



Public Document Pack

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21 May 2020

CABINET

A virtual meeting of the Cabinet will be held on **Monday 1 June 2020 at 5.00 pm** and you are requested to attend.

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

PLEASE NOTE: *This meeting will be a 'virtual meeting' and any member of the press and public may listen-in and view the proceedings via a weblink which will be publicised on the Council website at least 24 hours before the meeting.*

Different meeting arrangements are in place for the period running from 4 April 2020 to 7 May 2021 from the provisions of the Coronavirus Act 2020 and the meeting regulations 2020, to allow formal 'virtual meetings'.

This Council's revised Rules of Procedures for 'virtual meetings' can be found by clicking on this link: <https://www.arun.gov.uk/constitution>

Any members of the public wishing to address the Cabinet meeting during Public Question Time, will need to email Committees@arun.gov.uk by 5.15 pm on Thursday, 21 May 2020 [due to the Bank Holiday] in line with current Cabinet Procedure Rules. It will be at the Chief Executive's/Chairman's discretion if any questions received after this deadline are considered.

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

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 - 8)

To approve as a correct record the Minutes of the virtual Cabinet meeting held on 29 April 2020 (as *attached*).

6. START TIMES

The Cabinet is asked to confirm its start times for meetings during 2020/21.

7. BUDGET VARIATION REPORTS -

The Financial Services Manager will provide a verbal update on Round 2 of the Ministry of Housing Communities and Local Government (MHCLG) return on the financial consequences of COVID-19.

8. THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC SITUATION (Pages 9 - 22)

This report informs Cabinet of the Council's response to the pandemic situation; its reaction to Government guidance; the continuation of service provision to our residents; and liaison with Members, Partners and Town and Parish Councils.

9. FURTHER OFFICER DECISIONS TAKEN DURING THE CORONAVIRUS EMERGENCY (Pages 23 - 30)

In accordance with the provisions of the Officer Scheme of Delegation in the Council's Constitution, this report updates the Cabinet on the decisions taken by Officers to incur expenditure or take urgent action in response to the Coronavirus emergency.

10. CORPORATE PLAN 2018-2022 - QUARTER 4 PERFORMANCE OUTTURN REPORT FOR THE PERIOD 1 APRIL 2019 TO 31 MARCH 2020 (Pages 31 - 38)

This report sets out the Q4 performance outturn for the Corporate Plan indicators for the period 1 April 2019 to 31 March 2020.

11. SERVICE DELIVERY PLAN 2018-2022 - QUARTER 4 PERFORMANCE OUTTURN REPORT FOR THE PERIOD 1 APRIL 2019 TO 31 MARCH 2020 (Pages 39 - 60)

This report sets out the Q4 performance outturn for the Service Delivery Plan indicators for the period 1 April 2019 to 31 March 2020.

ITEMS PUT FORWARD BY THE OVERVIEW SELECT COMMITTEE AND WORKING GROUPS

There are no items to bring to this meeting.

Note : Non-Members of Cabinet are reminded that if they wish to register to speak at this meeting they must contact Committee Services at least 24 hours prior to the start of the meeting in line with the revised Virtual Meeting Procedure Rules noted at the Annual Meeting of the Council held on 20 May 2020 and noting that Cabinet Procedure Rule 7 still applies.

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 [The Policy](#)

Agenda Item 5

Subject to approval at the next Cabinet meeting

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CABINET

29 April 2020 at 5.00 pm

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

Councillors Bennett, Bicknell, Chapman, Clayden, Cooper, Mrs Cooper, Dendle, Edwards, English, Gunner, Mrs Pendleton and Roberts were also in attendance at the meeting.

517. WELCOME

The Chairman welcomed Members, the press, officers and members of the public to this historic first virtual meeting held by the Council.

He provided a brief summary of how the meeting would be conducted and the protocol that would be followed and, as this was a brand new experience for all participants, how any break in the proceedings due to technical difficulties would be managed.

The Chairman took this opportunity to thank all Council staff for their hard work in dealing with the demands of the pandemic.

518. DECLARATIONS OF INTEREST

There were no declarations of interest made.

519. QUESTION TIME

No public questions had been submitted.

520. MINUTES

The Minutes of the meeting held on 9 March 2020 were agreed by the Cabinet and would be signed by the Chairman as soon as practically possible.

521. OFFICER DECISIONS TAKEN DURING THE CORONAVIRUS PANDEMIC

The Chairman introduced this item and stated that when major emergencies occurred, such as the present Coronavirus crisis, officers were able to make urgent decisions and report back to Members at a later date, as set out in the Council's Constitution.

Almost daily Emergency Planning Team meetings had been held over recent weeks, whereby a team of officers, led by the Director of Services, had been dealing

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with the emergency and the Chairman expressed his thanks to that team. He also took the opportunity to thank Council staff who had continued to work diligently, mostly from home, to ensure the Council continued to provide services to its communities and that they were provided with the information they needed during the Coronavirus emergency.

As the pandemic continued, the CEO (Chief Executive Officer) had set up a series of communication processes to ensure Members were kept up to date, whilst acknowledging that, for the first few weeks at least, things had been changing on an almost daily basis. As part of this process, the CEO had had regular discussions with the Leader and Deputy Leader, as well as weekly meetings with the other three political Group Leaders, Councillors Chapman, Dixon and Mrs Thurston. The CEO had also had many conversations with individual Councillors and, through these various communications, had discussed decisions being made by officers as they occurred. Support had therefore been obtained from the four Group Leaders at the relevant time prior to the decisions in the report being taken.

The Chief Executive then presented the report and drew attention to the fact that the Directors, Group Heads and himself had authority to make urgent decisions in emergency situations under powers set out in the Council's Constitution. He thanked the Leader, the Cabinet and the other three Group Leaders for their full support on every decision that had been taken as, without that support, the task of officers would have been far more difficult.

Three decisions, in particular were highlighted by the Chief Executive, namely:-

- (i) The substantial distribution of business grants – the Government had provided £39m and, as of 28 May 2020, £18,825 had been distributed to small businesses, a percentage of 63.77. It was anticipated that the remainder of the eligible grant funding would go out in the next few days.
- (ii) Freedom Leisure had requested financial support as it was a Trust and did not have a large financial holding; assistance was therefore required to enable it to survive. The Council had provided support in respect of the management fee; keeping the building safe; and staffing costs and how repayment might be managed was being looked at and might include the extension of the present contract.
- (iii) £13,000 had been outlaid to provide partitioning at the Bognor Regis and Littlehampton Reception areas to enable members of the public to still be able to access the offices and yet keep members of staff safe. The work had been done by the Facilities Team during the first weekend of lockdown.

Before opening the debate, the Chairman advised that, right from the beginning of the emergency and in consultation with the CEO, the following main priorities had been identified irrespective of what support came from central Government or elsewhere and these were:

- To deal with the homeless, rough sleepers and domestic abuse and violence cases and provide accommodation, which had been provided by Butlins.
- To introduce a commercial rent holiday on properties leased from the Council and to defer payments for 3 months plus giving tenants longer to pay of up to 1 year and, in extreme situations, up to 2 years.
- To make car parks free and to not enforce single yellow lines across the District.
- In the event of staff sickness/absence the waste, recycling and green collection services would be subject to cascading but, after an initial glitch at the beginning, the service was running normally.

The Chairman thanked his Cabinet Member colleagues for their contribution and involvement in discussions with officers.

As there was no debate from the Cabinet, the Chairman turned to questions from other Members who had submitted these prior to the meeting. The Committee Services Manager clarified that a full schedule of questions, answers and supplementary questions and answers would be attached to the signed copy of the Minutes and would also be uploaded to the website as a separate document following the meeting. The Chairman sought and received support from the Cabinet that questions asked at the meeting should be in line with the procedure for virtual meetings and that there would not be an opportunity for Members to participate in a general question and answer session.

The Cabinet then

RESOLVED

That the action taken by officers be noted and supported.

522. UPDATE ON FINANCIAL CONSEQUENCES OF THE CORONAVIRUS PANDEMIC

Prior to introducing the report, the Cabinet Member for Corporate Support took the opportunity to thank all the staff of the Council for enabling and facilitating its work across all the different platforms for the benefit of residents. He also thanked the Facilities Team, working in the background, for their hugely professional effort in erecting the new partitions in the receptions at Bognor Regis and Littlehampton, which had been completed within a very tight timescale.

The Cabinet Member for Corporate Support stated that the purpose of this report was to provide an update on the financial consequences of the Covid-19 pandemic. He advised that the Group Head of Corporate Support would provide some more contextual information whilst the Financial Services Manager would add a further explanation of Appendix 1 which closely correlated to the Ministry of Housing, Communities & Local Government (MHCLG) return that was submitted on Wednesday 15 April 2020. He also highlighted that the situation that this Council and Councils

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across the country were facing was unprecedented and had resulted in direct financial consequences in terms of loss of income and cash flow, additional expenditure had been incurred and there would continue to be significant cash flow implications. He confirmed that this was going to be very much an ongoing situation and certainly in the short and medium term the impact on the cash flow position of the Council would be serious.

The Group Head of Corporate Support provided a brief overview of the current position by reminding Members that, in participating in various discussions on the Budget, it had been anticipated that Government funding would be considerably less for 2021/22 and only last night the Government had announced that the Fair Funding Review had been rolled forward yet again to 2022/23, which could only further affect the financial position of the Council. He was of the view that there would be a probable recession and that less resources would be received by the Council in future years.

An approximate estimate of the Council's losses due to the emergency had been provided to the Government and in last night's announcement, Arun was due to receive £1.6m towards those costs. Whilst welcoming that, the Cabinet was advised that there would still be a significant shortfall and there would have to be careful consideration of the Council's current budget and its medium term financial strategy going forward in light of how long the emergency might last and the resultant financial implications.

The Financial Services Manager then presented the report which provided an update on the financial consequences of the corona virus emergency. The summary tied up with the financial response supplied to the MHCLG on 15 April 2020. It was stressed that, although the financial information was just a snapshot in time, it did provide a good overview of what was a fast moving environment, with the underlying assumption that the lockdown would continue for 3 months before things gradually returned to some form of normality.

The Financial Services Manager advised that the estimates in Appendix 1 illustrated that the Council's finances would be £2.4m worse off in 2020/21 and beyond and that that figure was dominated by the anticipated loss of income of around £1.9m. The actual losses would depend on how long the lockdown continued and what the economy looked like when things returned to the new normal.

The significant loss of income reflected the importance of fees and charges to the Council's budget, and some of this would not be recouped, such as car park income. Other estimates depended on how badly the economy was going to be affected which could, in turn, reflect in a potential reduction in collection rates in areas like Council Tax and Business Rates. It was stressed that the estimates would change as more information became available.

To summarise and to put the fast pace of financial change into context, the Financial Services Manager advised:-

- £1.6bn Government C19 Emergency funding was announced on 19 March – Arun's share was just £64k

- The MHCLG return was submitted on 15 April
- The Cabinet Report was finalised on 16 April and 2 days later on 18 April Government announced a further £1.6bn C19 support - with no detail of allocations.
- The £1.6m grant announced last night was good news but the funding to date did not cover the Council's anticipated losses. Therefore a measured approach must be taken in supporting individuals and suppliers as resources were limited.

The Financial Services Manager concluded her presentation by reiterating that the figures provided in the report were subject to change and would be kept under review.

In discussing the report, Members again expressed their thanks to staff for their efforts in maintaining services.

The Leader and CEO were thanked for their input into lobbying Government for a fairer share of the emergency funding that was being made available and the Leader confirmed that that had been done not just in respect of funding but also to stress the importance of the horticultural industry within the local economy.

Following further discussion which centred around the effects of the lockdown on the physical and mental wellbeing of residents during the period of lockdown, the Chairman turned to a question from another Member. A full schedule of questions, answers and supplementary questions and answers would be attached to the signed copy of the Minutes and would also be uploaded to the website as a separate document following the meeting.

