but the hub will still be referring those that have dependency or very high levels of alcohol consumption to the specialist service, Change Grow Live.</p> | I | |
| 4.2 | <p>MW/CS: Freedom Leisure have been working on the following new initiatives:</p> <ul style="list-style-type: none"> • Successful in securing booking with the hospital cardiac clinic • Linking in with the Escape Pain service • Offering swimming rehabilitation programme with Swim England • Working with SAGE house and allowing those clients to access the facilities with a buddy who does not have to pay, in order to break down barriers for attending • In January walking cricket & netball will be launched • Working with Alzheimer’s Society on a Living Well day. which will involve inclusive session for those aged 60+. The session will be for 2 hours at a small cost and will take place at the end of January. • Working with MIND to host a Mental Health Awareness day at the Wave on 18 May – there will be different workshops throughout the day. AWHP organisations are welcome to have a stand at this event. Please let CS know if you are interested in attending charlotte.simpson@freedom-leisure.co.uk • Healthy Walks in Arun is expanding to cover weekend walks for children & families, this follows on from the success of Beat the Streets, that took place in the summer. • Zachery Merton hospital physiotherapy lead has invited Freedom/AWHP to give a talk about the partnership – contact details below: | I | |
| 4.3 | <p>Bridget Winrow Physiotherapy Professional Lead/ West Area Therapy Lead Sussex Community NHS Foundation Trust Bridget.winrow@nhs.net Tel:07920 245208</p> <p>MT: Updates for West Sussex Mind</p> <ul style="list-style-type: none"> • Coastal West Sussex Mind will now be called West Sussex Mind | I | |

| | | | |
|-----|--|-----|--|
| 4.4 | <ul style="list-style-type: none"> • A new safe-haven crisis café has been launched in Worthing at Method house, to prevent people with mental health from going to A&E when not necessary • Pathfinder Primary Care workers are now expanding to cover Littlehampton • Funding has been secured to develop site at 23 Maltravers drive – hope to open in spring time • Working in partnership with Pallant House Galley to deliver community art workshops for service users | I | |
| 4.5 | <ul style="list-style-type: none"> • Drop-in at Rustington Library – Mental Health Information Point, 1st Monday of every month 10.30am – 12.30pm <p>For further information please contact MT direct or visit https://www.coastalwestsussexmind.org</p> | I | |
| 4.6 | <p>KC Who is also a parish councillor for Rustington and is part of REAL as a patient representative, hopes to launch a Wellbeing week in the village of Rustington</p> <p>GB Community Safety Partnership update:</p> <ul style="list-style-type: none"> • The service has changed from past years and the focus is now on protecting & supporting vulnerable people who are being exploited by drugs and alcohol links • Safeguarding group has been linking up and sharing information with the LCNs and been sharing information that is relevant to the partnership. • A new alcohol/drug help service has been funded in Littlehampton at Dove lodge, so clients do not have to travel to Worthing or Bognor to receive help. <p>HY – Public Health Update:</p> <ul style="list-style-type: none"> • Self-harm needs analysis has been published – it sets out the current challenges in West Sussex and the drivers for self-harm across all age groups and makes recommendations. Arun had the highest rate of emergency admissions for self-harm in males in 17/18. All local authorities in West Sussex, except Horsham have significantly higher rates of self-harm admissions for females than the England average. Arun and Worthing had higher rates for males. Please see attached links for Health and Happiness Survey and Reducing Drug and Alcohol Related Death survey. <p>Health and Happiness Survey: https://jsna.westsussex.gov.uk/updates/health-happiness-2019/ Drug Related Death Audit: https://jsna.westsussex.gov.uk/updates/drug-related-deaths-audit-2019/ Self-Harm Needs Analysis: https://jsna.westsussex.gov.uk/updates/self-harm-needs-assessment/</p> <ul style="list-style-type: none"> • The Health and Wellbeing Board has agreed the need for the strategic approach to healthy weight in children across the | I/A | |

| | | | |
|-----|--|--|--|
| | <p>county. A healthy weight steering group will start in January, with place-based sub-groups. District and borough CEO's will be consulted end of October. If the partnership would like to volunteer for the place-based groups, please let HY know.</p> <ul style="list-style-type: none"> • Campaigns that Public Health are currently running are: Stoptober, Ageing Well in West Sussex, Flu, DrinkCoach – alcohol awareness week. HY will send summary of Alcohol & Me when available. | | |
| 5.0 | Close of Meeting | | |
| | Next meeting to be confirmed. | | |

