

Public Document Pack

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30 April 2019

Environment, Communities and Fire Select Committee

A meeting of the committee will be held at **10.30 am** on **Thursday, 9 May 2019** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Agenda

10.30 am 1. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2. **Minutes of the last meeting of the Committee** (Pages 5 - 14)

The Committee is asked to agree the minutes of the meeting held on 13 March 2019 (cream paper).

3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

4. **Responses to Recommendations** (Pages 15 - 18)

The Committee is asked to note the responses to recommendations made at the 13 March 2019 meeting:

- a) Call-in A29 Realignment Scheme from the Cabinet Member for Highways and Infrastructure
- b) Highways and Transport Improvement Schemes from the

- Cabinet Member for Highways and Infrastructure
- c) Draft Guidance on Parking at New Developments from the Cabinet Member for Highways and Infrastructure
- d) Community Hubs and Plans for Worthing Library from the Cabinet Member for Safer, Stronger Communities

5. **Appointment of new member to Business Planning Group**

The Committee is asked to appoint a new Conservative member to the Group to fill a vacancy.

10.45 am 6. **Economic Growth Plan 2018 - 2023 Action Plan** (Pages 19 - 56)

Report by the Executive Director Economy, Infrastructure and the Environment

The Committee is asked to consider progress and the annual Action Plan.

11.45 am 7. **Halewick Lane Battery Storage Project** (Pages 57 - 72)

Report by Executive Director Economy, Infrastructure and Environment and Director of Energy, Waste and Environment.

The Committee is asked to consider the proposal for the scheme and the recommendations to the Cabinet Member for Environment contained in the report.

Adjournment for lunch

The Committee will adjourn for half an hour for lunch.

1.00 pm 8. **Highways Maintenance Service Procurement** (To Follow)

Report by Executive Director Economy, Infrastructure and Environment and Director of Highways and Transport

The Committee is asked to consider the proposed Procurement Strategy.

9. **West Sussex Crowd** (Pages 73 - 96)

Report by Director of Law and Assurance.

The Committee is asked to consider performance of the West Sussex Crowd.

2.45 pm 10. **Business Planning Group Report** (Pages 97 - 116)

The report informs the Committee of the Business Planning Group meeting held on 18 March 2019, setting out the key issues discussed.

The Committee is asked to endorse the contents of this report, and particularly the Committee's Work Programme revised to reflect the Business Planning Group's discussions (attached at Appendix A).

11. **Requests for Call-in**

There have been no requests for call-in to the Select Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

12. **Forward Plan of Key Decisions** (Pages 117 - 134)

Extract from Forward Plan dated 24 April 2019.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

13. **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

3.00 pm 14. **Date of Next Meeting**

The next meeting of the Committee will be held on 20 June 2019 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Events Protocol
- Review Integrated Risk Management Plan Action Plans
- 2018/19 Fire and Rescue Service Performance Review and Annual Report
- HMICFRS Inspection Report
- Highways and Transport Service Area Review – Highways Maintenance Plan

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 10 June 2019.

To all members of the Environment, Communities and Fire Select Committee

Environment, Communities and Fire Select Committee

13 March 2019 – At a meeting of the Environment, Communities and Fire Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Barrett-Miles (Chairman)

Mr S J Oakley, arrived at 10.40am	Mr Jones	Mrs Purnell, arrived at 1.25pm
Mr Baldwin	Mr McDonald	Dr Walsh, left at 1.17pm
Mrs Bridges, left at 2.58pm	Mr Oppler, left at 1.25pm	

Apologies were received from Lt Col Barton, Mrs Brunsdon, Mr Patel and Mr Purchase

Also in attendance: Mr Elkins and Mrs Kennard

Part I

68. Declarations of Interest

- Mr Barrett-Miles as a Member of the County Council's Planning Committee in relation to Call-in: A29 Realignment Scheme – HI20 18/19
- Mr Elkins as a Member of Arun District Council in relation to Call-in: A29 Realignment Scheme – HI20 18/19
- Mr Oakley as a Member of Chichester District Council Planning Committee in relation to Call-in: A29 Realignment Scheme – HI20 18/19 and as a Member of Chichester District Council in relation to Draft Guidance on Parking in New Developments
- Mr Oppler as a Member of Arun District Council in relation to Call-in: A29 Realignment Scheme – HI20 18/19
- Dr Walsh as a Member of Arun District Council in relation to Call-in: A29 Realignment Scheme – HI20 18/19

69. Minutes of 14 January 2019 Meeting

69.1 Resolved – that the minutes of the Environment, Communities and Fire Select Committee held on 14 January 2019 be approved as a correct record, and that they be signed by the Chairman.

70. Minutes of 30 January 2019 Meeting

70.1 Resolved – that the minutes of the Environment, Communities and Fire Select Committee held on 30 January 2019 be approved as a correct record, and that they be signed by the Chairman.

71. Responses to Recommendations

a) Cabinet Member's Response to the Committee's

Recommendations on the Operations and Public Protection Savings Proposals.

71.1 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the Operations and Public Protection Savings Proposals.

b) Cabinet Member's Response to the Committee's Recommendations on the Savings Proposals – Community Initiative Fund

71.2 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the Savings Proposals – Community Initiative Fund

71.3 Members made the following comments:

- Highlighted that there should be no reduction in the Community Initiative Fund as it was considered to be extremely valuable and engaged members with the voluntary sector.

72. Call in: A29 Realignment Scheme - HI20 18/19

72.1 Mr Jones introduced the request, to call-in the decision by the Cabinet Member for Highways and Infrastructure concerning the A29 Realignment – HI20 18/19; (call-in request appended to the signed minutes) and highlighted the following points:-

72.2 In his view, previous costs on Local Enterprise partnership (LEP) projects had spiralled out of control and there was potential that any works could result in huge disruption as this scheme involved a major road, believing that there were already questions that needed further examination.

72.3 He also queried what the County Council commitments would be, given that it would be required to underwrite any costs and demonstrate its commitment to delivering Phase 2 of the scheme. He also believed that the strategy could be risky in the event external events affected the project and it could take a long time to recover the costs.

72.4 He also noted that there was no action in the Business Case (BC) for adequate transport links if there was to be an increase in demand for public transport and whether there would be an improvement on journey times. He was also concerned over the welfare of local residents affected by the scheme and the potential impact on those with mobility issues accessing local health services.

72.5 In his view, it wasn't clear whether the indicative route in the Arun Local Plan (ALP) was the same as was being put forward now and was concerned that if not consulted upon properly then it could increase the chance of legal challenge. He further believed the scheme appeared to facilitate only the ALP rather than look at the bigger picture in the county.

72.6 Roger Elkins, Cabinet Member for Highways and Infrastructure addressed the Committee, highlighting the following points:

72.7 In his view, this was a major scheme approved through the Local Plan making process, of which the County Council were delivering the preferred route and which he believed would improve jobs and businesses in the area.

72.8 Moving forward, there were unlikely to be any substantial changes to the proposed route, although the Southern Spur/Lidsey bends area may be subject to some change, pending consultation with residents in the area. He further believed that the scheme would improve transport routes and traffic congestion, as well as provide a much needed link to the Bognor Regis area.

72.9 The Committee made comments including those that follow. It:

- Welcomed the greatly needed improvements to the A29 road in particular to encourage economic growth for Bognor Regis and the coastal strip, but raised concerns over the current infrastructure deficit in the county, the growing congestion that needed to be addressed and queried what was being done to ensure the impacts of development hadn't been under reported. Mr Matt Davey, Director of Highways and Transport advised that in terms of traffic modelling a standard approach had been used in respect of estimated traffic and development growth. During the detailed design phase there would be safety audits carried out and the County Council would be obliged to address any issues. This would include mitigation against noise, drainage and other issues arising. The consultation was seen as an opportunity for comment on the proposals and to address any major elements that were flagged.
- Raised concerns that the engagement and consultation process had not been proper and meaningful, with short notice given for the public meetings along with the lateness and quality of documents available. Also that there had been a lack of public exhibitions in the Bognor Regis area. Mr Davey advised that the consultation period of 8 weeks was adequate enough to look at the information and to comment and respond. There had been a good response from a number of the public exhibitions and events in conjunction with developers had also been well attended. The County Council website had all the detailed colour maps available to view.
- Raised concerns over Capital costs and the cost estimate process, requesting that the Cabinet Member for Highways and Infrastructure investigate and report back to the Committee on the cost estimate ability. Noting that there was a possible large risk element to the project and the potential for rising costs, also requesting an outline of the full financial impact if the project were to run over schedule. Mr Davey advised that if project delivery over-ran then it might not necessarily have a significant impact on costs.

- Raised concerns over the large number of additional roundabouts in the proposals and whether the best possible route had been chosen. Mr Davey advised that roundabouts were taken into account through the traffic modelling in the BC and that further detailed elements would also be looked at in the planning process. As part of the Local Plan process the County Council had been a key consultee and the route had already been subject to studies and technical work to get the scheme to this point. *The Cabinet Member for Highways and Transport added that the preferred route had been selected through the planning process.*
- Raised concerns over the effect on the Southern end of Shripney, suggesting an alternative route to by-pass the village; and that the northern end of the route could be possibly be subject to increased traffic pollution levels. Also raised concerns that the road wouldn't be linked to the Rolls Royce roundabout. Mr Davey advised that these points would have been looked at through the Local Plan process and that although not part of this scheme, there may be future opportunities to address these concerns.
- Queried what the actual housing numbers were likely to be in the new development and how affordable these would be; and requested reassurances that S106 contributions would be sufficient to provide funds for other needs such as school places and impact on drainage. Mr Davey advised that housing numbers were the responsibility of the district and borough councils. The County Council was confident there was enough S106 funding to fill requirements and that developers were comfortable with contributions towards other infrastructure elements within this. Further details such as drainage and blight would be addressed during the planning application.

72.10 The Cabinet Member for Highways and Infrastructure summed up by saying that he believed there was absolute support for the scheme and that the A29 road improvement was much needed, especially to enhance economic growth in the area and provide infrastructure for business growth in the county.

72.11 A lot of discussion on the alignment and the preferred route was established a few years ago and the County Council was delivering on the scheme put forward by Arun District Council and their Local Plan process. It was a detailed programme going forward, leading to a planning application and another opportunity to comment. It was important to hear the views of residents and take them into account and he noted the comments over presentation of the scheme to the public and would take them on board.

72.12 Mr Jones summed up by saying that during the Local Plan process there had only been a consultation on the indicative route and clearly the public felt they hadn't been consulted properly. He was not convinced over the effectiveness of the scheme and didn't support it. He proposed that the decision be paused and reconsidered given its impact and value and should be subjected to an extended and meaningful consultation.

72.13 Mr Jones made the following proposal, seconded by Mr Baldwin which the Committee considered: -

72.14 That the Committee:

Supports, in principle, the need for the A29 realignment Scheme and calls on the Cabinet Member for Highways and Infrastructure to withdraw this decision and reconsider it in light of the concerns expressed by members today, and that any further decision which commits the County Council to any course of action relating to this is not published until after the current public consultation takes place, in which all contributions are given close consideration.

72.15 A vote was held and the proposal was carried.

72.16 Resolved – That the Committee:-

- 1) Supports, in principle, the need for the A29 Realignment Scheme.
- 2) Calls on the Cabinet Member for Highways and Infrastructure to withdraw this decision and reconsider it in light of the concerns expressed by members today, and that any further decision which commits the County Council to any course of action relating to this is not published until after the current public consultation takes place, in which all contributions are given close consideration.
- 3) Agrees for the BPG to look into the current process surrounding the initial costing of major projects.

73. Highway and Transport Improvement Schemes

73.1 The Committee considered a report by Executive Director Economy, Infrastructure and Environment and Director of Highways and Transport (copy appended to signed minutes).

73.2 Mike Elkington, Head of Planning Services, Michele Hulme, Assistant Head of Highways Operations, Matt Davey, Director of Highways and Transport and Ian Patrick, Local Transport Improvements Manager introduced the report, which addressed the identification, assessment, prioritisation and funding of highway and transport improvement schemes, including the role of members and the use of developer contributions.

73.3 The Committee made comments including those that follow. It:

- Welcomed the report, but highlighted the importance of transparency and oversight as the current approach was seen as overly bureaucratic and suggested a future report be brought back to the Committee on an annual basis.
- Queried the costs of schemes and requested that along with member education on the viability of developments and local plans there should be more community focus and involvement; suggesting that existing County Local Committees (CLC) be used more in the process, be briefed on work streams and delivery plans at the appropriate time and have the ability to produce an annual

wish list of schemes they would like to see financed. Ms Hulme advised that back in 2016, an Executive Task and Finish Group (TFG) recommended that the previous 'community issues list' approach under the CLCs be replaced with the current Community Highways Schemes (CHS) process, primarily because the former approach raised unrealistic expectations. Mr Elkington added that there were issues around delivery of schemes so it was important that they were costed correctly; also suggesting that a representative from the district and borough councils could be invited to carry out a workshop for members on scheme viability.

- Suggested better communication surrounding schemes, especially regarding feedback to the community and requested that there should be a general consensus on what level of information Area Highways Managers were communicating to members. Ms Hulme advised that part of the scoring looked at community support, so it already formed part of the process.
- Questioned the rationale of the split between the programmes of work using the Integrated Transport Block funding and that there were two different approaches being taken. Mr Davey advised that there was a scoring mechanism used for LTIP and CHS but that there was currently no clear process for allocating funding, as it partly depended on the number of applications for CHSs. Mr Elkington added that there were different processes in place with the district and borough councils for the allocation of s106 and the Community Infrastructure Levy (CIL), and that there was a need to comply with the governance that had been in place by those authorities, including the need for audit trails.

73.4 Resolved – That the Committee:- Agrees the way forward suggested in the report, with a request that an Annual Programme of Highways Works for each area be brought to the relevant County Local Committee (CLC).

74. Draft Guidance on Parking at New Developments

74.1 The Committee considered a report by Executive Director of Economy, Infrastructure & Environment and Director of Highways and Transport (copy appended to signed minutes).

74.2 Paul Eagle, Principal Planner, Mike Elkington, Head of Planning Services and Matt Davey, Director of Highways and Transport introduced the report which gave an overview of the review undertaken taken of the current approaches to parking resulting in the prepared new draft 'Guidance on Parking at New Developments'. The Cabinet Member for Highways and Infrastructure would be asked to approve the new guidance in March 2019.

74.3 The Committee made comments including those that follow. It:

- Welcomed the review, noting that it was long overdue in view of the current insufficiency of parking on new developments, in particular multi-occupancy dwellings and highlighted that parking provision

should be seen as a necessity and not an amenity. Also questioned the validity of the guidance if district and borough councils had their own parking standards, and requested an amendment to the text to include 'In the absence of parking standards at district and borough council level, this County Council guidance should be referred to'.

- Suggested an amendment to the text to deal with developments under 10 dwellings, and to consider the use of whole numbers in parking space calculations as opposed to fractions, also highlighting the need for cycle space provision. Mr Davy advised that it was common practise to use fractions in calculations, with developers being used to this method. He advised that he would seek further clarity on cycle parking requirements.
- Requested a link to the colour maps of Parking Behaviour zones and a comparison of previous verses new guidance and also requested further clarity on Table 2, D2 of the guidance in relation to vehicle standards.
- Queried the current parking space standards and when these were originally set and highlighted the need for guidance on preferred sizes and garages. Mr Eagle advised that he would seek further clarification on the standards and specifications.
- Raised concerns over whether the reduction for parking demands offered to developers in the event of a range of travel choices being available through travel plans and other sustainable travel initiatives would be effective. Also suggested the need for special parking zones around railway stations.

74.4 Resolved – That the Committee:

- 1) Requests an amendment to the text to deal with developments under 10 dwellings, and to consider the use of whole numbers in parking space calculations and the need for cycle space provision.
- 2) Requests an amendment to the text to include: ' In the absence of parking standards at district and borough council level, this County Council guidance should be referred to'
- 3) Requests sight of the revised document once all of the above points have been addressed.

75. Community Hubs and Plans for Worthing Library

75.1 The Committee considered a report by Director of Communities (copy appended to signed minutes).

75.2 Rachel North, Director of Communities, Nicola Bulbeck, Executive Director Communities and Public Protection, Lesley Sim, Head of Libraries Heritage and Registration and Russell Allen, Lead Manager, Library Service introduced the report which gave an overview of the Community Hubs Programme, its strategic principles and financial implications, and outlined the engagement and consultation undertaken for the first Community Hub

in Worthing.

75.3 *The Cabinet Member for Safer, Stronger Communities added that this was an exciting project for libraries and would comprise a myriad of community services in each hub. Although there were current financial restraints, it was important to recognise that this was an opportunity to strengthen the service rather than initiate closures.*

75.4 Ms North added that the library service had already undergone a degree of transformation and integration by incorporating within their buildings various activities, including Children & Family Centres. The programme would be of benefit to both the community and County Council and would overall reduce running costs, offer opportunities to combine workforce and give a more flexible space whilst promoting social health and wellbeing and help towards reducing social isolation.

75.5 The Committee made comments including those that follow. It:

- Supported the programme as being an exciting project that would encourage community use, was both innovative and resource-efficient and was pleased to see the closure of libraries prevented within the programme. Also queried what commitment there was to ensure the hubs would be environmentally friendly and suggested that thought be given to the layout of quiet/children's areas and appropriate receiving space and that any lessons from the Worthing project be learned for future roll-outs. Ms North advised that the County Council would seek to look at sustainability measures.
- Raised concerns over the lack of cost figures in the report and that various points previously raised during the Call-in request had not been sufficiently addressed. Ms North advised that there were high level costs specified that included indicative figures and that work was currently being carried out to assess criteria and methodology to see if these were viable. *The Cabinet Member for Safer, Stronger Communities added she was happy to bring a report back to the Committee once area information and definite figures were available in order to consult with members.*
- Raised concerns over the potential closure of Worthing Library during any works and the effect on those with limited mobility, such as the elderly or disabled in the event of a temporary change of building location, and the level of public communication that would be available. Mrs Sim advised that there had been a long process of engagement and consultation and potential closures may include partial building closures or using temporary. Mr Allen added that further detail would be known once reconfiguration of services had been addressed, but for both access and opening times the public would be informed well in advance. The new proposed Worthing temporary site was very close to the existing building, with current characteristics being protected and the County Council was looking at no exclusion from the alternative provision. *The Cabinet Member for Safer, Stronger Communities, added that where possible buildings would be kept open, with minimal disruption, and that the public would be kept well informed.*

- Queried why the Project Board wasn't cross-party and whether member input would be sought for the 'Top 10' list being compiled within the programme. Ms North advised that the 'Top 10' list was still being worked on for feasibility and viability and that community impact and sensitivities would be considered. The Project Board would be making their recommendations to the Cabinet Member for Safer, Stronger Communities on the 'Top 10', but that member input would definitely be sought for local insight. *The Cabinet Member for Safer, Stronger Communities, added that the list could be changed or altered if necessary and that engagement would be sought with members and the district and borough councils prior to the consultation. Although the project board wasn't cross-party, local members would be consulted for their area.*

75.6 Resolved – That the Committee:

- 1) Supports the objectives and would welcome a list of the next top 10 programmes, their costs and implementation schedules.
- 2) Requests a progress report in 6 months' time with a clear outline of the decision-making points throughout the process, and a copy of the project timeline to be distributed to Committee Members when available.

76. Business Planning Group Report

76.1 The Committee considered a report by the Chairman of the Business Planning Group (copy appended to the signed minutes).

76.2 Resolved – That the Committee endorses the contents of the report and particularly the Committee's Work Programme for 2019/20, revised to reflect the Business Planning Group's (BPG's) discussions.

77. Requests for Call-in

77.1 The Environment, Communities and Fire Select Committee Business Planning Group (BPG) received a request to call-in the proposed decision by the Cabinet Member for Safer, Stronger Communities concerning the Community Hubs and Plans for Worthing Library SSC7 18/19 – decision published on the Executive Decision Database on 21 January 2019 and in the Member's Information Service on 21 January 2019. The BPG declined the request.

77.2 The BPG also received a request for call-in of the proposed decision by the Cabinet Member for Highways and Infrastructure concerning the A29 Realignment Scheme - decision published on the Executive Decision Database on 18 February 2019 and in the Members' Information Service on 18 February 2019 HI20 18.19. The request was accepted by the BPG and was heard in Item no.5.

78. Forward Plan of Key Decisions

Agenda Item 2

78.1 The Committee considered the Forward Plan dated 1 March 2019 (copy appended to signed minutes).

78.2 Resolved – That the Forward Plan be noted.

79. Date of Next Meeting

The Committee noted that its next scheduled meeting will take place on 9 May 2019 at 10.30am at County Hall, Chichester.

The meeting ended at 3.40 pm

Chairman

Roger Elkins

Cabinet Member for Highways and
Infrastructure

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Mr Andrew Barrett-Miles
Chairman
Environment, Community & Fire Select Committee

15 April 2019

Dear Mr Barrett-Miles

**Environment, Communities and Fire Select Committee – Call-In A29
Realignment Scheme – HI20 18/19**

Thank you for making recommendations on the A29 Realignment Scheme which will help to deliver the West Sussex Transport Plan and the recently adopted Arun Local Plan which has established the principle of strategic development in the area and the A29 Realignment as part of the supporting infrastructure package. By providing improved infrastructure to support the economy, I consider that the scheme will also help to deliver the West Sussex Plan which is our commitment to our residents. Therefore, it is now up to the County Council to deliver the A29 Realignment to support the delivery of development and meet the needs of current and future residents.

It is clear to me from the information given by officers that withdrawing the decision would result in delays to the delivery programme. This is a major infrastructure project with multiple funding partners and dependencies, so delaying the delivery programme would incur potential legal, financial and reputational risks. Although I acknowledge the level of local concern that exists about the scheme that was reflected in the Committee debate and recommendations, I also note that the Committee supports, in principle, the need for the scheme. Therefore, I consider that the decision should not be withdrawn as to do so would delay the delivery programme and could jeopardise delivery of the scheme.

However, in response to the Committee's recommendations, I can confirm that comments received during the consultation will be taken into account before the scheme design is finalised. I will also ensure that procurement of a design and build contractor should only take place provided that no substantive changes are required to the scheme. I hope that these assurances will demonstrate to the Committee that the feedback received during the public consultation will be given due consideration as the scheme develops.

I will ensure that the BPG receives information about the process of costing of major road schemes.

Highways and Transport Improvement Schemes

The Committee requested that an Annual Programme of Highways Works for each area be brought to the relevant County Local Committee (CLC).

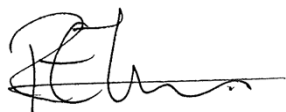
My understanding is that County Local Committees receive this information each year in the round of meetings that takes place in autumn/winter.

Draft Guidance on Parking at New Developments

The Committee requested amendments to the text to deal with developments under 10 dwellings and to consider the use of whole numbers in parking space calculations and the need for cycle space provision; and to include: 'In the absence of parking standards at district and borough council level, this County Council guidance should be referred to' and requested sight of the revised document once all of the above points have been addressed.

I am undertaking further work to take account of the Committee's requests before publishing this decision.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Elkins', with a long horizontal flourish extending to the right.

Roger Elkins
Cabinet Member for Highways and Infrastructure

Dear Andrew,

Community Hubs and Plans for Worthing Library

Thank you for your Committee's recommendations below on Community Hubs and Plans for Worthing Library at the Environment, Communities and Fire Select Committee meeting on 13 March 2019.

- 1) Supports the objectives and would welcome a list of the next top 10 programmes, their costs and implementation schedules.
- 2) Requests a progress report in 6 months' time with a clear outline of the decision making points throughout the process and a copy of the project timeline to be distributed to Committee Members when available.

I welcome the interest and useful comments made by the Select Committee in the meeting. I confirm that I will keep you informed on the progress of the Community Hubs project when information is available and at the appropriate time.

Yours sincerely,



Debbie Kennard

Cabinet Member for Safer, Stronger Communities

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Environment, Communities and Fire Select Committee

9 May 2019

A Prosperous Place: Economic Growth Plan 2018 – 2023 Action Plan

Report by Executive Director Economy, Infrastructure and the Environment

Summary

The West Sussex Plan published in October 2017 sets out the vision for West Sussex, and what the County Council plans to achieve for its residents, businesses and the County. A key priority is `ensuring West Sussex is a prosperous place`, with a strong and vibrant economy.

A new Economic Growth Plan for the period 2018 – 2023 was adopted in June 2018, providing the framework for the County Council's activities to support and drive economic growth to achieve the `prosperous place` outcomes. The Plan is built on existing priorities and commitments, and identifies new opportunities for growth around five priority themes. The Economic Growth Plan and the supporting annual Action Plans will prioritise activity and investment to achieve the priorities, building on existing County Council commitments and progressing new opportunities.

The annual Action Plans will be reviewed and updated every six months to reflect the latest position, plans and performance. They will not be formally adopted.

The focus for scrutiny

The focus for the Committee is to scrutinise progress with the Economic Growth Plan 2018-2023, and the annual action plan for 2019/20.

Recommendations

- | |
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| <ul style="list-style-type: none"> (1) The Select Committee scrutinises the Economic Growth Plan 2018-2023 annual Action Plan, with a focus on work led by the Economic Growth Team. (2) The Select Committee considers new economic growth activities being progressed to achieve the five priority themes. |
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Proposal

1. Background and Context

- 1.1 In October 2017 the County Council published The West Sussex Plan setting out the Council's priorities. The West Sussex Plan sets out the County Council's firm commitment to supporting and growing the economy, through striving for West Sussex to be `A Prosperous Place`.
- 1.2 In support of the achievement of the West Sussex Plan, an Economic Growth Plan 2018 – 2023 was developed and adopted, with five priority themes to support the achievement of the Prosperous Place outcomes:
 1. Strengthening the coastal towns
 2. Maximising the opportunities from Gatwick
 3. Growing the green energy county
 4. Promoting West Sussex as a place to visit and work
 5. Enabling a workforce for the future
- 1.3 The Economic Growth Plan and the associated annual Action Plan are County Council plans, rather than countywide plans. Both are cognisant of national, regional and partners' priorities, and recognise that working in partnership is important to success.
- 1.4 Following the adoption of the Economic Growth Plan 2018-2023 in June 2018 ([LDR05\(18/19\)](#)), a high level Action Plan was developed setting out the projects, activities and propositions that will be progressed by the County Council to achieve the five priority themes. This has progressed into an annual action plan for 2019/20 (see Appendix A).
- 1.5 The achievement of the Economic Growth Plan is dependent on the work of a range of County Council functions and teams, including the Economic Growth Team; the Growth Deals Delivery Team; Planning and Strategic Transport; Sustainability and Your Energy Sussex; the West Sussex Digital Infrastructure team; and Education and Skills. In addition to considering the overall approach to managing the achievement of the Economic Growth Plan, the focus of the Committee item is the work of the Economic Growth Team, which primarily covers work associated with the formerly named Bold Ideas; growth through key business sectors; workforce and skills initiatives; and business support activities. Progress with Horsham Enterprise Park (also through the Economic Growth Team) and the work of other services and functions is scrutinised elsewhere.