The Cabinet

RESOLVED – That

- (1) The action taken and likely financial consequences contained in the report be noted; and
- (2) The continued lobbying of Central Government for additional funding be endorsed.

The Cabinet confirmed its decision as per Decision Notice C/050/290420, a copy of which is attached to the signed copy of the Minutes.

523. ELECTRIC VEHICLE STRATEGY AND CHARGE POINT INSTALLATION

The Cabinet Member for Technical Services introduced this report by advising that the Adoption of Electric Vehicles and a Strategy for Charging Points was an element of the many changes that would be needed to meet the UK's commitment to be carbon neutral by 2050. The government had banned the sale of petrol and diesel cars from 2040 and was consulting on bringing that date forward to 2035 or 2032 – that would require a switch to electric vehicles (EV). A move to EV would also improve local air quality, which was already above the legal limits in Arun and the Council should play

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its part in facilitating that switch, in particular in providing the charging infrastructure which was required.

The Group Head of Technical Services advised Cabinet that, over the last year investigations had been undertaken as to whether Arun should be involved in providing EV charge points, and the options available for doing so. Feasibility work on installing EV charge points on the Council's car parks had been commissioned and the Council had been keeping in contact with the County Council whilst they had been developing an EV Strategy.

Public consultation undertaken as part of the development of that strategy identified "range anxiety" and the lack of EV charging infrastructure as the main barriers to residents switching. This led to the strategy prioritising the installation of charging facilities for those residents without private driveways. though there would also be some "destination charging" included such as town centres and tourist beaches.

In recognition of the Councils' financial positions, a key principle of the strategy was that the installation of EV charge points would be at zero cost to the participating Councils. The proposed way of doing this would be for participating Councils to jointly procure a concession contract which would commit a supplier to install EV charge points across a portfolio of sites to form a countywide network. This portfolio approach should avoid "cherry picking" of the most commercially attractive sites, ensuring more & better located charge points would be provided.

The Group Head of Technical Services highlighted that, under paragraphs 2.0 and 6.1 of the report there was reference to profit share: this had changed since the report had been written, as the project team at WSCC had identified that it would be administratively more efficient to share a proportion of the revenue, rather than the more readily challengeable profit element. It was therefore proposed that a share of the revenue arising from charges levied for electricity use would be provided to the Councils and split on the basis of the number of plugs on each Council's land.

If Members decided to take part, the Council would need to enter into an Inter Authority Agreement and provide a list of sites before the procurement process commenced on 1 July 2020, with contracts expected to be signed in November. The first year would focus on developing a network and delivery plan, with the supplier committing to install a minimum number of charge points; therefore the first EV charge points should be installed by November 2021.

In opening up the debate, the Chairman advised that this was a part of the vital strategy in achieving a reduction in pollution. He sought clarification as to whether there was going to be a standardisation of rapid charging points across the network so that vehicles could be charged as rapidly as possible and secondly, he understood that there were 2 or 3 different plug in systems and he wished to see a common standard being set nationally to avoid the use of adaptors, etc when using the charging points.

The Group Head of Technical Services advised that there would be two speeds of charging point – fast and rapid. Fast would be the cheaper installation and would be

suitable for overnight charging for residential areas whereas the more expensive rapid charging facilities would be more suited for destination charging, such as town centres. He went on to confirm that at the moment there were three different types of plugs used by different manufacturers but it was Type 2 that had the support of the Government and its funding streams and was therefore the most prevalent one on the market.

In considering the matter, comment was made that this initiative would support the Climate Change Emergency that the Council had declared and would appear to be a good starting point with minimal risk to the Council. It was felt that if the nation was to achieve the Government's target of banning diesel and petrol cars by 2040 then Councils should be part of collaborations like this across the country. It was an ideal way for Local Government to lead the way in making the transition from fossil fuelled cars to electric vehicles.

The Cabinet Member for Technical Services stated that the proposal did dovetail with the Council's strategies and there were environmental benefits as well. There were going to be economic challenges ahead, as previously discussed, and to have this infrastructure in place at zero cost to the Council would be of benefit to the District and the collaborative approach would provide consistency of charging across the County.

In closing the debate, the Chairman acknowledged that the Electric Vehicle Strategy was going in the right direction but he asked whether the Group Head of Technical Services was aware of any discussions at regional or county level with regard to the use of hydrogen power for public transport and private vehicles, etc which would move forward rapidly the achievement of a 0% carbon economy. An officer response was given that hydrogen had been considered in the early stages of the project but that the technology lagged behind electric vehicles by about 10 years and the car industry was moving in the direction of electric vehicles.

The Chairman then turned to questions from other Members who had submitted these prior to the meeting. A full schedule of questions, answers and supplementary questions and answers would be attached to the signed copy of the Minutes and would also be uploaded to the website as a separate document following the meeting.

The Cabinet

RESOLVED - That

- (1) The Electric Vehicle Strategy for 2019-2030 be approved;
- (2) The Council agrees to participate in the partnership approach to installing electric vehicle charge points on Arun District Council owned land; and
- (3) Delegated authority be given to the Group Head of Technical Services, in consultation with the Cabinet Members for Technical Services and Neighbourhood Services, to enter into the Inter Authority Agreement and contract with a supplier following satisfactory completion of a West

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Sussex County Council led procurement process and to agree other matters in concluding the process of installing electric vehicle charge points on Arun District Council owned land.

The Cabinet confirmed its decision as per Decision Notice C/051/290420, a copy of which is attached to the signed copy of the Minutes.

(The meeting concluded at 7.50 pm)

ARUN DISTRICT COUNCIL

REPORT TO CABINET ON 1 JUNE 2020

SUBJECT: THE COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC SITUATION

REPORT AUTHOR: Nigel Lynn, Chief Executive

DATE: May 2020

EXTN: 37600

PORTFOLIO AREA: Corporate Support

EXECUTIVE SUMMARY: This report informs Cabinet of the Council's response to the pandemic situation; its reaction to Government guidance; the continuation of service provision to our residents; and liaison with Members, Partners and Town & Parish Councils.

RECOMMENDATIONS:

Cabinet is requested to note the actions taken thus far; note the lessons learned and responses to them; and to consider the way forward for this Council post-recovery.

1. BACKGROUND:

This report is divided into three main areas – what we have done, what we have learned, and recovery.

1.1 WHAT WE HAVE DONE

Welfare of Staff and Members

- 1.1.1 IT solutions were quickly pushed forward to enable the maximum number of staff to work from home, with the necessary equipment, and to observe the Government's social distancing guidelines. Consideration was also given to a seamless transition as far as the public were concerned, from a communications point of view.
- 1.1.2 Staff were offered the opportunity to work 'shift' patterns (7am – 1pm, and 1pm – 7pm) to reduce the bandwidth demand on the Council's internet connections. We placed an order to increase one of the connections from 100mgbs (megabits per second) to 500mbps to improve accessibility to e.g. external software such as Northgate (for Revenues & Benefits) and to give capacity for staff to resume 'normal' working hours. This action minimised any risk of slow connections during peak usage times.
- 1.1.3 The ICT Helpdesk also increased its hours of support (now 7am -7pm) to mirror the shift working hours.

- 1.1.4 Staff who have been present in the civic buildings each day are those providing advice and assistance to people presenting as homeless; those in the Post Room who receive the post every day and scan to the appropriate officers to deal with; staff from the Facilities Team who ensure that the civic buildings are unlocked/locked and to provide a safe environment for those entering the buildings, as well as Corporate Management Team on a rota basis to offer visible support to those staff attending the buildings.
- 1.1.5 With effect from Tuesday 14 April 2020, access to the civic buildings for staff was restricted to 8.30am-6pm to reduce the strain on operations and to minimise the time that staff could be in the buildings/offices.
- 1.1.6 A limited presence within the Civic Centre and Bognor Regis Town Hall allows for those presenting as homeless 'on the day' to be assessed. The Reception opening times were restricted to 10am-4pm to reduce the risk of infection whilst maintaining a service to those homeless applicants. With effect from 9 April 2020, the Contact Centre also transferred to home-working, thus further reducing the level of staff presence in the Civic Centre.
- 1.1.7 Over the weekend of 21/22 March, protective partitioning was installed in the civic building reception areas (at a cost of £13k) to protect staff and customers from the possibility of cross-infection and to allow those critical face-to-face services to continue. This was in response to Government advice regarding social distancing and that PPE equipment such as face masks did not offer effective protection for staff.
- 1.1.8 Access to the civic buildings has also been restricted for Members, recognising that their safety and wellbeing is just as important. (See also sections on communications and decision-making.) Contact between Officers and Members continues via emails and telephony, to enable Members to advise and assist their constituents during this difficult and worrying time.

Welfare of our Residents

- 1.1.9 Covered under the subsequent items regarding service delivery, financial support, community hub work, and communications etc,.

Communications

- 1.1.10 The Council's usual channels of communication via website, social media etc have been extremely well utilised, to push out messages to residents about any implications on/changes to service provision, and to update on Government guidance. The use of social media has also been embraced by the Leader of the Council who has recorded video messages to the public, offering live Q&A opportunities as well as regular updates on service provision. These video messages have been positively received and generated some additional questions from the public which have informed our regular briefings and webpage updates.

- 1.1.11 We have seen an increased use of social media to raise questions on what the Council are doing in this crisis and the Communications Team are monitoring Facebook and Twitter feeds to ensure that these questions and comments are picked up and addressed, either via the original social media posting or included in a general update message.
- 1.1.12 A Coronavirus 'pop-up' was installed on the home page of the Council's website, leading viewers to a dedicated webpage for service updates and information. Staff, Members and the public are encouraged to visit this page for information in the first instance. The content of this page, and of many social media postings, is driven by enquiries received from Members and the public and is updated frequently.
- 1.1.13 A residents' electronic newsletter was launched and over 800 email addresses have registered to receive these.
- 1.1.14 The Chief Executive has joined many regular conference calls with, for example, the Ministry for Communities, Housing & Local Government (MCHLG), District Councils Network (DCN), Local Government Association (LGA), Greater Brighton Economic Board, other West Sussex Chief Executives, and disseminates this information via his weekly conference calls with the Leader & Deputy Leader and Group Leaders, and via his weekly Councillor Briefing messages. A similar briefing note is also issued weekly to our corporate partners such as The Body Shop, Butlins and Rolls Royce, and to the Clerks and Chairmen/Mayors of our Town and Parish councils.
- 1.1.15 A channel for Member enquiries was established (via Jackie Follis, Group Head of Policy) so that all enquiries relating to the Covid-19 situation could be co-ordinated and a consistent response issued to similar enquiries.
- 1.1.16 The Communications Team has delivered regular messages to all staff, supporting their dedication and hard work, and boosting morale. It is clear from comments made that these messages have been welcomed and appreciated.

Homelessness

- 1.1.17 The Council established a supply of units of emergency accommodation with our partner Butlins, to help with households presenting as homeless during the pandemic situation, and also to address the Government's requirement to remove all rough sleepers from the street.
- 1.1.18 As at 6 May 2020, a total of 180 households have been accommodated.
- 1.1.19 A total of 24 rough sleepers were identified at the start of the lockdown period - 16 of which were accommodated, 4 refused offers, and 4 remain unaccounted for, possibly moving on.
- 1.1.20 The Housing Team have worked tirelessly to deal with the number of cases and to ensure that households are provided with suitable accommodation as quickly as possible in order to keep them safe.

Waste collections

- 1.1.21 An initial disruption due to sickness within Biffa's own workforce meant that recycling waste was not collected in some areas to the east of the district in the first few days of the lockdown period. This was rectified quickly with kerbside collections resuming as normal from 14 April 2020 and maintained thereafter. Garden waste collections were suspended briefly but are now working as normal.

1.1.22 The initial disruptions were advised to the public via social media and website posts.

1.1.23 Some concerns have been raised regarding the potential for fly-tipping to increase as a result of the amenity sites being closed, and this is being closely monitored. WSCC re-opened their Household Waste Recycling Sites with effect from 11 May 2020, further to Central Government's guidance, subject to social distancing regulations.