This page is intentionally left blank

Joint Eastern Arun Area Committee

11 June 2019 – At a meeting of the Committee at 7.00 pm held at The White Swan, Chichester Road, Arundel, BN18 0AD.

Present:

Mrs Urquhart (Chairman) (Angmering & Findon;), Mr Buckland (Littlehampton Town;), Mr Elkins (East Preston & Ferring;), Mr Markwell (Arundel & Courtwick;), Mr Purchase (Rustington;), Dr Walsh (Littlehampton East;), Mr Oliver-Redgate, Mr Phillips, Mrs Robertson, Mr Carr, Mr Looker, Mrs Walker, Mr Isaacs, Mr Bennett, Mr Hayden and Mr Naughton

1. Appointments

- 1.1 It was RESOLVED that
- 1.2 Cllr Deborah Urquhart be appointed as Chairman to the Joint Easter Arun Area Committee for the year 19/20.
- 1.3 Cllr Jamie Bennett be appointed as Lead District Member and Vice Chairman
- 1.4 Cllr Steve Toney be appointed as Lead Parish and Town Member.
- 1.5 Cllr Dr James Walsh be appointed as Chairman to the Highways and Transport Subgroup
- 1.6 Cllrs Bennett and Roberts be appointed as District Members to the Highways and Transport subgroup.
- 1.7 Cllrs Urquhart, Walker and Roberts be appointed to the CIF subgroup.

2. Welcome

2.1 The Chairman welcomed members of the Committee and members of the public to the meeting.

3. Terms of Reference

3.1 The Committee were asked to consider the terms of reference for the Joint Area Committee, in addition to the Terms of reference for the Highways and Transport Sub group.

3.2 The TOR were noted.

4. Declarations of Interest

4.1 There were none

5. **Minutes**

5.1 RESVOLED that the Minutes of the last meeting held on the 5 March 2019 were approved as a correct record and signed by the Chairman.

6. **Urgent Matter**

6.1 There were none.

7. **'Talk with us' - Public Questions**

7.1 The Chairman invited questions from Members of the public relating to matters that did not already appear on the agenda.

7.2 It was requested that an item relating to campervans parking on street could be added to the Highways and Transport Subgroup for discussion.

7.3 It was also requested that an item on Fitzallen Road could be included with the next H&T subgroup agenda.

7.4 It was asked by there could be more enforcement officers deployed in the area. It was advised this again could be considered by the H&T subgroup.

8. **Community Police Issues**

8.1 The Chairman welcomed police representatives to the meeting to discuss local crime statistics, including trends and changes.

8.2 An update was provided generally on what crime statistics looked like across the Eastern Arun area, with a particular focus on traffic and highways issues, mostly around commercial vehicles.

8.3 Detail was provided over the key focuses for the police force at present, included the following: youth crime Littlehampton Town Centre, Direct patrols on anti-social behaviour and 'Project Reboot'.

8.4 The Chairman thanked the police force rep for the informative update and welcomed comments and questions form Committee Members. It was requested by the Committee that more focus be placed on the policing of serious drug related crimes in the area. It was advised this was another key focus for the Police Forces in the area.

9. **Your Energy Sussex**

9.1 The Chairman welcomed a presentation from David Edwards from West Sussex County Council to deliver a presentation on 'Your Energy Susses', a not for profit energy company, backed by the County Council.

9.2 Information was provided on the nature of 'Your Energy Sussex', it's goals and principles and how it would be of benefit to members of the public regarding their energy bills.