2. Proposal

- 2.1 The proposal is to support the Economic Growth Plan 2018 – 2023 approach to managing progress through annual Action Plans, in order to build on the County Council's current priorities and commitments to supporting economic growth, and to progress new opportunities to achieve the five priority themes adopted in the Plan.

- 2.2 The annual Action Plans include progress on and current actions relating to the formerly titled `Bold Ideas`, which are specific interventions led by the County Council to stimulate economic growth, namely:
- The redevelopment of the former Novartis site, to support and grow high value employment with a focus on the knowledge economy (including the health and life sciences)
 - The development of the creative and digital sector in coastal towns, initially focussing on establishing a collaborative workspace and hub in Bognor Regis
 - The promotion of West Sussex as a place for active, outdoor short breaks through the `beautiful outdoors`, now evolved into a countywide partnership to support and grow the visitor economy through Experience West Sussex
 - Leveraging opportunities from Gatwick, currently reflected in the former Novartis site plans, the Growth Deals with the Districts and Boroughs, and visitor economy initiatives
 - (It has previously been confirmed to Members that the Bold Idea around high end finance evolved into a strong proposition for businesses around broadband and digital infrastructure, to support knowledge and data intensive businesses to be located in the county).
- 2.3 The annual action plan also highlights propositions to be progressed in 2019/20, including the growth of the creative and digital sector, and the consideration of the future `older / mature` workforce. The presentation to Committee will include an update on progress to date with these two new areas of work.
- 2.4 The Economic Growth Plan 2018-2023 sets out the importance of measuring the impact of the Plan and its associated Action Plans, and a performance framework has been developed for this purpose, at two levels:
- *High level measures* with baselines reflecting the West Sussex Plan's Prosperous Place measures and the five priority themes (Appendix B). Any activities in the action plans will link to and contribute to the high level measures.
 - *Specific indicators and measures* for each project, set out in the annual action plan (Appendix A). These will provide the performance framework for directly measuring the benefits of the action plans, and are based on the high level measures.
- 2.5 The high level measures are as follows:

Priority Theme One: Strengthening the Coastal Towns

- Improved rates of business start-up (in West Sussex Performance Dashboard)
- Improved business survival rates (in West Sussex Performance Dashboard)
- Higher workplace and resident earnings
- Increase in creative digital sector
- Net commercial floor space built (m²) (office and industrial B1 & B2)

Priority Theme Two: Maximising the opportunities from Gatwick

- Increased business count
- Increased proportion of employment in higher value business and professional services
- Higher resident and workplace earnings (in West Sussex Performance Dashboard)
- Commercial floor space (office and industrial) built every year

Priority Theme Three: Growing the Green Energy County

- *No high level measures – all measures at initiative level.*

Priority Theme Four: Promoting West Sussex as a Place to Visit and Work

- Increased visitor expenditure per head (trip)
- More balanced seasonal profile of visitors
- Increase in local food and drink producers

Priority Theme Five: Future Workforce

- Improved resident earnings across the County (in West Sussex Performance Dashboard)
- Employment rates aged 50+

- 2.6 The annual Action Plans reflect where the County Council is best placed to support the economy, and are developed with due consideration to the following:
- The five priority themes, their associated objectives and areas for action set out in the [adopted Economic Growth Plan](#) (pages 30-45)
 - Feedback from partners and business representative organisations on the `Projects and Propositions` document, the precursor to the Action Plans which was shared with partners as part of the consultation on the draft Economic Growth Plan 2018-2023
 - Current economic growth priorities and commitments, including through the existing portfolio of economy projects and the Growth Deals agreed with the districts and boroughs
 - Current priorities and commitments from a wide range of County Council services which help to facilitate and support economic growth, including the work of planning services on strategic transport, and the activities of the Digital Infrastructure team to develop a better connected county
 - Opportunities to build on existing activities, and new propositions to support the achievement of the five priority themes, including the creative and digital coast, the green energy county, Experience West Sussex, and the mature workforce.
- 2.7 The annual Action Plan (Appendix A) sets out the five priority themes, their proposed high level measures, and specific projects and propositions within each priority objective. For each project or proposition, there is a statement on the current position and target timescale; the key actions and milestones for the year; the resource position (officer, key partners or organisations, and budget); and the indicators and measures of success, where they have been agreed. Further measures will be added as propositions are developed into measurable projects and activities.

- 2.8 The annual Action Plan will be reviewed at the end of each year, with indicators, measures of success and benefits formally tracked. The officer Economy Board, Chaired by the Executive Director Economy, Infrastructure and the Environment, has oversight of progress. Formal reporting also takes place through the West Sussex Performance Dashboard.
- 2.9 Since the adoption of the Economic Growth Plan 2018-2023 in June 2018, the Coast to Capital Local Enterprise Partnership's (LEP's) strategic economic plan `Gatwick 360` has also been adopted. The Economic Growth Plan is consistent with the strategic economic plan, which provides the region's strategic plan and the framework against which important funding decisions will be made. A dialogue is ongoing with the LEP on specific opportunities to collaborate on shared priorities and actions in the SEP, and through the emerging Local Industrial Strategy. The County Council is represented on the LEP Board by the Leader.

3 Resources

- 3.1 The development and delivery of the County Council's economic growth activities are primarily funded through the Economic Development Base Budget; the approved Capital Programme 2018-2023; remaining funds in the Strategic Economic Plan Reserve (see decision LDR06 15/16); funds in the Economic Growth Reserve; and through leveraging external funding, including Coast to Capital Local Growth Fund; the Strategic Investment Fund (the pooled business rates); and remaining EU funding (including EAFRD, ERDF and Interreg 2 Seas).
- 3.2 The revenue and Capital Programme budget allocations to support current, agreed economic growth priorities are set out in the table below.

Economic Development Funding Available 2019/20 to 2023/24	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Revenue Funding					
Economic Development Base Budget	1,082	1,061	1,061	1,061	1,061
Strategic Economic Plan Reserve	1,202				
Economic Growth Reserve	1,297				
Capital Programme					
Crawley Growth Programme	6,901	5,278	0	0	0
Creative Bognor	868	0	0	0	0
Worthing Public Realm	169	0	0	0	0
Growth Programme	600	3,000	4,000	12,000	2,000
Experience West Sussex	0	500	0	0	0
Horsham Enterprise Park	1,000	6,280	7,720	15,000	0

- 3.3 The uncommitted balances from the Strategic Economic Plan and Sustainable Investment Reserves were merged into a single Economic Growth Reserve in Autumn 2018 via the August Total Performance Monitor decision report (decision taken in November 2018), to support the achievement of the new Economic Growth Plan. The use of the reserve for the delivery of the plan is delegated to the Executive Director Economy, Infrastructure and the Environment, in consultation with the Leader and Cabinet Member for

Finance and Resources. The remaining balance in the Strategic Economic Plan reserve continues to support the delivery of the formerly named Bold Ideas and the six Growth Deals with the Districts and Boroughs.

- 3.4 Additional County Council programmes and budgets managed outside Economic Development support economic growth priorities, including specific projects in the Action Plan. These include the One Public Estate Programme, improvements to the infrastructure of West Sussex, and the DCMS funded Gigabit voucher scheme for businesses.
- 3.5 Any new budget allocations (including through external funding bids) for new priorities within the Economic Growth Plan will be based on sound business cases, including an assessment of critical success factors, value for money, and the likelihood of securing benefits.

Factors taken into account

4 Issues for consideration by the Select Committee

- 4.1 The Select Committee is invited to scrutinise and consider progress with the Economic Growth Plan 2018-2023, and the annual action plan for 2019/20.

5 Consultation

- 5.1 **Partners** – Partners and business representative organisations were invited to provide feedback on a `Projects and Propositions` document, the precursor to the Action Plan which was shared with partners as part of the consultation on the draft Economic Growth Plan 2018-2023. The document sets out the `projects` the County Council is committed to delivering, including the portfolio of economy projects and the Growth Deals, and the `propositions` for new areas of work to achieve the priorities.
- 5.2 Following the adoption of the Economic Growth Plan 2018-2023, meetings were held with key partners to inform the Action Plan. Consideration has been given to partners' current economy priorities and activities, existing commitments on joint working, and opportunities to collaborate on new areas of work. Meetings have been held with districts and boroughs, the Coast to Capital Local Enterprise Partnership, the South Downs National Park Authority, the three West Sussex Area Economic Partnerships, and the University of Chichester. Further engagement with partners, including additional education partners, is progressing on specific areas of work.
- 5.3 **Members** – All County Council Members were invited to input into the priorities for the Economic Growth Plan at a Prosperous Place Member workshop on 6 December 2017. The Environment, Communities and Fire Select Committee considered the approach to the development of the Economic Growth Plan, the evidence base, and the draft priority themes and activities at its meeting in January 2018. The Committee received an update on progress at its meeting in March 2018. The Economic Growth Plan 2018-2023 was formally adopted through the County Council's governance in June 2018, and the Action Plan is based on the adopted Plan and its five priority themes.

- 5.4 **Internal** - Key County Council services have informed and/or contributed to the high level Action Plan, including the Economic Growth Team; the Growth Deals Delivery Team; Planning and Strategic Transport; Sustainability; the West Sussex Digital Infrastructure team; and Education and Skills.

6 Risk Management Implications

- 6.1 There is a risk that international, national or local economic factors may result in the Economic Growth Plan and associated action plan not delivering the intended benefits. Both have taken into consideration the wider economic landscape as far as possible, including any implications arising from the UK's vote to leave the European Union. As specific new proposals progress, they will include a full consideration of risk and risk mitigation.

7 Other Options Considered

- 7.1 The high level Action Plan derives from the Economic Growth Plan 2018-2023, which is based on a thorough review and consideration of evidence and data; the national and local drivers for the economy; the priorities and commitments of partners; and the County Council's commitments and particular opportunities to take the lead. A range of options for specific activities are being considered for new propositions and areas of work, and projects or delivery plans would be based on sound business cases.

8 Equality Duty

- 8.1 The Economic Growth Plan 2018 – 2023 and associated annual Action Plan identifies a range of priorities and objectives to enhance equality and opportunity in the county. Equality will be considered further as each proposition in the Action Plan is progressed from concept, to feasibility, design and delivery.

9 Social Value

- 9.1 There will be clear economic benefits and support for businesses and individuals. There will be environmental benefits, particularly through the `Green Energy County` priority theme. Specific actions will identify social value opportunities, and any associated procurement will comply with the Social Value policy.

10 Crime and Disorder Implications

- 10.1 There are no identifiable Crime and Disorder Act implications.

11 Human Rights Implications

- 11.1 There are no identifiable Human Rights implications.

Lee Harris

Executive Director

Economy, Infrastructure and the Environment

Agenda Item 6

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Appendix A - West Sussex Economic Growth Plan 2018-2023 Annual Action Plan 2019/2020

Appendix B - West Sussex Economic Growth Plan 2018-2023 High Level Measures and Baselines

No background papers.

APPENDIX A Economic Growth Plan: Action Plan April 2019 - March 2020

The Action Plan for 2019/20 sets out the annual priorities to achieve the Economic Growth Plan 2018-2023, and is based on the five priority themes and their associated objectives. It provides a brief description of the project (activities the County Council is already committed to progressing and delivering) or proposition (new areas of work the County Council will be progressing to achieve the priorities) along with their current position. The Action Plan also sets out key actions and milestones for delivery during the year, a top level summary of the resource position (officer, key partners or organisations, and budget), and indicators and measures of success, where they have been agreed. In a number of cases the measure of success will be longer term than the action plan year, and will be considered through a broader benefits tracker.

Priority Theme One: Strengthening the Coastal Towns – *strengthening the vibrancy of the coastal towns, and supporting the emergence of a creative coast.*

High Level Measures

- Improved rates of business start-up (in West Sussex Performance Dashboard)
- Improved business survival rates (in West Sussex Performance Dashboard)
- Higher workplace and resident earnings
- Increase in creative digital sector
- Net commercial floor space built (m²) (office and industrial B1 & B2)

Objective 1.1: We will develop the creative coast, through a focus on the creative and digital sectors				
Project / proposition	Current position and timescale	Actions and milestones	Resource	Indicators and measures of success (by 2023)
<i>'The Track' Creative Digital Hub</i> : The Hub at Bognor Regis Railway station is a priority economy project, and will support the development of a high growth sector and the regeneration of Bognor Regis town centre.	The Hub is due to launch in Autumn 2019, subject to lease completion and fit-out being to schedule.	<p>Complete lease for hub spaces with Network Rail / GTR ASAP.</p> <p>Fit out hub spaces as a collaborative workspace.</p> <p>Launch Hub within one month of fit out being completed.</p> <p>Support initial operation of <i>'The Track'</i>.</p>	<p>Economic Growth Team lead.</p> <p>Contractor for fit-out.</p> <p>Appointed hub operator Town Square Spaces Ltd.</p> <p>Approved budget (£500,000 C2C LEP)</p>	<p>Approximately 400 sqmtr new commercial floorspace in 19/20.</p> <p>At least 100 Hub members by the end of Year 4 of the Hub's operation.</p> <p>Over 150 enterprises supported including membership, events and</p>

			Local Growth Fund, capital programme, economic development budget).	training. Up to 150 enterprises benefitting from broadband access of at least 100mbps and up to 1gbps.
<i>West Sussex creative coast proposition: A new initiative to work with partners on creative and digital sector growth initiatives, building on significant coastal opportunities.</i>	A new area of work building on the Bognor Regis Hub, with an outline case and action plan to be in place by June 2019 (based on scoping work completed in 18/19).	A `creative digital sector growth` action plan by June 2019, working with the Districts and Boroughs, sector stakeholders, the University of Chichester and businesses. 19/20 action plan achieved, with an initial focus on sector support initiatives.	Economic Growth Team and partners. Economic development budget.	To be agreed through outline case and action plan, and likely to include business start-ups and business growth.
Objective 1.2: We will connect local people to emerging opportunities in the coastal towns				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Recruitment and workforce initiative: Building on current support for STEM based initiatives, we will work with partners on initiatives focussing on STEM skills and the workforce, with some focus on the creative digital sector.</i>	We are working with a range of partners to build on current STEM skills and workforce activities, and will be looking to deliver on opportunities progressed during 18/19.	Include a STEM skills and workforce focus in the `creative digital sector growth` action plan. Promote business access to the County Council's apprenticeship levy to enhance STEM skills in the workforce. Partner in the Coastal West Sussex 'Full STEaM Ahead' programme to deliver STEaM learning to students and workers. Seek to lever benefit for businesses from ESF funding for digital skills.	Economic Growth Team and partners. Apprenticeship levy. Economic development budget.	Number of STEM based apprenticeships approved to receive WSCC apprenticeship levy funding. Full STEaM Ahead measures of success achieved, to contribute to generating science capital in the county, and raising STEM aspiration and skills.

Objective 1.3: We will work with partners to secure infrastructure investment to strengthen the coastal towns, and to enable space for business					
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success	
<p><i>Investing to support vibrant town centres:</i> Town centre investment will primarily be delivered in partnership with the Districts and Boroughs through agreed Growth Deals, to contribute to vibrant town centres attractive to visitors, businesses and residents.</p> <p>Growth Deals are being progressed with Adur & Worthing Councils; Chichester District Council; and Arun District Council, and each includes town/city centre schemes.</p>	<p>Worthing – full package of public realm improvements from station to seafront have been identified. Preliminary design and consultation progressed for two key schemes – Portland Road and South Street. Funding proposal for the full package of schemes is to be identified prior construction phase progressing.</p> <p>Worthing Town Centre development Sites – planning applications likely to progress in 2019/20.</p> <p>Chichester – Southern Gateway Masterplan has been adopted. WSCC is a key development partner and landowner.</p>	<p>Public Realm, Worthing – funding proposal for the full package of schemes to be agreed with WBC.</p>	<p>Growth Team working with range of internal services and partners.</p> <p>Approved capital and revenue budgets, including C2C LEP Local Growth Fund grants.</p>	<p>Identified Growth Deal deliverables and activities achieved.</p> <p>LEP funding agreement outputs achieved.</p>	
		<p>Portland Road, Worthing – finalise preliminary designs post consultation, detailed design and build contract awarded.</p>			<p>South Street, Worthing – bus study complete, public consultation, preliminary design complete, design and build procurement progressed.</p>
		<p>Support the delivery of public / private sector developments at Union Place, Civic Centre health Hub, Stagecoach Site and Railway Approach.</p>			<p>Demolition of school buildings.</p> <p>Agreement with the Academy to re-locate the hockey pitch.</p> <p>Business case for the acquisition of the Police Site progressed.</p> <p>Development partner in place.</p> <p>Highways and development options identified.</p>

	<p>Chichester – Northern Gateway – redevelopment opportunity identified. WSCC is a key landowner.</p> <p>Chichester Vision</p>	<p>Land assembly progressed. Transport feasibility studies complete.</p> <p>‘Quick win’ sustainable transport improvements delivered.</p>		
	<p>Arun – Littlehampton Town centre Coastal Communities fund Bid</p>	<p>Support delivery of proposals within the highway if bid is successful.</p>		
	<p>Arun – Bognor Regis Place branding</p>	<p>Stakeholder events completed and implementation plan in place.</p>		
	<p>Arun – Hothampton and Regis Centre</p>	<p>Support ADC to develop proposals, assemble land and progress delivery plan.</p>		
<p><i>Strategic Employment and Housing Sites: Working with partners, we will support investment that unlocks strategic growth sites.</i></p> <p>Each of the Growth Deals signed with Adur & Worthing Councils; Chichester District Council; and Arun District Council include investment to unlock strategic employment locations (with some including housing).</p>	<p>Planning and development processes being progressed to support the delivery of homes, commercial space and jobs at key strategic sites</p> <p>Adur, Shoreham Harbour – Joint Area Action Plan adopted</p> <p>Adur, New Monks Farm and Shoreham Airport – planning application submitted</p> <p>Worthing, Decoy Farm – planning application expected in the summer</p>	<p>Valuations and development briefs being progressed. Re-location site opportunities being explored.</p> <p>Land ownership, education and Gypsy & Traveller considerations being progressed.</p> <p>Support WBC to resolve re-location and transport issues associated with successful development of the site.</p>	<p>Growth Team working with range of internal services and partners.</p> <p>Approved capital and revenue budgets, including C2C LEP Local Growth Fund grants.</p>	<p>Identified Growth Deal deliverables and activities achieved.</p> <p>LEP funding agreement outputs achieved.</p>

	<p>Arun, Enterprise Bognor Regis – outline business case for WSCC investment approved.</p> <p>West Bank, Littlehampton</p>	<p>Feasibility, master planning and viability work completed to support a full business case.</p> <p>Opportunities to secure funding for key infrastructure identified.</p>		
<p>Rationalisation of the public estate to support development opportunities - working with partners, we will support investment that unlocks the development of One Public Estate sites.</p>	<p>One Public Estate funding secured to support the development of proposals.</p> <p>Worthing, Centenary House</p> <p>Adur, Pond Road, Shoreham</p> <p>Arun, East Street and Maltravers, Littlehampton</p>	<p>Options appraisal, viability report, concept designs and business case.</p> <p>Feasibility, concept designs, business case, detail designs, planning application.</p> <p>Feasibility, land assembly, concept designs, business case, detailed designs.</p>		
<p><i>Current strategic transport projects:</i> We will deliver the priorities identified in the County Council's Strategic Transport Investment Programme (STIP) to support economic growth in the south of the county.</p>	<p>The STIP currently includes the following priorities: A259 Corridor Improvements, East Arun; A284 Lyminster Bypass; A29 Re-Alignment; Enterprise Bognor Regis Link Road; National Cycle Network Route 2; and Chichester Area, Shoreham Area, and Worthing Area Sustainable Transport Packages.</p> <p>The STIP is being roll-forward to, as necessary, add new priorities for investment and to remove schemes that are no longer considered to be priorities.</p>	<p>Detailed design and delivery of preferred options for priority schemes (post Gateway 1) – milestones in individual project plans.</p> <p>Complete feasibility studies in 19/20 for the following priorities identified in the STIP:</p> <ul style="list-style-type: none"> • Chichester Sustainable Transport Package • Worthing Sustainable Transport Package • National Cycle Network Route 2 	<p>Planning Services (client and programme management)</p> <p>Engineering Services (delivery).</p>	<p>Complete 3 feasibility studies in 19/20</p>
<p><i>Strategic transport priorities:</i> There are a number of strategic</p>	<p>Alongside key partners, we are lobbying the Government to</p>	<p>Publication of a draft working with other partners in TfSE on</p>	<p>Planning Services</p>	<p>Inclusion of strategic transport priorities for</p>

<p>transport investments that would make a significant contribution to securing the longer-term economic position of the south of the county, with wider geographical benefits.</p>	<p>make the case for improving the quality and provision of trunk and local road connections within the south of the county to support economic growth – notably improving the A27 at Chichester, Arundel, and Worthing/Lancing.</p> <p>We are also making the case for improving capacity of the Brighton Main Line, the speed of rail services on the West Coastway and Arun Valley Line, and the quality of rolling stock on West Coastway.</p> <p>Working with local planning authorities to assess the infrastructure challenges associated with the delivery of new development (to be identified in local plans).</p>	<p>the Regional Transport Strategy for consultation in autumn 2019.</p> <p>Respond to consultation on options for the A27 Arundel scheme in autumn 2019. Continue to work with Highways England to secure appropriate improvements to the A27 at Chichester.</p> <p>Work with Network Rail to identify and address capacity and performance issues in the Continuous Modular Strategic Plan in 19/20.</p> <p>Supporting the preparation of strategic transport studies for Worthing to inform local plans in 19/20 – on-going.</p>		<p>road and rail in TfSE’s draft Regional Transport Strategy.</p> <p>Identification of improvements to the A27 at Chichester in the national Roads Investment Strategy 2 (RIS2).</p> <p>Identification of A27 Worthing and Lancing (i.e. extra funding beyond that allocated in RIS1) as a RIS2 priority. Preferred Route Announcement for A27 Arundel.</p>
<p><i>Digital Infrastructure and Connectivity:</i> Seek to improve access to high quality digital infrastructure for businesses, by encouraging investment in the county to build digital infrastructure and access networks.</p>	<p>We are seeking to create the environment to enable the commercial market to deliver high quality digital infrastructure (full fibre and 5G) to support economic growth in the south of the county, with new comms strategy we are clearly separating commercial investment from public sector buildings work (Gigabit project).</p> <p>We will support increased commercial coverage by suppliers by removing barriers to their investment and facilitating access to public sector assets where this enables greater coverage of full fibre</p>	<p>Work with the Districts and Boroughs and suppliers to promote the Gigabit Vouchers (part of the LFFN Programme) to businesses, whilst funding is available.</p> <p>Facilitate Worthing and Adur Council’s to use the County Council’s framework agreement to call off a contract with City Fibre for greater digital connectivity including free Wifi at public buildings and across public</p>	<p>Digital Infrastructure Team, with Economic Growth Team supporting.</p> <p>DCMS funding for Gigabit Vouchers.</p>	<p>Businesses benefitting from Gigabit Vouchers.</p> <p>Digital Infrastructure Strategy and proposed use of business rates funding reflecting economic growth priorities.</p> <p>Worthing town centre and public space benefitting from free wifi coverage.</p> <p>Coastal homes and businesses enabled with FTTH coverage (subject to City Fibre commercial investment) – to deliver</p>

	<p>infrastructure.</p> <p>We will continue to work with our partners to position the coastal towns and businesses to benefit from emerging full fibre and 5G technologies.</p> <p>We will agree a plan with the Districts and Boroughs to further progress this area of work through the use of Business Rates Funding.</p>	<p>space, supporting leisure and tourism development opportunities.</p> <p>Carry out a countywide feasibility study, funded by the Business Rates, to progress an agreed digital infrastructure strategy and priorities.</p> <p>Broadband access of at least 100mbps and up to 1gbps at `The Track`.</p>		<p>in future years.</p> <p>Up to 150 enterprises benefitting from broadband access of at least 100mbps and up to 1gbps at `The Track`.</p>
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Priority Theme Two: Maximising the opportunities from Gatwick – creating and supporting higher value employment in a wider zone of opportunity around Gatwick.

