

# Public Document Pack

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A Special meeting of the **Overview & Scrutiny Committee** will be held Virtually on **Tuesday 30 June 2020 at 9.30 am**

MEMBERS: Mr A Moss (Chairman), Mr K Hughes (Vice-Chairman), Mrs C Apel, Mrs T Bangert, Mr G Barrett, Mr A Dignum, Mrs N Graves, Mr D Palmer, Mr C Page, Mr H Potter and Mrs S Sharp

## AGENDA

### 1 **Chairman's Announcements**

Any apologies for absence will be noted at this point.

### 2 **Minutes** (Pages 1 - 14)

To approve the minutes of the Overview and Scrutiny Committee meeting held on 21 January 2020.

To receive an update on progress against recommendations made to the Cabinet and the Council.

### 3 **Urgent Items**

The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to late items.

### 4 **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.

### 5 **Public Question Time**

In accordance with Chichester District Council's scheme for public question time the Overview and Scrutiny Committee 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 Chairman's discretion to extend that period.

### 6 **Co-option - Verbal report**

To receive a verbal report from the Monitoring Officer.

### 7 **Covid 19 Recovery Plan and Future Services Framework** (Pages 15 - 99)

The Committee is requested to:

1. Note the serious impact Covid 19 has had on the Council's finances and takes this into account when considering this report.
2. That members of Overview and Scrutiny receive the report and make recommendations to Cabinet on:
  - (i) the Covid 19 Recovery Action Plans for the four thematic areas as set out in appendices 1-4

- (ii) the policy options as set out in paragraph 6.4
  - (iii) the future services framework as set out in appendix 5
  - (iv) the governance arrangements as set out in appendix 6; and
3. That progress on the Recovery Action Plans and Future Services Framework be reported to the Committee every 6 months.

8 **Vision Review and The High Street Recovery and Transformation** (Pages 101 - 140)

The Committee is requested to make the following recommendations:

1. That OSC receive the feedback from the review of the vision work and recommends to Cabinet that the Vision work continues to be supported as set out in section 5.1.
2. That the Cabinet Member for Property, Growth and Regeneration leads the High Street Group for the City as a sub group of the Chichester Vision, engaging and involving partners, the Chichester BID and high street retailers as set out in section 5.1 to promote the recovery and transformation of the High Streets.
3. OSC recommends a member of the OSC committee to sit on the Chichester High Street Group to assist in the delivery of the High Street recovery and transformation.
4. That support for the High Street recovery and transformation in Midhurst, Petworth, Selsey and East wittering and Bracklesham is coordinated through the existing Vision Groups/ Town/Parish Councils.

9 **Asset Transfer Policy** (Pages 141 - 151)

The Committee is asked to receive and note information on the Council's disposals policy and the supporting legislation.

10 **Review of Planning Operations and setting up a Task and Finish Group - Verbal report**

The Committee is requested to agree how the review of Planning operations will be taken forward.

11 **Community Safety Review Task and Finish Group - Final report** (Pages 153 - 165)

The committee is requested to consider the final report from the Community Safety Partnership (CSP) and to note the following:

1. That the required level of scrutiny of the Community Safety Partnership (CSP) had been achieved; and
2. That the performance of the CSP is good and that evidence of effective partnership working in the district had been demonstrated.

12 **Affordable Housing Task and Finish Group Update - Verbal report**

The Committee is requested to discuss a plan of how the Affordable Housing Task and Finish Group can be progressed going forward.

13 **Overview and Scrutiny Committee 2019-20 Annual Report and 2020-21 Work programme** (Pages 167 - 182)

The Overview and Scrutiny Committee is requested to consider and agree its 2019-2020 Annual Report and the 2020-2021 Work Programme and to recommend them to the Council for noting.

14 **Forward Plan** (Pages 183 - 198)

Members are requested to consider the latest Forward Plan and whether any items should be added to the Committee's Work Programme.

15 **Exclusion of the Press and Public**

There are no restricted items for consideration. However the document listed

below includes information which is considered to be exempt under Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Schedule 12A of the Local Government Act 1972 and is attached for members of the Committee and senior officers only (salmon paper).

Agenda item 7 – Appendix 07.7i – 5 Year Financial Model.

Before discussing the item, the Committee is asked to consider whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Paragraph 3 Schedule 12A to the Local Government Act 1972 as indicated above and because, in all the circumstance of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

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**Late Items**

Consideration of any late items as follows:

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

NOTES

1. The press and public may be excluded from the meeting during any item of business where 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.

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Minutes of the meeting of the **Overview & Scrutiny Committee** held in Committee Room 2 - East Pallant House on Tuesday 21 January 2020 at 9.30 am

**Members Present:** Mr A Moss (Chairman), Mrs C Apel, Mrs T Bangert, Mr A Dignum, Mr K Hughes, Mr D Palmer, Mr C Page, Mr H Potter, Mrs S Sharp and Mr A Sutton

**Members not present:** Mr T Johnson

**In attendance by invitation:**

**Officers present:** Mr T Ayling (Divisional Manager for Planning Policy), Mrs H Belenger (Divisional Manager for Financial Services), Ms P Bushby (Divisional Manager for Communities), Mrs L Grange (Divisional Manager for Housing), Mr J Mildred (Divisional Manager for Corporate Services), Mr T Radcliffe (Human Resources Manager) and Mr T Whitty (Divisional Manager for Development Management)

## 9 **Chairman's Announcements**

The Chairman welcomed officers, councillors and members of the public to the meeting of the Overview and Scrutiny Committee.

Apologies were received from Mr Tim Johnson and Mr Paul Wagstaff, Director of Education and Skills, West Sussex County Council.

Mr Moss advised that Agenda Item 11 would be moved forward and be taken as Agenda Item 10 in order to allow the presenting officer, Ivan Western, Housing Delivery Manager to attend a separate meeting.

## 10 **Minutes**

### **RESOLVED**

That the minutes of the Special Overview and Scrutiny Committee meeting held on 26 November 2019 were approved as a correct record.

In respect of the minutes of the meeting held on 19 November 2019 Mrs Bushby read out the following statement;

*Due to matters Mr Bennett has recently outlined to members unfortunately on this occasion it has not been possible for the 19 November 2019 OSC minutes to be included within this meeting's agenda pack. A shortened version of the minutes will be produced by the team. Members are also referred to the audio recording for the meeting which is available online. The Democratic Services team appreciate members understanding in this matter.*

## Matters Arising

Mrs Sharp advised that there was a spelling error on page 6, item 7, third paragraph, the word 'roll', should be changed to 'role'.

Mrs Sharp enquired what progress had been made on the following items discussed at the last meeting;

- Free parking provision within the City on events days. In addition to free parking could the option of offering a reduce fare on public transport (especially at events where alcohol is consumed) also be considered.
- Site provision for a park and ride scheme.
- Setting up quarterly meetings for the Southern Gateway. Mr Moss informed Mrs Sharp that this would be picked up at a later agenda item.

Mr Moss advised Mrs Sharp to write to Mr Bell, the Cabinet Member for Growth, Place and Regeneration, on behalf of the Overview and Scrutiny Committee for a direct response on the parking issues she had raised.

Mr Potter informed the Committee that Katy Bourne, Director of the Chichester Festival Theatre had been due to attend a meeting with the Women's Institute, however she failed to show up for the meeting and has offered no apologies. Mr Moss agreed to meet with Mr Potter outside the meeting to draft a correspondence to Mrs Bourne.

## 11 **Urgent Items**

Mr Moss announced that there were no urgent items.

## 12 **Declarations of Interests**

Mrs Clare Apel declared a personal interest in respect of agenda item 9 as a trustee of Stonepillow.

Mrs Sarah Sharp declared a personal interest in respect of agenda item 6 as a supporter of Rumboldswyke CE School.

## 13 **Public Question Time**

The following public questions had been received as follows:

**Christina Vitan had submitted the following question in relation to agenda item 6 (Education Provision in the Chichester District)**

What methods and assessments has WSCC undertaken to predict the medium-long term, the quality and the popularity of Primary school places in Chichester?

Government's document "Opening and closing maintained schools" (November 2018) states, when considering schools closure : " The decision-maker should take into account the future demand for places in the medium-long term, the overall quality of alternative places in the local area and the popularity of other local schools".

**Bill Sharp had submitted the following question in relation to agenda item 6 (Education Provision in the Chichester District)**

The County Council is consulting on closure of Rumboldswyke School. But County has also recently declared a climate emergency, and under statutory guidance is allowed to preserve the school under "exceptional circumstances"; regardless of the school's "inadequate" Ofsted rating last summer.

Could such "exceptional circumstances" include the need to preserve a school with excellent walking and cycling connections, and the need to anticipate substantially increased demand for places in a few years' time from increased numbers of housing, some of which, like the Gateway development, will be pretty much on the school's doorstep?

**Linda Curwen had submitted the following question in relation to agenda item 6 (Education Provision in the Chichester District)**

How reliable is WSCC's consultation process on closure of a school when WSCC's own children's services have been "inadequate" since March 2019?

Mr Moss thanked the members of the public for attending and confirmed that (with the permission from the members of the public) their questions would be forwarded to West Sussex County Council for a direct response.

Following the public questions Mrs Apel suggested that WSCC's Children's Services should be added to the OSC work plan given the level of concern surrounding both education and the provision of children's services within the district. Mr Moss asked that this be discussed under Agenda Item 14 (Work Programme).

**14 Education Provision in the Chichester District**

Mr Moss confirmed that there were no representatives present from West Sussex County Council; Mr Wagstaff had sent apologies and confirmed his attendance at the Overview and Scrutiny Committee on 17 March 2020.

In advance of the meeting Mr Moss invited Committee members to raise concerns, issues and questions which could be submitted to Mr Wagstaff ahead of his attendance.

The following issues, questions and concerns were raised by members of the Committee;

- Could a OSC write to Ofsted requesting them to carry out an inspection of the West Sussex Education Department.
- How does WSCC calculate their pupil predictions?

- Could further information be provided on WSCC's Educational Statement Plan and the provision of special educational needs within the District? How does the system work and what are future provision plans?
- What assistance is given to individuals moving out of the care of Children's Services and into the care of Adult's Services. These are some of the most vulnerable individuals within the District and there is great concern that their individual needs are not being addressed.
- What is WSCC doing to educate and 'skill-up' residents in response to Climate Emergency?
- What has been the impact of the Free School on schools within the local area?

In summary Mrs Rudziak suggested that a formal letter be sent to Mr Wagstaff, including both the Public questions and the points raised by the Committee. The invitation to attend the meeting could also be extended to Mr Jupp as the relevant Cabinet Member.

Members of the committee asked that the letter be copied to both the Chief Executive and the Leader of WSCC so they are aware of the concerns raised by the Overview and Scrutiny Committee.

In response to the specific question of writing to Ofsted, Mrs Rudziak confirmed that the OSC are entitled to write to whoever they choose, however, she advised that it would be prudent to seek legal advice before any letter is sent.

Mrs Sharp proposed that (taking into account legal advice) a letter from the OSC be sent to Ofsted asking them to look at WSCC's Education provision. This was seconded by Mr Hughes. Mrs Apel abstained from the vote, all other members voted in favour.

## 15 **Cabinet Member for Planning Address**

Mr Moss welcomed Mrs Taylor, as the Cabinet Member for Planning to the meeting. He explained that Mrs Taylor had been invited to the meeting to present the Committee with an overview of what is happening within her portfolio. Mr Ayling, Divisional Manager, Planning Policy and Mr Whitty, Divisional Manager, Development Management were also in attendance to answer questions.

Mrs Taylor informed the Committee that the main priority within her portfolio is the successful adoption of the Local Plan Review. She explained that CDC is required to review their Local Plan within five years of adoption of the current local plan, which is July 2020, after this date the current Local Plan will be out of date.

The confirmed housing need for the district has been set at 628 dwellings per annum from July 2020; this is one of the highest figures outside of London and a significant increase on the current housing supply of 435 per annum.

All promoted development sites are assessed to determine their deliverability. Buffer sites are also required to ensure delivery of the plan (as with the current plan).

Mrs Taylor highlighted to the Committee the importance of the Duty to Cooperate; she explained that this refers to how CDC and its adjoining neighbouring authorities work together to consider how any unmet housing need can be met. The South Downs National Park Authority (SDNPA) has requested that CDC incorporate their unmet need of 44 dwellings per annum; as yet no final decision has been made. If CDC fails to comply with the Duty to Cooperate (to consider requests) then the Council risk failure at the first stage of the Local Plan inspection; this happened recently at Wealden Borough Council. Progress on the West Sussex and Greater Brighton Planning Board has been slow; CDC is mitigating this through bilateral discussions with neighbouring authorities and West Sussex County Council. These conversations will be documented in statements of Common Ground.

Mrs Taylor stressed the importance of evidence in the Local Plan Review. The development strategy must be positively prepared and justified, to ensure that planned growth is sustainable particularly when taking into account infrastructure and environmental constraints. Work on the evidence base is ongoing; due to factors such as the recent public consultation; the declaration of a Climate Emergency and nitrates in the Solent. Mrs Taylor referred the Committee to paragraph 11, page 22 of the Cabinet Agenda pack for the meeting on from 3 December 2019, headed 'Further technical work', this paragraph lists the areas of further work required to take the Local Plan Review forward.

Although the requirement is for the Local Plan to be submitted in July 2020, it is imperative that the evidence base is sound. Mrs Taylor stressed the risk that is the evidence base is not complete this may cause the Local Plan Review to be found unsound and result in CDC being left without a Local Plan for a substantial period of time.

Infrastructure is one of the greatest challenges for the Local Plan Review, a number of studies are still outstanding in respect of this work, in particular the work required for transport (in particular the capacity of the A27) and waste water. Community infrastructure is considered and addressed through Infrastructure Providers Plans, for example school places.

One of the most innovative policies of the Local Plan Review is the introduction of the Strategic Wildlife Corridors.

CDC have endorsed the Governments proposal of Future Homes Standard, however, if this is not adopted by Government technical work is being undertaken to identify how zero carbon housing could be justified through the Local Plan Review (subject to viability). This work is identified in policies DM16 – Sustainable Construction and Design; and DM17 – Stand Alone Renewable Energy, of the Local Plan Review.

The Local Plan Review sets out the need for 91 pitches for Gypsies and Travellers, of which 66 are required within the first five years. 28 plots for Travelling Show People have also been identified, 18 are required within the first five years. Mrs Taylor explained that CDC has an unmet need. Work is being brought forward to

provide further detail on the identified need in the evidence; which will assist in determining the level of unmet need and help in establishing the provision for a five year supply of sites. Policy S7 of the Local Plan Review addresses Gypsy and Traveller Sites.

In concluding her update on the Local Plan Review Mrs Taylor made the Committee aware of Viability. She stressed that this is an important piece of work which tests the balance between affordable housing, the environment and infrastructure, as well as the relationship between building standards, housing tenure and developer contributions (S106).

In addition to the presentation on the Local Plan Review Mrs Taylor provided the Committee with a summary on the other services within her portfolio, including;

*Development Management*; made up of three application teams; CDC, SDNPA and Major Development and Business, there is also a dedicated Enforcement and administration team. Unfortunately there are current vacancies within the teams, but measures are being taken to attract professionals, and where possible through apprenticeship train existing members of staff. The main priorities for the coming year include; Strategic Development Sites; maintaining an efficient and customer friendly service; to meet government targets; to provide agreed planning services to the SDNPA and to move towards a paperless way of working.

*Enforcement*; Mrs Taylor informed the Committee that the main priority was to improve communications, work has been undertaken to create a public access system allowing members of public to view both the progress of particular enforcement complaints, as well as historic cases. The system will go live on Monday 27 January.

Mr Moss thanked Mrs Taylor for her update and invited the Committee to make comments.

The following questions were asked by the Committee;

- *Why has it taken so long for evidence to be collected, at such an advanced stage of the Local Plan Review?* Mrs Taylor explained that the evidence is ongoing; the initial process was started in 2016. Responses from the consultation have resulted in further evidence being required, as well as developing issues such as the nitrates in the Solent which was only announced in 2019.
- *Will CDC make the submission deadline (July 2020)?* Mrs Taylor reassured the Committee that officers were working at full capacity to meet the deadline; however, she stressed that it is imperative the evidence base is strong enough to ensure the plan is not found unsound at inspection.
- *Where does the shortfall for gypsy and travellers come from?* Mrs Taylor confirmed further work is currently being carried out to provide further clarification on this issue.

- *How can CDC meet the deadline when there are still so many changes taking place at Government?* Mrs Taylor acknowledged the question and reinforced the importance of establishing a sound and robust evidence base.
- *Why is the delivery of the largest strategic site (1600 homes) being delivered two and a half years later than originally anticipated?* Mr Whitty acknowledged that the West of Chichester site was being delivered later than accepted and assured the Committee that officers were aware of the concerns raised by both the Committee and the local community and have shared these with the Developers.
- *Why, when the housing strategy identifies that there is a need to deliver 478 homes per annum until 2036, is the only viable option 140?* Mrs Taylor explained that a viability test has to be undertaken in order to ascertain what is deliverable and a balance must be reached between affordable housing and developer contributions.
- *How can CDC deliver sufficient affordable housing through the Local Plan Review in order to meet demand?* Mr Ayling explained that the level of affordable housing delivered through the Local Plan must be justified.
- *Is the NHS consulted as part of the Local Plan Review?* Mrs Taylor confirmed that the Clinical Commissioning Group (CCG) have been consulted as part of the Local Plan Review.
- The Local Plan appears to be developer led and does not deliver on the local need within the district. More work should be done to encourage developers to deliver affordable housing.
- *Who undertakes the viability testing?* Mr Ayling informed the Committee that the Inspector will be in charge of the testing based on the evidence provided.
- *What is the timeline for the submission of the outstanding pieces of evidence?* Mrs Taylor informed the Committee that a timeline was being brought to the Development Plan and Infrastructure Panel (DPIP) for consideration.

No further questions were asked. Mr Moss thanked Mrs Taylor and officers for attending the Overview and Scrutiny Committee.

## 16 **Update on Sickness Levels within Chichester District Council**

Mr Mildred, Divisional Manager, Business Support Manager presented the report. Mr Radcliffe, Human Resource Manager was also present.

Mr Mildred informed the Committee that the Absence Management Policy has been reviewed and rewritten. 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; the calculation used to determine the number of average sick days taken is done on a 12 month rolling basis and includes information from people who are no longer at CDC. 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.

The Committee asked the following questions;

- *How much is stress associated with a lack in staffing numbers?* Mr Mildred explained a questionnaire the root cause of most stress absence was not caused by work, however, it was acknowledged as a contributing factor. Where stress at work has been identified as an issue work is been done to look at what can be done to mitigate the causes.
- *This appears to be a tick box exercise with focus being given to completing the form and less focus been given to the individual?* Mr Mildred assured the Committee that this is not a tick box exercise, every time a member of staff is off sick then the manager will have a face to face meeting with that member of staff. If an employee has been off for a period of seven days or three individual incidences then there is a welfare interview to identify any problems within the work environment. The next stages of the sickness absence process are the formal stages and a warning may be issued which will go on an employee's file for up to one year.
- *Can discretion be applied in cases of long term sick or would a formal warning still be issued?* Mr Radcliffe confirmed that it would be likely a formal warning would be issued, he explained that it was important to manage the sickness absence and the impact it has on service delivery.
- *Is there a specific timeframe which triggers the sickness absence process?* Mr Mildred confirmed that there was and this was set out in the policy.
- *Are there any departments which suffer from a higher occurrence of stress?* Mr Mildred informed the Committee that stress is consistent throughout the organisation. Patterns of sickness levels are monitored on a regular basis to identify any occurring trends.
- *Was any comparison made with absentee figures from 2008 – 2011 when there were more officers employed at CDC?* Mr Mildred informed the Committee that the sickness rates from 2008-11 were comparable with the present data.

### **Resolved**

That the Overview and Scrutiny Committee notes the latest levels of staff sickness.

Mr Ivan Western, Housing Delivery Manager presented the report. Mrs Linda Grange, Divisional Manager for Housing to the Committee was also present to answer questions.

As an overview Mr Western explained that the strategy has been developed in four parts;

- Scene setting
- Overview of the Local Housing Market
- Corporate Plan Objectives – there are three in relation to housing
- The Matrix – this takes the three corporate plan objectives and identifies under each objective a further eight separate strategic housing objectives.

The Committee asked the following questions;

- *How is the benchmark for the annual rough sleeper count calculated?* Mr Western explained that the figure used was from the annual count conducted in November; this is a verified count with agreed criteria.
- *Why has the number of rough sleepers increased?* Mrs Grange informed the Committee that the number of rough sleepers has varied between 12 and 20, it has risen and it has become more visible. She advised the Committee that a significant amount of action was been taken to address the issue. The aspirations and figures cited in the report are from the Governments National Strategy.
- *What can be done to eliminate rough sleeping within the District?* Mrs Bushby, Divisional Manager, Communities, explained that unfortunately rough sleeping is not something that can be eliminated, work is been done to reduce the number of rough sleepers to the minimum. However, there are some individuals who choose to live this way and do not engage with the services available.
- *During the cold weather how many rough sleepers made use of the accommodation offered?* Mrs Grange was unable to give exact figures, but informed the Committee that 10 individuals could be accommodated in an emergency.
- *Why has a comparison been made with other countries?* Mr Western informed the Committee that the comparison was referring to the number of homes developed through community based organisations. In Chichester a specific target has been identified to support community led housing within the district. Mr Western highlighted that within the UK this type of development is quite radical.
- *What work has been done to ensure tenants experience a consistent and adequate level of service from Hyde?* Mr Western informed the Committee that work had been undertaken to improve the way members can assist residents experiencing difficulties with Hyde. However, Mr Western highlighted that the purpose of the strategy was not to set out a mandate for how Hyde (and other service providers) maintain their properties.

In addition to Mr Western's answer, Mr Moss reminded that Committee that Hyde were attending a future Overview and Scrutiny meeting and that the concerns raised could be put directly to them at that meeting.

- *Affordable housing within the District is 80% of rent, this is not affordable, is it not possible to deliver more social affordable homes?* Mr Western explained that the definition used for Affordable Housing is set out in the National Planning Policy Framework. Going forward the aspiration is to deliver a greater number of social affordable homes
- *How are the issues surrounding welfare reform and universal credits being managed?* Mr Western assured the Committee that this was a key issue for social landlords and had been addressed within the Housing Strategy, under the prevention of Homelessness.
- *Could further detail be provided on the services being jointly commissioned with WSCC?* Mr Western explained that the WSCC budget has been reduced from £6 million to £2 million, with the service reductions coming into effect this year. CDC has worked with both WSCC and other District and Borough Councils to identify and RAG rate services. CDC is looking to co-commission services such as; the support offered to high risk offenders and the independent living scheme. Mr Western agreed that a summary document could be included within the strategy outlining what the changes mean to CDC and where there are key differences.
- *Is Homemove an outsourced provider and what IT support is there for users?* Mr Western confirmed that Homemove is managed by an outside agency, it is internet based and help can be provided to users if required.
- *How does the Affordable Housing Grant work?* Mr Western explained that the affordable housing grant is a payment made by developers in lieu of developing affordable housing. This money is held in a ring fenced account and is used only for the delivery of affordable housing.
- *Is there an opportunity that specific 'skills sets' could be added to the housing register in order to encourage people to the area?* Mr Western explained that to be on the housing register there must be a local connection.
- *Is it possible to encourage the development of Extra Care Housing schemes at large development sites?* Mr Western agreed that Extra Care housing could be delivered at a number of the larger development sites, however, there would need to be support from the developers.
- *How easy is it to introduce adaptations to old housing stock, in order for individuals to remain at an address?* Mr Western explained that Hyde have proposed an Investment Strategy to audit existing stock which will look to address this question.