9.3 Members thanked David Edwards for the informative presentation and questions from the Committee were welcomed. In response to questions the following was advised:

- Costs are kept low through low-cost marketing channels
- The project supported social housing tenants
- Properties that already had installed solar panels were welcome to join.
- There was a high level of oversight by the County Council on the continued financial viability of the project.

10. **Community Initiative Microfund**

10.1 The Committee considered the decision report by the Cabinet Member for Safer, Stronger Communities and the introduction of the Microfund.

10.2 The Committee endorsed the decision and expressed the benefits this would have to the wider community.

11. **Community Initiative Fund (EA01(19/20))**

11.1 The Committee considered the written report by the Director of Law and Assurance which detailed a bid to the Community Initiative Fund.

11.2 The Committee considered the application on its individual merit

The following pledge was approved:-

361/JEAAC – Brookside Memorial Garden Community Group, up to £2,500 subject to the project achieving 50% of the overall project costs - Towards the creation of a memorial garden to include; a memorial wall, plaque and hoggin paths for disabled access

12. **Highways and Transport Sub Group**

12.1 The Chairman of the H&T Subgroup was invited to introduce the minutes from the previous meeting and provide an update on discussions had.

12.2 It was advised that the Lyminster Bypass was still being progressed, but slower than originally hoped. Other projects were also detailed and updates on their progress was provided, all of which can be found in the minutes of the H&T subgroup meeting.

12.3 The Chairman thanked Dr Walsh for the update and asked that if any members of JEAAC had an item they wished to be considered by the H&T subgroup to forward this on to the Clerk to the meeting.

13. **Nominations to School and Academy Governing Bodies**

13.1 The Committee noted the vacancy listed in the agenda papers and were asked to assist in publicising any Governor Vacancies so that they might be filled.

14. **Items to be raised by Town and Parish Council representatives.**

14.1 There were none.

15. **Items for consideration at future meetings**

15.1 Cllr Dr Walsh advised he had been appointed to the East Arun Medical Services advisory group and would report back at the next meeting of JEEAC on the work completed by the group.

16. **Date of next meeting**

16.1 It was confirmed that the next meeting of JEAAC was scheduled for the 5 November 2019.

Chairman

The meeting closed at 8.38 pm

Joint Western Arun Area Committee

19 June 2019 – At a meeting of the Committee at 7.00 pm held at The Regis School (Main Hall), Westloats Lane, Bognor Regis, PO21 5LH.

Present:

Mr Edwards (Chairman) (Bersted;), Ms Flynn (Felpham;), Mrs Hall (Nyetimber;), Mr Oppler (Bognor Regis East;), Mr Patel (Bognor Regis West & Aldwick;), Mrs Pendleton (Middleton;), Mr Whittington (Fontwell;), Mr Coster, Mr Charles, Mr English, Mrs Hamilton, Mrs Haywood, Mr Lury, Mr Stanley, Mrs Worne, Mr Beaton, Mrs Richardson, Mr Robinson, Mr Knight, Mr Goodheart, Mr Humphris, Mrs Wild, Mr Darling and Mr Pickthall

1. Welcome

1.1 The Chairman welcomed members of the public to the meeting and asked Committee members and Officers to introduce themselves. The Chairman welcomed new Members of the Committee to the meeting who had been appointed following the recent election.

2. Appointments

2.1 it was RESOLVED that the following appointments be made:

2.2 Cllr David Edwards as the Chairman for the Joint Western Arun Area Committee

2.3 Cllr Matthew Stanley confirmed as the Lead Member from Arun District Council and the Vice-Chairman for JWAAC

2.4 Cllr Derek Whittington as Chairman for the Highways and Transport Subgroup

2.5 Cllrs Hilary Flynn, Derek Whittington, Jane Hamilton, Faye Cutterson, Lillian Richardson and Michael Pickthall to the Community Initiative Fund subgroup.

2.6 Cllr Lillian Richardson as the Representative to the Conservation Area Advisory Sommittee and Cllr Jayne Wilde as substitute representative.

3. Declarations of Interest

3.1 There were none.

4. Minutes

4.1 it was RESOLVED that the Minutes of the last meeting held on 6 February 2019 be approved as a correct record and signed by the Chairman.

