

Appendix A - Strategic Targets - Update as of 1.10.20

Target	Update	Rough timescale	Lead Member/officer
<p>1. Environment and Climate Change</p> <p><u>To prepare Arun's response to the Environment and Climate Emergency:-</u></p> <p>by formulating a high-level report that sets out a proposed way forward, to include reference to a strategy and action plan to help mitigation. To include:</p> <ul style="list-style-type: none"> Housing Transport Air pollution Community leadership Planning policies Sustainability <p>Progress through the Environment and Leisure Working Group, Cabinet and Full Council</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> The action plan might require a considerable level of funding to implement. Recruitment of Climate Change and Sustainability Manager stalled due to Covid-19. Job profiled 16 September 2020, advert to be placed October 2020. Cost of post included in 20/21 budget. 	<ul style="list-style-type: none"> Initial report submitted to Environment and Leisure Working Group, and Cabinet Project delayed due to Covid-19. Director of Services leading Emergency Management team and Recovery Management Team. 	<p>Councillor Staniforth</p> <p>Philippa Dart/Robin Wickham</p>
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<p>2. Equality and Diversity</p> <p><u>Refresh the Council's Equality and Diversity Policy:-</u></p> <p>by implementing its recommendations the Council will ensure equality and diversity is the heart of its services to the community</p> <p><u>Decision making route:</u></p> <p>Overview Select Committee then Full Council</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> Work has started on the new legal requirement from September 2020 to ensure that all documentation is accessible, the focus being on websites and online forms used by members of the public. A major piece of work, initially by IT then implementation by services areas. Target is for all new forms to be compliant as soon as possible with remedial work after this. Due to limited officer capacity because of Covid-19, the Group Head of Policy will instruct an external consultant to carry out a review of Arun's position relative to current legal position and guidance, so that an action plan can be developed. It has been noted that the proposed new Governance structure needs to include reference to Equality and Diversity. 	<ul style="list-style-type: none"> OSC report with action plan Spring 2021. 	<p>Councillor Dr James Walsh</p> <p>Jackie Follis</p>
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<p>3. Local Plan</p> <p><u>To continue to deliver the Local Plan whilst developing a new planning framework to deliver the Council's priorities:-</u></p> <p>This includes:</p> <p>Improving the level of sustainability and infrastructure in new developments and the Council's response to Environment and Climate Change. The Council will introduce additional and updated Supplementary Planning Documents and revised Development Management Policies as part of commencing a Local Plan review to reflect the change in Council priorities.</p> <p><u>Decision making route:</u></p> <p>Planning Policy Sub Committee & Full Council.</p>	<p><u>As of 20.09.20</u></p> <ul style="list-style-type: none"> Work has commenced on reviewing the current Local Plan policies with a view to determining which need updating and which can be retained. Work has also started on preparing for a workshop with members around setting Strategic objectives and Vision for a new Plan. These have yet to be agreed with the Group Head. The next step is to be able to arrange a workshop with members to try and get them to be clear about the direction they want to go in so that work on evidence base can begin in earnest. There is the practical difficulty of arranging this at the moment when we are unable to meet. We are going to investigate holding a series of small workshops with 10-12 members at each. Some evidence has started to be commissioned around active travel but the majority of evidence will not be commissioned until members have agreed vision/objectives so that we are clear that it is sensible to proceed and we are clear around scope. 	<ul style="list-style-type: none"> A minimum of 36 months from inception of setting up small groups. 	<p>Councillor Martin Lury</p> <p>Neil Crowther</p>

