

Public Document Pack

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Notice of Meeting

To All Members of Chichester District Council

You are hereby summoned to attend a meeting of **THE COUNCIL** which will be held **Virtually on Tuesday 21 July 2020 at 2.00 pm** for the transaction of the business set out in the agenda below.

A handwritten signature in black ink, appearing to read 'Diane Shepherd'.

DIANE SHEPHERD
Chief Executive

9 July 2020

AGENDA

- 1 **Minutes** (Pages 1 - 6)
The Council is requested to approve as a correct record the minutes of the meeting held on 19 May 2020.
- 2 **Urgent Items**
The Chair will announce any urgent items which due to special circumstances are to be dealt with under Late Items.
- 3 **Declarations of Interests**
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 4 **Chairman's Announcements**
Apologies for absence will be notified at this point.

The Chair will make any specific announcements.
- 5 **Public Question Time**
In accordance with Chichester District Council's scheme for public question time as amended by Full Council on 24 September 2019 the Council will receive any questions which have been submitted by members of the public in writing by noon two working days before the meeting. Each questioner will be given up to three minutes to ask their question. The total time allocated for public question time is 15 minutes subject to the Chair's discretion to extend that period.

RECOMMENDATIONS BY THE CABINET

To consider recommendations from the Cabinet which require the approval of the Council.

The reports giving rise to these recommendations are in the papers for the meetings of the Cabinet on 2 June 2020 and 7 July 2020. These are available in the committee papers section of the Council's website.

6 **Supporting Leisure Centres**

The material relevant to this item can be found on pages 11-13 of the Cabinet agenda pack for 2 June 2020.

The following recommendation was made to Council:

That any further extension of support during the closure and recovery phase, up to a maximum of the current monthly amount be delegated to the Director of Growth and Place in consultation with the Leader, the Cabinet Member for Community Services and Culture and the Chairman of the Overview and Scrutiny Committee for a period up to three months.

7 **Financial Impact of Covid-19**

The material relevant to this item can be found on pages 5-13 of the Cabinet agenda pack for 7 July 2020.

The following recommendations were made to Council:

- I. That the minimum level of reserves be reduced to £4m.
- II. That up to £8,070,000 be released from reserves to address the in-year impact of the pandemic.
- III. That the Council should work towards achieving a balanced budget over the next 5 years, using reserves in the intervening years to help balance the budget.
- IV. That officers continue to pursue income generating initiatives, where there is a sufficiently robust business case, as part of the recovery process.

8 **Covid 19 Recovery Plan and future services framework (Pages 7 - 83)**

Members are requested to consider the report and appendices included in the agenda pack and make the following resolutions:

That Council:

- (a) Approves the Covid 19 Recovery Action Plans for the four thematic areas as set out in appendices 1-4;
- (b) Approves the Future Services Framework as set out in appendix 5;
- (c) Approves the following policy options:
 - (i) to forego the Homefinder's fee at a cost of £20k pa;
 - (ii) to contribute £20k towards an economic impact study for

Novium, CFT and PHG. To be funded from reserves;

- (iii) to increase the current level of support for Visit Chichester by £100k per year in years 2020/21, 2021/22 & 2022/23 and provide new support of £130k per year in 2023/24 & 2024/25, and that delegated powers is given to the Director for Growth and Place to approve a new Service Level Agreement with Visit Chichester following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration;
- (iv) to create a new grants fund of £500k. To include £250k for a Community Recovery Grants Fund and £250k for an Economic Recovery Grants Fund, and that delegated powers are given to the Director of Housing & Communities and the Director of Growth and Place to approve criteria for the grants following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration respectively. To be funded by reducing the sum allocated for parish NHB grants by an equivalent amount.

RECOMMENDATIONS BY THE OVERVIEW AND SCRUTINY COMMITTEE

- 9 **Co-option of Cllr Tim Johnson to the Overview and Scrutiny Committee**
At its meeting on 30 June 2020 the Overview and Scrutiny Committee resolved to recommend to Full Council that Cllr Tim Johnson be co-opted to the Overview and Scrutiny Committee in a non-voting capacity for the remainder of the 2020/21 Committee Cycle.

The Council is therefore requested to vote on the recommendation.

- 10 **Overview and Scrutiny Committee 2019-20 Annual Report** (Pages 85 - 94)
At its meeting on 30 June 2020 the Overview and Scrutiny Committee resolved to recommend to Full Council that the Overview and Scrutiny Committee 2019-20 Annual Report be noted.

The Council is therefore requested to vote on the recommendation.

OTHER REPORTS

- 11 **Motions Procedure** (Pages 95 - 98)
The Council is requested to consider the revised motions procedure as detailed in the agenda pack and make the following resolutions:

- 1) That Council adopt the motions procedure and that the Constitution be amended accordingly.
- 2) That the Monitoring Officer be directed to prepare guidance on the application of the motions procedure for members.

12 **Urgent Decision Notice - Parking Charges (Page 99)**

The Council is requested to note the Urgent Decision Notice.

13 **Questions to the Executive**

Members are invited to ask a question of a member of the Executive (maximum of 40 minutes duration).

14 **Late Items**

The Council will consider any late items as follows:

- a) Items added to the agenda papers and made available for public inspection.
- b) Items which the Chair has agreed should be taken as matters of urgency by reason of special circumstances to be reported at the meeting.

15 **Exclusion of the press and public**

The Council is asked to consider in respect of agenda items 16 and 17 whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Parts I to 7 of Schedule 12A of the Local Government Act 1972, as indicated against the item and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

EXEMPT RECOMMENDATION BY THE CABINET

16 **Increasing the provision of short stay accommodation at Freeland Close**

The material relevant to this item can be found on the part II exempt pages 199-222 of the Cabinet agenda pack for 7 July 2020.

The following recommendations were made to Council:

1. That the updated Project Initiation Document in Appendix 1 be approved.
2. That the additional funding requirements of the scheme as yet not released and detailed in paragraph 8.1 be approved.
3. That delegated powers be granted to the Director of Housing and Communities and the Director of Corporate Services following consultation with the Cabinet Member for Housing and the Cabinet Member for Finance, Corporate Services, Revenues and Benefits, to award the development contract.

EXEMPT OTHER REPORT

17 **Urgent Decision Notice - Leisure Centres (Pages 101 - 102)**

The Council is requested to note the Urgent Decision Notice.

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of “exempt information” as defined in section 100A of and Schedule 12A to the Local Government Act 1972.
2. The meeting will be webcast and the recording will be retained in accordance with the council’s information and data policies. If a member of the public enters the virtual meeting room or makes a representation to the meeting, they will be deemed to have consented to being recorded.

MEMBERS

Mrs E Hamilton	Mr T Johnson
Mrs C Apel	Mrs E Lintill
Mrs T Bangert	Mrs S Lishman
Mr G Barrett	Mr G McAra
Miss H Barrie	Mr A Moss
Mr M Bell	Mr S Oakley
Rev J H Bowden	Dr K O'Kelly
Mr R Briscoe	Mr C Page
Mr J Brown	Mr D Palmer
Mr A Dignum	Mrs P Plant
Mrs J Duncton	Mr R Plowman
Mr J Elliott	Mr H Potter
Mr G Evans	Mrs C Purnell
Mrs J Fowler	Mr D Rodgers
Mrs N Graves	Mrs S Sharp
Mr F Hobbs	Mr A Sutton
Mr K Hughes	Mrs S Taylor
Mrs D Johnson	Mr P Wilding

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Public Document Pack Agenda Item 1



Minutes of the meeting of **Annual Council** held Virtually on Tuesday 19 May 2020 at 2.00 pm

Members Present:

Mrs E Hamilton (Chairman), Mrs C Apel (Vice-Chairman), Mrs T Bangert, Mr G Barrett, Miss H Barrie, Mr M Bell, Rev J H Bowden, Mr R Briscoe, Mr J Brown, Mr A Dignum, Mrs J Duncton, Mr J Elliott, Mr G Evans, Mrs J Fowler, Mrs N Graves, Mr F Hobbs, Mr K Hughes, Mrs D Johnson, Mr T Johnson, Mrs E Lintill, Mrs S Lishman, Mr G McAra, Mr A Moss, Mr S Oakley, Dr K O'Kelly, Mr C Page, Mr D Palmer, Mrs P Plant, Mr R Plowman, Mr H Potter, Mrs C Purnell, Mr D Rodgers, Mrs S Sharp, Mr A Sutton, Mrs S Taylor and Mr P Wilding

Members not present:

Officers present all items:

Mr N Bennett (Divisional Manager for Democratic Services), Mr A Frost (Director of Planning and Environment), Miss L Higenbottam (Democratic Services Manager), Mrs J Hotchkiss (Director of Growth and Place), Mrs L Rudziak (Director of Housing and Communities), Mrs D Shepherd (Chief Executive) and Mr J Ward (Director of Corporate Services)

109 Election of the Chairman of the Council

(Please note this meeting was webcast and the full meeting and debates are available to view here - <http://chichester.nucast.live/frontend/meeting/2488750>)

The current Chairman Cllr Hamilton welcomed everyone to the first virtual webcast meeting. She then handed over to Mrs Shepherd, the Chief Executive who explained how the vote for Chairman would work.

Cllr Purnell proposed Cllr Hamilton which was seconded by Cllr Lintill.

In a vote Cllr Hamilton was elected as Chairman of the Council for the next municipal year.

Cllr Hamilton read her declaration of office and explained that she would sign a declaration of office as soon as practicable.

RESOLVED

That Cllr Hamilton be elected as Chairman of the Council for the municipal year May 2020 – May 2021.

110 Appointment of the Vice-Chairman of the Council

Cllr Moss proposed Cllr Apel which was seconded by Cllr Sutton.

In a vote Cllr Apel was elected as Chairman of the Council for the next municipal year.

Cllr Apel read her declaration of office and explained that she would sign a declaration of office as soon as practicable.

RESOLVED

That Cllr Apel be elected as Vice-Chairman of the Council for the municipal year May 2020 – May 2021.

111 **Minutes**

RESOLVED

That the minutes of the Council meeting held on 3 March 2020 be approved.

112 **Urgent Items**

The Chairman confirmed that she would be accepting no late items.

113 **Declarations of Interests**

Cllr Brown explained that he is now the Chairman of Southbourne Parish Council.

114 **Chairman's Announcements**

The Chairman explained that since the coronavirus lockdown started staff at Chichester District Council have been working hard to support residents and businesses across the district. She thanked the Chief Executive for her leadership and all her staff for their continual hard work in responding to this emergency. The Chairman explained that she is very proud that Chichester District is the highest performing Council for issuing business grants. Staff from a number of teams worked into the evening and over the weekends to ensure these important grants were paid quickly to businesses. She added that the Council's housing team worked quickly with Stonepillow to secure accommodation for all rough sleepers in the area and are now working with Stonepillow to provide support and more permanent accommodation. She further explained that Chichester Contract Services have continued to collect all residual waste, recycling, green waste and fly tipping services and our Communities team have worked in partnership with West Sussex County Council to set up the Community Hub to support the most vulnerable in our communities. In addition to those teams the Chairman wished to pay tribute to the following services that have played a critical role during this emergency:

- The ICT team
- Revenue, Benefits and the Contact Centre Teams
- The Communications team
- The Corporate Health and Safety and Emergency Planning team
- The Health Protection team
- The Finance team
- HR and Payroll team
- The Economic Development team

- The Member Services team

The Chairman then thanked the fantastic community groups and volunteers who have supported people in their neighbourhood throughout this emergency. She explained that she had been humbled by the generosity of people who live and work in our district.

The Chairman then commended all those who had taken part in the successful Stonepillow Sleepout.

The Chairman wished to thank Mr Robinson the Facilities Manager for 27years dedicated service. On behalf of all members she wished Mr Robinson a happy, healthy retirement.

115 **Political Balance to include Appointment and Membership of Committees and their Chairs and Vice-Chairs**

Mr Bennett was invited to introduce the report.

Cllr Moss proposed that the Overview and Scrutiny Committee membership remain in order to provide the opposition with the majority on that Committee. Cllr Sharp seconded the proposal.

Cllr Brown proposed that Cllr O’Kelly remain as Chairman of Corporate Governance and Audit Committee.

In response to Cllr Moss’s proposal Mr Bennett explained that the proposal could only be passed with the support of the majority party. Cllr Lintill then confirmed that the Conservatives wished to take their six seat entitlement. Mr Bennett clarified that this meant that the proposal could not be taken to the vote as the majority party would not be giving up their seat.

CllrBarrie then seconded Cllr Brown’s proposal.

Cllr Lintill confirmed that she maintained her nomination for Cllr Dignum to become the Chair of Corporate Governance and Audit Committee.

Following debate members voted on Cllr Moss’s proposal which was not carried. A vote was then taken on the officer recommendations which was carried.

RESOLVED

1. That the review of political balance arrangements set out in the report be approved and;
2. That tables 1, 2 and 3 be then applied in making appointments to committees and;
3. that the memberships set out in the appendix as amended by Mr Bennett be approved.

116 **Appointments to External Organisations**

Mr Bennett was invited to introduce the report.

Cllr Lintill clarified that for Coast to Capital there would be two appointments rather than one appointment and a substitute.

Cllr Plowman explained that the Chichester Community Development Trust had discussed that as Cllr Dignum is a Trustee it would be logical for him to take the appointment.

Cllr Evans requested that with regards to the Wey and Arun Canal Trust Completion Strategy Steering Group he should be listed as Liberal Democrat not Conservative.

In response to the proposed amendments Mr Bennett agreed they were incidental and could be included within the original recommendations.

Cllr Lintill moved the recommendation which was seconded by Cllr Duncton.

Members took a vote and the officer recommendation was carried.

RESOLVED

That the appointments to external bodies as set out in the attached appendix be approved.

117 Urgent Decision Notices

The Chairman outlined the urgent decision notices for the following:

- Increasing the Provision of Short Stay Accommodation at 22 Freeland Close, Chichester
- Insurance Contract Services and Brokerage Services
- Financial Support for the Council's leisure contractor, Sport and Leisure Management Limited
- Cancellation of CDC Farmers Market
- Social Prescribing
- Two notices relating to the Suspension of Parking Charges and delay of amendment to Parking Order, including inflationary car parking charge increase in District Council owned car parks

On behalf of the Council the Chairman formally noted the urgent decision notices detailed in the agenda pack.

118 Recovery Plan Motion

The Chairman invited Cllr Moss to move his motion. Cllr Moss moved his motion which was seconded by Cllr Bangert.

Cllr Moss then outlined his motion below:

This Council believes that in these unprecedented times the District needs an overarching coronavirus recovery plan for the local economy. A Recovery Framework Document is being developed by officers for consideration by Overview and Scrutiny Committee in June Council resolves to invite Overview and Scrutiny to consider the following:

- *Once the worst of the short-term health impacts are over the Council needs a plan to drive and promote economic recovery in changed circumstances. The success of*

this strategy will be crucial to the wellbeing of our residents and all our communities now and in the years and decades to come.

- *The first and key element of this strategic recovery plan will be to set up an all party taskforce.*
- *The task force will work on the strategy for the short / medium and long term recovery plan.*
- *The Task Force's Terms of Reference will require it to focus not only on economic recovery but critically in view of the climate emergency on the long-term environmental impact of its plans as well.*
- *Chichester District Council to consider leading the task force and will invite membership including outside experts representing the best thinking and insight of the business community, retailers, hospitality, horticulture, tourism, culture, the education sector and the City, Town and Parish Councils.*

Cllr Moss then thanked officers for their hard work and requested members consider the motion as an opportunity to discuss ideas to support recovery.

Cllr Lintill then responded. She explained that officers would be working closely with members over the coming months to agree a recovery plan with reports scheduled for Overview and Scrutiny Committee, Corporate Governance and Audit Committee, Cabinet and Council. She added that she could not support the motion as the discussions would be taking place at the meetings outlined above.

Cllr O'Kelly explained the importance of having the debate as early as possible to utilise the better weather. She suggested a number of ideas for use of outside space including drive in cinemas and outdoor bars.

Cllr Plowman added that it was important to bring the right people together to create a taskforce.

Cllr Evans requested members consider the impact on young people and requested schools, colleges and universities be included in a taskforce.

Cllr Sharp and Cllr Apel suggested including community groups in the taskforce.

Cllr Bangert wished to congratulate Mrs Bushby and Mrs Peyman for their hard work during the pandemic.

Cllr Sutton explained that members would have the opportunity to provide input via the meetings referenced above.

Cllr Hughes agreed with members who had suggested careful consideration of who should be involved in the taskforce.

Cllr Brown explained the need to involve the public and the right experts as early as possible.

Cllr Briscoe reiterated that members should use the meetings referenced above to discuss the officer reports and work that had and is already being carried out.

Cllr Bell and Cllr Hobbs both explained that members were all in agreement that a recovery needs to be planned but in the right forums.

Cllr Oakley emphasised the importance of not duplicating the work that has already been done.

Cllr Plant suggested that the Overview and Scrutiny Committee could choose who to invite into its discussions.

Mrs Shepherd assured members that recovery options would be included in the report to members.

Cllr Moss then asked that any member who felt they could not approve the motion could instead choose to abstain from the vote.

Following a vote the motion and its recommendations were not carried.

119 **Urgent Decision Notices**

The Chairman outlined the urgent decision notices for the following:

- Amendment to Treasury Management Policy
- Financial Support for the Council's Leisure Contractor, Sport and Leisure Management Limited
- Suspension of Parking Charges and delay of amendment to Parking Order, including inflationary car parking charge increase in District Council-owned car parks

On behalf of the Council the Chairman formally noted the urgent decision notices detailed in the agenda pack.

120 **Late Items**

There were no late items.

121 **Exclusion of the press and public**

There was no requirement to exclude the press and the public.

The meeting ended at 4.45 pm

CHAIRMAN

Date:

Chichester District Council

Council 21 July 2020

Covid 19 – Recovery Report

1. Contacts

Report Author

Diane Shepherd, Chief Executive email: dshepherd@chichester.gov.uk

Cabinet Member

Eileen Lintill, Leader of the Council, elintill@chichester.gov.uk

2. Executive Summary

This Report is two-fold:

1. It sets out a number of proposed actions to aid recovery over the next 12 months based on four thematic areas:
 - Community and Housing Recovery
 - Economic Recovery
 - Planning, Health and Environmental Protection Recovery
 - Organisational Recovery
2. A Future Services Framework template to assist members shape and determine the types and levels of services to be provided from 2022-23.

Members are also asked to consider a number of financial proposals to support the actions in the Recovery Plan.

Recommendation

3.1 That Council:

(a) Approves the Covid 19 Recovery Action Plans for the four thematic areas as set out in appendices 1-4;

(b) Approves the Future Services Framework as set out in appendix 5;

(c) Approves the following policy options:

(i) to forego the Homefinder's fee at a cost of £20k pa;

(ii) to contribute £20k towards an economic impact study for Novium, CFT and PHG. To be funded from reserves;

(iii) to increase the current level of support for Visit Chichester by £100k per year in years 2020/21, 2021/22 & 2022/23 and

provide new support of £130k per year in 2023/24 & 2024/25, and that delegated powers is given to the Director for Growth and Place to approve a new Service Level Agreement with Visit Chichester following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration;

- (iv) to create a new grants fund of £500k. To include £250k for a Community Recovery Grants Fund and £250k for an Economic Recovery Grants Fund, and that delegated powers are given to the Director of Housing & Communities and the Director of Growth and Place to approve criteria for the grants following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration respectively. To be funded by reducing the sum allocated for parish NHB grants by an equivalent amount.**

3. Background

- 4.1 In May the Chief Executive reported to Cabinet the Council's response to the Covid 19 (C19) crisis and Cabinet resolved that a report on the financial implications for the Council is prepared for consideration by Corporate Governance and Audit Committee, Cabinet and Council. It also resolved that a Recovery Framework is developed to enable members to shape the future priorities for its communities, businesses and the Council for consideration by Overview and Scrutiny Committee, Cabinet and Council.
- 4.2 At the time of writing this report the crisis is still on-going and the impact on businesses and the community could have long term implications for the Council. Many of the Council's services have been affected due to government restrictions, reductions/increases in demand, new services being introduced, or staff being re-deployed to priority services. Many services that have seen an increase in demand, such as the Homelessness Service, expect these demands to continue for the foreseeable future.
- 4.3 Along with the rest of the Country our communities and businesses have been severely affected by C19. The data on the impact changes daily as new information comes to light.
- 4.4 The Council's finances have been significantly affected. The Director of Finance and Corporate Services predicts, as far as practically possible in these uncertain time, that the current year's budget (2020-21) will run at a deficit of up to £8m and that savings of approximately £2m will need to be made over the next 5 years in order to balance its budget.
- 4.5 Although the financial impact on the Council is significant, due to the very strong financial management, it does have good levels of reserves that can be used to cover the expected budget deficit this year. In the short-term there is likely to be the need to spend additional monies to deal with the immediate recovery. How quickly

the Council will want to eliminate the budget deficit and how much additional resources it wants to allocate to the recovery process is a decision for members. Corporate Governance and Audit Committee will advise Cabinet and Council on what it thinks is a prudent position, balancing the financial position with the need to support our communities. However, the longer the Council takes to recover the budget deficit the greater impact on reserves and thus less money available to invest in other projects that members may consider a priority. Further details of the financial impact are set out in the Director of Finance and Corporate Services' report elsewhere on the agenda.