5. **Urgent Matters**

5.1 There were none.

6. **Community Policing Update**

6.1 The Chairman invited Inspector Daniel West to the meeting to present crime statistics for the area and provide an update.

6.2 The following was advised:

- Small increase in vehicle related crime over the year
- Detail provide over how these figures were being mitigated.
- Use of alternative reporting methods, such as social media.
- REBOOT – Youth Early intervention scheme
- Anti-social behaviour levels in the town centre.
- The criminal act of cuckooing is still continuing to occur, however work is being done to combat this.

6.3 In response to questions asked by the committee it was advised that:

- Members of the public could contact the police via email. This information was available on the police website.

7. **Terms of Reference**

7.1 The Committee noted the terms of reference that had been included for information within the agenda for noting.

8. **Presentation on IPEH**

8.1 The Committee received a presentation from the Hub Systems Lead for Arun on the Intervention, prevention and earliest help (IPEH) project. The presentation included details on the following:

- Poverty and Deprivation
- Health
- Education and Training
- Early Help Plans
- Centres that the service operates from
- Continuum of need
- Partnerships
- Ongoing work.

8.2 The Chairman thanked officers for the informative presentation

9. **'Talk With Us' - Public Question Time (15 Minutes)**

9.1 The Chairman invited members of the public to address the committee with any questions relating to matters not on the agenda.

9.2 a member of the public raised concerns about the Eastergate bypass and was advised a written response would be provided.

9.3 Comments were raised over the implementation of the 20mph speed limit in Felpham, although there were also messages of support for the change in the limit.

9.4 Members of the committee were requested by a member of the public to visit their local Community interest companies to understand how they operate within the community, in addition to how members of the committee could better utilise them.

10. **Highways and Transport Subgroup (WA01(19/20))**

10.1 The Committee received the notes of the last Highways and Transport Subgroup and considered the report and the following recommendation included:

The Sub-group considered the report and recommendation from the Executive Director for Place and Director of Highways Transport and Planning. The Group supported the recommendation included and requested it be put forward to the Joint Western Arun Area Committee for consideration. It was therefore

RECOMMENDED that the County Council Members of the Joint Western Arun Area Committee, having considered the responses to the formal consultation and petition, authorise the Director of Highways, Transport and Planning to install the scheme.

10.2 The Project Manager from Place Services was invited to present the scheme to the committee and answer questions. There was a significant level of debate regarding the use of funds to install the order and the impact it would have. Some members considered the use of funding in this way was inappropriate, whereas the majority of the committee felt it was in the interest of safety to the residents.

10.3 The Committee discussed the merits of the Traffic Regulation Order and agreed that it was necessary for the interest of safety of residents to install the scheme. It was therefore

10.4 RESOLVED that the County Council Members of the Joint Western Arun Area Committee, having considered the responses to the formal consultation and petition, authorise the Director of Highways, Transport and Planning to install the scheme detailed in the report.

11. **Community Initiative Funding (WA02(19/20))**

11.1 At its meeting on the 19 June 2019 the Joint Western Arun Area Committee considered applications to the Community Initiative Fund.

11.2 The Committee considered each application on its merits and it was RESOLVED that the following pledges be approved:

341/JWAAC – Just Different, Click for Change, up to £500.00 towards the cost of producing and editing a promotional video of a disabled presenter education primary school children

342/JWAAC – Bognorphenia, Our Generation Young People’s Day, Up to £2,500 toward security and marquee hire/purchase costs for a two day volunteer led performing arts event

349/JWAAC – Radio Respect CIC, Radio Respect CIC on FM, up to £5,000 toward purchasing and updating studio equipment and applying for a community license.

363/JWAAC – Community Play Centre @ Walberton, Community Play Centre all-weather garden, up to £1,000 toward resurfacing the soft play area and laying rubber mulch to patio

371/JWAAC – Bognor Regis Town Youth Football Club, Bognor Youth FC goes for goals, up to £1,000 toward purchasing a pair of portable goals.

12. Community Initiative Fund - Microfund

12.1 The Committee noted the decision taken by the Cabinet Member for Safer, Stronger Communities regarding the Microfund.