Car Parking

1.1.24 With effect from 1 April 2020, car parking charges were suspended. Enforcement action only applied to double yellow lines and loading bays. This was to help our residents park safely, support key workers and avoid road congestion during the Covid-19 situation.

Support to Local Businesses

1.1.25 The Government announced a number of different measures to assist local businesses and residents through these difficult times. Details of these were made available on our [webpage](#). The webpage was updated frequently, often daily, as and when new information was circulated from Central Government.

1.1.26 The Council received £39m from the Government to assist eligible local businesses in the retail, hospitality and leisure sector. Approximately 2,600 local businesses are eligible for assistance via the Business Grant scheme. As at 6 May 2020 we had awarded £24.5m worth of grants to 2100 businesses. A targeted reminder was issued to the 350+ businesses yet to submit a claim.

1.1.27 Staff in the Revenues & Benefits Team have worked through weekends (including the Easter Bank Holiday) to enable them to process the high volume of applications being submitted, to review the number of appeals against decisions, and to respond to direct enquiries from the public about eligibility and the progress with applications. The team responded as quickly as possible when government schemes were first introduced, although there were delays as details of schemes were adjusted by the Government and software made available to process payments as well as the Government changing the criteria five times.

1.1.28 The Government's Council Tax Hardship fund allowed for households facing financial hardship to receive a rebate of up to £150 against their annual Council Tax bill. Approximately 4,500 households in Arun could be eligible for this. No recovery action is being taken on Council Tax arrears – this has been the case since 18 March 2020.

1.1.29 The Council recognised the financial impact of the pandemic situation on local SMEs (small and medium-sized enterprises) within the retail, leisure and hospitality sectors who rent premises from ADC. On 30 March 2020, we therefore introduced a rent deferment opportunity, offering businesses the choice to defer rent payment due in April 2020 (for the April-June quarter) and repay over six months between October 2020 and March 2021. An additional offer was made (9 April 2020) to repay over a longer period (concluding in Jan-March 2022) in recognition of the seasonal fluctuations in income which would be negatively impacted by the crisis.

- 1.1.30 Officers have received a constant barrage of new messages from the government on funding awards. The information provided has been reviewed at various stages to ensure that local information and links to government schemes was being presented clearly on our website. The new business support tool developed by Government also will have helped.
- 1.1.31 The Council was approached by Freedom Leisure to request financial assistance during the initial stages of the lockdown period and this was agreed (details reported to Cabinet on 29 April 2020). These measures will help Freedom Leisure to maintain the business during this pandemic situation following Government direction to close leisure facilities.
- 1.1.32 A further strategy to assist all suppliers means that, with effect from 1 April 2020, invoices have been settled immediately instead of our standard payment terms. This ensures that invoices are paid upon receipt which assists with cashflow in the supply chain and helps to protect jobs.

The Council's Finance

- 1.1.33 The Council submitted a return to the MHCLG on 15 April 2020, identifying a loss of income/extra costs amounting to £585k for the period March-April 2020, with a full-year effect (if the situation continues) of £2.4m. A report was presented to Cabinet on 29 April 2020, setting out the financial consequences of the pandemic to this Council.
- 1.1.34 The Council has a significant role in supporting the district as well as maintaining its own services. This has resulted in a significant loss of income, additional expenditure, and significant cashflow implications.
- 1.1.35 Whilst the Council received £64k of Government funding in April, with a further promise of additional funding (see 1.1.37), the largest portion of funding had been awarded to County Councils. A lobbying exercise aimed at Ministers suggested that Districts needed a much larger share of the funding – Arun District Council were part of that lobbying exercise and were supported by our local MPs.
- 1.1.36 In addition, due to the financial impact of people being furloughed or – at worst – laid off, a number of Council Tax direct debits have been either cancelled or rejected by their banks. The Council is obliged to pay a large share of the Council Tax collections to town and parish councils, county council and the Police, regardless of whether we have received the payments from residents. This also impacted on our cashflow.
- 1.1.37 On 28 April 2020, the Government announced that Arun District Council were to receive an additional £1.6m in funding (as part of a total £16bn awarded nationally) to deal with the immediate impacts of the Covid-19 situation. Whilst this was better than the previous award to ADC of £64k, it will still fall short of our lost income overall.
- 1.1.38 We have also been told that the Government will continue to work with Councils on the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021-22 local government finance settlement.
- 1.1.39 The Council also submitted a further return to the MHCLG on 15 May 2020, identifying additional losses of income and extra costs.

Council Decision-Making

- 1.1.40 Following an amendment to the regulations for 'virtual' and 'remote' Council meetings, the Council implemented procedures and delivered an additional section in the Council's Constitution to cover this.
- 1.1.41 Staff trialled a number of platforms for virtual meetings so were already exploring options for extending this to Committee meetings. The challenge in agreeing one solution over another surrounded the different functionality available and compatibility with the different mobile devices used.
- 1.1.42 Our first virtual Cabinet meeting took place on 29 April 2020. This went reasonably well and identified some learning curves to be taken forward.

Parks & Open Spaces

- 1.1.43 In line with Government guidance, we closed our playgrounds, skateparks etc to minimise the risk of transference of infection. There were some initial issues with persons unknown breaking the ties on the gates, but we responded by replacing with chains and increasing the number of notices.
- 1.1.44 Parks and open spaces are still accessible by the public and we repeatedly promote the advice regarding social distancing.

Planning Decisions

- 1.1.45 The Government issued advice to all Councils, encouraging them to continue with their planning service whilst also adhering to the advice issued regarding staying at home and social distancing. Therefore, no Planning staff are accessing the civic buildings to receive and process paper applications. All representations are being submitted via the planning portal.
- 1.1.46 Whilst it is recognised that this is not ideal and will clearly impact on residents who do not have access to computers/emails etc, this was the best solution available to us during these difficult times. We have been able to accept submissions from third parties, on behalf of someone who does not have access to computers/emails, and these were treated as a separate representation.
- 1.1.47 A 'virtual' Development Control Committee meeting is planned for 26 and 27 May - this will take place over two days due to the size of the agenda

Community Hubs

- 1.1.48 The Hubs went live on 25 March 2020 and, as at 28 April 2020, ADC have responded to 137 direct referrals from the county council, mainly for welfare calls, food and medication collections. Our staff volunteers try to match the referral with the local support organisations.
- 1.1.49 ADC only responded to category 3 (non-urgent) referrals – category 1 (Shielded) & 2 (Covid Vulnerable) are dealt with by the County Council.

1.1.50 There was a concern that the number of referrals would escalate once people are discharged from hospital, but this did not happen due to the peak declining post Easter.

1.1.51 As at 21 April 2020, Arun had the highest number of referrals (over 700 since 25 March). Arun have been receiving between 13 and 20 referrals per day.

1.2 WHAT WE HAVE LEARNED

1.2.1 It could be argued that we could have started to make financial support payments to local businesses sooner. However, there were delays in receiving guidance from Government on how to process the claims. This in turn required software updates to the Northgate system, which was necessary to process the payments. We also identified a high number of potentially eligible local businesses.

1.2.2 In hindsight, we could have initiated the weekly briefing notes to Members, Town & Parish Councils, and Partners earlier (the first Member Briefing was issued on 31 March 2020). We accept that our focus was on the immediate reactions to the pandemic in terms of protecting the staff and public and implementing Government guidelines.

1.2.3 We needed to ensure the consistency of messages being issued to the public to avoid confusion and minimise the volume of contact to clarify these messages. This was an ongoing learning curve and we improved on this over time, but at times we were not consistent with our messages.

1.2.4 One of our successes was the speed in which we mobilised home-working arrangements for staff. The purchase of additional equipment e.g. laptops, monitors, headsets, was dependent on demands on our supply chain but we submitted orders quickly and maximised our existing good relationships with suppliers in order to achieve speedy delivery. The IT team worked tirelessly to deliver equipment and educate users on how to make the most of their home-working solutions.

1.2.5 To enable remote working, the ICT Team investigated options for video-conferencing to allow staff to communicate with each other visually, to continue with meetings already planned and those added to diaries as a result of the pandemic situation, and also to 'test' with a view to holding remote/virtual Committee meetings. Two solutions have been adopted – 'Zoom' and 'Microsoft Teams'. Each solution has its own benefits and disbenefits, and decisions are made at the time of organising the meeting as to which solution best fits the requirements of the meeting. Moving forward, there is a cost implication for retaining 'Zoom' as licences have to be paid for – currently 12 licences have been purchased for the Council. Microsoft Teams forms part of our corporate Office 365 package and therefore does not incur any additional costs. However, there are limitations to its functionality (Microsoft are working on a number of updates) which lends itself better for internal meetings currently. We have learned that other Councils have had practical and digital issues with their virtual meetings.

1.2.6 We also delivered solutions for committee videoconferencing quickly and provided a comprehensive bespoke training programme to staff and Members. It is acknowledged that there was an initial delay in delivering this, due to extensive research into the security and compatibility issues connected with videoconferencing.

1.2.7 Community Hub. By working with West Sussex and only having one 'front door' we have avoided duplication and ensured that the most appropriate agency has responded to the referral. In Arun we have established a local directory of organisations and volunteers which is used to match the person in need with a responder. We also have a body (44) members of staff who have volunteered to act as matchmakers or respond directly where there is no local organisation that can assist. The need generally falls into one of three categories – food shopping and delivery, medication pickup and delivery or a welfare call. We now have established processes with the West Sussex Community Hub to ensure that activity and outcomes are tracked and inappropriate referrals reverted back to the Community Hub.

- Disadvantages of WS Hub Model:
 - establishing the Community Hub took time in a two-tier structure
 - a community response to need was established in many cases before the Hub was fully operational
 - individuals may have preferred a local contact point
- Advantages of WS Hub Model:
 - single point of entry (front door) ensures all cases are effectively triaged and appropriately discharged
 - those already in the 'system' are quickly identified and do not need to provide background information
 - all urgent food deliveries are managed from a single distribution point
 - no duplication of effort

1.2.8 Staff support has been made available through the usual channels of line management, senior management, HR and the Employee Assistance Programme. Flexibility has been given to the hours of work to enable those with e.g. caring responsibilities to balance the demands on their time. Regular 'team chats' via telephone or video conferencing have been encouraged to provide a degree of social interaction and so that those who live alone do not feel so isolated.

1.2.9 It was recognised that not all staff are able to work from home, perhaps because of the nature of their role, or due to personal factors such as caring responsibilities, unaffordability of a suitable internet connection etc. A small number of these staff have continued to come into the civic offices to work (maintaining social distancing and self-care guidelines). Some have offered to assist with the Community Hub volunteer scheme (or other volunteer schemes in their home locality). Some have offered assistance to other service areas who may be experiencing a higher demand during this crisis period. Inevitably, there are a small number of staff who are less-occupied than would normally be but are taking advantage of the situation to carry out other tasks such as file management and preparations for future demands.

1.3 RECOVERY

A: What we have already done

Delivery of Services

1.3.1 We have demonstrated that we have the ability, and the technology, to deliver services in a different way. Staff, and Members, have adapted to new technology - remote working, virtual meetings, paperless solutions. There is no doubt that we will not be returning to our previous working arrangements and need to embrace, take forward, and possibly even improve the 'modern' methods. Whilst many of these changes may already have been on our 'wish list', they have been forced forward as a result of the pandemic and we should not lose the momentum of this progressive change.

Technology

1.3.2 Due to the roll-out of video-conferencing solutions, we now have the ability to hold 'virtual' meetings. This can be utilised in the future where Members, for one reason or another, are unable to physically attend a meeting but wish to dial-in to observe or take part. For example, it is sometimes difficult to arrange Briefings between Officers and Members; these could now take place virtually which may help that process. These solutions will also contribute to potential savings in travel where Officers are invited to attend meetings/conferences and a 'virtual' option is available.