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	<ul style="list-style-type: none"> Planning White Paper – released. Will need to consider the implications of this for our timetabling and work programme. 		
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<p>4. Regeneration</p> <p><u>To establish new town centre retail plans for Arundel, Bognor Regis and Littlehampton:-</u></p> <p>by developing a shortlist of projects to be delivered.</p> <p><u>Decision making route:</u></p> <p>Littlehampton Town Council, Bognor Regis Town Council and Arundel Town Council Liaison meetings followed by appropriate Committees for each organisation</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> Need to be mindful of the capacity within the councils and partners to deliver further activities. Very slow progress in the light of Covid-19. Officers awaiting instructions on what projects to pursue. Need to progress “shovel-ready” projects for possible Government grants but limited revenue budget available to achieve this. Pop up shop money (£50k) still in the budget but project not currently progressing because of Covid-19. Events money (£60k) still in the budget, but events unlikely to happen in 20/21. Littlehampton public realm progressing and funding agreed in principle for new public realm on Place St Maur/esplanade. 	<ul style="list-style-type: none"> 24-36 months 	<p>Councillor Dr James Walsh</p> <p>Denise Vine</p>
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<p>5. Governance</p> <p><u>To actively promote a change in governance from an Executive (Cabinet) system to a Committee system at the earliest opportunity to:-</u></p> <ul style="list-style-type: none"> consider improved openness and transparency of Council procedures. and improving decision making by involving all Councillors in a more democratic way. <p>[The Council also wants to explore East and West Development Control Committees at a later date, to be agreed].</p> <p><u>Decision making route:</u></p> <p>Several stages including:</p> <ul style="list-style-type: none"> Governance Working Party Audit and Governance Committee Full Council decision November 2020 	<p><u>As of 20.09.20:</u></p> <p>As confirmed by Full Council, delivery will require:</p> <ol style="list-style-type: none"> Changes to the Council’s Constitution in time for May 2021 – work programme being agreed with Constitution Working Party on 12.10.20 to sign off changes by Full Council on 11.11.20 ahead of the January 2021 deadline. A review of Special Responsibility Allowances in the Members Allowances Scheme by the Independent Remuneration Panel - Panel convened and on target to report back to the Audit & Governance Committee by November 2020. The full budgetary implications to be costed and included in the budget for 2021/22. All necessary training for staff and Councillors. Webcasting report to Cabinet 21.9.20 Being progressed as quickly as possible without a Monitoring Officer. Officer capacity a current issue due to Group Head leaving and Covid-19 Currently completed parts 1-5 and reported to Full Council 16.9.20. 	<ul style="list-style-type: none"> From October 2019 to May 2021 	<p>Councillor Francis Oppler</p> <p>Nigel Lynn</p>
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<p>6. Finance</p> <p><u>To maintain a prudent Medium Term Financial Strategy (MTFS):-</u></p> <p>within the current national uncertainty on Local Government finance to put the Council in the best financial position by:</p> <ul style="list-style-type: none"> Assessing our assets Developing a commercial strategy Generate income ideas Appointing a Commercial Manager 	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> The financial situation has been significantly adversely affected by the Covid-19 pandemic. This will further increase the requirement for savings. Most recent MHCLG return; a pessimistic £5.4m out-turn. Paucity of information from central Government on future funding. Members and senior officers accepting the financial position. Acceptance of savings/income generation ideas. Political willingness/ability to borrow for commercial ventures. 	<ul style="list-style-type: none"> Financial Prospects report presented to Cabinet on 2 September 2019. Annual updates to Cabinet and Full Council during 20/21 Need to achieve a balanced budget by 2022/23 	<p>Councillor Francis Oppler</p> <p>Alan Peach</p>