- 4.6 As seen throughout this crisis our communities rely on good effective public services and the Council is well placed to help local communities and businesses recover from the impacts on C19. We have many tools to make a difference, especially those that relate to your regulatory function.
- 4.7 The Council can make a difference by supporting economic projects such as the Southern Gateway and the redevelopment of St James; it can shape the future of its high streets and help businesses by having effective policies in its draft Local Plan; it can make our City, towns and villages ready for the digital economy by continuing to support Gigabit and other relevant technologies; it can help rough sleepers by developing pathways for recovery, it can continue to work with the community to help them support their neighbourhoods; it can use this opportunity to support and move forward the Green Agenda; and it can use its natural, historic and cultural assets to help boost the return of tourism to the area.

4. Outcomes to be Achieved

- 5.1 A short term focussed recovery action plan, with targeted interventions, that is agile and helps supports communities, businesses and the Council's services recover from the impact of C19.
- 5.2 A new Future Service Framework template to establish priority services to be delivered in the future, and return the Council's finances to having a balanced budget over the medium term.

5. Proposal

- 6.1 With significantly less resources it will be extremely important that the Council:
- Is agile and flexible and is able to bring forward projects quickly that will aid recovery to businesses and the community
 - Develops a focused, balanced and affordable recovery plan.
 - Concentrates on those things where it can make the most difference recognising that capacity is limited
 - Is open and flexible to businesses by using its statutory powers to aid recovery i.e. licencing and planning
 - Uses the local plan process to shape the future planning policies for our communities, businesses, the high street and the environment.
 - Defines clearly what its priorities are, as not everything can be a priority, and accept and expect other partners should take the lead where they have the principal role for any given activity.

- Learns from the crisis and becomes more agile and efficient.

6.2 The recovery report is two-fold:

- It sets out for members to consider the actions that are needed in the next 12 months; and
- A Future Services Framework template to assist members shape and determine the types and levels of services to be provided from 2022-23.

Recovery Plan for Next 12 Months

6.3 The Recovery Action Plan is based on four themes:

- Community & Housing Recovery- Appendix 1
- Economic Recovery – Appendix 2
- Planning, Health and Environmental Protection Recovery - Appendix 3
- Organisational Recovery - Appendix 4

Appendix 1-4 provides a summary of each of thematic work streams and an action plan. Each action plan sets out a list of proposed actions, who will be responsible for implementing the actions, the timeframe, member and community involvement and any financial implications. The suggested priorities for each of the work streams are:

Community & Housing Recovery:

- Pathways for rough sleepers
- Managing increased use of emergency and temporary accommodation and increased homeless applications
- Financial Support for affected individuals and businesses and a revised debt recovery policy
- Support for voluntary and community organisations, including community halls and sports clubs
- Capturing community networks for future emergency planning.
- Tackling the backlog of Disabled Facility Grants (DFG)

Economic Recovery:

- Inward Investment
- Visions, High Streets and Retail
- Micro Businesses
- Agriculture and Horticulture
- Tourism, Culture and Hospitality
- Digital Infrastructure
- CDC's commercial estate: Southern Gateway; St. James Redevelopment; Barnfield Drive; Ravenna Point; Enterprise Centre
- Licensing and events
- Sports and Leisure

Planning, Health and Environmental Protection Recovery

- Supporting the housing and construction industry
- Health Protection
- Building Healthy communities and protecting the environment during recovery

Organisational Recovery:

- Adapting our services
- Supporting Staff
- Robust and resilient ICT infrastructure
- Options for future office accommodation
- Acceleration of channel shift

6.4 Members are asked to consider the following policy options to assist with the immediate recovery process. These are:

- i) to forego the Homefinder fee at a cost of £20k pa (see appendix 1). This loss of income will be met from existing budgets in 2020/21 but will impact the budget from 2021/22 onwards.
- ii) to contribute £20k towards an economic impact study for Novium, CFT and PHG. To be funded from reserves.
- iii) to increase the current level of support for Visit Chichester by £100k per year (from £50k to £150k) in years 2020/21, 2021/22 & 2022/23 (the current funding of £50k is due to end after 2022/23). In 2023/24 & 2024/25 to provide new support of £130k per year, and that delegated powers is given the Director for Growth and Place to approve a new Service Level Agreement with Visit Chichester following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration
- iv) Create a new grants fund in the capital programme of £500k. This will include £250k for a Community Recovery Grants Fund and £250k for an Economic Recovery Grants Fund, and that delegated powers are given to the Director of Housing & Communities and the Director of Growth and Place to approve criteria for the grants following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration respectively. To be funded by reducing the sum allocated for parish NHB grants by an equivalent amount (currently £1.25m over 5 years is allocated for parish grants).

Post Recovery – The Future Services Framework

6.5 The Action Plans deals with the immediate aftermath of the C19 crisis. However, in the medium term it is highly unlikely that the Council can afford to continue to fund all of its current services and any new services it wishes to introduce. The new financial landscape will require members to critically challenge and reset the services that we currently provide. Therefore a Future Services Framework has been developed to assist members shape the future of the Council. Full details of the framework is set out in appendix 5 and is based on a three stage approach:

Stage 1 Efficiency and Effectiveness. This stage challenges what and how we do things to ensure services are efficient and effective. The Chief Executive has asked Officers to undertake an efficiency review to identify opportunities to boost productivity and generate cashable efficiency savings.

Stage 2 Policy options. This stage will consider the policy options stemming from the efficiency review and will specifically relate to those options that directly affect the community and require a member decision and potentially community engagement prior to its adoption.

Stage 3. Service Prioritisation. This stage looks at service prioritisation and it is based firstly on the requirement for the Council to deliver its statutory services (those services that the Council has a legal duty to deliver, such as planning). It then categories services into statutory plus (where we deliver higher than the statutory minimum), optional and optional plus services (these are services that are discretionary and may include new services, such as food waste collection). Officers will be working with members to determine the service level of its statutory services that we have a statutory duty to provide. This will then be costed and any money remaining in the budget will then be allocated on a priority bases (agreed by Council) to the optional services. Each service will be assessed and measured for impact to help members prioritise. The limiting factor will be the level of resources available.

The efficiency review has commenced and will be completed by December 2020, policy options will be brought forward to members for consideration in advance of the 2021-22 budget cycle and work on the service prioritisation will begin August 2020 and be completed by October 2021 to allow time consult and take any necessary decisions in time for the 2022-23 budget. Members will be involved in considering policy options and the development of the Future Services Framework.

Partnership Working

- 6.6 The Council already works very closely with its partners and many of its officers and members are on a number of partnership Boards / formal working groups. Some of which CDC leads and others are led by partners. Partnership working is very important and it is right to work in partnership with others to ensure that work is not duplicated and that the system works as a whole. However, with limited officer capacity we should be mindful of which partnerships we should take a lead on, which ones others should take the lead and which ones we should withdraw from altogether. The Recovery Action Plan suggests who we should be working with to aid recovery.
- 6.7 We are in close and regular contact with key partners and many of them (WSCC, Coast to Capital, Coastal West Sussex, the Rural Partnership, CFT, PHG, Parish Councils, Visit Chichester etc.) are also developing recovery plans and we will ensure we link into them and provide support where appropriate.

Governance

- 6.8 As the Council embarks on its recovery it is essential that it has an appropriate agile governance framework in place to steer this important piece of work. At its meeting 7 July Cabinet approved a governance structure which set out in appendix 6.

6. Alternatives Considered

- 7.1 Some elements of the recovery process we must do, i.e. dealing with homelessness applications, but other actions members can decide not to support or add new ones to the action plan providing they are affordable and officers have the capacity to deliver.
- 7.2 The status quo in the medium term is not an option as the world has changed substantially since the beginning of 2020 because of C19 and what may have been a priority for the Council previously may not be a priority now. The Council's finances have also been seriously impacted and the depth and breadth of services provided by the Council currently is likely to be unsustainable in the future. The Council could decide not to adopt the Future Services Framework and have an ad hoc approach to reduce its expenditure but this is not recommended. Having a defined framework will help members challenge and prioritise services based on outcomes and cost/benefit and will ultimately allow them to decide which optional services are funded in the future.

7. Resource and Legal Implications

- 8.1 The financial impact of C19 is set out in the Director of Finance's report elsewhere in the agenda.
- 8.2 Any policy priorities decided by Council to be funded by reserves – see para 6.4
- 8.3 The Council has a legal obligation to balance its budget and it also has a legal obligation to provide its statutory services. Once these have been defined and costed the remainder of the Council's budget can be allocated on a priority basis to other services up to the level of budget available.
- 8.4 There are likely to be implications for staff and these will be dealt with in accordance with employment law and the Council's staffing policies.

8. Consultation

- 9.1 The Recovery Action Plans sets out who should be consulted.
- 9.2 All members will be involved in policy choices and service prioritisation.
- 9.4 Any statutory requirement to consult will be followed and a Community Engagement Framework will be developed to assist with the prioritisation of non-statutory services.
- 9.5 Staff Representatives and the Union.

9. Community Impact and Corporate Risks

- 10.1 The future is very uncertain and the full impact of C 19 on our community, businesses and the Council may not be known a long period of time. It is hoped that a vaccine will be developed and/or the level of C 19 in the community stays low or dies out, none of which can be guaranteed. There may be a second peak requiring a tightening up of lock down measures and until social distancing measures are removed many businesses' productivity, including the Council will be affected. Whatever decisions the Council takes they should be agile and able and flexible to

enable us to respond quickly.

10. Other Implications

There is likely to be a number of implications arising from the proposed actions in the Recovery Plan. Each action will be assessed individually and where necessary mitigations will be put in place.

11. Appendices

Appendix 1 Housing and Communities Recovery Plan

Appendix 2 Economic Recovery Plan

Appendix 3 Planning, Health and Environmental Protection Recovery Plan

Appendix 4 Organisational Recovery Plan

Appendix 5 Future Services Framework

Appendix 6 Governance

12. Background Papers

None

Community & Housing Recovery

Introduction

Our communities and the networks within them have shown themselves to be strong, self-reliant and often well organised. CDC wants to actively support communities as we move into recovery from the Covid crisis. We have been overwhelmed by the level of support offered for vulnerable people and want to capture that moving forward in case there is a second wave of Covid 19, or any other emergency situation where people need help and support.

Our established charitable and voluntary sectors have stepped up to the challenge, in particular StonePillow, Four Streets and HEART who have worked with CDC to support rough sleepers off the street, and VAAC who have co-ordinated the groups supporting vulnerable people to access food and other support.

We have identified, within the Housing and Communities Directorate, several strands that we believe are key to the recovery of our communities. These are focused on support for our communities and vulnerable people. Immediate, medium term and long term options have been considered and are included in the action plan but a summary is below.

1: Pathway for rough sleepers

Covid 19 has provided a unique opportunity for CDC to address the issue of rough sleeping in the district. With effect from w/c 23rd March almost all of the known rough sleepers have been accommodated in private "nightly paid" accommodation. Despite lapses and absences most remain accommodated now. The stability provided during this period has enabled some of those accommodated to make significant and beneficial changes to their lifestyle.

The challenge of successfully sustaining these arrangements was always going to be greater than finding and securing accommodation in the first instance. The success of this lies in the commitment and partnership between CDC, Stonepillow, and other local homelessness charities.

The challenge now is to build on this progress by securing medium and long term arrangements for clients which allow them to move on from nightly paid placements. In the longer term we need to take the opportunity to consolidate the progress we have made and prevent a return to the levels of rough sleeping seen in Chichester at the end of last year.

Officers are working closely with MHCLG and have discussed the possibility of repurposing some of the Rough Sleepers Initiatives (RSI) Grant we received which came with very tight criteria over usage. The bid included an additional outreach worker, however, now the rough sleepers are off the streets the funding could be better used elsewhere. The Council is also in receipt of a letter from the Minister for Rough Sleeping & Housing asking us to share our plans with them by 11th June and asking us to:

- Encourage people to return to friends and family
- Find sustainable move-on options
- Put in place short term accommodation options where sustainable move-on options are available

- Recognise that for some people a voluntary return to their country of origin may be the best option
- Work with health partners to support clients physical and mental health, including substance abuse

A summary of proposed actions is below:

Immediate: Move rough sleepers from emergency “nightly paid” accommodation into temporary accommodation whilst long term solutions are found.

- Create a personal pathway for each Rough Sleeper in partnership with StonePillow, Registered Providers (RP) and Health partners
- Prioritise rehousing for those already in supported or temporary accommodation (e.g. StonePillow, Westward House) in order to free up capacity for those currently in emergency accommodation
- Stimulate additional supply from private landlords via Homefinder through more flexible promotion and use of the scheme
- Recruit into the Co-ordinator post funded by MHCLG Rough Sleeper Initiative funding
- Offer our support to StonePillow for their Housing First project, and consider repurposing funding from the RSI fund for an Outreach worker to this project
- Consider options for rough sleepers with no recourse to public funds
- Work with immigration to support those who wish to voluntarily return to their country of origin

Medium term: Establish pathways for rough sleepers

- Consider entering into agreements with local housing providers for longer term use of suitable properties as part of single homelessness pathway.
- Continue with joint commissioning of “Pathways Home” with WSCC
- Work with WS colleagues on the development of a pathway for complex individuals with multiple needs
- Ensure Diverted Giving messages are continued as people return to the High street

Long term: Establish longer term solutions

- Consider ‘trusted assessor’ nominations for key partners such as Stonepillow as part of a wider review of the Housing Register and Allocation Policy
- Consider what additional resources may be required to embed a successful Housing First approach for Rough Sleepers with challenging needs
- Continue with Freeland Close

2: Increased use of emergency and temporary accommodation and forecast increase in homelessness applications

The number of households in temporary accommodation (TA) particularly B&B, due to Covid 19 is at an exceptional level and this is placing additional extra demand on the service, at extra cost to the Council. There is also an expected spike in homelessness applications due to increased unemployment, debt and family breakdown following lockdown. Having carefully considered how we can respond to the situation, officers have identified some

immediate actions and operational practices which can be improved to not only help us address the current situation but that will also contribute to improving the overall efficiency of the service.

A summary of proposed actions is below:

Immediate: Prioritise moving people out of TA (particularly B&B)

- Focus on moving people out of TA and Westward House by expanding HomeFinder, using discretions (in exceptional cases) in the allocations policy and encouraging RP's to prioritise moves for people leaving TA
- Cancel the fees chargeable for HomeFinder as an incentive to landlords to join the scheme and immediately seek new properties to add to the portfolio.
- Ensure appropriate level of staffing with focus on prevention and tenancy sustainment to include retention of 2 deployed workers and a senior agency worker.
- Review of Homelessness Prevention Fund to make it more flexible

Medium term: Ensure a focus on support & prevention to avoid use of B&B moving forward. Ensure fair access to social housing via the housing allocations policy.

- A full review of the allocations Scheme
- Review of support / prevention provision.
- Full implementation of the new IT operating system for Homelessness and Choice Based Lettings and development of accurate flow of data.

Long term: Embed learning and review processes to ensure prevention is prioritised

- Analysis of all relevant data and service delivery methods.
- A full review of structure and staffing
- Training, development and succession planning
- Developing an ongoing review programme of policies, procedures and performance.
- Continue with Freeland Close

3: Financial support for affected individuals and businesses and debt recovery policy

CDC has been given the following funding to support residents and businesses following COVID19:

- A Hardship Fund of £699,209; At present all residents in receipt of Council Tax Reduction have been awarded a £150 Hardship fund payment. CDC still has £446k to spend this year supporting residents. The fund may be used flexibly and current options being explored include, but are not limited to, supporting residents who are in arrears with their Council Tax and where possible provide support to residents who fail to qualify for Council Tax Reduction within a certain amount
- £37m for businesses in receipt of Small Business Rates, also for those in Retail, Leisure & Hospitality has already been paid out
- Expanded Business Rate grants funding of £1.85m. The criterion for the expanded Business Rate grants scheme is being developed by the Revenues, Benefits & Customer Services Division and the Economic Development team. This work is also being undertaken in conjunction with other councils across West Sussex so that

there is one consistent approach for businesses whilst allowing some discretion depending on individual local authority priorities. The scheme is currently being drafted and will be subject to member approval. To ensure the scheme can be publicised and administered as quickly as possible it is proposed that the criteria for an award will be agreed using the Council's urgency powers.

- The Council also administers the Discretionary Housing fund and has additional funding already in reserves of £140k. The current policy is flexible enough to allow applications from residents affected by COVID19 without the need for any change.

A soft approach to recovery is proposed to be taken in June 2020 along with a return to full recovery from August 2020 onwards to maximise income to the Council. All officers working in Recovery will be using a supportive approach to debtors and will be advising of the full range of support mechanisms in place including but not limited to: encouraging claims for Council Tax reduction or other welfare benefits where appropriate, extending payment plans, signposting to the Citizens Advice Bureau and debt management agencies etc.

4:Support for voluntary & community organisations (VCS) (inc Community Halls and Sports and Leisure Clubs) and businesses affected by Covid 19

The Covid 19 crisis has had a number of impacts on the voluntary and community sector. The statutory sector support to the community has been enormously assisted by the number of community groups (new and existing) who have risen to the challenge of supporting their neighbours. However, depending on their scale and the level of use, some have or will be incurring costs that they will need to address somehow.

Lockdown has also affected the sector including sports clubs and village halls. Some are sustaining or increasing their services but their income has reduced, some have had to cease operation but they continue to incur costs. There is some support from the government, but not all groups are eligible and others still need to replace lost income.

It is proposed that members consider setting up a one-off fund of up to £250k as a Community Recovery Grants fund for 20/21 only to support established VCS organisations and groups who have either been financially impacted by Covid 19 and require funding to maintain levels of service or meet increased demand, or require funding for innovative projects to support recovery in the community.

Members will also be aware of the huge financial impact Covid has had on local businesses. Whilst there have been several sources of support, including the Business Grants for small businesses, retail, leisure and hospitality grants, and the subsequent expanded Discretionary Business Grants, there may be businesses that have failed to qualify. It is proposed that members consider setting up a one-off fund of up to £250k as an Economic Recovery Grants fund for 20/21

Funds could be administered via the Grants Panel and if agreed it is proposed that the next Grants Panel discuss the criteria for such grants at their next meeting on 24th June. This funding should be quick to access and a fast track process is proposed. Criteria could include that groups/businesses should not be able to access funding elsewhere and funding should not be given to organisations that are unlikely to survive the current crisis. Any unspent funding at 31st March 2021 could be returned to reserves.

It is proposed that the £500k is top sliced from future NHB funding and that the balance of funding is reviewed after 3 months with flexibility to move funding between the two pots.