Communications

1.3.3 We now have a template for an e-newsletter which we will be able to use in the future for sending messages out to residents. The database of email addresses will continue to grow as residents register for this service. This will be particularly useful in the event of a major emergency or district-wide event such as elections. We could also expand Arun Times with more additional on-line versions between the hard copy versions, for example.

B: Coronavirus Exit Strategy

1.3.4 As part of this strategy, we need to determine key reasons for not returning to pre-coronavirus working arrangements. This in turn will lead to reduced office space requirements and reduce the overall ADC estate and associated costs. We also need to generate income and;

- Our aim should be for a greener and more sustainable service delivery
- The strategy should help to improve working arrangements for some staff and, therefore staff retention, particularly hard to recruit groups
- We should also review who it won't work for, with reference to both services and individuals

1.3.5 One of the early tasks will be to collect information from staff and service managers. A survey of staff has already taken place (closing date of 1 May 2020) so that we can identify specific issues and evaluate overall enthusiasm for home working (continuously) and working from home (frequently).

1.3.6 The process could include early informal discussions with Members to:

- agree the rationale for change as set out in 1.3.4; and
- consider new ways of working for Members

1.3.7 The strategy will review what working arrangements could look like service by service, and then corporately. There will also be Unison consultation.

1.3.8 Finally, we will review corporate implications and arrangements that need to be in place with timescales (IT, HR policies, staff consultation, costs, consultation with partners etc). This will include an analysis to determine if benefits are real, when they can be realised and the payback period.

C: What Next Arun?

1.3.9 Local Government has performed heroically in response to Covid19 and there is no doubt that the impact of the crisis will be felt for many years to come, both physically, and financially. The challenge now is to build on the learning that can be drawn from the crisis and establish a “New Normal” that reflects the needs of society in the years to come.

Arun District Council has responded brilliantly. Leaders, Councillors and staff alike, have pulled together to implement change at pace, overcome hurdles that previously were seen as insurmountable, and learned a great deal about both ourselves and the organisation.

The reaction to the gradual lifting of the Government Lockdown will take at least a year, and the public may be less inclined to attend large gatherings or events. This, in turn may result in a focus on “local”, particularly if the fear remains of a second wave of the virus.

1.3.10 The Community

The Community will be different. We have now seen how vulnerable we are to pandemics and we will be dealing with this until there is a proven vaccine. Our economy will continue to shrink, businesses will close, unemployment and poverty will rise. The Council’s operating models will also need to adapt further to reflect changing community needs and demands. Our relationship with our communities will shift, with an increase in volunteering, an increased awareness of local people in need, and the more vulnerable in the community. There is, therefore, an opportunity to use the power of the community, and this may well go hand in hand with an increase in scrutiny of local service delivery from the public.

1.3.11 Demand

With the onset of increased unemployment, business failure and pressure on health, there will be a shift in the pattern of needs and demand on services. Economic growth (or recovery) and the role of the retail sector will become even more important. Services impacted by poverty; benefits, housing, and social care will come under increasing strain. However, on the plus side, the environment has raised its importance, and we have noticed the improved air quality and reduction in noise from vehicles. Similarly, services like waste and parks have gained some recognition of how important they are to the day to day lives of communities, both of which are

managed by District Councils. There is an opportunity to grasp the climate change agenda and encourage the continuation of some of the good habits we have all got into such as increased cycling. There is, for example, more of a demand for safe separate cycle lanes now.

1.3.12 Customer Access

With the closure of our own buildings (in the main), the public have grown more accustomed to accessing our services by phone and on-line. Staff have not been able to meet face to face and have found increasingly agile ways of interacting with both their colleagues and customers. This new-found capability and flexibility will need to remain and become increasingly stable and consistent. In the medium term over the next 12 months, we anticipate still living with Covid 19 and will need to promote safe interaction between staff and customers through increased use of technology. Customers will also be less willing to meet face to face, particularly the vulnerable, and the Council must improve its virtual access to assist them.

1.3.13 Service design and delivery

Along with a change in customer access, we have also seen that service delivery can change. There has been no choice but to deliver services without face to face access and with greater flexibility in customer journeys and the processes that sit behind them. There will need to be an increase in the move to digital; recognising that the gains made during the crisis were proof that many services can be delivered in very different ways. Our continued digital agility as a Council will be essential, using what we have learned from what works, and what doesn't, and examining the customer data we have about what information customers want and how.

1.3.14 There is clear demand for leisure and culture as a result of the pandemic, especially walking, cycling and using our parks, open spaces, and waterfronts. Across the District, people of all ages and backgrounds are finding a new hunger for physical activity, sport, exercise, and for cultural, creative and heritage participation. Leisure and culture have never been more valued. This has been amplified by the Government highlighting the importance of being active and we have seen people embrace the opportunity to get out of the house and do some exercise as an essential part of daily life, perhaps for the first time. The value of Arun District Council run parks and open spaces has proven incredibly important and helped to reinforce their role as part of the core services to maintain a healthy and active life within the community.

1.3.15 Inventive approaches to moving content on-line and enabling people to participate individually, or collectively, from home, offers some insight into possible future operating models for our Wellbeing Team. There is a greater thirst for leisure and culture and an acknowledgement of the potential to enhance daily life and keep people healthy, particularly in disadvantaged communities. Arun District Council's role will increasingly be important to the prevention agenda for public health and we have the opportunity to design service provision for the future based on need and addressing social and economic priorities.

1.3.16 Workforce and agile ways of working

Two big things have happened: staff have needed to work from home – with mixed blessings, and staff have been asked to work more flexibly with being redeployed across old service boundaries. This has demonstrated that agile and flexible working are more feasible than previously imagined and that there will be a need for far greater flexibility in the way resources are deployed – with multi-skilling and broader role specifications the norm. It may well bring additional challenges to the service silos that prevailed before the crisis, but staff are unlikely to work in the Council offices to the extent they used to, now that the efficiencies of working from home have been recognised and due to the continued need to keep staff and customers safe. This will have an impact on the usage of our Council buildings and may lead, in time, to alternative office accommodation, as less space is needed. One benefit of the Coronavirus is the empowerment that staff have felt in relation to working at pace and making decisions without time for a hierarchy of decision-making processes (The “John Lewis Council” approach!). As a result, our future communications with the public will be different, quicker, less precise, linking in with the many new requests from the public and business for Council information and guidance.

1.3.17 Financial position

With the collapse of many businesses, the closure of retail and service outlets and another step change in the way on-line purchasing is damaging the high street, there will be an inevitable dent in revenue streams through business rates or commercial revenues.

Costs of Council services may well increase as demand rises or, in the case of our leisure centres (which may take many months to be able to operate safely at full capacity), costs will increase due to the need to limit usage. If austerity stimulated one wave of change, then what we face now will drive another change.

It is yet unclear how government funding will change to reflect the changed circumstances, but it will be inevitable that Councils need to get ahead of the curve and fundamentally rethink how we deliver services and balance the finances. As a result, our Medium-Term Financial Strategy will need to be re-written and political priorities might change. There will be a real shortfall of cash for Local Government and we will need to reconsider all aspects of finance, including our budgets, staffing, services, charging policies, rents, projects and our recently agreed Strategic Targets, to ensure they are affordable, or possibly delayed.

The Government’s Fair Funding Review and Business Rates reset has recently been suspended which will provide another year of positive respite and there has been an acknowledgement of the importance of the cultural, tourism and leisure sectors within the national economy to support economic recovery too. This all must take place under the broad understanding of keeping things both local, and sustainable.

1.3.18 Strategic focus

Our corporate plans need fundamental re-examination to see if they remain fit for purpose. As circumstances have changed, so too must priorities and the funding that is allocated to those priorities. Political leadership will be faced with the need to look very hard at how funds are allocated to meet the new needs of our communities. This may also impact on our thoughts about our High Streets as they face major decline. As a result of this demise, more events may encourage usage, but people may not

be keen to congregate so much in the future. The answer may lie in encouraging more people to live in towns to generate the income and usage they need, possibly through converting unused accommodation for flats, or building higher.

1.3.19 Place and identity

With an upsurge in local participation comes an increasing sense of awareness of the community and the place it occupies. This may increase a sense of locality and how service provision works at local level, which may impact on our Council Wards and Councillors. It may also challenge how agencies work together in localities and the investments required to delivery what each locality needs. This increased sense of locality may run counter to a top down view on local government reform – or it may create an opportunity to redesign what Arun DC stands for.

1.3.20 Agile leadership

Local Authorities always work well in a crisis and we should be rightly proud of what we have achieved. We have demonstrated an agility and flexibility in leadership that has seen changes implemented in two weeks that might otherwise have taken two years. It would be such a shame if, as the crisis and its consequences unfold, the Council lose the gains we have made and miss the opportunity to create new ways of working. This may also have an effect on the need for all the Committees we envisaged, as part of our recent Governance review.

1.3.21 The challenge

Out of every crisis comes an opportunity and this is no exception. Society will have changed, communities will have been unleashed, and demand will have shifted. We need to create an organisation that responds to this systemic change and be optimistic about how Arun District Council can adapt to meet the shifting needs of its community. Our recovery plan, therefore, will need to focus on the recovery of the Arun organisation, its community, local economic activity and the wellbeing of the District's inhabitants.

1.3.22 Summary

Officers had, prior to Covid-19, been working on the Council's financial position. The pandemic now raises a lot of concerns about the Council's future finances and working practices. It will be imperative that Members and Officers work collaboratively to agree our recovery phase over the next 12 months. It is envisaged, that reports will be presented to Cabinet and OSC over the forthcoming months to establish our recovery action plan.

2. PROPOSAL(S):

Cabinet are requested to note the contents of this report and support the actions taken during this emergency situation.

Further discussion to take place to agree recovery action.

3. OPTIONS:

Not to support the actions taken.

4. CONSULTATION:

Consultation on the actions referred to in the first part of this report (what we have done) was undertaken with the Leader and/or Deputy Leader of the Council, and with the relevant Portfolio Holder, as appropriate.

Has consultation been undertaken with:	YES	NO
Relevant Town/Parish Council		X
Relevant District Ward Councillors		X
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		X
Human Rights/Equality Impact Assessment		
Community Safety including Section 17 of Crime & Disorder Act		X
Sustainability		X
Asset Management/Property/Land		X
Technology		X
Other (please explain)		

6. IMPLICATIONS:

The final picture regarding the Council's financial position will not be known until the emergency situation is over. We project that the potential cost to the council will be in the region of £2.4m, and we have already received £1.6m in funding from Central Government. Any future funding is unknown. Additionally, expenditure is difficult to predict as we don't know how long the situation will last. We are also experiencing loss of income e.g. from car parks, for which we would 'normally' experience a peak during the summer holiday period.

7. REASON FOR THE DECISION:

This report is for information only. No decision required.

8 EFFECTIVE DATE OF THE DECISION:

No decision required.

8. BACKGROUND PAPERS:

[Coronavirus Webpage](#)

ARUN DISTRICT COUNCIL

REPORT TO CABINET ON 1 JUNE 2020

SUBJECT: Further Officer Decisions taken during Coronavirus Emergency

REPORT AUTHOR: Nigel Lynn, Chief Executive
DATE: 15 May 2020
EXTN: 01903 737600
PORTFOLIO AREA: Leader of the Council, Residential Services, Neighbourhood Services

EXECUTIVE SUMMARY:

In accordance with the provisions of the Officer Scheme of Delegation in the Council's Constitution, this report provides a further update to the Cabinet on decisions taken by officers to incur expenditure or take urgent action in response to the Coronavirus emergency.

RECOMMENDATION:

The Cabinet is asked to note and support the actions taken by Officers.