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<p><u>Decision making route:</u></p> <p>Cabinet & Full Council</p>	<ul style="list-style-type: none"> The Financial Prospects report to Cabinet on 21 September Cabinet showed a significantly increasing deficit. 		
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<p>7. Housing</p> <p><u>Maximise the number of social houses/units provided annually:-</u></p> <p>within the confines of the HRA Business Plan by utilising all resources available.</p> <p><u>Decision making route:</u></p> <p>Housing and Customer Services Working Group and then Cabinet</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> HRA Business Plan update planned for latter part of 2020 subject to availability of consultant and staff time. Dates to be confirmed. External borrowing will be required as the programme grows and this is affordable with the HRA Business Plan. With any residential development there is often a long lead in time and the number of new homes completed annually will vary significantly as a result. Consideration should be given to include schemes where terms have been agreed/contracts signed in addition to completions. This will give a more accurate reflection on progress. Housing team restructure not complete due to Covid-19, but work ongoing to finalise the structure asap Focus currently on rough sleepers “returning” and Temporary Accommodation. Some Government funding likely from the £105m pledged. 	<ul style="list-style-type: none"> Planned for December/New Year depending on Covid-19. This will create a problem with not aligning with the budget timetable. 	<p>Councillor Pauline Gregory</p> <p>Satnam Kaur</p>
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<p>8. Public engagement strategy</p> <p><u>To engage better with the public:-</u></p> <p>by creating a digital and public engagement strategy that will:</p> <ul style="list-style-type: none"> Improve the Council’s relationship with the public Improve access to the Council and its services through better digital channels. <p><u>Decision making route:</u></p> <p>Arun Improvement Board, Cabinet and Full Council.</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> Capacity and resource to deliver against the strategy difficult. The programme will take some time to realise actual savings/efficiencies to the Council Focus now on digital agenda coming out of the Coronavirus Exit Strategy Webcasting progressing having been agreed by Cabinet 21.9.20, officer capacity is a current issue due to Covid-19; temporary remote meeting solution in place The work of the Technology & Digital Teams has now been reprioritised (to provide more resource) and a new delivery plan developed to support the changing customer landscape – this will take all spare capacity within the teams. A gap analysis has been complete of web and customer services interactions, this has highlighted that work outside of the digital strategy would also help with changing how customers deal with us. Independent audit completed on the website and working through an action plan of changes to make ahead of a new website Currently ensuring the new website (content) which also meets the new accessibility standards. This includes all electronic documents (such as published PDF’s - which are considerable in number) Social Media engagement has been extended. There is regular e-newsletter to 1432 people (public, officers & Members) and regular videos from the Leader, Cabinet Members and the CEO which have all have been well received with a total of 74,845 views within a total of 31 videos posted since March 2020. 	<ul style="list-style-type: none"> Mobilisation of strategy started January/February 2020. Electronic newsletter has now gone live for corporate news; other services now exploring use of this. Started work on new website design and content re-write to make information clearer, easier to find and more focused on the top transactional services. Website will be improved (Phase 1) in incremental sprints (including publishing) throughout the life of the project with the final tranche estimated to be Q2 2021/22. Remote contact centre expected to be up and running by Q3 2020/21. Video enabled conference rooms being piloted with (4-5 rooms) expected to be available Q3 2020/21. MS Teams video conferencing rolled out to all staff and allows officer/public virtual meetings. 	<p>Councillor Matt Stanley/ Councillor Francis Oppler</p> <p>Paul Symes</p>

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<p>9. Future of Bognor Regis Town Hall</p> <p><u>To consider how best to utilise the Town Hall for the community:-</u></p> <p>ensuring any actions are legally compliant</p> <p><u>Decision making route:</u></p> <p>Cabinet and then Full Council</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> • Work on this project suspended until the Autumn because of Covid-19. • The Council will incur costs in undertaking these actions which need to be determined. • The building has a number of repair & maintenance works which will need doing in the foreseeable future and therefore a do-nothing option is not appropriate – upgrade and retain or dispose of. • Relocation of staff will need to be phased. • If the decision is made to re-provide front of house facilities in Bognor Regis, then this will have substantial costs associated with it. • Re-valuation required and being progressed. 	<ul style="list-style-type: none"> • Work on this project suspended until the Autumn/Winter 2020 because of Covid-19. 	<p>Councillor Matt Stanley</p> <p>Nat Slade</p>
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<p>10. Improve local wage levels</p> <p><u>To assist in improving the average wage of people working in Arun by exploring all potential options, including:-</u></p> <ul style="list-style-type: none"> • Working with the Greater Brighton Economic Board • Working with the Local Enterprise Partnership • Encouraging new start-up businesses <p><u>Decision making route:</u></p> <p>Cabinet and Full Council</p>	<p><u>As of 20.09.20:</u></p> <ul style="list-style-type: none"> • The full impact on the economy of Covid-19 is unknown currently. The number of people claiming unemployment benefit in Arun have doubled since February. These numbers are likely to increase as the government sponsored furloughing scheme is scaled back. Economic data on the impact of Covid-19 is being collected by our regional partners. Officers are developing economic recovery proposals for the district. We have maintained close working partners with WSCC, CWS and the LEP during the crisis and will continue to do so as recovery packages are considered. • Unexpected changes to the local economy and external factors that cannot be managed or controlled. • Lack of capacity of Officers a major issue during Covid-19 • Officers exploring Government 'Kickstart programme' to determine whether Arun should participate as a 'facilitator'. • Apprenticeships important and being investigated further. 	<ul style="list-style-type: none"> • Probably 9 months for evidence and 3 months for Action Plan. January 2021 	<p>Councillor Dr James Walsh</p> <p>Denise Vine</p>