13. Arun Growth Programme Update

13.1 The Committee noted the update included in the agenda papers.

14. Authority School Governors

14.1 The Committee noted the existing vacancy listed in the agenda papers.

15. Items raised by Parish and Town Councils

15.1 The Committee discussed the work of JWAAC and possible future items for discussion.

15.2 It was requested that Bognor Town Regeneration be added to an agenda for a future meeting.

16. Date of Next Meeting

15.1 The date of the next meeting was confirmed as 27 November 2019 at a venue to be confirmed.

Chairman

The meeting closed at 10.00 pm

Public Document Pack Agenda Item 20

Subject to approval at the next Environment & Leisure Working Group meeting

1

ENVIRONMENT & LEISURE WORKING GROUP

7 November 2019 at 6.00 pm

Present: Councillors Mrs Staniforth (Chairman), Brooks (Vice-Chair), Bicknell, Mrs Catterson, Chapman, Clayden, Dixon, Edwards (Substitute for Kelly), Gunner, Huntley, Ms Thurston and Mrs Worne

Councillors Mrs Yeates was also in attendance for all or part of the meeting.

Apologies: Councillor Kelly

7. DECLARATIONS OF INTEREST

Councillor Dixon declared a personal interest in agenda item number 4 as a member of the Bognor Regis Civic Society.

8. MINUTES

The minutes of the last meeting held on 4 July 2019 were approved and signed by the Chairman as a correct record.

9. URGENT ITEM - BOGNOR REGIS DISC PARKING SCHEME

The Members received an urgent report from the Customer & Parking Services Manager in relation to the Bognor Regis Disc Parking Scheme that operated in Hothampton, Lyon Street and Fitzleet car parks. It was explained that the scheme was due to finish on 31 December 2019, but a request had been made from The Bid Board and Bognor Regis Town Council that the scheme continues and a long-term agreement be agreed for the scheme.

A full discussion was had by all Members who were all in full support of the scheme being continued consideration was given to the following points:

- Cost implication to Arun District Council
- Possible Sponsorship options to be suggested to The Bid

The Working Group then,

Agreed to recommend to Full Council the extension of the Bognor Regis Disc Parking Scheme up to the 31 December 2022.

Environment & Leisure Working Group - 7.11.19

10. LITTLEHAMPTON WAVE UPDATE

The Principal Landscape Officer provided the Members with a final update on the completion of the Littlehampton Leisure Centre project. She highlighted that the project objectives that had defined the scope of the project in 2016, had been met and the total project expenditure was on target to be maintained within the allocated budget. She further explained that as well as providing the new leisure centre for the district, the project had also created a range of wider opportunities that had and continued to add extra value for local people during and after its delivery.

All Members of the Working Group expressed their satisfaction with the project and the completed addition of an excellent leisure and sport provision in the District. Key points that were highlighted throughout the discussion were:

- A request for specific feedback from the leisure centres customers to be provided to Members
- Confirmation was sought to ensure that light pollution measures were considered when the lights for the new path were installed and it was confirmed that grey caps had been included in the design to provide downward light.
- Praise was given by Members for working in conjunction with Willmott Dixon that assisted with a careers initiative at HMP Ford
- Attention was drawn to the figures that had been detailed in a report that was presented to the Overview Select Committee on 22 October 2019 showed a significant reduction to the new buildings carbon footprint in comparison to the old building. It was confirmed that the technology was proving to be successful during its first year of use.
- Tree planting on the west and north side of the site had been completed, and it was confirmed that further planting of trees was planned.

The Chairman thanked the Principal Landscape Officer and the Group Head of Community Wellbeing for the update which was then noted by the Working Group.

11. SAFER ARUN PARTNERSHIP ANNUAL REVIEW

The Community Manager introduced Inspector Steve Turner from the Arun Prevention Team at West Sussex Police to the Working Group and explained that there was a statutory requirement for all districts to ensure they tackled and reduced anti-social behaviour and crime in the local area. There continued to be a long-standing partnership with the anti-social behaviour team at Arun District Council and the prevention neighbourhood team who jointly work together to tackle an array of persistent anti-social behaviour and crime issues.