1.0 BACKGROUND

- 1.1 As was reported to the Cabinet at its previous meeting on 29 April 2020, responding to the Coronavirus pandemic is the first peacetime national emergency that the Council has had to face since its inception. The majority of urgent decisions taken by officers have already been reported to the Cabinet, however, two further decisions have needed to be taken to protect the Council's interests. Both have been taken in line with the Officer Scheme of Delegation, confirmed at Part 4 of the Constitution.
- 1.2 Transparency in this decision making has been maintained through regular consultation and briefings with the Leader of the Council and other Group Leaders, and with the relevant Cabinet Member. In response to questions asked about this consultation at the previous Cabinet meeting, the Record of Decision template has been updated to include a Member consultation section so that this information is clearly recorded.

2.0 PROPOSALS

- 2.1 The two further officer decisions to be reported are attached as Appendix 1 and 2 – these cover:
 - i. Contractual Payment to Osborne Property Services Limited (OPSL)
 - ii. Removal of suspension of car parking charges for ADC car parks

2.2 Cabinet is asked to note and support the action taken by officers.

3.0 OPTIONS:

None, as the officers have responded to this national peacetime emergency in line with the delegated authority given to them by the Council.

4.0 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">• Leader of the Council• Group Leaders• Relevant Cabinet Member	✓	

5.0 ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES: (Explain in more detail 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)		✓

6.0 IMPLICATIONS:

Financial Implications

The Section 151 Officer has been consulted on both decisions.

Legal Implications

Decisions taken by officers have followed the provisions of the Council's Constitution and any direction or law issued by Central Government

7.0 REASON FOR THE DECISION:

To meet the requirements of the Council's Constitution.

8.0 EFFECTIVE DATE OF THE DECISION: 2020

8.0 BACKGROUND PAPERS:

Council's Constitution - [Constitution](#)

ARUN DISTRICT COUNCIL
DECISION TAKEN UNDER OFFICER SCHEME OF DELEGATION

To be completed for decisions taken in accordance with Part 4, Officer Scheme of Delegation, Section 1, paragraph 5.2.

DATE DECISION TAKEN	1 May 2020
SUBJECT	Contractual Payments to Osborne Property Services Limited (OPSL)
DECISION TAKEN	To pay a contribution towards the overhead costs incurred by OPSL as per the guidance in Cabinet Office Procurement Policy Note 02/20. OPSL will be expected to mitigate their costs as much as possible to minimise the financial burden on the Council. As per the guidance note this will be on an open book basis and OPSL will be required to fully justify any claim.
REASON FOR THE DECISION	<p>The contract with OPSL for housing repair and maintenance includes the provision of (1) routine maintenance, (2) maintenance and repairs to void properties and (3) emergency repairs. Emergency repairs are paid on a cost and materials only basis and the contractor's normal overheads and profit are normally covered by payment for ongoing routine maintenance and void property work (1 and 2). Due to the Covid 19 situation only emergency repair work is currently being undertaken and therefore OPSL has no mechanism for recovering its overhead costs. In order to support its contractual partner during these difficult times, I have supported the recommendation of the Group Head of Residential Services to make a contribution to OPSL towards their overhead costs they are unable to recover. The Council is making no contribution towards profit.</p> <p>I have exercised my delegated authority in taking this decision as confirmed at Part 4, Section 2 of the Officer Scheme of Delegation in the Council's Constitution at:</p> <ol style="list-style-type: none"> 1. paragraph 2.22 to authorise settlement of any potential dispute to safeguard the Council's interests; and 2. paragraph 2.11 which confirms that I can incur this expenditure for meeting the purposes of the Local Government Act 1972, S.138 when it is in connection with peacetime emergencies and disasters. <p>In relation to (1), in my opinion, to delay settlement to obtain instructions from the Cabinet would prejudice the Council's position and could lead to a legal dispute between the Council and its contractor, OPSL</p>

This record to be maintained for six years or such period as statute requires with the relevant subject file

ARUN DISTRICT COUNCIL
DECISION TAKEN UNDER OFFICER SCHEME OF DELEGATION

	<p>In relation to (2), Section 138(1) of the Local Government Act 1972 confirms that: “Where an emergency or disaster involving destruction or danger to life or property occurs or is imminent or there is reasonable ground for apprehending such an emergency or disaster, and a principle council are of the opinion that it is likely to affect the whole or part of their area or all or some of its inhabitants, the council may (a) incur such expenditure as they consider necessary in taking action themselves (either alone or jointly with any other person or body and either in their area or elsewhere in or outside the UK) which is calculated to avert, alleviate or eradicate in their area or among its inhabitants the effects or potential effects of the event;”</p> <p>My decision has been based on advice released by the Cabinet Office in “Procurement Policy Note – Supplier Relief due to Covid-19” (March 2020) and the importance of working with the Council’s contractor, OPSL to ensure that emergency repairs could be completed to Council properties and that the longer term viability of this contract is maintained to meet the welfare and safety needs of Arun’s housing tenants..</p> <p>My decision has been taken in consultation with the S151 Officer.</p>
<p>ALTERNATIVE OPTIONS CONSIDERED OR REJECTED</p>	<p>To not pay any contribution which would lead to a potential legal dispute and significant impact on the future management of this new contract.</p>
<p>ANY CONFLICT OF INTEREST DECLARED BY ANY MEMBER OF THE COUNCIL <i>Only needed if the decision is under an express authorisation</i></p>	<p>None</p>
<p>HAS CONSULTATION BEEN UNDERTAKEN WITH THE RELEVANT CABINET MEMBER? <i>If yes, please add any comments or agreement to the decision</i></p>	<p>Cllr Mrs Pauline Gregory, Cabinet Member for Residential Services has been kept updated initially via phone call and subsequently through virtual meetings by the Director of Services and Group Head of Residential Services</p> <p>In line with my delegated authority, I was able to brief the Leader of the Council and other Group Leaders ahead of taking my decision, which they supported. The action set out in this Record of Decision will be reported to the Cabinet on 1 June 2020 and to the Council on 15 July 2020</p>

**ARUN DISTRICT COUNCIL
DECISION TAKEN UNDER OFFICER SCHEME OF DELEGATION**

NAME OF THE DECISION TAKER	Nigel Lynn, Chief Executive
SIGNATURE	
I support this decision	Group Head of Corporate Support and S151 Officer
SIGNATURE	

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ARUN DISTRICT COUNCIL
DECISION TAKEN UNDER OFFICER SCHEME OF DELEGATION

To be completed for decisions taken in accordance with Part 4, Officer Scheme of Delegation, Section 1, paragraph 5.2.

DATE DECISION TAKEN	14 May 2020
SUBJECT	Removal of suspension of car parking charges for ADC car parks
DECISION TAKEN	To reintroduce car park charging and thereby remove the suspension put in place through my decision dated 1 April 2020.
REASON FOR THE DECISION	<p>The Council has been offering free parking in its off-street car parks since the 1 April 2020 in line with my previous decision reported to Cabinet on 29 April 2020. In view of the Government's relaxation on the rules surrounding travel and exercise, I have ceased the exercise of my powers under Part 4, Section 2, paragraph 3.9 of the Officer Scheme of Delegation to suspend car parking charges.</p> <p>My decision to reintroduce charging in Arun District Council off street car parks has taken account of:</p> <ol style="list-style-type: none"> 1. The need to reintroduce enforcement to ensure fair and safe use of the car parks following the Government's announcement which came into effect on 13 May 2020; and 2. The impact on the Council's budget from the loss of revenue from the temporary suspension over 1 April to 14 May 2020 which could not be sustained. <p>The effective date for charging to resume will be Friday, 15 May.</p> <p>This action will be reported to the Cabinet on 1 June 2020.</p>
ALTERNATIVE OPTIONS CONSIDERED OR REJECTED	To continue the suspension of car parking changes which was not appropriate due to the changing government guidance allowing people to drive to the seaside and countryside for exercise.
ANY CONFLICT OF INTEREST DECLARED BY ANY MEMBER OF THE COUNCIL <i>Only needed if the decision is under an express authorisation</i>	None
HAS CONSULTATION	Discussed at Cabinet Briefing and email sent Cllr Purchase on 14 May 2020

*This record to be maintained for six years or such period as statute requires
with the relevant subject file*

**ARUN DISTRICT COUNCIL
DECISION TAKEN UNDER OFFICER SCHEME OF DELEGATION**

BEEN UNDERTAKEN WITH THE RELEVANT CABINET MEMBER? <i>If yes, please add any comments or agreement to the decision</i>	
NAME OF THE DECISION TAKER	Philippa Dart, Director of Services
SIGNATURE	

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 1 JUNE 2020

SUBJECT: Corporate Plan 2018-2022 – Quarter 4 performance report for the period 1 January to 31 March 2020

REPORT AUTHOR: Jackie Follis - Group Head of Policy
DATE: 5 May 2020
EXTN: 37580

EXECUTIVE SUMMARY:

This report sets out the Q4 performance outturn for the Corporate Plan performance indicators for the period 1 January to 31 March 2020.

RECOMMENDATIONS:

Cabinet is requested to:

- a) Note the Council's Q4 performance against the targets for the Corporate Plan indicators as set out in this report and Appendix A and Appendix B which are **attached**.

1. BACKGROUND:

- 1.1 The 2020 Vision programme was established to provide the strategic direction required to help the Council become a more effective and sustainable one and to enable it to meet future demands that are placed upon it. The three Council Priority themes and the 2020 Vision are as follows:
 1. Your services
 2. Supporting you
 3. Your future
- 1.2 Behind these priorities are a series of targets that are measurable and, ideally, in the control of the Council. These are the Corporate Plan indicators. Service targets (Service Delivery Plan indicators – SDP's) lay beneath these corporate priorities to provide more detail about how the service is doing.
- 1.3 Performance of these indicators is reported to the Corporate Management Team every quarter and to Overview Select Committee and Cabinet every six months and at year end.
- 1.4 The Council may need to consider implementing a new Corporate Plan in 2021 as a result of Covid-19 pandemic, subject to the timing of the end of the Covid-19 Lockdown. Further consideration will be given to this and reported back to a future meeting.

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

No data	No data available at Q4
Didn't achieve target	Achieved up to 95% of target
Behind target	Achieved between 95% and 100% of target
Achieved target	Achieved 100% of target
Over achieved target	Achieved over 100% of target

1.6 As this meeting is to be held virtually and the usual hard copy A3 attachments cannot be circulated, this report has two appendices. Appendix A is a word document and gives detail for Q4 only grouped by status. Appendix B is a more detailed spreadsheet showing historical data for each indicator including data from Q2 2019/20 and data from the previous 5 years (where available).

Q4 CORPORATE PLAN PERFORMANCE 2019/2020

1.7 There are 11 Corporate Plan indicators and all 11 are measured at Q4.

Status	Number of Corporate Plan indicators in this category
No data available	3
Didn't achieve target	3
Behind Target	1
Over Achieved target	4
TOTAL	11

1.7.1 No data available

3 indicators did not have data available at Q4 (CP1, CP4 and CP9). Appendix A and B give more detail on each of these indicators and confirms when data will be available.

1.7.2 Didn't achieve target

3 Corporate Plan indicators didn't achieve their targets at Q4 (CP7, CP8 and CP11). The Covid-19 pandemic adversely affected the performance of two of these three indicators (CP7 and CP8). Appendix A and B give more detail on each of these indicators.

1.7.3 Behind target

1 Corporate Plan indicator was slightly behind its target at Q4 (CP3). The Covid-19 pandemic adversely affected the performance of this indicator. Appendix A and B give more detail on this indicator.

1.7.4 Over Achieved target

4 Corporate Plan indicators over achieved their targets at Q4 (CP2, CP5, CP6 and CP10). Appendix A and B give more details on these indicators.

1.8 Actions

CMT have given their comments in Appendix A and B attached to this report. CMT believe that no remedial action is required for any of the Corporate Plan indicators at Q4. However, several indicators will need to be monitored during 2020 as the Council recovers from the Covid-19 pandemic with some indicators unlikely to achieve their target at Q4 2020/21.