High Level Measures

- Increased business count
- Increased proportion of employment in higher value business and professional services
- Higher resident and workplace earnings (in West Sussex Performance Dashboard)
- Commercial floor space (office and industrial) built every year

Objective 2.1: We will develop a stronger business proposition in a wide zone of opportunity around Gatwick				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<p><i>A businesses proposition for Gatwick: Working with partners to promote a wide zone of opportunity around Gatwick, focussing on a business proposition for science, technology and high value professional services.</i></p>	<p>The Coast to Capital `Gatwick 360` SEP highlights Gatwick's competitiveness to support economic growth in the region. We will work with the C2C LEP, the Gatwick Diamond Initiative, Surrey County Council and other key partners to maximise these opportunities, with some focus on a strong proposition for science, technology and high value professional services.</p>	<p>Engage in strategic dialogue with the C2C LEP and other key partners to agree the approach, including through the Local Industrial Strategy to be in place by December 2019.</p> <p>Secure outline planning permission for Horsham Enterprise Park in summer 2020, with B1 commercial use (reflecting the business proposition for science, technology and high value professional services).</p> <p>Deliver actions as set out in the Growth Deals to support this objective, including progress towards the delivery of the Burgess Hill Science and technology Park (see below).</p>	<p>County Council and partner Officer time.</p> <p>Resources are set out below for specific developments.</p>	<p>Local Industrial Strategy agreed with Government reflects a high value business proposition around Gatwick by December 2019</p> <p>25,000 sq mtrs B1 commercial floor space on Horsham Enterprise Park when scheme fully delivered.</p>

Objective 2.2: We will work with partners to unlock and enable space for growing businesses around Gatwick and in the north east of the county

Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<p><i>Strategic Employment Locations:</i> Work with partners to unlock and develop strategic employment locations in a wide zone of opportunity around Gatwick, seeking to ensure business space supports the Gatwick business proposition (2.1)</p>	<p>An outline planning application is due for determination by Horsham District Council for Horsham Enterprise Park (former Novartis site) in summer 2019, which includes around 25,000 sq mtrs of high quality business space in support of the high value business proposition (B1 space). A governance decision on the preferred option for scheme delivery is planned for summer 2019, and the agreed procurement strategy will follow. It is projected scheme delivery will be from 2021.</p>	<p>Outline Planning Application determination Summer 2019.</p> <p>Business Case to preferred option for scheme delivery and associated Leader Decision – Summer 2019.</p> <p>Full business case and procurement strategy progressed by March 2020.</p>	<p>Economic Growth Team and Project Board (with legal, finance and procurement).</p> <p>Savills UK and future delivery partner or similar (subject to agreement)</p> <p>Capital programme allocation (subject to approved Business Case and Leader Decision)</p>	<p>Retention and creation of high value jobs and businesses.</p> <p>Provision of new, high quality business space – approx. 25,000 square metres of new commercial space.</p> <p>Opportunities for business start-ups and innovative enterprises.</p>
<p>Deliver the priority investments specified in the Growth Deals with Crawley Borough Council, Mid Sussex District Council and Horsham District Council, to support growth at strategic employment locations including Manor Royal Business Park, Burgess Hill Science and Technology Park and the Northern Arc, and north of Horsham.</p>	<p>Manor Royal improvements identified in the Crawley Growth Programme</p>	<p>Crawley Intelligent Mobility Platform – project led by Go-Ahead Group - support procurement and delivery.</p> <p>Manor Royal Bus Lane – finalise designs following consultation, design & build procurement, start construction.</p> <p>Manor Royal Highway Improvements - finalise designs following consultation, design & build procurement, start construction.</p> <p>Manor Royal Outdoor Media – complete construction, support MRBID to secure advertising revenues that will be split with</p>	<p>Growth Team working with range of internal services and partners.</p> <p>Approved capital and revenue budgets, including C2C LEP Local Growth Fund grants.</p>	<p>Identified Growth Deal deliverables and activities achieved.</p>

	<p>Horsham - agree and progress priorities associated with development at North and West of Horsham.</p> <p>Burgess Hill, Northern Arc, planning application submitted – 3,000 + homes</p> <p>Burgess Hill, Place & Connectivity Programme – full package of transport improvements that will facilitate growth. WSCC identified as the Delivery Body with the LEP.</p> <p>Burgess Hill, Science & Technology Park – proposals being developed through the planning process.</p>	<p>WSCC.</p> <p>Manor Royal Parking Management Plan – support consultation and implementation of initial phase.</p> <p>Progress priorities identified.</p> <p>Support the delivery of this strategic development – ensuring co-ordination of highways, education, PROW proposals with wider improvements being progressed as part of the Burgess Hill Growth Programme.</p> <p>Wivelsfield Station Improvements - finalise preliminary designs, consultation, detailed design, procurement, start construction.</p> <p>Victoria Industrial Estate Improvements - preliminary design, business case, consultation.</p> <p>Wider Place & Connectivity improvements – preliminary design, business case, consultation.</p> <p>Support the development of a preferred option.</p>		<p>Identified Growth Deal deliverables and activities achieved.</p> <p>Identified Growth Deal deliverables and activities achieved.</p>
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<p><i>Enterprise Hubs:</i> explore opportunities to deliver business and enterprise hubs to provide start-up, grow-on and collaboration space for SMEs.</p>	<p>Spaces for businesses to start, innovate and collaborate are important to supporting the business proposition, and we will progress opportunities to enable such provision in key locations, initially Horsham and Crawley.</p>	<p>Action next steps on C2C ERDF Innovation funding, subject to outcome of expression of interest.</p>	<p>Economic Growth Team and Capital Projects Team.</p>	<p>Innovation Hub or similar developed on former Novartis site by 2023.</p>
		<p>As a key element of the Crawley Growth Programme, acquire a landmark town centre site to support the delivery of modern commercial space within the town centre.</p>	<p>Growth Team working with range of internal services and partners. Approved capital and revenue budgets, including C2C LEP Local Growth Fund grants.</p>	<p>Identified Growth Deal deliverables and activities achieved.</p>

Objective 2.3: We will support West Sussex residents to benefit from opportunities arising in and around Gatwick

Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<p><i>Workforce and Talent Gaps:</i> Work with partners and employers to help address the workforce and talent gaps experienced by many businesses around Gatwick, with a focus on STEM related opportunities and the mature workforce.</p>	<p>The Economic Growth Plan focuses on the workforce needed to support a high value business proposition, and will be looking to deliver on opportunities progressed during 18/19 with a focus on STEM skills, and opportunities arising from the mature workforce. An outline case and action plan will be in place by June 2019 for the mature workforce proposition (based on scoping work completed in 18/19).</p>	<p>Promote business access to the County Council’s apprenticeship levy to enhance STEM skills in the workforce.</p> <p>Partner in the Coastal West Sussex ‘Full STEaM Ahead’ programme to deliver STEaM learning to students and workers.</p> <p>Seek to lever benefit for businesses from ESF funding for digital skills.</p> <p>19/20 ‘mature workforce’ action plan achieved, with an initial focus exploring and testing opportunities for businesses in the knowledge economy to maximise the</p>	<p>Economic Growth Team working with partners.</p>	<p>Number of STEM/ knowledge economy apprenticeships approved to receive WSCC apprenticeship levy funding.</p> <p>Full STEaM Ahead measures of success achieved, to contribute to generating science capital in the county, and raising STEM aspiration and skills.</p> <p>Further measures to be agreed.</p>

		potential of the mature workforce.		
Objective 2.4: We will ensure the town centres are business and visitor ready				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<p>Investing in Town Centres: Work to support vibrant town centres that are attractive to start-ups, higher value businesses, residents and visitors.</p> <p>Deliver the priority investments specified in the Growth Deals with Crawley Borough Council, Mid Sussex District Council and Horsham District Council, principally in support of the regeneration of Crawley, Burgess Hill and Horsham town centres.</p>	<p>Crawley – full package of town centre improvements identified within the Crawley Growth Programme. WSCC identified as the Delivery Body with the LEP.</p>	<p>Conclude negotiation and marketing to enable the acquisition and development of a key Crawley town centre building to secure high quality employment space.</p> <p>County Buildings, Crawley – support re-location of current occupiers, procure demolition of all buildings within WSCC ownership.</p> <p>Eastern Gateway public realm improvement and connectivity, Crawley – procure design and build contractor.</p> <p>Support the progression of projects delivered by CBC including Queensway and Station Gateway public realm improvements, improvements to the bus station, walking and cycling improvements.</p>	<p>Growth team working with a range of internal services and partners.</p> <p>Approved capital budgets, including C2C LEP Local Growth Fund grants.</p>	<p>Identified Growth Deal deliverables and activities achieved.</p>

	<p>Burgess Hill Place & Connectivity Programme - full package of town centre improvements identified within the Burgess Hill Growth Programme.</p> <p>Burgess Hill, The Brow – proposals identified in the OPE programme.</p> <p>Burgess Hill, Town Centre redevelopment – planning permission secured for improvements.</p>	<p>Burgess Hill Station Improvements – finalise preliminary designs, consultation, detailed design, procurement, start construction.</p> <p>Queen Elizabeth Avenue - finalise preliminary designs, consultation, detailed design, and procurement.</p> <p>Place & Connectivity Town Centre improvements – preliminary design, business case, consultation.</p> <p>Land assembly, transport appraisal, viability, master planning, business case completed.</p> <p>Support the progression of development proposals through re-location of the library.</p>	<p>Growth Team working with range of internal services and partners.</p> <p>Approved capital and revenue budgets, including C2C LEP Local Growth Fund grants.</p>	<p>Identified Growth Deal deliverables and activities achieved.</p>
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Objective 2.5: We will work with partners to secure infrastructure investment to enable business and productivity growth in the north east of the county

Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Current strategic transport schemes:</i> We will deliver the priorities identified in the County Council’s Strategic Transport	The STIP currently includes the following priorities: A22 Corridor, East Grinstead; A2300 Corridor Improvement; A24 Junctions at	Complete feasibility studies in 19/20 for the following priorities identified in the STIP: <ul style="list-style-type: none"> • Crawley Sustainable 	Planning Services (client and programme management)	Complete two feasibility studies in 19/20.

<p>Investment Programme (STIP) to support economic growth, including the delivery of employment sites in the north east of the county.</p>	<p>Horsham; Crawley Town Centre – Phase 1; Haywards Heath Town Centre; and the Burgess Hill Area, Crawley Area, and Horsham Area Sustainable Transport Packages.</p> <p>The STIP is being roll-forward this autumn to, as necessary, add new priorities for investment and to remove schemes that are no longer considered to be priorities.</p>	<p>Transport Package</p> <ul style="list-style-type: none"> • Horsham Sustainable Transport Package 	<p>Engineering Services (delivery)</p>	
<p><i>Strategic transport priorities:</i> There are a number of strategic transport investments that would make a significant contribution to securing the longer term economic position of the County. We will work with partners to position West Sussex to secure investment, including working to ensure development sites have quality access to the strategic transport network.</p>	<p>Alongside key partners, we are lobbying Network Rail and the Government for investment in the strategic rail network to deliver economic growth, with a focus on improving capacity of the Brighton Mainline (connecting Gatwick to Brighton, the south of the County and London) and on improving services on the Arun Valley Line., including the construction of a new station between Horsham and Crawley.</p> <p>Working with local planning authorities to assess the infrastructure challenges associated with the delivery of new development (to be identified in local plans).</p>	<p>Publication of a draft TfSE Regional Transport Strategy for consultation in autumn 2019.</p> <p>Supporting the preparation of strategic transport studies for Mid Sussex, Horsham and Crawley to inform local plans in 19/20.</p>	<p>Planning Services</p>	<p>Inclusion of strategic transport priorities for rail in TfSE’s draft Regional Transport Strategy.</p>
<p><i>Digital Infrastructure and Connectivity:</i> Seek to improve access to high quality digital infrastructure for businesses, by encouraging investment in the county to build digital infrastructure and access networks.</p>	<p>We are seeking to create the environment to enable the commercial market to deliver high quality digital infrastructure (full fibre and 5G) to support economic growth in a wide zone of opportunity around Gatwick.</p> <p>We are also working with Mid Sussex District Council in its aspiration to develop an open</p>	<p>Work with the Districts and Boroughs and suppliers to promote the Gigabit Vouchers (part of the LFFN Programme) to businesses, whilst funding is available.</p> <p>Work collaboratively with Mid Sussex DC to deploy the infrastructure requirements to support the Burgess Hill</p>	<p>Digital Infrastructure Team, with Economic Growth Team supporting.</p> <p>DCMS funding for Gigabit Vouchers.</p>	<p>Businesses benefitting from Gigabit Vouchers.</p> <p>Digital Infrastructure Strategy and proposed use of business rates funding reflecting economic growth priorities.</p> <p>Crawley homes and businesses enabled with</p>

	<p>access full fibre network (Dig Once Trust) across planned regeneration schemes (town centre, housing and employment).</p> <p>We will continue to work with our partners to position the area to benefit from emerging full fibre and 5G technologies.</p> <p>We will support increased commercial coverage by suppliers by removing barriers to their investment and facilitating access to public sector assets where this enables greater coverage of full fibre infrastructure.</p> <p>We will agree a plan with the Districts and Boroughs to further progress this area of work through the use of Business Rates Funding.</p>	<p>growth plans.</p> <p>Explore opportunities in Crawley and other locations around the use of the County Council’s framework agreement to call off a contract with City Fibre for FTTH greater digital connectivity at public buildings.</p> <p>Carry out a countywide feasibility study, funded by the Business Rates, to progress an agreed digital infrastructure strategy and priorities.</p>		<p>FTTH coverage (subject to City Fibre commercial investment) – to deliver in future years.</p>
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Priority Theme Three: Growing the Green Energy County – embedding the green energy sector in the county, providing a platform for innovation and a new economic identity for West Sussex.

High Level Measures

- No high level measures – all measures at initiative level.

Objective 3.1: We will position West Sussex nationally as a place for innovation in the green energy sector				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Renewable energy for business parks:</i> seek to enhance the West Sussex business offer, and provide a focus for innovation, by building on the BISEPS project to progress innovative energy solutions for business parks and industrial estates.	The ambition is to develop a renewable energy proposition for business parks and industrial estates, with feasibility work and solution testing initially focussing on the BISEPS project with Manor Royal BID, Crawley Borough Council and businesses. Options appraisals have been undertaken and then next steps are to create a low carbon roadmap for business at Manor Royal as well as to encourage and facilitate the installation of renewable technologies.	Low carbon roadmap for businesses produced. Engagement events with businesses to look and implement renewables roll out. Facilitate the BISEPs model roll out to other business parks.	YES team, supported by Economic Growth Team. Manor Royal BID and Crawley BC. Interreg two seas finance (obtained). Economic Development budget (agreed funding for Commission).	Low carbon roadmap for businesses produced by June 19. Commitment from two businesses to take up technological solutions by Sept 19. Technological solutions in place by May 2020. Further indicators and measures to be included in plan.
<i>A smart energy system for West Sussex:</i> work with a range of SMEs and business partners to test how new ways of generating, storing and distributing energy can be integrated at a County level through an energy Smarthub. This will enable the grid to adapt to a smaller number of distributed energy sources rather than centralised power stations.	This is a three year funded project through Innovate UK starting in April 19.	Master planning – create a programme plan of activities and timescales for the next 3 years. Establish a steering group. Identify project areas and support. Other measures to be identified after master planning process.	YES team, supported by Economic Growth Team District and Borough Partners Innovate UK and Smart Energy Systems District Network Operators and SMEs	Masterplan is produced by June 19. Steering Group established in May 19. Further indicators and measures to be included in plan. Once master plan finalised.

Objective 3.2: We will deliver an enhanced energy offer for West Sussex businesses				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Your Energy Sussex energy tariff for SMEs:</i> Work in partnership with an energy provider to develop and launch an energy tariff for SMEs to offer competitive rates to businesses for electricity and gas. Promote the approach as part of the West Sussex business offer.	Your Energy Sussex launched its range of tariffs for domestic customer in December 2018, and is working on a tariff for local businesses to offer competitive rates and enhance the business proposition. The timescale for launch is projected as Nov19 – but this is wholly dependent on Robin Hood Energy developing a solution.	Business energy tariffs launched by Nov 19.	Your Energy Sussex. Partner energy provider. Marketing budget will need to be determined.	Business tariffs launched by Nov 19 – dependant on RHE developing a solution. Businesses benefitting by procuring reduced energy costs. Energy approach for businesses promoted regionally and nationally.

Priority Theme Four: Promoting West Sussex as a Place to Visit and Work – enhancing and marketing the West Sussex experience, and supporting the vibrancy of the county

High Level Measures

- Increased visitor expenditure per Head (trip)
- More balanced seasonal profile of visitors
- Increase in local food and drink producers

Objective 4.1: We will work with businesses to enhance the West Sussex experience proposition, featuring both coastal and rural offers				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Experience West Sussex product development:</i> work with partners on new opportunities to support businesses to develop high quality West Sussex experiences, to enhance the all year round economic impact of the visitor economy, and to contribute to the vibrancy of places in the county.	A countywide partnership approach to the visitor economy has been agreed by the West Sussex Leaders and Chief Executives, with the County Council acting as the lead body. Just under £500,000 has been agreed for a four year programme of work to 2022. A key focus is to improve the visitor 'product' and experience to strengthen the offer and grow the attractiveness of the area for visitors (and residents). The County Council is participating as a full member of the EWS Partnership to help achieve Economic Growth Plan priorities.	Work as part of the EWS Partnership Board to achieve the Experience West Sussex priorities and 19/20 action plan, and provide the host and accountable body functions to support the work.	EWS Partnership Economic Growth Team, and County Council services (legal, finance, procurement, communications)	EWS Partnership Action Plan delivered and benefits achieved. Sustainable EWS countywide partnership by the end of 2022, subject to business case.
		Consider initial work towards a sustainable partnership in early 2020. Receive outcome of full application to the EAFRD Rural Tourism Infrastructure fund for a Downs Link scheme, and action as appropriate – outcome due by summer.	Economic Growth Team and Countryside Services. Bids based on 80% EAFRD / 20% WSCC match from approved capital programme.	Infrastructure scheme delivery by December 2020 (subject to approval). Additional GVA in the local economy in excess of £1 million. Over 45,000 additional visitors to the trail, with associated business benefits.

		Support mobilisation for EWS participation in England's Coast project, and conclude EWS participation in Discover England funded England's Creative Coast project by June.	Experience West Sussex Partnership, supported by Economic Growth Team. Discover England funded, with match from EWS partnership budget.	20 businesses recruited and benefitting; new cultural itineraries featuring West Sussex businesses promoted, including at international travel trade shows, through educational trips for specialist operators in target markets.
		Develop an artisan food and drink initiative, positioning West Sussex as a `foodie destination` through Experience West Sussex. Support West Sussex food and drink producers to participate in the Gatwick Meet the Buyer Local Food and Drink event.	EWS Partnership, Economic Growth Team and SDNP. Partnership and partner funds, and potentially external funding.	Growth in local food and drink businesses, including through visitor experiences as part of core business. Increased presence of West Sussex artisan food and drink at Gatwick Airport.
		Host a reception for key sector figures in English Tourism Week in April, to raise the profile of the county with strategic tourism bodies, and to update the sector on trends and new opportunities.	Economic Growth Team and partners.	Visit England, Expedia and Gatwick Airport engaged in EWS, and with over 50 businesses and partners attending.
		Develop a strategic outline case for the WSCC capital programme funding for EWS product improvement, subject to opportunities to leverage external funding.	Economic Growth Team	TBC
<i>Digital infrastructure:</i> Work to map superfast broadband infrastructure in rural areas to identify gaps in coverage, understand the impact on local businesses, and explore the impact of free to use digital technology solutions.	The Digital Infrastructure Team has made good progress in mapping superfast broadband infrastructure in rural areas to help identify likely gaps in coverage, and work has been progressed on the use of Gigabit Vouchers (part of the LFFN Programme) to help fill gaps in	Continue to work on opportunities for businesses to access the Gigabit Vouchers in targeted rural clusters. Work with the RWSP to influence and respond to govt proposals for addressing digital infrastructure gaps in rural	Digital Infrastructure Team, Rural West Sussex Partnership and Economic Growth Team. DCMS funding for Gigabit Vouchers.	Business benefitting from Gigabit Vouchers. Digital Infrastructure Strategy and proposed use of business rates funding reflecting economic growth priorities in rural areas.

	<p>cluster areas. This work is important to support the County Council’s activities with the visitor economy and food and drink businesses.</p> <p>We will agree a plan with the Districts and Boroughs to further progress this area of work through the use of Business Rates Funding.</p>	<p>areas</p> <p>Develop a complete picture of post code areas without access to superfast digital infrastructure on the completion of the Better Connected Programme in June 2019.</p> <p>Inform digital infrastructure strategy for rural areas linked to business rates funding</p> <p>Seek further insight from rural businesses to inform an understanding of the current picture.</p> <p>Use the information above to inform the digital infrastructure strategy and plan for the business rates funding.</p>		
Objective 4.2: We will market West Sussex to domestic and international visitors through Experience West Sussex				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<p><i>Experience West Sussex marketing:</i> work with partners to market West Sussex to domestic and international visitors, with a focus on extending /rebalancing seasonality to enhance the all year round economic impact of the visitor economy, and to contribute to the vibrancy of places in the county.</p>	<p>Experience West Sussex has core digital marketing and PR activities targeting domestic visitors (through a contract managed by the County Council), and is partnering on a range of initiatives to market the offer to domestic and international visitors, including through the `Gateway Gatwick` partnership and Visit Britain / Visit England Discover England Fund programmes.</p>	<p>Manage the contract for the EWS marketing and PR activities to achieve the KPIs by December 2019.</p> <p>Agree the approach to EWS 2020 marketing with the EWS partnership board.</p> <p>Contribute to Experience West Sussex Impact Assessments, as agreed with the Partnership.</p> <p>Pilot EWS marketing on 5 County Council fleet vehicles from June 2019.</p>	<p>Economic Growth Team, working as part of countywide Experience West Sussex Partnership.</p> <p>Funding primarily from agreed Sustainable Investment Fund allocation, and economic development budget (for County Council specific activities).</p>	<p>Over 350 businesses featured and benefitting from marketing campaigns in 19/20.</p> <p>Over 9,000 clicks from EWS web site directly to accommodation/ activity websites by Dec 19.</p> <p>EWS economic impact target of at least £2million per annum.</p> <p>5 fleet vehicles with EWS branding.</p>

		Participate in the `Gateway Gatwick` partnership with Gatwick Airport and partners, to build on the EWS promotional site installed in South Terminal in 2018.	Economic Growth Team working as part of EWS Partnership. Gatwick Airport Ltd.	EWS promotions through Gatwick Airport marketing channels.
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Priority Theme Five: Future Workforce – enabling a workforce for the future

High Level Measures

- Improved resident earnings across the County (in West Sussex Performance Dashboard)
- Employment rates aged 50+

Objective 5.1: We will promote initiatives that address the workforce needs of businesses				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
Future skills needs: work with partners to seek to respond to the workforce and talent challenges in the County, with a specific focus on the needs of higher value, knowledge economy sectors and the impact of digital disruption.	The County Council is progressing work in this area, and is involved in discussions with the C2C LEP on its Employment and Skills Board, and with other partners on progressing specific opportunities. The focus is on STEM skills and the workforce, including digital skills, and on opportunities the mature workforce offers for the knowledge economy (see below).	<p>Seek to work with the LEP to support skills and workforce priorities.</p> <p>Promote business access to the County Council’s apprenticeship levy to enhance STEM skills in the workforce.</p> <p>Partner in the Coastal West Sussex ‘Full STEaM Ahead’ programme to deliver STEaM learning to students and workers. Take a key partnership position on the steering group and influence the focus and content of the programme.</p> <p>Seek to lever benefit for businesses from ESF funding for digital skills.</p>	<p>CWSP coordinating STEM work, working with Districts and Boroughs and the Economic Growth Team.</p> <p>Apprenticeship levy.</p> <p>Economic development budget.</p>	<p>Number of STEM based apprenticeships approved to receive WSCC apprenticeship levy funding.</p> <p>Full STEaM Ahead measures of success achieved, to contribute to generating science capital in the county, and raising STEM aspiration and skills.</p> <p>Further measures to be agreed.</p>
Objective 5.2: We will harness the positive contribution the ageing workforce can make to the county’s economic performance				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Maximising opportunities from the mature workforce for the county’s businesses: Progress a new area of work to harness the positive contribution the ageing workforce and older workers can</i>	Re-training the adult workforce, and harnessing the skills and experience of older workers is on the national agenda, and highlighted in the Industrial Strategy. The County Council is	A ‘mature workforce’ outline case and action plan in place by June 2019, working with HR colleagues, partners and national bodies.	Economic Growth Team working with HR and relevant partners.	To be agreed from the plan.

make to the economy of West Sussex, with a focus on the knowledge economy.	seeing to be proactive in this area, and has scoped how this theme has the potential to support the achievement of Economic Growth Plan priorities.	19/20 actions achieved (detail to follow), with an initial focus on exploring and testing opportunities for knowledge economy businesses to maximise the potential of the mature workforce.		
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Objective 5.3: We will harness entrepreneurial potential through supporting start-ups, growing businesses, and innovative social enterprises

Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Maximising Entrepreneurial Potential:</i> We will seek to maximise entrepreneurial potential among residents and workers in the county, through business start-up and growth activities, and will seek to harness the potential of social enterprises through innovation to support growth.	The County Council leads and supports a range of activities to maximise entrepreneurial potential, and to support businesses to start and grow. These activities feature strongly in our work with business sectors as set out above. We also work with partners to lever maximum benefit for West Sussex businesses from national and regional funding opportunities and services.	<p>Deliver the LEADER Rural Grants Programme to support jobs and business growth in the rural economy by December 2020.</p> <p>Commit the remaining budget by September 2019.</p> <p>All projects completed and grant claims processed by December 2020.</p>	<p>LEADER Team.</p> <p>Total Budget: Grants =£2.74m Running costs = £766,930</p> <p>Funds to allocate to projects in 19/20:£216,000 plus savings from running costs (approx. £160K) plus any identified underspend on projects.</p> <p>EAFRD Funded via DEFRA/RPA.</p>	<p>£2.74, grants allocated (total grant approved to March 19 is £2.53m).</p> <p>72 projects supported.</p> <p>92 FTE jobs and 23,500 additional overnight stays over three years.</p> <p>Total match funding of £3.69m, mainly private sector.</p>
		<p>Deliver the SPARK project to grow social enterprises through innovation, as a partner in the Interreg 2 Seas partnership programme by March 2020. Launch the My Start-Up tool in West Sussex, ensuring high take up; engage a total of 20 stakeholders in the Action Plan; ensure robust legacy of the project; and close project.</p>	<p>Economic Growth Team (SPARK Programme Manager)</p> <p>€ 449,482.50 (£384,321) exchange at March 2019.</p> <p>60% £230,592.6 funded by INTERREG 2 Seas and 40% £153,728.4 funded by WSCC-Sustainable</p>	<p>25 West Sussex SEs access the My Start-Up tool.</p> <p>15 SEs attend the launch event.</p> <p>A total of 20 actions from stakeholders agreed.</p> <p>30 stakeholders attend dissemination events.</p> <p>4 SE support orgs integrate aspects of the accelerator</p>

			Investment Reserve.	programme into their delivery. Project Exit Strategy in place.
		Work with the Coast to Capital Growth Hub and navigator service, to support the priorities in the Action Plan, specifically through support to sector focussed plans.	Economic Growth Team and C2C Growth Hub.	Businesses benefitting
		Maximise benefits from remaining EU Funds including EAFRD (Downs Link) and ERDF (Innovation Funding and Business Competitiveness).	Economic Growth Team and partners. EU Resources Project funded by pooled business rates.	To be confirmed, subject to successful bids.
Objective 5.4: We will work to deliver necessary supporting infrastructure to improve access to employment across the county				
Project / rationale:	Current position and timescale	Actions and milestones	Resource	Indicators / measures of success
<i>Transport improvements:</i> We will deliver a package of transport investments to better connect residents to employment.	In addition to the actions identified in Priority Themes 1 and 2 re the delivery of strategic transport priorities, we will explore opportunities to improve accessibility in rural areas through the preparation of the review of the County Council's Local Transport Plan (LTP). The LTP, as necessary, will identify priority schemes for new or improved infrastructure.	Review of the LTP in 19/20.	Planning Services.	Identification, as necessary, of priority schemes in the approved LTP.
<i>Digital Infrastructure and Connectivity:</i> We will seek to improve access to high quality digital infrastructure to enable businesses to take full advantage of digital opportunities for the workforce and business growth.	The County Council is scheduled to complete the roll out of the West Sussex Better Connected programme by end of June 2019 (including delivery of an additional 1000 premises) which will bring superfast coverage to over 96% of West Sussex premises,	Deliver the proposed actions under Priority Themes 1, 2 and 4 to improve digital infrastructure. BT Openreach will work with the Council to complete delivery of the Better	Digital Infrastructure Team, with Economic Growth Team supporting. DCMS funding for Gigabit Vouchers.	Digital Infrastructure Strategy agreed by Chief Executives Board.

	<p>exceeding central government's 95% target.</p> <p>The County will continue to work with BT Openreach and other suppliers to create the environment to enable the commercial market to deliver high quality digital infrastructure and access networks.</p> <p>We will seek to progress innovative opportunities to enhance full fibre coverage across the County through a Digital Infrastructure Strategy and programme, agreed with the Districts and Boroughs.</p> <p>We will also work with the local planning authorities and partners to promote Openreach's 'fibre for free' scheme to the developers of schemes of 30 homes or more (to support home/ flexible working).</p>	<p>Connected project and close the project by the quarter 3 of 2019. by end of June 2019.</p> <p>Agree a digital infrastructure strategy that supports the economy of West Sussex, with the Districts and Boroughs.</p>		
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Appendix B High Level Measures and Baselines for the West Sussex Economic Growth Plan 2018-2023

Strengthening the Coastal Towns							
Measure	Base date/Update	Coastal Districts	West Sussex	South East	England	Corporate Performance Measure where applicable	Source
Improved business start-up rates (no. of new businesses as a % of total)	2016	11.19%	11.96%	12.77%	14.97%	West Sussex to be in top quartile (>Q3) for statistical neighbours by 2022 <i>Latest data shows West Sussex to lie between Q2 & Q3.</i>	Business Demography* (ONS)
	2017	10.7%	10.8%	11.6%	13.1%		
Improved business survival rates (5 year survival rate)	2016	47.2%	46.6%	46.0%	44.0%	West Sussex to be in top quartile for statistical neighbours by 2022 <i>Latest data shows West Sussex to lie in top quartile.</i>	Next release – 2018 data expected in Nov 2019
	2017	46.4%	47.0%	44.8%	43.1%		
Increase in gross weekly FT workplace earnings (£)**	2017	£468.4 (est)	£519.2	£574.9	£555.8	N/A	Annual Survey of Hours and Earnings (ONS), next release expected Oct.'19
	2018	£501.9(est)	£554.1	£589.2	£574.9		
Increase in gross weekly FT resident earnings (£)**	2017	£519.9(est)	£551.8	£595.9	£555.8	West Sussex to be in top quartile for statistical neighbours by 2022 <i>Latest data shows West Sussex to lie in top quartile</i>	ONS, next release expected Oct.'19
	2018	£535.35(est)	£574.9	£614.5	£574.9		
Increase in creative digital sector businesses (figures are business stock in this sector)	2017	2,580	4,610	60,325	291,060	N/A	Business Activity Size and Location* data set, ONS, next release Oct '19
	2018	2,005	4,570	60,810	294,020		
Increase in creative digital sector employees in employment	2017	6,000	15,000	280,000	1,452,000	N/A	ONS – Business Register and Employment Survey* – next release Sept 2019.
Net commercial floor space built (m ²) (office and industrial B1 & B2) <i>Excludes that in SDNP</i>	2016/17	22,672	59,129	N/A	N/A	N/A	WSCC – Commercial and Industrial Land Availability survey update expected April 2019

Creative Digital Sector definition (as used by Coast to Capital LEP) based on Standard Industry Classification (SIC) codes: 58 Publishing activities; 59 Motion picture, video and television programme production, sound recording and music publishing activities; 60 Programming and broadcasting activities; 61 Telecommunications; 62 Computer

programming, consultancy and related activities; 63 Information service activities; 90 Creative, arts and entertainments activities; 741 Specialised design activities; 742 Photographic activities; 743 Translation and interpretation activities; 731 Advertising; 7021 Public relations and communications activities; 8552 Cultural Education.

Maximising the opportunities from Gatwick							
Measure	Base date	North East West Sussex	West Sussex	South East	England	Corporate Performance Measure where applicable	Source
Increased business count (local Units) - average % growth over the last year	2016-17	3.67%	3.02%	2.84%	4.33%	N/A	Business Activity Size and Location* data set, ONS, next release Oct '19
	2017-2018	-0.05	0.38%	0.34%	0.03%		
Percentage of employees in employment in higher value business and professional services	2016	50,000 (24.39%)	78,000 (20.47%)	863,000 (20.81%)	4,988,000 (19.57%)	N/A	ONS – Business Register and Employment Survey* – next release Sept 2019.
	2017	48,000 (22.97%)	74,000 (19.22%)	792,000 (19.30%)	4,997,000 (19.03%)		
Increase in gross weekly FT workplace earnings (£)**	2017	£550.9	£519.2	£574.9	£555.8	N/A	Annual Survey of Hours and Earnings* ONS, next release Oct.'18
	2018	£577.0 (est)	£554.1	£589.2	£574.9		
Increase in gross weekly FT resident earnings (£)**	2016/17	£587.8)	£551.8	£595.9	£555.8	West Sussex to be in top quartile for statistical neighbours by 2022 <i>Latest data shows West Sussex to lie in top quartile</i>	
	2018	£618.0 (est)	£574.9	£614.5	£574.9		
Net commercial floor space built (m ²)(office and industrial B1 & B2) Excludes that in SDNP	2016/17	36,457	59,129	N/A	N/A	N/A	WSCC – Commercial and Industrial Land Availability survey, update expected April 2019.

OECD definition of knowledge economy: SICs Aerospace 30, 51; Electric machinery and optical equipment 325, 2823, 26; Printing and publishing 18; Chemicals 19, 20, 21, 2446; Energy 35, 36, 091, 06; Telecoms, computer and related services 58, 59, 61, 62, 63; R & D, professional, scientific and technical activities 70, 72, 73, 74, 75; Finance, business services 82, 78, 64, 66, 69; Arts, Recreational and cultural services 90, 91, 93.

Growing the Green Energy County – no high level measures or baseline (all measures will be through action plan)

Promoting West Sussex as a Place to Visit and Work										
	Adur	Arun	Chichester	Worthing	Crawley	Horsham	Mid Sussex	West Sussex	Eng.	Source
Increased visitor expenditure per head (trip) (average 2015-17)	£168.7	£196.4	£155.7	£88.2	£153.6	£96.4	£169.0	£152.9	£187.0	Visit Britain –update expected August 2019
More balanced seasonal profile of visitors	Experience West Sussex Partnership Board agreeing performance framework and ways to measure.									
Number of local food and drink producers.	11	19	65	11	8	56	31	201		Economic Growth Team collated list.

Future Workforce – enabling a workforce for the future							
	Base date/ update	West Sussex	South East	England	Corporate Performance Measure where applicable		
Improved resident earnings across the county (in West Sussex Performance Dashboard)	2017	£551.8	£595.9	£555.8	West Sussex to be in top quartile for statistical neighbours by 2022 <i>Latest data shows West Sussex to lie in top quartile</i>	Annual Survey of Hours and Earnings ONS, next release Oct.'18	
	2018	£574.9	£614.5	£574.9			
Employment Rates (% of the total population in that age group)	Aged 50+	Year – October'17- Sept '18	41.5	43.1	42.0	N/A	Annual Population Survey/ONS (nomis)
	Aged 50-64yrs		75.3	74.8	71.8		
	Aged 65+		10.7	11.5	10.5		

* Business Demography; Business Activity, size and location & Business Register and Employment survey only include VAT and/or PAYE registered businesses

** Earnings are provided at local authority level, and are not output by 'user defined' areas, so the earnings figure for the Spatial Areas are an average of those from the local authorities that make up those areas.

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Environment, Communities and Fire Select Committee	
9 May 2019	Key Decision: Yes
Halewick Lane Battery Storage Project	Part I
Report by Executive Director Economy, Infrastructure and Environment and Director of Energy, Waste and Environment	Electoral Division: Sompting and North Lancing
<p>Summary</p> <p>Proposal for the redevelopment of Halewick Lane Waste Depot into a large battery storage facility. This will form part of the Your Energy Sussex pipeline of energy generation and energy balancing projects.</p>	
<p>West Sussex Plan: Policy Impact and Context</p> <ul style="list-style-type: none"> • A strong, safe and sustainable place: Sustainable environment – supporting renewable energy generation by West Sussex County Council. <p>This project will make a significant contribution toward meeting this outcome by reducing the need for grid reinforcement works in the Worthing area, and encouraging the growth of decentralised generation of energy assets across the county. The completed project will be designed to deploy power when there is excess demand locally and will be able to overcome a variety of grid volatility issues. This will reduce reliance upon power generated and distributed using the national distribution network.</p> <ul style="list-style-type: none"> • A prosperous place: Infrastructure that supports a successful economy <p>The project will support the local economy by preventing further grid reinforcements in the medium-term. Investing in the project will also support a rapidly growing industry which will both place West Sussex County Council (WSSC) on the map from a reputational perspective, and support the growth of industry and skills in this field within the County.</p>	
<p>Financial Impact</p> <p>It is expected that WSSC provides capital funding for the full cost of the scheme. This would be allocated from the capital programme budget assigned for energy projects. The project costs are £11,553M with an IRR of 13.93% and a payback of 7.2 years.</p>	
<p>Recommendations</p> <p>The Committee is asked to consider the recommendation that the Cabinet Member for Environment approves:</p> <ol style="list-style-type: none"> 1. The capital allocation for the Halewick Lane Battery Storage Project scheme, detailed in section 4 of the report 2. The commencement of the procurement process for the project 3. The delegation of authority to the Director for Energy, Waste and Environment to award the design and construction contract for the scheme 	

PROPOSAL

1. Background and Context

- 1.1 The Halewick Lane project would support the agreed objectives of the Your Energy Sussex programme by increasing and enabling the expansion of energy generation in the county as well as supporting and developing the low carbon economy and reducing CO₂ emissions.
- 1.2 The delivery of this project would make a positive contribution towards delivering the aims of the adopted Energy Strategy 2016-2020 published by West Sussex County Council. In particular the following two aims of the strategy:
 - To integrate low-carbon energy generation and infrastructure into the development of West Sussex County Council assets.
 - To develop the commercial provision of low-carbon energy and energy related services in West Sussex and ensure the creation and retention of jobs in the area.
- 1.3 This project therefore forms part of the strategic programme of investment established across the county to deliver these ambitions.
- 1.4 National Grid has an obligation to control electricity frequency in accordance with the Electricity Supply Regulations to maintain adequate levels of local power supply. Battery storage developments are increasingly assisting the National Grid to meet these obligations and ensure that sufficient generation and/or demand is held in readiness to manage frequency variations.
- 1.5 This proposed energy storage scheme will assist with this process by enabling energy to be imported from the grid at times of low demand and stored for use when required.
- 1.6 The need for battery storage development and the associated benefits has been highlighted by the Government. Energy and Emissions Projections 2017 published by the Department of Business, Energy and Industrial Strategy (BEIS) in January 2018 which projects that the percentage of UK electricity generated from low carbon sources such as renewables and nuclear generation will rise from 22% in 2010 to 58% in 2020.
- 1.7 The UK Government's recent Upgrading our Energy System; Smart Systems and Flexibility Plan (Department for Business, Energy and Industrial Strategy (BEIS), July 2017) clearly sets out the Government's direction of travel with regard to energy storage:
- 1.8 "Storage can open up many possibilities, helping to integrate low carbon generation, reduce the costs of operating the system, and help avoid or defer costly reinforcements to the network....This is just one of the new smart technologies that will help to keep bills low (p.4)". "...By harnessing the potential of energy storage, demand-side response and smarter business models, we have an opportunity to upgrade to one of the most efficient,

productive energy systems in the world. This is central to how we deliver secure, affordable and clean energy now and in the future (p.7).”

- 1.9 The need for battery storage therefore forms part of the emerging new smart electricity grid system in the UK and is a critical component of the Government’s decarbonisation strategy.
- 2.0 Whilst battery storage cannot be defined as renewable energy, it forms part of the critical infrastructure for maintaining the existing stability of the grid, as well as enabling a greater supply of intermittent renewable energy to be stored and released on the local and national grid network. Battery-based energy storage is therefore critical infrastructure which will enable the increased deployment of renewable and low carbon energy.
- 2.1 The ability to connect to a suitable grid access point is a fundamental requirement for any battery storage scheme. The District Network Operator (DNO) has confirmed the location of the substation where the site can connect and a technical and commercially feasible connection route from the site to the substation has also been established.
- 2.2 Since closing in the mid- 90’s, the site has become a target for vandalism and theft which has meant WSCC has had to spend a total of £30K over the previous 12 months alone in reinstating fencing and repairing damaged areas.
- 2.3 The Strategic Site Options Appraisal conducted in 2017 highlighted a number of constraints on the land which limited the potential for it to hold much development potential. Given that the Council retains management responsibilities for the gas wells in and around the site; along with the gas flare, the battery storage facility presents an option which can meet a number of strategic objectives whilst making best use of land with very low development potential.
- 2.4 The redevelopment of the site at Halewick Lane has therefore been identified as a commercially viable proposition which would make a positive contribution towards achieving the aims and objectives set out within the WSCC Energy Strategy 2016-2019.
- 2.5 The site has now received full planning approval by South Downs National Park (LINK) who were sympathetic of the view that there were very few development options for the site, and that the proposed site plan included a number of measures that are beneficial to its surroundings. No objections were received.

3 Proposal Details

The proposal is for the Council to develop a WSCC-owned energy storage system where it can maximise all available benefits open to it.

System configuration options

- 3.1 The three main battery types available for this system have been assessed (Table 1 section 3.52 of Business Case V15- Available to members on

request). The 0.5C battery is clearly shown as being able to benefit from operating at a number of different levels which mean that it is less impacted by longer-term changes, in contrast to energy storage systems that are designed to operate on one of a small number of service levels/ income streams.

- 3.2 A number of operating models have also been examined for the site. Table 2 (Business Case V15, 3.52- Available to members on request) shows how the system returns are significantly impacted by the overall size of the storage scheme. This is due to the grid connection cost being fixed.
- 3.3 The opportunity available through Project SMARTHUBS is also shown in the table. Of note is the significantly reduced capital cost for the battery system. This is due to a number of factors:
- 3.4 The batteries included in the system design are known as 'second-life' Lithium-Ion battery cells derived from electric vehicles. These are re-purposed for commercial energy storage systems. This is a rapidly growing industry being led by large, reputable automotive companies such as BMW Group, Hyundai and Renault. This support for the 'second-life' battery sector is a key component of the SMARTHUBS delivery programme.
- 3.5 Through Project SMARTHUBS, WSCC is entitled to a 30% discount on the purchase of the battery cells to dramatically reduce the overall capital cost. As can be seen in the summary table below the payback and IRR is significantly improved with the two SMARTHUBS models, in large part down to the significant capital cost difference.
- 3.6 As a result, delivering the scheme as part of Project SMARTHUBS allows WSCC to absorb the relatively high-cost grid connection and enable the Council to pay back the capital cost of the scheme and realise a net benefit much sooner.
- 3.7 To operate the site a Power Purchase Agreement (PPA) will be created in a similar vein to the one at Westhampnett. This will enable the purchase and sale of all energy from the grid. An appropriate energy aggregator (such as Npower) will be appointed which means they are responsible for securing all income from the system. It is likely this will be a 4 year contract as these are industry standards.

FACTORS TAKEN INTO ACCOUNT

4 Consultation

- 4.1 In order to select the site in question, extensive consultation has been undertaken both with the Council's estates teams and Strutt and Parker, the Council's land agent.
- 4.2 The Strategic Site Options Appraisal that was conducted in 2017 highlighted a number of constraints on the land which limited the potential for development. However, given that the Council retains management responsibilities for the gas wells in and around the site; along with the gas flare, the battery storage facility presents an option which can meet a

number of strategic objectives whilst making best use of land with very low development potential.

- 4.3 The site has suffered from a prolonged period of neglect. As a result of this it has become a regular target for break-ins, theft and vandalism. All buildings on site are structurally unsafe and there are high quantities of asbestos across the site. For these reasons the Council's estates team have spent over £30K over the previous 12 months alone on restoring broken fences and reducing incidences of vandalism. The scheme proposed therefore puts forward a project that will remove all existing buildings on site. A replacement security system will then be installed and the operation and maintenance of this will be absorbed as part of the wider energy project.
- 4.4 Key stakeholder and resident consultation was undertaken prior to the project being included in the pre-application process with South Downs National Park (SDNP). This took the form of contacting all local members and holding a number of different drop-in and engagement sessions with the Parish Council and with local community groups. The feedback received from this engagement reaffirmed the need to redevelop the site, and for the concerns held locally for the hazards on site. As part of the resident engagement sessions both prior to and during the planning process the project has not received any objections to the planning application.

Below is a link to the Halewick Lane Planning Application as approved by SDNP:

<https://planningpublicaccess.southdowns.gov.uk/online-applications/applicationDetails.do?keyVal=PJOJ9MTUI8K00&activeTab=summary>

5 Financial (revenue and capital) and Resource Implications

If the investment is approved it will contribute to the overall success of the Your Energy Sussex programme and bring in an income to WSCC of £29M over the 25 year life of the project. A full financial breakdown is available to members on request. This assumes that the Council is to borrow funds using PWLB to finance the scheme at £11.553M. As has been approved by Commercial Finance, the borrowing rate has been set at 3% for modelling purposes. The financial breakdown includes the cost of borrowing from Public Works Loan Board (PWLB).

5.1 Revenue consequences of proposal

The net income to the County Council, after all financing and maintenance charges is expected to be £959,880 in year 1. In the following years the net income modelled will vary as a result of assumptions made in regard to energy price inflation and the degradation of the asset.

	Year 1 2019/2020 £000's	Year 2 2020/21 £000's	Year 3 2021/22 £000's	Year 4 2022/23 £000's
Gross Income	3,139	3,206	3,191	3,176
Financing Charges	-644	-644	-644	-644
Energy Purchases	-948	-969	-964	-960
Maintenance and Lifecycle Costs	-587	-596	-594	-593
Net Income	960	998	988	979

5.2 Capital consequences

	Current Year 2019/20 £m	Year 2 2020/21 £m	Year 3 2021/22 £m	Year 4 2022/23 £m
Capital budget	2.700	11.800	6.000	14.924
Change from Proposal	-11.553			
Accelerated Expenditure	8.853	-8.853		
Remaining budget	0	2.947	6.000	14.924

5.3 *The effect of the proposal*

5.3.1 The scheme will generate an income that will significantly mitigate the Council's energy budget exposure to future energy price increases.

5.3.2 Included in the scheme will be the complete, safe removal of the now condemned, hazardous and unsightly buildings on site. The site's current condition has caused significant resident concern in relation to health and safety, trespass and vandalism. The replacement scheme will significantly reduce these issues due to robust security and the installation of a CCTV system.

5.3.3 The land has limited alternative development potential and presents a scheme that is entirely removable. A decommissioning budget has also been allotted to the financial model.

5.3.4 The scheme will support local industry where possible, by employing local businesses both prior to, and on completion of the project where practicable.

- 5.3.5 The Council would become a demonstrable site of interest by owning one of the largest public-sector owned stand-alone storage systems in the UK.
- 5.3.6 Landmark development for reuse of second-life electric vehicle (EV) batteries, thereby contributing to prudent use of resources.
- 5.3.7 There will be ecological enhancements made to the site, benefitting the local wildlife populations particularly on the northern, eastern and southern boundaries.
- 5.3.8 Aligning the scheme to Project SMARTHUBS and taking advantage of funding available through this route would provide the Council with a means by which it can generate an income and realise the full potential from the site far sooner than progressing this scheme outside of the SMARTHUBS programme.

5.4 *Future transformation, savings/efficiencies being delivered*

The project makes a significant contribution towards protecting the County Council from energy price inflation and projects a net income for the Council of £29M over the lifetime of the project.

5.5 *Human Resources, IT and Assets Impact*

No additional HR or IT resources are required for the scheme on top of officer time already in place to support the Energy programme. There is also no impact on WSCC assets.

6 Legal Implications

TUPE and staff pension issues will not apply and there should be no State Aid subsidy. The Public Contract Regulations 2015 will apply to this project and the Council has the statutory powers to undertake the project. No other legal implications have been identified (other than in Sections 8, 9 and 10 of this report).

7 Risk Assessment Implications and Mitigations

- 7.1 The main risks associated with the delivery of the project are as follows:
- 7.2 The battery solution for the site either incurs problems within the lifetime of the warranty or after it has expired.
- 7.3 In line with our approach to Your Energy Sussex energy schemes, the final design of the system is heavily influenced by the protections that can be purchased and designed-into the final project. The energy storage system purchased will have a 7 year warranty. Within the financial model for the scheme a full battery replacement will be budgeted for every 8 years. In contrast to first-generation models the capital cost replacement of the second-life batteries is far lower, and is projected to be so owing to the projected proliferation of this industry which will follow the expansion of the electric vehicle industry. This will ensure income projections are maintained

and that there is recourse to the manufacturer in the event of any problems with the system. Full replacements of the battery inverters will also be budgeted for within the scheme. As has been secured with the Westhampnett solar farm, insurance will also be budgeted for against loss of income in the unlikely event of system failure. Whilst the batteries will be under warranty, the lead-in time to obtain any replacement components under warranty will be insured against. All additional measures that will be in place to protect the council in the event of contractor failure or collapse are also outline in the Business Case (V15, Section 4.2), available to members on request.

- 7.4 Income from the battery system is reduced due to Government policy changes
- 7.5 The income from this scheme does not rely in any form upon any Government subsidy. Whilst there is some uncertainty and potential for change with regards to the income streams available to energy generating assets, the overall trend is unchanged. Grid balancing and local generation assets such as this project are urgently needed nationally (as has been documented in the strategic case) and this has been demonstrated in the financial modelling included with the business case (available to members on request).
- 7.6 Halewick Lane (the road leading to the site) is owned by the Crown Estate. Negotiations with the Crown Estate, for access to lay cables from the site to the rid connection point, could delay the project.
- 7.7 The WSCC legal team are in touch with the legal firm representing the Crown Estate and are working to put arrangements in place for cable access to be ensured. In addition, in recent months it has come to light that the road itself has suffered from neglect with flood alleviation measures being worn away. It is expected that by engaging with the Crown Estate some of these flood issues can also be addressed.
- 7.8 In August 2018 there was a flooding event on Halewick Lane, further along from the battery site. Whilst the activities on the adjacent privately-owned landfill, along with the poorly maintained flood protection measures (as cited above) have been cited as the cause, a repeat event could occur.
- 7.9 A Flood Risk Assessment (FRA) and Drainage Survey was conducted at the battery site. Both surveys concluded that there were no drainage or flooding concerns arising and that all surface water drainage measures on site are adequate. In addition, given the position of the WSCC owned waste transfer site in relation to the closed-landfill it was also concluded that any potential flooding issues arising from the landfill in the future would not negatively impact the WSCC site. The FRA has also stated that the site itself has not historically experienced any flooding events to the extent that it has been classified as being in Flood Risk Vulnerability Classification 1. This is the lowest vulnerability classification a site can receive therefore flooding should not be an issue.

8 Other Options Considered

8.1 Long-listed options considered for the site:

Do nothing:

- 8.1.1 The Council could choose to do nothing with the site. However, the site is currently costing WSCC significant amounts in maintenance due to vandalism and theft. In 2018-19 alone the maintenance and repairs of the site amounted to £30K. There is an ongoing need to reinforce the security fence to deter trespassers from entering buildings which pose a serious health and safety concern. Additional costs could potentially be incurred under The Occupiers' Liability Act 1984. The Act extends the common duty of care to trespassers, providing that this duty is to be required when the occupier has actual or constructive knowledge that a danger exists and that a trespasser is or may be near it. The Act allows an injured trespasser to claim for death and personal injury. There is a large quantity of asbestos sheeting on site and the buildings are structurally unsafe. Doing nothing will prolong the very serious health and safety risk from the site and ongoing maintenance costs to WSCC will mount.

Sale of land:

- 8.1.2 The Council could choose to sell the land. However, the sale would not present a profitable option because its development potential is extremely limited. It is highly unlikely that the site could be used for housing or even commercial/ industrial usage for example. In addition, any sale would not guarantee that the existing unsafe structures would be demolished; further prolonging the serious health and safety concerns on site. If the existing structure and health and safety and occupiers liability issues were to continue with the site under new ownership it is arguable that the Council would have considerable reputational issues to manage in the future.

Retain to build houses on the site:

- 8.1.3 Given the constraints on site access, the location within the SDNP and the existing gas flare on site we have been advised that it is unlikely that residential development would ever be permitted.

Develop energy storage project:

- 8.1.4 Completing an energy storage scheme on the site would present a development option that is quiet and unobtrusive and both sympathetic to the requirements of the national park and to the residents and users of the land adjacent to the site. The construction phase for the scheme would include total demolition of all existing buildings down to the existing slab with the replacement of a new high security fence and CCTV system. This will reduce instances of vandalism on site, along with the health and safety concerns.
- 8.1.5 The Council will generate a projected income of £960K in the first year of operation.

8.2 Short-Listed options

The short-listed option is to build an energy storage facility, however there are a number of options for operating the scheme:

The Council obtains planning for the site but then leases the site to a third party to operate the battery storage scheme with WSCC taking a rent.

Advantages:

- 8.2.1 The Council would simply take a rent from the site for an agreed period. The risk associated with generating income from the site would then sit with the site operator.
- 8.2.2 The option presents a much lower capital cost to the Council, enabling it to divert expenditure to other areas.

Disadvantages:

- 8.2.3 The income derived from leasing the site to a third party would be significantly smaller in comparison to building and operating the scheme ourselves.

WSCC-owned energy storage scheme and including it as part of its SMARTHUBS programme of deliverable projects

Advantages:

- 8.2.4 Developing an energy storage scheme that is wholly-owned by the Council will enable it to maximise the income generation capability from the site. Being in total control of the site will also mean that we will be in a position to respond to any market changes that may come available for WSCC in the future.
- 8.2.5 By retaining ownership of the site the Council would be projected to generate 960K in this first year of operation and £29M over the 25 year lifetime of the project (within the models proposed).
- 8.2.6 Three energy storage sizes and technical specifications are outlined below. The largest sized system proposed could mean that a further 16 MW of Export capacity could potentially be utilised at a later stage, and help derive more income from the site.
- 8.2.7 The energy storage facility would occupy approximately one third of the total of the site. There will therefore be further opportunities to develop the site for additional energy projects if the Council retains total control of the available connection.
- 8.2.8 Battery storage is a rapidly growing industry solution to all large and medium-sized energy schemes. By developing this site as a wholly-owned WSCC project the council will become one of the UK public sector leaders in this industry.

- 8.2.9 Including this site within the SMARTHUBS programme of deliverable projects will enable the council to redevelop a large, hazardous and costly site and develop an energy scheme that pays back the original investment and generates an income to the local authority within 7 years.

Disadvantages:

- 8.2.10 This option involves significant capital cost; however the full capital cost, grid connection and contingency are built into the business model which presents an attractive investment on land that cannot be used for many other purposes.
- 8.2.11 The storage capacity market income streams on which the income projections rely are undergoing some changes. Therefore any future changes could affect the business-modelling that has been undertaken to date. The business case available to members on request has a summary of how the energy pricing escalator has been modelled. In addition, the system configuration (3.52) that is proposed is one that will maximise income in the short-term but will also mitigate the impact of changes to policies in relation to delivering 'energy services' from energy generators.
- 8.2.12 However, whilst the actual income streams offered by central government in the long-term are not fully known, the capacity issues being faced by the UK, along with Government's commitment to investing in decentralised energy and new grid balancing schemes is testament to the need for infrastructure of this kind.
- 8.2.13 By including the Halewick Lane project within the SMARTHUBS project, it will benefit from the following:
- 8.2.14 The project will receive a substantial discount on the battery modules procured for the scheme by capitalising on advances in the use of 'second life' batteries which will be rolled out under Project SMARTHUBS;
- 8.2.15 WSCC will be seen to become an active partner in developing a large-scale SMARTHUBS project.

The preferred option

The proposal is for the Council to develop a WSCC-owned energy storage system where it can maximise all available benefits open to it.

9 Equality and Human Rights Assessment

An Equality Impact Report has been produced for the scheme and is attached at Appendix 1.

10 Social Value and Sustainability Assessment

- 10.1 The project would contribute significantly towards supporting the local economy as the system is likely to be delivered by a local contractor. This would be both for installation and operation and maintenance of the system.

- 10.2 The programme would help stimulate demand in the local supply chain and help maintain jobs in the developing energy storage industry locally.
- 10.3 The financial benefits to the County Council for investing in this scheme have been outlined above.
- 10.4 The County Council will also benefit from being seen to be one of the UK's only local authority-owned battery storage facilities, to have been built.
- 10.5 The County Council will be protected from future energy price increases over the coming 25 years.
- 10.6 A 'live' sustainability review of the project will be undertaken for the project at key stages from project procurement, demolition and delivery.

11 Crime and Disorder Reduction Assessment

The scheme is not judged to have any crime and disorder reduction impacts

Lee Harris

Executive Director Economy,
Infrastructure and Environment

Steve Read

Director of Energy Waste
and Environment

Contact Officer: Tom Coates, Senior Advisor, 0330 2226458

Appendix 1: Equality Impact Report

No background papers.

Equality Impact Report

Title of proposal	Halewick Lane Battery Storage Project
Date of implementation	August- October 2019
EIR completed by:	Name: Tom Coates Tel: 0330 2226548

1. Decide whether this report is needed and, if so, describe how you have assessed the impact of the proposal.

The assessment of the impact of this proposal has been as a result of the consultation with the parish council members and the local community. The project team have met with the local community over six times since the inception of the project. Being that some residents will be ore affected by the project and its associated works than others it has been deemed that an Equality Impact report is needed.

2. Describe any negative impact for customers or residents.

The project does not negatively affect any residents with protected characteristics specifically more than any other resident characteristic group.

Residents affected more than others would be the number of householders that are situated closer to the site and in particular to the path of construction traffic. The most significant impact of the project is anticipated to be the demolition and preparatory phase of the project. A construction management plan will be formulated closer to the time of the active phases of the project which will be completed once immediate users of the roads more impacted by construction traffic are taken into account.

There have been some questions raised by those close to the site in regards to the increased noise levels. Acoustic surveys have been conducted. The conclusions from this are that the additional noise arising from the site are incredibly minimal given the design and location of the components of the system that emit any noise even during peak operating levels.

3. Describe any positive effects which may offset any negative impact.

There are a significant number of positive effects arising from this project:

- The current site is a dangerous health hazard with many concerns raised locally. The site also costs WSCC £30K annually to maintain fences and security. The scheme put forward will eliminate all health hazards on site and create a safe and visually low-impact project with ample appropriate screening.
- The scheme will generate an income that will significantly reduce WSCC energy budget exposure to future energy price increases.
- The scheme will endeavour to support local industry by employing local businesses both prior to and on completion of the project.
- WSCC would become a demonstrable site of interest by owning a large battery storage project that is subsidy free.

- There will be ecological enhancements made to the site, benefitting the local wildlife populations

4. Describe whether and how the proposal helps to eliminate discrimination, harassment and victimisation.

The project does not directly help to eliminate discrimination, harassment and victimisation. However, the procurement route the project will follow to select a Principal Contractor will ensure that these values are integral to the delivery of the project with regards to liaising with stakeholders and sub-contractors.

5. Describe whether and how the proposal helps to advance equality of opportunity between people who share a protected characteristic and those who do not.

This proposal does not advance or negatively affect equality of opportunity between people who share a protected characteristic. The build of the project itself will not negatively affect any residents with a shared protected characteristic more than those with not.

6. Describe whether and how the proposal helps to foster good relations between persons who share a protected characteristic and those who do not.

We have attempted to engage with as wider segment of the local community as possible at the consultation stages of the project. Examples of this would be through engaging with the Parish Council and the Big Local (Lottery-funded grass roots community interest group) established groups through a number of mediums including drop-in sessions during the day and evening and producing updates on the project through social media and physical hand-outs distributed within the local area.

7. What changes were made to the proposal as a result? If none, explain why.

Following initial consultation/ drop-in sessions held through the Big-Local groups it was requested the Parish Council also hold additional sessions as a means of engaging with as wider group as possible.

8. Explain how the impact will be monitored to make sure it continues to meet the equality duty owed to customers and say who will be responsible for this.

To deliver the project WSCC will have a client-side Project Manager throughout to ensure the Principal Contractor is abiding by its core operational values.

Following approval for the project a core project delivery team will be set-up. This is will be overseen by the YES Programme Team Programme Manager. This team will involve all relevant members from the selected contractor involved in onsite delivery. From the YES Programme Team also within this group will be communications and project officer support.

To be signed by an Executive Director or Director to confirm that they have read and approved the content.

Name		Date	
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Your position

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Environment, Community and Fire Select Committee

9 May 2019

The West Sussex Crowd

Report by Director of Law and Assurance
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Summary

This report outlines the background and performance of the new crowd funding approach through which all County Council Member grant funds are deployed and recommends some initial improvements before the process is fully assessed as part of the CLC review begins in late May.

The focus for scrutiny

To review the performance of the West Sussex Crowd funding approach, consider the feedback received from councillors, residents and partners and to comment on the proposed micro fund.

1. Background and Context

- 1.1 Prior to 2018, the County Council grant funding to voluntary and community organisations were complex and varied. There were three member funds: Members' Big Society Fund (MBSF), Community Initiative Fund (CIF), and Small Grants Fund, with no single point of entry, and each with different criteria, application forms, maximum award values and decision making processes. Challenges of complexity, risk of duplication, lack of consistency and reducing budgets resulted in a new approach needing to be adopted.
- 1.2 Reductions in the Public Health Grant and savings required to balance the County Council's budget resulted in an overall reduction in the grant funding available to voluntary and community groups (from Small Grants, CIF and MBSF) from £660,000 in 17/18 to £330,000 in 18/19. This was supported by the Performance and Finance Select Committee in November 2017 and was then agreed by Full Council in December 2017 as part of the saving requirements.
- 1.3 Following a Cabinet Member decision in January 2018, the Council introduced an innovative digital civic crowdfunding model called "West Sussex Crowd". As part of this approach, the Council made available a single grant fund of £330,000 through the Community Initiative Fund (CIF) to be discharged solely through the platform that is run by Spacehive.

2. Why the Council Adopted a Crowdfunding Approach

- 2.1 Civic crowdfunding is still in the early stages of development and the market is growing rapidly. The approach is being adopted increasingly by local authorities due to the numerous economic and social benefits it can deliver.
- 2.2 These benefits include:
- The ability to leverage additional funds towards local-area-improvement projects.
 - A new approach to citizen engagement and involvement.
 - The ability to inform smarter investment decisions.
 - The ability to increase innovation and experimentation while reducing risk and cost of failure.
 - Improved community cohesion and resilience.
 - Increase transparency of decision-making
 - Improving awareness of issues that are important to local communities
 - A collaborative approach to problem solving alongside residents, partner agencies and businesses.
- 2.3 Both financial and social value benefits drew the Council to explore a civic crowdfunding approach it was the social benefits that matched the aspirations of the 'unlocking the power of communities' programme that led to its adoption.
- 2.4 In particular, the new approach to citizen engagement and participation enabled by civic crowdfunding has become very valuable to local authorities developing participation, capacity and skills. Citizens have been expressing a desire to have a more participatory role in government decision-making, particularly in the planning and budget allocation processes. Civic crowdfunding enables a more proactive approach to citizen engagement and participation, providing an opportunity for citizens to propose, contribute to and participate in projects that reflect their own values and areas of interest. Civic crowdfunding essentially facilitates a marketplace-led model, where citizen demands and institutional supply can meet more effectively with councillors direct input and support.
- 2.5 For the 2019/20 budget the Council has agreed a reduction of £50,000 from the CIF budget, from £330,000 to £280,000. It has also agreed in principle to reduce this further subject to a review of County Local Committees (CLCs) that is due to begin in late May 2019.

3. West Sussex Crowd Performance

- 3.1 The West Sussex Crowd was launched on the 9th May 2018; to date the site has raised £456,700 for 75 successful projects from a total of 1,908 backers. A total of 162 organisations have accessed the platform and have uploaded an idea, 106 of these have currently 'gone live' and used it raise funds for projects. These have included financing a comedy tour of care homes for people living with dementia, backing a children's playground transformation, supporting community festivals and upgrading community facilities.

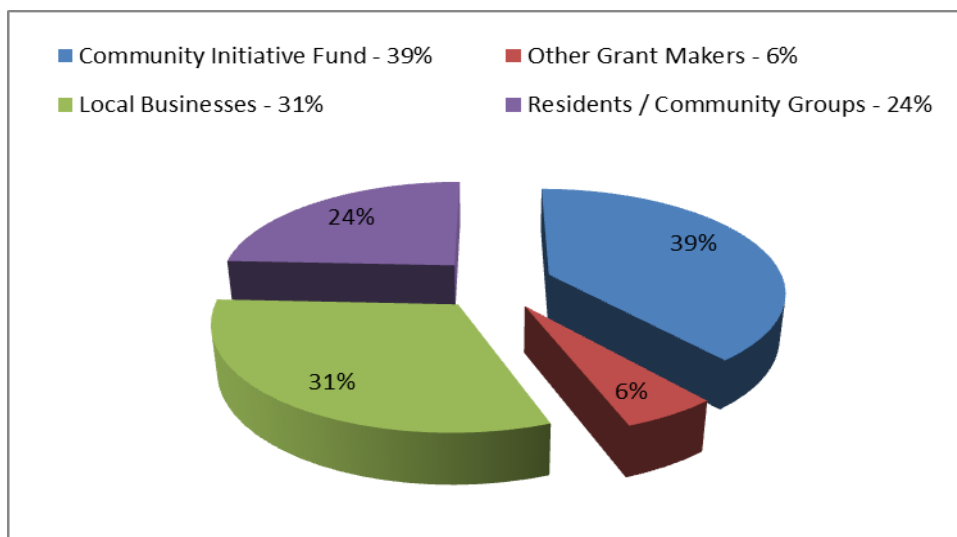
3.2 Appendix A provides case studies of some of the innovative projects that have been funded through the West Sussex Crowd. Information on all successful projects is available via [The West Sussex Crowd](#) website.

3.3 Of the 162 projects currently on the platform:-

- 75 have successfully secured the funding required
- 5 did this without WSCC funds
- 15 are still crowd funding
- 56 are currently on the platform in the preparation stage
- 16 have been unsuccessful

3.4 The platform has seen 1,908 individual backers so far in the first year. These backers have come from a range of sources including residents, businesses, WSCC Community Initiative Fund and other grant makers on the platform. To date of the £456,700 spent on the platform, £177,675 has come from West Sussex County Council, £279,025 has been spent by the 'crowd'. This means that for every £1 pledged by WSCC the 'crowd' has pledged approximately £1.60.

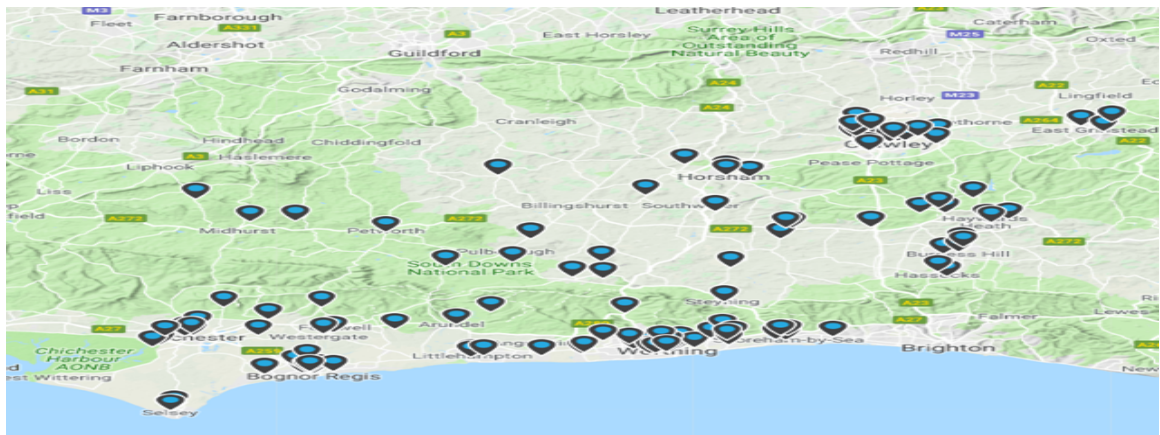
3.5 The table below provides a breakdown across these sources.



3.6 The 16 projects that were unsuccessful failed for similar reasons, including not meeting the criteria for allocation of CIF; not having sufficient time or skills to deliver a crowd funding campaign; and not wanting to use the payment method associated with the platform. These have been redirected to the Council for Voluntary Service, the Communities Team and other partners as appropriate to help them find more suitable funding streams (feedback from these groups is also outlined in Appendix B).

3.7 There are currently 15 projects still crowdfunding on the West Sussex Crowd at a total project value of £230,956 and CIF has allocated approximately £31,000 to these 15 projects. If successful this will increase overall spend from CIF. Should all 15 projects be successful then the total spent on the platform in the first year would be £687,656 to 88 projects with CIF contributing £208,899.

3.8 The West Sussex Crowd has seen 106 projects interacting with the platform this year with a good balance of projects coming from all areas of the County as shown in the picture. Appendix C provides information on the performance of and gaps in applications to the CIF fund.



4. Community Initiative Fund (CIF) Performance

4.1 With the introduction of any new fund it is expected that there will be a reduction in applications and spend as residents adapt to the new approach. This was outlined in the report to this Committee in February 2018, but we are now in a position to confirm the impact of the changes as outlined in the table below. Figures show a reduction in application numbers and spend however compared to our initial projections the fund has performed better than anticipated.

	2016/17 (larger fund)	2017/18	2018/19
Applications Received	296	198	142
Projects Supported By Members	248	153	90
Applicants who have dropped out	11	14	26
Rejected Applications	27	24	10
Pending or deferred	6	0	4
Failed Applications	4	1	12
Total Spend	£371,091	£291,774	£177,675 To date 17/04/19

4.2 To date the current spend for CIF is £177,675 therefore the fund has unlocked 2.5 times as much from third party sources. This will also go up significantly should the remaining 15 projects successfully reach their crowd funding targets.

- 4.3 Residents and members have been offered support in building their understanding of the new approach and the advantages crowd funding has to offer. This has included the following;
- Presentations at all the first CLC meetings in the year
 - 255 sessions and enquires supported by West Sussex County Council officers
 - 15 engagement event run by Spacehive
 - 9 webinars run by Spacehive
 - 18 engagement interactions through libraries
 - 2 feedback sessions from residents (North and South)
- 4.4 Through this, considerable feedback has been received from residents, partner organisations and members on some of the key issues that they have had with the approach. We have looked to address some of these issues throughout the year with improved guidance, workshops and presentations as well as changes to the platform itself. Key themes arising through this feedback are set out below. This information will be considered in more detail as part of the Members CLC review later this year.
- Crowd funding not being suitable for projects needing small amounts of funding.
 - Support from Spacehive and the County Council has been excellent.
 - Concerns with payment process for resident adding pledges.
 - Concerns with payment process for projects agreeing to go cardless/paypal terms and conditions.
 - The time it takes to run a crowd funding campaign.
 - Skills and knowledge develop through running the campaigns have been beneficial for community groups.
 - The transparency of the system is very good.
 - Duplication of questions asked has been frustrating for project creators.
 - More transparency of fees earlier in the process.
 - Clunky application process.
 - Good opportunity for projects to widen their appeal and get additional funds.
 - Timing of grant funds given by West Sussex County Council can be unhelpful in terms of building a crowd funding approach and attracting backers.
- 4.5 As the CLC review is not due to deliver its findings to Governance Committee until September, the Cabinet Member for Safer, Stronger Communities is proposing to introduce a new 'Micro Fund' in relation to CIF grant funding. This is to address smaller-scale projects seeking to secure funding of no more than £750 for their total project costs.
- 4.6 It has been noted that crowd funding may not be suitable for all groups seeking funding and therefore instead of applying for funds through the Spacehive Website, groups would be required to complete a paper-based grant application form as an alternative. This option aims to attract small

groups with low project costs to propose their idea and apply directly to the Council through CLCs. Further information is available through the draft proposal to introduce a new Micro-Fund in Appendix D.

5. Issues for consideration by Select Committee

- 5.1 The Select Committee is asked to consider the high level outcomes of the civic crowdfunding approach, the performance of the CIF, feedback from residents, partners and members and consider the implementation of a micro grant as set out in Appendix D.

6. Resources

- 6.1 As part of the initial decision to use a crowd funding approach staff savings were delivered. At this time it is difficult to predict if there will be opportunity to deliver further efficiencies through this approach – but this will be considered as part of the CLC Review.
- 6.2 Should the proposal for a new micro fund be progressed, there is a risk of increased officer time being spent on managing two different processes. This will be mitigated though keeping both funds as joined up as possible, including with the same decision mechanism (CLCs).

7. Consultation

- 7.1 CIF applicants have been invited to informally feedback their comments on the process as they progress their crowdfunding campaigns. Two focus groups were held in March 2019 with partners, applicants and officers to consult them on how the process has worked. The output of these sessions is set out at Appendix B. County Councillors also have provided their comments throughout the year and these seem to be consistent with Appendix B.

8. Governance

- 8.1 The governance arrangements as set out in Appendix E have at times been challenging to match with an agile changing crowdfunding programme and it is expected that the CLC review will consider opportunities to improve this.

9. Other Options Considered

- 9.1 Not applicable. This report is commenting on the performance of the West Sussex Crowd funding approach and any options for consideration to change will be included in the CLC review later in the year.

10. Equality Duty

- 10.1 There is no direct impact on people with protected characteristics as a result of this report. Moving to a crowdfunding model in 2018 was not assessed as having any disproportionate impact on those with protected characteristics.

11. Social Value

- 11.1 Grant funding helps voluntary and community groups to contribute to the social, economic and environmental wellbeing of their communities.

12. Crime and Disorder Implications

- 12.1 None.

13. Human Rights Implications

- 13.1 There are no known Human Rights implications associated with this proposal.

Tony Kershaw

Director of Law and Assurance

Contact: Nick Burrell, Senior Adviser, Democratic Services.
0330 222 3881

Appendices

A – Case studies from the West Sussex Crowd

B – Stakeholder Feedback

C – CLC Performance and gaps in applications to the CIF fund

D – Proposal to introduce a new Micro-Fund

E – Governance and Application Process

Background Papers

None

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Project name: Barns Green Resurface Tennis Courts
Aim: To carry out repair, resurfacing and paint works to two courts
Project creator: Barns Green Tennis Club
Crowdfunding target: £16,154
WSCC pledge: £5,000
Number of backers: 89
Campaign completion date: 27 March 2019

Project description

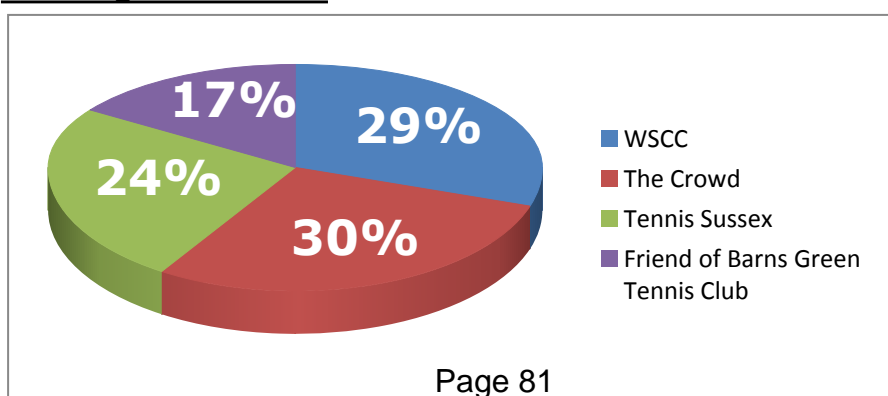
The community-friendly tennis club, also accomodating of non-members, launched its campaign with a view to carrying out overdue court resurfacing for the first time since 1985. As the only club in the local area, serving Itchingfield to the north as far south as Shipley, the project set out to secure the courts' long-term playing future and in doing so attract visitors and new individuals to the sport. The detoriating courts had developed cracks and, despite players' continued use, the club made it their aim to repair both, as well as fully re-surface Court 1 in order to ensure their users' safety.



Campaign journey

The project achieved the highest number of backers for a single campaign completed on West Sussex Crowd to date. Ran over 80 days, the campaign demonstrated consistency in terms of frequent pledges throughout its duration with almost a third of the target raised between 89 club members and non-members. Significant backers included Friends of Barns Green Tennis Club and Tennis Sussex (Lawn Tennis Association) who pledged a combined £6,805. The LTA granted the club a £4,000 loan repayable over 8 years in order to reach their fundraising target. Taking the major backers out of account, The Crowd pledged £19.46 on average with pledges ranging from £2 to £250.

Funding breakdown



Project name: Selsey Care Shop

Aim: To furnish office space and open a high street drop-in centre providing adult social care advice and support

Project creator: Selsey Community Forum (SCF)

Crowdfunding target: £8,852

WSCC pledge: £2,000

Number of backers: 22

Campaign completion date: 20 July 2018

Project description

The South Chichester charity launched a campaign fundraising towards the cost of modernising rented office space and convert it into a drop-in centre serving carers and residents living with dementia. Selsey Care Shop was identified to; educate residents about helping people living with dementia, organise social interaction activities and run carers support groups. In addition to its existing information exchange, opening the new premises in September 2018 has enabled Selsey Community Forum to expand its community services.

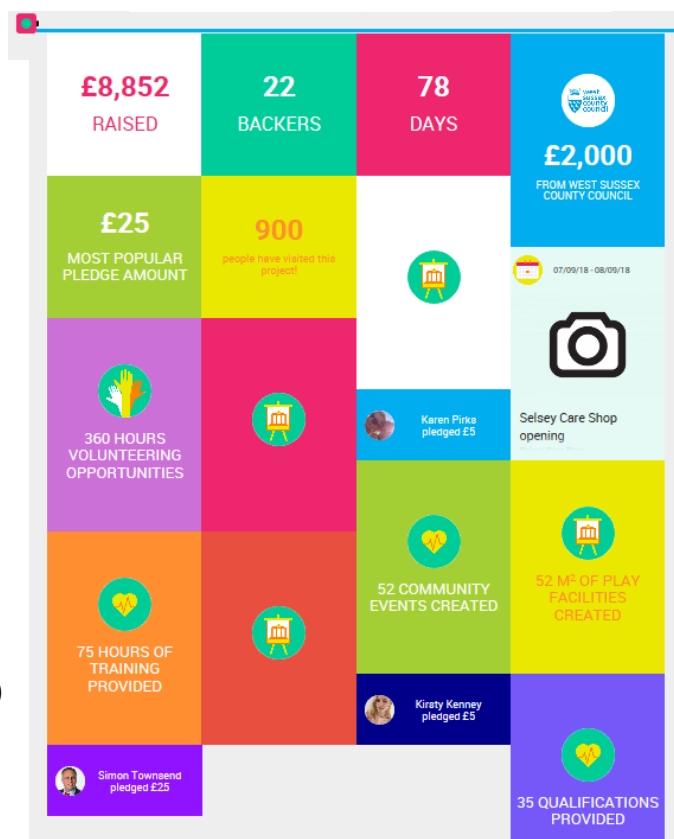
[Click here](#) to listen to SCF Chairman, Mike Nicholls describe the services provided by Selsey Care Shop.

Campaign journey

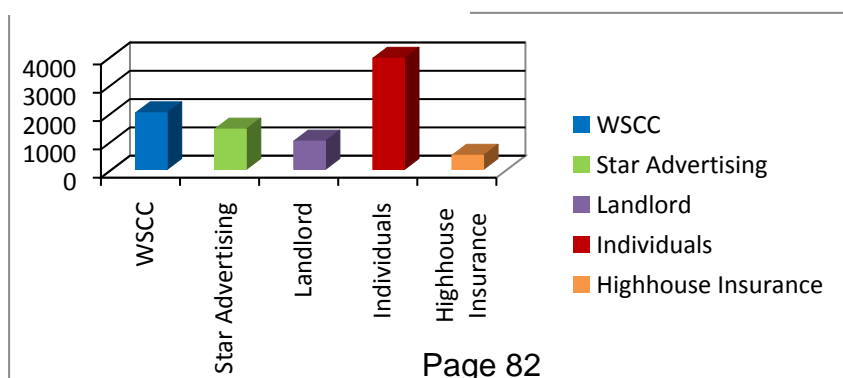
SCF ran an effective campaign lasting 78 days and achieved their crowdfunding target through a relatively low number of backers. As well as receiving backing from family members, the project idea demonstrated community support by attracting considerable pledges from local businesses including Star Advertising (£1,425) and Highhouse Insurance (£500). Further to this, the campaign succeeded in gaining a pledge of £200 from the project’s local member – Carol Purnell. As shown by the impact report (see right), the project delivered significant outcomes:

- 900 visitors to the shop (Sept-Nov 18)
- 52 community organised
- 35 qualifications awarded

Delivery Report



Funding breakdown



Project name: Worthing Mental Health Awareness Week (WMHAW)

Aim: To deliver a programme of workshops and seminars plus secure a new website host

Project creator: Offington Park Methodist Church

Crowdfunding target: £1,532

WSCC pledge: £327

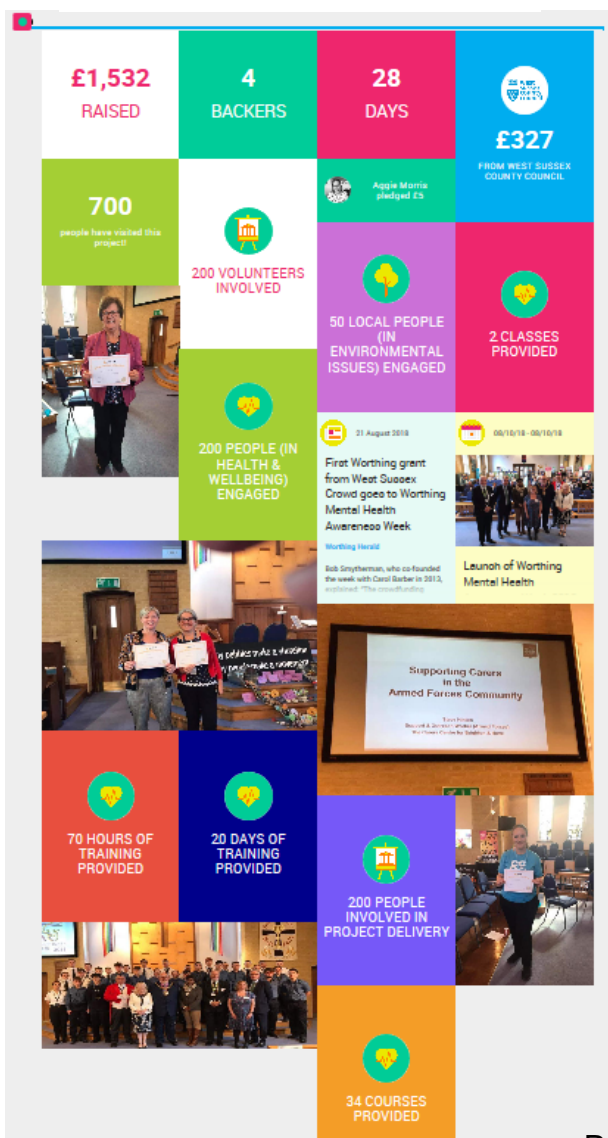
Number of backers: 4

Campaign completion date: 26 June 2018

Project description

Marking the 6th year of holding Worthing Mental Health Awareness Week, the free-to-attend event brought together more than 50 local organisations promoting support services for people suffering with mental health and their carers for individuals of all ages. Chairman of Worthing Dementia Action Alliance, and local member, Bob Smytherman is an advocate of the campaign which delivered a workshop and seminar programme from voluntary, public and private sector organisations, concluding with a charity concert. The fundraising campaign was created in principal to secure a new website host featuring added functionality with its current contract having expired.

Delivery Report



Campaign journey

This campaign is one example of a low-cost project to use the platform successfully despite it being suited to a grant application as per the Micro Fund proposal, as opposed to the crowdfunding route. The reason for this being that the project creator's own pledge of £1,000 was subject to associated Spacehive and transaction fees, therefore increasing its fundraising target with the option to add 'pre-campaign funds' only made available in later funding rounds. However, the project did represent a first successful pitch to Worthing County Local Committee in the area, with the short campaign run over four weeks.



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West Sussex Crowd Focus Groups

Officers met with Voluntary Sector groups on 28 March and 2 April to discuss the West Sussex Crowd and listen to their perspectives and feedback on the platform and what ideas they felt could improve the process for applicants.

In advance of the sessions, the groups were asked to consider the following questions for discussion.

- What in your opinion are the positives for a crowd funding approach?
- What changes if any would you make to improve the current approach?
- What suggestions would you make to deliver our grant funds more effectively?
- Could your organisation provide additional support that would have a positive impact?

These questions helped focus the sessions and resulted in a good discussion on the West Sussex Crowd.

We have also received comments throughout the year from county councillor regarding the performance of the fund, as yet we have not carried out a formal questionnaire with Members but the comments we have had are consistent with the below information.

What in your opinion are the positives for a crowd funding approach?

The groups felt that the platform was good at gauging public opinion on projects and was an innovative way of improving community engagement. The system helped applicants broaden their appeal to residents and funders and gain new skills. The platform allowed projects to be transparent on costs and also create an appealing campaign. The groups felt the quality of projects was higher than the previous system and the support from Spacehive and the Council was praised, as was the checking that was performed by locality on all projects. Results also showed that the platform was giving the County Council a good return on their spend due to external pledges from third parties.

What changes if any would you make to improve the current approach?

What suggestions would you make to deliver our grant funds more effectively?

These questions were covered simultaneously in the sessions as they both sought to invite comments on what improvements could be made.

Comments were made on the confusion experienced by applicants, such as the blurring of the County Council's role as the host authority of the platform; and as the distributor of Community Initiative Funds. Language on the system was also found to be confusing and repetitive; with concerns also raised on the category system used by Spacehive. It was also difficult for applicants to easily pitch their project to different funds on the platform.

It was felt that a disproportionate amount of time was required for campaigns compared to other large funds. The groups felt that a small fund, held off of the Crowd platform, would be appropriate and welcomed by groups who only need a small amount of funding. Groups felt that a total project cost around £1000/£750 would be suitable for this model.

Concerns were raised on the payments section on the platform, with people pledging raising concerns that they needed to donate via direct debit; and that pledges remained pending until the campaign was complete which could be a long time. It was proposed that the County Council should cover the fees for projects, so applicants would then only be fundraising for the elements of their campaign.

The platform needed to feel more local, and had to incorporate different approaches to suit all demographics; with an increase in alternative social media channels being used.

An advice page was also proposed which would show relevant contact information and who to speak to for different scenarios (Democratic Services, Spacehive, Local Members, etc).

County Local Committee formats were also discussed. The groups felt that Community Initiative Fund agenda items should be placed early on agendas. Applicants should be allowed to speak at the meetings, particularly if they can answer any queries the committee have on the project.

Could your organisation provide additional support that would have a positive impact?

The groups proposed sessions to assist those interesting in creating a project. The sessions would show how the system worked, how much time was required for a project, and also the benefits of the system from successful case studies.

A session for County Council members was also proposed, to assist members in understanding the different types of groups that could apply for funding.

Groups could assist with making the community aware of deadline dates, and when Committee meetings were taking place.

Analysis of West Sussex Crowd Statistics with comparison against previous year

This paper looks at the figures for approved applications for Community Initiative Funding. 'Approved' in this context refers to 2017-18 applications that received a grant from a County Local Committee (CLC), and 2018-19 projects that received a grant from a CLC and were also successful on the West Sussex Crowd. The figures therefore represent applications where West Sussex County Council funds have been allocated.

For clarity, there will be approved grants for the end of 2018-19 where the projects are still crowdfunding and so it is not currently known if the project will be a success. These applications have been included as it was felt it would be unfair to disregard them.

In addition to the above clarification, some approved applications for 2017-18 (6 in total) have been removed from this comparison document as they were led by members who were not re-elected in the 2017 elections. It would not have been a fair comparison to include additional members in the figures.

The figures below look at the total number of approved applications, the number of applications each member personally has supported, and the average number of applications per each member (based on the total for each CLC).

CLC Total Approved

2017-18	
CLC	Total Approved
North Mid Sussex	9
Adur	10
North Chi	11
South Chi	13
JEAAC	13
Chanctonbury	13
Worthing	13
North Horsham	15
JWAAC	17
Crawley	18
Central & South	21
	153

2018-19	
CLC	Total Approved
North Mid Sussex	3
JEAAC	6
North Chi	6
North Horsham	6
Adur	8
Chanctonbury	8
JWAAC	8
South Chi	9
Central & South	11
Crawley	11
Worthing	14
	90

This shows that the total approved maximum per CLC is similar for both platforms, but that the West Sussex Crowd model has lower figures per CLC.

Number of approved applications per member

2017-18								
Number of approved	7	6	5	4	3	2	1	0
Number of Members	1	2	2	8	15	11	25	11
Percentage	1.33	2.67	2.67	10.67	20.00	14.67	33.33	14.67

2018-19						
Number approved	of	4	3	2	1	0
Number of Members	of	3	6	20	20	24
Percentage		4.11	8.22	27.40	27.40	32.88

This shows a reduction in applications per members, and a reduction in the mode average of applications per member from 1 to 0.

This reduction in modal average is likely linked to the reduced figure for total approved applications and the fact that this is the first year for the West Sussex Crowd and members/public will need time to understand the new approach compared to the previous system.

CLC Average per member

2017-18	
CLC	Average per Member
Worthing	1.30
North Mid Sussex	1.50
South Chi	1.63
North Horsham	1.67
Adur	1.67
Crawley	1.80
JEAAC	1.86
JWAAC	2.13
North Chi	2.20
Central & South	2.33
Chanctonbury	2.60

2018-19	
CLC	Average per Member
North Mid Sussex	0.50
North Horsham	0.67
JEAAC	0.86
JWAAC	1.00
Crawley	1.10
South Chi	1.13
North Chi	1.20
Central & South	1.22
Adur	1.33
Worthing	1.40
Chanctonbury	1.60

This shows that Committees such as Chanctonbury have maintained a high average of applications per member. Worthing has improved in rankings moving

to the West Sussex Crowd. North Mid Sussex has remained low for both platforms.

Conclusion

Looking at the figures the main focus is that there has been a reduction in the total number of approved applications. As this is the first year for the West Sussex Crowd, this was to be expected. The number is still encouraging, and is only 63 less than the previous year. Work should continue to improve the number of approvals. Proposals to address this could be discussed as part of the Select Committee outcomes; such as member training, public events, etc.

Statistically high performing Committees have not seen a significant reduction in performance with numbers fairly consistent for both years. Joint Eastern and North Chichester have shown reductions in total approved applications for the West Sussex Crowd and therefore this should be looked into.

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DRAFT Proposal to Introduce a Micro-Fund

1. The Cabinet Member for Safer, Stronger Communities will be asked to take a decision in May 2019 to set up a new micro-fund. This will change the processes for the allocation of Community Initiative Fund (CIF) money to both a crowdfunding model and a smaller 'micro-fund' as outlined in this paper.
2. The review of the crowdfunding approach after a year of operation has highlighted some areas for improvement. Specifically, feedback from applicants and members suggests that a simpler, streamlined approach should be available for smaller, lower value projects (including through a slightly less extensive verification process). It is therefore proposed that small-scale applications should be able to apply direct to the County Council for funding, without using the crowdfunding platform.
3. The introduction of a 'micro-fund' would effectively seek to reintroduce the previously established Small Grants Fund, which was administered by the County Council Communities Team. This fund was set at £80,000 per year and the average application was between £600 and £1,000. The proposed limits to be applied to CIF are in-line with this previous arrangement. Allocating 30% of CIF to the micro-fund reflects the previous total (£84,000) and having a maximum funding limit of £750 also reflects the average total cost of applications under the former Small Grants Fund.
4. It is proposed to change the arrangements for the allocation of CIF so that projects with a total cost of £750 or less will need to complete a shorter, paper-based application form. Paper based application forms will be considered in the same way as those submitted through the West Sussex Crowd at CLC meetings. Projects with a total project cost of more than £750 will need to complete their application through the West Sussex Crowd in the normal way.
5. Each County Local Committee will be able to allocate up to a maximum of 30% of its total annual CIF budget to projects through the proposed new process. The total amount of CIF for the year 2019/20 is £280,000 so up to £84,000 would be available through the new Micro-Fund using a paper based application.
6. CIF reports submitted to each CLC will feature a running total of how much has been spent on projects submitted through the West Sussex Crowd and also those that have been submitted for projects under £750.
7. It is proposed that members would continue to play a key role in the following ways by:
 - Setting the principles and objectives that will help determine how funds are allocated
 - Agreeing funding pledges to be made to projects in their CLC areas
 - Exploring and understanding the needs and community expectations in their areas
 - Championing, encouraging and supporting local groups to develop ideas to meet local needs and use the platform to raise funds

- Monitoring the use of public funds and the effectiveness of the collaborative approach
8. The total CIF budget is currently £280,000 per annum (pending the outcomes of the Governance Committee Review of CLCs, which will be considering a potential 50% reduction in this budget). If the new micro-fund approach is taken forward, the level of funding available to each CLC through this route, as well as through the Crowd, is set out in the table below.

Committee	Member Allocation for 2019-20	West Sussex Crowd	Micro-Fund
Adur	£20,000	£14,000	£6,000
Joint Western	£28,000	£19,600	£8,400
Joint Eastern	£24,000	£16,800	£7,200
Chanctonbury	£16,000	£11,200	£4,800
North Horsham	£32,000	£22,400	£9,600
North Mid Sussex	£16,800	£11,760	£5,040
Central & South Mid Sussex	£31,200	£21,840	£9,360
Crawley	£36,000	£25,200	£10,800
North Chichester	£13,400	£9,380	£4,020
South Chichester	£26,600	£18,620	£7,980
Worthing	£36,000	£25,200	£10,800
Total	£280,000	£196,000	£84,000

9. The implementation of the new micro-fund needs to be cost-neutral as there are no additional resources available to support this. Staff savings were achieved through the move to the crowdfunding approach, specifically through staff posts that previously supported grants including the Small Grants Fund. It will therefore be important to monitor the resource implications of instating a two-track application process for CIF. The officer time required to process applications through the micro-fund will be monitored regularly to ensure the process isn't too time consuming or counterproductive.
10. The proposal is to maintain the crowdfunding model alongside a paper based system. It will be important not to lose the potential to leverage additional funding from other sources alongside CIF. Other public bodies utilising the crowdfunding approach experience, on average, 3.5 times leverage on grants they deploy. This provides the prospect of the County Council being able to facilitate an arrangement which will help a greater number of community groups to benefit to a greater extent than is currently achievable. This will assist all members in contributing to the core ambitions of the Council's West Sussex Plan and the targets which the Council has approved for those ambitions.
11. The proposed change seeks to mitigate the lower level of applications submitted through the crowdfunding platform by allowing project managers seeking smaller funds a more streamlined application process. The Council will continue to provide support to help community groups understand and engage with the model.

12. When the initial decision to utilise a crowdfunding model was taken, research from [West Sussex Life](#) suggested that 88% of adults have used the internet in the last 6 months. The introduction of the paper based application would seek to allow the 12% that did not use the internet an alternative means of accessing funding.
13. It is important that a uniform and consistent approach is taken across all County Local Committees. This ensures that all residents have fair access to a portion of the micro-fund.

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Before the PrAM

Applicants seek advice from Spacehive, Democratic Services, Communities Team or the local member.

Applicant adds project to the West Sussex Crowd.

Background checks are carried out by Spacehive/Locality.

Does it fit the criteria for CIF?

Yes

No

The applicant is invited to pitch to CIF by Spacehive.

The local member will be notified by Democratic Services. The project creator is also advised to contact their local member.

The project remains on the West Sussex Crowd for other organisations and residents to support but will not go forward to CLC.

No further action by WSCC

At the PrAM

All projects that have pitched to CIF and have started fundraising will be presented to Members at the PrAM.

Members ask questions or request additional information.

Members collectively agree what projects meet their CLC's CIF criteria and are to be taken to the CLC meeting for a decision.

After the PrAM

Supported Projects are included in the CLC agenda.

Democratic Services inform the project creators and encourage them to attend the CLC.

Unsupported projects remain on the West Sussex Crowd for other organisations and residents to support but will not go forward to CLC.

Democratic Services reject the pitch explaining the reasons why.

At the CLC meeting

The Locality Lead will introduce the CIF.

The Chairman will invite the local Member to confirm their support for the project and ask them to suggest an amount for the CLC to pledge.

The Chairman will invite the applicant to pitch their project to the CLC.

Members will collectively agree whether to pledge and how much to pledge.

Members will allocate an up to sum to allow for any changes between the decision date and cleared call in date (7 working days).

After the CLC meeting

Decisions will be published the day after the CLC .

Funding will be pledged onto spacehive when call in is cleared (7 working days).

Update on projects will be included at the next meeting

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Environment, Communities and Fire Select Committee

9 May 2019

Business Planning Group Report

Report by Chairman, Business Planning Group

Executive Summary

Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee. This report provides an update to the Committee of the BPG meeting held on 18 March 2019, setting out the key issues discussed.

Recommendation

The Environment, Communities and Fire Select Committee is asked to note the contents of this report and endorse the Committee's Work Programme for 2019/20 (attached as appendix A).

1. Background

1.1 The Business Planning Group (BPG) met on 18 March 2019 with Mr Barrett-Miles, Mr Baldwin, Mr Jones and Mr S Oakley, in attendance to undertake work planning on behalf of the Committee.

1.2 Among the issues discussed:

- **Total Performance Monitor (portfolio-specific elements)** – No issues for scrutiny by the Committee or referral to Performance and Finance Select Committee were identified. The Group agreed to learn more about Library Service income from fines at a future meeting. Questions were also raised about the data in respect of fraud, building and green waste, broadband coverage and a Planning Services underspend.

- **FRS Performance Management**

No issues of concern were identified.

- **FRS People Culture Strategy**

Action plans on equality, diversity and inclusion were considered. The Employee Assistance Programme had been received 95 referrals, with 60 of these linked to mental health issues, and the FRS had been selected as a South East regional 'MIND' champion. An independent Culture Review would commence in April 2019.

Members questioned the measurable benefits of the work. It was agreed that the People & Culture Strategy action plans be scrutinised 12 months' after their implementation date, at the Committee's September meeting.

- **Cycle Design Standards**

The Group requested a progress report, once more work had been undertaken.

- **Bus Subsidies**

The Group asked that the Cabinet Member advise the Committee of the progress of the Executive TFG. A formal item was added to the work programme for autumn 2019.

2. Work Programme Planning 2019/20

2.1 Informed by officers from the relevant service areas, BPG members considered the Work Programmes for 2019/20.

2.2 The output from this discussion is summarised in the revised work programme at Appendix A (2019/20) which reflects any subsequent decisions or alterations made since the meeting.

3. Equality Duty

3.1 An Equality Impact Report is not required for this report as it deals with internal matters only.

Andrew Barrett-Miles

Chairman, Environment, Communities and Fire Select Committee

Contact: Ninesh Edwards, Senior Advisor, 03302 222542

Appendix A - Environment, Communities and Fire Select Committee
Work Programme 2019/20

Appendix B - WSFRS Operational Performance Report

Background Papers - None

Select Committee Meeting date	Subject/Theme	Objectives/Comments	Key Contacts	Source	Corp Priority
09/05/19	Halewick Lane Energy Storage Project	Key decision preview. To include consideration of the overarching strategy. To also cover changes to Gov feed-in tariffs for solar schemes. To include overview of issues identified by the Business Planning Group (including whether battery storage could be extended to other schemes)	Tom Coates		
	Highways Contract Progress Report	To review the progress in contracting our highways service contracts, prior to publication of the tender documents. To include the opportunity for members to consider how and when best the Committee should be engaged, discussion of the business case.	Pete Smith, Neil Hewitt		
	New Arrangements for Community Grant Funding	Following the decision in spring 2019, to review how effectiveness of the scheme, to potentially include feedback from users of the new process	Nick Burrell, Emily King		
	Economy Growth Plan - Action Plans	As requested by ECFSC at its 31 Jan meeting. To include an update on the Bold Ideas	Carolyn Carr		
	BPG	Report from the BPG following its most recent meeting	Ninesh Edwards		
	Events Protocol	To scrutinise the draft protocol, particularly in the light of learning from the 2018 Velo event. David Bradford to address the meeting to give feedback on the Velo event	Jeff Elliot, Michelle Hulme		

20/06/19	Highways and Transport Service Area Review – Highway Maintenance Plan	Key Decision preview. The Cabinet Member for Highways and Infrastructure will be asked to approve a new Highway Maintenance Plan, including a review of service levels currently delivered, and propose changes to service levels if required.	Jon Ullmer, Chris Barrett		
	Review of IRMP Action Plans	Annual progress report.	Neil Stocker and Gavin Watts		
	Road Safety - Safer Sussex Roads Partnership	To focus on performance outcomes, and the quality of partnership work. To compare the performance of the partnership with neighbouring and comparator authorities.	Matt Davey		
	2018/19 FRS Performance Review and Annual Report	Performance review based on criteria set out in the 18/19 Statement of Assurance, and Annual Report	Jon Lacey		
	HMICCRS Inspection Report	Following expected of the draft findings in May 2019.	Neil Stocker and Gavin Watts		
20/09/19	People and Culture Strategy	An update, a year into the development work.	Jon Simpson		
	Findings of the Executive Task and Finish Group on Bus Subsidies	An opportunity for the Committee to scrutinise the work the Group has undertaken on community supported bus services.	Bill Leath		
	Savings Proposals	To scrutinise any proposed key savings decisions within the Committee's portfolio.	TBC		
	Electric Vehicle Strategy		Ruth O'Brien		
	Community Hubs Update	A progress report on work to date, following the Committee's recommendation at its March mtg. To include an outline of the decision-making points, the project timeline, and a list of the top ten schemes - and their costs	Rachel North, Lesley Sim		

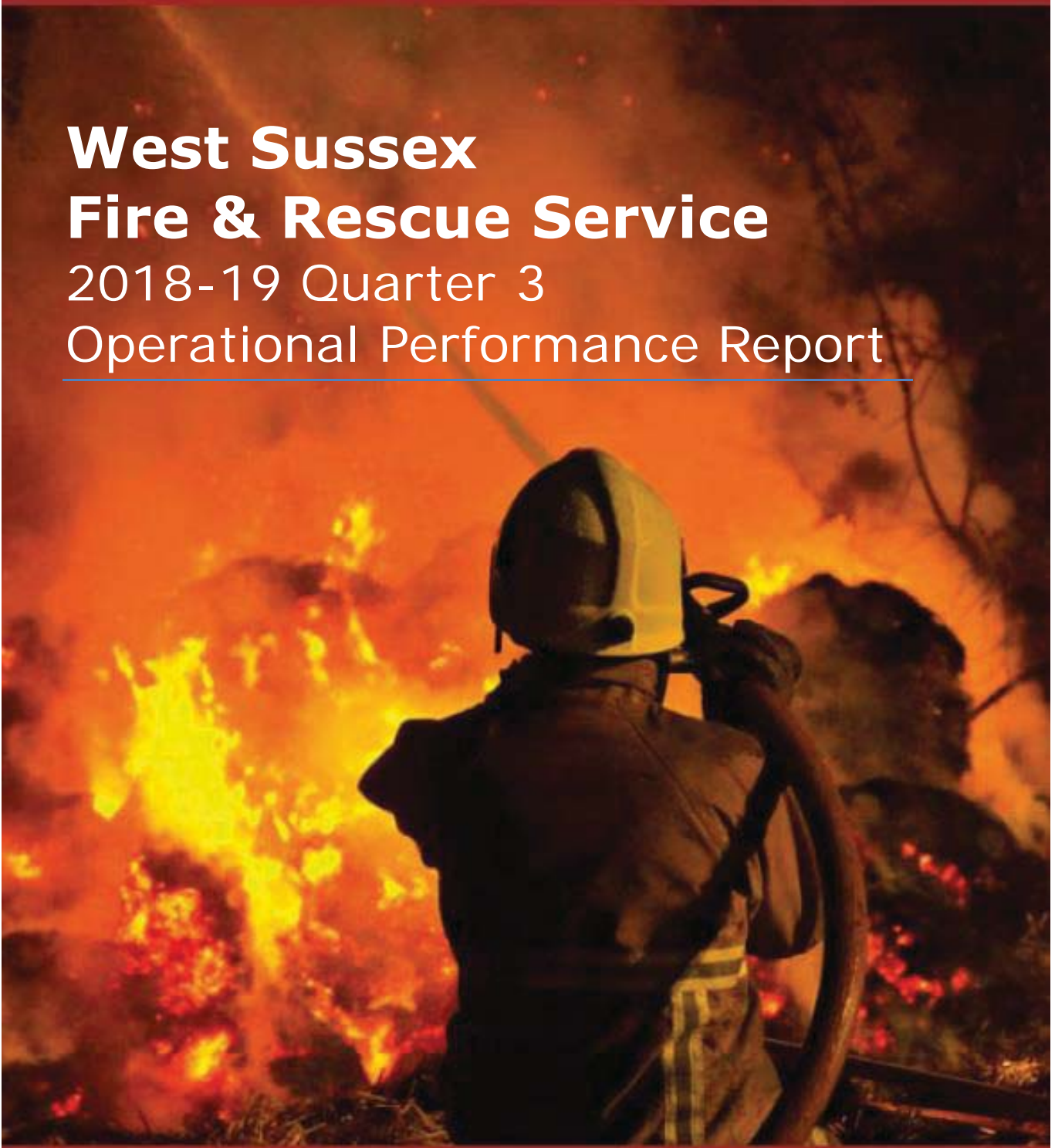
07/11/19	Work to Mitigate the loss of Educational Services Provided by the Prevention Team	Following Committee preview of a decision to withdraw the educational services provided by the Prevention Team, the Committee to scrutinise the work under way to mitigate the loss of funding, including work on securing sponsorship being led by the Commercial Team	Gavin Watts, Angela Redman		
	Waste Strategy Review	As/when one is forthcoming	Steve Read		

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www.westsussex.gov.uk

West Sussex Fire & Rescue Service

2018-19 Quarter 3 Operational Performance Report



Foreword

West Sussex Fire & Rescue Service's aim is to keep our communities safe.

The priorities for the service are set by West Sussex Fire & Rescue Authority (FRA).

These priorities form the basis of our Integrated Risk Management Plan (IRMP), which identifies and assesses all foreseeable fire and rescue related risks that could affect our communities.

As Chief Fire Officer, I am required to provide performance data to the Environment, Communities and Fire Select Committee (ECFSC) so they can monitor the service's performance.

We have agreed a set of 13 key performance indicators (KPIs) to enable the committee to scrutinise how well the service is performing.

These indicators are measured against agreed standards and are designed to make sure we continually improve as a service.

We will update ECFSC on a quarterly basis.

This report covers the financial year from April 2018 to March 2019.

The performance data will show whether we are on track to meet our targets or if an area needs improvement. Where improvement is needed then an action plan will be put in place.

A glossary of terms is attached as an appendix to this document. Further information, reports and performance data is available at www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-rescue-service/performance-plans-and-reports

Gavin Watts, Chief Fire Officer



Our performance

Activity overview


During this financial year so far (April to December 2018), West Sussex Fire & Rescue Service (WSFRS) attended 7232 incidents in West Sussex with 1283 being categorised as critical incidents.

Particular items for discussion this quarter:

	Past 4 years historic (annual) data				2018/19				
	2014/15	2015/16	2016/17	2017/18	Q1	Q2	Q3	Q4	Cumulative
Critical special services	748	765	771	1007	243	311	291		845
Critical fires	739	732	800	734	161	165	140		466
All incidents in West Sussex	8566	8552	8842	9241	2308	2658	2266		7232
Average incidents per day	23.5	23.4	24.2	25.3	25.4	28.9	24.6		26.3

13 key performance indicators (KPIs) and measures

#	Indicator	Measure/ target
1	Critical fire incidents	Measure
2	1 st fire engine attendance time	Target
3	2 nd fire engine attendance time	Target
4	Both fire engines attendance times	Measure
5	Critical special service attendance time	Target
6	On-call duty system availability	Target
7	Accidental dwelling fires	Measure
8	Dwelling fires - no smoke alarm	Target
9	Accidental dwelling fire injuries	Measure
10	Safe and Well visits	Target
11	Deliberate fires	Measure
12	Fires in commercial property	Measure
13	Fire kept to room of origin	Measure

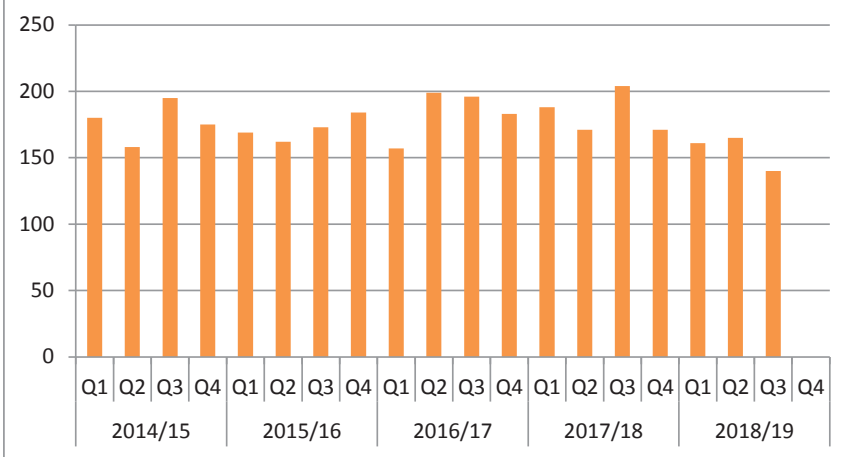


Critical fire incidents


No statistically significant trend over the last year.

For consistency, month on month critical fire data since 2014 has been re-extracted using improved and less time consuming methodology. Therefore, there may be small differences from previously published month on month data.

Local measure



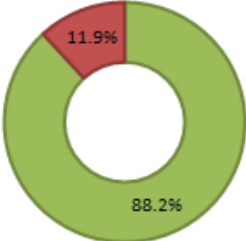
This is a measure presented for context. There is an average of 1.5 critical fire incidents per day in West Sussex this quarter.



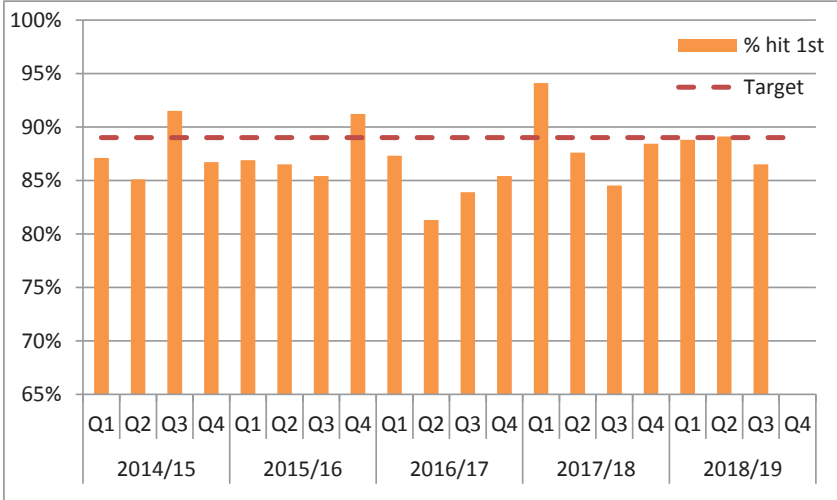
1st Fire engine attendance time

Target 89%

Pass rate for all incidents since April 2018 to end of Q3 is just below target at 88.2%




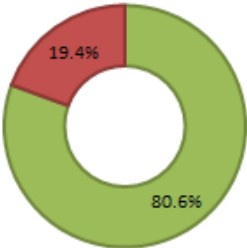
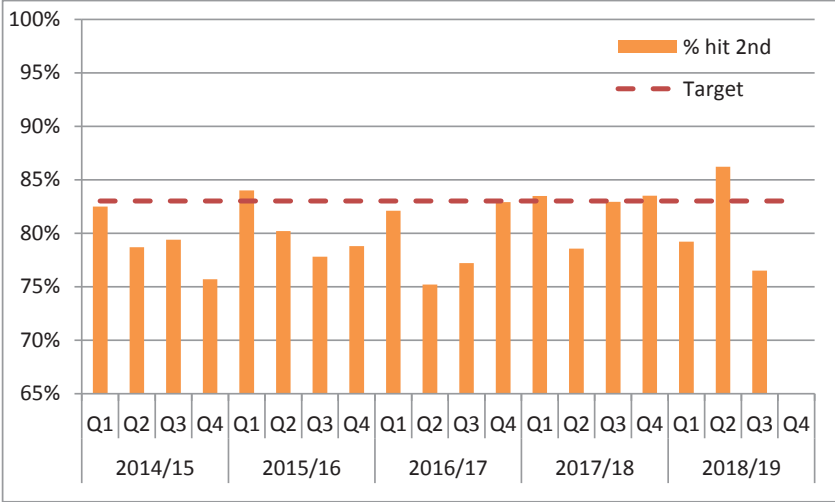
Local target



Action plan

This quarter, out of 140 critical incidents, 19 missed the target. 13.5% failure rate.

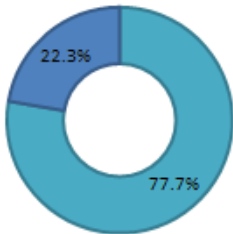
Analysis of this quarter has highlighted that 'long travel distances' have featured as a key theme. Analysis of all calls this year has shown the two factors most likely to lead to a failed ERS are

	<p>'availability of on-call pumps' and 'long travel distances' to rural areas.</p> <p>FRS Operations are focused on increasing on-call availability and this is also a KPI within this report.</p> <p>Long travel distances have increased as a reason for failure, as we have four less operational fire stations in West Sussex. This links to the IRMP commitment to review the emergency response standards for WSFRS.</p>
 <p>2nd fire engine attendance time</p> <p>Target 83%</p> <p>Pass rate for all incidents since April 2018 to end of Q3 is below target at 80.6%.</p> 	<p>Local target</p>  <p>Action plan</p> <p>This quarter, out of 98 attendances, target was missed on 23 occasions, a failure rate of 23.5%.</p> <p>Broadly, the same two main reasons for failure are the same as the KPI for first fire engine attendance. These are the availability of on-call pumps and long travel distances to rural areas.</p> <p>The performance on the second pump is weaker than the first due to recent changes within WSFRS. This includes the removal of the second fire engine from three stations and the full closure of another three stations. This means it is much harder to achieve a two pump attendance target at six stations and this is reflected in this KPI.</p>

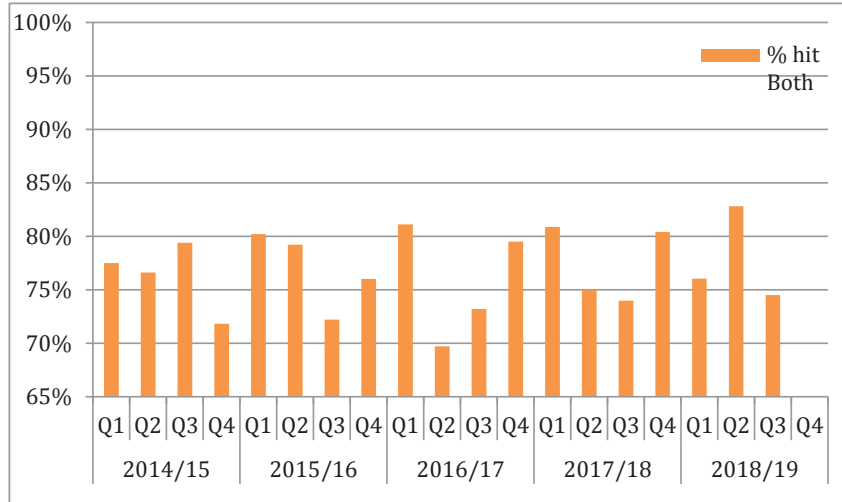


Both fire engines attendance time

Rate for all incidents since April 2018 to end of Q3 where both engines passed their respective target is 77.7%.



Local measure



This is a measure only and is presented as background context.

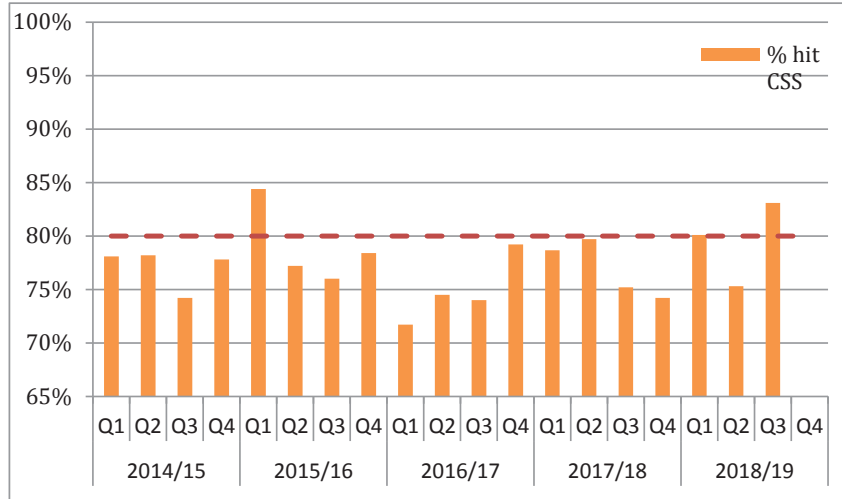


Critical special service 1st engine attendance time

Target 80%

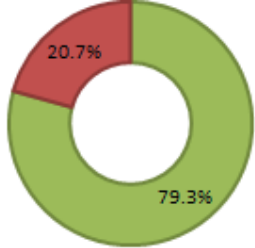
Average for all incidents since April 2018 to end of Q3 is 79.3%, just below target.

Local target



Action plan


Analysis of this KPI for the year to date has highlighted that 'long travel distances' are a key theme. This is to be expected as car crashes on rural roads are the most numerous incident types in this KPI.



Unlike for fires, we have a single ERS of 13 minutes for this KPI as car crashes occur across the whole road network, often in remote rural locations that have long travel distances from the nearest fire station.

This is also reflected in the fact that long call handling times in Fire Control feature as a reason for delayed response, confusion from 999 callers as to their location and what has happened delaying the mobilising process.

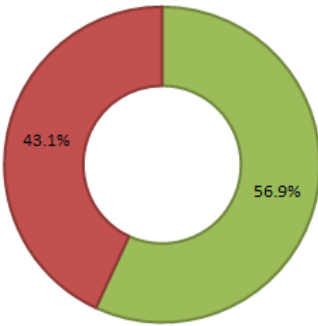
On occasions when the nearest on-call station isn't available this will impact on this KPI. Therefore, FRS Operations are focused on increasing on-call availability and this is also a KPI within this report.



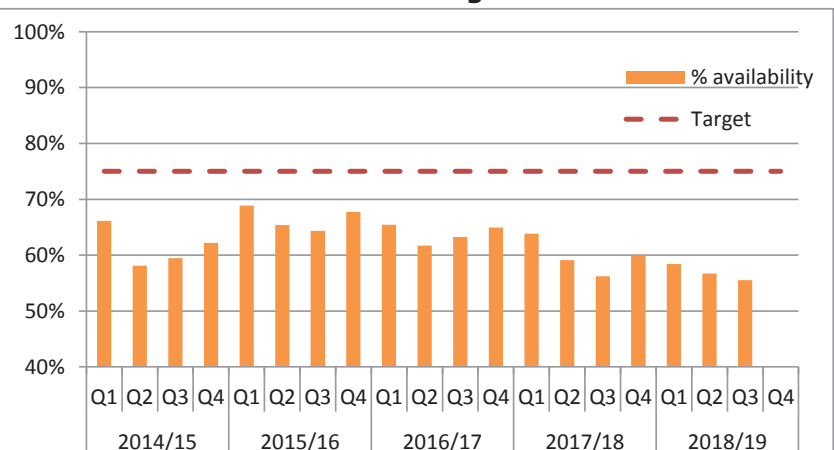
On-call duty system engine availability

Target 75%

Availability rate since April 2018 to end of Q3 is 56.9%, below target.



Local target



Year	Q1	Q2	Q3	Q4
2014/15	65%	58%	60%	62%
2015/16	68%	65%	64%	67%
2016/17	65%	62%	63%	64%
2017/18	63%	59%	56%	60%
2018/19	58%	57%	55%	56%

Action plan
Below target – national issue

On-going issue nationally, particularly in rural areas where people often leave their home village or town to work elsewhere. This provides a challenge for recruitment during weekday and weekend day times.

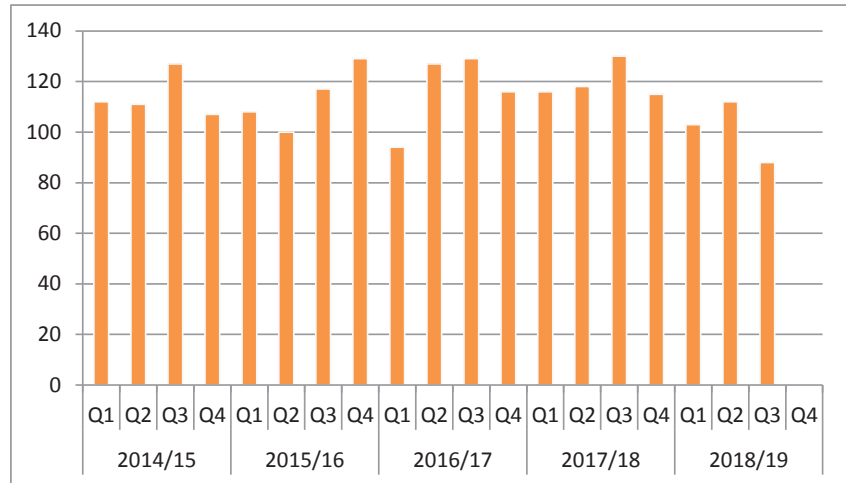
Accidental dwelling fires



This measure records the number of fire incidents in

dwelling that were not deliberate. This category may include sheltered housing, caravans, houseboats and other dwellings which are permanent.

National measure



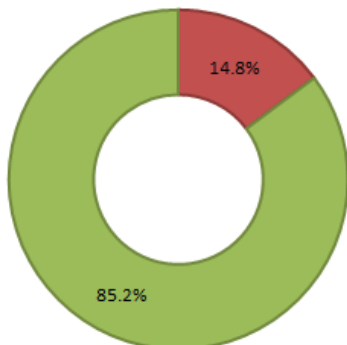
This is a measure only and is presented as background context.



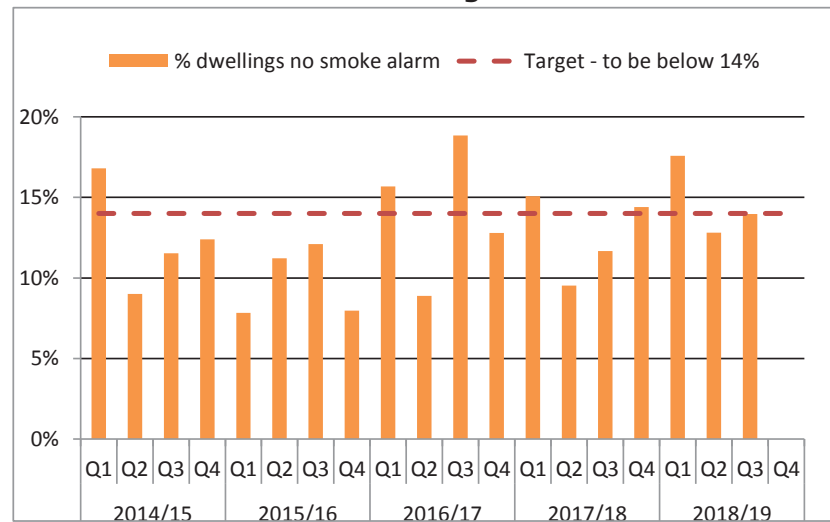
Dwelling fires with no smoke alarm

Target 14%

The rate for all dwelling fires since April 2018 to the end of Q3 is just above target at 14.8%.



Local target



Action plan

13 dwelling fires in Q3 18/19 where there was no smoke alarm fitted.

Continue to maintain community safety activity in targeted areas.

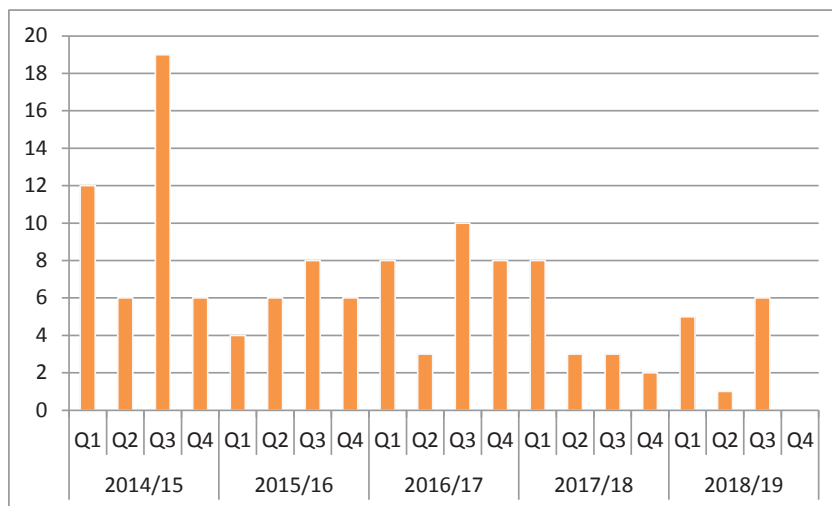
Accidental dwelling fire injuries



This measure records how many injuries resulted

from non-deliberate dwelling fire incidents, where the victim attended hospital. Instances of first aid given at scene and precautionary checks are not included in this measure.

Local measure

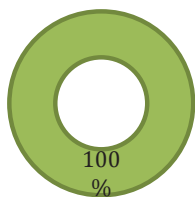


This is a measure only and is presented as background context.



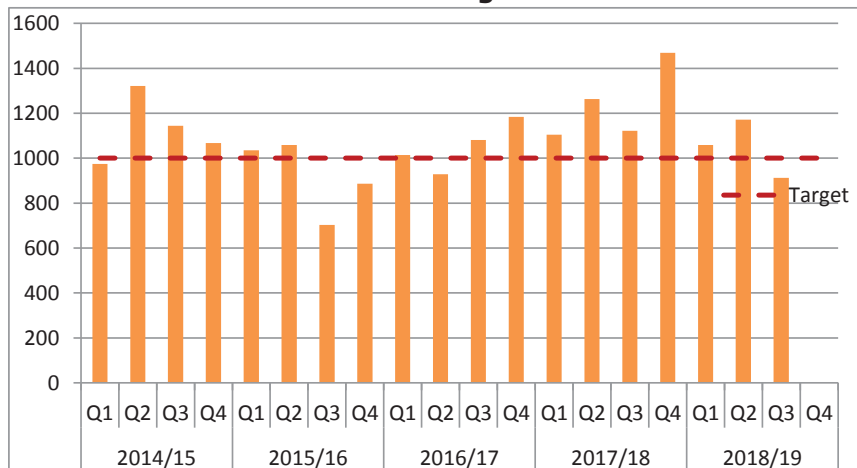
Safe and well visits

Annual target of 4000 for those at the highest risk.



Total from April 2018 to the end of Q3 is 3143 – exceeding target.

Local target



Action plan

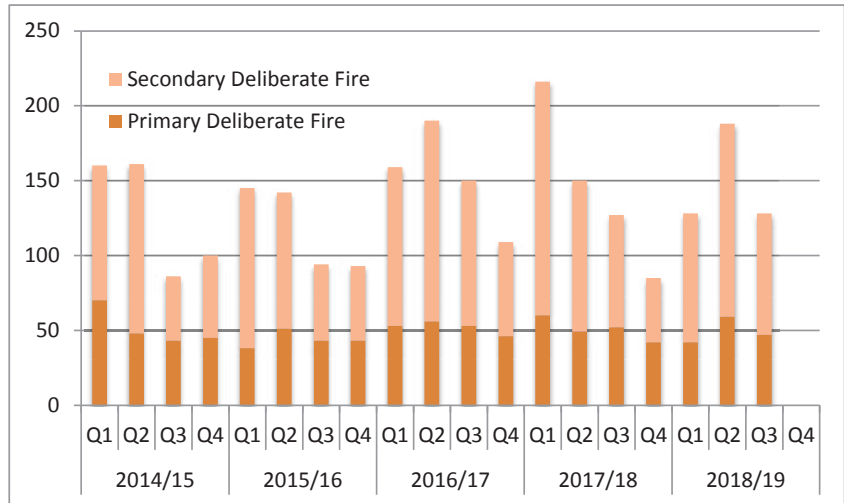
Continue to maintain and deliver safe and well visits.



Deliberate fires

Primary fires are more serious fires and include any non-derelict property, fatalities, casualties or where more than five fire engines have attended. Secondary deliberate fires such as bins and rubbish fires tend to be a highly seasonal type of incident, greatly affected by the weather. The numbers of incidents are nearly always higher in the warmer, dryer months of spring and summer.

National measure



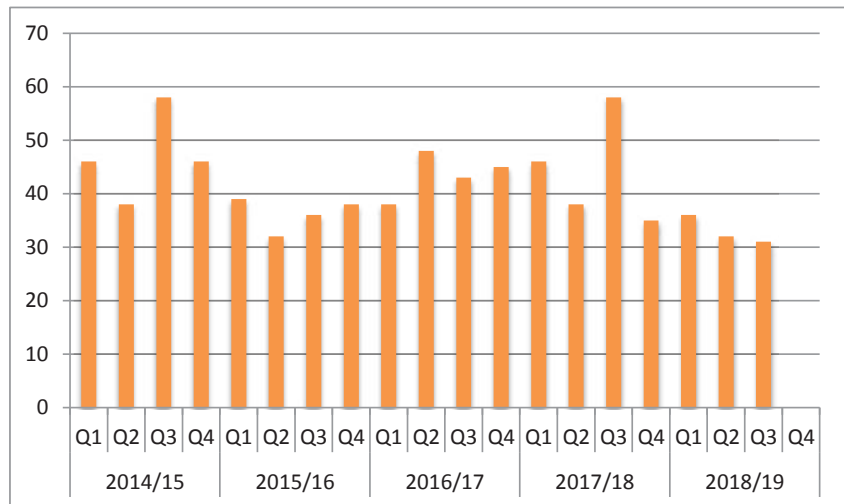
This is a measure only and is presented as background context. A highly seasonal type of incident that can be greatly affected by the weather.



Fires in commercial property

This measure records how many fire incidents have occurred in non-domestic premises. We call them "commercial" here to distinguish them from dwellings. This category includes hospitals, care homes, schools, shops and places of entertainment.

National measure



This is a measure only and is presented as background context.

Fire kept to room of origin

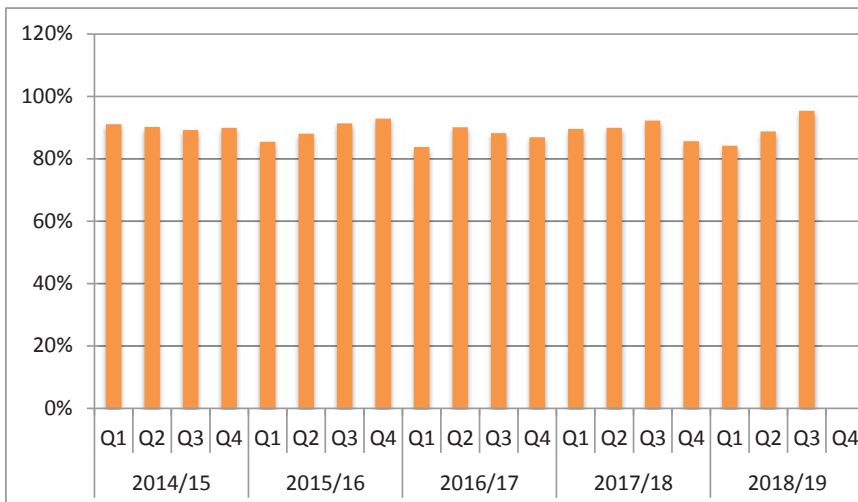


This item measures the percentage

of incidents where a fire incident attended within West Sussex was contained to the room in which the fire was suspected to have originated.

Dwellings only.

National/local measure



This is a measure only and is presented as background context.

In Q3, of 86 relevant fires, 82 (95%) were confined to the room of origin.

FRS Response is examining every incident where the fire spreads from the room of origin to establish how we can best positively impact this measure.

The biggest reason is a delayed 999 call to the FRS resulting in fire spread.

Therefore, our communications strategy needs to develop public awareness on fitting smoke detectors and calling 999 immediately.

Glossary of terms

Critical incidents

Critical incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment.

In general terms critical incidents are those with a higher risk of harm to people or property.

Critical fire

A fire incident that involves a threat to life or property.

Critical special service

A critical special service is a more serious non fire incident, such as a road traffic collision, or a person trapped in machinery.

Emergency response standards

The emergency response standards for West Sussex were agreed through consultation with the public in 2008. The standards for critical incidents include call handling time for Fire Control Operators to receive 999 calls, gather incident information and mobilise the quickest available fire crews and measure to time of arrival. Using our fire risk map we set a more challenging performance standard for higher risk areas.

On-call duty system

On-call firefighters provide an agreed level of 'on-call' cover for emergencies via a pager system. Maintaining retained resources is an on-going issue nationally, particularly in rural areas where people often leave their home village or town to work elsewhere.

Deliberate fires

The majority of deliberate fires in West Sussex are refuse fires. Deliberate fires include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an individual's own property, others' property or property of an unknown owner. Deliberate fires are not the same as arson. Arson is

defined under the Criminal Damage Act of 1971.

Dwelling

A property which is a place of residence i.e. occupied by households, excluding hotels, hostels and residential institutions. This includes non-permanent structures used solely as a dwelling, such as houseboats and caravans.

Dwelling fires with no smoke alarm

A monthly measure of the percentage of dwelling fires in West Sussex where it is recorded there is no smoke alarm present.

Safe and Well visits

Safe and Well Visits are considered to be an effective way of greatly improving safety within people's homes.

Our staff work with other agencies to carry out these visits, giving general safety advice and fitting smoke alarm and equipment where appropriate.

Fire kept to room of origin

This is a measure of incidents where the fire did not spread from the room it started in. Education to the public on fire escape plans and in the delivery of our evidenced based firefighting project will help prevent fires and assist in them staying in the room of origin, but there can be several factors involved beyond our control. This is measured for dwellings only.

More information is available at <https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-rescue-service/performance-plans-and-reports/>

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Forward Plan of Key Decisions

Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website www.westsussex.gov.uk and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

Key decisions are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	The title of the decision, a brief summary and proposed recommendation(s)
Decision By	Who will take the decision
West Sussex Plan priority	See above for the five priorities contained in the West Sussex Plan
Date added to Forward Plan	The date the proposed decision was added to the Forward Plan
Decision Month	The decision will be taken on any working day in the month stated
Consultation/ Representations	Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when
Background Documents	What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 033022 22533, email helena.cox@westsussex.gov.uk.

Published: 24 April 2019

Forward Plan Summary

A Prosperous Place

Cabinet Member for Highways and Infrastructure

Guidance on Parking in New Developments	
<p>The Council provides guidance on parking in new residential and commercial developments to inform the determination of planning applications by Local Planning Authorities (LPA). It addresses the amount of car and cycle parking that is expected to be provided and includes advice to developers and the LPAs on the highway impacts of parking provision in new developments.</p> <p>The current guidance was last reviewed in 2010 (residential), and 2003 (commercial). There is a need to review the current guidance to ensure it is fit for purpose, up to date and consistent with current national planning policy and guidance. A review of the current guidance has been undertaken in consultation with the LPAs to provide an updated evidence base and recommendations on which the new guidance will be based.</p> <p>The Cabinet Member for Highways and Infrastructure will receive a report on the review of current guidance and be asked to approve the Council's updated Guidance on Parking in New Developments.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	April 2019
Consultation/ Representations	Local Planning Authorities in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Eagle Tel: 033 022 25298
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

A284 Lyminster Bypass - Land Acquisition

The Lyminster bypass has been safeguarded through the Arun District Local Plan (2003) and it continues to be safeguarded in the recently adopted Arun District Local Plan. The proposed bypass will provide an important north-south link between Littlehampton and the A27 Crossbush. It will help to deliver 700 new jobs and 1,260 new houses as part of the North Littlehampton development area, as well as realising safety benefits through Lyminster Village and improving journey time reliability.

The Cabinet Member for Highways and Infrastructure authorised the submission of a planning application in July 2018 ([HT12 18/19](#)) and planning permission for the scheme was approved at West Sussex County Council's Planning Committee on 26 March 2019 subject to call-in by the Secretary of State.

The compulsory acquisition of land and rights will be required to enable the scheme to progress towards completion and the Cabinet Member for Highways and Infrastructure will be asked to authorise the Director of Law and Assurance to publish the necessary Compulsory Purchase Order and take any necessary action to secure the land either by agreement or compulsion

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	11 April 2019
Decision Month	May 2019
Consultation/ Representations	<p>Consultation has been on-going with the North Littlehampton Members Steering Group, Arun District Council, Highways England, the Environment Agency, the developers of the land north of Littlehampton internal services and other stakeholder groups.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Sara McKnight Tel: 033 022 24197
Contact	Judith Shore Tel: 033 022 26052

Director of Highways and Transport

Award of Contracts for Winter De-icing Salt and Gritter Fleet

The supply of de-icing salt and the provision of a gritter fleet is critical to ensuring the County Council can meet its statutory duty to maintain the highways and to ensure that, so far as is reasonably practicable, safe passage along a highway is not endangered by snow or ice. The contracts awarded for these services in 2018 expired on 31 March 2019 and new contracts are required.

In accordance with the Council’s Standing Orders on Procurement and Contracts and subject to confirmation of the [key decision](#) made by the Cabinet Member for Highways and Infrastructure, the Director of Highways and Transport will be asked to:

1. Award and enter into a contract for the provision of winter de-icing salt and
2. Award and enter into a contract for the provision of a leased gritter fleet

Decision By	- Director of Highways and Transport
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	3 April 2019
Decision Month	May 2019
Consultation/ Representations	Executive Director of Economy, Infrastructure and Environment Director of Finance, Performance and Procurement Director of Law and Assurance Representations concerning this proposed decision can be made to the Director of Highways and Transport, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Chris Barrett Tel: 033 022 26707
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

A2300 scheme: capital allocation and authority to submit business case and award contract

The Department for Transport (DfT) has provided funding from the Local Growth Fund to assist with the design and development of a full business case for the A2300 scheme following the submission of an outline business case by the County Council in June 2018 ([decision HI03 18/19](#)). The same decision delegated authority to the Director of Highways & Transport to tender, procure and award the services of Design & Build and Contract Administration from the approved list of contractors on the Highways and Transport Frameworks.

In November 2018, the Director of Highways and Transport awarded the design contract to Jackson Civil Engineering Limited ([decision OKD13 18/19](#)) which enabled a detailed design for the scheme to be completed and the development of a full business case.

The submission and approval of the full business case will enable the remaining LGF to be secured from the DfT as a contribution towards the construction of the scheme.

The Cabinet Member will be asked to:

<p>a) confirm the capital allocation for the scheme and</p> <p>b) delegate authority to the Director of Highways and Transport to:</p> <p>i) approve and submit the full business case to the DfT and, subject to approval and confirmation of the allocation of Local Growth Funds, award the construction contract for the scheme</p> <p>ii) approve funding agreements with other agencies to deliver related elements of the scheme and, subject to the confirmation of funding, award the construction contract(s)</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	24 April 2019
Decision Month	June 2019
Consultation/ Representations	<p>Public engagement was undertaken in autumn 2018 and the outcome was published on 1 March 2019.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Hiong Ching Hii Tel: 033 022 22636
Contact	Judith Shore Tel: 033 022 26052

Executive Director Economy, Infrastructure and Environment

Eastern Gateway, Crawley Growth programme- Contract award
<p>In August 2017 the Leader approved the Crawley Growth Programme (ref report: LDR04 17.18) and following approval of the business case by the West Sussex Local Enterprise Partnership, delegated authority to the Executive Director Economy, Infrastructure and Environment to progress the projects.</p> <p>Eastern Gateway is a key project within the growth programme.</p> <p>The £8.35m scheme will:</p> <ul style="list-style-type: none"> • Improve connectivity between the town and key development sites in the vicinity of the proposals including the Town Hall, County Buildings, Crawley College and Telford Place; • Support the delivery of residential and commercial development in Crawley Town centre; • Improve the public realm and living environment in the town. <p>In February 2019, the Executive Director, Economy, Infrastructure and Environment approved the commencement of the tender process to secure a design and build</p>

<p>Contractor through the WSCC Highways Design and Build framework.</p> <p>Following completion of the Tender process, the Executive Director Economy, Infrastructure and Environment will be asked to approve the award of a design and build contract through the WSCC highways framework.</p>	
Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	24 April 2019
Decision Month	June 2019
Consultation/ Representations	<p>A full engagement exercise took place in June/July 2018.</p> <p>Representations concerning this proposed decision can be made to the Executive Director for Economy, Infrastructure and Environment via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	<p>Business case</p> <p>Consultation report</p>
Author	Marie Ovenden Tel: 033 022 23854
Contact	Monique Smart Tel: 0330 22 22540

Cabinet Member for Highways and Infrastructure

<p>Highways and Transport Service Area Review - Highway Maintenance Plan</p>
<p>The County Council, in its capacity as Highway Authority, has a duty to maintain the highway under Section 41(1) of the Highways Act 1980. However, the Act does not specify the levels of service required in order to meet that duty. In previous years, documents have been produced which detailed the highway maintenance service levels customers could expect to receive.</p> <p>A document named "Well-managed Highway Infrastructure" was published in October 2016, replacing "Well-maintained Highways", "Management of Highway Structures" and "Well-lit Highways". Like its predecessors, "Well-managed Highway Infrastructure" is a national, non-statutory code of practice which sets out a series of general principles for highway maintenance. It is endorsed and recommended by the Department for Transport and its production has been overseen by the UK Roads Liaison Group (UKRLG) and its Roads, Bridges and Lighting Boards.</p> <p>In order to demonstrate that the County Council complies with the principles of "Well-managed Highway Infrastructure", a robust decision-making process must be demonstrated, an understanding of the consequences of those decisions, and how the associated risks are managed to ensure highway safety. As part of that process, a new Highway Maintenance Plan needs to be produced, which clearly sets out the levels of service customers may expect and which integrates with a revised "Safety Plus" inspection manual.</p>

The Cabinet Member for Highways and Infrastructure will be asked to approve a new Highway Maintenance Plan, including a review of service levels currently delivered, and propose changes to service levels if required.	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperus Place
Date added to Forward Plan	21 March 2019
Decision Month	June 2019
Consultation/ Representations	Executive Director of Economy, Infrastructure and Environment, Director of Finance, Performance and Procurement, Director of Law and Assurance Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Chris Barrett Tel: 033 022 26707
Contact	Judith Shore 033 022 26052

A Strong, Safe and Sustainable Place

Director of Fire Service Operations and Chief Fire Officer

Award of Contract for the provision of 7 x Fire Appliances	
<p>In March 2018, the Chief Fire Officer and Director of Operations agreed to commence the procurement for six Fire Appliances and award the contract to the successful bidder (OKD5 17/18).</p> <p>In December 2018, in order to meet operational requirements, the number of appliances to be procured was subsequently amended to seven. Information about this approach was circulated in the Members Information Service (Briefing Number 51).</p> <p>A procurement process, compliant with West Sussex Standing Orders and European Union Procurement Directives, is currently underway. Following the completion of the procurement process, the Chief Fire Officer and Director of Operations will be asked to award the Contract for the seven fire appliances to the successful bidder.</p>	
Decision By	- Director of Fire Service Operations and Chief Fire Officer
West Sussex Plan priority	A Strong, Safe and Sustainable Place

Date added to Forward Plan	6 February 2019
Decision Month	April 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Operations Chief Fire Officer, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Director of Fire Service Operations and Chief Fire Officer

Commence procurement of replacement vehicles for Fire and Rescue Flexi-Duty System (FDS) staff	
<p>The Fleet Asset Management Plan 2018/19 – 2022/23 sets-out a five-year rolling programme of Fleet and Asset renewal across the Council, including for the Fire and Rescue Service (Decision Report ref: SSC14 17/18)</p> <p>As part of this programme, 30 vehicles allocated to staff in the Fire and Rescue Service are due for replacement in the financial year 2019/20. These vehicles are provided to staff to support operational cover through a Flexi Duty System (FDS).</p> <p>The total value of the purchase of vehicles, including emergency service conversions and livery, is expected to be approximately £750,000.</p> <p>As part of decision SSC14 17/18, the authority to award contracts for vehicle and equipment purchases has been delegated to the Chief Fire Officer and Director of Operations.</p> <p>On this basis, the Chief Fire Officer and Director of Operations will be asked to approve the commencement of a procurement process to replace the current vehicles using an agreed specification.</p>	
Decision By	- Director of Fire Service Operations and Chief Fire Officer
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	6 February 2019
Decision Month	April 2019
Consultation/ Representations	Representations concerning this proposed decision can be made

	to the Director of Operations Chief Fire Officer, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Director of Fire Service Operations and Chief Fire Officer

Collaborative Procurement of Diesel Fuel with Blue Light partners	
<p>There are 10 diesel fuel bunkers located around West Sussex that provide the Council with resilience at a time of national shortage and/or extreme weather.</p> <p>In 2017, working with Blue Light organisations under Surrey and Sussex Emergency Services Collaboration Programme, the Council was able to aggregate its diesel fuel requirement with the wider group and procure a 'purchase and delivery' solution across the Surrey and Sussex area. Each organisation entered into their own contract with the winning supplier.</p> <p>The contract for this arrangement is due to expire in September 2019 and a replacement contract will need to be procured. It is anticipated that the collaborative group will once again aggregate their requirements to continue to maximise buying power across the area.</p> <p>Anticipated annual spend for the Council is £250,000 p.a. The proposed contract length is 30 months.</p> <p>The Chief Fire Officer and Director of Operations will be asked to agree:</p> <ul style="list-style-type: none"> • The proposed procurement strategy of collaborating with Blue Light partners for the bulk purchase of diesel fuel for all sites in the county; • The commencement of a procurement using an external Framework Agreement to replace the current contract for diesel fuel which expires in September 2019. 	
Decision By	- Director of Fire Service Operations and Chief Fire Officer
West Sussex Plan priority	A Safe, Strong and Sustainable Place
Date added to Forward Plan	21 March 2019
Decision Month	May 2019
Consultation/ Representations	<p>Internal</p> <ul style="list-style-type: none"> • Head of Procurement and Contract Services • Principal Solicitor Commercial • Service Finance Manager • Fleet Manager • WSCC Sustainability Team

	<p>External</p> <ul style="list-style-type: none"> Partners of the Surrey and Sussex Emergency Services Collaboration Programme External Suppliers <p>Representations concerning this proposed decision can be made to the Director of Operations Chief Fire Officer, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Environment

Halewick Lane Energy Storage Project	
<p>The project forms part of the agreed objectives of the Your Energy Sussex (YES) partnership by increasing and enabling the expansion of renewable energy generation in the county as well as developing the low carbon economy and reducing CO₂ emissions. It also supports the outcomes identified in the approved Energy Strategy. The project will also facilitate a much needed re-development of the site, with the existing buildings being demolished and the site fully secured. The site has in recent years suffered problems with safety, break-ins and vandalism.</p> <p>Since 1 April 2014 the YES team has been working to develop a significant pipeline of energy related projects including:</p> <ul style="list-style-type: none"> The imminent completion of Westhampnett solar farm with 4 mega-watts of energy storage on site, Development of Tangmere Solar farm, which is now complete, Installation of commercial scale PV (photovoltaic) systems on schools and third party roofs including at Goodwood Aerodrome, PV systems for 225 houses owned by Crawley Borough Council, and For Adur & Worthing councils, installation of gas central heating systems in houses served by a newly installed gas main. <p>Generation of income for all the energy schemes will be achieved through the Council’s energy purchaser (N-Power) selling power on its behalf, maximising the income opportunities available as an energy generator. The dual expansion of solar generation and stand-alone battery storage is a key part of the YES energy project pipeline, with solar farms and battery storage continuing to represent a relatively low risk investment for capital.</p> <p>The Cabinet Member will be asked to approve the development of the previous Sompting Waste Destructor site (Halewick Lane, Sompting) into a battery storage facility.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan	A Strong, Safe and Sustainable Place

priority	
Date added to Forward Plan	14 August 2018
Decision Month	May 2019
Consultation/ Representations	Member for Sompting and North Lancing, Sompting Parish Council, District councillors, resident engagement session planned for North Lancing and surrounding area, South Downs National Park Authority Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Full planning documentation (when submitted - October 2018)
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

West Sussex Minerals and Waste Development Scheme 2019-2022	
<p>The County Council is required to prepare a Minerals and Waste Development Scheme which sets out how the County Council will prepare the minerals and waste local plans and other policy documents over a rolling three-year period. The current Scheme covers the period 2018-2021 and needs to be updated; the decision report will consider the revised Scheme for the period 2019-2022.</p> <p>The Cabinet Member for Environment will be asked to approve the West Sussex Minerals and Waste Development Scheme 2019-2022.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	27 February 2019
Decision Month	May 2019
Consultation/ Representations	Informal consultation with the South Downs National Park Authority Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background	None

Documents (via website)	
Author	Rupy Sandhu Tel: 033 022 26454
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Safer, Stronger Communities

Worthing Community Hub	
<p>The Community Hub Strategy aims to combine services 'under one community roof' to create modern, flexible, accessible spaces that bring communities together to increase participation and build resilience.</p> <p>Following the Community Hubs decision taken in January 2019 (Reference report SSC7 18/19) the first community to undertake this approach is Worthing. The Library building in Worthing has been identified as the first community hub and local community engagement has helped shape the services which can be offered from this location. Learning from this site will allow effective testing of the ideas and support the development of a wider programme for community hubs across West Sussex.</p> <p>The Cabinet member for Safer, Stronger Communities will be asked to:</p> <ol style="list-style-type: none"> 1. Approve the allocation of funds and commencement of a procurement process to allow the building works required to create a Community Hub in Worthing, based on the agreed detailed designs in the building currently known as Worthing Library. 2. Delegate authority to the Executive Director Economy, Infrastructure and Environment to award the contract to the successful bidder in accordance with the Council's Standing Orders on Procurement and Contracts. 	
Decision By	Ms Kennard - Cabinet Member for Safer, Stronger Communities
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	9 April 2019
Decision Month	May 2019
Consultation/ Representations	Representations concerning the proposed decision can be made to the Cabinet Member for Safer, Stronger, Communities by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lee Harris Tel: 033 022 24846

Contact	Erica Keegan Tel: 033 022 26050
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Executive Director Economy, Infrastructure and Environment

Worthing Community Hub Award of Contract	
<p>This decision is subject to the approval of the decision by the Cabinet member for Safer, Stronger Communities on the Worthing Community Hub to approve the allocation of funds and commencement of a procurement process to allow the building works required to create a Community Hub in Worthing, based on the agreed detailed designs in the building currently known as Worthing Library and to delegate authority to the Executive Director Economy, Infrastructure and Environment to award the contract.</p> <p>The Executive Director Economy, Infrastructure and Environment will be asked to award the contract to the successful bidder in accordance with the Council's Standing Orders on Procurement and Contracts.</p>	
Decision By	- Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	9 April 2019
Decision Month	May 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Economy, Infrastructure and Environment via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lee Harris Tel: 033 022 24846
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Environment

Adoption of the Shoreham Harbour Joint Area Action Plan
<p>The Shoreham Harbour Joint Area Action Plan (JAAP) has been prepared jointly by the County Council, Adur District Council and Brighton & Hove City Council for an area which stretches from the Adur Ferry Bridge in the west through to Hove Lagoon (in Brighton & Hove) in the east. Once adopted, the JAAP will provide planning policies against which applications for development in Shoreham Harbour will be assessed.</p>

<p>Following the Independent Examination in September 2018 and Main Modification representation period in January – March 2019, and subject to a 'sound' Inspector's report being received by the authorities, West Sussex County Council, Adur District Council and Brighton & Hove City Councils can then adopt the plan.</p> <p>The Cabinet Member will be asked to recommend that the County Council adopts the JAAP at its meeting on 19 July 2019.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	9 April 2019
Decision Month	June 2019
Consultation/ Representations	<p>There were a number of stages of consultation in preparing the JAAP for submission and examination, considered and approved by the County Council, Adur District Council and Brighton & Hove City Council.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Caroline West Tel: 033 022 25225
Contact	Judith Shore Tel: 033 022 26052

Director of Fire Service Operations and Chief Fire Officer

<p>Replacement Fuel Card Contract (Fire Service)</p>
<p>Fuel cards are used in County Council vehicles to allow staff to draw fuel from most fuel stations whilst on Council business.</p> <p>Decision OKD2 1819 agreed to extend the current contract with the current supplier by a period of 2 years, taking the expiry date to 30th April 2020.</p> <p>During the extension it was agreed that the Council would look at opportunities to collaborate with other organisations and/or Blue Light partners to achieve best value.</p> <p>Following a recent further competition that was carried out on behalf of the UK Police Force and Fire Authorities using the Crown Commercial Service (CCS) Framework Agreement for Fuel Cards and Associated Services, there is now an opportunity to enter a revised call-off contract that offers the Council better value for money and enhanced card management features.</p> <p>The contract length available is 2 years + 1 + 1.</p>

The expected total contract value, including all extensions is £2.8m (equivalent to £700,000 per annum). This represents a 3% saving on current spend and is subject to effective internal communications to advertise forecourts in the discount network.

The Chief Fire Officer and Director of Operations will be asked to;

- 1) Review features of the proposed call-off contract; and
- 2) agree to provide notice on the current contract and enter into the new call-off contract in accordance with the Public Contract Regulations 2015 and WSCC Standing Orders for Contracts and Procurement.

Decision By	- Director of Fire Service Operations and Chief Fire Officer
West Sussex Plan priority	A Safe, Strong and Sustainable Place
Date added to Forward Plan	9 April 2019
Decision Month	June 2019
Consultation/ Representations	Representations concerning the proposed decision can be made to the Director of Fire Service Operations and Chief Fire Officer by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Executive Director Economy, Infrastructure and Environment

Procurement of a Water Retail Supplier

Summary

A retail market for the provision of water and wastewater has opened and an opportunity exists for the County Council to procure a single water retail supplier to bundle and manage the services for its corporate estate received from six different wholesale suppliers.

The key benefits of this procurement involve (a) a lower overall cost for water and wastewater services (b) more accurate and timely invoicing (c) streamlined query management processes and (d) opportunities to identify water efficiencies.

Recommendations	
That the commencement of a competitive procurement using a Framework Agreement offered by Crown Commercial Services is approved and the award and extension to the contract, if appropriate, is made in accordance with the County Council's Standing Orders on Procurement and Contracts.	
Decision By	Lee Harris - Executive Director Economy, Infrastructure and Environment
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	19 February 2019
Decision Month	April 2019
Consultation/ Representations	Cabinet Member for Corporate Relations Cabinet Member for Environment
Background Documents (via website)	None
Author	Steven Fall Tel: 033 022 23265
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Safer, Stronger Communities

Allocation of the Community Initiative Fund
<p>In response to comments and feedback from Members, partners, and the public, the Cabinet Member proposes to introduce a mechanism for smaller grants to be made by CLCs as part of the Community Initiative Fund. This would be for smaller-scale projects seeking funding of no more than £750 for total costs of their project.</p> <p>An organisation seeking funding for £750 or less will be able to apply direct for a grant as an alternative to using the crowdfunding platform. This would be aimed at smaller groups with low project costs.</p> <p>In order to avoid undermining the effectiveness of the crowdfunding system which is providing significant benefits for larger projects each County Local Committee will be able to allocate up to 30% of the Committee's CIF budget to small grant applications. Applications will be considered in the same way as West Sussex Crowd applications at each CLC meeting.</p> <p>The CIF budget for the year 2019/20 is set at £240,000, 30% of this budget is £84,000.</p> <p>The Cabinet Member for Safer, Stronger Communities will be asked to agree to:</p> <p>The introduction of a small grant application process for the allocation of up to 30% of each County Local Committee's CIF to be used to fund projects with a contribution of no</p>

more than £750 to the project costs.	
Decision By	Ms Kennard - Cabinet Member for Safer, Stronger Communities
West Sussex Plan priority	A Council that Works for the Community
Date added to Forward Plan	16 April 2019
Decision Month	May 2019
Consultation/ Representations	Representations can be made to the Cabinet Member for Safer, Stronger Communities by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Nick Burrell Tel: 033 022 23881
Contact	Erica Keegan Tel: 033 022 26050

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