- *On page 12 should there not be a tick in the Crime and Disorder box?* Mr Western confirmed that they could tick the Crime and Disorder box on page 12.
- *On page 15 could higher density be included as a recommendation?* Mr Western explained that this is a planning policy issue and not addressed through housing strategy.
- *Does CDC have an empty homes policy?* Mr Western informed the Committee that there was no current policy, but there is a preferred approach and funding is available to assist in bringing empty homes back on the market.
- *On page 24 have excess summer mortality rates be considered?* Mr Western was unable to comment on heat related deaths, figures cited in the report are provided by Public Health.
- *Can Community land trusts be developed in urban sites?* Mr Western advised that there was no reason Community Land Trusts not to be developed in urban areas.
- *Why is the desired number of affordable homes so low?* Mr Western explained that the Housing Strategy target is 1000 homes over five years (167 per annum). Mrs Grange added that there can be a delay in the delivery of affordable housing therefore when assessing what future targets should be an account must be taken of what sites are due to come forward and what sites are identified within the Local Plan. There are currently 732 affordable units due to be delivered, therefore an extra 268 units need to be found.
- *How are 'genuinely' affordable homes assessed?* Mr Western explained that these are the homes that are let on social rents. Mr Western offered to provide a more detailed written response to the question due to its complex nature.

Mr Moss thanked Mr Western and Mrs Grange.

### **Recommended**

**That Overview and Scrutiny make any comments on the draft Housing Strategy and recommend it to Cabinet and Council for adoption.**

### **18 Budget Review Task and Finish Group Feedback**

Mrs Belenger presented the report. She explained that the Budget TFG had been asked to consider the budget variations for 2020/21.

The proposed budget takes into account the high level assumptions made in the Council's five year financial model and builds upon those forecasts. Officers set out the main projected variances for the 2020/21 spending plans working from the approved base budget of 2019/20. The variances and their impact were set out in

detailed explanations, for example inflationary increases in pay and pensions which affect all service areas. Details were also provided where variances affected individual service areas for example in housing, where there is an expected impact on service demand due to the loss of WSCC funding. Chichester Contract Services have been set trade waste income targets, with a drive to increase income generating opportunities.

The Government's provisional financial settlement is broadly in line with expectation. Detailed estimates show a budget surplus for the coming financial year of £484,000; Mrs Belenger highlighted that this was subject to receiving the final government settlement. The surplus is lower than what was predicted in the financial forecast which showed a surplus of £759,000, Mrs Belenger explained that this was mainly due to a lower estimate on retained business rates.

Mrs Belenger explained that the Council has a statutory duty to produce a balanced budget, and the surplus proposed for the 2020/21 financial year can only be used on a 'one-off' basis as the five year model shows that there deficit budgets for two years from 2021.

In setting the budget Mrs Belenger confirmed that officers were adhering to the Council's financial principals set out in the Council's Financial Strategy.

Mr Dignum highlighted the following two variances to the Committee;

- The loss of the recycling credits which has cost CDC a sum £769,000
- The financial increase in replacing WSCC's supported housing contracts.

### **Resolved**

That the verbal report from the Budget Task and Finish group be noted.

*Mr Dignum left the meeting at 12.30pm.*

## **19 Local Housing Delivery Task and Finish Group Terms of Reference**

Mr Western introduced the item and explained the purpose of the TFG.

A short discussion ensued on the proposed TFG. Following the discussion Mrs Rudziak noted the following;

- That the definition of what is 'genuinely affordable' would be included within the scope of the TFG
- All members of the TFG would be fully briefed on the welfare system
- That interviews with other local authority Councillors would be included as part of the methodology.
- Whilst some items could be delivered in 'bitesize' and fed back to OSC at regular intervals, the timescale for the overall piece of work was realistic.

Mr Moss invited members of the Committee to put themselves forward for the TFG. The following members put their names forward; Mrs Clare Apel, Mr Kevin Hughes, Mr Henry Potter, Mrs Sarah Sharp and Mr Alan Sutton.

Mr Moss proposed Mr Kevin Hughes to be the Chairman of the OSC, this was seconded by Mr Chris Page. All members were in agreement.

**Resolved;**

1. That the Committee note the terms of reference and the scoping plan for the Local Housing Delivery Task and Finish Group
2. That Mrs Clare Apel, Mr Kevin Hughes, Mr Henry Potter, Mrs Sarah Sharp and Mr Alan Sutton, be appointed to the Local Housing Delivery Task and Finish Group.
3. That Mr Kevin Hughes is Chairman of the Local Housing Delivery Task and Finish Group.

**20 Community Safety Review Task and Finish Group Terms of Reference**

Mrs Bushby introduced the item and explained the purpose of the TFG.

Mr Moss sought three nominations.

**Resolved;**

1. That the Terms of Reference and the scoping outline plan for the Community Safety Task and Finish Group be noted
2. That Ms Tracie Bangert, Mr Adrian Moss and Mr Alan Sutton are appointed to the Community Safety Task and Finish Group.

**21 Forward Plan**

The Committee considered the latest Forward Plan.

**22 Work Programme**

The Committee considered the latest Work Programme.

The following items were added to the Work Programme for further involvement by this Committee;

- The Novium Business Plan
- Education update from WSCC Education Service
- The Economy and the High Street; requested by Mr David Palmer
- The Final Report of the Community Safety Task & Finish Group
- Asset Management Policy Review
- The development of the Barnfield Drive
- Off Street Parking
- Local Housing Delivery Task & Finish group
- Southern Gateway; as progress updates and meetings will need to be established.
- Liberator Place

The following amendment was made to the work programme;

- To invite the Local Chief Inspector instead of the Police Crime Commissioner

23 **Late Items**

There were no late items.

24 **Exclusion of the Press and Public**

There was no requirement to exclude the press or public.

The meeting ended at 12.52 pm

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CHAIRMAN

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Date:

**Chichester District Council**

**Overview and Scrutiny Committee 30 June 2020**

**Covid 19 – Recovery Report**

**1. Contacts**

**Report Author**

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**2. Executive Summary**

This Report is two-fold:

1. It sets out for 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.

**3. Recommendations**

**3.1 Overview and Scrutiny Committee**

- (a) That members of Overview and Scrutiny note the serious impact Covid 19 has had on the Council's finances and takes this into account when considering this report.
- (b) That members of Overview and Scrutiny receive the report and make recommendations to Cabinet on:
  - (i) the Covid 19 Recovery Action Plans for the four thematic areas as set out in appendices 1-4
  - (ii) the policy options as set out in paragraph 6.4
  - (iii) the future services framework as set out in appendix 5
  - (iv) the governance arrangements as set out in appendix 6; and

**(c) that progress on the Recovery Action Plans and Future Services Framework be reported to the Committee every 6 months.**

**4. 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 about £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 in appendix 7.
- 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.

## **5. 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.

## **6. 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
- Economic Recovery
- Organisational Recovery
- Planning, Health and Environmental Protection Recovery

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

**Organisational Recovery:**

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

**Planning, Health and Environmental Protection Recovery**

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

6.4 Members are asked to consider the following policy options to assist with the immediate recovery process that will require Council approval at its July meeting. 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).

Note the support package agreed for the Leisure operator – see exempt finance appendix 7(i). This decision was agreed under the urgent powers within the constitution and will be reported to Council for noting at July Council. The package agreed relates to 2020/21 only and further support will be considered as part of the 2021/22 budget.

### **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 service 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 left 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**

- 6.7.1 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. A proposed governance structure is set out in appendix 6 and it proposes that four Recovery Teams are set up. Each would be led by a director and the relevant Cabinet member(s). Each cabinet member may invite two other members to act as advisors, one of whom should be from an opposition group. The Chief Executive and Leader will be involved in all four work streams. The recovery process will be overseen by OSC, CGAC, Cabinet and Council and regular reports will be tabled at the meetings.

## **7. 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.

## **8. Resource and Legal Implications**

- 8.1 The financial impact of C19 is set out in the Director of Finance's report appendix 7.
- 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.

## **9. Consultation**

- 9.1 The Recovery Action Plan 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.

## **10. 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.

## **11. 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.

## **12. 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**  
**Appendix 7 Financial Impact of Covid 19**

### **13. 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 11<sup>th</sup> 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 24<sup>th</sup> 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 31<sup>st</sup> 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
<b>Pathways for Rough Sleepers</b>						
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"> <li>• Create a personal pathway for each Rough Sleeper in partnership with StonePillow, RP and Health partners</li> <li>• Prioritise rehousing for those already in supported or temporary accommodation in order to free up capacity for those currently in emergency accommodation</li> <li>• Stimulate additional supply from private landlords via Homefinder through more flexible promotion and use of the scheme. Consider removal of fees.</li> <li>• Recruit into Co-ordinator Post funded by MHCLG Rough Sleeper Initiative funding and work with MHCLG to agree priorities and plans</li> <li>• Offer our support to StonePillow for their (6 month) Housing First project &amp; consider repurposing the Outreach Worker funding from RSI to this project.</li> <li>• Consider options for rough sleepers with no recourse to</li> </ul>

						<ul style="list-style-type: none"> <li>public funds</li> <li>Work with immigration to support those who wish to voluntarily return to their country of origin</li> </ul>
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"> <li>Consider entering into agreements with local accommodation providers for longer term use of properties as part of single homelessness pathway.</li> <li>Continue with joint commissioning of "Pathways Home" with WSCC</li> <li>Work with WS colleagues on the development of a pathway for complex individuals with multiple needs</li> <li>Ensure Diverted Giving messages are continued as people return to the High street</li> </ul>
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"> <li>Consider 'trusted assessor' nominations for key partners such as Stonepillow as part of a wider review of the Housing Register and Allocation Policy</li> <li>Consider what additional resources may be required to embed a successful Housing First approach for Rough Sleepers with challenging needs</li> <li>Continue with Freeland Close</li> </ul>

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"> <li>• 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.</li> <li>• Ensure appropriate level of staffing with focus on prevention and tenancy sustainment to include retention of 2 deployed workers and a senior agency worker.</li> <li>• 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.</li> <li>• Review of Homelessness Prevention Fund to make it more flexible</li> </ul>
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"> <li>• A full review of the allocations Scheme.</li> <li>• Review of support / prevention provision.</li> <li>• Full implementation of the new IT system for Homelessness and Choice Based Lettings</li> </ul>
3: Embed learning and new processes to ensure prevention is prioritised	DM for Housing	Jun 2021	OSC Cabinet			<ul style="list-style-type: none"> <li>• Analysis of all relevant data and service delivery methods.</li> <li>• A full review of structure and staffing</li> <li>• Training, development and</li> </ul>

						<ul style="list-style-type: none"> <li>succession planning</li> <li>Developing an ongoing review programme of policies, procedures and performance.</li> <li>Continue with Freeland Close</li> </ul>
<b>Financial support for affected individuals and businesses and debt recovery policy</b>						
<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"> <li>All residents in receipt of Council Tax Reduction have been awarded a £150 Hardship fund payment.</li> <li>Remaining £446k to spend this year</li> <li>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</li> <li>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.</li> <li>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.</li> <li>Recovery Officers should use a supportive approach to debtors and advise of the full range of support mechanisms in place including: encouraging claims for</li> </ul>

						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"> <li>• West Sussex framework in place</li> <li>• Criteria has been agreed by urgent decision</li> <li>• Application deadline is 14<sup>th</sup> June and payments should be made as soon as possible</li> </ul>
<b>Support for voluntary &amp; community organisations and businesses affected by Covid19</b>						
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"> <li>• 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.</li> <li>• Grants to be agreed through the Grants Panel process but via a fast track to enable quick assessment and payment</li> <li>• 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.</li> <li>• Grants Panel to consider criteria for businesses impacted by Covid 19</li> <li>• Organisations that can access other grants or are unlikely to</li> </ul>

						<p>survive should not receive funding</p> <ul style="list-style-type: none"> <li>• Consider limits on individual awards</li> <li>• Funding to be time limited to the 20/21 financial year and any remaining funds to be returned to reserves.</li> </ul>
<b>Capturing community networks for future emergency planning</b>						
1: Offer support for groups to formalise themselves	DM for Communities	Sep 20 for 20/21	Cabinet member			<ul style="list-style-type: none"> <li>• Signpost groups to VAAC for support to potentially formalise their offer and make contact with other volunteer groups.</li> <li>• Encourage groups to sign up to Chichester Community Network our online platform for community support and issues.</li> </ul>
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"> <li>• 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</li> <li>• Consider how best to fill any gaps in consultation with Parish Councils and/or local groups</li> <li>• A copy of this map along with contacts for all the volunteer groups to be held in the emergency planning room for reference.</li> <li>• 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.</li> </ul>



## **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**

<b>Organisation</b>	<b>Areas of focus</b>	<b>Actions being undertaken</b>
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.

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### Recovery Action Plan – Economic Recovery

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
<b>Inward Investment Strategy</b>	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"> <li>Draft action plan for 2020/21 taking into account revised economic position and recovery plan.</li> </ul>
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"> <li>Identify target sectors and key contacts.</li> <li>Develop and implement contact programme.</li> </ul>
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"> <li>Create online content.</li> </ul>
<b>High Street/Retail Issues</b>	DM Property & Growth					
1. High Street recovery action group	DM Property & Growth	July 2020	Cabinet Member	<ul style="list-style-type: none"> <li>Town/Parish Councils</li> <li>Business Associations</li> <li>WSCC</li> <li>BID</li> <li>Chamber</li> <li>LEP</li> <li>Members</li> <li>Vision</li> </ul>	<ul style="list-style-type: none"> <li>Existing budget.</li> <li>Recurring cost to deliver actions.(not all CDC costs)</li> <li>Redeployment of resources to support .</li> </ul>	<ul style="list-style-type: none"> <li>Review current group members.</li> <li>Establish working group as a sub group of the Vision</li> <li>Cabinet member to lead group</li> <li>OSC to nominate member onto the group</li> <li>Extend group to</li> </ul>

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"> <li>Identify actions needed for medium/longer term recovery and transformation of the High Street.</li> </ul>
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"> <li>Implement immediate actions needed for 15<sup>th</sup> June</li> <li>Implement actions needed for the 4 July opening up of leisure , culture, café, restaurants and public houses</li> <li>Monitor and review and address further actions arising over the coming months.</li> </ul>
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"> <li>2020/21 enabling grants programme criteria to be set.</li> <li>2020/21 enabling grants launch and allocation.</li> <li>Establish Covid19 grant funding to support through recovery</li> <li>Consider other options for financial support for SMEs – possible loans.</li> </ul>

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

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
				<ul style="list-style-type: none"> <li>Association</li> <li>• LEP</li> <li>• Rural WS</li> </ul>	<ul style="list-style-type: none"> <li>support or advice required).</li> <li>• One-off cost if work is a fixed project.</li> </ul>	<ul style="list-style-type: none"> <li>Planning Policy to establish achievable aims.</li> </ul>
3. Local supply chain support	Eco Dev Manager	October 2020	Cabinet Member	<ul style="list-style-type: none"> <li>• WS Growers Association</li> <li>• LEP</li> <li>• Rural WS</li> </ul>	<ul style="list-style-type: none"> <li>• Existing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Request and collate information from these sectors to understand support needs – short and longer term.</li> </ul>
<b>Hospitality</b>	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"> <li>• Consultation/survey of businesses in this sector.</li> <li>• Establish key areas of focus/support.</li> <li>• Establish delivery mechanism for support.</li> </ul>
<b>Digital Infrastructure and Gigabit</b>						
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"> <li>• Liaison with Cityfibre/WSCC on project updates.</li> <li>• Promotion of FTP scheme to businesses – link to Inward Investment</li> </ul>
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"> <li>• 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</li> </ul>

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"> <li>Ensure that the usage of the council's gigabit connections within Chichester City provide a maximum benefit for local businesses and the economy.</li> <li>Explore options for town centre Wi-Fi.</li> </ul>
<b>Southern Gateway</b>	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"> <li>Completion of the DA</li> <li>Development of planning strategy</li> <li>Community consultation</li> <li>Phasing programme and viability assessments</li> <li>Site assembly</li> <li>Relocation of existing services</li> <li>Pre let agreements</li> <li></li> </ul>
<b>St James</b>	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"> <li>Finalise design.</li> <li>Prepare project comms plan.</li> <li>Prepare and submit planning application.</li> <li>Gain vacant possession of the site/support for existing tenants.</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
						<ul style="list-style-type: none"> <li>Secure known pre-let.</li> <li>Seek additional pre-lets.</li> <li>Construction</li> <li>Promote the developer charter for local supply chains</li> </ul>
<b>Barnfield drive</b>	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"> <li>Review of terms of current contract.</li> <li>Agreement of CDC objectives for the site.</li> <li>Negotiations with the developer to meet the agreed CDC aims.</li> </ul>
<b>Ravenna Point</b>	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"> <li>Review of valuation and rental offer.</li> <li>Review of marketing approach.</li> </ul>
<b>Enterprise centre</b>	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"> <li>Joint marketing approach.</li> <li>Promote relocations from St James.</li> </ul>
<b>Visions</b>						

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, CCCI, Chichester Cathedral, University of Chichester, CFT etc.	Existing revenue budget. Plus additional Partner funding for projects	<ul style="list-style-type: none"> <li>• Revise action plan based on feedback from partners post covid 19 to aid recovery of the City</li> <li>• Establish the High Street recovery sub group .</li> <li>• Review CDC funding</li> </ul>
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"> <li>• Assist with establishing a Community Interest Company in Midhurst to take on the responsibilities of the Vision actions</li> <li>• Review of the actions to aid recovery post Covid 19</li> <li>• Rural town coordinator to Support the high street using the Vision group</li> </ul>
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"> <li>• Assistance with projects through the Board where required</li> <li>• Provision of support to Petworth Town Council for projects which are beneficial to the town.</li> <li>• Rural town co coordinator to support the High Street</li> </ul>

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"> <li>• 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.</li> <li>• Rural town coordinator to support the high street</li> </ul>
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"> <li>• 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.</li> <li>• Rural town coordinator to support the high street .</li> </ul>
<b>Licensing</b>	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"> <li>• Under Licensing Act 2003 Licensing Authorities are required to prepare and</li> </ul>

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.
<b>Events</b>						
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"> <li>• Development of events policy for CDC land</li> <li>• Implementation of Events action plan</li> <li>• Delivery of events to aid recovery post Covid19</li> </ul>
<b>Tourism</b>						
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"> <li>• 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</li> </ul>

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"> <li>• Creation of new logo and branding</li> <li>• Launch event to be hosted when lockdown restrictions allow</li> </ul>
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"> <li>• Appointment of website designer by Visit Chichester.</li> </ul>
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"> <li>• Request for additional funding</li> <li>• 20/21 additional £100k,</li> <li>• 21/22 additional £100k</li> <li>• 22/23 additional £100k (end of current five years)</li> <li>• 23/24 – £130k</li> <li>• 24/25 - £130k</li> </ul>	<ul style="list-style-type: none"> <li>• To establish resources required to deliver the new Business Plan and to develop and promote The Great Sussex Way™ visitor experience and destination.</li> <li>• 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</li> <li>• To be financially sustainable with public and private funding.</li> </ul>
<b>Culture</b>						
1. Development of Cultural Strategy	DM Culture & Sport	December 2020	Cabinet Member for Communities and Culture	PHG, CFT Cultural sector	<p>Partnership funding to commission a joint EIA and social impact study .</p> <ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of economic impact assessment for the city centre in partnership with CFT, PHG and The Novium.</li> <li>• Complete social impact study</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
					<ul style="list-style-type: none"> <li>• CDC funding required £20k</li> </ul>	<ul style="list-style-type: none"> <li>• Development of cultural strategy and cultural partnership for the district to aid recovery post covid19</li> <li>• Work in partnership to deliver a year of culture in 2022</li> </ul>
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"> <li>• £187,500 annual agreed until March 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Support CFT with alternative events during recovery phase post covid 19</li> <li>• Review support required by CFT post March 2022</li> <li>• Work with CFT on year of Culture event for 2022</li> </ul>
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"> <li>• £130k annual agreed until March 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Review support required by PHG post March 2022</li> <li>• Work with PHG on year of Culture event for 2022</li> </ul>
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"> <li>• Existing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Review options for the future delivery of the Novium museum and Tourist Information Service</li> <li>• Development of options for the service.</li> </ul>
<b>Sport &amp; Leisure</b>						
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"> <li>• Currently being reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of consultants to support negotiations with leisure contractor</li> <li>• Agree opening strategy and financial support for the leisure contractor until the end of the financial</li> </ul>

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

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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 13<sup>th</sup> 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).
- Revisit emerging planning policy approach on main town centre uses to inform a more flexible approach to planning policy.
- 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
<b>Supporting the Housing and Construction Industry</b>						
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"> <li>• Report to Planning Committee 3 June to approve and agree consultation</li> <li>• 4 week consultation</li> <li>• Report to Planning Committee Sept 2020 to agree final version</li> </ul>
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"> <li>• Progress work on making Tangmere CPO</li> <li>• Agree planning strategy and programme for Southern Gateway</li> <li>• Assess scope for more intensive development at suitable sites</li> </ul>
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"> <li>• Revise CIL instalments policy</li> <li>• Implement changes to CIL Regs to support small &amp; medium sized developers</li> <li>• Reprofile developers Section 106 payments</li> </ul>

						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"> <li>Meetings to assess actions required to build confidence, remove obstacles, recommence or speed up delivery</li> </ul>
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"> <li>Commission update to retail study</li> <li>Review emerging policies in light of evidence</li> </ul>
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"> <li>Introduce Fast Track Planning Services</li> <li>Review Pre Planning Application Advice Scheme</li> <li>Review of Local Validation List</li> <li>Use of shorter permission implementation periods</li> </ul>
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"> <li>Assess scope for LDO's</li> <li>Report to Planning Committee and Cabinet</li> </ul>
8. Review Development Management team structures	DM for Development Management	December 2020	Cabinet member		None	Actions required <ul style="list-style-type: none"> <li>Review of team structures to ensure focused on recovery</li> </ul>
9. Review Scheme of Delegation and Red Card Procedure	DM for Development Management	March 2021	Cabinet member Cabinet/Council	Parish Councils	None	Actions required <ul style="list-style-type: none"> <li>Reports to Cabinet and Council</li> </ul>

<b>Health Protection Moving Forward</b>						
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"> <li>Liaise with WSCC to assess requirements and impact on capacity of Health Protection team</li> </ul>
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"> <li>Prepare for restart of food hygiene programme</li> <li>Introduce fast track food hygiene advice revisit service (chargeable)</li> </ul>
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"> <li>Deliver channel shift</li> <li>Deliver e-form availability for food hygiene inspections/advice and service requests</li> </ul>
<b>Building Healthy Communities and Protecting the Environment in Recovery</b>						
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"> <li>Complete input into Road space Reallocation work with WSCC</li> <li>Complete input into CDC 'High Street' action plan</li> </ul>
15. Adopt Interim Guidance Statement on Housing Delivery	DM for Planning Policy	September 2020	Cabinet member DPIP	External consultation	None	Actions required <ul style="list-style-type: none"> <li>Inclusion of guidance to emphasise LP policies that</li> </ul>

			Planning Committee			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"> <li>• Inclusion of specific policy requirements for health &amp; well-being in addition to other policies that indirectly contribute to building healthy communities</li> </ul>
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"> <li>• Set up Low Carbon Chichester Fund project</li> <li>• Report on the feasibility of a District-wide fund for delivery of carbon reduction and biodiversity projects</li> <li>• Report full Action Plan to Environment Panel and Cabinet</li> </ul>
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"> <li>• Reports to Environment Panel and Cabinet</li> </ul>
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"> <li>• Reports to Environment Panel and Cabinet</li> </ul>

## **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"> <li>• Survey of all services underway.</li> <li>• Assess changes in demand, changes in delivery and any limiting factors.</li> <li>• 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)</li> </ul>
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"> <li>• Adopt where possible remote meetings and electronic submission and review of documents in place of physical site visits &amp; meetings.</li> </ul>