- **CP3:** Council Tax collected
- **CP5:** Number of visits to Council Leisure Centres per annum
- **CP7:** Homelessness applications where homelessness is prevented
- **CP8:** Number of new Council homes built or purchased per annum
- **CP9:** Number of new homes completed (net)
- **CP10:** Total rateable business value for the Arun District

2. PROPOSAL(S):

Note the Council's Q4 performance against the targets for the Corporate Plan indicators as set out in this report and the attached Appendix A and B.

3. OPTIONS:

- To note the report.
- To request further information and/or remedial actions be undertaken

4. CONSULTATION:

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

5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES:

	YES	NO
Financial		√
Legal		√
Human Rights/Equality Impact Assessment		√
Community Safety including Section 17 of Crime & Disorder Act		√
Sustainability		√
Asset Management/Property/Land		√
Technology		√
Other (please explain)		√

6. IMPLICATIONS:

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

7. REASON FOR THE DECISION:

In order for Cabinet to be updated with the Q4 Performance Outturn for the Corporate Plan the period 1 January to 31 March 2020.

8. EFFECTIVE DATE OF THE DECISION: There is no decision to be taken – this is an information item

9. BACKGROUND PAPERS:

None

Appendix A – Corporate Plan Q4 performance 2019-20

There are 11 Corporate Plan indicators and all 11 are measured at Q4.

Status	Indicators in this category
No data available	3
Didn't achieve target	3
Behind Target	1
Over Achieved target	4
TOTAL	11

1. No data

No data was available for **3** of the performance indicators at the time of writing this report.

Indicator	Why no data was available at Q4
CP1 - The level of public satisfied or very satisfied with the overall quality of the Council's services	This indicator relies on data from the Annual Residents Survey. This survey has been mailed out to a sample of 1800 addresses in Arun and includes asking for a response on this particular Performance Indicator. The survey runs from 14 April through to 31 May, and we anticipate receiving the analysis report during week commencing 22 June. The results will then be reported to OSC on 1 September and Cabinet on 19 October.
CP4 - The level of customer satisfaction with the cleanliness of the District	This indicator relies on data from the Annual Residents Survey. This survey has been mailed out to a sample of 1800 addresses in Arun and includes asking for a response on this particular Performance Indicator. The survey runs from 14 April through to 31 May, and we anticipate receiving the analysis report during week commencing 22 June. The results will then be reported to OSC on 1 September and Cabinet on 19 October.
CP9 - Number of new homes completed (net)	The data is not available until Sept 2020 for 2019/20 and will be reported when this information is available. The data for 2018/19 was 602 against a target of 930.

2. Over achieved Target

There were 4 Corporate Plan indicators which over achieved their targets.

Performance Indicator	Target 2019/20	Q4 2019/20
CP2: Food businesses with food hygiene ratings of 3 (satisfactory) and above	93%	97.6%
End of year commentary	This figure shows that high food hygiene standards are being maintained across food premises (18/19 - 97%).	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
CP5: Number of visits to Council Leisure Centres per annum	860,300	1,182,025
End of year commentary	Increase in numbers reflect the opening of the Littlehampton Wave. March 2020 is an estimate calculated at 60% of the previous month due to Covid-19	
CMT Action	No action required but indicator to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
CP6: Time taken to process Housing Benefit/Council Tax Benefit new claims	8 days	2.3 days
End of year commentary	Performance exceeded target	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
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CP10: Total rateable business value for the Arun District	£91m	£99,185,291
End of year commentary	Cabinet agreed on 9 March 2020 that the target figure be amended to £99m from the first quarter of 2020.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

3. Behind Target

There was 1 Corporate Plan indicator which was slightly behind its target.

Performance Indicator	Target 2019/20	Q4 2019/20
CP3: Council Tax collected	98%	97.50% (99% of target achieved)
End of year commentary	The fourth quarter's collections rates have been adversely impacted by Covid-19, which has resulted in households cancelling their direct debit payments.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

4. Didn't achieve target

There were 3 Corporate Plan indicators which didn't achieve their target.

Performance Indicator	Target 2019/20	Q4 2019/20
CP7: Homelessness applications where homelessness is prevented	70%	64% (91% of target achieved)
End of year commentary	The focus of the team continues to be on preventing and relieving homelessness. We have seen an increase in the number of homelessness presentations since the introduction of the Homeless Reduction Act and the start of the Covid-19 pandemic which began before Q4 ended.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
CP8: Number of new Council homes built or purchased per annum	35	13 (37% of target achieved)
End of year commentary	13 new homes have been completed. In addition, we are in contract for the purchase of 62 new homes across four sites. There are a further 16 new homes across two sites where contracts are being negotiated. This gives a total of 78 in the pipeline to be completed over the next three years, well above the target of 35. Clearly there will not be a linear return of completions each year. From contract to exchange to completion on site can take up to three years.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
CP11: Household waste sent for reuse, recycling and composting	50%	43.04% (86% of target achieved)
End of year commentary	This figure is subject verification but shows an increase of over 1% on the previous year. The target of 50% was increased from 40% to 50% by Cabinet on the recommendation of the Overview Select Committee, but is particularly challenging within the current collection regime. It is anticipated that this will improve significantly following the introduction by Government of weekly food waste collections. A food waste trial is planned to commence in late 2020. The dry recycling rate has stayed similar to the previous year, whilst garden waste tonnage continues to increase as subscriber numbers go up. Overall there has also been a decrease in residual waste collected at the kerbside, which contributes to the higher rate of recycling. The total waste amount produced in the District was 28,388 tonnes, down from 30,009 tonnes in 2018/19.	
CMT Action	No action to be taken, CMT will monitor the figures during 2020/21	

ARUN DISTRICT COUNCIL

REPORT TO AND DECISION OF CABINET ON 1 JUNE 2020

SUBJECT: Service Delivery Plan 2018-2022 – Quarter 4 performance report for the period 1 January to 31 March 2020

REPORT AUTHOR: Jackie Follis - Group Head of Policy
DATE: 5 May 2020
EXTN: 37580

EXECUTIVE SUMMARY:

This report sets out the Q4 performance outturn for the Service Delivery Plan (SDP) performance indicators for the period 1 January to 31 March 2020.

RECOMMENDATIONS:

Cabinet is requested to:

- a) Note the Council's Q4 performance against the targets for the Service Delivery Plan (SDP) indicators as set out in this report and Appendix A and B which are ***attached***.
- b) Approve the increase in the target for SDP21 (Average time from property vacated to property re let) for 2020/21 from 15 days to 24 days

1. BACKGROUND:

1.1 The 2020 Vision programme was established to provide the strategic direction required to help the Council become a more effective and sustainable one and to enable it to meet future demands that are placed upon it. The three Council Priority themes and the 2020 Vision are as follows:

1. Your services
2. Supporting you
3. Your future

1.2 Behind these priorities are a series of targets that are measurable and, ideally, in the control of the Council. These are the Corporate Plan indicators. Service targets (Service Delivery Plan indicators – SDP's) lay beneath these corporate priorities to provide more detail about how the service is doing.

1.3 Performance of these indicators is reported to the Corporate Management Team every quarter and to Overview Select Committee and Cabinet every six months and at year end.

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

Didn't achieve target	Achieved up to 95% of target
Behind target	Achieved between 95% and 100% of target
Achieved target	Achieved 100% of target
Over achieved target	Achieved over 100% of target

1.5 As this meeting is to be held virtually and the usual hard copy A3 attachments cannot be circulated, this report has two appendices. Appendix A is a word document and gives detail for Q4 only grouped by status. Appendix B is a more detailed spreadsheet showing historical data for each indicator including data from Q2 2019/20 and data from the previous 5 years (where available).

Q4 SDP PERFORMANCE 2019/2020

1.6 There are 23 Service Delivery Plan (SDP) indicators and all 23 are measured at Q4.

Status	Number of SDP indicators in this category
Didn't achieve target	4
Behind target	3
Achieved target	3
Over achieved target	13
TOTAL	23

1.6.1 Didn't achieve target

4 SDP indicators didn't achieve their targets at Q4 (SDP10, SDP18, SDP21 and SDP23). The Covid-19 pandemic adversely affected the performance of two of these four indicators. Appendix A and B give more detail on each of these indicators. A recommendation is made to Cabinet to approve the increase in target for SDP21 (Average time from property vacated to property re let) for 2020/21 from 15 days to 24 days as the target 24 days key to key is the standard as per the new contract with Osbornes which commenced on the 1 April 2020.

1.6.2 Behind target

3 SDP indicators were behind their targets at Q4 (SDP5, SDP16 and SDP4). The Covid-19 pandemic adversely affected the performance of these indicators. Appendix A and B give more detail on these indicators.

1.6.3 Achieved target

3 SDP indicators achieved their targets at Q4 (SDP8, SDP14 and SDP22). Appendix A and B give more detail on these indicators.

1.6.4 Over Achieved target

13 SDP indicators over achieved their targets at Q4. Appendix A and B gives more detail on these indicators.

1.7 Actions

CMT have given their comments in Appendix A and B attached to this report.

CMT believe that the following indicators need to be monitored during 2020:

- **SDP1** - Major applications determined in 13 weeks (Group Head to monitor to try to increase performance further)
- **SDP3** - Other applications determined in 8 weeks (Group Head to monitor to try to increase performance further)
- **SDP10** - Number of stage 2 corporate complaints found to be justified or partially justified (Group Head to monitor situation and bring a report to a future Cabinet and OSC meeting)

A recommendation is being made to Cabinet in this report to approve the increase in the target for SDP21 (Average time from property vacated to property re let) for 2020/21 from 15 days to 24 days.

Some will need to be monitored during 2020 as the Council recovers from the Covid-19 pandemic with some indicators unlikely to achieve their target at Q4 2020/21:

- **SDP4** – Occupied retail units in Littlehampton
- **SDP5** - Occupied retail units in Bognor Regis
- **SDP7** - The total income received from general fund assets
- **SDP16** - Business rates collected
- **SDP18** - Cost of emergency accommodation per annum (net)
- **SDP19** - Rent collected on Council housing
- **SDP21** - Average time from property vacated to property re let
- **SDP23** - Wellbeing clients reporting that one or more of their lifestyle goals has been achieved

2. PROPOSAL(S):

- a) Cabinet to note the Council's Q4 performance against the targets for the Service Delivery Plan indicators as set out in this report and the attached Appendix A and B.
- b) A recommendation is made to Cabinet to approve the increase in the target for SDP21 (Average time from property vacated to property re let) for 2020/21 from 15 days to 24 days.

3. OPTIONS:

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

4. CONSULTATION:

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

5. ARE THERE ANY IMPLICATIONS IN RELATION TO THE FOLLOWING COUNCIL POLICIES:	YES	NO
Financial		√
Legal		√
Human Rights/Equality Impact Assessment		√
Community Safety including Section 17 of Crime & Disorder Act		√
Sustainability		√
Asset Management/Property/Land		√
Technology		√
Other (please explain)		√

6. IMPLICATIONS:

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

7. REASON FOR THE DECISION:

In order for Cabinet to be updated with the Q4 Performance Outturn for the Service Delivery Plan indicators the period 1 January to 31 March 2020.

8. EFFECTIVE DATE OF THE DECISION: 10 June 2020

9. BACKGROUND PAPERS:

None

Appendix A – Service Delivery Plan indicators Q4 performance 2019-20

There are 23 Service Delivery Plan (SDP) indicators and all 23 are measured at Q4.

Status	Indicators in this category
Didn't achieve target	4
Behind target	3
Achieved target	3
Over achieved target	13
TOTAL	23

1. Didn't achieve target

There were 4 SDP indicators which didn't achieve their target.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP10 - Number of stage 2 corporate complaints found to be justified or partially justified	10	13
End of year commentary	<p>3 x Stage 2 complaints determined in Q4:</p> <p>1 x Justified (Planning), 2 x Not Justified (Revs & Bens and Housing).</p> <p>Of the 13 x Stage 2 complaints found to be Justified/Partially Justified for 19/20 - it is worth noting that 3 of these originate from 1 customer and all relate to Housing Repairs.</p> <p>We continue to monitor complaints both through the Reviewing Officer signing off any complaint investigation and lessons learnt being flagged with the relevant Group Head. We will be reviewing end of year comparisons with previous years when the next quarter report is made to Cabinet and OSC</p>	
CMT Action	Group Head to monitor situation and bring a report to a future Cabinet and OSC meeting	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP18 - Cost of emergency accommodation per annum (net)	£533,000	£1,136,000 NET
End of year commentary	Expenditure in line with revised budget following supplementary estimate as approved by Full Council on the 15 January 2020	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP21 - Average time from property vacated to property re let	15 days	38 days
End of year commentary	The property vacated to property re let is 38 days of which 20 days was the repair time. The target has been recently adversely been affected by Covid-19 and contractor performance. (The target 24 days key to key is the standard as per the new contract with Osbornes which commenced on the 1 April 2020) the target of 15 days must be adjusted to reflect this.	
CMT Action	To be monitored during 2020 following Covid-19. There is a recommendation to Cabinet to approve increasing target from 15 days to 24 days	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP23 - Wellbeing clients reporting that one or more of their lifestyle goals has been achieved	80%	74%
End of year commentary	Clients accessing Wellbeing services are asked as part of the service to consider making changes to their lifestyle and set goals that they would like to achieve in order to make them more healthy. Three months after the interventions have finished, the clients are called back to find out if they have managed to achieve one or more of their lifestyle goals. 122 of the 165 clients (74%) that gave feedback stated that they	

	had achieved at least one or more of their goals. This is a lower sample than last year due to Covid-19
CMT Action	No action required but to be monitored during 2020 following Covid-19

2. Behind Target

There were **3** SDP indicators which were slightly behind their target.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP4 - Occupied retail units in Littlehampton	90%	87% (96.6% of target achieved)
End of year commentary	<p>The vacancy rate is currently at 13% (188 ground floor shop front retail & other businesses with 24 vacancies). The units that have remained unoccupied for longest tend to be the bigger units, e.g. former Hartleys, but also smaller units in Beach Road. The former Natwest bank has reopened as a restaurant and the former Bunce's unit is undergoing renovation with a neighbouring business to take over the premises. The closure of Bon Marche is significant as it was a footfall driver as well as occupying a large unit. The long term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive. The joint funding from ADC and Littlehampton Town Council for events, with additional marketing resources will help mitigate against negative impact of the coronavirus as we come out of the epidemic.</p>	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP16 - Business rates collected	99%	97.30% (98.28% of target achieved)
End of year commentary	Under target, various factors including high street downturn and Covid-19. Last Direct Debit run affected by Covid-19.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP5 - Occupied retail units in Bognor Regis	90%	87.8% (97.55% of target achieved)
End of year commentary	<p>This shows a deterioration across the BID area to 49 empty units out of 402 total = 12.2% vacant. The smaller town centre area also saw an increase in empty units to 25 out of 266 = 9.4%. Previous data shows this deterioration is not uncommon after the winter months, and it is in line with national performance. Closures reflect national trends of retail contraction and chains ceasing to trade (Thomas Cook), however food and drink outlets are also beginning to struggle (Fusion Restaurant, Warren's Bakery closed) as are service outlets (American Nails, Money Shop, Heaps of PCs closed). New openings are mostly health, (Queensway Podiatry) hair and beauty, (8 in total - barbers, hair salons, bronzing, body shaping) shops (Edinburgh Woollen Mills, Reeves Jewellery) with several cafes rebranding under new ownership. The long-term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive, residents are in lockdown and high street footfall nationally is down 85% on last year.</p>	
CMT Action	No action required but monitor during 2020 following Covid-19	

3. Achieved Target

There were 3 SDP indicators which achieved their target.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP8 - The inspection of all Arun District Council coastal defence assets twice a year	Twice a year	Twice a year
End of year commentary	Coastal Defence asset inspection to assess condition, function and safety has been prioritised.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP14 - Achieve Green Flag awards	5	5
End of year commentary	The Council has now achieved it's 5th green flag award winning park (Old Rectory Gardens)There is a commitment to ensure 5 parks are maintained to meet the Green Flag standard, however the service is hopeful of achieving a 6th award (Brookfield Park) either in 2020/21 or 2021/22. Covid-19 will impact whether the 6th award is forthcoming owing to changes to the judging model.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP22 - Number of Council properties with a valid gas safety certificate	100%	100%
End of year commentary	100% compliance achieved	
CMT Action	No action required	

4. Over achieved Target

There were 13 SDP indicators which over achieved their targets.

Performance Indicator	Target 2019/20	Q4 2019/20
SDP1 - Major applications determined in 13 weeks	80%	89%
End of year commentary	<p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the councils performance was 67 out of 75 or 89%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 9 out of 75 or 12% determined in 13 weeks. This performance is above the targets set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. A lot of additional resources have been directed to the development control teams over the past 6 months particularly and they have been fully staffed for some time. It is disappointing that performance has not improved in this time. This performance should have improved over the past quarter and there is no reason that it hasn't. The Group Head of Planning will be raising this with all Team Leaders.</p>	
CMT Action	Group Head to monitor to try to increase performance further	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP2 - Minor applications determined in 8 weeks	90%	91%
End of year commentary	<p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 254 out of</p>	

	278 or 91% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 65 out of 278 or 23% determined in 8 weeks.
CMT Action	No action required

Performance Indicator	Target 2019/20	Q4 2019/20
SDP3 - Other applications determined in 8 weeks	90%	92%
End of year commentary	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 709 out of 772 or 92% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 543 out of 772 or 70% determined in 8 weeks. The case loads of officers are much reduced and a lot of additional resources have been directed to the development control teams over the past 6 months particularly. It is disappointing that performance has not improved in this time.	
CMT Action	Group Head to monitor to try to increase performance further	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP6 - Vacant private sector dwellings returned to occupation	25	67
End of year commentary	This figure is significantly ahead of the target and reflects the success of the Private Sector Housing team in its interventions in accordance with the Council's Empty Homes Strategy to bring these empty properties back into use following an engage, encourage and enforcement approach. In particular it reflects the work of the Empty Homes Officer who won the Empty Homes Practitioner of Year award from the Empty Homes Network.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP7 - The total income received from general fund assets	£1,000,000	£1,061,805
End of year commentary	The income is above target despite arrears accumulating in some units in the Arcade, for which robust recovery processes were being initiated by the Council's managing agent. These have been paused due to the Covid-19 pandemic, but will resume when restrictions are lifted and more normal trading conditions resume.	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP9 - Licence applications determined within the various statutory or service time limits	90%	99.50%
End of year commentary	There was a slight decline in the number of applications coming in towards the back end of 2019 . This has afforded an opportunity to achieve targets.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP11 - Residual household waste per household	450kg	422.80kg
End of year commentary	There has been a significant decrease in the amount of residual waste collected per household. This is a trend that has been seen nationally, with a greater awareness around the global environmental issues and the importance of recycling. Whilst the tonnage of recycling collected has remained broadly similar we collected 28388 Tonnes of residual waste over 1000 tonnes less than in 2018/19	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP12 - Number of missed refuse and recycling collections per 100,000 within contractual target	80	48.42
End of year commentary	This figure is well within the target for the year and also represents good performance. The number of missed recycling bins has gone up from last year and this is something that Biffa are monitoring and putting measures in place.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP13 - Contractor achieving performance target for all green space management operations following monitoring	>61%	75.35%
End of year commentary	Performance target achieved each quarter for 19/20 and overall annual performance score of 75.35% ensures Tivoli have met its contractual responsibility for performance.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP15 - Increase grass regimes managed specifically for biodiversity purposes	157,700	171.900
End of year commentary	Significant progress + 14,200m ² above target has been made in identifying significant areas for grassland habitat enhancement across the estate. As opposed to 2018/19 where much of the habitat enhancements were undertaken at woodland edges/field margins. The regime change has been challenging to communicate to the public.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP17 - Housing Benefit overpayments recovered	110%	191.53%
End of year commentary	Due to the roll out of universal credit for our working age customers, the number of overpayments expected when the target was set has drastically reduced as they are now no longer our Housing Benefit customers. We are therefore now recovering significantly more overpayments than we are raising and it is likely the target will need to be reviewed if the pattern continue.	
CMT Action	No action required	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP19 - Rent collected on Council housing	94%	96%
End of year commentary	Target collection rate exceeded	
CMT Action	No action required but to be monitored during 2020 following Covid-19	

Performance Indicator	Target 2019/20	Q4 2019/20
SDP20 - Number of Council housing fraud cases prevented or properties recovered	10	21
End of year commentary	12 x Social Housing Tenancy Fraud Cases 9 x Fraudulent Housing Register Applications	
CMT Action	No action required	

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP1	Major applications determined in 13 weeks	Planning	Quarterly	Higher is better	80%	<p>94.44% - over achieved</p> <p>The council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the councils performance was 34 out of 36 or 94%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 2 out of 36 or 6% determined in 13 weeks. This performance is above the targets set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. The Area Teams are fully staffed at present (allowing for the use of temporary agency staff)</p> <p>The figures included here are year to date.</p>	<p>89%</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the councils performance was 67 out of 75 or 89%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 9 out of 75 or 12% determined in 13 weeks. This performance is above the targets set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. A lot of additional resources have been directed to the development control teams over the past 6 months particularly and they have been fully staffed for some time. It is disappointing that performance has not improved in this time. This performance should have improved over the past quarter and there is no reason that it hasn't. The Group Head of Planning will be raising this with all Team Leaders.</p>	<p>Over achieved target</p> <p>Group Head to monitor to try to increase performance further</p>	100%	No comparable data available	No comparable data available	No comparable data available
SDP2	Minor applications determined in 8 weeks	Planning	Quarterly	Higher is better	90%	<p>93.55% - over achieved</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 116 out of 124 or 93.55% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 25 out of 124 or 20.16% determined in 8 weeks.</p> <p>This performance is within the target set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. The Area Teams are fully staffed at present (allowing for the use of temporary agency staff)</p>	<p>91%</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 254 out of 278 or 91% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 65 out of 278 or 23% determined in 8 weeks.</p>	<p>Over achieved target</p> <p>No action required</p>	87.30%	No comparable data available	No comparable data available	No comparable data available
SDP3	Other applications determined in 8 weeks	Planning	Quarterly	Higher is better	90%	<p>90.87% - over achieved</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 378 out of 416 or 90.87% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 280 out of 416 or 67.31% determined in 8 weeks.</p> <p>This performance is within the target set. Whilst securing an extension of time is important in terms of complying with national performance targets, it is also important that the underlying performance improves in order to reduce overall determination times. The Area Teams are fully staffed at present (allowing for the use of temporary agency staff)</p>	<p>92%</p> <p>The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 709 out of 772 or 92% (for the year to date). When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 543 out of 772 or 70% determined in 8 weeks. The case loads of officers are much reduced and a lot of additional resources have been directed to the development control teams over the past 6 months particularly. It is disappointing that performance has not improved in this time.</p>	<p>Over achieved target</p> <p>Group Head to monitor to try to increase performance further</p>	91.67%	No comparable data available	No comparable data available	No comparable data available

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP6	Vacant private sector dwellings returned to occupation	Technical Services	Annually	Higher is better	25	No data required at Q2 - annual indicator	67 This figure is significantly ahead of the target and reflects the success of the Private Sector Housing team in its interventions in accordance with the Council's Empty Homes Strategy to bring these empty properties back into use following an engage, encourage and enforcement approach. In particular it reflects the work of the Empty Homes Officer who won the Empty Homes Practitioner of Year award from the Empty Homes Network.	Over achieved target No action required	82	49	40	20
SDP7	The total income received from general fund assets	Technical Services	Annually	Higher is better	£1m	No data required at Q2 - annual indicator	£1,061,805 The income is above target despite arrears accumulating in some units in the Arcade, for which robust recovery processes were being initiated by the Council's managing agent. These have been paused due to the Covid-19 pandemic, but will resume when restrictions are lifted and more normal trading conditions resume.	Over achieved target No action required but to be monitored during 2020 following Covid-19	£1,011,791.71	No comparable data available	No comparable data available	No comparable data available
SDP8	Licence applications determined within the various statutory or service time limits	Technical Services	Quarterly	Higher is better	90%	93.30% - over achieved The team have managed to exceed the target ahead of the expected introduction of an online self-service portal in the next quarter that should improve efficiency.	99.50% There was a slight decline in the number of applications coming in towards the back end of 2019. This has afforded an opportunity to achieve targets.	Over achieved target No action required	91.80%	No comparable data available	No comparable data available	No comparable data available
SDP11	Residual household waste per household	Neighbourhood Services	Annually	Lower is better	450kg	No data required at Q2 - annual indicator	422.80kg There has been a significant decrease in the amount of residual waste collected per household. This is a trend that has been seen nationally, with a greater awareness around the global environmental issues and the importance of recycling. Whilst the tonnage of recycling collected has remained broadly similar we collected 28388 Tonnes of residual waste over 1000 tonnes less than in 2018/19	Over achieved target No action required	445.87kg	450.089kg	448.66kg	450.00kg

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP12	Number of missed refuse and recycling collections per 100,000 within contractual target	Neighbourhood Services	6 Monthly	Lower is better	80	47.93 - over achieved 47.93 missed bins per 100,000 which is within target, however Biffa are putting in additional performance monitoring procedures to reduce this further.	48.42 This figure is well within the target for the year and also represents good performance. The number of missed recycling bins has gone up from last year and this is something that Biffa are monitoring and putting measures in place.	Over achieved target No action required	40.57	No comparable data available	No comparable data available	No comparable data available
SDP13	Contractor achieving performance target for all green space management operations following monitoring	Neighbourhood Services	Annually	Higher is better	>61%	No data required at Q2 - annual indicator	75.35% Performance target achieved each quarter for 19/20 and overall annual performance score of 75.35% ensures Tivoli have met its contractual responsibility for performance.	Over achieved target No action required	71.40%	No comparable data available	No comparable data available	No comparable data available
SDP15	Increase grass regimes managed specifically for biodiversity purposes	Neighbourhood Services	Annually	Higher is better	157,700	No data required at Q2 - annual indicator	171,900 Significant progress + 14,200m2 above target has been made in identifying significant areas for grassland habitat enhancement across the estate. As opposed to 2018/19 where much of the habitat enhancements were undertaken at woodland edges/field margins. The regime change has been challenging to communicate to the public.	Over achieved target No action required	157,700	No comparable data available	No comparable data available	No comparable data available
SDP17	Housing Benefit overpayments recovered	Residential Services	Quarterly	Higher is better	110%	158.64% - over achieved Significantly above target, however fluctuates depending upon amount of debt raised in quarter	191.53% Due to the roll out of universal credit for our working age customers, the number of overpayments expected when the target was set has drastically reduced as they are now no longer our Housing Benefit customers. We are therefore now recovering significantly more overpayments than we are raising and it is likely the target will need to be reviewed if the pattern continues	Over achieved target No action required	121.35%	101.4%	No previous data available	No previous data available

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP19	Rent collected on Council housing	Residential Services	6 Monthly	Higher is better	94%	96% - over achieved	96% Target collection rate exceeded	Over achieved target No action required but to be monitored during 2020 following Covid-19	96.66%	97.47%	97.86%	98.75%
SDP20	Number of Council housing fraud cases prevented or properties recovered	Residential Services	Annually	Higher is better	10	No data required at Q2 - annual indicator	21 12 x Social Housing Tenancy Fraud Cases 9 x Fraudulent Housing Register Applications	Over achieved target No action required	14	No comparable data available	No comparable data available	No comparable data available
SDP21	The inspection of all Arun District Council coastal defence assets twice a year	Technical Services	Annually	2 is better	Twice a year	No data required at Q2 - annual indicator	Twice a year Coastal Defence asset inspection to assess condition, function and safety has been prioritised.	Achieved target No action required	2	No comparable data available	No comparable data available	No comparable data available
SDP14	Achieve Green Flag awards for Council Parks, 4 by 18/19 5 by 19/20 and maintain at 5 thereafter	Neighbourhood Services	Annually	Higher is better	5	No data required at Q2 - annual indicator	5 The Council has now achieved it's 5th green flag award winning park (Old Rectory Gardens) There is a commitment to ensure 5 parks are maintained to meet the Green Flag standard, however the service is hopeful of achieving a 6th award (Brookfield Park) either in 2020/21 or 2021/22. Covid-19 will impact whether the 6th award is forthcoming owing to changes to the judging model.	Achieved target No action required	4	3	3	3

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP22	Number of Council properties with a valid gas safety certificate	Residential Services	6 Monthly	Higher is better	100%	100% - achieved	100% 100% compliance achieved	Achieved target No action required	100%	100%	100%	100.00%
Page 57 SDP5	Occupied retail units in Bognor Regis	Economy	6 Monthly	Higher is better	90%	89.80% - behind target This is a good improvement across the wider BID area of the town centre from 50 vacant units to 41. The smaller town centre area for which data has been recorded since 2011 is showing 92.5% occupancy, the second best recorded rate. A number of interventions are being delivered by the Council to support our high streets and retail offer, this includes: •Funding to support a range of events that will increase footfall and improve the shopping experience • The use of vacant shop premises as Pop-Up shops to encourage new and start-up retail businesses • Promotion of our towns through 'Place branding' (Bognor Regis) • Retail training to our local business • Grants to improve shopfronts • Town centre management and support	87.8% (97.55% of target achieved) This shows a decline across the BID area to 49 empty units out of 402 total = 12.2% vacant. The smaller town centre area also saw an increase in empty units to 25 out of 266 = 9.4%. Previous data shows this decline is not uncommon after the winter months, and it is in line with national performance. Closures reflect national trends of retail contraction and chains ceasing to trade (Thomas Cook), however food and drink outlets are also beginning to struggle (Fusion Restaurant, Warren's Bakery closed) as are service outlets (American Nails, Money Shop, Heaps of PCs closed). New openings are mostly health, (Queensway Podiatry) hair and beauty, (8 in total - barbers, hair salons, bronzing, body shaping) shops (Edinburgh Woollen Mills, Reeves Jewellery) with several cafes rebranding under new ownership. The long term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive, residents are in lockdown and high street footfall nationally is down 85% on last year	Behind target No action required but to be monitored during 2020 following Covid-19	87.70%	92%	92%	91.20%
SDP16	Business rates collected	Residential Services	Quarterly	Higher is better	99%	57.90% - over achieved On target. Customers now have ability to pay over 12 months.	97.30% (98.28% of target achieved) Under target, various factors including high street downturn and COVID 19. Last Direct Debit run affected by COVID 19	Behind target No action required but to be monitored during 2020 following Covid-19	98.60%	99.0%	98.35%	99.36%

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP4	Occupied retail units in Littlehampton	Economy	6 Monthly	Higher is better	90%	<p>89% - behind target</p> <p>The vacancy rate is stabilising at the moment at 13% (188 ground floor shop front retail & other businesses with 24 vacancies). However, with uncertainty around the multiples with many high street brands on the 'danger' list, this could impact negatively on the core town centre area. We are seeing a small increase in the service and hospitality sectors moving into the town centre. A number of interventions are being delivered by the Council to support our high streets and retail offer.</p>	<p>87% (96.6% of target achieved)</p> <p>The vacancy rate is currently at 13% (188 ground floor shop front retail & other businesses with 24 vacancies). The units that have remained unoccupied for longest tend to be the bigger units, e.g. former Hartleys, but also smaller units in Beach Road. The former Natwest bank has reopened as a restaurant and the former Bunce's unit is undergoing renovation with a neighbouring business to take over the premises. The closure of Bon Marche is significant as it was a footfall driver as well as occupying a large unit. The long term impact of Covid-19 is yet to be determined. Business support grants, loans and job-retention schemes are some of the business support packages offered by government, with ADC administering the grants and rates rebates. Many businesses have temporarily closed as per government directive. The joint funding from ADC and Littlehampton Town Council for events, with additional marketing resources will help mitigate against negative impact of the coronavirus as we come out of the epidemic.</p>	<p>Behind target</p> <p>No action required but to be monitored during 2020 following Covid-19</p>	90.43%	92%	93.00%	94.00%
SDP10	Number of stage 2 corporate complaints found to be justified or partially justified	Council Advice and Monitoring	Quarterly	Lower is better	10	<p>7 - over achieved</p> <p>Total justified/partially justified complaints for 2019/20 (as at Q2) is 7.</p> <p>6 Stage 2 complaints were determined during Q2 - 1 was justified (Housing), 3 were partially justified (2 for Housing, 1 for Planning, all from the same complainant).</p> <p>Complaint levels continue to be monitored by the Group Head of Council Advice & Monitoring Officer with both the Corporate Management Team and Group Heads. This includes reviewing trends in individual service areas and lessons learnt from both justified complaints and where the Ombudsman has found fault in the Council's actions.</p>	<p>13</p> <p>3 x Stage 2 complaints determined in Q4: 1 x Justified (Planning), 2 x Not Justified (Revs & Bens and Housing).</p> <p>Of the 13 x Stage 2 complaints found to be Justified/Partially Justified for 19/20 - it is worth noting that 3 of these originate from 1 customer and all relate to Housing Repairs.</p> <p>We continue to monitor complaints both through the Reviewing Officer signing off any complaint investigation and lessons learnt being flagged with the relevant Group Head. We will be reviewing end of year comparisons with previous years when the next quarter report is made to Cabinet and OSC</p>	<p>Didn't achieve target</p> <p>Group Head to monitor situation and bring a report to a future Cabinet and OSC meeting</p>	18	14	5	10

SDP number	SDP Performance Indicator	Portfolio	Measure Interval	Assess by	Target figure 2019	Q2 Data and Commentary	Q4 Commentary	Status at Q4 and CMT recommended actions	2018/19 Q4 Performance	2017/18 Q4 Performance	2016/17 Q4 Performance	2015/16 Q4 Performance
SDP18	Cost of emergency accommodation per annum (net)	Residential Services	6 Monthly	Lower is better	£533,000	£592,000 - didn't achieved Cost of Emergency accommodation is £562k as at 30 September. A supplementary estimate is being requested at 9 December Cabinet for Full Council approval on 15 January 2020	£1,136,000 NET Expenditure in line with revised budget following supplementary estimate as approved by Full Council on the 15 January 2020	Didn't achieve target No action required but to be monitored during 2020 following Covid-19	£1,271,243.79	£575,089.23	£343,622.01	£223,408.00
SDP21	Average time from property vacated to property re let	Residential Services	Annually	Lower is better	15 days	No data required at Q2 - annual indicator	38 days The property vacated to property re let is 38 days of which 20 days was the repair time . The target has been recently adversely been affected by COVID 19 and contractor performance. (The target 24 days key to key is the standard as per the new contract with Osbornes which commenced on the 1 April 2020) the target of 15 days must be adjusted to reflect this.	Didn't achieve target To be monitored during 2020 following Covid-19 Recommendation to Cabinet to approve increasing target from 15 days to 24 days	32 days	No comparable data available	No comparable data available	No comparable data available
SDP23	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of an intervention)	Community Wellbeing	Annually	Higher is better	80%	No data required at Q2 - annual indicator	74% Clients accessing Wellbeing services are asked as part of the service to consider making changes to their lifestyle and set goals that they would like to achieve in order to make them more healthy. Three months after the interventions have finished, the clients are called back to find out if they have managed to achieve one or more of their lifestyle goals. 122 of the 165 clients (74%) that gave feedback stated that they had achieved at least one or more of their goals. This is a lower sample than last year due to COVID-19	Didn't achieve target No action required but to be monitored during 2020 following Covid-19	84%	No comparable data available	No comparable data available	No comparable data available

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