5: How to capture community networks for future emergency planning

The Covid 19 crisis has seen a volunteer response in the district on a scale like no other. Numerous small un-constituted groups have grown up in many areas of the district, some stand alone and others aligned to existing volunteer groups, Parish Councils or Residents Associations. This has resulted in the majority of areas in the district having access to volunteer support often in excess of the current need. There is a concern that once the lockdown period is over and the country goes back to some form of normality the numbers of volunteers and momentum could significantly reduce and impact those still required to self isolate. Also the unprecedented response of community networks has demonstrated that if retained these groups could act as a key resource if a second wave of Covid were to occur, or indeed any other crisis. The options recommended, summarised below, try to capture this and make the groups more established moving forward:

- Signpost these small groups to VAAC for support to potentially formalise their offer and make contact with other volunteer groups. Encourage all the groups to sign up to Chichester Community Network our online platform for community support and issues.
- Task the web team with mapping all the offers of volunteer support across the district and overlay this on to a map of the district to identify any gaps in provision. Raise the gaps in provision with volunteer groups in the proximity and encourage some expansion of recruitment and reach. A copy of this map along with contacts for all the volunteer groups could be held in the emergency planning room for reference.
- Work with the Parish Councils to raise awareness of the groups in their areas and encourage them to include them in reviewing and practising their emergency plans.

6: To tackle the backlog of DFG

We have built up a DFG backlog as the Occupational Therapists have been using the lockdown period to clear their waiting lists of requests for simple adaptations. The team have, however, been doing lots of preparation work, including getting cases to approval, to ensure we are in the best position to clear the back-log once we are able to start visiting again. We plan to start progressing external works (ramps) etc immediately.

The team feel we are in a good position and have capacity to deal with the back-log. We will be doing this in a measured manner so not to overwhelm our contractors and cause the backlog further down the chain.

Recovery Action Plan – Community Recovery

1: Immediate action (0-3 months) 2: Medium term actions (3-6 months) 3: Longer term actions (6 to 12 months)

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
Pathways for Rough Sleepers						
1: Move rough sleepers from emergency “nightly paid” accommodation into temporary accommodation (TA) whilst long term solutions are found.	DM for Housing	Sept 2020	Cabinet member	Stonepillow WSCC MHCLG Registered Providers Private Landlords Health partners	Current cost of emergency accommodation is approx. £5.5k per week Loss of income if HomeFinder fees cancelled £20k/annum	<ul style="list-style-type: none"> • Create a personal pathway for each Rough Sleeper in partnership with StonePillow, RP and Health partners • Prioritise rehousing for those already in supported or temporary accommodation in order to free up capacity for those currently in emergency accommodation • Stimulate additional supply from private landlords via Homefinder through more flexible promotion and use of the scheme. Consider removal of fees. • Recruit into Co-ordinator Post funded by MHCLG Rough Sleeper Initiative funding and work with MHCLG to agree priorities and plans • Offer our support to StonePillow for their (6 month) Housing First project & consider repurposing the Outreach Worker funding from RSI to this project. • Consider options for rough sleepers with no recourse to

						<ul style="list-style-type: none"> public funds Work with immigration to support those who wish to voluntarily return to their country of origin
2: Establish Pathways for Rough Sleepers	DM for Housing	Dec 2020	OSC Cabinet	Stonepillow WSCC MHCLG Registered Providers Private Landlords	May be some residual costs if rent exceeds LHA. Will depend on any agreement. Budget agreed.	<ul style="list-style-type: none"> Consider entering into agreements with local accommodation providers for longer term use of properties as part of single homelessness pathway. Continue with joint commissioning of "Pathways Home" with WSCC Work with WS colleagues on the development of a pathway for complex individuals with multiple needs Ensure Diverted Giving messages are continued as people return to the High street
3: Establish longer term solutions	DM for Housing	Jun 2021	OSC Cabinet	Stonepillow WSCC Registered Providers	<p>Costs unknown – potential capital or revenue cost.</p> <p>FC £2.8m</p>	<ul style="list-style-type: none"> Consider 'trusted assessor' nominations for key partners such as Stonepillow as part of a wider review of the Housing Register and Allocation Policy Consider what additional resources may be required to embed a successful Housing First approach for Rough Sleepers with challenging needs Continue with Freeland Close

Address the increased use of emergency & temporary accommodation (inc B&B) and forecast increase in homelessness						
1: Prioritise moving people from temporary accommodation into permanent accommodation	DM for Housing	Sept 2020	Cabinet member	Registered Providers Private Landlords	As above.	<ul style="list-style-type: none"> • Focus on moving people out of TA and Westward House by expanding Homefinder, using discretions on the allocations policy for exceptional cases and encouraging RP's to prioritise moves for people leaving TA. • Ensure appropriate level of staffing with focus on prevention and tenancy sustainment to include retention of 2 deployed workers and a senior agency worker. • Cancel the fees chargeable for HomeFinder as an incentive to landlords to join the scheme and immediately seek new properties to add to the portfolio. • Review of Homelessness Prevention Fund to make it more flexible
2: Ensure a focus on support & prevention to avoid use of B&B moving forward. Ensure fair access to social housing via the housing allocations policy.	DM for Housing	Dec 2020	OSC Cabinet	Registered Providers Private Landlords		<ul style="list-style-type: none"> • A full review of the allocations Scheme. • Review of support / prevention provision. • Full implementation of the new IT system for Homelessness and Choice Based Lettings
3: Embed learning and new processes to ensure prevention is prioritised	DM for Housing	Jun 2021	OSC Cabinet			<ul style="list-style-type: none"> • Analysis of all relevant data and service delivery methods. • A full review of structure and staffing • Training, development and

						<ul style="list-style-type: none"> succession planning Developing an ongoing review programme of policies, procedures and performance. Continue with Freeland Close
Financial support for affected individuals and businesses and debt recovery policy						
<p>1: Financial support for individuals via a Hardship Scheme and Discretionary Housing Payments (DHP).</p> <p>Approach to recovery of debt owed to the Council</p>	DM for R&B	<p>July 2020 Cabinet</p> <p>Hardship Scheme to continue for 20/21</p> <p>DHP's ongoing</p>	Cabinet Council		<p>Hardship fund of £699k funded by Government</p> <p>Additional funding of £140k for DHP's already in place.</p>	<ul style="list-style-type: none"> All residents in receipt of Council Tax Reduction have been awarded a £150 Hardship fund payment. Remaining £446k to spend this year Options being explored include: supporting residents who are in arrears with their Council Tax, support to residents who fail to qualify for Council Tax Reduction The Council also administers Discretionary Housing Payments and has additional funding already in reserves of £140k. Flexible criteria should be used to allow applications from residents affected by COVID19. It is proposed that a soft approach to recovery is taken in June 2020 with a return to full recovery from August 2020 onwards to maximise income to the Council. Recovery Officers should use a supportive approach to debtors and advise of the full range of support mechanisms in place including: encouraging claims for

						CTR or other welfare benefits, extending payment plans, signposting to the CAB and debt management agencies etc.
1: Financial support to small and micro businesses via the Discretionary Business Grants	DM for R&B	June 20 and ongoing	Cabinet member Leader Chair of OSC		Gov funding of £1.85m	<ul style="list-style-type: none"> • West Sussex framework in place • Criteria has been agreed by urgent decision • Application deadline is 14th June and payments should be made as soon as possible
Support for voluntary & community organisations and businesses affected by Covid19						
1: Financial support to Voluntary/Community groups (VCS) and businesses affected by Covid19.	DM for Communities	Sep 20 for 20/21	Cabinet Council Grants Panel		£250k one off funding for VCS £250k one off funding for businesses	<ul style="list-style-type: none"> • Members to consider setting up a one-off fund of up to £500k as a fund for 20/21. £250k for VCS and £250k for businesses. • Grants to be agreed through the Grants Panel process but via a fast track to enable quick assessment and payment • Grants Panel to consider criteria for VCS who have either been financially impacted by Covid 19 and require funding to maintain levels of service or meet increased demand, or require funding for innovative projects to support recovery in the community. • Grants Panel to consider criteria for businesses impacted by Covid 19 • Organisations that can access other grants or are unlikely to

						<p>survive should not receive funding</p> <ul style="list-style-type: none"> • Consider limits on individual awards • Funding to be time limited to the 20/21 financial year and any remaining funds to be returned to reserves.
Capturing community networks for future emergency planning						
1: Offer support for groups to formalise themselves	DM for Communities	Sep 20 for 20/21	Cabinet member			<ul style="list-style-type: none"> • Signpost groups to VAAC for support to potentially formalise their offer and make contact with other volunteer groups. • Encourage groups to sign up to Chichester Community Network our online platform for community support and issues.
2: Capture this resource by embedding community groups into future emergency plans	DM for Communities & DM for Environmental & Health Protection	Dec 20	Cabinet member	Local groups & networks Parish Councils SRF WSCC		<ul style="list-style-type: none"> • Task the web team with mapping all the offers of volunteer support across the district and overlay this on to a map of the district to identify any gaps in provision • Consider how best to fill any gaps in consultation with Parish Councils and/or local groups • A copy of this map along with contacts for all the volunteer groups to be held in the emergency planning room for reference. • Work with the Parish Councils to raise awareness of the groups in their areas and encourage them to include them in reviewing and practising their emergency plans.

Appendix 2 Economic Recovery Background Paper

Summary:

This appendix covers the following background information to the recovery report:-

- Sector Impact and Gap Analysis
- Liaison with Partner Organisations
- Support required by High Street businesses to aid recovery
- CDC Commercial Portfolio
- Economic Recovery Action Plan

It covers the expected impacts on key sectors of the district's economy, and where known, the gaps in support. The report looks at sectoral decline across the area with manufacturing the most impacted by value, followed by Education, Retail, and Real Estate, construction, accommodation and food services.

It is suggested that Coastal West Sussex faces less severe impacts than the national average but still has significant challenges, not least the disproportionate impact on the coastal towns.

It is too early to predict exact impacts but initial research conducted by the Coastal West Sussex indicates an 11% loss in GVA for 2020.

Whilst some sectors such as food retailers have continued to operate through the lockdown, with some of these seeing boosts in turnover, the costs of opening have increased so there is little translation into boost in profits. However, being able to trade has kept them going.

Whilst the government grant scheme benefited many businesses who met the criteria of either being in receipt of small business rate relief or being in the retail and hospitality sector with a rateable value of under £51,000 there were many businesses who didn't qualify for this support. The government subsequently introduced the 'top up' scheme, CDC has tried to make this funding go as far as possible but the mandatory elements of the scheme coupled with the prioritised businesses means that many businesses may still not benefit. We expect the fact that these businesses have had to continue to meet fixed costs may well impact their ongoing viability. Initially businesses were very averse to taking on debt but the bounce back loan scheme has been better received and may be a lifeline.

Background:

The UK economy shrank by 2% in January and February (ONS June 2020) and in April it shrank by 20.4% the largest monthly contraction on record. The International Monetary Fund (IMF June 2020) predicts that the world economy will shrink by 3% the worse since the Great Depression of the 1930's and it predicts huge falls in GDP for 2020 of 6.5% for the UK. It is also well documented that the Covid19 pandemic has accelerated what was already a challenging landscape for the 'High Street', with some reports suggesting changes that were predicted to take 5 years to come to fruition are now expected to be seen in 5 months.

In terms of a more local, Coastal West Sussex have commissioned an Impact Assessment Report, the draft report indicates a loss of 11.2% GVA in the Coastal West Sussex area for

2020 and that to recover that loss in the next 5 years, the area would need an annual growth rate of 2.5%; this level of growth was last achieved in 2016.

From the start of the introduction of 'lockdown' measures, Economic Development Service has been fielding hundreds of business enquiries and once the first grant schemes were announced these enquires focussed on funding. Funding has continued to be a theme in dialogue with businesses which reflects the high percentage of micro and small businesses in the district.

Many businesses have been panicked and confused because of the uncertainty but we have come across some examples of businesses trying to adapt. Businesses are now focussing on the social distancing arrangements they will need to put in place in order to re-open and the challenge of this varies considerably across the different sectors. For many city and town based businesses the small and old premises pose particular difficulties. All businesses who receive customers on site are concerned to send a message that they are safe to visit.

Sector Impact and Gap Analysis

Retail

Before the Covid crisis, the struggles on the high street were a national issue and we were seeing various chains going into administration. Therefore, we should not underestimate the potential impact on vacancy rates. In the last few weeks we have seen both Oasis on East Street and Cath Kidston in South Street close down. Nationally, the British Retail Consortium reports that the lockdown has cost non-food retailers £1.8bn in lost sales each week and that many retailers will not bounce back.

The Centre for Cities has identified 3 CWS coastal towns as being in the top 50% most at risk nationally out of 804 towns, these being Littlehampton, Bognor and Selsey (ranked 404). Chichester is ranked 517 and is suggested to be more impacted than Worthing (627) and Shoreham (633)

However, we may have short term issues post lock down and in recovery for hospitality businesses as they will struggle the most with social distancing. This may mean an initial slowdown in demand for A3 space versus A1 but longer term, this is likely to go back to pre Covid demand and our policies need to be ready for this.

The current closure of the high street could well have accelerated further the changes in shopping habits with even more people getting used to shopping online and/or reassessing their need to buy 'things'.

As we move forward, we expect that businesses coming up for lease renewal negotiations will be taking tough decisions as to whether to re-sign and this will be particularly prevalent with chain retailers in the fashion sector. These retailers are likely to be heavily discounting spring/summer stock when they can re-open and then potentially facing future supply issues for autumn/winter

We do not yet know what the impact will be on the non 'retail' businesses operating in our city and towns. If these businesses fold, there will naturally be a further reduction of people using our high streets, impacting spend during recovery. Conversely, there could be a continuance of home working resulting in a reduction of out-commuting and potential shoppers in our towns versus spend going to London etc.

Over 200 retailers have been contacted in Chichester, Midhurst, Petworth, East Wittering and Selsey to ask businesses whether they have been able to operate at all and the adaptations they made through to the sort of support they are going to need in recovery. Additionally the BID put out the same questions to all their levy payers and received over 30 responses.

Regarding support from CDC, the most prevalent responses in Chichester (less so elsewhere in the district) have been about wanting free parking to continue.

However there were key themes emerging around:-

- Support with social distancing and helping shoppers to be comfortable that businesses are meeting a standard that is somehow endorsed
- Cleanliness and safety of the pavements
- Flexible approach regarding 'planning'
- Support to promote the city as open for business
- Ongoing support to promote businesses
- Facilitation of increased use of local supply chains
- Assistance with sourcing PPE

There was also recognition about how well CDC had communicated the grant support available and the speed with which the grants were issued.

When asked what they consider to be their own biggest challenges for re-opening, the main themes were:-

- availability of PPE, and sanitising materials
- small size of premises and impact of social distancing in a small space and how this could lead to poorer customer service and potentially drive more business to on-line options
- Queuing to enter shops an issue on narrow streets and what happens when it rains?
- Concern that the public will ignore social distancing as some business have already observed this happening and the potential frustrations with queuing.
- a view that shops may get back to some sort of normality eventually but that cafes and restaurants will struggle to get customers feeling comfortable in re-configured spaces with the 2m rule.
- Reduction of customers at any one time (eg in hair salons) resulting in the need to extend trading hours
- Further adjustments may be necessary to staffing structures as the revenue drop has been significant and may continue to be reduced.

Hospitality

This sector is heavily impacted by tourism and does form part of the Tourism sector when considering impacts on the wider economy of the district.

Restaurants and cafes may struggle to survive when they are allowed to reopen as they will have to have social distancing measures in place and these measures will impact on the number of covers they can serve. This combined with existing tight margins is likely to result in loss making operations.

Some cafes and restaurants have been able to adapt into takeaway operations and may need to rely on this trade in the longer term too if social distancing continues. However,

they could conclude that the rents payable on premises are not generating sufficient return per square foot and reassess keeping premises.

As we move forward, we expect that businesses coming up for lease renewal negotiations will be taking tough decisions as to whether to re-sign. This is likely to be a particular issue for the chain restaurants as they nationally re-assess.

Whilst not affected as extensively as retail businesses, many hospitality businesses have not benefitted from the government grants because of the rateable value threshold. Across the district, some 52 hospitality businesses have been ineligible for government grants.

Tourism

Tourism is of great importance to the district with the total tourism value of the district being approximately £470m. 14% of all employment in the district is in the tourism sector, equating to 6,472 FTE. During recovery, tourism will play a large role in supporting the economy of the district. Tourism is strongly supported by the cultural offer within the district and therefore the sectors will need to work closely in an attempt to reinvigorate the tourist economy.

Estimated losses of £240m GVA across West Sussex. As of April, 80% of all UK workers in hotel, food and accommodation are on furlough.

Significant impact on small businesses in the district who are part of the supply chain for events.

It is not just the obvious businesses affected (B&B's, hotels, attractions, events) but all those who service these businesses from food and drink suppliers to laundry services, to printers of events materials, to staging/stall providers.

Earlier this month, Visit Britain submitted a paper to Government highlighting how government could help the tourism industry to recover. Some of the requests relevant to us as a local authority are:-

- Acceleration and expansion of the 'tourism zones' proposed in the Sector Deal to support tourism's contribution to the recovery, as part of the government's ongoing ambition to 'level up' poorer parts of the country.
- Development and recognition of a 'stay safe' charter mark.
- A rent holiday for the tenants and landlords of restaurants and other premises.
- Relaxation of planning restrictions that limit the opening season for some businesses, or limit where food and drink can be served/consumed.

Whilst we have not heard on this directly from Goodwood, the impact on their events programme is significant and this impacts on tourism locally. Studies commissioned by Goodwood have suggested that £37 million is fed directly back into the Chichester area by Festival of Speed and Revival. Goodwood have announced the postponement of Festival of Speed and it is not yet clear on whether the 'Revival' will go ahead .

If social distancing is still in place, we may need to consider how the district can capitalise on these and other events in a safe manner in the future.

Visit Chichester need further financial support to provide the increased promotional activity to support this sector and with their re-brand to 'The Great Sussex Way' due to be launched soon.

Culture

A strong cultural sector and enriching cultural life can contribute towards the revitalisation of communities, the development of trust, improved health and wellbeing and the possibility of a more positive future.

The cultural offer strongly underpins the tourism offer within the district and therefore the sectors will need to work closely.

The Chichester Festival Theatre has had to cancel this year's season but is actively looking at ways it can put on productions with social distancing in place and Pallant House Gallery are looking to open in late July/August and extending the season into November.

Sports and leisure

Leisure providers play an important role in ensuring the mental and physical wellbeing and social connectedness of local communities. Public Health England reports that regular physical activity can reduce the risk of many chronic conditions, including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions.

Engagement in leisure activities also contributes strongly to mental wellbeing, by allowing people to be active and to connect with others.

Although public buildings have been temporarily closed during the coronavirus crisis, some leisure facilities have been repurposed to support the COVID-19 response and some provider websites have begun to deliver streamed workout videos and community information online.

The services provided by leisure providers will be even more important as we move towards thinking about recovery and supporting communities to return to fitness, activity and mental wellbeing. Locally the Everyone Active contract also employs over 300 people.

Additionally, there has been a growth in privately run gyms throughout the district and this had been one of the sectors requiring an increase in appropriate commercial space, with many enquiries regarding the possibility of changes of use.

Agriculture and horticulture

The recent opening of Garden Centres has been welcomed but also seen as "too little, too late" in terms of support. Ironically, there were shortages of stocks of bedding plants due to the seasonal nature of the ornamental sector and the perishability of the plants. Losses for many Commercial Growers are as high as 50%. WGA and the sector nationally are lobbying government for support similar to that provided to horticulture by the Dutch government - £400m. They are concerned that without similar support to survive, the future market will be lost to the Dutch.

Viticulture sector also did not qualify for grants because of high rateable values. One business reports being impacted by cancellations of tours, events and a major drop in wholesale to the on-trade. They have increased online marketing which has helped grow sales, but this in turn has posed logistics challenges. At the moment, they report that supply

chains and labour seems to be fine, but that the bigger issue will be in the longer term supply and demand, if the sales for English wine drops.

Self-employed / micro businesses

With over 90% micro businesses in the district, the lack of clear funding to support this sector has been one of the main gaps. The new 'Discretionary' grants should help provide some much needed financial support but the available funding is finite.

West Sussex Districts and Boroughs have worked together on guidance so that there is a consistent approach.

Impacts of over 50% drop in revenue felt by local co-working space providers Rume 2 and Freedom Works who have both invested in the city centre in the last year.

Rume2 and Freedom Works in partnership with WSCC and C2C, surveyed 350 small businesses across West Sussex and results have shown that 58% have seen a reduction of over 50% of their income as a direct result of COVID-19, with 26% experiencing a decline of over 90%. The impact on revenue has been due to widespread client cancellation (74%) client inability to pay (38%) and 44% of businesses simply unable to deliver their services during lockdown.

Of those surveyed, 19% stated they were unlikely to survive this year and a further 24% neither likely nor unlikely to survive. Only 16% of business owners said they would start up their business again.

Broadband/Gigabyte

This crisis has underlined the importance of connectivity with so many businesses needing their employees to work from home in order to keep going. Additionally, businesses have had to introduce an online facility for customers and others have seen increased use of any existing platforms.

Businesses that may not have seen the advantages of gigabit before will be identifying how it can help in the future.

The importance of town centre Wi-Fi is now even more crucial – if this were to be in place it would help with communications on social distancing and would certainly improve the ability to promote the city and town centres more effectively.

With so many people working from home, and education being delivered on line, households with poor broadband have been disadvantaged through this crisis.

Liaison with Partner Organisations

Organisation	Areas of focus	Actions being undertaken
WSCC	WSCC leads the weekly Covid Economy Group meetings for all districts & boroughs to cover approach to supporting	Weekly meetings Distribution of Business intelligence summaries to and from LEP (with CWS)

	<p>businesses. Sharing of how we have dealt with communication with businesses on government support. Trying to ensure some commonality of approach and sharing of ideas.</p> <p>All now starting to look at the issues for high streets in recovery phases. Challenges of social distancing for our businesses in terms of the public realm impact</p>	<p>Working on identifying key issues in West Sussex for recovery. Particularly Gatwick, Tourism sector, Skills and potential crisis to come for youth employment. Looking at the walking and cycling challenge and whether any funding for this area.</p>
CWS (Coastal West Sussex)	<p>CWS attends the weekly Covid Economy Group Meeting</p> <p>Commissioning research in to impact on Coastal West Sussex economy</p>	<p>Collates the business intelligence summary for West Sussex and submits to LEP</p> <p>Looking at the skills issues and branding to attract inward investment.</p>
LEP (Local Enterprise Partnership)	<p>LEP Growth Hub officers attend the weekly meetings and kept us updated on the C2C grants so we could publicise and encourage applications; subsequently they have been running webinar 'clinics' for businesses. They are also working on a Local Industrial Strategy for the area.</p>	<p>Grants</p> <p>Business webinar clinics</p> <p>Have worked with Experience West Sussex on webinars targeted at tourism businesses</p>
RWSP (Rural West Sussex Partnership)	<p>RWSP attends the weekly meetings</p> <p>Regular engagement with the Farming and Rural Issues Group, FRIGSE, Defra and the Rural Payments Agency.</p> <p>Attends Defra's funding working group virtually</p> <p>Championing the EAFRD Growth Grants and raising issues with the RPA about applicants reconsidering because reluctant to commit funds in light of Covid-19 pressures. Trying to get some flexibility on deadlines.</p> <p>Horticulture and in particular the plight of the ornamental horticulture sector</p>	<p>Pilot project with SDNP on helping growers to get their product to consumers direct – problems with buy in from growers once they saw that opening of garden centres was likely to happen. Too many issues with payment methods and deliveries.</p> <p>Is conducting research on impacts on rural economy across West Sussex.</p>
Chichester BID	<p>Supporting levy payers – initially in sharing the grants information and forwarding queries and now regular updates on the advice from government. Published a directory of all the businesses who</p>	<p>Working on app to promote city centre businesses.</p> <p>Co-ordinating with CDC High Street Recovery Team on communication with businesses.</p> <p>Planning to put up new flag</p>

	were open and those who had adapted their offer eg take away and food delivery options.	designs
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CDC Commercial Portfolio

The land and buildings within the Council's ownership could present us with opportunities to promote and stimulate economic recovery and ultimately growth. Whilst not immune to the impacts set out above with void levels expected to remain at current levels or increase, the following are key areas of focus for economic recovery:-

Southern Gateway Regeneration Project

Major project which will support the regeneration of the city to transform 30 acres of land creating a transport interchange, under the current master plan to deliver of 20,000 square metres of commercial space, 365 homes, leisure and tourism facilities, landscaping and public spaces, improvement to cycling and walking links to the city and health care facilities. Work is progressing on site assembly and completion of the Development agreement with our selected developer

St James

The design and preparatory work for the redevelopment project at St James is well underway, with a full planning application likely in early summer. This project is of great importance to the district, providing smaller modern industrial units in a key location, as well as enabling the expansion of a local business with whom a significant pre-let has been agreed. Continuing with this project will demonstrate the Council's commitment to the industrial sector and offer a range of premises options to businesses currently in the district or looking to locate here, linking to the Council's Inward Investment strategy. Estates officers continue to work with existing contacts with the aim of securing additional pre-lets.

Ravenna Point

Four of the six units at Ravenna Point are vacant, with terms agreed for a letting of one and one other unit currently under offer; interest in the units has remained steady during the pandemic and, with some flexibility in rental levels to reflect market conditions, Estates officers feel the remaining units have a good possibility of occupation by the end of this financial year, possibly with relocations from the St James estate, although this of course is dependent on demand from this sector remaining at current levels.

Enterprise Centre

This facility is leased to and managed by Basepoint. Recent reports show a decline in occupancy levels, with a number of the businesses located in the Centre reducing in size or ceasing to operate during the pandemic (a travel company being an example). Estates officers will need to work closely with Basepoint over the coming months to monitor marketing and occupancy levels; should occupancy levels show no sign of improving, further review will be needed and consideration given to options available under the terms of the management agreement.

Barnfield Drive

The 'phase 2' development land at Barnfield drive is leased to Brookhouse Developments, with the new Lidl store having recently been completed on part of the site. The remaining land is subject to a 5 year option for Brookhouse to develop and let similar large retail units. Before the onset of the pandemic, Brookhouse had met with officers to set out revised proposals, prompted by a significant fall in demand from retail occupiers. Current market reports suggest that this position is unlikely to change. This site is one that requires early consideration and assessment of the options available.

Risks:

We have yet to see how businesses will cope when they need to make decisions on ceasing furloughing of staff. The scheme has been extended to October but with a key change which allows staff to return part-time from August. Businesses will have to start contributing for staff that return part-time.

Whilst the part-time option may well be very helpful, businesses will find this a difficult balancing act. We may well see redundancies and closures in October.

We do not yet know the medium and longer term impacts. There will be pressures on businesses beyond the point of re-opening. Many have taken out the government backed loans which will not require repayment until 2021 at which point businesses may or may not find the repayment a struggle, depending on how well they have recovered.

There is already a view that businesses will review their need for premises, particularly in the office and retail sectors, which could lead to increased void levels across the district.

Recovery Action Plan – Economic Recovery

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
Inward Investment Strategy	DM Property & Growth					
1. Inward investment strategy action plan	Eco Dev Manager	July 2020	Cabinet member	Businesses LEP CWS RWSx	Existing staffing budget. Recurring cost as action plan needed each year.	<ul style="list-style-type: none"> Draft action plan for 2020/21 taking into account revised economic position and recovery plan.
2. Promote inward investment, build business relations with landowners and developers	Eco Dev Manager	August 2020 (then ongoing)	Cabinet member	Businesses LEP CWS RWSx	Existing staffing budget. Recurring cost as promotion of inward investment will be ongoing.	<ul style="list-style-type: none"> Identify target sectors and key contacts. Develop and implement contact programme.
3. Develop and build an online prospectus	Eco Dev Manager	October 2020	Cabinet member		Existing budget (£25,000 remains from allocated funds) One-off expenditure	<ul style="list-style-type: none"> Create online content.
High Street/Retail Issues	DM Property & Growth					
1. High Street recovery action group	DM Property & Growth	July 2020	Cabinet Member	<ul style="list-style-type: none"> Town/Parish Councils Business Associations WSCC BID Chamber LEP Members Vision 	<ul style="list-style-type: none"> Existing budget. Recurring cost to deliver actions.(not all CDC costs) Redeployment of resources to support . 	<ul style="list-style-type: none"> Review current group members. Establish working group as a sub group of the Vision Cabinet member to lead group OSC to nominate member onto the group Extend group to

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
				steering groups - Town Vision groups		include businesses, partners and members. <ul style="list-style-type: none"> Identify actions needed for medium/longer term recovery and transformation of the High Street.
2. Short term 'safer high streets' issues	DM Property & Growth	June 2020	Cabinet Member OSC	- Town/Parish Councils - Business Associations - BID - Chamber - LEP	- RHSS Fund £108,000 - Possible additional funds needed for works not eligible for RHSS funding.	<ul style="list-style-type: none"> Implement immediate actions needed for 15th June Implement actions needed for the 4 July opening up of leisure , culture, café, restaurants and public houses Monitor and review and address further actions arising over the coming months.
3. Retail grants/training	Eco Dev Manager	September 2020	Cabinet Member G&C Panel	- Town/Parish Councils - Business Associations - BID	- Enabling Grants – pooled business rates (c£71,000 to 2021/22) - Possible additional funds needed for any schemes outside of Enabling Grants remit. - Covid 19 grant funding budget	<ul style="list-style-type: none"> 2020/21 enabling grants programme criteria to be set. 2020/21 enabling grants launch and allocation. Establish Covid19 grant funding to support through recovery Consider other options for financial support for SMEs – possible loans.

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
4. Refresh of Local Plan retail strategy	Eco Dev Manager/DM Planning Policy	October 2020	DIP Cabinet Members		<ul style="list-style-type: none"> - Additional budget required for consultant work. - One-off cost if work is a fixed project. - 	<ul style="list-style-type: none"> • Planning Policy to commission refresh of the Retail Study to reflect Covid impact
Self-employed and micro Businesses	DM Property & Growth					
1. CDC Support for this sector.	Eco Dev Manager	September 2020	Cabinet Member	<ul style="list-style-type: none"> - Town/Parish Councils - Business Associations - LEP 	<ul style="list-style-type: none"> - Covid 19 grant funding Budget 	<ul style="list-style-type: none"> • Review the needs of the sector. • Establish Covid19 grant funding to support through recovery • Grant funding to be administered by Grants panel • Development of Criteria for grant funding.
Agriculture and horticulture	DM Property & Growth					
1. CDC support for these sectors	Eco Dev Manager	October 2020	Cabinet Member	<ul style="list-style-type: none"> • WS Growers Association • LEP • Rural WS 	<ul style="list-style-type: none"> • Existing resources (provided no financial support is to be offered). • 	<ul style="list-style-type: none"> • Request and collate information from these sectors to understand support needs – short and longer term. • Raise awareness of the sector and the importance locally
2. Consider relaxation of Horticultural Development Areas	Eco Dev Manager/ Planning Policy Manager	March 2021	Cabinet Cabinet Members	<ul style="list-style-type: none"> • CDC Planning Policy • WS Growers 	<ul style="list-style-type: none"> • Existing budget (provided no external 	<ul style="list-style-type: none"> • Consult with stakeholders and collate views/feedback. • Discussions with

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
				<ul style="list-style-type: none"> Association • LEP • Rural WS 	<ul style="list-style-type: none"> support or advice required). • One-off cost if work is a fixed project. 	<ul style="list-style-type: none"> Planning Policy to establish achievable aims.
3. Local supply chain support	Eco Dev Manager	October 2020	Cabinet Member	<ul style="list-style-type: none"> • WS Growers Association • LEP • Rural WS 	<ul style="list-style-type: none"> • Existing resources 	<ul style="list-style-type: none"> • Request and collate information from these sectors to understand support needs – short and longer term.
Hospitality	DM Property & Growth					
1. CDC support for this sector	Eco Dev Manager	December 2020	Cabinet members	- Business associations	Existing budget.	<ul style="list-style-type: none"> • Consultation/survey of businesses in this sector. • Establish key areas of focus/support. • Establish delivery mechanism for support.
Digital Infrastructure and Gigabit						
1. Continue to work with Cityfibre and their Fibre to the Premises project for Chichester City.	DM for Business Support	December 2022	Cabinet Member	To be led by Cityfibre WSCC	Existing Resources	<ul style="list-style-type: none"> • Liaison with Cityfibre/WSCC on project updates. • Promotion of FTP scheme to businesses – link to Inward Investment
2. Work with WSCC Digital Infrastructure Team to ensure that Chichester benefits from the	WSCC/CDC	December 2020	Cabinet Member / all member briefing	WSCC lead with CDC input	Funding from Pooled Business Rate Pilot pot. May need additional staff resources.	<ul style="list-style-type: none"> • Early engagement with DCMS to ensure that rural West Sussex is an early beneficiary of the Government's £5bn roll out for the Final 20

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
wider digital infrastructure projects across the county.						<p>scheme.</p> <ul style="list-style-type: none"> • Ensure that the usage of the council's gigabit connections within Chichester City provide a maximum benefit for local businesses and the economy. • Explore options for town centre Wi-Fi.
Southern Gateway	Director Growth and Place					
1. The delivery of the Southern Gateway regeneration project	Director Growth and Place	March 2028	Leader of the Council Cabinet Member Economic Recovery Board Growth Board Southern Gateway partnership Group	Community Consultation	Current funding from CDC £75,000 OPE £80,000 LEP£5m Grant application in with Homes England for £10m	<ul style="list-style-type: none"> • Completion of the DA • Development of planning strategy • Community consultation • Phasing programme and viability assessments • Site assembly • Relocation of existing services • Pre let agreements •
St James	DM Property & Growth					
1. Redevelopment of site to provide modern industrial units	Project Manager Valuation & Estates Manager	February 2022	Council Cabinet Cabinet Member Economic Recovery Board		Provisional project budget approved. Final budget required to be reported to Cabinet/Council post tendering for the works for approval .	<ul style="list-style-type: none"> • Finalise design. • Prepare project comms plan. • Prepare and submit planning application. • Gain vacant possession of the site/support for existing tenants.

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
						<ul style="list-style-type: none"> Secure known pre-let. Seek additional pre-lets. Construction Promote the developer charter for local supply chains
Barnfield drive	DM Property & Growth					
1. Development of remaining land 'Phase 2B'	DM Property & Growth	December 2020 (5 year option runs to March 2025)	Cabinet Cabinet Member Economic Recovery Board	Brookhouse Developments	Existing Budget.	<ul style="list-style-type: none"> Review of terms of current contract. Agreement of CDC objectives for the site. Negotiations with the developer to meet the agreed CDC aims.
Ravenna Point	DM Property & Growth					
1. Letting of remaining vacant units	Valuation & Estates Manager	September 2020	Cabinet Member	N/A	Existing budget. Recurring cost from staffing budget for ongoing management.	<ul style="list-style-type: none"> Review of valuation and rental offer. Review of marketing approach.
Enterprise centre	DM Property & Growth					
1. Successful operation of the centre and increased/sustained occupancy levels	Valuation & Estates Manager	August 2020	Cabinet Member Economic Recovery Board	Basepoint	Existing budget. Recurring cost from staffing budget for ongoing contract management.	<ul style="list-style-type: none"> Joint marketing approach. Promote relocations from St James.
Visions						

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
1. Chichester Vision To co-ordinate delivery of the Chichester Vision Action Plan, working with partners.	DM Place	Various timescales for delivery of projects within action plan	Cabinet Member Property Growth and Regeneration	Vision Partners – includes CDC, WSCC, CCC, BID, Visit Chichester, Chichester College, CCCl, Chichester Cathedral, University of Chichester, CFT etc.	Existing revenue budget. Plus additional Partner funding for projects	<ul style="list-style-type: none"> • Revise action plan based on feedback from partners post covid 19 to aid recovery of the City • Establish the High Street recovery sub group . • Review CDC funding
2. Midhurst Vision To work with partners to support the co-ordination of a vision for Midhurst and the implementation of the action plan.	DM Place/ Rural town coordinator	Various timescales linked to actions	Cabinet Member Property Growth and Regeneration, Midhurst Members	Vision Partners final CIC structure currently being developed.	One off budget provision as part of corporate plan priorities.	<ul style="list-style-type: none"> • Assist with establishing a Community Interest Company in Midhurst to take on the responsibilities of the Vision actions • Review of the actions to aid recovery post Covid 19 • Rural town coordinator to Support the high street using the Vision group
3. Petworth Vision To work with partners to support the delivery of projects in Petworth either identified through the vision for Petworth or through the work emerging from the town.	DM Place/ Rural town coordinator	Petworth Vision have set various timescales for projects	Cabinet Member Property, Growth and Regeneration, Petworth Members, Cabinet Member for Housing, Communications , Licensing and Events (Board	Vision Partners	One off budget provision as part of corporate plan priorities	<ul style="list-style-type: none"> • Assistance with projects through the Board where required • Provision of support to Petworth Town Council for projects which are beneficial to the town. • Rural town co coordinator to support the High Street

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
			Member on Petworth Vision)			
4. Selsey Vision Selsey Town Council has subsumed the majority of actions from the Vision within the Selsey Business Plan.	DM Place/ Rural town coordinator	Selsey Town Council have set various timescales for projects	Cabinet Member Property, Growth and Regeneration, Selsey Members	Vision Partners	One off budget provision as part of corporate plan priorities	<ul style="list-style-type: none"> • Completion of the projects as agreed through Cabinet resolution in relation to the recommendations following the Selsey Haven project i.e. options for improvements to East Beach; wayfinding and support to fisheries in Selsey. • Rural town coordinator to support the high street
5. Bracklesham & East Wittering Vision To work with partners to support the co-ordination of a vision for East Wittering and Bracklesham	DM Place/ Rural town coordinator	BREW Vision hope to consult over the late summer 2020	Cabinet Member for Property Growth and Regeneration, The Witterings Members		One off budget provision as part of corporate plan priorities	<ul style="list-style-type: none"> • Continue to support the parish council through the delivery of the actions from the emerging consider options for improvements to the Village Centres and Landscaping project. • Rural town coordinator to support the high street .
Licensing	DM Communications, Licensing & Events					
1. Review of Statement of Licensing Policy	DM Communications, Licensing & Events	Cabinet Oct/Nov	Cabinet Member for Housing, Communications	Statutory consultation with Responsible	Existing resources.	<ul style="list-style-type: none"> • Under Licensing Act 2003 Licensing Authorities are required to prepare and

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
(SoLP) 2021 – 2026 (Licensing Act 2003) Current SoLP expires 6 January 2021		20/Council Nov/Dec 2020 Adoption of new SoLP before 7 January 2021	, Licensing and Events General Licensing Committee Full Council	Authorities prescribed under Licensing Act 2003, holders of licences, relevant stakeholders and public.		consult on SoLP setting out our strategic approach to licensing every five years.
Events						
1.Delivery of Events Strategy and supporting Events Policy and Action Plan.	DM Communications, Licensing & Events	October 2020	Cabinet Member for Housing, Communications , Licensing and Events OSC Cabinet	Public consultation already undertaken surrounding Events Strategy. Internal engagement with CDC services areas Culture & Sport, Environment Protection Team, Licensing, Communications Team etc..	Delivered with existing resource from Communications, Licensing & Events plus resource from CDC Culture & Sport	<ul style="list-style-type: none"> • Development of events policy for CDC land • Implementation of Events action plan • Delivery of events to aid recovery post Covid19
Tourism						
1. Rebranding of Visit Chichester and relaunch the DMO, making it more relevant to the whole of the district, working with partners on	Visit Chichester supported by DM Culture & Sport	July 2020	All Members	Tourism and Cultural Partners	Existing £50k annual funding agreement + request for additional funding below.	<ul style="list-style-type: none"> • Rebranding of Visit Chichester to The Great Sussex Way to lead, drive and facilitate high quality, sustainable and coordinated growth in Chichester District's visitor

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
the recovery of the tourism sector following Covid-19						<p>economy by providing strategic direction, coordinated marketing activity and business intelligence.</p> <ul style="list-style-type: none"> • Creation of new logo and branding • Launch event to be hosted when lockdown restrictions allow
2. Development of The Great Sussex Way tourism website	DM Culture & Sport	September 2020	Cabinet Member for Communities and Culture	Tourism Partners	Existing Budgets £30k	<ul style="list-style-type: none"> • Appointment of website designer by Visit Chichester.
3. Additional support for Visit Chichester to develop strong organisational structure and campaign based activities to regrow the tourism economy in the district	DM Culture & Sport	September OSC	OSC and Cabinet Members		<ul style="list-style-type: none"> • Request for additional funding • 20/21 additional £100k, • 21/22 additional £100k • 22/23 additional £100k (end of current five years) • 23/24 – £130k • 24/25 - £130k 	<ul style="list-style-type: none"> • To establish resources required to deliver the new Business Plan and to develop and promote The Great Sussex Way™ visitor experience and destination. • To support partners at both local and national level and seek to generate economic growth in line with or better than the national average b • To be financially sustainable with public and private funding.
Culture						
1. Development of Cultural Strategy	DM Culture & Sport	December 2020	Cabinet Member for Communities and Culture	PHG, CFT Cultural sector	<ul style="list-style-type: none"> • Partnership funding to commission a joint EIA and social impact study . 	<ul style="list-style-type: none"> • Completion of economic impact assessment for the city centre in partnership with CFT, PHG and The Novium. • Complete social impact study

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
					<ul style="list-style-type: none"> • CDC funding required £20k 	<ul style="list-style-type: none"> • Development of cultural strategy and cultural partnership for the district to aid recovery post covid19 • Work in partnership to deliver a year of culture in 2022
2. CFT – continue to support CFT with the annual Cultural Funding Agreement	DM Culture & Sport	March 2022	Cabinet Member for Communities and Culture OSC Cabinet Council	CFT	<ul style="list-style-type: none"> • £187,500 annual agreed until March 2022 	<ul style="list-style-type: none"> • Support CFT with alternative events during recovery phase post covid 19 • Review support required by CFT post March 2022 • Work with CFT on year of Culture event for 2022
3. Pallant House Gallery – continue to support PHG with the annual Cultural Funding Agreement	DM Culture & Sport	March 2022	Cabinet Member for Communities and Culture OSC Cabinet Council	PHG	<ul style="list-style-type: none"> • £130k annual agreed until March 2022 	<ul style="list-style-type: none"> • Review support required by PHG post March 2022 • Work with PHG on year of Culture event for 2022
4. Novium Museum	DM Culture & Sport	Dec 2020	Cabinet Member for Communities and Culture Novium task and finish group OSC Cabinet Council		<ul style="list-style-type: none"> • Existing resources 	<ul style="list-style-type: none"> • Review options for the future delivery of the Novium museum and Tourist Information Service • Development of options for the service.
Sport & Leisure						
1. Support for Leisure Contract during reopening and recovery	DM Culture & Sport	March 2021	Cabinet Member for Communities and Culture Leisure Task and Finish Group OSC		<ul style="list-style-type: none"> • Currently being reviewed 	<ul style="list-style-type: none"> • Appointment of consultants to support negotiations with leisure contractor • Agree opening strategy and financial support for the leisure contractor until the end of the financial

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
			Cabinet Council			year. <ul style="list-style-type: none"> • Discuss and review the contract terms for the remaining period of the contract including options for the plus 5 years.

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Planning, Health and Environmental Protection

Introduction

The Covid-19 pandemic and subsequent lockdown restrictions have had a significant impact on the housebuilding and construction industry, requiring the Council to consider how these sectors can be supported by the planning process in recovery. The Council's roles in these areas include:

- As Local Planning Authority (LPA), in setting local planning policy, determining planning applications, ensuring compliance with planning permission and using compulsory purchase powers where appropriate;
- As Housing Authority, liaising with Registered Providers and private developers to secure affordable housing;
- As CIL Spending body, allocating and spending CIL funds in accordance with the annual Infrastructure Business Plan process;
- As a landowner in the city and development partner in the Southern Gateway site;
- There is also a community leadership role, as advocate for Chichester in wider public policy, for instance in the debate on the future of the A27.

The Council's response for delivery of the planning service has required changes to working practices and processes, some as a result of temporary changes to planning guidance and regulations. The pandemic and 'new normal' will also lead to a revaluation of some of the emerging policies in the Local Plan Review. This paper highlights some of the opportunities and actions that we may wish to consider in more detail.

In relation to health and environmental protection, the Council's responsibilities include:

- Environmental Health and regulation of food hygiene, air pollution, health and safety at work, nuisance and noise, including construction site disturbance etc. thereby assisting businesses and ensuring a fair commercial environment.
- As consultees in the development management and alcohol/public entertainment licensing regimes to ensure protection of health and the environment.
- Environmental strategies to promote biodiversity, climate change and air quality, including active transport, through proactive action plans.
- Building Control, supporting the construction industry by determining building control applications and ensuring compliance with the Building Regulations.

This paper also addresses the Council's statutory roles in these areas in supporting the high street, healthy communities and the environment in recovery.

1. Supporting the Housing and Construction Industry

The Government recognises the importance that the Planning System will play in the economic recovery and since the beginning of the crisis has repeatedly emphasised the need for Local Planning Authorities to do all they can in 'keeping the planning system running', including policy making and the determination of planning applications.

The Government has introduced a temporary relaxation of some procedures and planning requirements during the COVID-19 crisis, including:

- Permitted development change from A3 (restaurants) and A4 (drinking establishments) to A5 (takeaway) for a period expiring 23 March 2021. This means that certain businesses can run takeaways without further permission from the Council for a temporary period. It is apparent that many establishments have found this planning relaxation helpful.
- Overnight deliveries for food and essential products. This amounts to a temporary relaxation of planning enforcement where it relates to planning conditions restricting the timing of deliveries, for example overnight.
- Increased flexibility for construction site working hours - the Government expects local planning authorities to approve requests to temporarily extend construction working hours, where they are controlled by planning condition, unless there are compelling reasons not to. As government has left it to LPA's to determine how this flexibility is applied, a procedure note is being prepared by officers.
- Temporary changes have been made by government to the statutory publicity requirements, including newspaper publicity and neighbour notification. This allows for other reasonable steps to be taken to publicise planning applications, for example, through the use of social media and other electronic communication. We ceased sending individual neighbour notification letters at the start of lockdown and have instead used site notices to ensure we comply with statutory requirements. Officers are now giving further consideration to whether other forms of notification would also be appropriate.

In broad terms, those planning applications which are best positioned to aid economic recovery are dealt with predominantly by the Council's Development Management Majors and Business Team. Since the start of lockdown in March 2020, the total number of new planning applications submitted in the CDC Plan area has fallen by 17% and in the Chichester part of the South Downs National Park area by 22%. Notably, April 2020 saw the same number of Major applications submitted as April 2019 in the CDC Plan area, although no further Major applications were received in May. Nevertheless, officers have been given notice by developers of a number of major housing schemes that are being actively prepared for submission in the near future. Many of these will be 'speculative' applications for housing development outside settlement policy boundaries, relying upon the likely imminent shortfall in the Council's 5-year housing land supply position. The Council will need to consider these carefully and robustly and staff resources are being

prioritised in delivering appropriate housing and commercial development to aid recovery wherever possible.

Under lockdown and the movement restrictions imposed as a result of coronavirus, working practices within the planning service generally has changed. The Planning Policy team are working entirely from home. The majority of staff within the Historic Environment and Development Management teams are also working from home and use photographic supporting information, mapping and other electronic material to determine applications through desktop assessment and only if that is not possible, undertaking site visits.

The housebuilding industry relies upon expedient and timely decision making to provide a healthy supply of consented sites for housing development. The focus moving forward should therefore be how the Council can streamline and support the planning application process so as not to present a barrier to development.

In terms of planning policy, we have already considered a range of options to address the expected shortfall in the Council's 5 year housing land supply position from mid-July onwards. This position is likely to be exacerbated by the slowdown in house building due to the pandemic. Actions considered so far that will contribute to recovery include:

- Preparing an Interim Policy Statement for housing development, to facilitate the consideration of applications for housing development in advance of the emerging Local Plan. This was approved for consultation by the Planning Committee on 3 June 2020.
- Prioritising progress on the delivery of known sites. This includes progressing the Tangmere CPO as soon as circumstances allow and testing more long term sites such as Southern Gateway to investigate what could be delivered within five years and hence included within the 5 year housing land supply.
- Inviting developers to intensify and speed up development. It may be the case that certain development sites may be suitable for more intensive development to increase supply in the medium term.

The Overview and Scrutiny Committee has also agreed the terms of reference and scoping outline plan for the Local Housing Delivery Task and Finish Group, looking into the long term viability of the Council setting up an arm's length housing company, with an expectation that a report will be brought back the Council early in 2021.

A summary of proposed actions to support recovery in this area is set out below:

Medium term:

- More flexibility over the timing of CIL payments, where justified, to help developer confidence and commence work on site, to include potentially formally reviewing the Council's instalments policy. On 13th May the Government also announced that they intend to introduce temporary changes to the CIL regulations to help small and medium sized developers.

- Consider reprogramming/renegotiation of Section 106 agreements, where supported by viability evidence, to ensure work can start on site. This may enable developers to bring forward development more quickly, in an uncertain market.
- Liaise with developers and Registered Providers in the area to see if increased affordable housing provision on strategic sites would build confidence, encourage sites to recommence and/or speed up delivery.
- Undertake a programme of engagement with the developers of existing sites to understand any additional “ask” of the Council.
- Revisit the council’s own landholdings to consider if they have potential for development, and potentially development for alternative uses (e.g. housing).
- Review emerging planning policy approach to (a) main town centre uses to inform a more flexible approach to planning policy and (b) horticultural development to ensure identified needs are appropriately addressed.
- Review of the Planning Application Validation ‘Local List’ to provide certainty to the development industry when submitting planning applications. The local list is currently under review and this work should be completed within the next two months.
- Consider introduction of fast-track planning services and complete pre-application advice service review. Both of these projects will allow developers to tailor the way in which they engage with the Local Planning Authority and to expedite decisions on planning applications.
- Use of shorter implementation periods when granting permission for economically important development and housing sites. The National Planning Policy Framework encourages local planning authorities to consider imposing a shorter time period to ensure that proposals for housing development are implemented in a timely manner.
- Use of Local Development Orders (LDOs) to allow minor retail or commercial development or changes of use including temporary uses/works, without the need for further planning permission, or an expedited application process. This would allow certain premises to be used more flexibly and would aid economic recovery.
- Reassess Development Management team structures to ensure they are focused on supporting the timely determination of those applications particularly important to economic recovery. Prior to the COVID-19 crisis, workloads in the Development Management Majors and Business Team were reaching an unmanageable level and consideration was being given to further necessary resources. The immediate downturn in application numbers during March 2020 has meant that current staffing levels are sufficient to deal with current workloads, however if the number of applications submitted increases back up to previously anticipated levels (likely while the Council cannot demonstrate a 5-year housing land supply), further consideration should be given to whether and how the existing team structures can be adjusted to resource this important work.

Long term:

- Review the Council’s scheme of delegation and Red Card procedure in relation to the determination of planning applications. The Planning Committee plays an

important role in the decision making process particularly for large scale, complex or very controversial applications. However, this also adds considerable further time and resource to the consideration of applications and meetings can be very long. Although these matters have been the subject of past reviews, there may be scope to make further adjustments to delegation to enable a greater focus by the committee on major applications, faster decision making and greater capacity in determining applications.

2. Health Protection

The Council's role in relation to Health Protection required adjustment during the response phase to defer or cease certain mainly non critical work areas (e.g. routine low impact health and safety work) and project work that was restricted by the lockdown measures. This resulted in a focus on matters such as enforcement of the business closure regulations, providing business support and addressing complaints regarding social distancing together with dealing with a significant increase in complaints about noise and bonfires due to the lockdown. Corporate health and safety advice was also focused on providing Council support and advice on ensuring social distancing measures were addressed to ensure safe delivery of the Council's services.

As we move away from national lockdown to a phased lifting of restrictions, the service is now preparing to support the government's recently introduced test and trace programme. This will involve close working with WSCC as part of a local outbreak control team to trace and contain local outbreaks.

The service is also planning the phased restoration of a range of mandatory inspection programmes with Covid 19 safety measures in place, prioritising the construction sector or programmes with public health impact: Building Control, Food Hygiene and Private Water Supplies. Monitoring illegal shellfish harvesting is also a priority to recommence as this activity poses a significant public health risk. These proactive inspection regimes support business and economic recovery, ensuring an even commercial playing field. The Food Hygiene programme has however been deferred by Government until 17 July and it is unclear at this stage whether the Food Standards Agency will revise the programme or whether the suspension of the programme will place the Council in a deficit position of the annual inspections not yet undertaken.

A summary of proposed actions to support recovery in this area is set out below:

Short term:

- Supporting WSCC in its role in the national test and trace system to extend the capacity of local Outbreak Control Teams, involving mapping and monitoring specific at risk sectors.
- Continued business support and advice/enforcement for social distancing including as part of the Council's High Street Recovery group.

Medium term:

- Recommence food hygiene inspection programme when permitted by government.
- Provision of a fast track food hygiene advice revisit service.
- Implementation of recommendations from environmental health service review to promote channel shift, self-service, use of e-forms for food hygiene inspections, food safety advice and service requests.

3. Building Healthy Communities and Protecting the Environment in Recovery

The linked objectives of building healthy communities and protection of the environment are influenced by the Council's planning and environment services largely through the Local Plan and other specific project initiatives in a number of ways:

- a) By including a health and wellbeing policy in the Local Plan Review (Policy S21) that will incorporate the elements required to support healthy communities in the recovery phase.
- b) By promoting healthy lifestyles and improving quality of life, via protection and enhancement of the environment (specifically Policy S28 Pollution).
- c) By promoting cycling and walking routes in new developments.
- d) By requiring new development to incorporate elements required for building communities, in one overarching policy for larger scale developments, Policy S32 Design Strategies for Strategic and Major Development Sites.
- e) By provision of suitable open space and recreation areas in development.
- f) By inclusion of Green Infrastructure networks, providing benefits for the economy, local people and wildlife.
- g) By preparation of an initial climate change action plan and appointment of a climate emergency officer to develop this important area of work.

The Local Plan also supports protection of the environment by:

- a) Directing development away from areas of most harm (e.g. nature conservation assets).
- b) Ensuring new development is delivered to environmental standards and is served by modes of transport other than the private car.
- c) Securing environmental gains as part of wider development schemes; and
- d) Safeguarding the natural and historic environment through the development management process.

The Local Plan Review provides an opportunity to address health and well-being issues by influencing the provision of new and improved facilities and opportunities to encourage healthy choices and active lifestyles when creating new places and new development.

A summary of proposed actions to support recovery in this area is set out below:

Short term:

- Continued support for the CDC and WSCC work on temporary and permanent road space reallocation projects to support pedestrians and cyclists maintain social distancing and promote sustainable travel modes.
- Draft Interim Policy Statement for Housing - includes guidance to emphasise Local Plan policies that support healthy communities (e.g. wildlife corridors/sustainable travel linkages/quality design). As stated above, this was approved by the Planning Committee for consultation on 3 June 2020.

Long term:

- Local Plan Review - This contains draft policies that recognise the health and wellbeing benefits that can be gained from the built and natural environment; in particular the inclusion of a separate policy (Policy S21 Health and Wellbeing) consolidates this and should contribute to building healthy communities as part of recovery. The current Local Plan does not include such a policy.
- Further appropriate amendments to the emerging Local Plan will be assessed to ensure relevant aspects for health are addressed. For example, adopting national minimum space standards for new residential dwellings.
- Preparation of a detailed climate change action plan and policy framework as part of the Local Plan Review.
- Completion of a revised Air Quality Action Plan and Local Cycling and Walking Infrastructure Plan to develop sustainable transport initiatives to be implemented as a result of Covid-19.

It should also be noted that with the current lockdown restrictions and a focus on essential work and projects that will contribute to recovery, the following projects and work areas are to be delayed or deferred until next year:

- Conservation area character appraisal reviews - delayed until 2021/22.
- Progress on making Tangmere CPO - Delayed but it is envisaged that following recent government announcements that works can recommence. Officers are taking legal advice on how to proceed, including any requirement to revisit evidence in light of increased economic uncertainties and the time passed since the resolution by full Council in March 2020 to make the CPO.
- Neighbourhood planning – some plans have been delayed due to restrictions imposed by Covid19 which affect public consultation. This issue may affect progress of plans where statutory stages will be reached in the coming months and appropriate public consultation/examination solutions will need to be identified. Referendums are delayed until 6 May 2021.
- Health Protection team proactive service plan projects:
 - Carry out traceability checks on high risk foods with an emphasis on imported foods.
 - Advice to food businesses on how to cut down food waste and to encourage recycling.

- Carry out compliance checks on all registered ear piercers.
 - Provide advice and check compliance on the safe operation of inflatables at premises in the district.
- Develop opportunities for biodiversity enhancements to sites within the Strategic Wildlife Corridors - to be scaled back due to HLF currently being withdrawn for new projects.

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
Supporting the Housing and Construction Industry						
1. Adopt Interim Guidance Statement on Housing Delivery	DM for Planning Policy	September 2020	Cabinet member DPIP Planning Committee	External consultation	None	Actions required: <ul style="list-style-type: none"> • Report to Planning Committee 3 June to approve and agree consultation • 4 week consultation • Report to Planning Committee Sept 2020 to agree final version
2. Prioritise progress on the delivery of known development sites and inviting developers to intensify and speed up development	DM for Planning Policy / DM for Development Management	December 2020	Cabinet/Council Planning Committee	Tangmere PC Planning process	None	Actions required: <ul style="list-style-type: none"> • Progress work on making Tangmere CPO • Agree planning strategy and programme for Southern Gateway • Assess scope for more intensive development at suitable sites
3. Actions to support development viability	DM for Planning Policy / DM for Development Management	As soon as revised Regs are published, envisaged Sept 2020. For S106 as requested	Cabinet		None	Actions required <ul style="list-style-type: none"> • Revise CIL instalments policy • Implement changes to CIL Regs to support small & medium sized developers • Reprofile developers Section 106 payments

						where justified by viability
4. Programme of engagement with Developers/Registered Providers	DM for Planning Policy / DM for Development Management	December 2020	Cabinet member Planning Committee		None	Actions required <ul style="list-style-type: none"> Meetings to assess actions required to build confidence, remove obstacles, recommence or speed up delivery
5. Review draft planning policies in Local Plan review	DM for Planning Policy	December 2020	DPIP Cabinet/Council	Local Plan consultation	None	Actions required <ul style="list-style-type: none"> Commission update to retail study Review emerging policies (including retail and horticulture) in light of evidence
6. Making planning processes more responsive and efficient and encourage implementation of permissions	DM for Development Management	December 2020	Planning Committee Cabinet	Developers Parish Councils	None	Actions required <ul style="list-style-type: none"> Introduce Fast Track Planning Services Review Pre Planning Application Advice Scheme Review of Local Validation List Use of shorter permission implementation periods
7. Consider use of Local Development Orders (granting automatic planning permission for specified uses / development)	DM for Development Management	December 2020	Planning Committee Cabinet	Developers Parish Councils	None	Actions required <ul style="list-style-type: none"> Assess scope for LDO's Report to Planning Committee and Cabinet
8. Review Development Management team structures	DM for Development Management	December 2020	Cabinet member		None	Actions required <ul style="list-style-type: none"> Review of team structures to ensure focused on recovery
9. Review Scheme of	DM for	March	Cabinet	Parish	None	Actions required

Delegation and Red Card Procedure	Development Management	2021	member Cabinet/Council	Councils		<ul style="list-style-type: none"> Reports to Cabinet and Council
Health Protection Moving Forward						
10. Support WSCC in its role in the national Test and Trace system	DM for Environment & Health Protection	June 2020 & ongoing	Cabinet member		None	Actions required <ul style="list-style-type: none"> Liaise with WSCC to assess requirements and impact on capacity of Health Protection team
11. Business support and advice for social distancing as part of CDC officers High Street Recovery Group	DM for Environment & Health Protection	June 2020 & ongoing	Cabinet member		None	
12. Recommence food hygiene programme when requested by Food Standards Agency and inspection of high risk new businesses	DM for Environment & Health Protection	July 2020	Cabinet member		None	Actions required <ul style="list-style-type: none"> Prepare for restart of food hygiene programme Introduce fast track food hygiene advice revisit service (chargeable)
13. Implement recommendations from Environmental Health Service Review that support business	DM for Environment & Health Protection	December 2020	Cabinet member		Net savings £114,000	Actions required <ul style="list-style-type: none"> Deliver channel shift Deliver e-form availability for food hygiene inspections/advice and service requests
Building Healthy Communities and Protecting the Environment in Recovery						
14. Complete Road space Reallocation work	DM for Environment & Health Protection	August 2020	Cabinet member		Reopening High Streets Safely Fund (CDC) / Emergency Active Travel Fund (WSCC)	Actions required <ul style="list-style-type: none"> Complete input into Road space Reallocation work with WSCC Complete input into CDC 'High Street' action plan
15. Adopt Interim Guidance	DM for	September	Cabinet	External	None	Actions required

Statement on Housing Delivery	Planning Policy	2020	member DPIP Planning Committee	consultation		<ul style="list-style-type: none"> Inclusion of guidance to emphasise LP policies that support healthy communities
16. Progress Local Plan review to adoption	DM for Planning Policy	April 2022	Cabinet/Council	External consultation	None	<p>Actions required</p> <ul style="list-style-type: none"> Inclusion of specific policy requirements for health & well-being in addition to other policies that indirectly contribute to building healthy communities
17. Draft detailed Climate Change Action Plan	DM for Environment & Health Protection	Jan 2021	Environment Panel Cabinet	Consultation?	TBC	<p>Actions required</p> <ul style="list-style-type: none"> Set up Low Carbon Chichester Fund project Report on the feasibility of a District-wide fund for delivery of carbon reduction and biodiversity projects Report full Action Plan to Environment Panel and Cabinet
18. Complete Revised Air Quality Action Plan	DM for Environment & Health Protection	March 2021	Environment Panel Cabinet	External consultation	None	<p>Actions required</p> <ul style="list-style-type: none"> Reports to Environment Panel and Cabinet
19. Complete Local Cycling and Walking Infrastructure Plan (LCWIP)	DM for Environment & Health Protection	March 2021	Environment Panel Cabinet	External consultation	None	<p>Actions required</p> <ul style="list-style-type: none"> Reports to Environment Panel and Cabinet



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Organisational Recovery – Summary

Introduction

The current COVID-19 pandemic has forced unprecedented change on the authority in the way that it operates. This has presented some challenges that we have had to overcome, but it has also created some opportunities to harness changes that have been positive, and to adopt those on a permanent basis.

This report highlights some of the opportunities that we could choose to adopt, and also some of the challenges that still remain, and poses a number of questions for members to consider. Please refer to the background paper on Organisational Recovery for further detail on other actions that have taken place.

Adapting our services

We have started an exercise with all services to look at how their service delivery has been affected in the short term including changes in demand, initial changes in delivery and limitations created by lockdown. We have then asked services to begin to plan moving towards recovery, and lastly to think about their future service delivery including using some of the short term changes that might benefit the service / community in the longer term. These initial ideas will need development and implementation over the coming months and years.

We have used technology to continue to deliver our services, have changed some of our methods of physical inspections and cut out most physical meetings. Whilst some journeys will be important to reintroduce, it is important that we do minimise travel where appropriate.

A centralised admin function has developed rapidly and one main admin team is now providing a service to many other teams that are no longer physically based in the building. This has mainly been focussed on post and scanning to date but this has potential to be developed into a longer term solution creating efficiencies and flexibility playing a key role enabling longer term remote working.

Key actions:

- To conduct a review of all of our current practices and policies in relation to staff travel and a wide ranging green staff travel plan is developed.
- Develop the concept of a centralised admin team and its potential benefits.

Working From Home and ICT

Whilst the initial exercise to get everyone WFH was successful, many staff were not used to doing so and some did not have all of the appropriate equipment in place. Most staff were not WFH for prolonged periods and it has meant that major changes for almost all have been necessary. We have gone back to staff to see what further support and equipment, both ICT and office furniture, to ensure that all are working both safely and effectively now that WFH will be the new normal for most in the medium term at least. As far as we can equipment from EPH will be repurposed for this, but some costs might be incurred.

We have been working with managers on how best to effectively manage completely remote teams. A shift to managing by outcomes and how individual workloads can contribute to wider outcomes as well as developing trust is more important than ever. Maintaining effective communication channels with managers, teams and colleagues is vital and this is an area that will need continual development.

Key action:

- To enable WFH to become the norm, the council may need to invest further in the VPN, and adapt its culture to managing remote teams.

Use of East Pallant House

During lockdown, the use of East Pallant House (EPH) has changed dramatically. It is not currently open to the public and very small numbers of staff are using the building.

The way that our customers have interacted with us has been very different over the last few months and will continue to be so, we will need to consider how our Customer Contact Centre evolves at the appropriate time.

We also need to think about our future requirements in terms of office space, moving into recovery and beyond. If we continue to be working and interacting with customers remotely then our office footprint could reduce significantly. This reopens the questions as to whether we should still be in EPH or whether a smaller, cheaper to run alternative site is more appropriate.

We also need to consider what the plans of our current tenants within EPH (CAB, the Courts and Sanctuary) are. Currently none are using the building and we will need to include them in our recovery plans.

Key Action:

- Undertake a review of the office needs, and possible solutions to meet that need in the most efficient way. To include options to relocate to a different smaller facility.

Channel Shift

During the COVID pandemic the Council has closed its reception to the general public. This has accelerated the shift to delivering services online or by phone rather than face to face.

The Council has pursued channel shift for several years to modernise service delivery, improve customer access, and at the same time reduce cost to the authority. It is important that these most recent gains are not lost after the pandemic is over.

As mentioned above, should the council choose to move to smaller offices, and promote greater use of working from home as a permanent feature, enabling our clients to interact with the Council online as a first preference or via the phone will become even more important.

It should be stressed that no one should be disadvantaged or excluded from accessing Council Services, but face to face meetings should only be used as a last resort.

Key Action:

- To prepare a workplan with measurable targets to build upon the recent channel shift, and enable more service users to self serv online.

Procurement

Although the Council is still required to comply with European procurement rules, and the need to obtain best value for the authority, we do have some discretion especially in relation to smaller procurements that fall below the EU tendering thresholds.

Key Action:

- Procurement and Contract Standing Orders to be revisited to ensure that we set additional objectives to be graded for contracts beyond price, so that we can more positively value local delivery of services. This will supplement the primary driver of being focussed upon “best value” and making decisions which are lawful but also that look to support local business as far as we can.

Risks:

- We are likely to need some investment eg systems, equipment, ICT infrastructure, office accommodation.
- Culture fails to adapt to new working practices.
- Opportunities for beneficial change / transformation are missed
- Potential negative physical or mental health impacts on our staff
- Potential not to capitalise on channel shift, failure to make savings from the building etc if we simply reopen as we were before.
- Tenants no longer rent office space due to financial constraints and social distancing requirements

Recovery Action Plan – Organisation

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
Adapting our Services						
1. Assess impacts on service delivery.	Led by DM for Business Support. Input from all DMs	In progress - June 2020	Cabinet member	N/A		<p>Actions required:</p> <ul style="list-style-type: none"> • Survey of all services underway. • Assess changes in demand, changes in delivery and any limiting factors. • Plans for recovery drawn up including identification of changes in service delivery that should be adopted as preferable. Examples already identified include Green travel plans, and centralised Admin (see below)
2. Review existing travel policies and practices & develop a new Green Travel Plan.	DM for Business Support	September 2020	Cabinet member. Joint Staff Consultative Panel (JECP).	May need to engage with some service users eg development companies & agents re planning & B C.		<p>Actions required:</p> <ul style="list-style-type: none"> • Adopt where possible remote meetings and electronic submission and review of documents in place of physical site visits & meetings.

3. Develop a business case for a centralised Admin service.	DM Business Support, supported by DM for Dev. Management.	By December 2020	Cabinet Member plus JECP Cabinet / Council depending on costs.	Service departments affected and Staff Reps	Savings to be implemented for 2021 budget. Some capital costs may be needed for any implementation costs.	<p>Actions required</p> <ul style="list-style-type: none"> Review and assess benefits and dis-benefits of centralising admin functions into a single team. Scope services to be included, and quantify resources needed & new structure for admin team. Staff consultation & implementation.
Managing Staff						
1. Ensure sufficient staffing resources are available to critical services.	DM for Business Support	March 2020 – on-going	Cabinet Council			<p>Action required</p> <ul style="list-style-type: none"> Continually review capacity in Services and identify critical pinch points. Redeploy staff where possible Furlough staff unable to work where possible to minimise cost.
2. Support staff wellbeing.	DM Business Support & Wellbeing team.	June – on-going	Cabinet Member & JECP			<p>Action required</p> <ul style="list-style-type: none"> Ensure support mechanisms are in place and staff signposted appropriately.

Working from Home & ICT support						
<p>1. Ensure staff have the tools necessary for them to work effectively from home.</p>	DM for Business Support & ICT manager	July 2020			Some capital costs might be required for VPN development.	<p>Action required</p> <ul style="list-style-type: none"> • Complete staff survey of ICT / equipment needs, and supply reasonable requests. Repurposing equipment where possible. • Review and identify improvements to the VPN to increase performance & reliability. • Complete the DR solution at the depot as soon as contractors available. • Ensure systems are secure. • Further develop remote meeting systems for both formal and informal meetings. • Support & training for Managers in managing remote teams.

Use of East Pallant House						
1. Assess the requirements for office accommodation in the future.	DM Business Support / BI & Facilities Manager / DM for Property & Growth.	<ul style="list-style-type: none"> Initial study- Aug 2020 Appraisal of options – March 2021 	Cabinet Member O&S Cabinet Council	Depending on preferred option some community engagement might be required, but should be minimal if little / no impact on service delivery.	Depending on final option chosen there may be a capital sum required, at least to bridge a potential gap between moving and realising a capital receipt. Revenue savings should be realised.	<p>Action required</p> <ul style="list-style-type: none"> Facilities to access the need for office accommodation. Estates Service to identify possible solutions including shared accommodation, new development, pre-let in SG. Business case to be developed incorporating capital spend, capital receipt, operating savings, impact on services & customers.
Channel Shift						
1. Develop an improvement programme to ensure services are delivered electronically rather than face to face.	DM for Communications, Licensing and Events	June - Aug 2020 – to agree targets	Cabinet member			<p>Action required</p> <ul style="list-style-type: none"> Working with services, set out a clear and measurable set of channel shift targets. Focus being on areas of greatest impact.
2. Deliver Website Enhancements.	DM for Communications, Licensing and Events	Sep 2020 – June 2021	Cabinet	Some user / access groups might need to be engaged.	Some capital investment may be required.	<p>Action required</p> <ul style="list-style-type: none"> Upgrade website to enable more mobile friendly version of eforms. Create a wizard based contact us form.

						<ul style="list-style-type: none"> • Push customers via eforms rather than generic email. • Push more services to online booking. • Investigate use of chat bots. • Other service specific targets identified above.
Procurement						
1. To ensure as far as we legally can, we support local businesses through our purchasing arrangements.	DM for Democratic Services	Sep 2020	Cabinet member Cabinet Council		none	<p>Action required</p> <ul style="list-style-type: none"> • Review and amend contract standing orders to enable local purchasing to be considered when procuring goods and services, as far as reasonably practicable. • Train budget holders.
Finance						
1. Identify savings opportunities in the short to medium term through Efficiency Savings & Policy Options.	SLT & DMS Co-ordinated by Andy Buckley	June to Dec 2020	Efficiencies – SLT & Cabinet Members Policy options Cabinet & Council (Might need O&S involvement)	Unlikely unless significant policy changes proposed. Staff reps.	Savings	<p>Action required</p> <ul style="list-style-type: none"> • Divisional Managers develop ideas to achieve savings within their services • Divisional Managers provide initial list of quantified savings ideas for consideration • Coordinate DM

						<p>submissions broken down between “efficiency savings“ and “policy options” for review at SLT Strategy Day</p> <ul style="list-style-type: none"> • Present efficiency savings and policy options to Cabinet / SLT strategy day and determine those to take forward • Cabinet to consider policy options and recommend options to Council (worth noting that some options may take longer to finalise e.g. EPH) • Council to consider policy options and determine which to adopt • Work with finance / DMs to feed efficiency savings into 2020-21 budget
2. Implement the Future Services Framework	SLT Co-ordinated by AB & JM	July 20 to Dec 21	Panel of senior members plus CEO. O&S Cabinet Council	Staff reps Public consultation on options for implementation.	Revenue savings. Some use of reserves might be necessary for restructuring.	<p>Action required</p> <ul style="list-style-type: none"> • Send out service analysis templates to Divisional Managers • Service Analysis papers drafted and submitted

						<ul style="list-style-type: none">• Draft categorisation and impact analysis of services and costs provided to SLT• SLT Workshop to challenge assumptions and reprioritise services and rescore impact analysis• Outcomes of SLT session compiled and draft FSF completed• Member input –Panel / Cabinet / Council repeat process completed by SLT to challenge service categorisation and impact analysis scoring• Outcomes of member sessions coordinated and final FSF prepared• Finance availability compared to FSF and service provision adjusted according to funding (to be considered at Strategy Days)• Service changes fed into budget process 2022-23
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Future Services Framework

The COVID-19 outbreak created an immediate and deep downturn in the global economy that will significantly impact on the needs of our residents and businesses over the coming years. Alongside these challenges it also potentially requires us to reconsider how we support our communities and reset how we operate as a Council.

Whilst many things still remain uncertain, one known challenge facing us is our funding and income levels during and post COVID-19 will be heavily affected. This new financial landscape dictates that we must critically challenge how we provide our services, and to what extent, so that we can ensure the continued delivery of our statutory functions to an excellent standard and thereby meet the needs of our district.

In planning this piece of work Officers have considered how best to review our services whilst protecting service delivery. First and foremost we must challenge ourselves to make sure that we are delivering our services as efficiently and effectively as possible. Once that process has been completed the proposed approach is to carry out an in-depth review of all services to make certain that they best meet the needs of our residents and businesses.

The proposal is to break this project down into 3 key areas;

- 1) Efficiency savings: an inward-facing review of all services to identify opportunities that boost productivity and generate cashable efficiency savings.
- 2) Policy options: will stem from the efficiency savings work but these relate specifically to those requiring a Member decision prior to adoption.
- 3) Service prioritisation: an exercise to categorise services between 'statutory', 'optional', and 'enhanced' in order to help members plug any funding gap remaining after the 2 points above.

The intention is for points 1 and 2 to be completed over the Autumn/ Winter of this year to allow cost reductions to feed into the 2021-22 budget cycle, whereas point 3 is a more substantial piece of work requiring significant member/community input and so the planned completion for this piece of work is Autumn 2021 with the budget adjustments likely to take effect from 2022-23 onwards.

1. Efficiency Savings

The Council's policy remains to protect frontline service provision by delivering our services as efficiently and effectively as possible. Whilst this pandemic has clearly caused great difficulties for our residents, businesses, and this Council, it has demonstrated some opportunities to work differently that could boost productivity and generate cashable efficiency savings.

COVID-19 has forced services to work differently, redesigning processes to allow staff to primarily work from home whilst still delivering a good service to our

customers. This brings benefits in terms of productivity, reduced travel time, and less time spent making offsite visits. Officers will be tasked with capturing these efficiencies to ensure they're not lost over time.

In addition Divisional Managers will seek to challenge their current service delivery models and identify areas of improvement. By identifying and realising these gains Officers will seek to generate budget savings without impacting on service provision.

These changes can, where appropriate, be implemented as soon as possible and will be the first building block towards bridging the budget deficit.

2. Policy Options

As part of the same evaluation process Officers may identify and propose changes that do impact, at least to an extent, upon service provision. These may include innovative ideas to change the way that we deliver our services, and the proposals would need to generate efficiency savings and the impact on our residents and businesses would need to be relatively minor. Each option would require a policy decision to be made by Members. An example of this could be amending our CCTV monitoring arrangements.

Once Officers have identified the options that have a viable business case a report will be brought to members to consider which policy options they support. These will be added to the efficiency savings to give a total budget reduction that can be achieved without materially affecting frontline service delivery.

3. Service Prioritisation

Once the efficiency savings and policy options have all been considered and incorporated it is likely that we will still be facing a budget deficit. We need to plan our response should we be faced with this situation. To do this we should consider, analyse, and prioritise the services that we currently provide and any new services that we may want to introduce.

Consideration must first be given to what we must provide (our Statutory services), and then what we would like to provide (our Optional services). Much of this work can be undertaken in advance of us fully understanding our medium term financial position, thereby preparing us to deliver it at the appropriate stage and without delay.

Services and projects should be analysed and challenged; we will consult with our communities and realign our resources where appropriate to protect statutory services and continue to deliver on the economic and social needs of our residents and businesses.

3.1 Proposed Approach

Phase 1 – Data Gathering

Gather the metrics for each service to understand what resource (money and people) is currently committed to them and how the demand for each service may now change. As the picture is impossible to accurately predict at this stage we will need to use scenarios and then model how those various changes in demand would impact on resource requirements and income levels.

Phase 2 - Categorisation

Carry out a high-level review of all Council services that categorises them between 'statutory', 'optional', and 'enhanced'.

To effectively complete this exercise we must understand and define the extent to which we provide the service compared to the basic requirements, we will break that down into two elements – 'basic', and 'enhanced'. E.g. Planning is a statutory service but will be broken down into 2 sub categories, 'statutory basic' will be the minimum requirement to deliver our statutory duty to acceptable levels, and 'statutory enhanced' will be the additional resource we could/do allocate in order to improve performance above that level.

The categorisation table will be as follows;

Category	Short Code	Description
Statutory Basic	S	Minimum service level required to satisfy our statutory responsibilities to an acceptable level
Optional Basic	O	Essential service requirements to deliver our non-statutory services in line with locally defined and evidenced areas of need
Statutory Enhanced	S+	Additional service investment required to supplement the basic statutory requirements and deliver improved performance
Optional Enhanced	O+	Additional investment that makes a further positive impact against our local priorities

In addition to the categorisation table above, services will subsequently have additional notes against them to stipulate where the responsibility for a service or function ultimately sits. Examples may be District Council, County Council, NHS, etc. with the aim to provide additional clarity when determining where resources must be focused or perhaps where a more supportive role may be more appropriate.

Phase 3 – Service Impact

Once the categorisation and metrics have been compiled the impact each service has on our residents must be captured and challenged. The way we'll approach this is by measuring and presenting impact in two categories.

- Depth – the significance of the benefit on residents or businesses because of our ability to influence and positively impact on outcomes (e.g. Benefit claimants' lives are significantly impacted by the Benefits service).
- Breadth – the number of residents or businesses as a proportion of the District who are benefiting from the service (e.g. Waste Collection impacts every household).

This work will be supplemented by the inclusion of a costs to benefits ratio. This will provide Members with a headline financial indicator of the cost to our local tax payers for each service compared to the number of local people who benefit.

Phase 4 – Prioritisation

Once phases 1 to 3 have been completed, Members will have the required information to make informed decisions around prioritising services that factor in the legal duty, community benefit, and economic impact. The proposed approach will provide the framework for members to define what the post-COVID19 Council looks.

Services categorised as Statutory Basic (S) that the Council must deliver to an expected standard will be grouped and form the first building block of the future Council. All other services after that will be incorporated on a priority basis dependent upon the level of budget available to the Council.

That prioritisation will initially be listed and ranked by the service impact score, then sub-categorised by the costs to benefits ratio. This is the starting point for the recommended prioritisation of services.

Members will have the opportunity to challenge and amend the recommended categorisation, and ultimately also to move any service up or down their list of priorities should they wish to do so. Once the implications of COVID-19 on Council budgets are known this will be the final element to factor in, and if necessary the rankings will be used as a guide to inform members the most appropriate areas to withdraw resources in order to protect other key services.

An example of how the final framework would be presented is included on the next page.

Future Services Framework

Budget Availability (as an example) £28,500,000

Category	Ref	Rank	Service	Impact Score (higher is better)	Cost / Benefit (lower is better)	Direct Budget	Cumulative Budget	Sufficient Funding Available?
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Statutory Services - Basic	S1	1	Service A	80	£88	£4,400,000	£4,400,000	Yes
	S2	2	Service B	56	£41	£2,040,000	£6,440,000	Yes
	S3	3	Service C	56	£44	£2,200,000	£8,640,000	Yes
	S4	4	Service D	56	£109	£2,400,000	£11,040,000	Yes
	S5	5	Service E	56	£60	£3,000,000	£14,040,000	Yes
	S6	6	Service F	50	£8	£420,000	£14,460,000	Yes
	S7	7	Service G	50	£20	£160,000	£14,620,000	Yes
	S8	8	Service H	35	£114	£400,000	£15,020,000	Yes
	S9	9	Service I	35	£158	£950,000	£15,970,000	Yes
	S10	10	Service J	30	£453	£1,360,000	£17,330,000	Yes
	S11	11	Service K	30	£786	£1,100,000	£18,430,000	Yes
	S12	12	Service L	24	£5	£240,000	£18,670,000	Yes

Optional Services - Basic	O1	13	Service M	56	£28	£1,400,000	£20,070,000	Yes
	O2	14	Service N	35	-£29	-£400,000	£19,670,000	Yes
	O3	15	Service O	24	£66	£1,650,000	£21,320,000	Yes
	O4	16	Service P	21	£135	£270,000	£21,590,000	Yes
	O5	17	Service Q	15	£38	£250,000	£21,840,000	Yes
	O6	18	Service R	15	£71	£1,000,000	£22,840,000	Yes
	O7	19	Service S	14	£500	£150,000	£22,990,000	Yes
	O8	20	Service T	14	£1,000	£250,000	£23,240,000	Yes
	O9	21	Service U	14	£2,800	£280,000	£23,520,000	Yes
	O10	22	Service V	9	£563	£450,000	£23,970,000	Yes

Enhanced Services (additional to the Basic requirements)	S2+	23	Service B	56	£8	£376,000	£24,346,000	Yes
	S5+	24	Service E	56	£16	£820,000	£25,166,000	Yes
	O2+	25	Service N	30	£29	£400,000	£25,566,000	Yes
	O1+	26	Service M	24	£8	£400,000	£25,966,000	Yes
	S1+	27	Service A	21	£24	£1,210,000	£27,176,000	Yes
	S6+	28	Service F	21	£192	£480,000	£27,656,000	Yes
	O7+	29	Service S	20	£267	£80,000	£27,736,000	Yes
	S11+	30	Service K	20	£750	£450,000	£28,186,000	Yes
	S10+	31	Service J	20	£4,933	£370,000	£28,556,000	No
	O6+	32	Service R	15	£21	£300,000	£28,856,000	No
	S4+	33	Service D	15	£41	£490,000	£29,346,000	No
	S7+	34	Service G	9	£33	£40,000	£29,386,000	No
	O10+	35	Service V	9	£150	£120,000	£29,506,000	No
	O3+	36	Service O	8	£11	£280,000	£29,786,000	No
	O4+	37	Service P	6	£65	£130,000	£29,916,000	No
	O5+	38	Service Q	3	£8	£50,000	£29,966,000	No

4. Next Steps

1. Proposed approach to be considered by O&SC in June, and Cabinet and Council in July.
2. Efficiency review to commence in July 2020 and complete by December 2020.
3. Policy Options to be brought forward to members for consideration as part of the 2021-22 budget cycle.
4. Officers to compile background information and prepare draft service prioritisation for members to subsequently challenge, input, and amend as appropriate – works to begin July 2020 and complete for the 2022-23 budget cycle.

Recovery Plan – Governance Framework

Summary:

As the Council embarks on its recovery plan it is essential that we have an appropriate governance framework in place to steer this important piece of work.

Background:

The impact of COVID-19 on the council, and on our communities is significant and will be long lasting. As the Council embarks on its recovery plan it is important that effective governance is in place so that the work can progress in a way that is agile and controlled. Input from members will be crucial, but excessive involvement from various different angles could potentially distract officers, create potential for confusion and hamper the recovery work.

This paper sets out a suggested approach to creating a governance structure that involves members.

Proposal:

The proposal is to have recovery work structured into four themes. Each of these would have a Director as the lead officer, working closely with the relevant cabinet member(s). These would be the 4 Recovery Teams, drawing in officer support, partners, stakeholders, and the public as necessary. Each cabinet member may invite up to 2 other members (one of whom should be from an opposition group) to act as advisors to them and their recovery team.

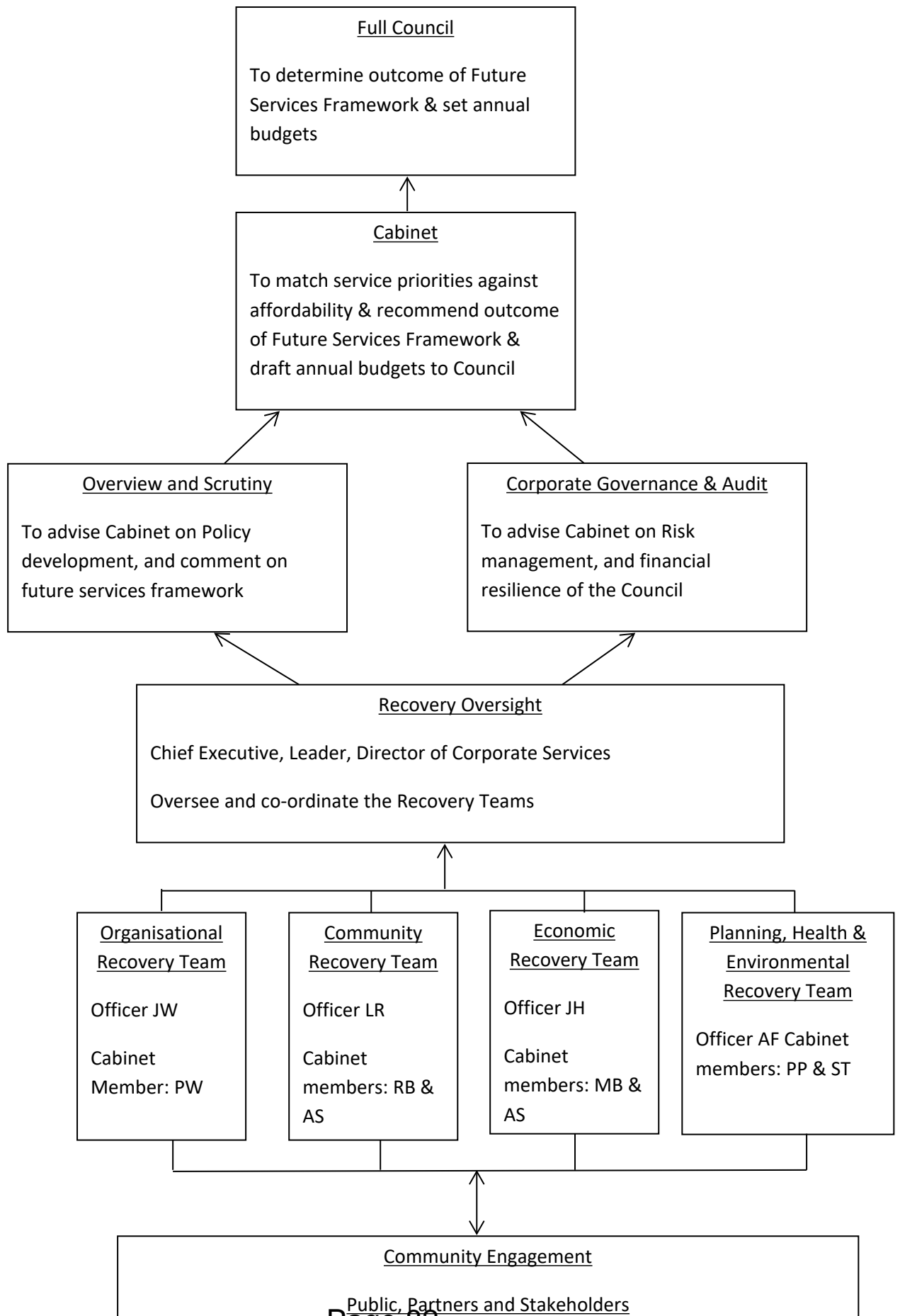
The four Recovery Teams will be coordinated by the Leader, Chief Executive and the S151 officer ie the Director of Corporate Services. This will provide oversight, monitor progress and coordinate resources.

The Recovery Teams will make recommendations to O&S in relation to policy decisions including service priorities, and to CGAC in relation to the financial position of the Council.

Cabinet will then receive the recommendations form O&S, and CGAC. Taking these views into account, Cabinet will then consider the shape of the Council for the future, and make its final recommendations to Council.

This approach means that both O&S and CGAC are fully engaged in areas that are entirely consistent with their constitutional remit.

Recovery Plan – Governance Arrangements



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Chichester District Council

Overview and Scrutiny Committee - Annual Report 2019-20

Introduction of the Chairman

This was my first year as Chair of the Committee. I pay a special tribute and thank you to Clare Apel who has been Chair of the Committee for a number of years.

I would also like to thank David Hyland for his valuable advice, support and assistance during a large part of the year. We very much welcome Pam Bushby who now provides that support alongside Louise Rudziak. Katherine Davis continues to provide support from members services for which we are very grateful.

Overview and Scrutiny is a very important Committee for our Council as it aims to challenge, question and support the Executive in policy development and scrutinise our partners. We also seek to ensure the Council is operating efficiently and effectively. In 2019-20 this we have done, with a new diverse and well balanced set of committed Councillors. The committee welcomes a robust debate and it is important that it is seen to be effective in its scrutiny role.

During the year we look at a range of topics with a view to positively affecting how the Council works and how we work with our partners. With our partners we will continue to challenge them on specific areas of their work.

It is also important that Cabinet Members are invited in front of the Committee but with a clear brief of the points we wish to cover. This will continue.

It became clear during the year that we needed to be more strategic in terms of what comes to the Committee and to focus on specific issues and reduce long reports that have no formal outcome. I was also helped by attending a positive training course in January 2020. Committee members have reviewed the overall operation of the Committee to ensure we are really affective. Some of our plans have been slowed down by the affects of the Covid-19 pandemic but the Committee will continue to evolve.

To enable the Committee to take a deeper look at issues on the Council we will continue to set up Task and Finish Groups and identify other ways to scrutinise Council operations.

We will also continue to encourage members of the public to ask questions at the Committee and invite outside representatives to provide valuable insight into our District.

As Chair of Overview and Scrutiny I will continue to operate across the District and be a positive influence for change.

In recent weeks , as Chair of Overview and Scrutiny, I have been privileged to be consulted on a range of issues where urgent Council decision needed to be made. Hopefully working with Officers, the Council Leader and Cabinet members we have made the right decisions.

Adrian Moss
Chairman of Overview and Scrutiny

Scrutiny at Chichester District Council

Scrutiny is the way in which non-executive members of the council hold the Cabinet to account. They do this by reviewing existing council policy or decisions and by inputting into the development of new policies before the Cabinet approves these. In some cases they may ask for a decision (made by the Cabinet) to be re-considered before it is implemented to make sure all possible outcomes are thought through. These are called call-ins.

The Overview and Scrutiny Committee (OSC) or its task and finish groups may require any member of the Cabinet, any chief officer, and/or any divisional manager to attend before it to explain in relation to matters within their remit. Other public sector or public service officials, external partners and/or residents and stakeholders may also be invited to address the Committee, discuss issues of local concern and-or answer questions. Recommendations may be made to the Cabinet or directly to Council. In scrutinising an external partner or partnership, the recommendations may be made directly to that body. The views of the Overview and Scrutiny Committee may be reported to the Cabinet or the Council, and the chairman of the Committee shall be entitled to address the meeting on the Committee's views.

Setting the Overview and Scrutiny work programme for 2019-20

The 2019-20 OSC work programme was developed taking into account:

- the Corporate Plan projects agreed by Cabinet
- the Forward Plan of Cabinet key decisions over the next few months
- projects identified from individual Service Plans
- items proposed or raised by Members
- topics included in last year's work programme which had been delayed
- topics requiring members' involvement suggested by the Business Routeing Panel

A number of Task and Finish Groups were set up to carry out reviews in more depth and to report back to the main Committee. These task and finish group reviews are detailed later in the report. Space was left in the work programme for topical issues that often arise during the year.

All Members of the Committee were consulted on the development of this work programme.

Setting the Overview and Scrutiny work programme for 2020-21

Prior to the formal member's workshop on 24th March 2020, when the committee was due to work with officers to plan the agenda for 2020-21, the Committee ran two private sessions to review the operation of the Committee. All members contributed to this debate and identified the specific topics that they wished to be addressed 2020-21. This outcome was reported back to officers.

The formal workshop was ultimately cancelled due to the Covid-19 pandemic. Instead the draft Council Work Plan 2020-21 was emailed to the Committee to identify any issues where scrutiny would add value to Council decision making. The affects of the Covid-19 pandemic will have an effect on the topics addressed by the committee in 2020-21.

The impact and influence of scrutiny

OSC held four ordinary meetings in 2019-20 (One meeting was cancelled due to the Covid-19 pandemic). One special meeting was held to consider the appointment of a development partner for Southern Gateway and parking proposals and off-street parking charges. The Chairman meets with the Committee before each meeting to enable discussion about the agenda items and to agree the key issues to be explored on each topic.

There were no call-ins this year.

A total of 3 recommendations were made by the Committee to the Cabinet or Leader during the year. All 3 recommendations were agreed by Cabinet. 1 further recommendation related to the Off-Street Parking Proposals. The Committee resolved to uphold the Cabinet decision on 5 November 2019 and that the OSC produce a report to cabinet with its response to the proposed car parking charges increases consultation, which was produced by the Chairman and circulated to members outside of a formal meeting and not as a recommendation.

OSC members nominated to non OSC task and finish groups:

- Old Bakery Options Appraisal TFG – Alan Sutton.
- Novium Task and Finish Group – Alan Sutton.

Members' training and development

- Following the May 2019 elections all Chichester District Council members were invited to attend an OSC induction on 18 June 2019.
- Mr Moss attended The Leadership Essentials: Effective Scrutiny 2 day programme is for new and aspiring scrutiny chairs or TFG review lead members Local Government Association conference on 22-23 January 2020.

Main areas of work for OSC this year and outcomes-achievements

Areas of focus	Outcomes-achievements
Pallant House Gallery Monitoring Report Sarah Peyman	The Committee received the annual Pallant House Gallery report and summary of the year presented by Mr Simon Martin, PHG Director. Mrs Peyman confirmed that having reviewed the monitoring framework she had no concerns with the performance of Pallant House Gallery. The Committee welcomed the open invitation from Mr Martin for a familiarisation visit to the Gallery over the summer. In response to concerns raised by Mr Martin about the condition of the roof, which was leaking, the Chairman advised that the matter would be looked into as soon as possible and officers would be in contact with their thoughts and ideas The Committee agreed that performance is in line with the monitoring framework. In future a light touch report will be presented to the Committee with no PHG officer attendance required.
Leisure Services Performance Review	The Committee was satisfied that the contractor is achieving satisfactory levels of performance against the outcomes and the key

Sarah Peyman	performance indicators set out to be delivered in the period May 2018 to March 2019 and congratulated officers on the wellbeing activities to encourage people to take up sporting and other leisure activities.
Economic Development Strategy and Inward Investment and Growth Strategy Melanie Burgoyne	The Committee was consulted on the draft Economic Development Strategy and draft Inward Investment and Growth Strategy, prior to the strategies being considered by Cabinet at its meeting on 5 November 2019. The Committee made a number of comments and suggestions which it was agreed by the lead officer would be taken into account in developing the new strategies.
Social Prescribing Elaine Thomas	The Committee received an outline of the evaluation report for the first year 1 of the Chichester Social Prescribing service. The service was aimed at giving the right support at the right time to those in need of the service. It was hoped that members agreed that the evaluation reflected the success of the project so far, with the caveat that the service was new and there was a lot more work to be done. The Committee expressed their support for the project the success of year 1 of the service and the outcomes of the service were noted and the next steps in the evaluation report agreed. They asked for their thanks to be passed on to officers for such a good report.
Universal Credit review Marlene Rodgers	The Committee received an overview of the impact the rollout of Universal Credit (UC) review in the District. The report explained that other councils had introduced an Anti-Poverty Strategy and advice from officers that it may be worth giving consideration to, particularly as UC rolls out further and Council Tax Reduction becomes associated with housing benefit. It was considered that the introduction of an Anti-Poverty Strategy would be a positive move. It was agreed that the subject matter should be broadened out, as a general anti-poverty strategy, to look at the social issues and challenges in these areas faced by those in the District in receipt of Universal Credit, food banks etc. This has been added to the work programme. The Committee agreed that the impacts of Universal Credit continue to be monitored to inform service delivery of Revenues, Housing and Communities; that officers continue to consider how adverse effects can be mitigated by the provision of Council Services and partnership working; and that relevant Council policies be revised to ensure that they support those that are vulnerable to welfare reform.
Visit Chichester Monitoring Report Sarah Peyman	The Committee thanked Mr Hobbs, interim Chairman and the CDC appointed representative for Visit Chichester, and Ms Adlam, Destination Marketing Executive, for their summary of what Visit Chichester was doing for the District in terms of tourism and were pleased to hear the positivity, enthusiasm and vision for Visit Chichester. The Committee agreed that a member presentation would be beneficial with the aim of encouraging members to promote Visit Chichester to their parishes as ambassadors to the District. The annual update report from Visit Chichester for 2018-19 was noted and it was agreed that Visit Chichester is achieving performance in line with the Service Level Agreement.

<p>Annual Review of Business Improvement District (BID)</p> <p>Tania Murphy</p>	<p>The Committee noted the report relating to the Chichester Business Improvement District (BID). Mr Hicks, Chichester Business Improvement District Chairman highlighted the importance of the BID's partnerships in particular with the Council.</p> <p>The Committee recommended that a group led by the Council should be set up to actively address issues about aspects effecting the survival of the high street and representatives from the Committee will discuss the matter with the Leader and the relevant Cabinet member</p>
<p>Chichester Festival Theatre Monitoring Report</p> <p>Sarah Peyman</p>	<p>The Committee received the annual report from Chichester Festival Theatre and noted its performance in line with the agreed monitoring framework. The work of the CFT was commended for the District.</p>
<p>Reducing Single Use Plastics – Monitoring and Review</p> <p>Alison Stevens/ Stephanie Evans/ Tom Day/ Amie Huggett/ Andy Double</p>	<p>The Committee noted the progress on the Single Use Plastics Action Plan.</p> <p>The Committee requested that in the budget making process Cabinet considered increasing the resources available to officers to deal with the issues arising from the production of single use plastics.</p>
<p>Parking Proposals and Off-Street Parking Charges</p> <p>Tania Murphy</p>	<p>Following consideration by Cabinet on 5 November 2019, at the Chairman's request, the proposed Car Parking Charges 2020 to 2022 were brought to Overview and Scrutiny Committee to enable a wider view of Car Parking charges to be debated by councillors and invited outside bodies.</p> <p>The Committee resolved to uphold the decision made by Cabinet, which was as follows:</p> <ol style="list-style-type: none"> 1. That the proposal be approved as set out in 5.1 of this report to increase car parking charges with the additional amendment of a £2 per hour rate for both Little London and Baffins Lane car parks, which subject to consultation responses be implemented from 1 April 2020 for a two year period. 2. That the Director of Growth and Place be authorised to give appropriate notice of any revised charges or changes as set out within this report pursuant to the Off-street Parking Places (Consolidation) Order 2018 and Road Traffic Act 1984. 3. That the consolidation of all Parking Orders since 2012 into one document be approved. This document will further clarify the provision for electric payments and the exemption from daily charges for Blue Badge holders (with the exception of Pay on Foot parking) which subject to consultation be implemented from 1 April 2020. <p>The outcome of the meeting was that no specific recommendations were made but the Committee wished to make a range of observations. It was agreed that the Chairman would produce a report to Cabinet, to take into account the Committee's discussion on the proposals, to feed into the council's parking charges consultation. A draft was circulated to members of the Committee for comment. Concerns were expressed in the report that the new Car Parking charges were being proposed for the next two years, whilst the new</p>

	<p>Council had not had a more open debate. It was suggested that charges should be fixed for one year.</p> <p>Cabinet resolved to increase the charges for a one year period instead of a 2 year period due to the changes in the high street to be followed by a further review prior to any changes for 2021/22 followed by a further public consultation.</p>
<p>Southern Gateway – Appointment of a Development Partner</p> <p>Jane Hotchkiss</p>	<p>The Committee considered the appointment of a Development partner following the evaluation of the final bids before consideration by Cabinet.</p> <p>It was agreed that the Overview & Scrutiny Committee should have quarterly progress meetings on the project with the selected developer.</p> <p>The Committee recommended to Cabinet that:</p> <ol style="list-style-type: none"> 1. following “standstill” and dealing with any issues arising, and confirmation that West Sussex County Council have cleared their own governance processes, including call-in, that the Council select Developer A on Heads of Terms shown in Appendix 1 to deliver the Southern Gateway Masterplan regeneration project pursuant to the outcome of the Evaluation Report at Appendix 2 once matters of detail are finalised with the bidder; and 2. liaise and agree with the selected developer an appropriate means of consultation so as to engage and involve both Councillors and the community as detailed design and other proposals are developed. <p>The Chairman was in attendance at the Cabinet meeting and requested that the Overview and Scrutiny Committee recommendations be referred to in making recommendations to the Council. Mrs Lintill, Leader, clarified that the recommendations from OSC and the Chichester District Growth Board had been noted.</p>
<p>Education Provision in the Chichester District</p> <p>Overview and Scrutiny Committee</p>	<p>There were no representatives present from West Sussex County Council; Mr Wagstaff, Director of Education and Skills, had sent apologies and confirmed his attendance at the Overview and Scrutiny Committee on 17 March 2020*.</p> <p>It was agreed that a formal letter from the Committee should be sent to Mr Wagstaff, including both the public questions and the points raised by the Committee. A letter dated 10 February 2020 was sent to Mr Wagstaff and copied to: Ms Becky Shaw, Chief Executive Officer; Mr Paul Marshall, Leader of WSCC Mr Nigel Jupp; and Cabinet Member for Education and Skills.</p> <p>The Committee agreed that (taking into account legal advice) a letter from the OSC should be sent to Ofsted asking them to look at WSCC’s Education provision. A letter dated 19 February 2020 was sent to Chris Russell, Regional Director - South East Ofsted.</p> <p>A letter dated 19 February 2020 was also sent to Mr David Barling, Chair of WSCC Children and Young People's Services Scrutiny Committee, explaining why Mr Wagstaff had been invited to attend the Committee.</p> <p>*A letter dated 24 February 2020, was received from Tony Kershaw, Director of Law and Assurance at West Sussex County Council, explaining why the County Council’s Director of Education and Skills, Mr Wagstaff will not be attending the Committee as requested.</p>

<p>Housing Strategy 2020-2025</p> <p>Ivan Western/ Linda Grange</p>	<p>The Committee considered the draft Housing Strategy. The Chairman reminded the Committee that Hyde were attending a future Overview and Scrutiny meeting and that the concerns raised, regarding what work has been done to ensure tenants experience a consistent and adequate level of service from Hyde, could be put directly to them at that meeting.</p> <p>The draft Housing Strategy was recommended to Cabinet and Council for adoption and approved.</p> <p>OSC created a Task and Finish Group to look at the potential formation of a housing company. However, the first meeting of the Group was cancelled due to the Covid-19 pandemic. In the meantime number of background papers have been sent to the members of the Group.</p>
<p>Update on Sickness Levels within the Council</p> <p>Joe Mildred</p>	<p>Following consideration of a report on the levels and management of sickness levels within Chichester District Council, the Committee had recommended that the Absence Management Policy be re-written, some specific work be undertaken on the management of stress in the work place and that an on-going focus should be given to the management of sickness levels and associated concerns be undertaken. These recommendations have now been implemented with the relevant follow up reports overseen by the Joint Employee Consultative Panel.</p> <p>The Committee was informed, having requested an update on sickness levels following the review, that a particular focus has been given to ensuring a consistent application of the policy and managing stress levels is maintained. The latest figures are positive and show that the average number of sick days has reduced. If the figure was calculated using data provided from existing employees it would be 5.6 days per annum. In addition to the report Mr Mildred informed the Committee that individual cases are monitored on a case by case basis. Mr Mildred, Mr Ward (Director of Corporate Services) and the HR team meet monthly to review these cases and look at patterns within teams.</p> <p>The Overview and Scrutiny Committee noted the latest levels of staff sickness.</p>

Task & Finish Groups

The work of the Task and Finish Groups is described below along with the outcomes achieved.

<p>Budget Task and Finish Group Overview and Scrutiny Members: Mrs C Apel, Mr K Hughes and Mr A Sutton Corporate Governance and Audit Committee Members: Miss H Barrie (substitute for Dr K O'Kelly), Mr A Dignum (Chairman) and Mr T Johnson</p>
<p>Areas of focus – This group has representatives from both OSC (performance and policy remit) and Corporate Governance and Audit Committee (governance and risk remit). The group considered the projected revenue budget variations for 2019-20 and 2020-21.</p> <p>Outcomes – Member involvement with the budget spending plans, in terms of testing the changes in the budget from 2019-20 to the draft budget 2020-21, prior to presentation of the Budget to Cabinet in February 2020. The group was satisfied with the explanation of</p>

the projected variances on the 2019-21 budget. OSC noted the report.

Community Safety Review Task and Finish Group

Mrs T Bangert, Mr A Moss, Mr A Sutton (Chairman) and Mrs C Apel (substitute for Mr A Moss)

Areas of focus – OSC has a statutory duty in accordance with Sections 19 and 20 of the Police and Justice Act 2006 to review the district's Community Safety Partnership (CSP) by holding the CSP to account for its decision making, scrutinising the performance of the CSP and undertaking policy reviews of specific community safety issues. The group held two meetings in February 2020. Ms P Bushby, Divisional Manager for Communities, outlined the CSP annual report 2019/20, CSP performance plan 2018/21 and CSP spending plan 2019/20.

The following witnesses gave evidence:

- Councillor Roy Briscoe, Cabinet member for Community Services & Culture gave an update on the role of the Police & Crime panel at the first meeting and was present by invitation at the second meeting.
- Jim Bartlett, Contextual Safeguarding Manager, WSCC provided a briefing, update and question and answer session on the West Sussex Community Safety Agreement and West Sussex County Council Structures.
- Inspector Sharon Sawyer (Sussex Police) gave a presentation, update and question and answer session on the Policing Structures and Plans for Chichester District.

Outcomes – The TFG concluded that the required level of scrutiny of the Community Safety Partnership (CSP) had been achieved and that the performance of the CSP and Police is very good, and that evidence of effective partnership working in the district had been demonstrated, in a changing scene.

The following key issues were identified by members of the TFG for further consideration;

- The role of members in engaging and raising the awareness of crime within their communities.
- Modern Slavery within the district – particularly around Gypsy and traveller sites.
- Impact of the Dark Web
- Managing public expectation
- Inviting Katy Bourne to attend a future OSC meeting

The nature of the statutory duty to review performance does constrain the topic. The speakers invited were to evidence those specific elements, however in future opportunity could be taken to explore other areas of work in more detail and introduce other partners and witnesses to the committee.

(This TFG was due to report its findings to the Committee on 17 March, but was cancelled due to the Covid-19 pandemic).

Consultations Task and Finish Group

Mrs C Apel, Mr A Moss (Mrs P Plant, Mrs C Neville and Mr N Galloway – Ex OSC members)

Areas of focus – To contribute to the review of the council's Communication Strategy reporting back to Overview and Scrutiny on 18 September 2018. To review and approve associated policies – such as social media, consultation, advertising and sponsorship. To consider the options around how the council consults with its residents, businesses and visitors.

A report was previously taken to this Committee to update members on the improvements

that had been made to the consultation process and to inform them that a meeting had been arranged between the Task and Finish group and the appropriate officers from Planning to further review concerns relating to the way the council consult on planning matters. The Committee agreed that they were happy with the improvements that had been made to general consultations, but that they would like a further update following the meeting with the planning.

The TFG noted the statutory rules that have to be followed and the procedures and processes that the Council have in place for planning consultations, including the added ability for the public to track the progress of planning applications through the Council's My Alerts system.

Outcomes – The TFG agreed the following:

- Development Team and Planning Policy Team to provide an update at a future All Parishes Meeting or similar forum(s) on their work and the statutory guidelines.
- To promote the 'My Alert' service to district councillors and parish clerks and to encourage parish councils to work with us to help promote consultations.
- To explain what pre-planning applications advice is and what it entails as part of future Members' induction process.
- To encourage Members to act as consultation 'champions' and to encourage their local residents to participate.
- To feature the relevant planning team(s) and their role(s) more heavily within the Council's magazine, social media pages and other communication channels.

The Committee noted its satisfaction with the progress made to date and are in agreement with the proposed future improvements.

Corporate Plan Task and Finish Group

Mrs C Apel, Mr A Moss and Mr A Sutton (Chairman)

Areas of focus – To consider mid-year progress on actions and targets in the Corporate Plan and to identify any further action that needs to be taken to challenge poor performance and to reduce any risk to an acceptable level.

Outcomes – Overall the Group considered that there were satisfactory explanations for areas of the Corporate Plan where targets had not been met; some were outside the council's control and others simply needed some more time.

With regard to the missed milestones, Mr Buckley undertook to contact the divisional managers to encourage them to keep them up to date and remind them of their duties.

(This TFG was due to report its findings to the Committee on 17 March, but was cancelled due to the Covid-19 pandemic).

Southern Gateway Task and Finish Group

Mrs C Apel, Mr K Hughes, Mr D Palmer (Chairman), Mr H Potter, Mrs S Sharp and Mr A Sutton

Areas of focus – To understand progress to appoint a shortlisted developer; to review and investigate the current status of the Southern Gateway Project, taking into account the market changes and the status of land availability. To investigate the scope and ambition of the proposals presented to the Council by the short listed bidders.

Outcomes – OSC noted the findings of the Task and Finish Group on the progress of the Southern Gateway project and the final submissions in respect of a development partner which were considered in Part II. The TFG congratulated officers on the work they had carried out, as well as the quality of Developer A's bid. The TFG felt it was important that members should have a handle on progress of the Southern Gateway project going

forward, which was likely to last eight years. It was considered that there had not been sufficient engagement with members during the process. With regard to the future roll of the Committee in the Southern Gateway process, he suggested quarterly progress meetings should take place between the developer and the Overview and Scrutiny Committee, which was agreed by the Committee.

WSSC Select Committee liaison

Tracie Bangert was the council's representative on the West Sussex County Council Health and Adults Social Care Select Committee (HASC). The council can submit concerns regarding any health issue to the HASC for consideration via its Business Planning Group (BPG) which meets quarterly.

West Sussex Joint Scrutiny

The West Sussex Joint Scrutiny Steering Group, a group of scrutiny chairmen from the seven districts and boroughs of West Sussex who get together to suggest issues which are of common interest to two or more authorities for joint scrutiny review. The Group meets as and when the need arises and a Chairman for the Group is appointed at each meeting. No joint issues have been considered this year.

Motions Procedure

1. Submitting a motion

- 1.1. A member may submit an original motion to a Council meeting by giving written notice to the Chairman and Director of Corporate Services at least 10 clear working days before the date of the Council meeting.
- 1.2. The motion must relate to one of the Council's functions or affect the wider district.
- 1.3. Motions shall be limited to one motion per member per council meeting.
- 1.4. Motions shall normally be no longer than 300 words.
- 1.5. Members are encouraged to consult the Director of Corporate Services before the closing date for submission on the wording of their motions to ensure the wording complies with the Constitution.
- 1.6. The Chairman may consult with Group Leaders where the Chairman considers it will be helpful to their consideration of a motion. The Chairman, in consultation with the Director of Corporate Services, shall determine whether the motion will be:
 - a) Included within the agenda to be moved and debated at the next Council meeting.
 - b) Referred to the Cabinet or relevant Committee/Panel where the motion has legal, financial or other regulatory implications, in order that those implications can be fully considered and understood in the most appropriate forum.
 - c) Reworded to enable the motion to be debated at Full Council. For example, where the matter to be debated is an Executive function (which cannot be resolved at Full Council), it may be necessary for the motion to be reworded as a recommendation to the Cabinet or other committee to consider (taking into account the views of Council).
 - d) Rejected as it does not relate to a function of the Council or affect the wider district.
 - e) Rejected as, in the view of the Chairman having consulted with the Director of Corporate Services, it contains more than one, unrelated motion or is unreasonably lengthy.
 - f) Rejected as, in the view of the Chairman having consulted with the Director of Corporate Services, the motion is out of order, illegal, irregular or improper.
- 1.7. The Director of Corporate Services will inform the Member who submitted the proposed motion of the Chairman's decision and the relevant criteria on which that decision was based. If a member disagrees with the basis of rejection they may raise this with the Monitoring Officer who will give their advice on this point to the member and the Chairman.
- 1.8. If more than one motion is accepted for any given Council meeting the motions will be taken in order determined by the Chairman in consultation with the Group Leaders. Any motions accepted in principle but which cannot be allocated time

for debate will be published in the agenda with a clear note that they will be considered at a future meeting.

2. Motions without notice

The following motions may be proposed and seconded without prior notice:

- a) To appoint a Chairman of the meeting where the Chairman is absent.
- b) To amend the minutes of the previous meeting.
- c) To adjourn a debate.
- d) To adjourn a meeting.
- e) To propose a closure motion.
- f) To exclude the press and public in accordance with legislation.
- g) To propose an amendment/s to recommendation (see Section 3 below).
- h) Minor amendments which do not significantly change the meaning of a Motion.
(Such amendments will be dealt with orally during the meeting.)

3. Amendments

- 3.1. Amendments to a motion (called “amendments” in this procedure) which significantly change the nature of a motion should be submitted to the Chairman and the Director of Corporate Services no later than midday two working days before the Council Meeting.
- 3.2. The amendment must relate directly to a motion that has been tabled in the agenda pack and must not be a new motion which would require 10 clear working days’ notice. The decision whether to accept an amendment will be based on the rules relating to those for accepting motions as laid out in Section 1.6. The Chairman, in consultation with the Director of Corporate Services, will make this decision. The Director of Corporate Services will advise on the application of the Constitution, broader strategic and public law issues and obtain specific legal advice through the Monitoring Officer if needed.
- 3.3. Members are encouraged to share draft versions of their amendments with all Group Leaders, the Chairman and the Director of Corporate Services in advance of submission under section 3.1 of this procedure in order to avoid duplication, to encourage consideration and research by all Groups and in order to assist the effective running of the meeting.
- 3.4. The Director of Corporate Services will share all notified amendments with the Council Chairman and relevant officers in order to ensure the smooth running of the meeting.
- 3.5. All amendments received in advance and accepted as outlined at section 3.2 above will be circulated to all members by email by twelve noon one working day prior to the meeting and in hard copy at the meeting.

4. Debating a motion

- 4.1. All matters as to timing or the application of this procedure at the meeting shall be subject to the general discretionary powers of the Chairman to

ensure the efficient management of the meeting.

4.2. The time allowed for motions to be debated shall be restricted to 60 minutes in total. The time allowed for the proposer and the relevant Cabinet Member for any motion being debated shall be restricted to 5 minutes. Each other Speaker shall be restricted to 3 minutes. Each speaker is allowed to speak only once to the original motion and/or any amendment(s) unless a closure motion is put by any member other than the Chairman. If a closure motion is put the proposer or another member they nominate to speak on their behalf (only) may speak again in accordance with 4.11 below.

After the above closure motion process the Chairman will:

- a) If carried, close the debate and put the motion and any amendment(s) to the vote as 4.8 - 4.10 below, or;
- b) If the closure motion is not carried, allow the current motion being debated to conclude in the normal manner.

4.3. Any motion not debated will be deferred to a subsequent meeting of the Council.

4.4. At the Council meeting each motion must be proposed and seconded before it is debated.

4.5. The Chairman will invite the member who proposed the motion to speak first.

4.6. The Chairman will then invite any member who proposed an amendment in advance and then any Member who wishes to propose a minor amendment, to propose and second their proposal(s).

4.7. The Chairman will then invite the relevant Cabinet member or committee Chair to speak before inviting other members to speak in turn.

4.8. Following the debate the Chairman will first take a vote on the amendment(s), the result of which will be noted in the minutes of the meeting.

4.9. If there is no amendment, or the amendment vote is lost then the Chairman will take a vote on the original motion, the result of which will be noted in the minutes.

4.10. If there are multiple amendments submitted the Chairman shall determine the order in which they are put to the meeting. The Chairman may consider it appropriate to consult the Group Leaders in making this determination

4.11. After a closure motion being put to the vote and that vote being carried the Chairman shall permit the member who proposed the original motion - or another member nominated by the Proposer - to speak again for no more than three minutes by way of closing their motion.

4.12. If a motion is referred to the Cabinet or relevant Committee/Panel the member who proposed the motion will be invited to address the Cabinet or Committee/Panel.

5. Delegations

For the avoidance of doubt, in the absence of the relevant person/s the following substitutes are authorised to carry out the above:

- a) For the Council Chairman, the Vice-Chairman
- b) For the Director of Corporate Services, the Divisional Manager for Democratic Services (or in the absence of both, the Democratic Services Manager, or any Director of the Council).

6. Annual Full Council and Budget setting meeting

- 6.1 The Chairman shall pay particular care as to whether motions submitted for inclusion at Annual Full Council and annual Budget setting meetings are relevant to the matters specific to those meetings or are otherwise so urgent as to make delaying the motion to a later meeting inappropriate. Motions as to alternate budget proposals shall be submitted no later than ten working days in advance of the annual Budget Setting meeting as usual as in 1.1 above. Due to the increased complexity associated with them, amendments which present alternative budget proposals shall also be submitted no later than ten working days in advance of the annual Budget Setting meeting, following 1.1 above rather than 3.1 as would normally be the case for amendments.
- 6.2 The Chairman shall not be required to apply the time limits set out at Section 4 of this procedure for the Annual Full Council or Budget setting meetings and will entirely rely upon their own discretion to enable proper debate and to ensure that the meetings are otherwise effective. The Chairman's other powers to control the meeting are unaffected by this section.

Notice of the Making of an Urgent Decision

Para 1 of the second sub-section of section 3 in Part 3 of Chichester District Council's *Constitution* provides for any senior officer to make urgent decisions following consultation with the Leader or Deputy Leader of the Council and the Chairman of the Overview and Scrutiny Committee on any matters where it is not practicable to refer these to a meeting of the Council, the Cabinet or other committee provided that a full report on any decisions taken shall subsequently be made. A decision of this nature has been made as set out below:

Decision title	The introduction of parking incentives from the 8 June with a review within six months .
Decision taker	Jane Hotchkiss
Decision consultees	Eileen Lintill – Leader Adrian Moss - Chairman of the Overview and Scrutiny Committee
Decision date	Tuesday 2 nd June 2020
Decision details	<p>Cabinet agreed the following: Cabinet approve that when the current suspension of the car parking charges ends on the 8 June 2020 that the options for parking incentives, as set out in section 4.1, are implemented from 8 June 2020 and a further report is brought back to Cabinet and Council within six months.</p> <p>Due to the financial implications of these decisions, the recommendations would ordinarily be referred to Council. Cabinet therefore note that the urgency provisions from the constitution will be used instead to resolve these before 8 June 2020.</p> <p>The agreed incentives are as follows:</p> <ul style="list-style-type: none"> • Free car parking for NHS and social care workers to be in place until April 2021 in Northgate car park. • Free parking at the Avenue De Chartres car park every Saturday and Sunday for three months. • Promote MiPermit as a payment option for three months through incentives for using this – customers to receive a free hour of parking when purchasing 2 hours using the MiPermit app. This would assist with social distancing in car parks as customers would not need to use parking machines.
Reason for urgency	Coronavirus pandemic.
Name and date of the meeting to receive a full report	To be noted at the next Council meeting.

Jane Hotchkiss
Director of Growth and Place
02 June 2020

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

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