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"> <li>Review and assess benefits and dis-benefits of centralising admin functions into a single team.</li> <li>Scope services to be included, and quantify resources needed &amp; new structure for admin team.</li> <li>Staff consultation &amp; implementation.</li> </ul>
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"> <li>Continually review capacity in Services and identify critical pinch points.</li> <li>Redeploy staff where possible</li> <li>Furlough staff unable to work where possible to minimise cost.</li> </ul>
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"> <li>Ensure support mechanisms are in place and staff signposted appropriately.</li> </ul>

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"> <li>• Complete staff survey of ICT / equipment needs, and supply reasonable requests. Repurposing equipment where possible.</li> <li>• Review and identify improvements to the VPN to increase performance &amp; reliability.</li> <li>• Complete the DR solution at the depot as soon as contractors available.</li> <li>• Ensure systems are secure.</li> <li>• Further develop remote meeting systems for both formal and informal meetings.</li> <li>• Support &amp; training for Managers in managing remote teams.</li> </ul>

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"> <li>Initial study- Aug 2020</li> <li>Appraisal of options – March 2021</li> </ul>	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"> <li>Facilities to access the need for office accommodation.</li> <li>Estates Service to identify possible solutions including shared accommodation, new development, pre-let in SG.</li> <li>Business case to be developed incorporating capital spend, capital receipt, operating savings, impact on services &amp; customers.</li> </ul>
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"> <li>Working with services, set out a clear and measurable set of channel shift targets. Focus being on areas of greatest impact.</li> </ul>
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"> <li>Upgrade website to enable more mobile friendly version of eforms.</li> <li>Create a wizard based contact us form.</li> </ul>

						<ul style="list-style-type: none"> <li>• Push customers via eforms rather than generic email.</li> <li>• Push more services to online booking.</li> <li>• Investigate use of chat bots.</li> <li>• Other service specific targets identified above.</li> </ul>
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"> <li>• Review and amend contract standing orders to enable local purchasing to be considered when procuring goods and services, as far as reasonably practicable.</li> <li>• Train budget holders.</li> </ul>
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"> <li>• Divisional Managers develop ideas to achieve savings within their services</li> <li>• Divisional Managers provide initial list of quantified savings ideas for consideration</li> <li>• Coordinate DM</li> </ul>

						<p>submissions broken down between “efficiency savings“ and “policy options” for review at SLT Strategy Day</p> <ul style="list-style-type: none"> <li>• Present efficiency savings and policy options to Cabinet / SLT strategy day and determine those to take forward</li> <li>• Cabinet to consider policy options and recommend options to Council (worth noting that some options may take longer to finalise e.g. EPH)</li> <li>• Council to consider policy options and determine which to adopt</li> <li>• Work with finance / DMs to feed efficiency savings into 2020-21 budget</li> </ul>
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"> <li>• Send out service analysis templates to Divisional Managers</li> <li>• Service Analysis papers drafted and submitted</li> </ul>

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

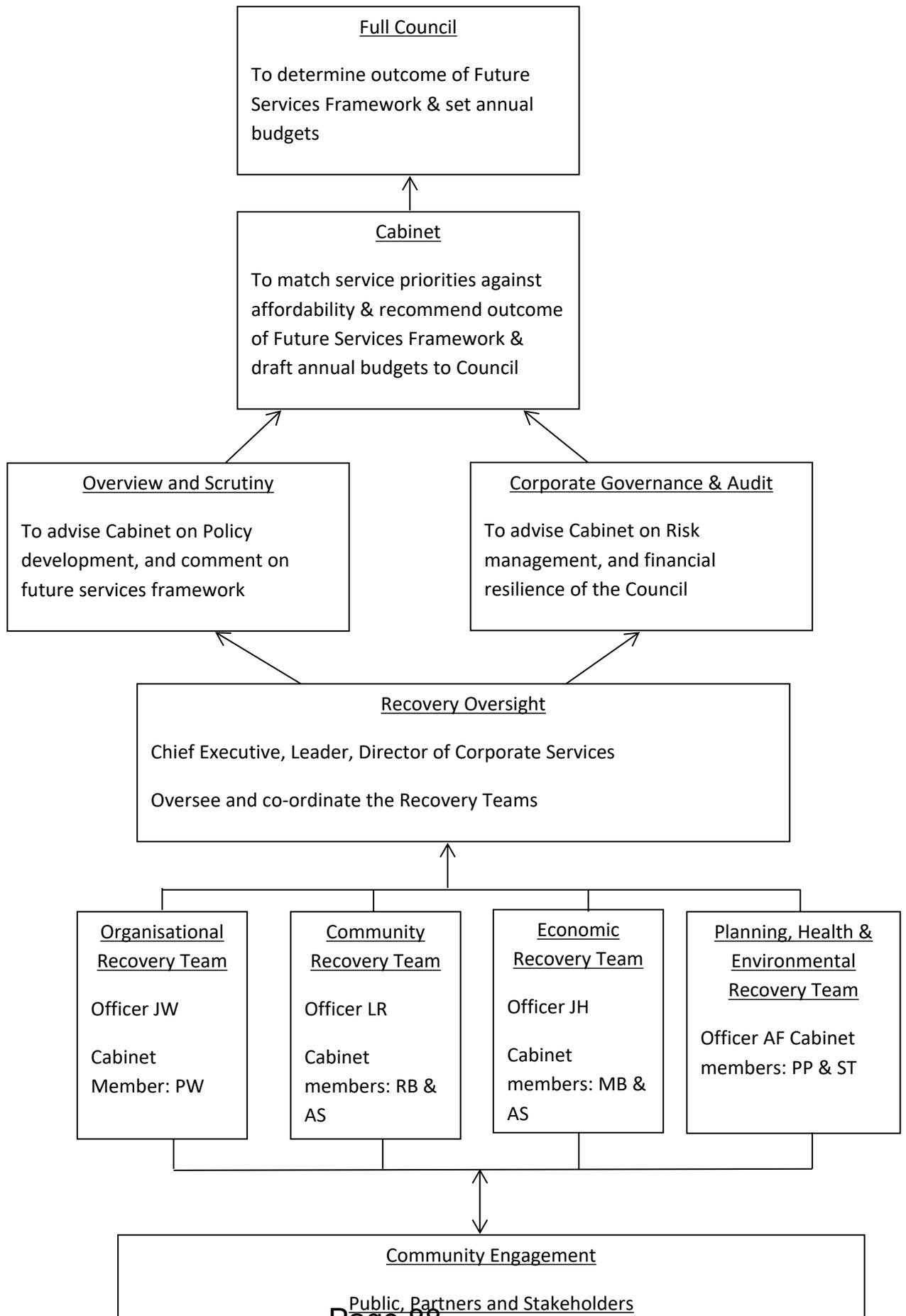
The four Recovery Teams will be coordinated by the Leader, Chief Executive and the S151 officer ie the Director of Corporate Services. This will provide oversight, monitor progress and coordinate resources.

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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## **CORPORATE GOVERNANCE AND AUDIT COMMITTEE**

### **CABINET**

### **Date**

## **Financial Impact of COVID - 19**

### **1. Contacts**

#### **Report Author:**

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#### **Cabinet Member:**

Peter Wilding - Cabinet Member for Finance and Corporate Services  
Telephone: 01428 707324 E-mail: pwilding@chichester.gov.uk

### **2. Recommendation**

#### **2.1 Corporate Governance and Audit Committee:**

- (a) That the committee note the financial situation facing the council.**
- (b) Recommend to Cabinet that £8,070,000 be released from reserves to meet the in-year cost of the pandemic.**
- (c) Recommend to Cabinet that in the current circumstances the minimum level of reserves be reduced from £6.3m to £4m.**
- (d) Recommend to Cabinet that the Council should work towards achieving a balanced budget over the next 5 years, using reserves to help balance the intervening years.**

#### **Cabinet:**

- e) That cabinet recommend to Council:**
  - (i) That the minimum level of reserves be reduced to £4m.**
  - (ii) That £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.**

### **3. Background**

- 3.1 The council is facing an extremely challenging financial position. It is clear that we will be facing a deficit in the future, but the amount cannot currently be predicted with certainty. However, to do nothing to address this will result in reserves being depleted, and still leaves the issue to be addressed once reserves have expired. Action must be taken to address the position, and develop a strategy that enables the budget to be balanced over the medium term.

## 4. Economic Outlook

- 4.1 The current COVID-19 pandemic has already impacted the UK economy and many others around the world. GDP for quarter 1 of 2020 has been estimated to have fallen by 4%, but that almost entirely relates to March only. The Office for National Statistics have indicated that during April alone the UK economy shrank by 20.4%.
- 4.2 Although the current economic position is extremely difficult to predict, the Bank of England's Monetary Policy Committee (MPC) have modelled a likely, but by no means certain, scenario for the UK economy. This predicts, after falling sharply in the first half of 2020, GDP will pick up relatively quickly in the second half of the year. However, it will take significantly longer for it to return to its previous trajectory representing more of a U shaped recovery, than a V shaped one. The MPC's model makes a number of assumptions which are extremely uncertain, not least of which is that the lockdown will gradually be released from June through to December, and that a favourable trade deal with the EU will be struck by January 2021.
- 4.3 Inflation is expected to face downward pressure over the rest of this financial year, but is expected to pick up again towards the 2% target by 2021.
- 4.4 In spite of huge government fiscal intervention, it is highly likely that unemployment will rise adding to a general reduction in consumer confidence, and reluctance to spend on non-essential items which is expected to last much longer.

## 5. Impact for this Council

- 5.1 Like many other Councils, Chichester has pursued service efficiency and additional income from commercial activity in order to replace government funding which has gradually been withdrawn over the last decade.
- 5.2 Currently the Council is funded from the following primary sources of income:

Council Tax	£9.m
Business Rates	£3.4m
Income from Fees and Charges	£18.1m
Total income	£30.5m

- 5.3 Whilst the economic outlook is extremely uncertain, what is absolutely clear is that the Council's income from fees and charges will face significant pressure for the foreseeable future.
- 5.4 Some of our income streams, such as car parking (£6.4m 2020-21 budget) may never return to their previous levels as the lockdown is likely to accelerate changes in social behaviour, such as workers choosing to work from home on a more frequent basis, and shoppers moving to on-line, thereby reducing the demand for parking in the city.

- 5.5 Income from Business Rates and Council Tax will also both come under pressure as unemployment increases and businesses struggle to recover, resulting in increased Council Tax Reduction claims and lower Business Rate collection.
- 5.6 Added to this the government intends to press ahead with the already delayed Fair Funding Review, and Business Rate reset. This is expected to result in a significant reduction in the amount of business rates that the Council will be able to use to fund its services. The also delayed 2020 spending review will set government departmental spending limits in this autumn. It is likely that local government will not fare well, especially at shire district level.

## **6 Impact during 2020-21:**

- 6.1 The May 2020 cabinet received a report containing a breakdown of the main impacts on the Council's finances during the current year. We are currently experiencing a loss of income in the region of £1m per month, although the reintroduction of parking charges will help to reduce that in the remainder of the year. Depending on how quickly lockdown restrictions are lifted, it is estimated that the cost this year could be in the region of £8m. This is a combination of income lost (£7m) and increased costs (£1m) such as bad debts and homelessness costs. Against this the government have provided £1.25m of funding. No further government funding is guaranteed, although a further allocation is being debated currently. It is clear however, that any further funding will be inadequate, and in any case will just be a temporary one off allocation.
- 6.2 Members will undoubtedly want to assist the community during the recovery phase and make some policy choices that will add further expenditure to the Council's budget, as set out in the Recovery Report. Some of this will be one off cost for 2020-21 only, while others may have longer term consequences. These have been incorporated into the 5 year model attached as appendix 1 under the heading "Policy Choices".
- 6.3 The Council does have relatively healthy reserves to enable it to cope with the immediate pressures. £22.8m is available to call upon. However, this includes the minimum General Fund balance of £6.3m. Whilst the minimum balance can be reviewed it cannot be reduced to nil. The Corporate Governance and Audit Committee are asked to consider reducing this which would release more reserves to support the recovery plan while the Council looks to address its budget position over the medium term.
- 6.4 The Council's cashflow and Treasury management arrangements have been tested, and it is anticipated that there will be no liquidity issues for this Council, with sufficient short term investments to enable the Council's cashflows to be managed in spite of the current loss of income.
- 6.5 All Divisional Managers have been instructed to avoid all unnecessary expenditure until further notice. This includes not filling staff vacancies in all but the most urgent and specialised roles and then only by agreement of SLT. Additionally all approved capital projects will also only proceed by exception. This should assist in keeping costs in the current year to a minimum, and reduce the draw against reserves.

## 7 Impact for 2021-22 and beyond:

- 7.1 Of much greater concern is the potential deficit the council will face in future years. Whilst reserves are held for just such emergencies, they are a finite resource and cannot be relied upon to balance the budget on a recurring basis. To do so not only fails to address the issue, which will still need to be addressed at some point, it would also deplete reserves which could otherwise have been invested to assist the Council, the local economy, and our residents.
- 7.2 The 5 year financial model has been updated, building on the MPC model, and estimating the likely reduction in our income streams. This is attached as appendix 1 to this report. This currently indicates a significant deficit on the Council's projected revenue budget in each of the next five years, and unless action is taken this would require £24m of reserves to be used.
- 7.3 Key assumptions in the model are as follows:

	2021-22	2022-23	2023-24	2024-25	2025-26
Inflation	1%	2%	2%	2%	2%
Pay inflation	2%	2%	2%	2%	2%
Increase in CTR claims*	50%	40%	25%	10%	nil
Reduction in Fees and Charges	20%	15%	10%	5%	5%

\*NB a 50% increase in CTR claims equates to about 2,000 band D properties, or 3.6% of our tax base.

It must be acknowledged that the model at this time is of course very difficult to predict with accuracy, and the actual deficit will undoubtedly vary from the model. However, having gone from a position of being broadly balanced prior to COVID-19, it is not surprising that we are now facing a significant funding gap.

## 8. Outcomes to be Achieved

- 8.1 To achieve a balanced budget over the medium term, whilst protecting vital public services as far as possible. And to maintain an adequate level of reserves to mitigate any further emergencies in the future.

## 9. Proposal

- 9.1 It is a legal requirement to set a balanced budget. It is also sound financial management to do so within the context of the medium term projections. The issue facing the Council is not whether we need to make savings, clearly we must, it is a question of timing.
- 9.2 Preferred option – Option 3. It is recommended that the Council should develop a strategy to address a savings target of at least that predicted for year 5 of the

model, currently estimated to be £2m. The strategy, and savings, to be implemented in time for the 2022-23 budget. This will mitigate the impact on reserves and also achieve a balanced budget position over the medium term. It will also mean that service delivery will not be impacted before the true financial consequence of the pandemic are fully understood.

- 9.3 In the meantime officers will also embark on a round of service efficiency reviews to ensure all services are delivered as efficiently and effectively as possible. Some of these efficiency savings should be achieved for the 2021-22 budget. A model to help with the prioritisation of services has been developed and is detailed in the Recovery Report, a copy of which is attached.
- 9.4 In effect this option builds upon option 2 as set out below, but includes reviewing all services to identify any efficiency savings that might be achieved which would reduce the use of reserves.
- 9.5 The Council's minimum level of general fund reserves has been set at £6.3m for several years. However, this is at a relatively high level for a District Council. Other West Sussex District authorities have a minimum level of reserves ranging from £1.5m to £6m. It is recommended that the minimum level for Chichester be reduced to £4m, thus enabling £2.3m to be made available should it be necessary. If this is approved, then the Council could access £18.8m of the £22.8m that is technically available. This would be insufficient for option 1 below, but would enable the Council to implement the Future Services Framework during the next 12-18 months ahead of setting the 2022-23 budget.

## **10. Capital Programme**

- 10.1 The council currently has an approved £47m capital programme. Some of these projects are funded from sources other than the Council's own reserves, for example those schemes funded from CIL, or Disabled Facility Grants funded by the government. However, there are a significant number of CDC funded projects, which if stopped, or reduced would free up further reserves that could either be deployed to support revenue, or be diverted to fund economic recovery projects.
- 10.2 It is proposed that capital schemes funded from this Council's reserves, and which are not already contractually committed will be deferred to the 2021-22 financial year. Only in very exceptional circumstances will projects continue, for example where not replacing an asset might create a health and safety risk.
- 10.2 The redevelopment of St James' Industrial Estate, and Freeland Close redevelopment projects will however, continue as planned as these have significant economic and social value to the community.

## **11. Alternatives Considered**

- 11.1 Option 1 - Delay implementing a new deficit reduction plan. This has the advantage of waiting until the financial position becomes more certain, and thereby avoiding the potential to impact service delivery too early. But delaying also has the disadvantage of having to use up more reserves during the interim which could perhaps be used in other ways to aid the economy, such as

investing in Southern Gateway and the Green agenda, and ultimately the deficit will still need to be addressed. To do nothing for the whole duration of the 5 year model would use up £24m of reserves, including the current year's deficit. This is clearly not affordable, or prudent and as the Council's S151 officer I cannot recommend that course.

- 11.2 Option 2 - A more reasonable approach would be to defer making any immediate decisions in relation to funding, but to plan for what might be necessary and develop a flexible strategy that can be implemented as soon as the economic picture becomes clearer. Implementing only those decisions that are necessary, and no more. The model attached suggests that we will be facing a reduction somewhere in the region of £2m by the end of the 5 years. A strategy based on the predicted year 5 deficit, if implemented in time for the 2022-23 budget would reduce the need to use reserves by around £8m to £16m. It should be noted that any further policy choices which increase expenditure, would also reduce the amount of reserves that are available. This would be more affordable than option 1, but still significantly reduces the ability for the Council to invest reserves in economic development projects.
- 11.3 Option 3 - The recommended approach takes the approach of option 2, and adds an efficiency review across all council services to ensure the deficit is minimised before impacting on service delivery.

## **12 Resource and Legal Implications**

- 12.1 It is a legal requirement to set a balanced budget. However, it is perfectly legal to achieve this by using reserves. This report aims to enable the Council to achieve a balanced budget without continually relying on reserves over the medium term. The Director of Corporate Services and Council's S151 officer considers such an approach to be both essential and prudent in the current climate.
- 12.2 The Council could choose to borrow to support future capital investment schemes, but would need to deplete all available reserves first. The impact of taking the Council into debt has not been factored into the financial model at this time.
- 12.3 No other legal issues arise from this report.

## **13 Consultation**

- 13.1 The Overview and Scrutiny Committee are being consulted to provide advice to Cabinet in their consideration of the Recovery Plan.
- 13.2 Public consultation may be necessary should front line service delivery be impacted by recommendations arising from the Future Services Framework (see Recovery Report).

## **14 Community Impact and Corporate Risks**

- 14.1 Failure to set a balanced budget over the medium term.

- 14.2 Depletion of reserves to a level which is unsustainable.
- 14.3 Reserves used to support revenue rather than investing in economic recovery projects.

**15 Other Implications**

<b>Are there any implications for the following?</b>		
	<b>Yes</b>	<b>No</b>
<b>Crime and Disorder</b>		X
<b>Climate Change and Biodiversity</b>		X
<b>Human Rights and Equality Impact</b>		X
<b>Safeguarding and Early Help</b>		X
<b>General Data Protection Regulations (GDPR)</b>		X
<b>Health and Wellbeing</b>		X
<b>Other (please specify)</b>		X

- 16 **Appendices**  
5 year Financial Model – Exempt appendix

- 17 **Background Papers**  
None

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

Document is Restricted

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**Chichester District Council**

**OVERVIEW & SCRUTINY COMMITTEE**

30 JUNE 2020

**Vision Review and the High Street Recovery and Transformation**

**1. Contacts**

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**2. Recommendation**

**2.1 That OSC receive the feedback from the review of the vision work and recommends to Cabinet that the Vision work continues to be supported as set out in section 5.1.**

**2.2 That the Cabinet Member for Property, Growth and Regeneration leads the High Street Group for the City as a sub group of the Chichester Vision, engaging and involving partners, the Chichester BID and high street retailers as set out in section 5.1 to support the recovery and transformation of the High Streets.**

**2.3 OSC recommends a member of the OSC committee to sit on the Chichester High Street Group to assist in the delivery of the High Street recovery and transformation.**

**2.4 That support for the High Street recovery and transformation in Midhurst, Petworth, Selsey and East wittering and Bracklesham is coordinated through the existing Vision Groups/ Town/Parish Councils.**

**3. Background**

3.1 The recovery and transformation of the High Streets is a key action within the District Councils Economic Recovery Action Plan and Economic Strategy. The Council is committed to supporting the city and local towns to help deliver improvements for residents and to make the area a better place to live, work and visit. One way of doing this is to work collaboratively with partners in the city and towns to create a Vision which sets out strategic aims and objectives which are considered to reflect the nature of those areas and an action plan which identifies lead partners and the key actions for delivery. Visions provide an opportunity to consider the needs of residents, workers and visitors and set aims for how the areas might develop both commercially and culturally, providing opportunities for economic growth and job creation.

3.2 Visions provide an opportunity to collectively consider challenges for local areas and actions to respond to these. The authority has been working with partners in Chichester, Midhurst, Petworth, Selsey, and East Wittering and Bracklesham to support the production of a Vision and to implement the actions. Whilst not the lead organisation, for all of these Visions, the district has provided support in the form of staff resources and some funding. There are also some projects within the action plans for which CDC is the lead partner for delivery.

3.3 All of the Visions are at different stages, with some being in their initial stages of setting up the structure for delivery and actions. The resources to support each of the Visions vary between the vision groups.

3.4 Partners across the district have been contacted recently to gather feedback relating to their views on the Visions within the district and how the aims and objectives might need to change to reflect the current and emerging position with regard to Covid 19. A summary of the feedback received from partners is provided in the Appendices 1 to 5.

3.5 An evaluation of the priorities for each of the Vision area has been undertaken and paragraph 5.1 sets out a summary of the proposals for each of the areas. The Appendices to this report also set out some of the key areas of achievement for each of the Visions so far.

3.6 'Supporting the High Street' is one of the key objectives of the Council's Economic Development Strategy and is a key action within the Covid recovery plan. Linked to the delivery of the Visions, the main aims are to;

- deliver targeted support programmes to retail businesses and other businesses seeking to locate in our town centres
- work with the BID and other organisations across the district to pro-actively support businesses that can contribute to a more diversified offer
- To support and develop our night-time economy offer
- To support the transformation of the high street
- engage with the Government's High Street Task Force to utilise their emerging support
- To work with the LEP to develop 'safer cities'

3.7 In light of the Covid19, this objective has become increasingly important; it is already well documented that the crisis has accelerated what was already a challenging landscape, 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.

3.8 As part of the Councils' economic recovery considerations, it is recommended that the action plans for both the Economic Development and Inward Investment Strategies are reviewed to ensure they reflect the current position and the most pressing issues needing our resource and support over the coming year. This work will be led by the Economic Development team, who have strong links with businesses and a detailed knowledge of the individual towns across the district.

3.9 A number of key guidance documents have been published, including the High Street 'Task Force Template for Recovery' and the Government 'Guidance for Safer Public Spaces – Urban Centres and Green Spaces'. Both contain a structure to assist

Local Authorities to produce a 'roadmap' of priorities and action plans, covering the immediate forthcoming weeks and the medium term.

3.10 An 'Opening High Streets Safely' fund of £108,000 has been awarded to Chichester District against which CDC is eligible to claim expenditure on works associated with ensuring the district high streets are reopening in a safe manner in accordance with the criteria set out by the Government.

3.11 To manage and coordinate the various elements and considerations relating to the 'High Street' opening up, recovery and transformation, including the documents referenced above, an internal High Street Recovery officer group has been formed working with a number of partners including City, Town and Parish councils, WSCC, Chichester BID, CWS, and the LEP (Coast to Capital) to oversee and implement the actions required, both those with an immediate timeframe for the opening up on the 15 June and the 4 July and those taking us through the medium and longer term. Whilst a number of the areas of work are outside of the Council's statutory control, officers are well placed to take the lead where necessary, working with our partners and stakeholders to achieve a collaborative approach. A summary of the actions undertaken to date for the 'opening up' is set out at Appendix 1.

3.12 Extensive consultation has been undertaken with our local retailers and feedback to date clearly shows that in the short term they are looking for help and support with social distancing in the high streets, as well as assistance in promoting the high streets as 'open for business'.

3.13 Due to the fast changing actions associated with the opening up of the High Streets, Officers will provide a verbal update on the further actions taken since this report was written and further actions planned.

#### **4. Outcomes to be Achieved**

4.1 The authority must ensure that its focus on projects within the visions remain relevant and reflects the latest position within the city and towns, with resources allocated appropriately.

4.2 All Visions across the district have governance arrangements in place which provide both an overview and lead to the projects along with an opportunity to scrutinise actions in place.

4.3 The High Streets Task Force template for recovery sets out four key stages of this process (Crisis, Pre-Recovery, Recovery & Transformation) and the aim is to move through the 'recovery' period into the 'transformation' phase, which looks at partnerships, investment and delivery of vision, thereby linking with the Visions as set out in this report. It will be important to work collectively with partners and key retailers from the towns/city to ensure the profile and offer/brand of our high streets is championed and promoted.

4.4 The officers are already working with businesses about their need for support at this time and inviting their input to the High Street Recovery and transformation group will provide an opportunity for their feedback and issues to be raised, discussed and implemented if appropriate.

## 5. Proposal

5.1 It is proposed that the District Council continues to support the Visions across the district using existing resources and budget, the level of support is reflected on a place by place basis. In summary this is suggested to be as follows:

**Chichester** –Lead the delivery of the Vision with the Cabinet Member for Property, Growth and Regeneration Chairing the Vision Steering Group Revise the projects and action plan based on the feedback received from partners.

The High Street Recovery and Transformation Group, to be a sub group of the Chichester Vision to be led by the Cabinet Member for Property, Growth and Regeneration and will have the following representation on the group supported by CDC Officers:

- Chichester BID
- National Retail Representative
- Independent Retail Representative
- Hospitality/Culture/ Leisure Representative
- Chichester City Council
- WSCC
- Chichester Chamber of Commerce
- Member of OSC Committee – OSC are asked to recommend a member

**Midhurst** – continue to have representation on the Midhurst Vision Steering Group; assist the group with the development of a Community Interest Company to take on the responsibilities of the Vision actions and review of the actions as a result of Covid 19.

**Petworth** – continue to be represented on the Petworth Vision Board (Cllr Alan Sutton) assist with projects through the Board subject to available resources and provide support to Petworth Town Council.

**Selsey** – Provide support to Selsey Town Council where identified in the Selsey Business Plan and complete the projects as agreed by Cabinet for the Selsey Haven project - the consideration of options for improvements to East Beach; wayfinding and support to fisheries in Selsey.

**East Wittering and Bracklesham** - Support the parish council through the production of the BREW Vision and the delivery of options to consider the improvement to the Village Centre public realm.

## 6. Alternatives Considered

6.1 That the Visions are not reviewed and the authority continues to support the actions as previously agreed.

6.2 That the authority withdraws its support to the Visions, however this would result in potential lack of collaboration on projects and could result in duplication or missed

opportunities.

## **7. Resource and Legal Implications**

7.1 The Visions are supported by officers within the Directorate for Growth and Place. This includes a proportion of the time of the Divisional Manager - Place along with the Rural Towns Co-ordinator and the Manhood Peninsula Partnership Project Officer. Other officer support from the directorate and across the authority is also provided to the relevant projects, which may be in the form of leading an action or collaborating on the delivery of the projects in place.

7.2 Officer resource from across the Council will continue to be required to support the High Street Recovery working group. Beyond the immediate 'reopening' phase, continued resource will be required to ensure a sustained recovery and to develop actions to contribute towards the 'transformation' phase as described earlier in this report. Resources will also be required from stakeholders and partner organisations to support the respective action plans.

7.3 Whilst the 'Opening High Streets Safely' fund provides a means to reclaim an initial level of expenditure, any medium or longer term actions will require further consideration of cost and available funding sources.

7.4 There is no legal requirement to provide Visions, however they are viewed as best practice to encourage partnership working and allocation of pooled resources and funding.

## **8. Consultation**

8.1 All partners involved with the Visions across the district have been contacted to request their views on the Visions. Previously consultation has taken place with the public and key stakeholders to set the priorities and action plans for the Visions.

8.2 Town and Parish Councils, as well as business associations, such as the BID have been involved with the High Street recovery actions to date and it is intended that they will continue to do so. The officers have also been working with the C2C regarding 'safer cities'. Contact has been made with high street businesses to seek their feedback on the issues they would like support with and to seek to engage with them in respect of their own proposals.

## **9. Community Impact and Corporate Risks**

9.1 If the authority does not collaborate on partnership projects there is a risk that strategic objectives will not be delivered.

9.2 If the authority does not provide support to projects, other organisations may withdraw.

9.3 Without taking action to ensure our high streets are safe and following up to date social distancing guidelines, there is a high risk to recovery and impact on the business and retail communities in our towns and city.

9.4 As referenced earlier in the report, 'Supporting the High Street' is a key objective of the Council's Covid 19 Recovery Plan and Economic Development Strategy and this is will be an ongoing focus to consider the transformation of our high streets post-recovery; without this, there is a risk that recovery will not be sustained.

## 10. Other Implications

Are there any implications for the following?		
	Yes	No
<b>Crime and Disorder</b>		X
<b>Climate Change and Biodiversity</b> There are projects within the Visions which might improve the position.	X	
<b>Human Rights and Equality Impact</b>		X
<b>Safeguarding and Early Help</b>		X
<b>General Data Protection Regulations (GDPR)</b>		X
<b>Health and Wellbeing</b> There are projects within the Visions which impact on the Health and Wellbeing of residents.	X	
<b>Other</b>		X

## 11. Appendices

- 11.1 Appendix 1 – Reopening of High Streets actions summary
- 11.2 Appendix 2 – Background, Progress Report and Summary of feedback from Chichester Vision partners
- 11.3 Appendix 3 - Background and Summary of feedback from Midhurst Vision partners
- 11.4 Appendix 4 - Background and Summary of feedback from Petworth Vision partners
- 11.5 Appendix 5 - Background and Summary of feedback from Selsey Vision partners
- 11.6 Appendix 6 - Background and Summary of feedback from East Wittering and Bracklesham Vision partners

## 12. Background Papers

- 12.1 Visions on web site [www.chichester.gov.uk/cityandtownvisions](http://www.chichester.gov.uk/cityandtownvisions)

## Appendix one

### HIGH STREET RECOVERY ACTIONS COMPLETED FOR 15<sup>th</sup> JUNE REOPENINGS

#### Highways

- Audit of each town completed and proposals for initial public realm measures circulated for feedback.
- Street maps plotting furniture etc received for Chichester and plans/arrangements for Chichester railway station received to assist planning.
- Chichester Station/Spitalfield Lane cycle route – submitted to WSCC as CDC project for WSCC capital funding (WSCC).
- No additional cycle racks to be provided initially – monitor usage levels and direct cyclists to use Station facilities if necessary. To be reviewed as part of Vision project for cycle racks.
- Social distancing signage to be displayed at Northgate pedestrian underpass.
- Suspension of parking bays in East Street, Chichester and Petworth to facilitate pedestrian flow .

#### Markets

- Farmers Market to locate in Cattle Market car park from 05/06.
- Farmers market Signage arranged.
- Marshalling support arranged for farmers market.
- Arrangements made for general market to locate in Cattle Market car park (Wednesday and Saturday).

#### Communications

- CDC wide communications plan includes business support and signposting to Government guidance for businesses able to reopen.
- Cost of comms in press/media and posters confirmed as eligible to claim from 'reopening high streets safely' fund (subject to design criteria being met).
- Press release issued regarding reopening of high streets and 'shop local' campaign.
- CDC webpage created for 'High Street' information.
- CDC linking with partners (BID/town & parish councils) to work together on press campaign.
- E-Biz newsletter – further issue to be sent w/c 08/06.
- Health Protection newsletter sent w/c 08/06
- CDC stakeholder updates.

#### Businesses

- Information being collated from retailers regarding reopening plans and queuing plans – responsibility for queue management plans sits with businesses but support/guidance may be needed.
- Retailers to carry out own RAs following Government guidance.
- 'Complaints' process in place for concerns about businesses opening or social distancing.
- Eco Dev and Health Protection teams offering general support/signposting for businesses.
- Liaison taking place with EHDC regarding return of litter enforcement officers– initial focus will be on areas where litter levels have been reported as problematic.
- Information collected on Chichester businesses with table/chairs licence in place pre-Covid.
- Comments/feedback on pavement use by cafés etc collated for further consideration and discussion.
- Liaison with BID

## **Signage**

- Initial signage order made for delivery w/e 12/06.
- Temporary signage proposals shared across partners and feedback received.
- Downloadable signs sent to parishes and members.
- Initial high street signage will be temporary and 'instructional' in nature.
- Support agreed from some town/parish councils to assist with installation of signs.

## **Stewarding/Marshals**

- CDC Community Wardens for Chi City, Selsey & East Wittering able to provide signposting/reassurance to support the measures put in place.
- BID Rangers returning wef 06/06 – rotas have been shared with CDC community warden so coverage each day in place.
- Civil Enforcement Officers to help deliver messages of social distancing and signposting as part of their role.
- Community Wardens and Estates Officers arranged as high street observers 15/06 to help form ongoing plans and inform revised actions.

## **Cleaning – street furniture etc**

- Wettons and BID cleaning contractor quotes for additional cleaning work.
- No immediate plans for increased cleaning – monitor and review.

## **Car Parks & Public Conveniences**

- Public conveniences remain open – Signage in place
- Car parking charges reinstated wef 08/06 – incentives for MiPermit and ADC weekend parking.
- Signage in place.

## **Reopening High Streets Safely fund**

- Legal advice provided re publicity, procurement and state aid issues.
- Finance system set up for orders and monitoring of RHSS fund.
- Details of fund shared with partners for suggestions on using fund.

## **Chichester Vision**

The Chichester vision was developed working in partnership, and following extensive consultation was formally adopted by CDC and WSCC in November 2017. A number of key partners in the city are involved – these include CDC, CCC, WSCC, CCCI, BID, Visit Chichester, Chichester Cathedral, University of Chichester and Chichester College.

Partners considered what they wanted the city to be, what was impacting the city and considered feedback from communities regarding what the city could be in the future. Three key themes were developed - Living: An Accessible & Attractive City; Working: A Vibrant & Growing Economy and Visiting: A Leading Visitor Destination.

The Vision is a template against new projects, policies and proposals emerging for the City Centre can be tested, guiding and influencing future economic and planning policies for the City Centre. The Vision will guide how future budgets and resources are allocated and help attract inward investment.

The Chichester Vision Delivery Steering Group meets regularly to consider required actions and progress on projects.

Chichester Vision action plan has been developed, a number of partners are leading on individual projects, some funding has been provided by CDC and other partners are contributing to the projects. The table below sets out the latest status on each of the short to medium term projects. Longer term projects identified by the Vision (which are monitored by the Growth Board) include Southern Gateway, Northern Gyratory, West Sussex Gigabyte and West Street Pedestrianisation.

<b>Project</b>	<b>Lead</b>	<b>What's been achieved</b>
The Look and Feel of the City	BID	<ul style="list-style-type: none"><li>• Project team set up – partners involved including CDC, CCC, WSCC.</li><li>• Wayfinding options considered for city – consultant appointed.</li><li>• Fingerpost audit undertaken ready for implementation into a works order.</li><li>• Northgate underpass improvements undertaken.</li><li>• New city map designed.</li><li>• Survey of street clutter carried out, some signs removed.</li><li>• Improvements made to lighting schemes at a number of locations.</li><li>• Crane street planters updated.</li><li>• Additional street cleaning undertaken</li><li>• Painting and cleaning of lampposts</li></ul>
Improve Infrastructure for Cyclists	CDC	<ul style="list-style-type: none"><li>• Audit of cycle racks in city undertaken.</li><li>• All cycle racks in city replaced with</li></ul>

Project	Lead	What's been achieved
		<p>stainless steel – funded by CCC and CDC.</p> <ul style="list-style-type: none"> <li>• Cycle lanes in the city under consideration and to be included as part of the brief for engineers to design a layout for Northgate car park.</li> </ul>
Parks and Open Spaces	CDC	<ul style="list-style-type: none"> <li>• Audit of parks and open spaces in city centre undertaken.</li> <li>• Refurbish and repair of Coade stone statue in Priory Park undertaken</li> <li>• Tender exercise undertaken to undertake works to improve Priory Park. Works to begin end March 2020.</li> <li>• Public consultation relating to parks to be carried out from May.</li> </ul>
Shop Fronts and Facades	CDC	<ul style="list-style-type: none"> <li>• CDC applied for pooled business rate funding.</li> <li>• Twelve workshops run in Chichester, 95 delegates, 83 1-1 mentoring visits to businesses, 37 businesses supported.</li> <li>• Seven shop front grants approved - £45,000 to businesses in Chichester city.</li> <li>• One shop front grant in process</li> <li>• Feedback from businesses has included the fact that turnover has increased, businesses have increased social media coverage, improved business to business links, improvements to customer experience. Some businesses have moved from starter premises to larger and more central premises – training has provided encouragement and guidance to do this.</li> </ul>
Welcoming Environment for Students and Young People	Chichester College	<ul style="list-style-type: none"> <li>• Meeting held between University Student Union, CDC and BID to forge links</li> <li>• Executive Principal of Chichester College has held a meeting with staff from the college to progress the action.</li> </ul>

Project	Lead	What's been achieved
		<ul style="list-style-type: none"> <li>• Consideration of a potential event specifically for young people by the College.</li> </ul>
Cultural Partnership	CDC	<ul style="list-style-type: none"> <li>• Meeting held between CDC, Chichester Festival Theatre and Pallant House Gallery to explore opportunities for developing a cultural partnership and a high level strategy.</li> </ul>
Tourism Offer for the City	Visit Chichester	<ul style="list-style-type: none"> <li>• Destination Management Plan produced.</li> <li>• Tourism Action plan developed.</li> <li>• Chichester Tourism Guide produced and circulated.</li> <li>• Stakeholder engagement undertaken.</li> <li>• Increased social media campaigns for the city.</li> <li>• Hosting of Visit Chichester at the Novium Museum.</li> <li>• Visit Chichester Membership scheme launched, promotes city-centre located enterprise.</li> <li>• A number of promotional events have been held.</li> <li>• Re-branding exercise undertaken and to be developed further.</li> </ul>
Programme of Events	CDC	<ul style="list-style-type: none"> <li>• Events Officer recruited by CDC.</li> <li>• Review of Markets and Farmers Markets undertaken.</li> <li>• Ice Rink introduced to Priory Park for Christmas period, resulting in increased footfall.</li> <li>• Public consultation undertaken to determine the level and type of events preferred, 296 responses received.</li> <li>• Summer Street party held in city centre.</li> <li>• Consultation with Chichester College and University of Chichester to determine nature of events required.</li> <li>• A review of street trading controls within the city centre, which will result in potential additional areas for events and markets.</li> <li>• CDC's Events Strategy nearing</li> </ul>

Project	Lead	What's been achieved
		completion.
Chichester's Retail Offer	BID	<ul style="list-style-type: none"> <li>• CDC completed a retail study.</li> <li>• CDC submitted bid to Government's High Street Fund.</li> <li>• BID held informal meetings with a shoppers group along with major and independent retailers have been undertaken.</li> <li>• Project team set up between BID, CDC and Chichester Chamber of Commerce.</li> <li>• CDC led Countdown to Christmas Campaign to help support Chichester high street, over £1.1million people reached by CDC posts alone.</li> </ul>
Evening and Night-time Economy	Previously BID, now CDC	<ul style="list-style-type: none"> <li>• Presentation to Vision Delivery Steering Group to consider the evening and night time economy and Purple Flag principle.</li> <li>• Audit of Evening and Night Time Economy currently being undertaken by CDC to set the baseline.</li> </ul>
Enhancement of the Public Realm - Pavements	TBC	<ul style="list-style-type: none"> <li>• CDC arranged meeting between WSCC and City Council to discuss concerns.</li> <li>• CDC and City Council both allocated £8,000 each to update a feasibility study to consider pavements and roads in the city centre.</li> <li>• WSCC have applied for funds to support the improvement of pavements and roads in the city centre.</li> </ul>
Northgate Car Park	CDC	<ul style="list-style-type: none"> <li>• Budget agreed to support the work to consider options for Northgate car park.</li> </ul>
West Street Pedestrianisation	Chichester Cathedral	<ul style="list-style-type: none"> <li>• Stakeholder workshops undertaken by WSCC</li> <li>• Chichester Sustainable Transport Package and Chichester Vision Study Stage 1 reports issued. Reports identify a number of traffic interventions and re-allocation of road space in West Street.</li> </ul>

Project	Lead	What's been achieved
		<ul style="list-style-type: none"> <li>£20,000 budget secured by WSCC for progression of feasibility study relating to West Street.</li> </ul>
Short Stay Car Parks	CDC	<ul style="list-style-type: none"> <li>Consultant appointed for updated Parking Strategy. Final Report due May 2020.</li> </ul>
Public Sector Premises	WSCC	<ul style="list-style-type: none"> <li>£50,000 budget allocated to feasibility options for WSCC premises.</li> </ul>
'Smart City' Strategy	CDC	<ul style="list-style-type: none"> <li>Contract signed with City Fibre.</li> <li>New fibre introduced across the city.</li> </ul>
Business Incubation Hub	University of Chichester	<ul style="list-style-type: none"> <li>Co-working space introduced in Crane Street – part funded by CDC.</li> <li>CDC has developed a Pop-up shop initiative in 2 premises in Crane Street.</li> </ul>
Hornet, St Pancras and Market Avenue Car Park	CDC	<ul style="list-style-type: none"> <li>Chichester Sustainable Transport Package and Chichester Vision Study Stage 1 reports issued. Whilst the report did not identify the Hornet, St Pancras and Market Avenue Car Park as high priority by WSCC, this location will be considered as part of the review of the Parking Strategy by CDC.</li> </ul>

All partners have been contacted to seek feedback on the current position and their potential level of support to projects in the future, with a summary of feedback as below:

**1. What do you consider the strengths of the Vision are?**

Bringing lots of partners together.

That so many organisations had input into the development of the Vision and the partners who signed up to it.

The overall aims are well articulated and the action plan has been clear.

Sets the direction of travel without being too prescriptive. Respects the city's heritage, celebrates what makes the city special but recognises the need to attract new audiences. The three themes are logical and well presented.

Good opportunity to have a variety of partners working together to achieve a shared goal.

Strong framework from which to form defined actions.

Identifiable 'brand' or 'banner' under which covers interlinking areas and themes.

It's good to have a single forum to discuss the range of areas and subjects listed to improve our District and environment.

## **2. What are the weaknesses of the Vision?**

Lack of money and lack of action. The ideas in the Vision document are such a long way from becoming reality. Too much talk and not enough action.

Lack of leadership, commitment and delivery amongst the partner organisations, some of whom seem to work against the Vision at times.

Some of the original partner representatives have moved on with seemingly little by way of handover within their organisations.

It is not the fault of the Vision but the delivery has suffered from lack of funding. Chichester has not been well served by government programmes such as the FHSF and I have concerns that we won't be top of the list post Covid either.

Again, not the fault of the Vision but timing has played its part. The High Street struggles have increased at a pace and now we have the Covid emergency.

Although the BID is on the steering group, there is not a lot of direct involvement of Chichester high street businesses. This is part of a bigger issue in Chichester about the lack of businesses willing to step forward to take a lead. They are happy to suggest initiatives for others to carry out but rarely offer to organise. The BID has also suffered from this.

On one hand I understand the scope being limited to the city centre. This probably prevented the project from becoming too unwieldy. However there can sometimes be criticism of CDC for being Chichester centric so perhaps a districtwide approach could have been considered at the outset to ensure consistency while recognising the unique characteristics of different areas e.g. Selsey, Midhurst, Petworth, South Downs and surrounding villages.

For me the main weakness was that the action plan was produced without adequate stakeholder engagement. Actions were allocated and approved without stakeholder knowledge. Consultation should have been carried out with partners and actions agreed collaboratively to ensure a realistic and achievable action plan.

Lots of organisations talking about things but limited resource or commitment to actually lead or deliver themselves.

Challenges in having an 'all encompassing' document can lead to lack of clarity and focus.

Need for continuity from partners has proved difficult – possibly other agendas prevent true 'partnership' working?

It might help to have some sort of managing executive group to drive things forward and with some sort of discretionary spending authority so it can invest in and support specific areas it feels will make a big difference to the overall strategy.

As this forum is very Chichester centric, which it should be, it needs to find an appropriate way to engage with organisations like Visit Chichester's The Great Sussex Way™ which is seeking to help the whole district. There really needs to be a focus for Chichester City to relate in the same way that towns like Midhurst, Petworth, Selsey and the Witterings are relating to it. It may be that focus comes via the BID, or it's a new coordination forum within the Vision?

**3. Do you consider the frequency of the Vision steering group meetings are suitable?**

Organisations or groups that push things through usually meet weekly in my experience.

There is at times a disconnect between the Vision and the action plan. As a result a number of actions and particularly the timescales were unrealistic from the outset.

Yes

Perhaps 2 key meetings a year with a short update every 90 days if needed. The reporting function should support proactive action management action by a management group supporting all projects.

**4. Are the lead organisations correct for the projects?**

Yes.

Yes and no. The BID is the right lead for the projects it has been given but they have not been able to drive those projects.

Ideally, WSCC should lead the West Street pedestrianisation project as so much of this falls within their authority.

CDC have ended up leading on the Evening Economy but in most cities with a BID, it would be the BID who would lead.

Consider how to get the City Council to own some of the projects?

Yes I believe so. The question is perhaps whether the correct people from those organisations are involved?

Partners to take on more delivery rather than expecting CDC to lead and deliver on all of the projects

Difficult to comment. Visit Chichester, particularly with its new lead brand The Great Sussex Way™ could make a significant contribution to the overall picture but needs a collective focus to be really successful. We must all own a bit of each project on the list and ensure our efforts amplify the whole.

**5. Should any other organisations be involved to assist with the Vision?**

Community groups. The community has done such a lot during Covid to support the vulnerable so opening this up more widely would be key. Design Collective. Charity sector. More grassroots.

Possibly the LEP

Commercial Landlords

None that I can think of but this may change as specific projects develop

Student representative (in addition to College/Uni reps)

I think unity of purpose would provide best value for all engaged.

**6. What actions will your organisation be undertaking regarding Recovery following Covid 19?**

Post Covid I would like to continue to support residents via the Mayor's Hardship fund, I would like to put in an application for funding to help people get online who were left without internet access when the library closed. I would like to get a community space for my residents to repair, share, meet, print documents and support each other and develop innovative ideas. I would also like to start regular garage sales in front gardens and also sociable Sundays where people meet on their community streets like we did on VE Day.

The High Street Recovery Team will lead on this for CDC.

It is likely that we will be focussing on three things – delivery of core services, cost reduction and income generation.

Visit Chichester has a new brand The Great Sussex Way™. We want a major launch in the Autumn, as soon as we are allowed to engage more widely. It's an exciting prospect and hope all will support it.

**7. Will you still be able to commit to the Vision moving forward? Any issues re Actions / Resources / Finances?**

Yes I hope so. I would like to support the vision by promoting pop up cycle lanes, one way twittens and streets, removal of on street parking to enable people to have enough space to socially distance themselves outside busy shops where there are narrow pavements. I would like to support widening pavements and using pavement space for cafes and restaurants to re-open in the fresh air like in Vilnius. DfT in theory should be supporting this.

This is probably a discussion for higher up the chain i.e. SLT level. As things stand at the moment it is likely to be a low priority for my service area, which will be focussing on the areas noted in the question 6.

Yes

Yes, will support as best we can.

**8. Do you feel the actions / projects should change in terms of the Vision moving forward? Any gaps in projects?**

More projects for bringing people together to do things and experience Chichester without having to shop or buy things. More art, more open streets where people can walk and cycle safely. The public spaces between our streets are relatively safe as they are in the open air where the virus can be broken down by sun and wind. I would like to support more food producers to sell in the open air – Guildford has supported its food stall through the whole of the lockdown by keeping the market open and not charging the stall holders. We need to support our markets to start up again as they are essential for local food production and bring life and vibrancy to the city. I would like to support more repair, recycle and share projects as people will have less money post lockdown if they have lost their jobs. I would like there to be much more community activity to promote mental health and reach out more to local neighbours. I would like there to be much more support for the homeless – so we continue this Housing First policy and don't put the vulnerable back on the streets post lockdown.

Should be reviewed in the light of Covid recovery plans. There may be opportunities coming out of recovery which synergise with the Vision – pedestrian areas, reduced traffic, cycling etc.

Post Covid, businesses are going to have many calls on their tight finances and they will not be looking at shop fronts so we need to be realistic about this project in the immediate term

Yes, if the Vision is to proceed I would suggest a review of the action plan and proper stakeholder engagement to set realistic and achievable actions... recognising they may be modest in the circumstances as a reduction in funds is inevitable.

Yes, think this should focus more on the needs of the changing high street. This will not be fully understood until the recovery from lockdown.

Retail Offer may well look very different 'post Covid19', with possibly less focus on retail?

The changes to working arrangements following Covid19 may present additional opportunities for the consideration of Public Sector Premises.

Chichester now included in CityFibre's next 'smart city' phase.

Clear central support and direction with discretionary funding for the management team to amplify specific areas. No funding capability and each simply focuses on its own area without looking to the wider collective good.

## **9. What should the priorities be to assist with Recovery following Covid 19?**

Infrastructure to encourage sustainable transport.

Support to ensure that people are given access to resilient food chains, support to residents who require food.

Digital exclusion: access could/should be woven into something like a community hub, unfortunately our library (wonderful though it is) does not lend itself to being developed into such. This comes back to our idea of a community hub/meeting space/repair cafe etc as a space for local charities/community outreach, we made a good start with the space on north street on market days, but this needs to translate into a building (easily accessible). There will possibly be such a space that we could consider going forward.

Support to vulnerable communities, support to the volunteer groups which have increased during the pandemic.

Encouraging better participation in community life to enable community groups who have developed as a result of the crisis to continue.

Consideration of a survey of local residents to determine what they would like to see going forward in response to the pandemic.

Emphasis of greening on the built environment.

Traffic reduction and enabling more cycling.

Safe streets, community cohesion – lots of community events (that are free or very low cost), meal vouchers to key workers to say thank you and promote local restaurants.

Re-using empty shops creatively at no cost as this will boost innovation and entrepreneurship – examples from London show this.

Look at the opportunities which might present themselves in a post Covid environment – will the Vision be able to take more of the public with it when the harder to implement projects move forward – eg West Street.

It's very difficult to say what things will be like post Covid. Perhaps play to Chichester's strengths; built heritage, access to coast and countryside. A day or short break destination – domestic tourism. Worry less about fingerpost design and ensure what assets we do have are attractive and well maintained.

Identifying what people want and need from the changing High Street especially with changing shopping habits following Covid-19, people changing ideas about what is important and also addressing peoples anxieties around returning to busy and interactive lifestyles. Once this is known we should support individual business, specific sectors or themes where needed to support this.

We must invest in local businesses to re-generate wealth and feel good factor for the area. We will be competing with other areas close to London so clear focused investment to create maximum impact will give us a competitive advantage.

It is generally agreed that time will be required during the country's recovery period before events can actually take place. This will be a constant rolling assessment and will be guided by central government.

Our main priority should be to encourage events back in to the district and support the organisers to be able to do so. We will also need to build confidence to get visitors attending events again, although this will sit with the organisers, we will have a responsibility to stipulate what events need to be doing along the lines of relevant social distancing.

Chichester District Council recognises the benefits of establishing a coordinated approach to a programme of events, acknowledging the opportunities associated with hosting events and the benefits these can bring to the district. Events can provide significant benefits whether socially or culturally and act as catalysts to stimulate tourism and economic growth by showcasing the destination and attracting visitors from outside the area. A positive experience for an attendee at an event can prompt them to become a destination advocate.

The Council's new Events Strategy acknowledges events can help boost the local economy by encouraging tourist visits and local people to stay local; raise the profile of an area, highlighting the unique features and benefits; enhance community pride and togetherness.

The Visit Chichester Destination Management Plan 2019-2023 (DMP) also highlights the benefits of events, promoting events-based tourism as a source of delivering local economic and social benefits that outweigh their cost.

## **10. Do you have any other comments you wish to make?**

People are looking for fun, cheery, exciting and different projects to cheer us all up. Bring in artists and independents eg Design Collective to make sure our vision going forward is fresh, forward looking and innovative.

We don't want same old, same old. We want the new normal to be better, cleaner, greener, more friendly, more sustainable and open to new ideas. Other towns and cities are pulling forward their plans for school streets, community streets and low traffic neighbourhoods, pop up cycle lanes being built and key worker corridors has been put in in Leicester to help nurses and doctors cycle to the hospital. Pop-up, temporary changes to roads (eg removal of on street parking) to make sure that pavements are wide enough for people. (2/3rds of pavements in London are under 2m and I expect that ours are similar). More communal gardening and wildflower areas to boost our links with nature. More allotments and more for mental health.

No, other than the repeat the need for central management to ensure extra intellectual and financial resource can be focused on where it's needed. Otherwise this becomes a talking shop rather than an action committee.

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## **Midhurst Vision**

Midhurst Vision Steering Group was set up to consider actions required to refresh the previous Vision which was produced in 2008, and to consider key actions for the area.

To facilitate this a Steering Group was set up consisting of main stakeholder groups in Midhurst along with support from local authorities from county, district and town. An action plan was created, with some initial actions having been achieved – these include the resurfacing and relining of North Street car park in Midhurst, the repainting of bollards in the town and additional cleaning in the town centre. It was recognised that a key action would be to engage on a refreshed Vision for the future.

CDC provided some initial funding. The Vision has then proceeded on a partnership basis, seeking contributions from partners to deliver an agreed action plan and making applications for external funding where needed.

During 2019, a campaign jointly funded by CDC, Cowdray Estate, MTC, Town Team and Visit Midhurst plus some free / reduced cost services was undertaken to encourage engagement in Midhurst to consider what the priorities for a Vision should be. This included Press, posters, banners, beer mats, social media, talks to local groups and parishes, a website was created with online survey - printed version also distributed. 1085 responses were received.

From September 2019 - February 2020 a specialist consultant was engaged to run a series of workshops bringing together all stakeholder groups and representatives from all parts of the community. This work informed by a wide reaching survey of the local community, including the town, the surrounding parishes it serves and various user groups, for example people working in or visiting the town.

The Steering Group is currently considering governance arrangements to take the Vision forward. The option being considered is to set up a Community Interest Company within Midhurst which will include membership of key partners – it is proposed that CDC will be one of these.

Partners have been asked a series of questions, with the answers summarised as below:

### **What should the priorities be to assist with Recovery following Covid 19?**

Covid only goes to support what the Vision has been working towards to make the local community and environment the best it can possibly be. Focus more on what's local. There will be more demand for people wanting to live in areas like Midhurst. Cowdray has seen a lot of demand from people wanting to live in the area.

Midhurst Vision more relevant than ever.

Midhurst Vision has an important role as the delivery vehicle for the post COVID-19 recovery in Midhurst.

The Vision principles and concepts, developed through the Malcolm Allan workshops and work of the steering group, still holds strong.

The CIC needs to be formed and key delivery makers in place.

Priorities to assist with recovery. Not sure that is part of our role. Other than to make sure that we progress in such a way to be empathetic to the difficulties individuals and companies/organisations who we wish to work with are experiencing.

MTC will most likely be looking to its Rural Towns Co-ordinator to focus on providing help and support towards business recovery in Midhurst following the lockdown. MTC will be asking for regular reporting/figures (for example: the percentage of empty business units, numbers of business working at full/part capacity, number of businesses lost, start-ups etc) this information will help MTC understand the impact on those businesses and Midhurst's economy in general. This together with a comprehensive shop by shop, business by business study to ascertain the full damage the pandemic has had on the town would be very useful. The business community can use that information to bid for whatever support is available post C-19 by way of rebuilding. MTC thinks that this, together with the promotion of a big 'shop local' campaign is something that can be achieved at a local level.

Midhurst Vision Group could assist this work by spending their time helping the town get back to normal and suspending the vision until the town is back up and running. MTC believes the focus should be on shopping local and using local facilities. We will need that huge campaign to encourage people not to shop out of town and to try to continue the good feeling towards the shops that have done such sterling work for the community while in lockdown. We note that to date much of the Midhurst Vision has been about making the town great for visitors and residents alike, and this may need to take a back seat whilst the town recovers.

Midhurst needs to punch hard, this is a fresh start, and needs to be viewed as such, it's a chance to start again, Quality needs to be ensured. This is the kind of time that you need to invest. Focus moving forward (in the minds of shoppers and tourists) will be local first. Local shops are the way forward. Need to build up the 'entrepreneurial spirit'. Each town needs to be more localised, got to keep the identity of Midhurst separate – think of the town's USP.

Keep the economy going. Increase footfall. Support businesses. Improvements to the digital representation of the town.

### **What actions will you/your organisation be undertaking regarding Recovery following Covid 19?**

Important to progress in areas where we can. ie set up CIC, work on strategy this can then be presented/shared with the wider group in the autumn when hopefully people are able to look beyond current situation.

MTC will have the immediate task of concentrating on getting its operation and staff back to a state of business as usual – Council will need to look at what activities have been suspended during the period of lockdown and which of those can be resurrected and still delivered. As such, MTC will aim to continue to deliver work it has in progress as and when

possible but for now it is of the opinion that genuine support for an ailing town to help it get back on its feet is what is needed.

Additionally, MTC will have a 'post C-19 de brief' and analyse what it has done and, if anything, what it could've done better to support its residents during this period. Some of the suggestions in the response to question one may change as a result of this work.

Would like to see Vision become the PAT – Plan Ahead Team co-ordinating body. Midhurst Vision needs to constitute itself as a CIC, then become for a period of time, the co-ordinating body in the town for the recovery. The Vision is well placed to do this, as it will form a broad partnership from all sectors and will not be shackled by local authority structures.

Town Team is currently co-ordinating a photography of businesses project (supported by CDC before the crisis) using a local photographer, with the emphasis on quality.

Some of the vision work might need to shift to become recovery. Good idea to have Vision at the heart of co-ordinating recovery as it is a broad and neutral group and can soon be an incorporated organisation (CIC in this case) able to accept funding.

People locally are more aware that there are many in the community that need help. Work of Midhurst's 'Covid-19 Angels', for example. Would be good for a group to continue working with their data and contacts/volunteers moving forward.

Communication is key.

**Will your organisation still be able to commit to the Vision moving forward? Any issues re Actions / Resources / Finances?**

Yes

Yes - ready to support and add value to the projects that deliver its purpose and duty. The success of the Vision is crucial for Midhurst.

We already have an issue with finance - we need resources to enable us to start seeking partnership funding for at least one project - improvement and greening North Street? Also as things progress with projects towards the end of the year finance to pay a part time administrator.

Those Councillors already participating in the vision will continue to do so if they are able (Council/Employment commitments permitting), there may be a change in individuals from time to time.

MTC would prefer to be referred to by the term 'stakeholder' of the vision rather than partners.

As far as funding goes, MTC is unable to provide funding for the financial year 2020/2021 as the budget has already been set. For future financial years MTC will expect a full business plan to be prepared by MVG for individual projects it proposes to run and specific requests

for funding to MTC, if required, to be submitted no later than the 1st November of the year preceding the new financial year.

**What does the Vision need to include in the future, how should vision / actions should be amended to reflect the coronavirus in the future?**

Importance of Vision.

What will change post COVID is the action plan for the next 12-18 months, which will be recovery focused.

MV could fill the gaps left by recession/austerity, etc. as it could independently bid for funding on a partnership basis, and through project delivery sub-groups deliver different aspects of the economic and community recovery.

It is important through the recovery period, to ensure that the environmental improvement side of MV is woven into the action planning for recovery.

It might be prudent to revisit the vision statement to add in some kind of social responsibility in terms of distancing, other than that we don't see the group holding any authority or responsibility over measures that need to be taken following a national emergency.

Midhurst Vision Group could assist recovery by spending their time helping the town get back to normal and suspending the vision until the town is back up and running.

We need to expand the business groups and the Vision group

Maybe communicate using the 'Midhurst Rants' idea (where many people get their local information).

Looking at all elements of how they operate, from suppliers, to staffing, and ways of doing daily business

Lots of support for a 'local delivery service' with pick-ups and deliveries from all town centre shops to addresses within a 5 mile radius.

**From your perspective, what are the next steps in creating the Midhurst Vision?**

As previously planned strategy for town, CIC set up, focusing on recovery first few years.

Very important that MTC understands its role in the Vision and is able to view the Vision as a delivery vehicle for activities and projects in the town, also that the Vision is seen by them as a focus for the delivery of post COVID-19 recovery.

There needs to be a 'united front' in Midhurst.

The MV provides a rare and valuable baseline, as it sets out the aspirations and needs of the local community.

Set up CIC, strategy for future of the town with plan for years 1 & 2 and longer term, projects (prioritised).

Once incorporated via a community interest company, MVG will have the ability to raise funds and apply for grant funding towards its projects, Council expects MVG to then become responsible for those projects. Council would like to see MVG produce an Action Plan from which to choose projects to work on. MTC has already shared a comprehensive list of its activities, initiatives and projects with MVG to ensure there is no duplication of effort.

Once MVG have formulated their action plan we encourage them to share this with MTC to confirm there is no overlap and to enable MTC to assist with an indication of any areas where, and who, MVG may need prior consultation with.

When MVG are in a position to start working on project plans we ask that they engage with MTC to share each individual plan with the town council as stakeholders of the Midhurst Vision. MTC ask that like its own Business Plans, their plans include; an outline of the purpose/scope of the project, the reasons, benefits, options, any risks, issues, assumptions, dependencies. Proposals need to be costed (breaking down the sources of funding), have a timescale and a named project owner for implementation, including how and who will be responsible for delivery.

For the Town Council's part, it can then decide which committee is best placed to discuss the proposals and it can, where and if necessary, invite a representative from MVG to come and explain further. This will give MTC an opportunity to discuss and make any suggestions to assist MVG's progress.

Should the Town Council have any plans for items appearing on MVG's action plan, where appropriate it may ask a member of MVG to join a working party or invite representatives to a meeting where MTC can suspend 'standing orders' to discuss the plans or suggestions in more detail.

This process can be integrated into the councils work and is how MTC expects to see all project proposals presented to it from MVG, regardless of the size of the proposals.

### **Are there any other organisations who should be involved to assist with the Vision?**

As previously groups involved plus any new organisations set up eg. Task Force?

MTC, SDNPA, Cowdray, WSCC, Midhurst Town Team and Business Network, Visit Chichester - other Midhurst organisations MRC etc.

Possibly a more representative group from the towns traders if indeed, MVG do change their immediate focus to supporting business/economic recovery, otherwise, none that are not already involved.

### **What level of support do you consider is needed from partners moving forward?**

Continued support from CDC - possibly more short term.

Continued support from Steve Hill and Tania Murphy plus funding for admin person later in year and for initial project as mentioned previously.

Support from CDC is crucial to enable Midhurst Vision to resume and actually achieve some of its aims.

MTC thinks that CDC should remain as partners or 'stakeholders', however as this is not a district wide initiative MTC wonders if it is fair and equitable to provide the support to MVG in the way it has to date. We are sure that CDC will have much more work in terms of assistance to the district following the C-19 pandemic.

Needs CDC to invest in 2 things:

- revenue funding for a staff member (part-time, maybe one day pw) to set up and administer the Midhurst Vision Partnership CIC. CDC needs to realise that revenue funding will be more important than project funding for the recovery period.

- invest in a website to give the town a co-ordinated business and community identity - the website would include all shops and enable online ordering and local delivery to take place.

At least initially, some shoppers would be reluctant to visit physical stores now the Visit Midhurst site was several years old, the whole idea needed to be built from scratch using the latest technology, the website would complement the photography project, helping to provide a platform to project a high quality image for Midhurst.

### **Do you have any other comments you wish to make?**

Will it change things forever in a town this size - not sure it will. Retail businesses must realise that they have to be able to operate effectively on-line too which many small businesses do not.

If anything Covid has hi-lighted the growing realisation of the importance of well-being and community. People have really enjoyed less traffic and may be less resistant to pedestrianisation or shared space. Greening areas etc all come to the fore.

The vision group has agreed to be an action group, not a lobby group, once through C-19, it is probably therefore time for the talking to stop and the action begin. A fair amount of money has been spent on the vision to date and MVG needs to show residents what value they are getting for that money.

A document could be put together by the MVG similar to that of the last vision which the various stakeholders could continue to reference when planning their own initiatives and to progress elements of the vision as and when considered appropriate.

MTC consider that the emphasis should be more about how we live with Covid-19 going forward rather than a 'post' Covid -19 situation.

Sadly, we will not be living in a post Covid 19 era for the foreseeable future. As such, we should be seeking to ask how we live with Covid 19 and how Midhurst can thrive in this situation - at least until we do move into a post Covid - 19 era. We need to seek the energies

and imagination of shop keepers, business people and all of us to develop ways of living with Covid 19.

CDC, WSCC and all with greater authority than that of MTC should be pressing the Government for more regular testing of people who interface with public. Locally we could look to develop policies which use measures to keep our residents and business people as safe as we possibly can by looking into the provision of hand sanitising, regular mask wearing (at the very least inside businesses), and maybe even the introduction of temperature testing when entering shops and buildings. Our Community & Environment Committee have been asked to look in more detail at how Midhurst can be seen, and be, as far as possible, a safe place to be.

How keen are staff going to be to return to work? Will they feel safe? Can they be afforded by businesses?

Size of most premises means that social distancing will be difficult.

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## **Petworth**

Petworth Vision was created to address the aspirations of the residents, businesses and visitors of the town. There is representation on the Board by a CDC Member. The Vision group work on a number of projects within the town. Petworth Town Council, while not part of the Petworth Vision group, deliver projects to make improvements within the town. CDC has supported both the Vision organisation and the Town Council to deliver a number of projects of benefit to the area. A number of organisations were contacted within Petworth for feedback, with the summarised information as below:

### **1) What should the priorities be to assist with Recovery following Covid 19?**

To advertise that Petworth is open for business from 1st June and that we are taking measures to protect our customers.

Getting the economy going again. Shops in Petworth need help. Social distancing might prove to be difficult due to the historic layout of the units. One business in Petworth has already started addressing the idea of maintaining social distance after lockdown. This will be shared through the PBA.

To ensure that when businesses re-open all the proper safety precautions are put in place and that not for profit organisations are supported by the government financially in order to continue the work they have been carrying out within their communities to help the most vulnerable.

### **2) What actions will you/your organisation be undertaking regarding Recovery following Covid 19?**

Continued support to our members. We have set up a hot line to answer questions from our members.

We are also planning to provide our members with: Hand sanitiser, Floor stickers & signage, Face masks and Gloves at a heavily subsidised price.

Petworth Town Council is continuing to move forward with plans that they had pre-crisis. These include developing the visitor economy for when people are ready to visit again and keeping 'In-Bloom' going (this will still be judged, but while observing social distancing). Keep the town looking pretty for when people start visiting again.

PTC has been co-ordinating the crisis helpdesk. This has proved very positive as they have been able to engage with community members that they've never been able to before. They hope to retain this engagement post-crisis.

The crisis has demonstrated the need for a community hub in Petworth and PTC want to work more closely with Mind.

Petworth Vision will do everything they can to continue to support the residents of Petworth many of whom are elderly and will not be able to come out of lockdown for sometime. This includes continuing to deliver medication to those who most need it as well as providing a

phone chum for those living in isolation to make sure they are mentally able to cope with being alone during the period after lockdown.

### **3) What issues re actions/resources/finances is your organisation likely to face?**

People don't know that we are open. It will be great if CDC can arrange for Free Parking in Petworth. This will encourage visitors and shoppers.

PTC not sure what extra resources are needed at the moment, currently compiling a list of what's needed. They spent some of their grants on future proofing PTC, making sure online meetings could be held effectively.

Many of the volunteers recruited during lockdown are already starting to go back to work. This has created a problem with regards to volunteer resource which we depend on for the delivery of medications, food (in some cases) and general support. In order to be able to continue this service funding will need to be sought to help us support those most in need.

### **4) What level of support do you consider is needed from partners moving forward?**

Keep us up to date with any information that you have and possible financial support.

Start the Farmers' Market again. Some of the businesses involved really need the Farmers' Market. Some will avoid it for health reasons. PTC will help some of the others update their approach, i.e. online sales.

Would PTC be allowed to use part of the car park for the market, rather than the Town Square, as this will aid social distancing.

Help in the recruitment of volunteers most particularly during working hours as this is when both the pharmacy and the surgery are open and medication can be picked up

Funding in order to support the organisations who are currently manning help lines and running the administration of this vital programme.

### **5) Do you have any other comments you wish to make?**

Thank you for the work you have done.

We would welcome CDC's support in helping to reinstate our Farmers Market which is important to local people to purchase produce but also to the small businesses selling at the market. We are considering trying the market in a small section of CDC's car park which will be easier to manage in terms of social distancing - we would of course only be able to do so should CDC allow us to use the car park. Some support here would be appreciated.

Our help desk initiative, whereby we are providing help to locals (particularly our most vulnerable residents) during the pandemic has been hugely successful and we may look to keep a level of "help desk" / community hub type support for the long term. Particularly as we have an ageing demographic in Petworth as well as pockets of deprivation. We hope some of the many volunteers who have kindly come forward to support fellow residents through the pandemic will continue to engage with the Town Council on future projects, perhaps to

offer their skills and experience to others in need. Again, support from CDC with this work would be welcome.

Over the past 7 weeks the Help Line in Petworth consisting of myself on behalf of Petworth Vision and three members of Petworth Town Council have taken over 100 calls (approx.) from vulnerable members of community who have been self isolating and unable to pick up their own medication. Most of these patients are vulnerable, scared and some alone and I would predict that even after lockdown will continue to be at risk for sometime. It is vital that we find a way to continue to offer the services we have been providing. Any assistance that can be provided would be greatly received.

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## **Selsey**

A Selsey Vision Steering Group was set up to consider actions required to develop a Vision for Selsey. Alongside this the five recommendations as agreed at Cabinet for delivery by CDC within Selsey were incorporated into the Vision action plan. These are:

1. Develop trails and improve signage
2. Provide New Temporary Commercial Units or Concession Opportunities
3. Employ a Seafood Sales & Marketing Champion
4. Develop and Host Crab and Lobster Events
5. Improve the Public Realm at East Beach, including Wayfinding between East Beach Green and Selsey High Street.

The Sea's The Day project to highlight the Selsey Fishermen was also one of the Vision projects. This project attracted £26,000 in external funding.

Extensive consultation was undertaken with the community to identify priority issues for a Vision. 712 responses were received and have been considered for potential action. Selsey Town Council has subsumed the majority of actions from the Vision within the Selsey Business Plan.

Partners within Selsey were contacted to request feedback on issues in Selsey, with the summary of responses as below:

### **1. What should the priorities be to assist with Recovery following Covid 19?**

Selsey based community support for issues such as benefits/housing and economic development/small business support. Regular surgery type sessions on a weekly/fortnightly basis so that residents and businesses can access support.

The renewed emphasis on walking and cycling and the funding available. From a Council perspective I would hope for speedy moves to develop the cycling strategy for the rural communities. For us as a project team it is about working hard to put all the route, permission and ecological issues in place as soon as we can so a ready made 9 mile route can be built.

Continued regular updates on what initiatives Selsey businesses can access to help them to increase their bottom line, so that STC can signpost businesses to these via our own comms.

Whilst there are numerous funding opportunities for a variety of Covid projects to include mental health, poverty, etc there has been little funding for loss of income for small charities.

I would suggest that CDC funding be broadened to accommodate well-ness projects going forward rather than just support for business. So for one year change the priorities, to allow charities which have a huge social function to get back on their feet

Develop a strategy with the regional Town Councils of how you/ they will go forward with the Vision.

Undertake an analysis of the Selsey Town Council Business plan 2019 -2024, to see what could be salvaged and acted upon, especially in relation to any monies that may not be spent, and could be in the next year- such as Public Art

Positive effects have been seen in the natural environment. Not just due to cuts in emission but also in how people have become more aware of the green spaces round them, and value them more. This has implications for planning.

The plus points of Covid-19 from an environmental perspective include:

- Opportunities to rebuild the economy to include green initiatives.
- Travelling to work – changes in transport
- Cutting down the amount of road travel onto the peninsula
- Opportunities to respond to people's increased awareness and appreciation of the green spaces round them. This can include rewilding and changing grass/plant cutting regimes.
- Working from home more, or in satellite offices.
- To facilitate home working better connections are needed.

The downside has been that MWHG has no volunteers available at the moment, but the project work that doesn't rely on voluntary input has been progressing as usual.

- FLOW work is ongoing either through home working or visiting locations alone.
- MWHG finance is driven by grants not revenue, so has not been affected.
- The Selsey photographic archive project continues through home working.

## **2. What actions will you/your organisation be undertaking regarding Recovery following Covid 19?**

Examining opportunities to support our community through stronger partnerships with our local voluntary sector and local councils at all levels, promoting Selsey to the wider district and nationally, assessing the services we offer to ensure they meet local needs.

Our organisation will have to respond to significant change over the coming months and our discussions have proposed:

- In the short and long term there should be no increase in fees for our regular art, singing, and choral activities.

- to comply with social distancing we will need to book larger spaces for art activities and for one day art workshops.
- In the short term to comply with social distancing no class size will be greater than 15 resulting in additional classes, thus all our professional workshop leaders and creative practitioners will be paid for extra hours worked.
- In terms of action research our proposed September adult singing workshop, our proposed October young people's dance workshop, our November Songs and Arias Sunday tea performance will be postponed until 2021. We will postpone our 2 Christmas Concerts and hopefully undertake them as Spring activity.
- To facilitate planned change we will consult with CFT, Applause Touring and our Brighton contacts to facilitate live streaming of productions and performances, and consider alternative suggestions they may have
- Through valuable consultation with Chichester District, West Sussex Town Council and Selsey Town Council we will research new local funding models that can support our development.
- To accommodate the particularities of our different types of projects, we will assign new roles for our trustees, that will support the interface with our 20 creative leaders.
- To facilitate cohesive management interaction, we will facilitate through Zoom fortnightly Trustee minuted meetings.
- We will also apply to funders for loss of income monies

Many of our volunteers are 70 years plus and would need to be self-isolating. This would mean that those activities organised by the Selsey Dementia Action Alliance, Selsey Carers and the Befriending groups (movies for memories, shop talk, befriending visits) would be suspended. Leading to our most vulnerable people potentially becoming socially isolated. Telephone links were set up so that the daily welfare calls could take place to all on our contact list. Staff and volunteers rose to the challenge and provided a friendly contact during these testing times.

### **3. What issues re actions/resources/finances is your organisation likely to face?**

Loss of hall hire income for the foreseeable future, limited staffing in terms of hours and expertise.

Arts Dream Selsey has lost income from the cancellation of events.

We will also lose money going forward due to having to book larger spaces for art activities, not being able to undertake anything with an audience, or any singing choral activities.

Many local charities such as Arts Dream and Sports Dream have lost money anticipated by holding events this summer. Sports Dream and others are still applying for external funding, but it remains to be seen whether external sources will have funds available once Covid-19 has passed.

Youth work continues in a peninsula wide initiative that includes EWB. There are 14 partners involved who would like to employ a joint youth worker covering all young people in most parishes on the peninsula. Funding will be sought from the National Lottery – Reaching Communities Fund.

The main Covid-19 response locally has been by the Selsey Community Forum using a 'buddy' system. They have engaged with 1700 people per week by making deliveries and phone calls to support the lonely and vulnerable. It has been a really co-operative venture between businesses and community groups.

It is thought charities will bounce back, but next year a downside is likely to manifest itself should a recession take place. A number of new services will therefore be needed to help address arising issues. Current concerns are as follows:

- New services working on the front line to deliver advice about debt, mental health, physical health and work are needed. An issue specifically with the mental health of single adult males living on their own has been identified in Selsey.
- There is a will to preserve the buddy system after the Covid-19 outbreak has passed. A regular partnership is desirable to be a regular grass roots driver for work in the town.
- Family providers are running out of money. They are currently being helped, but ongoing help is now becoming a need. (Food parcels are being provided anonymously for the time being to those who do not want to seek help, but who need it). At the moment grant money can be obtained from the emergency funds currently available. Something for the future needs to be considered because the effects of the current crisis are likely to become more profound as time passes.
- How high street shops will respond in the longer term is a concern.

Many local charities such as Arts Dream and Sports Dream have lost money anticipated by holding events this summer. Sports Dream and others are still applying for external funding, but it remains to be seen whether external sources will have funds available once Covid-19 has passed.

Projects arising from the Selsey Vision have, on the whole, been subsumed into the STC Business Plan 2020-2024. The projects that arose during the Selsey Vision consultation in which CDC are involved are the following:

East Beach Green and Wayfinding:

- Improvements to East Beach Green
- Partnership work to secure improvements to facilities at East Beach Green
- Delivery of wayfinding project to improve links between the retail areas, the seafront and the holiday camp

Selsey fishery:

- Partnership work to raise the profile of Selsey's fishing industry and it's produce.

- Partnership work to improve shore-based facilities for Selsey's fishing & diving industry.

#### Arts & Heritage:

- Partnership work to examine opportunities for establishing a Heritage Centre
- Delivery of a flexible community space for performance, music & the arts.

These are all still our priority projects as all have a focus on our ultimate goal of regenerating the local economy through making Selsey a Chichester District destination to visit whilst protecting our fragile fishing industry. We need to be mindful that all these projects link into and feed into each other-East Beach Green improvements give a focus to this area for walkers, families, water sports enthusiasts, wayfinding and Selsey's fishing heritage/industry. To be a true success this needs to be a joined-up process including all other elements being supported by CDC and STC Officers.

#### **4. What level of support do you consider is needed from partners moving forward?**

Active and visible participation in improving facilities and services within the town with particular emphasis on the three Vision issues identified above. It would be great to undertake smaller, linking projects offering the chance to promote the journey between the idea and the reality. With no events staffing or funding now available at STC, an event to promote the fisheries/seafood held at East Beach would be an example of how to link the work done on the Haven/Vision with the promotion of the Fisheries and improvements to East Beach Green and be a fabulous opportunity for engagement.

The type of subsidy that started for electric cars could be mirrored for electric cycles and the conversion kits for existing bikes. This could be linked to the existing Cycle to Work Scheme that offers a tax incentive for cycle purchase.

On the ground an integrated approach to the use of cycle : bus : walking could be developed. Some cycle and bus interchange points on the Greenway route where an essential element is cycle storage. Concern for the security of cycles when left and we must again look into both this and storage.

Integrated "feeder routes" entering the City with the Greenway being one of these.

#### **5. Do you have any other comments you wish to make?**

Huge thanks and appreciation for the ongoing commitment of CDC officers in their support to STC staff and Selsey generally, particularly to those who have been so effective and efficient in ensuring we have received early funding support in terms of advice and grants in the light of Covid-19.

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## **East Wittering and Bracklesham**

A Vision Steering Group for East Wittering and Bracklesham has been set up, with the main focus having been to consider a project for landscape enhancements within the area, along with the development of a consultation programme to help to determine the future priorities.

Parish representatives were asked for feedback on the Vision process and priorities, with the following provided:

The Vision projects will have much greater significance and positive impact on tourism next year. 2020 will not be a good year. Traditionally sea side resorts conduct enough trade in the summer and over bank holidays to support them in the winter months. Revenue from two major bank holidays has already been lost, and there is concern that even if restrictions are lifted social distancing and a reluctance to go out will impact the forthcoming summer holiday season. Many local pubs and restaurants are small, making social distancing difficult and compounding the issue.

Another issue is the type of work dominant in coastal areas. This is mainly seasonal, short term work in hospitality, and there are also a high number of self-employed covering a variety of sectors.

2021 is anticipated as being a good year for businesses in East Wittering & Bracklesham. It is likely that people will still be wary about travelling abroad for holidays, therefore an increase in staycations is likely to provide a much needed boost to the local economy. However there are a number of issues that will come to the fore once the initial Covid-19 wave has passed. The BREW Vision will address some of these issues, but there will be a need for additional help to support the other issues. The areas affected and proposed solutions are outlined as follows:

1. BREW Vision: projects of most help in boosting the visitor economy in 2021 will be those affecting the seafront and village centre. Improvements to Booker Green (seafront) and East Wittering village centre are a priority.
2. Employment support: finance for a Full Time post for two years to support the unemployed in the hospitality sector, the self-employed, and people formerly businesses supporting the visitor sector. A Selsey Worx model will be ideal, in which the community support person will build and maintain a community support network locally. This can include a one stop shop approach enabling people to access the following services:
  - a. CDC services - Benefits support, employment information, pay council tax bills, parking tickets, sorting out wheelie and waste bins, disabled parking badges.
  - b. WSCC services - bus pass renewals
3. The current crisis has engendered a huge amount of positive community effort, and cross working between many individuals and organisations in professional and voluntary capacities. The parish want this to continue. EWB aim to fund a Part Time post for one year to build a community forum to provide businesses and local groups with the means to access local support when necessary. The role will initially create the forum and identify

funding moving forward. EWB funding is likely to be from the New Homes Bonus. It would help if CDC would also consider a contribution.

**Chichester District Council**

**Overview and Scrutiny Committee**

**30 June 2020**

**Asset Transfer Policy**

**1. Contacts**

**Report Author:**

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**2. Recommendation**

**2.1 To receive and note information on the Council's disposals policy and the supporting legislation.**

**3. Background**

3.1 In discussion by Overview & Scrutiny Committee in late 2018, a resolution was made that 'a report on the development of an Asset Transfer Policy (disposal of land/property) be included in the Committee work programme for 2018-19'. Due to other items taking precedence, that item is now being reported at this meeting.

3.2 The Council's Estates team is responsible for managing the disposal of land/property and the mechanism for this is set out in an internal procedure note to ensure consistency of approach, a copy of which is attached at Appendix 1.

3.3 The Council's Legal Services team has provided a summary of the legislation relevant to this matter and its application to land/property disposals made by the Council; a copy of this is attached at Appendix 2.

**4. Outcomes to be achieved**

4.1 The processes in place, together with the Council's own constitution, ensure that disposals of land or property are undertaken in a way that accords with legislation, whilst obtaining the best capital receipt obtainable in each case.

**5. Proposal**

5.1 That the committee notes this report and the legal framework which all land/property disposals must follow.

**6. Community impact and corporate risks**

6.1 Unlike private and commercial landowners, who are free to buy and sell land at whatever price they choose, a local authority is in the position of a trustee in relation to the land that it holds on behalf of the community. Therefore, it has a statutory duty to sell land at the best price reasonably obtainable. Failure to follow that duty would bring with it the risk of legal challenge or court action.

## **7. Appendices**

7.1 Appendix 1 – Process/Procedure Note Summary

7.2 Appendix 2 – Summary of legal advice

## **8. Background Papers**

8.1 None

## **APPENDIX 1**

### **DISPOSAL OF LAND/PROPERTY – PROCESS/PROCEDURE NOTE SUMMARY**

#### **CDC LAND/PROPERTY DISPOSALS (Surplus/underperforming assets)**

Property should be deemed surplus if:-

1. It makes a poor/no contribution to delivery of the authority's services (directly or indirectly), nor generates appropriate income and has little/no potential for future service delivery or community regeneration purposes.
2. An alternative site has been identified which would achieve a lower cost and/or more cost effective service delivery.
3. It suffers a lack of condition, suitability, sufficiency, environmental factors against service standards or has adverse running costs and the problems cannot be rectified by economic capital investment such that replacement is required.
4. A change in service delivery methods results in no property being required.

Property should be deemed to be underperforming if:-

1. Part of the property is vacant and likely to remain vacant for some time.
2. The alternative use value is higher and the current use can be relocated elsewhere and still leave a net capital receipt.
3. The beneficial use or financial return (both revenue and capital growth) generated is below that which could be achieved from an alternative use, or a disposal and alternative investment opportunity.
4. It repeatedly scores poorly in property performance assessments (poor condition, suitability, sufficiency, environmental factors against service standards), or has adverse running costs.

#### **Identification of assets for disposal (non-exhaustive list)**

- Disposals will arise in a number of ways, including as follows:-
- Local Plan designation/development of a Local Development Framework.
- Asset Management reviews.
- Service reviews declaring property no longer meeting operational needs.
- Property has potential for development or redevelopment.
- Approaches from outside parties e.g. developers, adjoining owners.
- Entering into development partnerships such as asset backed vehicles or local housing companies.
- Where a statutory duty to transfer arises.

The disposal mechanism is through the Estates Procedural Note for Disposals (last reviewed 2019).

## **Summary of Procedure Note**

### **Disposal of Land and/or Buildings (freehold or long leasehold requiring Cabinet approval)**

- Once declared surplus land or building(s) should be formally handed over to the Estates Service for management and held until a decision is made as to its future operational use or is sold on the open market.
- Land or buildings declared surplus and within the management of the Estates Service should:
- Be included on the vacant property schedule – (this is to ensure that the Estates Technician includes the interest on regular site inspections. (See procedure notes for vacant premises)
- Be brought forward for consideration by the Commercial Programme Board, (CPB), to establish whether there is a direct Council need for the interest or whether it may be used by another service (internal or external) to meet a Council Objective.
- Unless prior approval is obtained from Cabinet, all disposals should be sold for market value using appropriate marketing techniques and in accordance with best practice. In a rare case where it may be conceived that obtaining best value would be to sell direct to a third party with a special interest then this must be prior approved by Cabinet and supported by a valuation that shows clear advantage to the Council to obtain “best interest”.
- Each site may have different requirements and not every site is the same, therefore not all of the following procedure headings will be appropriate for every site and each must be considered individually.

#### **Step 1) Surplus Land/Property Identification**

1. Surplus landed interests (to previous user) to be included on the vacant property schedule.
2. The Estates Technician is to add to regular property inspections.
3. The site is to be referred to the Commercial Programme Board (CPB).
4. Report to the Valuation & Estates Manager before the next scheduled CPB meeting.
5. If the interest is no longer required to meet a Council objective then a report is to be prepared for Cabinet with a recommendation for the interest to be declared surplus to Council requirements.

#### **Step 2) Overview of Potential**

1. Consider potential uses for the interest and where a number of alternative uses apply undertake a brief “Option Appraisal” to evaluate the “best interest” for the Council
2. Consider potential Community Group uses (consult Community and Leisure Services for any known requirements that also meet Council objectives).
3. Analyse “Option appraisal” results.

### **Step 3) Initial Valuation**

1. Surveyor to produce a valuation report for the Valuation & Estates Manager. Figure to be included in the Revenue/capital income budget and the Disposal programme forecast with expected financial year of sale.
2. Expected capital value to be included in the disposal programme (reported annually to Finance).
3. Pre-Disposal Market Sale Investigations.

### **Step 4) Pre-Disposal Investigations**

1. Request a "Report on Title" from Legal Services, to include; encumbrances that may affect the proposed uses of the land or any third party rights over land (Easement, way leaves, rights of way etc.).
2. Check the Local Plan / Local Development Framework, Planning guidance and circulars.
3. Investigate possible development opportunities and obstacles that need to be addressed to enable a proposed development. Check for: scheduled ancient monuments (SAM) or archaeological interests etc.
4. Make enquiries of the Statutory Undertakers to ascertain location of equipment on/under or near site.(Gas, Electric, Water supply, Water – waste/foul, water – surface, telephone, oil, National networks, etc.)
5. Make enquiries of the Highway Authority as to highway status including Footpaths/bridleways as appropriate to the site. Check for publicly maintained highways, and footpaths, cycleways, etc.
6. If applicable, make enquiries of the Environment Agency (EA).
7. Check "Cost of Sales" budget for site preparation funding. Consider Cabinet report to obtain pre-disposal funding if "cost of sales" budget should be inadequate.
8. Check Council's "Standing Order" procedure.
9. If applicable, obtain a land survey (large site areas), geotechnical & contamination report and flora & fauna survey (large site areas or where there are known issues).
10. If applicable, consult Environmental Protection team for known land contamination issues.
11. Obtain informal advice from the LPA to obtain views on proposed development potential/change of use. Enquire as to on-site Tree Preservation Orders.
12. Check Report on Title to establish if the interest is encumbered by third party rights that will affect development.
13. If statutory undertaker services are situated in, over or under the land with or without correct legal documents, open negotiations to ensure their removal. N.B. A number of statutory undertakers may have CPO powers or "Rights" that will need to be considered. Check with Legal Services.

14. Re-evaluate potential uses for the interest and revise and update "Option Appraisal" to evaluate the "best interest" for the Council.
15. Prepare report to Valuation and Estates Manager including recommendation as to potential use and marketing. Update valuation of the site and include potential costs and issues to be incurred/ resolved prior to a disposal.
16. Revise expected sale price and date, to be included in budget forecast for Capital receipts reported to Cabinet, within the disposal programme.
17. For some sites, it may be decided that disposal with planning permission in place will be the best option; in those cases, additional steps will be taken at this stage to obtain the necessary planning permission.

#### **Step 6) Marketing**

1. Consider and agree with the Valuation & Estates Manager the most appropriate marketing strategy i.e. In-house or contract-out to a commercial agent, and method of disposal i.e. informal or formal tender, or best offers by a set date etc.
2. If a commercial agent is to be appointed, then following the Valuation & Estates Manager approval, proceed with obtaining quotes. Instruct agent to proceed following receipt of quotes. Ensure quotes are obtained in accordance with the Council's standing orders
3. If marketing in-house, produce a marketing pack, or agree information to be included in an agents pack.
4. Include requirement for bidder to supply financial information and where the funding for the purchase and development of the site is to be sourced and confirm that this is in place to be drawn down on the forecast exchange and completion date.
5. All offers received to be opened by the Council in accordance with "Standing Orders".

#### **Step 7) Post Tender Procedure**

1. Financial information supplied by tenderers or offers received, to be sent to Finance for vetting.
2. Estates (with other declared interested departments) to choose preferred/successful bid following and using a decision matrix.
3. Undertake pre-purchaser investigative work.
4. Invite for interview if information included in tender/bid is unclear and or further clarification of bid is required. Score appropriately tender/bid documentation etc. and inform tenderers of outcome.
5. Report offers to Cabinet (unless not required by Delegated Powers or any previous Cabinet resolution).
6. Reporting to Cabinet will depend on existing resolutions and whether the offers are in accordance with Cabinet requirements.

**Step 8) Post Offer Acceptance**

1. Inform bidders of Cabinet approval.
2. Instruct Legal Services to prepare draft documentation and send to purchaser.
3. Negotiate contract detail/answer pre-contract enquiries and expedite contract completion through Legal Services.
4. It is the responsibility of the Estates Service to monitor and expedite sale to final contracts.
5. On receipt of a completion memo from Legal Services stating that contracts have been completed ensure that relevant information is recorded in to the CAPS Estates management system by the Estates Technician.

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## APPENDIX 2 DISPOSAL OF LAND/PROPERTY – SUMMARY OF LEGAL ADVICE

### Advice

This note covers a disposal of land by a local authority exercising its powers under [section 123](#) of the [Local Government Act 1972](#) (LGA 1972).

### Power of sale

A principal council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State ([section 123\(1\), LGA 1972](#)). Each element of [section 123](#) is discussed in the note.

### What is a disposal?

[Section 123](#) of the LGA 1972 refers to a “disposal”. Disposal of land includes:

- A sale of the freehold interest
- Granting a lease (unless for less than 7 years)
- Assigning any unexpired term of a lease
- Granting an easement
- An option to purchase the freehold
- An option to purchase a lease

### What constitutes consideration less than the best that can reasonably be obtained?

In determining “best consideration reasonably obtainable”, the only consideration that can be taken into account is that which has commercial or monetary value to the local authority.

The commercial value of the transaction to the local authority is that which is capable of being assessed by a qualified valuer.

The following principles have emerged from case law:

- What is reasonable in any particular case depends entirely on the facts of the transaction.
- The duty to obtain the best price does not require the highest offer to be accepted, regardless of who makes it and when it is made, but each case will depend on its facts and factors such as the level of detail and evaluated legitimacy of the bid will be relevant.
- When considering the best price that can reasonably be obtained, a local authority may have regard to ethical as well as commercial considerations. However, although such considerations may be a factor in deciding to sell at a certain price, they must be in balance. Therefore, it would be unreasonable and unlawful if a local authority, for reasons only of beneficence or goodwill, sold land to a purchaser at a price less than that reasonably obtainable.
- A local authority should take reasonable steps to investigate how far opposing bidders would go to commit themselves to the highest offer they are prepared to make.
- The terms on which the land is disposed are material to the assessment of the consideration. Therefore, if the purchaser of the land assumes onerous obligations, such as a restrictive covenant that reduces the value of the consideration, the sale is likely to be at an undervalue.
- A court is not entitled to substitute its own view on the facts and merits for that of the local authority. It may only interfere if there was no material upon which the authority’s decision could have been reached or, if in reaching the decision, the local authority disregarded

matters that it ought to have taken into consideration or if it took into account matters that were irrelevant or if its decision was irrational.

- Section 123(2) of the LGA 1972 does not mandate the authority to have regard to any particular factors.
- There is no need for the local authority's decision-making process to refer to section 123(2) explicitly, provided that the court is able to see that the duty has been performed in substance.
- A court is only likely to find a breach of [section 123\(2\)](#) of the LGA 1972 if a council:
  - failed to take proper advice;
  - failed to follow the advice that it received for reasons that it could not justify; or
  - had followed advice that was so erroneous that in accepting it the local authority must have known it was acting unreasonably.
- Local authorities cannot justify a disposal on the ground that non-monetary consideration was being provided. In challenges to disposals of land by local authorities, the courts have held that when deciding whether, for the purposes of [section 123](#), the best consideration reasonably obtainable had been obtained, the following cannot be taken into account:
  - An undertaking by the tenant purchaser to create a number of jobs for people in the area.
  - The desirability of the proposed use of the land disposed of.
  - The desire to retain a particular use that would create jobs for the area.

### **Best practice when disposing of land**

The Council should ensure that it complies with usual and commercial best practice and should:

- Ensure that it complies with any other procedural requirements that may be necessary to dispose of a particular area of land, such as those required on a disposal of open space land.
- Remember that it will only be able to demonstrate that it achieved the best consideration possible by:
  - marketing the property;
  - obtaining an appropriate independent valuation; or
  - both of the above.
- This applies even for disposals by means of formal tender, sealed bids or auction and irrespective of whether the authority considers it necessary to obtain the Secretary of State's consent.
- However, in order to discharge the duty under section 123(2) there is no absolute requirement to market the land being disposed of, or to obtain an independent valuation.
- Ensure that any legal advice that is obtained on the disposal is considered, followed or both. Any decision to take a lower price than the one offered must be capable of justification.
- Satisfy itself that the land is held under powers that permit the land to be disposed of under the LGA 1972. Land that consists of, or forms part of, a common and is held or managed by the local authority in accordance with a local Act cannot be disposed of under [section 233\(2\)](#) of the TCPA 1990 without the Secretary of State's consent.

- When determining whether or not to dispose of land for less than the best consideration reasonably obtainable, obtain the views of a professionally qualified valuer as to the likely amount of any undervalue.
- Remember that all disposals need to comply with the European Commission's state aid rules. A disposal at less than best consideration means that the authority is providing a subsidy to the owner, developer or occupier of the land and property.
- Be aware that where the consideration received from a contractor is to carry out specific works, the issue may be caught by the public procurement regime.

#### **Need for disposal at less than best consideration to comply with state aid rules**

If publicly owned land is disposed of at less than best consideration, the local authority is providing a subsidy to the purchaser. The sale may be investigated by the European Commission to ensure that it does not breach state aid rules. A disposal must be notified to the Commission where the undervalue is not de minimis.

If the Council wishes to justify the price that the land has been sold for, it must be able to provide evidence showing that its decision to carry out the transaction was taken based on an economic evaluation comparable to that which a rational market economy operator would have taken into account. These issues would need to be considered carefully – and external advice almost certainly sought – in cases where the Council was wishing to apply itself to a disposal for less than best value.

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**Chichester District Council**

**OVERVIEW AND SCRUTINY COMMITTEE**

**30 June 2020**

**Community Safety Review  
Final report from the Task & Finish Group (TFG)**

**1. Contacts**

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**2. Recommendations**

The committee is requested to consider the final report from the Community Safety Partnership (CSP) and to note the following:

- 1) That the required level of scrutiny of the Community Safety Partnership (CSP) had been achieved.
- 2) That the performance of the CSP is good and that evidence of effective partnership working in the district had been demonstrated.

**3. Background**

- 3.1 Chichester District Council (CDC) has a statutory responsibility to participate in the CSP in accordance with sections 19 and 20 of the Police and Justice Act 2006. Overview and Scrutiny committees of local authorities have a responsibility to scrutinise the activity of CSPs on an annual basis.
- 3.2 The TFG comprised of Cllrs Alan Sutton (Chair), Tracie Bangert, Clare Apel and Adrian Moss and met twice in February 2020
- 3.3 At the first meeting Mrs P Bushby, Divisional Manager for Communities, outlined the CSP annual report 2018/19, CSP performance plan 2018-21, priorities and proposed spending plan 2019/20.
- 3.4 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.
- 3.5 At the second meeting the following witnesses gave evidence:
  - 3.5.1 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.
  - 3.5.2 Inspector Sharon Sawyer (Sussex Police) gave a presentation, update and question and answer session on the Policing Structures and Plans for Chichester District.

#### 4. Outcomes to be achieved

The terms of reference set the outcomes as reviewing the CSP's performance over the last year, identifying areas of concern and giving any necessary input into the strategic direction of the CSP for the following year.

#### 5. Evidence

5.1 Ms Bushby updated the TFG on the CSP performance over the last year, with focus given to quarter 3 progress:

**5.1.1 Priority 1; Reduce the impact of crimes that are targeted at specific groups or individuals.**

*5.1.1.1 Domestic Abuse;* Mrs Bushby explained to the TFG that Domestic Abuse is a crime which is often underreported, with limited funding available, focus was given to raising the awareness of healthy relationships between young people. Two education programmes have been delivered at the Bourne and Academy Selsey. Mrs Bushby explained that the young people who attended the workshops were identified by the schools as being more at risk as either; a victim or a perpetrator.

*5.1.1.2 Anti-Social Behaviour;* Work to tackle Anti-Social Behaviour (ASB) is progressing; work is focused on early intervention in order to try and reduce the repeat offences, as well as reducing demand on partner services. Mrs Bushby explained that they will try and prevent situations escalating by stopping them at the very beginning, for example letters will be sent to the parents/guardians of all those who have been identified in an ASB offence. The ASB figures are on a downward trend.

*5.1.1.3 Hate Crime;* Mrs Bushby explained that there was a small spike in reported Hate Crime incidents during May, figures are carefully monitored at the Joint Action Group (JAG). Most Hate Crime incidents are verbal and in relation to race.

*5.1.1.4 Cyber Crime;* WSCC have developed a very good package for raising the awareness of Cyber Crime and this is supported by the CSP. In response to members questions Mrs Bushby was unaware of any work been done around the Dark Web, but suggested that this could be included as a recommendation in order to raise people's awareness of it and the threats posed by it.

*5.1.1.5 Sexual Offences;* Mrs Bushby explained that work had focused on raising the awareness of sexual harassment and stalking. Training had been delivered at Chichester University and received positive feedback. The training was delivered free of charge.

#### **5.1.2 Priority 2; Exploitation**

Mrs Bushby informed the TFG that SOC (Serious Organised Crime Unit) were the lead partner for this work stream. Arun and Chichester had taken the lead on Modern Slavery, Adur and Worthing took the lead for Child Exploitation.

*5.1.2.1 Cuckooing;* Mrs Bushby explained what cuckooing was and informed that TFG that were very few cases in Chichester. Work has also been undertaken in relation to County lines.

Monthly safeguarding meetings are held with Arun to review and discuss the issue within the area.

**5.1.2.2 Child Exploitation;** Mrs Bushby informed the TFG that she receives a weekly update from the multi-agency Missing & Exploitation Operational Group (MEOG) on cases, however, she assured the TFG that there were very few cases in Chichester. Community Wardens are all trained and will report back any concerns, work has also been done with Southern Rail to raise awareness and try and spot children at risk.

**5.1.2.3 Modern Slavery;** there has been an increase in the reported number of cases of modern slavery. It has been identified as Amber because work in tackling the crime is in still being developed. This was identified as a key issue by members

**5.1.2.4 Radicalisation;** in addition to the report Mrs Bushby informed that TFG that the PR team do monitor online activity and report any items which raise concern.

### **5.1.3 Priority 3; Supporting our Communities,**

Mrs Bushby highlighted the work that had been carried out at Swanfield Avenue with the College. Monitoring of Community Tensions are monitored through the JAG.

### **5.1.4 Priority 4; Reducing Crime;**

**5.1.4.1 Burglary residential;** there had been a spate of incidences along the A272 which contributed to a rise in the number of reported incidences, the perpetrator had since been caught.

**5.1.4.2 Theft of/from a motor vehicle;** despite much promotional work been undertaken to raise public awareness about theft from vehicles members of the public do still leave valuables in vehicles. The rolling year figures are down.

**5.1.4.3 Theft of Pedal Cycles;** the JAG have purchased pavement signs to help promote bike marking events and work has been done to raise awareness with railway station staff and those at Westward House.

**5.1.4.4 Public Place Violent Crime;** reported figures show an increasing trend, work is been done to identify hot spots locations.

**5.1.4.5 Rural Crime;** The proposed Countrywatch meetings have not taken place yet and as a result not much has happened in terms of addressing and tackling rural crime.

### **5.1.5 Priority 5; Road Safety**

Mrs Bushby explained that the RSAG (Road Safety Action Group) are the lead partner. This is partner group with various interested and key partners involved, including CDC, WSCC, Sx Police and WSFRS. Motorbikes are not currently included within the figures.

### **5.1.6 Priority 6; Increasing Public Confidence**

Mrs Bushby informed the TFG of the various communication channels used to promote and raise build confidence. Members agreed that they themselves could and should be doing more as a body to help raise awareness and educate members of the public.

## **6. Community Safety Partnership Spending Plan 2019 – 2020**

Ms Bushby reported that the annual budget was smaller than other authorities. Funding had been allocated to a number of projects including 'Be the Change' and the Women Offenders Project (highlighting the inequalities facing women in the justice system). Any unspent funds are automatically rolled forward to the following financial year.

Mrs Bushby explained that the CSP were looking to support a proposal from WSCC for a shared Data Analyst post over a three year commitment. This would be a great advantage as it would allow dedicated analysis to be undertaken and more robust information to be produced in relation to crime figures.

## **7. Chichester District Strategic Intelligence Assessment (SIA) 2020-21**

Mrs Bushby presented the SIA to the TFG. She explained that the format of the report follows that which is set out by the Police & Crime Commissioner (PCC). Mrs Bushby explained that figures are recorded on a rolling year basis, the figures for Chichester compare favourably when compared to other authorities.

The CSP Annual Report 2019-2020 is embedded within the assessment.

Mrs Bushby highlighted the delivery model to the TFG. She explained that the countywide CSP meets twice yearly and is attended by the following partners; CDC, WSCC, Sussex Police, WSFRS, West Sussex PCT, the Probation Service and the West Sussex Drug and Alcohol Action Team (DAAT).

The full CSP ensured that the PCC priorities were considered as part of developing work streams, co-ordination with other strategies and organisation's plans, agreed and reviewed action plans and resource commitments.

As a point of note Mrs Bushby did inform the TFG that there may be changes following the PCC elections later in the year.

## **8. Role of Police and Crime Panel (Roy Briscoe)**

Mr Briscoe informed the TFG that he was the CDC representative on the Sussex Police and Crime Panel (PCP). He explained that the role of the PCP was to hold the Police and Crime Commissioner to account. The PCP is made up from representatives from the following bodies; WSCC, East Sussex CC, Brighton & Hove City Council, all the District and Borough Councils within Sussex; plus two lay members (elected on a yearly basis with maximum four year tenure).

Mr Briscoe highlighted the following as part of his report to the TFG;

- The level of savings that the PCC had been required to make; approximately £76 million.
- The increase in staffing numbers
- The increase in precept for the coming year
- The PFI which operated the custody suite; currently not in use
- Partnership working is very positive with neighbouring forces particularly; Surrey, Kent and Thames Valley
- There has been an increase in reporting of crime
- Further work is required to tackle rural crime.

## **9. West Sussex Community Safety Agreement and West Sussex County Council Structures (Jim Bartlett, Contextual Safeguarding Manager, WSCC)**

Mr Bartlett provided an overview and update on the role of the Safer West Sussex Partnership (SWSP); and explained to the TFG about Contextual Safeguarding and the approach adopted by West Sussex County Council (WSCC).

Mr Bartlett explained that there were currently seven SWSP priorities (he did explain that these were due to be reviewed at the SWSP Executive meeting in April 2020); he outlined the priorities and answered members comments and questions as follows;

- 9.1 Child Exploitation;* The governance and accountability of this priority are the responsibility of Children's Services. A significant amount of work had, and continues to be done to raise the profile of this priority. All members of staff within frontline services such as school transport, social workers and community wardens have been through a training programme to inform them of child exploitation and what they should do if they see signs or have concerns that a child is being exploited. Time has been spent on improving working practices in order to deliver a more robust and joined up delivery model across services and partners in order to prevent exploitation from occurring in the first instance.
- 9.2 Domestic Abuse and Sexual Abuse;* A new pan-Sussex (East, West and Brighton & Hove) strategy on the subject has been launched. The initiative has been pump-primed with £100,000 from the PCC. There is a West Sussex steering group; the steering group will feed into the pan-Sussex group and ensure delivery of agreed actions, as well as addressing issues which are unique to West Sussex. The group will be chaired by Paula Doherty, Community Services Manager, from Crawley Borough Council.
- 9.3 Drugs & Alcohol Abuse;* Mr Bartlett explained that Public Health were the lead authority for this priority. Following the publication of the Drug Deaths Audit much work has been focused on reducing the number of drug related deaths, for example working with pharmacies. It was highlighted that there is a lot of crossover with mental health services; most people who suffer from an addiction also suffer with mental health issues. There has been a lot of work done over the last year to help improve the understanding of the complex issues involved when helping those with addiction problems. The SIA report has identified a gap in the information which is supplied through A&E, going forward work will be done to look at how this can be addressed.
- 9.4 Modern Slavery;* work continues to be done to raise the awareness and profile of this issue. There is a national referral mechanism which is promoted and provides a single point of contact for reporting. Modern Slavery training is provided by the team at WSCC; Mrs Bushby confirmed that all relevant CDC staff members had been through the training. Members were keen to promote the training and run a session for Councillors. Going forward Mr Bartlett explained that WSCC are planning to launch a 'Modern Slavery Pledge' on Anti-Slavery Day similar to the 'Helping Hands' campaign, to help raise awareness of the issue and increase its public profile.
- 9.5 Radicalisation;* this priority is led by the Prevent team (Sussex Police) and through the Channel Panel. The main focus of the team is to prevent individuals from

becoming radicalised. Work is very intelligence driven with a lot being done 'behind the scenes' and not seen in the public domain. Training is provided by the Prevent team. Mr Bartlett informed members that within the Chichester District the main concern would be issues concerning radicalisation around far right movements.

**9.6 *Serious Organised Crime***; there are three Serious Organised Crime partnerships within West Sussex (divided in line with the Sussex Police borders). Arun and Chichester have the lead for Modern Slavery.

**9.7 *Serious Violence***; this is a new priority for the SWSP. Mr Bartlett explained that a sum of approximately £880,000 had been successfully secured to fund interventions for this issue, of which some will be used to exclusively fund interventions within West Sussex; including the appointment of a Violence Reduction Co-ordinator. In response to members questions Mr Bartlett explained that the issue of Serious Violence is different to the scene in London, it is not gang focused, and initial research shows that motivators are linked to County lines and Exploitation.

In response to members concerns surrounding children's services within West Sussex, Mr Bartlett acknowledged concerns and explained that an improvement plan was in place and improvements were being made; for example Children's Social care were now present at all SWSP meetings.

Mr Bartlett referred to the proposed data analyst; the funding principles have been agreed, with WSCC funding the majority of the role and the CSPs funding the remainder. Management of the role will be with WSCC. A primary piece of work will be the creation of problem profiles for each of the seven priorities.

Mr Bartlett drew the TFGs attention to the work done through WSCC's Safer Digital Life Programme, and made members aware that they could stay informed through signing up to the Safer Digital Life dedicated newsletter, Facebook page and twitter account. In response to members concern over the dark web Mr Bartlett explained that there had not been any specific education around this issue.

Mr Bartlett informed the TFG of Contextual Safeguarding. There is a county wide steering group which will lead on early intervention, with local peer group conferences being held once a month/6 weeks.

In concluding his report Mr Bartlett thanked Mrs Bushby and the work of CDC for their approach to partnership working and the high standard of the work undertaken within the district.

## **10. Policing Priorities - Structures and Plans for Chichester District (Inspector Sharon Sawyer)**

Inspector Sharon Sawyer, informed the TFG that over the last twelve months there had been a positive increase in the number of both officer and PCSO's. Inspector Sawyer highlighted the successful partnership work which had been undertaken during the course of the year, for example the work between the PCSO's and the Community Wardens at the Selsey Academy.

Op Mini had been established to tackle car crime in rural areas and there had been a significant decrease in the figures. However, Inspector Sawyer did make the TFG aware that much of the crime had been carried out by one individual who was soon to be released from custody.

There has been an increase in both Anti-Social Behaviour and violent related crimes, particularly around the street homeless community. Op Manor had been set up to help address the issue. ASB legislation has also been successfully used in managing the issue.

There are a number of hotspots for youth disorder within the district, particularly around Avenue de Chartres and at City Gates. A partnership approach is being used to tackle this issue, allowing information to be shared at the earliest opportunity, with a tiered intervention programme being adopted to prevent repeat offending. Inspector Sawyer made reference to the 'Reboot' programme which works with individuals to assist them in making better life choices.

Op Safety had been established to tackle knife crime, there had been some targeted operations in Selsey, feedback from these was very positive.

There have been a number of success stories throughout the year including the recovery of large number of stolen goods. Funding has also been secured through the Safer Streets fund for a mobile Automatic Numberplate Recognition camera.

A lot of work has been undertaken to improve the way Sussex Police deal with individuals who have underlying mental health issues. Training for officers has improved and night patrols are now accompanied by a specialist mental health nurse who is able to undertake a street triage and make referrals where required, they are also able to assist in helping to find beds when appropriate.

Moving forward the picture is positive, numbers are increasing meaning there is more resource available to follow up on issues, overall visibility within the community is improving and there is a commitment that Police Community Support Officers (PCSO) will attend Parish Council meetings at least once a year. The time taken to answer a 101 call has improved, with the average time taken being around seven minutes.

In response to members concerns surrounding fraud and online scams Inspector Sawyer informed the TFG that PCSO Moorey had produced a package focused on raising awareness within the community on the subject, she also asked that members encouraged individuals to sign up online to In The Know, which will provide updates from your local police and neighbourhood watch. Inspector Sawyer concluded her report by thanking Mrs Bushby and her team.

## **11. Conclusions**

11.1 The required level of scrutiny had been achieved, the performance of CSP and Police very good, showing effective partnership working, in a changing scene.

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

11.3 The role of members in engaging and raising the awareness of crime within their communities.

11.4 Modern Slavery within the district – particularly around Gypsy and traveller sites.

11.5 Impact of the Dark Web

11.6 Managing public expectation

11.7 Inviting Katy Bourne to attend a future OSC meeting

## 12 Alternatives that have been considered

12.1 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.

## 13 Other Implications

	Yes	No
<b>Crime and Disorder</b>	X	
<b>Climate Change and Biodiversity</b>		X
<b>Human Rights and Equality Impact</b>	X	
<b>Safeguarding and Early Help</b>	X	
<b>General Data Protection Regulations (GDPR)</b>		X
<b>Health and Wellbeing</b>	X	

## 14 Appendices

Appendix 1 – Community Safety Partnership Annual Report 2018/19

## 15 Background Papers

Community Safety Review 2019 Task and Finish Group terms of reference are available online

## **CSP Annual Report 2018/19**

### **General**

This year has seen bedding in of the way in which Sussex Police work and the joint Arun and Chichester Prevention team is well established. There is an emphasis on prevention and detection of crime and better engagement with victims. Crime levels remain low compared to other areas but is currently showing a month on month slight decrease at 7.2%, which is a 6.5% reduction on the same time last year. . Acquisitive crime has continued to increase especially thefts from vehicles in beauty spot car parks largely due to one organised crime group from Hampshire. Partnership work with Sussex Police remains strong particularly in our response to vehicle crime. Pedal cycle thefts, rough sleeping and tackling exploitation. The joint CSP is working well towards tackling the 4 key priorities which are CSE, Street Community, Mental Health and serious Organised Crime. Much of this work is now be delivered by the Serious Organised Crime (SOC) group which covers both areas.

### **JAG (Joint Action Group)**

#### **Anti-Social Behaviour (ASB) and Crime-**

ASB continues to involve mainly neighbour disputes with general nuisance behaviour especially amongst young people reducing; we still manage youth ASB at the earliest opportunity which generally stops it escalating. Neighbour disputes are much more difficult to resolve as they usually stem from a civil matter and can end up with criminal investigations. We continue to have no community trigger activations since their implementation in 2014 suggesting complainants are satisfied with the handling of their cases. Sussex Police mainstreamed the ASB and Hate Crime Co-ordinator role in September 2017 this role has changed and now covers both Chichester and Arun meaning a risk to our response to ASB in Chichester. In April 2018 we recruited a part time ASB case worker who is working with the Police ASB Co-ordinator, Housing providers and community wardens ensuring that any ASB issues are dealt with in a timely manner.

Burglary is no longer separated and is recorded as Burglary residential and includes both dwelling and outbuildings. We set a target of no more than 625 crimes on the rolling year and in Q3 we are running at 625, 5 under our target. Burglary is spread across the district and there are no particular patterns. The district is vulnerable by nature of its borders with other districts and Counties and the road network can facilitate offenders travelling in and out of the district. We can authorise Designated Patrol Areas (DPA's) and these can be used to good effect when detecting crimes. We continue to work cross border with Surrey and Hampshire .Theft of vehicles has remained fairly static, however theft from a vehicle has seen unprecedented levels to 203 in Q3 and can be almost entirely accounted for by an organised crime group from Hampshire, one of whom has recently been sentenced to 12 months in prison.

Theft of pedal cycles peaked in Q2 but has reduced in Q3... The JAG continues to tackle the issue and have held a number of bike security and marking event across the City including the railway station, college and the Cross. Over 50 cycles have been security marked and many more cyclists reminded of the need to lock their cycle with a good quality lock.

Public Place Violent Crime figures continue to rise all-be-it slower over the last year, there are no set patterns or locations to these crimes and will also include reports of Domestic abuse. It is not clear how the rise is being accounted for and JAG continues to monitor and liaise with night-time economy partners. It may be as a result of County lines but this has not been substantiated.

Hate crime figures remain low compared with other areas running at around 8 crimes per month with Race continuing be the main category .We continue to monitor the figures monthly at JAG. We have supported an “Our City” project which aims to reduce the risk of those with a learning disability being targeted in the City centre by offering a safe place to go. Retailer’s sign up to the scheme and show a sticker in the window which a person with a learning disability will recognise and know they can enter and get help. This has successfully been trialled in Horsham and is being implemented across the County.

### **Cyber -Crime**

Cyber- crime is one of the fastest growing crime types of our time and with more people using technology and utilising online systems there are ever more opportunities for offenders to target the general public and businesses. We have been working with WSCC to promote a number of campaigns including online gaming and dating scams (see link below). We continue to support schools with internet safety advice, particularly through 5 ways to wellbeing.

<https://www.westsussex.gov.uk/campaigns/staying-safe-online/>

Scams have been a focus and we have supported Sussex Police by printing extra leaflets that can be given out at awareness raising events.

We will be considering our response to hacking and more organised cyber -crime in the coming year.

### **Serious Organised Crime (SOC)**

The SOC group has met quarterly and has initially focussed on membership, roles and responsibilities and intelligence sharing. It is now at the stage of developing a high level action plan around County Lines and other types of exploitation. The group has good representation from CDC departments including Housing, Licencing and Revenues and Benefits.

### **Exploitation**

We continue to be represented at the County child exploitation group and ensure any intelligence on young people from Chichester is fed into the MASH. We had a very successful intervention at Chichester Railways station with 2 young girls running away to London thanks to the awareness training and partnership working we deliver with Southern Rail staff.

We have delivered awareness training to CDC volunteers and we repeated our sexual harassment training at Chichester University with over 50 students attending. Stone-pillow staff and volunteers and Youth club workers from Swanfield youth club all received refresher training. This training included CSE and other types of exploitation.

We have updated our level 1 safeguarding training for all staff and the Safeguarding Policy has been refreshed.

The serious organised crime (SOC) group has ownership of all including modern slavery and is developing an action plan around this. We continue to work with immigration and enforcement on any suspected cases of modern slavery.

### **KSI- (Killed and Seriously Injured)**

The local working group has integrated into an Arun and Chichester Road Safety Action Group (RSAG). The group is working well, we agreed funding for 25 older driver assessments to be undertaken by WSCC all 25 free places have been taken up and we plan to promote the service further in the coming year as we continue to a higher numbers of older drivers involved in collisions than other districts 24 so far this year. Through Ideas into action we supported Selsey Academy students to hold a road safety event in Selsey which was enjoyed by over 100 residents.

### **Community Tensions / PREVENT**

Community Tensions continue to be monitored in a multi-agency way at the JAG. The county wide Tactical Tasking and co-ordination Group identifies whole county tensions and is a mechanism for reporting and monitoring these. Gypsy Traveller incursions have reduced and those that did occur were swiftly advised to go to the transit site or move on. The transit site has generated few issues and the complaints have been low level. Regular meetings with the chair of the Parish Council have ensured good communication links and a quick response to any issues arising.

A rise in visible rough sleeping in the City centre has increased tensions within the City with retailers expecting CDC to manage the issue despite many of the encampments being on private land. We have worked with Police, Housing and Stone-pillow to tackle these issues. Those rough sleepers who wanted to engage were signposted to support agencies and those who did not were dealt with by way of notices and they more often than not chose to move on. We arranged quick removal of abandoned belongings by the depot and this helped relieve the tensions.

We continue to support the rough sleeper panel and help identify new rough sleepers in the City and ensure swift engagement with them.

The PREVENT duty became law on July 1<sup>st</sup> 2015 and as a Local Authority we must pay “due regard to the need to prevent people from being drawn into terrorism” we are continuing to raise awareness through safeguarding training as discussed previously.

### **Domestic Abuse**

We have a priority in the business plan to reduce the effect of domestic abuse particularly in relation to young people. The JAG funded Options to deliver another two “Healthy Relationships “ projects one at Midhurst Rother and the other at Bourne Community College aimed at year 9 students .The project continues to emphasise what a healthy relationship looks like and promotes resilience amongst participants to challenge their own relationships and those of their peers.

### **Neighbourhoods**

This year has seen a continued concentration of effort in Chichester East and getting the foundations right to sustain the changes and work being undertaken. The plans for a community hub in Charles Avenue are moving forward and it is hoped the Community building will be completed by April 2019. The Charles Avenue Residents Association (CARE) is still running well and they have held a variety of events over the last year. Five ways to wellbeing has been delivered into number primary schools in Think Family Neighbourhood areas. This project continues to support communities and promotes the voice of the child within those communities and increases the resilience of those children taking part. We have also focussed on the Holmbush area of Midhurst which is in need of some tidying up and community support. Two days of action cleaned up the Holmbush recreation field and there is on-going support from Hyde and the community to keep it that way. The paly equipment is scheduled for a repaint and we have more days of action planned in the area in the next few months. There will be an emphasis going forward of ensuring the neighbourhoods work is focussed on supporting Parish Councils to support their own communities by providing a digital platform for them to share issues and solutions. We are also supporting the social prescribing project as it moves forward.

### **Public Confidence and Reassurance**

The CSP continues to make better use of social media in promoting the work it is doing and ensuring the public are made aware of key campaigns and activity. We share communications with other partners so they can put them on their social media sites and we do the same for their campaigns. Regular input on the Members bulletin board ensures Members are kept up to date. Cabinet have recently agreed to the funding of upgrading a number of City Centre CCTV cameras to improve public safety and security.

Pam Bushby

Divisional Manager Communities

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

16 June 2020

**Overview and Scrutiny Committee 2019-2020 Annual Report  
and 2020-2021 Work Programme**

**1. Contacts**

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**2. Recommendation**

**The Overview and Scrutiny Committee is requested to consider and agree its 2019-2020 Annual Report and the 2020-2021 Work Programme and to recommend them to the Council for noting.**

**3. Background**

- 3.1 The Council's Constitution states that the Overview and Scrutiny Committee (OSC) presents an annual report of the committee's work to the Council for noting along with an outline annual work programme for the coming year.
- 3.2 The OSC's 2019-20 Annual Report is attached at appendix 1.
- 3.3 The OSC's 2020-21 work programme has been developed taking into account the following:
- the Corporate Plan projects agreed by the Cabinet
  - projects identified from individual departmental service plans
  - the Forward Plan of Cabinet key decisions over the next few months
  - issues suggested by the Business Routeing Panel as requiring member involvement
  - items proposed by members or raised by the committee over the last year
  - topics included in last year's programme which had been delayed
- 3.4 The workshop due to take place on 24 March 2020 was cancelled due to the situation concerning the Coronavirus (Covid-19), when the Council's full work programme and the Overview and Scrutiny Committee work programme for the following year was due to be discussed. Instead the draft Council Work Plan 2020-2021 was emailed to Committee members for comment. The Chairman had before the workshop was due to take place, held informal sessions with the members to identify items for the committee work programme. This final work programme is now attached at Appendix 2.

3.5 The OSC is requested to recommend to the Council that its annual report be noted as a correct record of the work of the committee in 2019-2020 and that the OSC's 2020-2021 work programme be agreed.

**4. Outcomes to be Achieved**

- The Council has a record of the work of the Overview and Scrutiny Committee for 2019-2020.
- OSC members are involved in deciding the direction and content of their work programme for the next year.

**5. Community impact and corporate risks**

5.1 One of the OSC's roles is to act as a community champion in reflecting the views and interests of the community and to consider matters affecting the area or its inhabitants.

**6. Other Implications**

<b>Are there any implications for the following?</b>		
	Yes	No
<b>Crime and Disorder</b>		<b>x</b>
<b>Climate Change and Biodiversity</b>		<b>x</b>
<b>Human Rights and Equality Impact</b>		<b>x</b>
<b>Safeguarding and Early Help</b>		<b>x</b>
<b>General Data Protection Regulations (GDPR)</b>		<b>x</b>
<b>Health and Wellbeing</b>		<b>x</b>
<b>Other (please specify)</b>		<b>x</b>

**7. Appendices**

- Appendix 1 – Overview and Scrutiny Committee Annual Report 2019-2020
- Appendix 2 – Overview and Scrutiny Committee Work Programme 2020-2021

# **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 24<sup>th</sup> 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"> <li>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.</li> <li>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.</li> <li>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.</li> </ol> <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 &amp; 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"> <li>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</li> <li>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.</li> </ol> <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><b>Budget Task and Finish Group</b>          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><b>Areas of focus</b> – 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><b>Outcomes</b> – 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.

## OSC WORK PROGRAMME 2020-2021

Issue	OSC's role in this review	Lead Officer
<b>16 June 2020 (cancelled)</b>		
<b>30 June 2020 (Special)</b>		
Co-option of Tim Johnson to the OSC Committee – verbal report	Monitoring & review	Chairman
Covid-19 Recovery Plan and future services framework	Corporate priority	J Mildred/D Shepherd
Visions and The High Street	Corporate priority	T Murphy/V McKay
Asset Transfer Policy	Monitoring & review	V McKay
Review of Planning Operations and setting up at Task and Finish Group – OSC members to agree how the review will be taken forward - No report	Monitoring & review	T Whitty
Affordable Housing TFG – OSC members to discuss a plan of how this can be progressed going forward – No report.	Corporate Priority	I Weston
Community Safety Review TFG – final report	Corporate Priority	P Bushby/A Sutton
OSC 2019-20 Annual Report and 2020-21 Work programme	Monitoring & review	K Davis
<b>15 September 2020</b>		
Draft Air Quality Action Plan prior to consultation- SD EP 12	Corporate priority	A Stevens
Review of Housing Allocation Scheme – SD HSH 02	Corporate priority	E Reed/I Western
Local Cycle and Infrastructure Plan (LCIP)	Corporate priority	S Ballard
Corporate Plan Review TFG Terms of Reference and membership	Corporate priority Monitoring & review	A Buckley
Stock Conditions Modelling Survey and Review of Current Policies – SD HSH 04 ( <i>OSC comments: to feed into review of current policies including Home Repair Assistance, Chichester Warm Homes Initiatives and the Landlord Accreditation Scheme, bring empty homes into use</i> )	Corporate priority	E Reed
Events and Markets Strategy with Wider Events Policy & Action Plan (Cabinet TFG) – membership CV11	Corporate priority	L Foord

<b>Issue</b>	<b>OSC's role in this review</b>	<b>Lead Officer</b>
Business and the Economy (inc Inward investment and Growth strategy, Support programme for independent retail & Delivery of Econ Dev Strategy) (assume creation of a TFG to look at how we focus on growing community) – CP118/CP047/SD ED 01 (BID representative to attend)	Monitoring & review	M Burgoyne
Communications and Digital Strategy - SD Comms 02	Corporate priority	L Foord
Review of BID and consideration of BID 3 (will provide an overview of achievements to date and updates, etc.)	Monitoring & review	T Murphy
<b>17 November 2020</b>		
Budget Review TFG Terms of Reference and membership	Monitoring & review	J Ward
Corporate Plan Review TFG – final report	Corporate priority Monitoring & review	A Buckley
Chichester Festival Theatre Annual report	Monitoring & review	S Peyman
Managing Chichester District Council owned assets	Monitoring & review	V McKay
Pallant House Gallery (light touch report no PHG officer attendance required)	Monitoring & review	S Peyman
Planning TFG – Progress report	Monitoring & review	T Whitty
Review of Homefinder & Rent & Deposit Scheme – SD TA 03	Corporate priority	M Hughes
<b>26 January 2021</b> (OSC comments: Housing special meeting)		
Budget Review TFG – Final report	Corporate priority Monitoring & review	H Belenger
Cabinet Member for Housing	Monitoring & review	A Sutton
Hyde (invite outside bodies)	Monitoring & review	
Southern Gateway – Corp Plan 036 (update)	Corporate priority Monitoring & review	J Hotchkiss
Stonepillow (invite outside bodies)	Monitoring & review	
Review of Sexual Entertainment venue policy SD LIC05	Corporate priority	L Foord
<b>9 March 2021</b> (OSC comments: The plan is that the O&S will focus		

<b>Issue</b>	<b>OSC's role in this review</b>	<b>Lead Officer</b>
on areas around poverty etc)		
Cabinet Member for Community Services and Culture	Monitoring & review	R Briscoe
How can CDC affect poverty in the District: Social Prescribing/ Universal Credit Corp Plan 040.2	Corporate priority Monitoring & review	E Thomas/ M Rodgers
Progress report Social Prescribing Project – Corp Plan 003	Corporate priority	E Thomas
Organisation supporting social prescribing (invite outside bodies)	Monitoring & review	
Development of Barnfield Drive Post Project Evaluation (PPE) ( <i>Council reports</i> )	Corporate priority	V McKay
<b>June 2021</b>		
Stock Condition survey (CDC properties) – CP 046	Corporate priority	L Grange
Parks Vision – CP051	Monitoring & review	A Loaring
<b>September 2021</b>		
Review of Chichester in Partnership & Community Strategy – Corp Plan 011	Corporate priority	A Loaring
<b>TBC (items from Corporate Plan)</b>		
Novium museum improvements – CP 041	Corporate priority	S Peyman
Novium Business Plan and TIC Business Plan Update – Corp Plan 042	Corporate priority Monitoring & review	S Peyman
Review of Off-Street Parking Strategy for Chichester District – Corp Plan 034 (CV19)	Monitoring & review	Tania Murphy
Southern Gateway Implementation – Corp Plan 142a	Corporate priority	J Hotchkiss
Affordable Housing Delivery TFG – Final report – Corp plan 053	Corporate priority	I Western
Review of the impact to date on residents since Universal Credit service rolled out in July 2018 – Corp Plan 040.2	Monitoring & review	Marlene Rogers

**Other potential subjects identified for scrutiny in 2020-21 by OSC: *Italics in brackets = OSC categorisation***

- Cabinet Member address (*consider alternative ways ie separate meeting*)

- Chichester BID update (Included in Business and the Economy report/Consider outside of formal meeting process) - Monitoring & review - T Murphy
- Chichester Festival Theatre (*invite outside bodies*)
- Church Commissioners land ownership in Chichester attendance (*invite outside bodies*) – (added November 2019 OSC)
- Coast to Capital (outside bodies) (Consider outside of formal meeting process)
- Coast West Sussex invite (outside bodies) (Consider outside of formal meeting process)
- Council Tax Reduction (*council operations*)
- East Beach, Selsey Options Appraisal (*Council reports*)
- East Coastal Partnership (*invite outside bodies*)
- Education Review (*invite outside bodies*) (update and discussion of TFG?) – (added May 2018 OSC)
- Environment Agency (*invite outside bodies*)
- Increased commercialisation of CCS to include improved use of MOT/Service and commercial repair/inspection and bin washing (*Input to Policy*)
- Local Plan Review in 2021 once Local Plan at inspection (council operations)
- Midhurst, Petworth, Selsey Visions (*Council reports*)
- Pallant House Gallery (*invite outside bodies*)
- Sussex Police – PCSOs (invite outside bodies)
- St James Industrial Estate (*council operations*)

Potential items advised by officers:

- Single Use Plastics - cross council action plan developed by Environmental Strategy (Tom Day, Stephanie Evans, Amie Huggett, Andy Double) Alison Stevens has discussed the possibility of different officers attending OSC each year to ensure that officers are all held to account.

Chichester District Council



**CHICHESTER DISTRICT COUNCIL**

**FORWARD PLAN**

**For the period  
1 July 2020 to 31 October 2020**

**An outline of the decisions expected to be made by the Council's Cabinet**

**Published 5 June 2020**

**CHICHESTER DISTRICT COUNCIL**  
**FORWARD PLAN FOR THE PERIOD 1 JULY 2020 TO 31 OCTOBER 2020**

This Forward Plan outlines the decisions which are expected to be made by the Council's Cabinet during the period of four months from 1 July 2020 to 31 October 2020. On occasions the timetable for reports may change due to unforeseen circumstances. Additionally the Forward Plan also identifies decisions which are likely to be taken by the Cabinet in the coming year beyond the four month period covered by the Plan.

Parts of these meetings may be held in private if the Cabinet considers it likely that there will be disclosure of confidential information or exempt information of a description specified in Part 1 of Schedule 12A to the Local Government Act 1972.

The Forward Plan includes key decisions, which are those which if taken by the Cabinet will have significant financial implications or significant impact in the District, and other decisions which may be of interest to the public.

The Forward Plan includes information on the person to contact to inspect relevant documents.

The Cabinet may also consider other documents or items which are not included in the Forward Plan due to changing circumstances.

The membership of the Cabinet is currently as follows:

Councillors Mrs E Lintill (Chairman), Mrs S T Taylor (Vice Chairman), Mr M Bell, Mr R Briscoe, Mrs P Plant, Mr A Sutton and Mr P Wilding,

The Forward Plan will be revised each month and rolled forward to the next four monthly period.

Any person who wishes to make representations about any matter in the Forward Plan should contact the report author or Democratic Services, Chichester District Council, East Pallant House, Chichester, PO19 1TY (e-mail [democraticservices@chichester.gov.uk](mailto:democraticservices@chichester.gov.uk)) at least a week before the meeting at which the decision is to be made. Any person who wishes to receive a copy of any document relevant to the matters listed in the Forward Plan should contact the same people.

If you have any general queries on the contents of the Forward Plan please contact Fiona Baker, Democratic Services Officer on 01243 534609 (e-mail [fbaker@chichester.gov.uk](mailto:fbaker@chichester.gov.uk))

Eileen Lintill  
Leader of the Council

**Topics due to be considered are as follows:**

<b>Topic</b>	<b>Page</b>
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Date of Meeting	7 Jul 2020
Matter in respect of which the decision is to be made	<b>Approval to consult on Draft Local Cycle and Walking Infrastructure Plan</b> To report the findings of the study into cycling and walking infrastructure which will be used to support improvements to the infrastructure within the Chichester City.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	7 Jul 2020
Matter in respect of which the decision is to be made	<b>Boxgrove Neighbourhood Plan Decision Statement</b> To consider the Examiner's recommendations made on the Boxgrove Parish Neighbourhood Plan. The report will recommend that Cabinet agrees the Decision Statement and the Plan moves forward for referendum.
Report author	Mrs Valerie Dobson, Principal Planning Officer vdobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	7 Jul 2020
Date of Council Meeting	21 Jul 2020
Matter in respect of which the decision is to be made	<b>Covid 19 Recovery Plan and future services framework</b> The report will set out the impacts on the Council and its communities and will provide a recovery plan to help communities and businesses recovery from the impacts of C19 as quickly as possible. It will also set out a future services framework in which to consider its priorities.
Report author	Mrs Diane Shepherd, Chief Executive dshepherd@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Jul 2020
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Matter in respect of which the decision is to be made	<b>Discretionary Council Tax Reduction &amp; Council Tax Reduction Scheme for 2021/22</b> To outline proposals for utilising Discretionary Council Tax Reduction funding provided to support Council Tax payers who are economically vulnerable as a result of the Coronavirus pandemic.
Report author	Mrs Marlene Rogers, Benefits Manager mrogers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Jul 2020
Date of Council Meeting	21 Jul 2020
Matter in respect of which the decision is to be made	<b>Financial Impact of Covid-19</b> To report on the impact that Covid-19 has had on the Council's financial position, and the extent to which reserves will have to be used during 2020-21.
Report author	Mr John Ward, Director of Corporate Services jward@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Jul 2020
Date of Council Meeting	21 Jul 2020
Matter in respect of which the decision is to be made	<b>Increasing the provision of short stay accommodation at Freeland Close</b> Approval will be sought for the project budget to deliver the scheme and in principle decision to appoint the contractor following the tender process in order to deliver additional short stay accommodation and meet a statutory purpose.
Report author	Mrs Linda Grange, Divisional Manager for Housing lgrange@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Fully exempt

Date of Meeting	7 Jul 2020
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Matter in respect of which the decision is to be made	<b>Public Space Protection Order (PSPO) Dogs draft for consultation</b> To seek approval to go to public consultation on the draft revised PSPO Dogs.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	7 Jul 2020
Matter in respect of which the decision is to be made	<b>Selsey Neighbourhood Plan Decision Statement</b> To consider the Examiner's recommendations made on the Selsey Neighbourhood Plan. The report will recommend that Cabinet agrees the Decision Statement and the Plan moves forward for referendum.
Report author	Ms Hannah Chivers, Planning Policy Officer hchivers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	7 Jul 2020
Date of Council Meeting	21 Jul 2020
Matter in respect of which the decision is to be made	<b>Site acquisition within the Southern Gateway Masterplan</b> To review the options and agree the acquisition of a site within the Southern Gateway Master Plan
Report author	Mrs Jane Hotchkiss, Director of Growth and Place jhotchkiss@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	8 Sep 2020
Date of Council Meeting	22 Sep 2020
Matter in respect of which the decision is to be made	<b>Infrastructure Business Plan</b> Consider new IBP for 2021-2026 for consultation with stakeholders

Report author	Mrs Karen Dower, Principal Planning Officer (Infrastructure Planning) kdower@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	8 Sep 2020
Matter in respect of which the decision is to be made	<b>Provision of Coastal Engineering Service</b> Review of coastal engineering service models
Report author	Ms Alison Stevens, Divisional Manager for Environmental Protection astevens@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	8 Sep 2020
Matter in respect of which the decision is to be made	<b>Provision of a Parking Enforcement Service</b>
Report author	Mrs Tania Murphy, Divisional Manager for Place tmurphy@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	

Date of Meeting	8 Sep 2020
Matter in respect of which the decision is to be made	<b>Treasury Management 2019/20 outturn report</b> This report provides the Cabinet with a summary of Treasury Management activity during 2019-20 and provides a compliance report against the Council's approved Treasury Management Strategy and Policy statement
Report author	Mr Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Oct 2020
Matter in respect of which the decision is to be made	<b>Approval to Consult on Draft Air Quality Action Plan</b> Consultation on the draft Air Quality Action Plan for Chichester District.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	6 Oct 2020
Matter in respect of which the decision is to be made	<b>Future Funding for Community Wardens</b> Community Warden funding ceases end March 2021 and a decision needs to be made as to whether CDC will continue to fund 50% of the service and 100% of the senior Community warden post for a further 3 years subject of aptner funding being secured.
Report author	Ms Pam Bushby, Divisional Manager for Communities pbushby@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Oct 2020
Matter in respect of which the decision is to be made	<b>Low Carbon Chichester Fund</b> To agree the scope of the fund and the criteria to be used in assessing carbon saving projects for approval. The scheme utilises funds being provided via Homes England from the redevelopment of Graylingwell.
Report author	Mr Tom Day, Environmental Coordinator tday@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Oct 2020
Matter in respect of which the decision is to be made	<b>Public Space Protection Order (PSPO) Dogs</b> To report the results of the public consultation and seek approval

	for the draft revised PSPO.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	6 Oct 2020
Matter in respect of which the decision is to be made	<b>Review of council tax locally defined discounts and premium</b> Local Discounts: The Council have devolved powers to make decisions on council tax discounts for certain dwellings such as second homes. The Council also has the power to charge an additional premium for properties that have been empty for than two years. This premium can increase for properties that have been empty for more than five years.
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	6 Oct 2020
Matter in respect of which the decision is to be made	<b>Section 106 Funding for 3G pitch at Oaklands Park, Chichester</b> Release of Section 106 money towards the development of a 3rd Generation Artificial Turf Pitch at Chichester City Football Ground, Oaklands Park, Chichester.
Report author	Mrs Sarah Peyman, Divisional Manager for Culture speyman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Nov 2020
Date of Council Meeting	24 Nov 2020
Matter in respect of which the decision is to be made	<b>Financial Strategy and Plan 2021-22</b> The purpose of the report is to update the Council's medium term financial strategy and action plan to help guide the management of the Council's finances, considering Government funding for the

	<p>coming year and potentially future years.</p> <p>The key recommendations from this report will help formulate the 2021-22 budget, and level of Council Tax.</p> <p>Cabinet is asked to recommend to Council the following;</p> <p>(1) The key financial principles and actions of the five year financial strategy</p> <p>(2) That the current five year Financial Model is noted</p> <p>(3) That a minimum level of general fund reserves be set, having considered the recommendations from the Corporate Governance and Audit Committee</p> <p>(4) That the current resources position is noted.</p> <p>Key issue – yes</p>
Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Nov 2020
Matter in respect of which the decision is to be made	<b>Review of Parking Charges</b> To review the parking charges in Chichester District and consider proposals for charges from 1st April 2021
Report author	Mrs Tania Murphy, Divisional Manager for Place tmurphy@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Nov 2020
Matter in respect of which the decision is to be made	<b>Treasury Management 2020-21 mid-year update</b> Required by the Council's Treasury Strategy, this report summarises the Council's Treasury activity for the period 1 April to 30 September 2020, including compliance with approved indicators and limits
Report author	Mr Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	<b>Contaminated Land Inspection Strategy</b> To seek approval for the adoption of the revised Contaminated Land Inspection Strategy.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	<b>Determination of the Council Tax Base 2021-2022</b> To set the Council Tax base for 2021-2022. The tax base is effectively an estimate of the number of council tax dwellings in the District. This is adjusted for the effect of discounts and exemptions and is expressed as the number of band D equivalent dwellings in the district.
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	<b>Report consultation responses and approve adoption of Local Cycling and Walking Infrastructure Plan</b> To report the results of the earlier Cabinet approved consultation for the Local Cycling and Walking Infrastructure Plan and to recommend its adoption.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	<b>Selsey &amp; Wittering Beach Management Plan 2021-26</b> Seeking approval to proceed with a five year project to protect our coastline from flood / erosion risk, including works schedule,

	approval to draw down funds from the Environment Agency and delegation of awarding of annual construction contracts.
Report author	Mr Dominic Henly, Senior Engineer (Coast and Water Management) dhenly@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	5 Jan 2021
Matter in respect of which the decision is to be made	<b>Chichester District Climate Emergency Action Plan</b> To approve the full Climate Emergency Action Plan, which is being developed from the Initial Climate Emergency Action Plan that was approved in January 2020
Report author	Mr Tom Day, Environmental Coordinator tday@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	5 Jan 2021
Matter in respect of which the decision is to be made	<b>IPPD - Sport and Physical Activity/Wellbeing Strategy</b> Receive the IPPD for the development of a district 'Sport & Physical Activity/Wellbeing Strategy'.
Report author	Mrs Sarah Peyman, Divisional Manager for Culture speyman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Jan 2021
Matter in respect of which the decision is to be made	<b>Production of an Air Quality Action Plan</b> To seek resolution to consult on a new draft Air Quality Action Plan, without prejudice, for Chichester and Midhurst.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No

Exempt?	Open
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Date of Meeting	2 Feb 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	<b>2021-22 Treasury Management &amp; Investment Strategy and Capital Strategy update</b> The Treasury Management and Investment Strategies for 2021-22 will be presented for approval in accordance with CIPFA's Treasury Management Code of Practice. An update of the Council's Capital Strategy will also be presented within the same agenda item
Report author	Mr Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	2 Feb 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	<b>The IBP 2021.</b> Recommend to Council, the approval of the consultation responses and approval and publication of the IBP 2021
Report author	Mrs Karen Dower, Principal Planning Officer (Infrastructure Planning) kdower@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	2 Mar 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	<b>Local Plan Review</b> Proposed Submission Local Plan consultation
Report author	Mr Toby Ayling, Divisional Manager for Planning Policy tayling@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Apr 2021
Matter in respect of which the decision is to be made	<b>Westbourne Neighbourhood Plan Decision Statement</b> To consider the Examiner's recommendations made on the Westbourne Parish Neighbourhood Plan.  The report will recommend that Cabinet agrees the Decision Statement and the Plan moves forward for referendum.
Report author	Mrs Valerie Dobson, Principal Planning Officer vdobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	September 2021
Matter in respect of which the decision is to be made	<b>Award of Contract for Insurance Services</b> Award of the Council's Insurance Service contract with associated broker contract (if necessary).
Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