It was explained that the team had recognised and taken action on county line issues and it is known as a significant problem nationally. Littlehampton, Worthing and Brighton are key seaside areas where young and vulnerable individuals had and continue to be targeted. County drug lines can change in circumstances quickly so

safeguarding and enforcement action was vital in the management of these specific circumstances. Arun was the first area in Sussex to obtain a criminal behaviour order against a known perpetrator involved in the sale and distribution of drugs linked to county lines activity; the order proscribes tight conditions restricting the activity of the offender including an exclusion zone that prevents them residing in West Sussex.

Strong emphasis was placed by the Community Manager on the importance of continued partnership working across the board was vital to keeping the community safe.

The Working Group participated in a full discussion and the key points raised were:

- Confirmation was obtained that the Glenlogie night shelter that was operated through Stone Pillow would be running again this year and negotiations to ensure all plans are in place in the event of severe weather conditions are ongoing.
- A query was raised in relation to figures stated at point 8.3 in the report. It was advised that a written response would be provided for this question
- Concern raised over the increase in violent crime reports. It was confirmed that while the figures for this type of crime are high, it does also include targeted violent crime reports and links to drug and county line reports. The recruitment for more PCSO's that had taken place would help significantly with this area.
- Suggestion for the team to work more closely with Parish Councils was made.
- Concern for rural areas across the district was raised as it was understood that a lot of the work that had been completed was focused on Town areas. Reassurance was provided by the Arun Prevention Inspector that rural areas had the focus of the teams working in partnership and that consideration and risk analysis was always be taken in relation to these individuals considering a change in location when targeting behaviour in Towns and that more PCSO's would also assist on a larger more detailed scale.

The Chairman thanked the Community Manager and the Arun Prevention Officer for their detailed update.

The Working Group then

RECOMMEND TO CABINET – That

- 1) The work of the Safer Arun Partnership be endorsed and the importance of partnership working in contributing to reducing anti-social behaviour and addressing crime and disorder in Arun be recognised.

Environment & Leisure Working Group - 7.11.19

- 2) Recognition be given to the work of the Safer Arun Partnership in contributing to the delivery of the Councils strategic priority “supporting you if you need help”.

12. CLIMATE CHANGE

The Director of Services provided Members with an overview of her report that outlined the current situation on Climate Change and set out Arun District Council corporate response. She stressed the importance of working across all elements of the Council and with the community, partners, contractors and businesses. She advised that declaring a climate emergency was Arun District Council stating that it was taking the issue very seriously. The report was really the start of the first steps to make significant improvements. She suggested that updates on action taken and next steps should be reported to Members every six months to ensure that Member’s would be fully involved all the way through the process.

Members were in full support of the report that had been provided to them and several comments made were:

- Investment needed to be made to fund the post of a Sustainability Manager in order to keep the Council moving forward on the Climate Change issues.
- A request to ensure that the latest scientific information to be kept at the forefront of decision making on this topic
- It was confirmed that Consultancy support would be needed in order to ensure the work was credible. It would be vital to procure the right individual, qualified to speak and make decisions on the Climate Change plan.

Further discussion was had on how everyone could influence change, from moving to paperless meetings right through to the importance of planting more trees across the district.

The Chairman thanked the Director of Service for her report and update and then put the recommendations to a vote en bloc.

The Working Group agreed to recommend to Cabinet and Full Council that:

1. Arun District Council declares a Climate Emergency.
2. The impact and mitigation of climate change is considered and incorporate into all policy and key decision making.
3. Officers work through the Environment & Leisure Working Group to produce an action plan with milestones to make the activities of Arun District Council carbon neutral by 2030.

4. A supplementary estimate be approved for up to £180k to fund the post of Climate Change Manager and Sustainability Manager for three years, including consultancy advice to support the calculation of carbon budgets both within the Council and more widely through its role in community leadership and work with partners and local businesses.

(The meeting concluded at 8.04 pm)

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank