

# Public Document Pack

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13 July 2020

## Cabinet

A virtual meeting of the Cabinet will be held at **10.30 am** on **Tuesday, 21 July 2020**.

**Note:** In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

**The meeting will be available to watch live via the Internet at this address:**

<http://www.westsussex.public-i.tv/core/portal/home>

## Agenda

- |          |    |  |
|----------|----|--|
| 10.30 am | 1. | <p><b>Declarations of Interest</b></p> <p>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.</p> |
| 10.35 am | 2. | <p><b>Minutes</b> (Pages 3 - 6)</p> <p>The Cabinet is asked to agree the minutes of the meeting held on 16 June 2020 (attached, cream paper).</p>  |
| 10.40 am | 3. | <p><b>Urgent Matters</b></p> <p>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.</p>  |
| 10.45 am | 4. | <p><b>Key Decisions</b></p> <p>The Cabinet is asked to agree the following decision as per the attached decision report</p> <ul style="list-style-type: none"><li>• Climate Change Strategy (CAB06_20/21)</li></ul>  |

The Cabinet Member for Environment will introduce the report.

The Chairman of the Environment and Communities Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on proposals being considered by the Cabinet relevant to that Committee's work.

Each of the main Opposition Group Leaders will be invited to speak for up to three minutes each on any of the proposals.

The Cabinet will then discuss the proposal prior to the decision being taken.

(a) **Climate Change Strategy (CAB06\_20/21)** (Pages 7 - 30)

Cabinet is asked to agree the recommendation to adopt the Climate Change Strategy 2020-2030 as attached at Appendix A.

11.15 am      5. **Economy Reset Plan** (Pages 31 - 60)

Cabinet is asked to consider and endorse the draft economy reset plan proposals in principle and as the basis for engagement with partners, and agree to adopt the economy reset plan in October as a sub-plan of the corporate West Sussex Reset and Reboot Plan.

The Chairman of the Performance and Finance Scrutiny Committee will be invited to speak for up to three minutes to provide their views/the views of the Committee.

Each of the main Opposition Group Leaders will be invited to speak for up to three minutes to provide their views/the views of their Committee.

11.45 am      6. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 15 September 2020.

**To all members of the Cabinet**

## **Cabinet**

16 June 2020 – At a virtual meeting of the Cabinet held at 10.30 am with restricted public access.

Present: Cllr Marshall (Chairman)

Cllr Crow, Cllr Elkins, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell, Cllr Urquhart,

Apologies were received from Cllr Waight

Also in attendance: Cllr Barling (left 11.15am), Cllr Barrett-Miles, Cllr J Dennis, Cllr M Jones, Cllr Turner, Cllr Walsh and Annie Callanan

## **Part I**

### **Leaders Introduction**

The Leader and Cabinet Member for Fire and Rescue and Communities introduced Sussex Day, an event which marked the history and heritage of West Sussex, with a number of mixed media events available to explore and watch. The Cabinet Member for Fire and Rescue and Communities also noted the excellent response of the Fire and Rescue Service to critical events in recent weeks, and thanked staff and teams for their hard work in this respect.

### **15. Declarations of Interest**

15.1 In accordance with the code of conduct the following personal interests were declared:

- Cllr Bob Lanzer as a member of Crawley Borough Council, in relation to item 6, Covid-19 Update.
- Cllr Bryan Turner as a practising pharmacist, in relation to item 6, Covid-19 Update.
- Cllr Michael Jones as a member of Crawley Borough Council, in relation to item 6, Covid-19 Update.
- Cllr James Walsh as Leader of Arun District Council, in relation to item 6, Covid-19 Update.

### **16. Minutes**

16.1 Resolved – that the minutes of the meeting held on 26 May 2020 be approved as a correct record and that they be signed by the Chairman.

### **17. Key Decisions**

17.1 Cllr Paul Marshall, Leader, introduced the item.

### **18. Small Schools Proposals - Determination of Statutory Notices (CAB05\_20/21)**

18.1 The Cabinet considered a report by the Director of Education and Skills.

18.2 The report was introduced by Cllr Nigel Jupp, Cabinet Member for Education and Skills who advised of events since the publication of the decision report. Following the Regional Schools Commissioner's decision announced on 15 June 2020, to make academy orders for both Clapham and Patching C of E Primary School and Rumboldswyke C of E Infant School, recommendations 1 and 2 in the published report were no longer relevant and therefore Cabinet was asked to consider recommendation 3 only in relation to Warlinglid Primary School, Warlinglid.

18.3 Cllr David Barling, Chairman of the Children and Young People's Services Scrutiny Committee noted the Committee's support for the academisation of Clapham and Patching and Rumboldswyke schools and highlighted that further work would be required to establish the viability in terms of education and finance to the satisfaction of the schools minister.

18.4 Cllr Michael Jones, Leader of the Labour Group welcomed the academisation of the two schools. He noted the process had been stressful for communities and suggested a review of process should be undertaken.

18.5 Cllr James Walsh, Leader of the Liberal Democrat Group noted the uncertainty caused by the process. He added that every effort should be made by the authority to support the smooth transition for the schools.

18.6 Cllr Paul Marshall, Leader, acknowledged this had been a difficult and emotive process for those involved. He added that the authority had complied with the Department for Education (DfE) processes and that the right support would be given to pupils and the schools going forward.

18.7 Resolved – that Cabinet support the proposal to:

1. Relocate Warninglid Primary School, Warninglid, Haywards Heath to a new site in Pease Pottage, Crawley, by September 2021 (subject to developers completing in Summer 2021) and implement the proposals submitted by Warninglid Primary School and at least one other partner to federate.

## **19. Safeguarding Adults Board Annual Report**

19.1 The Cabinet considered a report by the Independent Chair of the West Sussex Safeguarding Adults Board (WSSAB).

19.2 The report was introduced by Cllr Amanda Jupp, Cabinet Member for Adults and Health who highlighted the need for a cohesive approach in order to protect adults at risk of abuse and neglect.

19.3 Annie Callanan, Independent Chair of the WSSAB highlighted key points from the report which included the following:

- A consolidated structure to support the vital work
- Efficient triaging via a new safeguarding hub
- A strengthened Safeguarding Adults Review (SAR) subgroup
- A well-informed performance and narrative

- A strengthened relationship with the Health and Wellbeing Board
- Focus on transitions to adulthood, homelessness and capturing the voice of the service user
- Covid-19 had demonstrated the good work achieved in extremely difficult times.

19.4 Cllr Bryan Turner, Chairman of the Health and Adults Social Care Scrutiny Committee welcomed the focus on substance misuse and the reduction in concern reporting owing to the online application form and guidance. He did however query the number of concerns becoming enquiries and West Sussex as an outlier for enquiries in residential care settings. He sought more information on the outstanding Deprivation of Liberty applications and completion times. Finally, he requested that the impact of the pandemic on safeguarding feature in next year's annual report or in a stand-alone report.

19.5 Cllr Michael Jones, Leader of the Labour Group highlighted concerns around cuckooing in the Arun area, homelessness and domestic violence. He also questioned if the Board was adequately holding the council to account in respect of Deprivation of Liberty Safeguards. He asked whether the Board had contingency plans for vulnerable adults accessing day centres in the event of a second wave of Covid-19.

19.6 Cllr James Walsh, Leader of the Liberal Democrat Group expressed concern at the number of referrals from residential settings relating to alleged neglect or acts of omission and at the number of enquiries which he felt likely to increase as a result of Covid-19. He said a report on the outcomes of the Covid-19 emergency was required.

19.7 Resolved – that Cabinet notes the Safeguarding Adults Board Annual Report 2019/20 and thanks the Board for its work.

## **20. Covid-19 Update**

20.1 The Cabinet considered a report by the Chief Executive. The following points were highlighted as part of the update in the Council's response to Covid-19:

- Following a £3m allocation from government, a local outbreak control plan was being prepared which would be submitted at the end of June.
- The care home resilience plan had been confirmed as comprehensive and it would be vital to link in with the local outbreak control plan.
- Proposals for the first tranche of the cycling and highways scheme had been issued and were awaiting government approval.

20.2 Cllr Joy Dennis, Chairman of the Performance and Finance Scrutiny Committee thanked staff for their flexibility and hard work. She added that reset work appeared to be firmly underway and that the committee would be reviewing elements of this at the appropriate time.

20.3 Cllr Andrew Barrett-Miles, Chairman of the Environment and Communities Scrutiny Committee indicated support for the first tranche of

the walking and cycling schemes and called for early involvement of members in the second tranche.

20.4 Cllr Bryan Turner, Chairman of the Health and Adult Social Care Scrutiny Committee noted the improved picture and was pleased to see plans which supported the care sector.

20.5 Cllr James Walsh, Leader of the Liberal Democrat Group commented that the Council's response had been hampered by direction from central government. He praised WSCC staff for their dedication in delivering care and partnership working.

20.6 Cllr Michael Jones, Leader of the Labour Group expressed concern at school returns and sufficiency of space for children of non-key worker parents, school meal provision and a potential surge in homelessness.

20.7 The Leader advised recovery of the economy was critical for the County. The budget would be reset to accommodate the vast challenges ahead, and members would be engaged in how services were prioritised into the future. Each Cabinet Member provided a brief portfolio update in the context of Covid-19.

20.8 Resolved - Cabinet note the update and discussion, including comments from scrutiny chairman and minority group leaders in the council's response to the covid-19 pandemic.

## **21. Date of Next Meeting**

21.1 The next meeting of Cabinet would be held on 21 July 2020.

The meeting ended at 12.33 pm

Chairman

<b>Cabinet</b>	<b>Ref No: CAB06 (2020/21)</b>
<b>21 July 2020</b>	<b>Key Decision: Yes</b>
<b>Climate Change Strategy 2020 – 2030</b>	<b>Part I</b>
<b>Report by Executive Director Place Services and Director of Environment and Public Protection</b>	<b>Electoral Divisions: All</b>
<p><b>Summary</b></p> <p>The County Council adopted a <a href="#">Notice of Motion</a> on climate change in 2019, calling on West Sussex County Council to show leadership, step up the work of the Council to combat climate change, and attempt to make West Sussex County Council carbon neutral by 2030.</p> <p>To support the Cabinet Member, a Climate Change Advisory Group was formed. The Climate Change Strategy sets out the County Council's ambitions and commitments needed to deliver them.</p> <p>Informal engagement was undertaken with partner organisations and elected Members through June 2020. The results, as well as any recommendations made by the Environment and Communities Select Committee held on 24 June, have been considered before the Cabinet considers the adoption of the strategy.</p>	
<p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>The commitments in the Strategy align to the five priorities in the current West Sussex Plan (to 2022). It demonstrates how we can lead, enable and inspire our organisation and our communities to respond to the opportunities and challenges posed by our changing climate.</p>	
<p><b>Financial Impact</b></p> <p>There are no specific financial implications identified in the Climate Change Strategy although there will be opportunities for investment and savings arising from the action planning and project delivery work to follow. Any financial implications must be considered in the light of the ongoing difficult financial circumstances facing this and all councils, exacerbated by the impact of Covid-19 on the Council's budget and the wider economy, and will be considered alongside other capital programme priorities during the budget process. The Strategy itself therefore does not call for any specific funding to be allocated at this stage.</p>	
<p><b>Recommendation</b></p> <p>That the Cabinet adopts the Climate Change Strategy 2020 – 2030, attached as Appendix A.</p>	

## **Proposal**

### **1. Background and Context**

- 1.1 The Climate Change Act 2008 is the UK's long-term framework for tackling Climate Change. In 2019 the Government amended the goals within this Act and committed the UK to achieving "net zero" greenhouse gases by 2050.
- 1.2 The Act established the Committee on Climate Change (CCC) which advises the UK on preparing for and adapting to the impacts of climate change.
- 1.3 In April 2019, the County Council unanimously adopted a Notice of Motion on Climate Change. At the request of the Cabinet Member for the Environment, the Climate Change Advisory Group (CCAG) was set up to advise on the preparation of a strategy to deliver action on climate change and to meet the ambition to be carbon neutral by 2030.
- 1.4 CCAG membership is cross-party, with two members of the Youth Cabinet and invited external representatives from the South East Climate Alliance (SECA).
- 1.5 CCAG has met quarterly since July 2019. CCAG has advised on the content, ambition and language contained within the Strategy. There are three members of the Conservative Group, one of the Liberal Democrat Group and one of the Labour Group.

### **2. Proposal Details**

- 2.1. The draft Strategy is attached in Appendix A. It sets out a vision that in 2030, West Sussex County Council is carbon neutral and climate resilient, using our limited resources wisely. West Sussex County Council has enabled positive actions and behaviours across our county to mitigate and adapt to climate change.
- 2.2. The Strategy notes that mitigating and adapting to climate change can have many benefits, but in particular our communities will see:
  - In Increased health and well-being
  - Improved air quality
  - A protected natural environment and supported biodiversity
  - A greater and greener local economy
  - Reduced bills and
  - Energy security
- 2.3. Among the benefits of adopting this strategy for the County Council are:
  - Achieve strategic objectives
  - Reduced financial costs
  - Reduced impacts on service demand and delivery



- 2.4. The Strategy sets out five commitments, each with a series of clear ambitions:
  - mitigate the effects of climate change by reducing carbon emissions
  - adapt and be resilient to a changing climate
  - source and use resources sustainably
  - support and grow our local green economy
  - transform how we work
- 2.5. To have the maximum impact possible with this strategy, there is not a focus on narrow specific issues, but instead a framework which will shape and influence every part of business.
- 2.6. It gives everyone working at, and with, the County Council a very clear indication of our priorities. It does not make promises or commitments on behalf of partner organisations.
- 2.7. The response to the Covid-19 pandemic in 2020 has shown as an organisation and society we can swiftly adapt to an unexpected situation. Adopting new behaviours and ways of working, this resilience and adaptability are great strengths which can support the response to Climate Change.

## **Factors taken into account**

### **3. Consultation**

#### **3.1 Climate Change Advisory Group**

The CCAG has shaped and guided the development of the Strategy and Carbon Management Plan. A recent communication from the SECA stated *'Your inclusion of Geoff Barnard and Tony Whitbread from SECA on the WSCC Climate Advisory Board has been pioneering - we are aware of only 2 or 3 councils in the region where this sort of relationship has been formalised'*

#### **3.2 Technical experts**

Officers were engaged early, and then through focus groups and a survey. Their feedback focussed the remit of the Strategy, confirmed what was within the Council's ability to deliver and framed a clear policy steer.

#### **3.3 External informal engagement with partners**

Informal engagement with key partners took place through June. An early discussion with the national Local Adaptation Advisory Panel (LAAP) Secretariat highlighted that *'there is potential for WSCC to be a trailblazer with joint resilience and net zero approach'*. The Strategy was circulated to the South Downs National Park, West Sussex District and Boroughs, Local Economic Partnership, the NHS, Sussex Wildlife Trust, East Sussex County Council (on behalf of the Local Nature Partnership), Hampshire County Council, the LAAP and SECA Steering Board. A summary of the feedback received is in Appendix B.

### 3.4 **Engagement with elected Members**

This took place in June, via an online survey, sent to all members. A summary of the feedback received is in Appendix B. The Strategy was taken to Scrutiny on 24<sup>th</sup> June, where members welcomed the direction and content of the Strategy as providing a solid foundation for this work.

Members were keen to see a commitment to community engagement and support. The intention to work with communities is already clearly stated in the Strategy (2<sup>nd</sup> and 3<sup>rd</sup> opportunities, p8), highlighting the need to consider different ways to achieve this. Actions have been placed in the draft Delivery Plan.

Members highlighted the importance of the planning function, with a request to lobby Government around development in flood plains. Lobbying has been placed in the draft Delivery Plan.

Members were pleased to learn that the Climate Change Board had been set up to oversee delivery of the Strategy.

The Committee requested that the Delivery Plan be brought to them for Scrutiny, and that public engagement on the proposed actions is enabled.

### 3.5 **External consultation**

The timeline for this strategy has been accelerated to align and integrate the commitments and use this unmissable opportunity presented by the recovery planning from Covid-19. Engagement with communities will be considered once the strategic direction of the Strategy has been endorsed, with a view to shaping the actions contained within the Delivery Plan.

### 3.6 **Best practice**

In developing the Strategy, relevant best practice was considered – Natural Capital Committee – [Nature Based Interventions](#) the [LNP Natural Capital Investment Strategy](#), the [Friends of the Earth Climate Action Plan](#) and the [LAAP Adept Adaptation report](#).

- 3.7 The CCC recently set out [six key principles](#) to rebuild the nation following the Covid-19 pandemic whilst delivering a stronger, cleaner and more resilient economy. With the County Council currently preparing a recovery plan, it is critical that the principles in the proposed strategy are embedded within.

## **4. Financial (revenue and capital) and Resource Implications**

- 4.1 The adoption of the Strategy will have no cost implications to the County Council. The resources to implement the strategy will be identified through the creation of a Delivery Plan, and specific costs identified at that stage and will be considered alongside other capital programme priorities during the budget process. No specific financial resources are required to adopt the strategy nor are any requested at this stage.
- 4.2 Any financial implications must be considered in the light of the ongoing difficult financial circumstances facing this and all councils, exacerbated by the impact of Covid-19 on the Council's budget and the wider economy.

- 4.3 The Strategy will be delivered through clear actions identified in a Delivery Plan (underway). It is unlikely that the production and delivery of the actions can be met through existing resources. Any additional resources identified will be subject to usual governance procedures.

### **Human Resources, IT and Assets Impact**

- 4.4 There is significant opportunity to transform all areas of the business, as identified in the Strategy Commitment 'We will transform how we work'. For HR, staff will need to be equipped with the skills, tools and support they need to deliver the commitments through every aspect of their work. Further resource implications identify the need for additional FTE's to be recruited to project manage this work, and the resources needed will be subject to usual governance procedures.
- 4.5 Our IT is a clear enabler and will require further investment in order to realise the flexible ways of working that deliver on the commitments. This investment is not identified as part of the Strategy and will be addressed through a separate route, subject to usual governance procedures.
- 4.6 County Council assets (both those identified in part through the Carbon Management Plan, and including land, highways and structures) will need to be assessed to understand how they, and prioritise which, can contribute to reducing our carbon emissions and adapted for climate change.

## **5. Legal Implications**

There are no legal implications identified as a result of this proposal.

## **6. Risk Implications and Mitigations**

<b>Risk</b>	<b>Mitigating Action (in place or planned)</b>
Financial stress affecting WSCC may result in deferral of sustainable investment decisions	Clear benefits of early and timely investment, and savings realised as a result, to be identified for all projects. Full life-cycle costings to be considered.
Focus on economic / social recovery from Covid-19 may deprioritise environmental considerations, slowing response to emergency	Strategic and operational recovery to fully embed environmental and climate change considerations, to secure long-term benefits. Local Nature Partnership influencing the economic recovery strategy.
Insufficient resident and business buy-in to level of personal change required to have impact	Strategy focusses on the actions the County Council can take, rather than relying on the actions of others. Climate Change Advisory Group members will influence county groups
Insufficient buy-in governance, championing and constructive challenge within the organisation to progress the objectives of this strategy	Climate Change Board to be set up, chaired by the Executive Director, Place. Cross-organisation consultation has resulted in officer support for the Strategy.

Risk	Mitigating Action (in place or planned)
Proceeding with this timeline reduces the ability of public to have their view and may open us up to legal challenge	Risk considered by Director for Environment and Public Protection and Cabinet Member for the Environment to be low. Informal engagement with local partners and with elected Members planned. Public consultation to be considered once strategy adopted, to influence delivery plan.

## 7. Other Options Considered (and reasons for not proposing)

- 7.1 Producing only a carbon management strategy. This was not considered as it would miss out on the wider and longer-term benefits of an adapted and resilient organisation, making better use of our natural resources, supporting the local green economy and transforming our organisation.
- 7.2 Producing a strategy focussed solely on the natural environment. This was initially considered, but taking into account feedback from officers and CCAG, the focus was amended to be climate change. This has a wider policy reach and can be applied to all aspects of Council work.
- 7.3 Refreshing the previous sustainability strategy. This was initially considered but was discounted as, while the ambitions were still relevant, the scope needed to be wider and more ambitious.
- 7.4 Not doing anything. This was not considered acceptable to members, officers or communities.

## 8. Equality and Human Rights Assessment

This has been considered and has influenced engagement with local partners and members.

## 9. Social Value and Sustainability Assessment

The adoption and delivery of the Climate Change Strategy will have multiple sustainability benefits. Many of these are explored in more detail above, but in summary it will contribute to:

- Increased health and well-being
- Improved air quality
- A protected natural environment and supported biodiversity
- A greater and greener local economy
- Reduced bills and
- Energy security

**10. Crime and Disorder Reduction Assessment**

None identified.

**Lee Harris**

Executive Director Place Services

**Steve Read**

Director of Environment and Public Protection

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**Appendices**

Appendix A: Climate Change Strategy

Appendix B: Feedback from engagement with partner organisations and elected members.

**Background papers**

None

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DRAFT  
WEST SUSSEX COUNTY COUNCIL  
CLIMATE CHANGE STRATEGY

2020 - 2030

## Contents

Foreword.....	2
Our vision .....	3
Introduction .....	3
The strategy .....	5
This strategy is: .....	5
This strategy does not:.....	5
Long term sustainable thinking.....	5
Benefits .....	6
A need for leadership.....	7
Our opportunities .....	8
County Council Commitments .....	9
We will mitigate the effects of climate change by reducing carbon emissions.....	9
We will adapt and be resilient to a changing climate.....	9
We will source and use resources sustainably .....	9
We will support and grow our local green economy.....	10
We will transform how we work.....	10
Governance.....	11
Funding .....	11
Measuring and reporting progress .....	11
Appendix 1: Current National Policy Environment .....	12
Appendix 2: Glossary .....	12
Appendix 3: Supporting Council policies and strategies.....	13



## Foreword

West Sussex County Council acknowledged the threat posed to the county and its residents by climate change in April 2019 when at Full Council we debated a motion on climate change and noted the climate urgency. This was not for us a new commitment, but rather reinforced and built on our efforts to reduce our impact on the environment. Our efforts include, for example, working hard to reduce our carbon emissions (now reduced by 52% since 2010/11) and investing in significant renewable energy. This strategy is a renewal of, and further develops, our work.

For this strategy to have the maximum impact possible, we haven't focused on narrow specific issues. There would simply be too many to list. Instead, we have provided a framework which shapes and influences every part of our business. By applying the five key commitments across all areas of our business when planning, delivering all our services, shaping future policy and operations, we can fully integrate our ambitions on climate change into the full breadth of the business of the council.

We want to be clear about what is within our ability to deliver, and what isn't. The strategy does not commit us to targets beyond our ability to deliver. It acknowledges and sets out how we can lead by example, how we can enable others to do things differently, and how we can seek to inspire others to work with us. We are rarely able to require and insist that business and communities change, and neither do we think it would be appropriate for us to do so. We prefer to take a collaborative and facilitative approach, seeking to engage and influence others by sharing our experiences and knowledge. We know there are others better placed to lead on some of the environmental issues facing our communities.

We recognise the need for urgency on this issue, and how now, as never before, we have an opportunity to change and reset with climate change at the heart of the decisions we take for our organisation and our communities. With this in mind, we have accelerated the timeline for this strategy so that we can align and integrate the commitments and use this unmissable opportunity presented by the recovery planning from Covid.

This strategy is not a starting point, but nor is it definitive and comprehensive in defining all future action. The actions will naturally evolve, as we learn more about the best ways to address the identified challenges. What the strategy does do, is set the parameters for our future work and ensure that Climate Change is core to our business, and the communities we serve, now and in the future.

Signed by

Becky Shaw, Chief Executive

Paul Marshall, Leader of the County Council

Deborah Urquhart, Cabinet Member for the Environment

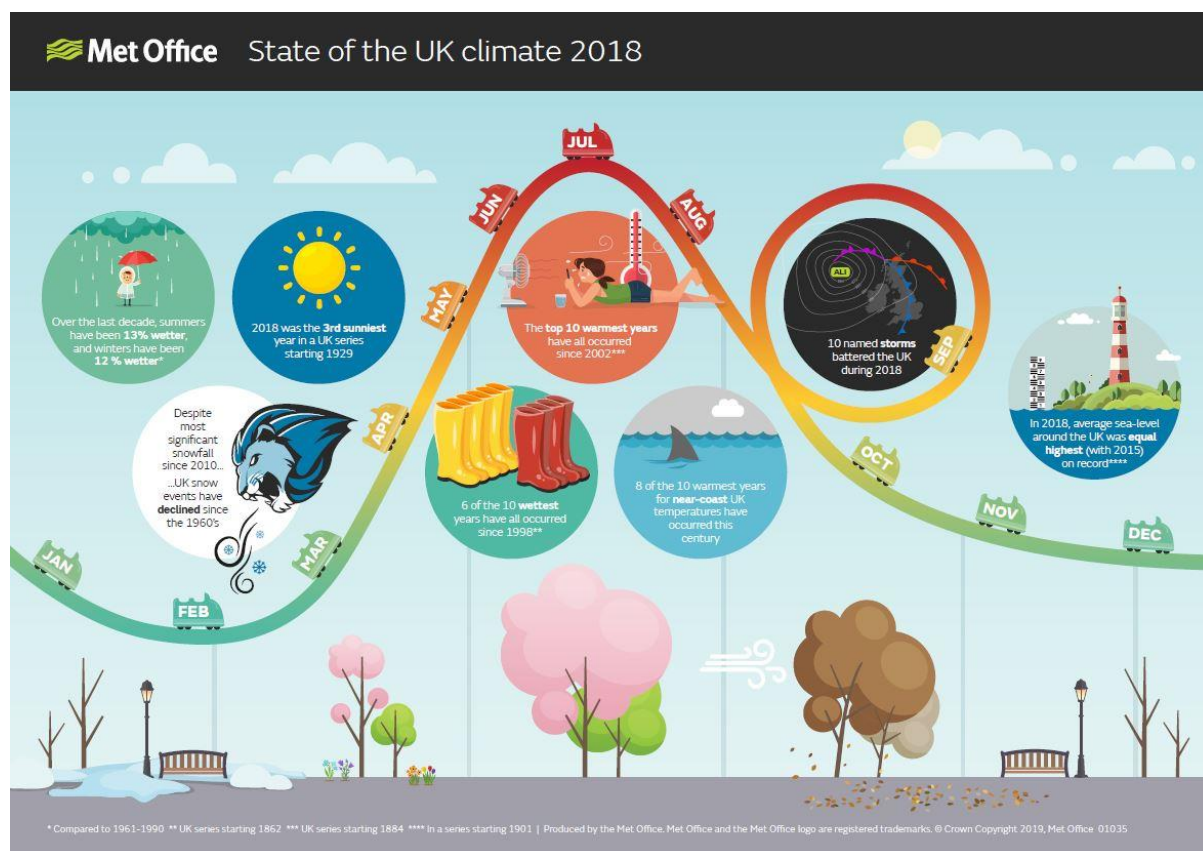
July 2020

## Our vision

*“In 2030, West Sussex County Council is carbon neutral and climate resilient, using our limited resources wisely. West Sussex County Council has enabled positive actions and behaviours across our county to mitigate and adapt to climate change”.*

## Introduction

Climate Change is one of the biggest challenges we will ever face in our county. The 2018 report from the United Nations Intergovernmental Panel on Climate Change concluded that without substantial efforts to curb greenhouse gas emissions over the next decade we are likely to face severe, widespread, and irreversible impacts on societies. Human activity has already led to 1°C of global warming from pre-industrial levels, which is resulting in damaging impacts on lives, infrastructure and ecosystems already being felt by communities across West Sussex. The State of the UK Climate 2018 report shows us the national picture:



© [www.metoffice.gov.uk/research/climate/maps-and-data/about/state-of-climate](http://www.metoffice.gov.uk/research/climate/maps-and-data/about/state-of-climate)

Without action the impacts we are seeing are predicted to get more extreme.

In 2018 the UK Met Office published their **climate projections for the next century**<sup>1</sup> based on different rates of greenhouse gas emissions into the atmosphere. The high emission scenario demonstrated what this means for us nationally:

- Summer temperatures could be up to 5.4°C hotter by 2070
- Average summer rainfall could decrease by up to 47 per cent by 2070, while there could be up to 35 per cent more precipitation in winter. This pattern may lead to more regular drought and likely water restrictions
- There will be an increase in the frequency and intensity of storms.
- The changing patterns in precipitation and storms in our county makes us particularly vulnerable to an increased year-round risk of more frequent river, surface and coastal flooding
- Sea levels could rise. In West Sussex where many of our communities are coastal, or near tidal rivers, this could be significant.

The map below shows the likely impact from sea level rise on our communities through just a 1.5 degree warming in 2100. There are particularly significant impacts for the Adur and Arun Valleys and coastal zones.



Source: <https://choices.climatecentral.org/#10/50.8671/-0.5843?compare=temperatures&carbon-end-yr=2100&scenario-a=warming-4&scenario-b=warming-1.5>

Impacts are already, and will be, felt by all areas of society, but deepest by the most vulnerable.

As a result, we need to both reduce carbon (greenhouse gas) emissions in order to mitigate the cause of climate change, but also make changes to our infrastructure, built environment, social systems,

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<sup>1</sup> <https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/index>

economy and natural environment (adapt) to make us prepared and ready to deal with the different climatic conditions which we know we will see (resilient).

## The strategy

The strategy is aligned with our ambitious target to be carbon neutral by 2030. This work contributes to the wider national commitment to be carbon neutral by 2050 and to strengthen the UK's preparedness for climate change.

This strategy sets out our commitments to achieve this vision. It gives everyone working at, and with, the County Council a very clear indication of our priorities for the next ten years, to realise the short and long-term benefits for our organisation and for our communities. It's uniquely challenging, and if fully embraced, will deliver unique benefits and opportunities.

### This strategy is:

- A clear statement of our commitments which will be integrated into all aspects of the work we do, deliver and enable
- A starting point for action – it will evolve as we learn
- A framework for other County Council strategies and policies to reflect. Commitments that should sit within the strategies and policies of other parts of the business are not included
- For all our officers and elected Members, to guide them to make the right decisions and choices at the right time.
- a high-level approach to take us to 2030

### This strategy does not:

- Make promises or commitments on behalf of partner organisations
- Address all the factors affecting climate change in West Sussex
- Solve climate change on its own

## Long term sustainable thinking

Integral to achieving this is the need to think sustainably. We need to consider the actions we take now and how they will affect generations in the future.

We need to be mindful of how we use limited natural resources. We need to use them wisely to deliver the critical changes we need to see, without inadvertently creating an additional problem for future generations to manage and solve. For example, we don't want to re-create the problem we are now seeing with plastic. Thinking sustainably also requires us to solve these problems in a way that supports the economy as without a thriving and prosperous economy we cannot hope to fund or deliver the changes we need to see.

The Climate Change Act 2008 is the UK's long-term framework for tackling Climate Change. The Act aims to facilitate the UK's transition to a low-carbon economy by 2050. In 2019 the Government amended the goals within this Act and committed the UK to achieving "net zero" greenhouse gases by 2050. A number of national policies and initiatives have been introduced to help meet targets. These are detailed in Appendix 1.

## Benefits

Although we need to do our best to prevent, and prepare for, the negative impacts of climate change, if we choose to embrace the challenge climate change poses, there is the opportunity for our organisation and our communities to reap many potentially far reaching and transformative benefits:

- **Increased health and wellbeing** – Our health is inextricably linked to the health of our planet and immediate environments. By addressing the climate change agenda, we cannot fail to consider the risk it poses to population health. However, what's good for us is also good for the planet. For example, with fewer cars on the roads, and more opportunities to walk or cycle communities may see cleaner air, reduced noise pollution and experience improved health and wellbeing. There is also the potential for more direct impacts. Taking action to reduce the impacts that we see from climate change will help to ensure fewer heat related deaths and less likelihood of diseases that thrive in warmer conditions.
- **Improved air quality** – Reducing carbon emissions from transport will require us to think differently about how we interact and travel. Reducing transport by petrol and diesel vehicles will not only contribute to carbon reductions but will also reduce the amount of harmful nitrogen oxide emissions, the main source of which is vehicle emissions.
- **A protected natural environment and supported biodiversity** - Over half our county is designated as national park or Areas of Outstanding Natural Beauty (AONB). A changing climate threatens the natural environment and all the benefits we currently enjoy. Reducing the impacts we see will help to protect the natural environment and support biodiversity. By making choices about how we take action to achieve this, for example by choosing nature-based solutions, can also help to enhance our local environment and deliver a much larger benefit than carbon saving alone.
- **A greater and greener local economy** – Businesses across our County will be able to have the competitive advantage by leading the way to a new, greener, economic model, providing new secure skilled local jobs for residents.
- **Reduced bills** – While increased energy efficiency has the potential to reduce overall energy used and save money, achieving carbon neutral can be more expensive than current business as usual. However, the adverse financial impact of climate change far outweighs the additional costs of being carbon neutral. The benefits of acting will be felt beyond saving money and energy but are not easily measured in the same way and can be difficult to quantify.
- **Energy security** – moving to more local renewable energy sources instead of fossil fuels would mean that we would be less reliant on imported oil and gas, and therefore less vulnerable to increasing oil prices.

Embracing the opportunities of a changing climate means the County Council can:

- **Achieve strategic objectives** – in most cases, ensuring projects, plans and processes reduce carbon and are resilient to climate change strengthens the ability to achieve their original objectives over the long-term, helping local authorities achieve a wide range of other plans and ambitions.
- **Reduced financial costs** – studies show that adaptation action is generally cheaper, and more effective over time, than the costs incurred responding to the impacts over time. For example,

our street lighting project (which will deliver a 61% decrease on current energy use with the planned conversion of 64,000 street lights to LED over the next 6 years) will cost £26.5million during a 25-year loan: but the total reduction in electricity and maintenance costs will save the council £90.1million over the same period.

- **Reduce impacts on service demand and delivery** – adapting to climate change means that we can continue performing as our climate continues to change, with no breaks in service delivery.

## A need for leadership

Addressing challenges of this scale should not be under-estimated and will require radical transformation in how we work and live. The response to the Covid-19 pandemic in 2020 has shown us that as a society we can swiftly adapt to an unexpected situation. We found ourselves adopting unexpected new behaviours and ways of working. This resilience and adaptability are great strengths. Climate Change is not unexpected, and our response, whilst remaining urgent, should be measured to enable longer term benefits/planning, while still demonstrating the strengths we know we have.

Like others, we don't know all the answers, and this strategy will evolve as we learn. But much of the knowledge and solutions are already available – we need the will, the courage and the leadership to implement them.

We need to be clear about what we can do, guide our officers and Members in delivering the long lasting and radical change needed, and identify how we enable our communities to secure long term wide-ranging benefits. That is the purpose of this far-reaching Strategy: arguably the most important strategy we have ever written.

The County Council recognises we have a critical and unique leadership role in responding to these opportunities.



## Our opportunities

As a County Council, our direct role and responsibilities mean that we have **three opportunities to act to deliver our vision**:

**1. We can take the lead by making positive changes to our own assets, operations and contracts**

We are clear we want to show **leadership** by ‘getting our own house in order’ and show what is possible to change and achieve ourselves. We will know we’re doing the things expected of us, can celebrate our successes and similarly challenge others.

However, while that will seem very challenging for our organisation, the reality is that our own activity is only a small part of the impact of the wider County activity. The really significant opportunities lie in what we can **enable**, and we have a unique ability to do this across the County.

**2. We can enable our communities, suppliers and partnerships to live and work in different ways by making decisions, setting policies and strategies and spending our budgets in ways that create and unlock opportunities for all of us.**

The County Council has an unparalleled opportunity to enable West Sussex communities to live and work differently. This will challenge us as an organisation, to be radical and in some cases fundamentally transform our thinking, creating policies and making use of resources with climate change in mind, as well as delivering and procuring services differently.

To achieve our vision, our contribution as a County Council alone is not nearly enough. Everyone we work with, and for, needs to take action to respond to climate change. Some are already there. Others are interested but aren’t sure what they need to do. While another group aren’t yet aware of what they should do or the benefits they may see. Therefore, we will:

**3. Use our influence to engage with others to make changes beyond what we control.**

We want everyone in our communities to have the opportunity to move to, and benefit from, a low carbon and adapted way of living. The opportunities extend beyond the reach of the County Councils operation and remit, and we want to work as effectively as we can to influence as best we can.

We recognise there will be others who are better placed to lead and guide people to doing things very differently. We also recognise that it is easy to focus on the ‘sustainability and environmental’ groups, but by exploring wider partnerships there is potential to reach different audiences and have a wider impact.

Our immediate priorities will be in leading and enabling, but we will work with communities to understand how we can best contribute and influence their choices, to secure the significant changes we all need to see.

## County Council Commitments

We have identified five key commitments which we will apply across all areas of our business when planning, delivering our services and operations

### We will mitigate the effects of climate change by reducing carbon emissions

- a. We will be a net carbon zero organisation by 2030
  - i. We will reduce the County Council's overall energy consumption
  - ii. We will reduce the County Council's demand for fossil fuel-based energy
  - iii. We will contribute to a greener grid
- b. We will reduce the carbon associated with road-based transport
  - i. We will use technological solutions to avoid the need for travel
  - ii. We will prioritise sustainable transport options
  - iii. We will reduce the impact of any remaining road travel.
- c. We will increase the amount of renewable energy used and generated in West Sussex.

### We will adapt and be resilient to a changing climate

- a. We will be an adapted and resilient organisation.
- b. We will plan for the financial impacts of climate change
  - i. We will prioritise solutions to adapt and protect where most needed, to reduce the risks for the most vulnerable in our communities.
- c. We will adapt and build resilience to extreme weather events, such as heatwaves and flood
- d. We will explore and bring forward natural capital solutions to address the impacts of climate change.
  - i. We will take positive action to sequester carbon in the natural environment.
  - ii. We will prioritise natural flood solutions to protect people and property.
  - iii. We will increase access to nature.
- e. We will increase opportunities to achieve biodiversity net gain

### We will source and use resources sustainably

One impact of climate change is to make resources harder to come by. Further, there is a hidden carbon cost in everything we do. We need to use our limited natural resources wisely and demanding less from the environment.

- a. We will use resources efficiently and economically
- b. We will take a whole-life approach to our product selection and purchasing.
- c. We will procure and source our resources responsibly.



### We will support and grow our local green economy

A vibrant and strong green economy will be essential to help transition to a lower carbon economy.

- a. We will promote green tourism
- b. We will take advantage of natural capital investment funding when available
- c. We will encourage sustainable businesses
  - i. We will enable sustainable business growth
  - ii. We will support green innovation amongst business
- d. We will enable green skills development

### We will transform how we work

Achieving our ambitious vision and delivering on our commitments requires us to radically transform how we deliver our services, and influence the lives of, communities across the County. We need to reimagine how we manage our assets, design and procure our services and how our staff carry out their work. We need to make sure that our staff have the knowledge and skills they need to deliver this, but we also need to hold ourselves and others to account along the way. We need to recognise the power of others and of working together to extend beyond our own operation and remit. Therefore

- a. We will equip our staff with the skills, tools and support to deliver our commitments through every aspect of their work
- b. We will create a culture of shared responsibility and ownership across our organisation
- c. We will ensure all our decision-making processes visibly take into consideration our ambitious County Council commitments on tackling climate change.
- d. We will lobby for change in national policy where our current statutory obligations do not allow us to match our ambition.
- e. We will challenge and support others to follow our example
- f. We will work in partnership to find innovative solutions and collaborative ways of working to tackle climate change.

By placing these agreed ways of working at the heart of our organisation, we will be well placed to deliver on our ambitious commitments.

The commitments are carefully worded and unambiguous, to ensure that they are relevant and applicable across our entire organisation.

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## Governance

Establishing a robust governance framework to ensure the delivery of this ambitious work is critical.

To move to a position where this work is fully integrated in all aspects of our work, and considered business as usual, requires ownership and commitment across the whole organisation and particularly at the most senior level. Recognising this, we will establish a Climate Change Board, chaired by the Executive Director for Place. Its role will be to:

- establish the initial work programme needed
- identify and secure resources,
- oversee delivery against the commitments set out in this strategy,
- hold the organisation to account,
- and ensure progress is being made at the pace we want and need,

This will ensure delivery is embedded across the organisation. A critical challenge for the Board will be to meet the ambitious mandate set by Members while acknowledging what officers are able to progress with current resources.

The Cabinet Member for the Environment has Climate Change in her Portfolio. The established Climate Change Advisory Group will continue to report to the Cabinet Member for the Environment, and act as a critical friend of the County Council in steering the direction of the delivery of the Strategy and reviewing progress.

## Funding

We recognise that resourcing the commitments in the strategy, through specific programmes and projects to be identified in the associated Action Plan, will require significant funding beyond what we may currently have available to us. We will look to integrate full lifecycle environmental costs into our business planning and decision-making processes to fully understand the immediate and the longer-term costs of our choices. While choosing to do things differently, and early enough, may prove beneficial, additional funding will still need to be sought. Funding will need to come from a range of different sources, and there are a number of new finance models for us to explore, for example, Green Bonds and community Public Bonds.

Any financial implications must be considered in the light of the ongoing difficult financial circumstances facing this and all councils, exacerbated by the impact of covid-19 on the Council's budget and the wider economy.

## Measuring and reporting progress

It is important to track and measure whether we are meeting our Commitments in order to deliver our Vision. We need to know whether what we are doing is having an impact on reducing our carbon and adapting to climate change. We would further like to know whether the actions we are taking are having a wider impact on our services and the communities we serve. We will track whether the action we have taken and the investment we have made has made the crucial difference we, and others, want.

We have identified specific actions to help us deliver the Commitments, and these are in a separate Delivery Plan. For each action there will be a named Senior Officer who is responsible for ensuring progress is made on delivering that action. As the Delivery Plan progresses, we will propose specific

targets. Where it is more difficult to identify a specific target, or it is not easily quantified, a measure of progress will be used instead, or a qualitative statement applied.

We will publish a summary of progress annually.

We will identify the most appropriate ways to share progress with our communities.

## Appendix 1: Current National Policy Environment

- **The Carbon Plan 2011** identifies the emission reductions needed in five key areas of the economy; buildings; transport; industry; electricity; and agriculture to meet targets.
- **The Climate Change Risk Assessment (CCRA)** The UK Government is required under the 2008 Climate Change Act to publish a CCRA every five years (the next one is due in 2022). The Act stipulates that the Government must assess 'the risks for the United Kingdom from the current and predicted impacts of climate change'.
- **The Clean Growth Strategy 2017** outlines the plan to grow the national income while cutting greenhouse emissions.
- **The 25 Year Environment Plan** published in 2018, sets comprehensive goals and targets to improve the UK's air and water quality and protect threatened plants, trees and wildlife species.
- **The Resource and Waste Strategy 2018** outlines the actions the UK will take to minimise waste, promote resource efficiency and move towards a circular economy.
- **The Clean Air Strategy 2019** demonstrates how the national government will tackle all sources of air pollution and boost the economy.

## Appendix 2: Glossary

### Climate change mitigation

Mitigation refers to efforts to reduce or prevent the emission of greenhouse gases - limiting the magnitude of future climate change.

It may also encompass attempts to remove greenhouse gases from the atmosphere.

(Mitigation can encompass a range of actions and will require us to use new technologies, clean energy sources, change people's behaviour, or make older technology more energy efficient.)

### Climate change adaptation

Adaptation refers to the to the actions taken to manage the unavoidable impacts of climate change.

### Climate change resilience

Resilience refers to the ability to the state of, a community for example, to cope and recover from the impacts of climate change.

### Carbon neutral

Carbon neutral refers to a position where all possible carbon emissions have been removed or avoided, and any remaining carbon emissions are being either captured, or removed safely from the

atmosphere, known as carbon offsetting.

#### **Natural capital**

Natural capital can be described as the way elements of nature; e.g. woodlands, rivers, soils and seas, offer value to people, society and the economy in various ways. The stocks of natural capital (referred to as natural capital assets) include all ecosystems on land and at sea.

#### **Carbon sequestration**

Carbon sequestration is the removal and storage of carbon from the atmosphere.

### **Appendix 3: Supporting Council policies and strategies**

This strategy does not duplicate existing Council commitments. All elements of our work have the potential to be impacted by, and contribute to, a changing climate. Some have more opportunity than others to make a significant contribution to the changes we seek, or to incorporate the commitments into a revised version, and are included here for reference. (This is not an exhaustive list).

- Health and Wellbeing Strategy
- IT Strategy
- People Strategy
- Energy Strategy
- Electric Vehicle Strategy
- Breathing Better Strategy
- What If? Programme
- Walking and Cycling Strategy
- Flood Risk Management Strategy
- Integrated Risk Management Plan
- Land Management Plans
- Asset Strategy
- Procurement Strategy and Social Values Framework
- Pollination Action Plan
- West Sussex Building Design Guides
- Bus Strategy
- Sussex Local Nature Partnership (LNP) Investment Strategy (this is not a WSCC strategy but one that we have endorsed through our membership of the LNP)

### **Feedback from engagement with partner organisations and elected members**

Partner organisations felt:

- The strategy is welcomed as an important step forward.
- The draft strategy is clear and easy to understand, with a clear vision.
- Broadly the commitments match the vision; some areas could be strengthened.
- Preference for it to be wider ranging with ambitions stretching more explicitly beyond the council's own domain.
- it needs to be followed up swiftly by an action plan, with clear targets, on how the Council will lead, enable and inspire.
- More detail is requested on the Council's leadership role, and how it will engage with organisations and communities to deliver the ambitions.
- Partners are keen to work together across Sussex

Member feedback:

- Broadly agreed the strategy is clear and easy to understand, with the role of 'Lead, Enable and Inspire' clearly stated, and with the commitments matching the vision.
- Keen to use learnings from Covid response to inform delivery plan.
- Action plan critical to understand how we deliver on the ambitions.
- It is suggested to create a single page summary to easily share the ambitions.

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**Cabinet****21 July 2020****Draft Economy Reset Plan****Report by the Executive Director for Place Services**

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**Summary**

The County Council is developing its overall reset plan. Given the impact of COVID-19 on the West Sussex economy, an economy reset plan is needed which will set out the Council's priorities and act as a sub-plan to the overall reset plan. A draft economy reset plan has been produced (Appendix A) which draws on the existing Economic Growth Plan 2018-2023, and additionally reflects those areas where additional focus is proposed due to the impact of COVID-19 on the West Sussex economy. Cabinet is requested to endorse the economy reset plan proposals in principle, and as the basis for engagement with partners in advance of formal adoption as part of the overall reset plan. The economy reset plan will be progressed within current corporate budget allocations for the economy and will support the case for additional external funding should it become available. The economy reset plan will supersede the current Economic Growth Plan 2018-2023.

**Recommendations**

Cabinet is asked to:

1. Endorse the draft economy reset plan proposals in principle and as the basis for engagement with partners,
2. Endorse the proposed approach to partner engagement on the draft economy reset plan,
3. Agree to adopt the economy reset plan in October as a sub-plan of the corporate Reset and Reboot plan, with the new plan superseding the current Economic Growth Plan 2018-2023.

**1. Background**

- COVID-19 is having a significant impact on the County's economy. Businesses are being hit hard, there are significant levels of business failure, residents are losing their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick airport are far-reaching and impact the local, regional and national economy. The impact on the economy has severe social consequences too.
- The Council has been progressing immediate responses where appropriate, for example by providing information for residents and businesses through corporate communication channels, and through highways and transport support for the re-opening of high streets. The Council has also engaged in

lobbying with MPs and Government to make the case for West Sussex on significant impacts including the aviation crisis; the considerable pressures on the adult social care market; and the horticulture sector impact from the closure of nurseries and garden centres.

- The economic landscape is highly fluid, with much of the impact of COVID-19 unknown and unfolding. For example, at 16 June around a quarter of West Sussex working residents aged 16+ were furloughed (in Crawley this figure was 33.7%) and there are concerns about the future of jobs in the coming months as Government starts to withdraw the furlough scheme.
- A corporate approach across the Council is required due to the significant impact of COVID-19 on the economy, led by Cabinet. The Council's role is mainly one of leadership and championing the county; and creating and nurturing strong partnerships to progress priorities. We will ensure our ambition and approach are realistic, and that the economy reset plan is achievable within existing resources.
- The economy reset plan will be a 'live' document as the impact of COVID-19 on West Sussex businesses, employers and the workforce become clearer over time.

## **2. Proposals**

- Cabinet is requested to consider and endorse the following economy reset plan proposals in principle, which will form the basis for engagement with partners.

### **a) Proposed priority themes**

- A draft economy reset plan has been developed (Appendix A) from evidence and intelligence to date on the impact of COVID-19; the opportunities Cabinet is keen to embrace; and an initial review of 'business as usual' economy activities (from the current Economic Growth Plan 2018-2023)
- The Council's approach to economy reset will be guided by evidence and intelligence on the impact of Covid-19 on the West Sussex economy, businesses and workforce.
- The draft economy reset plan proposes nine priority themes:
  - Theme 1: Protecting and reviving Crawley and the Gatwick Diamond economy
  - Theme 2: Protecting and reviving the coastal towns
  - Theme 3: Protecting and reviving the rural economy
  - Theme 4: Enabling business start-ups, business survival and business adaptation
  - Theme 5: Enabling an employment and skills reset
  - Theme 6: Protecting and reviving tourism and the visitor economy
  - Theme 7: Enabling a health and social care market for the future



- Theme 8: Enabling a digital technology focussed reset
- Theme 9: Embedding climate change and the environment into the reset

b) Proposed areas for initial focus

- The Council has a role to play in signalling confidence in economic recovery, through continuing, re-starting or resetting `business as usual` (BAU) activities, and through supporting key challenges and responding to opportunities.
- BAU work from the current Economic Growth Plan 2018-2023 has been reflected in the reset plan as `EGP` in the action tables in each priority theme, and includes the Growth Deals with the District and Boroughs; the tourism partnership work of Experience West Sussex; and progressing key projects such as Horsham Enterprise Park and the Bognor Regis Creative Digital Hub.
- In addition, there are key challenges and opportunities where initial focus is proposed, and these are included as `IF` in the action tables in each priority theme and focus on:
  - Crawley, the wider Gatwick Diamond economy and the businesses and people severely impacted by the aviation crisis and current position with Gatwick Airport
  - Skills and employment reflecting the significant impact COVID-19 is having on jobs, the self-employed and those seeking to enter the labour market in the county
  - The potential for Sussex wide collaboration to add value to the reset themes on employment and skills, and the visitor economy (building on the Sussex brand) to address the significant challenges arising from COVID-19
  - Maximising any opportunities to support businesses and residents' through further Government initiatives
  - Progressing work with District and Borough partners to accelerate the adoption and application of digital technology and skills to help address challenges and progress opportunities.

c) Proposed partner engagement

- Many partners and organisations will be involved in economy reset and recovery, including the Districts and Boroughs, the C2C Local Enterprise Partnership, business and trade representative organisations, trade unions, MPs, business community networks, further and higher education, and the voluntary sector. Government will play a key part.
- A principle of the economy reset approach will be to create and nurture strong partnerships locally and regionally, whilst recognising each organisation will be responsible for its own approach and multiple organisations are likely to have `recovery plans`.

- We will seek to engage with partners around economy reset themes including the Coast to Capital LEP, in line with anticipated Government guidance on the future role of Local Industrial Strategies.
- It is proposed to engage with partners on the economy reset plan, adopting the approach used for the Economic Growth Plan 2018-2023. It is proposed to:
  - Share the plan with and seek feedback from key partners and stakeholders: Districts and Boroughs, the Coast to Capital Local Enterprise Partnership, the South Downs National Park Authority, the three West Sussex Area Economic Partnerships, and business representative organisations.
  - Engage with key partners and stakeholders relevant to priority themes where additional focus is proposed, in order to inform the actions (e.g. education and skills partners, neighbouring upper tier authorities, sector specialist bodies).
  - Conduct the partner engagement during August
  - Collate partner feedback and reflect it in Member scrutiny of the plan in September.
- Following partner feedback and Member scrutiny, an updated version of the economy reset plan will be proposed for adoption by Cabinet as a sub-plan of the corporate reset plan in October.

## **Appendix A:**

Draft Economy Reset Plan (July 2020)

### **Background papers:**

[Economic Growth Plan 2018-2023](#)

## **West Sussex Economy Reset Plan - July 2020 (Draft)**

### **1. Introduction**

The West Sussex economy pre COVID-19 was generally a diverse economy, worth around £22.8bn and performing strongly against the national average performance although with significant variation across the county. West Sussex is home to around 859,000 people, with a higher proportion of over 65-year olds than the national and regional average along with a lower proportion of people of working age.

In 2018 there were 387,000 employee jobs. Employee job growth between 2015-2018 was stronger in West Sussex (5.6%) than the national (3.7%) and regional average (1.9%). Crawley saw a 10% increase in employee jobs during this time and Arun and Worthing also saw stronger growth than the national average. Within West Sussex, Crawley, at 94,000, makes up around a quarter of all employee jobs, with Adur having the lowest proportion at 21,000 (5%).

In 2019 there were over 42,000 businesses, though growth over the last five years in the number of businesses has been lower in the county than in the South East region. West Sussex is very much a small firm economy with over 70% of businesses employing less than five people, the exception to this is found in Crawley which has one of the highest percentages of larger businesses (i.e. employing over 100) in the country.

Generally, at county level, there were higher than national and regional levels of economic activity, employment and self-employment rates, and lower levels of unemployment. However, West Sussex's economy underperforms against the strongest economies in the South East with earnings of West Sussex residents lower than the regional average. Earnings levels of those working in West Sussex are lower than the regional and national average except for Crawley where earnings of those working in Crawley are higher. In addition, GVA per head lags some areas in the South East. The North East (Crawley, Horsham and Mid Sussex) of the county has higher levels of GVA than the coastal districts with Gatwick Airport seen as a nationally significant economic asset and a strong driver of the West Sussex economy as well as the wider regional economy, and a significant employer itself. Key strengths in West Sussex were around a diverse range of sectors including health and life sciences, financial and business services, transport, distribution and wholesale further highlighting the importance of Gatwick, and the high-quality natural environment supporting a strong leisure and tourism offer.

There is no doubt that COVID-19 is having a significant impact on the county's economy and the pre COVID-19 economic landscape is changing rapidly. Businesses are being hit hard, there are significant levels of business failure, residents are losing their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick airport are far-reaching and impact the local, regional and national economy. The impact on the economy has severe social consequences too.

The reset plan reflects what we know so far from evidence and intelligence on the impact of COVID-19; what we have learnt through the response to the COVID-19 crisis; the opportunities we are keen to embrace; and what we have been doing and propose to do in the coming weeks and months. We must also acknowledge it provides a 'snapshot in time' as the situation is fluid, and much of the impact of COVID-19 on the economy is unknown and unfolding. This needs to be a 'live' document that is regularly updated.

The County Council is developing its overall reset plan which is informed by wider business and partner engagement. However, given the impact, working on resetting the economy is a priority and we need to map an approach to wider engagement and strategic alignment across the county and with the LEP.

We need to be mindful of resourcing the economy reset plan, and ensure our ambition and approach are realistic. The plan will support the case for additional resources should they become available from Government. A corporate approach across the Council is needed so Cabinet ownership and leadership are key.

## **2. Principles to inform approach to the economy reset**

The economy, business and skills 'reset journey' will be complex, multi-faceted and phased over months and most likely years. Government strategy leads the way, and the County Council will adopt principles to underpin the approach. These include:

- a. led by **Cabinet** with appropriate engagement and governance, and forming part of a single integrated corporate plan
- b. guided by **Government strategy** and continuing to influence its development
- c. focussed on the future for West Sussex and the **WSSC priority outcomes**, recognising the economy will not be the same as it was before
- d. built on our assets and guided by **evidence and intelligence** on the impact of Covid-19 on the West Sussex economy, its businesses and workforce
- e. based on creating and nurturing **stronger partnerships** locally and regionally whilst recognising each organisation will be responsible for its own approach
- f. ensuring the **County Council plays a leading role** in recovery where appropriate, including through its own activities
- g. ensuring we are making the **best use of resources**, securing value for money in any County Council interventions.

## **3. Government Strategy and partner roles**

The LGA and WSSC are seeking to influence the development of the Government's policy. We will want to consider mechanisms for boosting economic recovery; opportunities around Government programmes and funding streams; recognise national calls for a 'greener, fairer and more resilient' recovery; and how the economic position facing the country will relate to

devolution, 'levelling-up', Local Industrial Strategies and the state of public sector finances.

We are seeking from Government a strong recovery framework that recognises the interdependencies such as the re-opening of schools, and the movement of people. Many partners will be involved, including local authorities, the Local Enterprise Partnerships, business and trade representative organisations, trade unions, MPs, business community networks, further and higher education, and the voluntary sector.

#### **4. Vision for reset**

The vision for the economy reset is focused on the future of West Sussex, and West Sussex County Council's priority outcomes. The priorities within the adopted Economic Growth Plan 2018-2023 and the associated activities are still relevant and will provide much of the focus. However, it is recognised the economy will not be the same as it was before and there will need to be a review and in some cases a reset of the pre COVID-19 activities to reflect the changed landscape.

In addition, there will be new areas of focus, to address where the economy has been particularly adversely affected or where there are opportunities – these include the implications of the aviation crisis on Gatwick airport and the wider area including the large numbers of people who have lost their jobs; the challenges faced by young people transitioning through academic and vocational provision and seeking to enter the labour market; the needs of particular sectors including tourism; opportunities to embed a zero-carbon and 'nature-based' solutions approach within the planning and decision-making for economic recovery; the potential to build on the experience of lockdown to maximise a digital technology led approach; the potential to build more inclusive and sustainable economies; and the need for a renewed focus on the adult social care market.

#### **5. Evidence and intelligence on the impact of COVID-19**

The approach to reset should be underpinned by evidence and insight, based on a clear understanding of the immediate and projected medium to long term impact of COVID-19 on the West Sussex economy and workforce. It will be important to have local economic data to inform place-sensitive national policy formulation, and to consider how structural changes in the economy will impact on the county – both the positive innovations that have emerged and the negative ones such as business-types and job roles that will be shown to be reduced or non-viable.

It will also be important to ensure we fully understand and respond to the impacts on residents and workers with protected characteristics, including age (with the potential for young people to be disproportionately affected); sex (for example women are more likely to work in sectors most hit by the pandemic including retail, hospitality and tourism jobs); and race (with data from the UK and overseas showing that the Covid-19 virus has a disproportionately

significant impact on black and Asian ethnic minority people, it will be key to understand and respond to ongoing implications for people's lives and work).

To date there has been limited 'official' data from ONS that can indicate the impact of COVID-19 on economic activity in West Sussex, much of the detailed data so far released has been at national level. Two key sources that do provide insight were released on 11<sup>th</sup> June:

#### The number of furloughed people by local authority

- around a quarter of West Sussex working residents aged 16+ have been furloughed
- Crawley has the highest number of furloughed at 20,000 representing around 33.7% of working residents in Crawley aged 16+, and the number of furloughed in Arun is also high at 19,000 (27.7%).<sup>1</sup>

#### Take up of the Self-Employment Income Support Scheme

- the take up rate for this in West Sussex (i.e. the numbers of claims made against the total potentially eligible population) is 71% compared with 70% regionally and nationally.
- Adur has the highest take up rate at 74%.

In addition, from research and estimates of impact undertaken by various organisations and from our own collation of intelligence from across the county, we are aware of the potential impact and issues. The key messages emerging:

- The number of job vacancies plummeted - virtually overnight with the biggest hits being in the leisure, recreation, food preparation and hospitality sectors;
- The number of business start-ups in West Sussex in March this year were down by a third compared with March last year; and the number of dissolved companies up by over 40% during the same period, though there were more start-ups than closures;
- Considering those sectors that are more likely to furlough or lay off workers, Centre for Cities identified hospitality, aviation and leisure as the most vulnerable and seeing an immediate negative effect. All these sectors are key to the West Sussex economy;
- Indications are that Crawley is the most impacted area in West Sussex in terms of jobs affected, and indeed comes out as one of the most affected in the country;
- There is also some evidence that coastal towns are likely to be more at risk, as they are often already areas that have higher levels of deprivation as well as high proportions of those sectors that are currently shut down including pubs, restaurants and tourist accommodation;

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<sup>1</sup> NB a person with several jobs could have been furloughed more than once and each 'employment' that has been furloughed is counted. The numbers of furloughed from HMRC are based on the residential address HMRC holds for each employee and doesn't necessarily reflect the employee's place of work.

- The care sector is fragile and under considerable pressure, including through workforce challenges;
- The employment and skills landscape are being severely impacted, including opportunities for school leavers; funded pre-employment support and provision, particularly for the vulnerable; apprenticeship provision; the impact on further and higher education settings; graduate employment; and considerable increases in unemployment.

## **6. The proposed approach and role of the County Council**

The approach to the economy reset plan will mirror the corporate approach led by Cabinet and will be integrated into a single corporate programme. This will enable Cabinet to direct relative priorities and ensure best use is made of assets, resources and energy, and that risks are understood.

As the economy reset plan evolves, it will be key to determine and agree the priorities and roles for the County Council. These will vary across the reset plan, at times lobbying, leading, enabling, partnering, supporting, or delivering. The economy reset plan also needs to be cross-cutting, with a range of Cabinet portfolios and corporate functions having a role to play alongside economy, including highways and transport, planning, education and skills, environment and sustainability, digital infrastructure, adults, policy, and intelligence and performance.

## **7. Priority themes**

The proposed priority themes for the economy reset plan reflect:

- what we know so far from evidence and intelligence on the impact of COVID-19
- what we have learnt through the response to the COVID-19 crisis
- the opportunities we are keen to embrace
- an initial review of the Economic Growth Plan 2018-2023 activities

The priority themes provide the framework for where we will:

- focus our own efforts and resources, including on immediate activities to signal confidence
- build or support strategic alliances and partnerships to act, as appropriate
- lobby for attention nationally, regionally and locally

### **Priority themes**

Theme 1: Protecting and reviving Crawley and the Gatwick Diamond economy

Theme 2: Protecting and reviving the coastal towns

Theme 3: Protecting and reviving the rural economy

Theme 4: Enabling business start-ups, business survival and business adaptation

Theme 5: Enabling an employment and skills reset (includes unemployment)

Theme 6: Protecting and reviving tourism and the visitor economy

Theme 7: Enabling a health and social care market for the future

Theme 8: Enabling a digital technology focussed reset

Theme 9: Embedding climate change and the environment into the reset

The following content sets out the current status for each theme, providing a `snapshot in time` as the situation is so fluid and much of the impact of COVID-19 on the economy is unknown and unfolding. Each theme covers:

- current position and key challenges
- immediate response by the County Council working with partners
- next steps to shape the approach for the coming months and beyond (with pre COVID-19 `BAU` Economic Growth Plan activities highlighted as *EGP*, and key challenges and opportunities where initial focus is proposed referenced with `IF`)
- where appropriate, how government could help.

### ***Theme 1: Protecting and reviving Crawley and the Gatwick Diamond economy***

#### **Current position and key challenges**

- Aviation is undoubtedly one of the sectors that is worst affected by COVID-19 which has significant implications for how quickly Crawley and the wider Gatwick Diamond is likely to `reset`.
- Gatwick airport accounts for an economic footprint of 85,000 jobs and £5.3 billion towards GDP (2016 Oxford Economics).
- The Centre for Cities has published a [report](#) which predicts that Crawley is the most exposed locality to the economic impact of the pandemic with high levels of business failure and unemployment likely.
- Gatwick Airport has warned it expects it to take up to four years for demand for flights to fully recover from the coronavirus pandemic, and major airlines including BA and Virgin have warned they may not resume at Gatwick.
- Gatwick Airport Limited has developed its own `ask of Government` including a sector specific extension to the Coronavirus Job Retention Scheme until April 2021 to protect the workforce; and for an approach to quarantine for inbound travellers based on county-by-country risk (reflected in Government rules being relaxed for arrivals from more than 60 countries and British overseas territories from 10 July)
- The Manor Royal BID's largest employment sector is wholesale and transport (approximately 10,000 jobs) of which 4,400 are in some way connected to aviation (15% of all Manor Royal jobs). Additionally, 1,000 businesses are classified in Accommodation, Food and Recreation. This highlights a degree of exposure that Manor Royal shares with the wider Crawley area.
- The Gatwick Diamond economy is exposed through its reliance on Gatwick and lacks wider resilience when the airport is adversely affected by international events impacting on air travel.



## The County Council's immediate response working with partners

- Letter sent to Government to lobby for tailored support for the area, signed by the Gatwick Diamond authorities and Boroughs and the LEP (Crawley have written separately to Government).
- Delivering immediate support for the re-opening of high streets and workplaces, mainly through highways and transport.

## Next steps to shape the approach for the coming months and beyond

Action 1	Participate in a strategic partnership for the Gatwick Diamond to support the economy through the crisis to reset, with a focus on the people, businesses and places most impacted, and the potential to reduce the reliance on Gatwick in the longer term. <i>(IF)</i>
Action 2	Engage proactively with Gatwick Airport Ltd, consider the Council's role in supporting the airport's asks of Government, and support GAL to 'look local' wherever possible e.g. to the supply chain as they invest in re-purposing the airport to meet COVID-19 standards; and as they build a place offer as part of the case to attract new airlines. <i>(IF)</i>
Action 3	Support the Crawley Recovery taskforce and Recovery Board led by Crawley Borough Council, which is considering recovery action and utilisation of the Government's Towns fund. This will build on the existing Growth Programme and will seek to undertake interventions to assist the town's recovery. <i>(IF)</i>
Action 4	Participate in the Local Government Association's Strategic Aviation Special Interest Group considering the impact of Covid-19 on places where aviation is a key sector.
Action 5	Use the County Council's levers to support investment and private sector confidence including through commencing the procurement of a development partner for Horsham Enterprise Park. <i>(EGP)</i>
Action 6	Deliver the Growth Deals with the Districts and Boroughs, confirm funding arrangements (such as Local Growth Fund), and reset schemes as needed and to maximise opportunities. Explore opportunities for the One Public Estate programme to benefit economic recovery through use of public assets. <i>(EGP)</i>
Action 7	Seek to ensure that strategies and policies in Local Plans (prepared by the local planning authorities) satisfactorily address the County Council's economic reset priorities arising from COVID-19.
Action 8	Deliver the priorities in the Council's Strategic Transport Investment Programme (STIP), and work with Government and partners to progress strategic transport improvements to support the economy in the north east of the county, including 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.
Action 9	Seek to secure Department for Transport (DfT) funding from Tranche 2 of the Emergency Active Travel Fund for improvements to enable sustainable travel choices on key commuting routes, in addition to the 3 schemes already awarded DfT funding in the north east of the county to be completed in the summer.

## How Government could help

- Recognise the Gatwick Diamond and Crawley as one of the places most affected economically and socially from COVID-19, and work in partnership with us on a plan that reflects the unique challenges faced by

the place, and which aligns Government investment to `reset` the economy of the area.

- Ensure the Government Aviation Task Force recognises the challenges for places with major airports and advocates for bespoke support.
- Ensure committed Local Growth Funding remains allocated to projects important to helping to stimulate economic recovery.

## ***Theme 2: Protecting and reviving the coastal towns***

### **Current position and key challenges**

- Nationally, coastal communities are likely to be among the hardest hit areas as a result of the coronavirus pandemic. Several reports have already cited the risk coastal locations face as they tend to have a high proportion of their business base in sectors that cannot or will be slower to trade as lockdown is eased, and due to higher levels of deprivation. At the time of the report Bognor Regis had 60% of jobs in sectors not able to trade.
- A Coastal West Sussex Partnership commissioned report (May 2020) provides an early indication of the challenges for our coastal towns and economy, including from a dependence on hospitality and tourism, the presence of cultural and creative industries (including freelancers who have less access to support), and the relatively high proportion of older people who are at risk of being socially isolated and less economically active. Horticulture (particularly ornamental plants) and advanced manufacturing are also important sectors that are being hit hard.
- Before COVID-19, although the county's coastal areas were home to a diverse range of employment and high-profile employers, overall the employment and productivity gap between the coastal towns and the rest of the county was widening. Longer-term career opportunities were viewed as relatively limited, and this is likely to be exacerbated by the impact of the pandemic.

### **County Council's immediate response with partners**

- Letter sent to Government to lobby on behalf of the horticulture sector (ornamental).
- Deliver immediate support the County Council can provide for the re-opening of high streets and workplaces, mainly through highways and transport.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Work with the Coastal West Sussex Partnership (local authorities, business, higher education) and Districts and Boroughs to understand the insight from the commissioned report on economic impact, and potential responses – including those in the other reset themes most relevant to the coast (e.g. visitor economy, employment and skills).
Action 2	Deliver the Growth Deals with the Districts and Boroughs, confirm funding arrangements (such as Local Growth Fund), and reset schemes as needed and to maximise opportunities. Explore opportunities for the

	OPE programme to benefit economic recovery through use of public assets. (EGP)
Action 3	Seek to ensure that strategies and policies in Local Plans (prepared by the local planning authorities) satisfactorily address the County Council's economic reset priorities arising from COVID-19.
Action 4	Deliver the priorities in the Council's Strategic Transport Investment Programme (STIP), and work with Government and partners to progress strategic transport improvements to support the economy in the south of the county, including improving capacity of the Brighton Main Line and improvements to the A27.
Action 5	Seek to secure Department for Transport (DfT) funding from Tranche 2 of the Emergency Active Travel Fund for improvements to enable sustainable travel choices on key commuting routes, in addition to the four schemes already awarded DfT funding in the south of the county to be completed in the summer.
Action 6	Reset the County Council's creative digital sector development activities, including the launch of the Bognor Regis Creative Digital Hub. (EGP)

### **How Government could help**

- Recognise that coastal communities are likely to be severely impacted by COVID-19.
- Support coastal communities and their key sectors such as tourism to adapt and build consumer confidence based on 'COVID-19 quality standards'.
- Ensure committed Local Growth Funding remains allocated to projects in the long term, recognising outputs may be delayed.

### **Theme 3: Protecting and reviving the rural economy**

#### **Current position and key challenges**

- The Rural West Sussex Partnership's economic profile (2019) highlighted that 28% of businesses in West Sussex are in rural areas. The impact of COVID-19 on rural areas will vary to reflect the diversity of the economy – which includes obvious sectors of horticulture, agriculture, forestry & fishing, and visitor economy including food and drink, to manufacturing (manufacturing makes up 5.32% of rural businesses compared to 3.54% of urban ones in the LEP area).
- Horticulture is one sector facing challenges, represented to the County Council by the West Sussex Growers Association and other rural partners. Those who grow and trade in the ornamental sector have been hard hit. The re-opening of garden centres and nurseries has aided this situation although it is too early to know the full impact on early season losses to these businesses.
- Across many rural economy sectors there are issues with access to seasonal labour, largely as overseas workers are less able to travel to pick during the peak season. The national "Pick for Britain" campaign has sought to help address these challenges in the horticulture sector.
- Some rural businesses are facing issues with aspects of the Government's Business Support Package e.g. agricultural tenants are not eligible for the

grants, as the farmer receives it. There are also concerns the furlough scheme will end in the Autumn on the back the peak season of business being lost for many rural businesses.

- Diversification, where possible, has allowed some rural businesses to stay open. Across the county we have seen farm shops and local producers adapting their business operation to home deliveries and take-aways.

### **The County Council's immediate response working with partners**

- The Leader wrote to the Secretary of State for Environment, Food and Rural Affairs to highlight the challenges experienced by many West Sussex growers and traders of perishable plants.
- Cabinet Members and senior officers have met with the South Downs National Park to assess the economic impact and agreed to work together.
- Supported rural bus services during the crisis.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Work with the Rural West Sussex Partnership to understand the insight from the commissioned report to apply a COVID-19 'impact lens' to the 2019 economic profile, and to identify priorities (including a consideration of horticulture and viticulture).
Action 2	Work with partners to align reset activities most relevant to the rural area, including those from the digital and the visitor economy themes (including partnership working between the SDNP and Experience West Sussex). (EGP)
Action 3	Support the West Sussex Growers Association's new study on 'understanding of the horticulture sector in the county', including an economic assessment and consideration of aligning approaches to the environment and energy.
Action 4	Ensure final delivery of the LEADER Rural Grants Programme to support jobs and business growth in the rural economy. (EGP)

### **How Government could help**

- Adopt a nuanced approach to the existing Government support package including the tapering of the furlough scheme, to reflect the status of sectors at that time and factors such as seasonality in businesses cashflow and employment.
- Put in place measures to safeguard rural public transport services.

### **Theme 4: Enabling business start-ups, business survival and business adaptation**

#### **Current position and key challenges**

- The business landscape is multi-faceted and evolving. We are seeing businesses close or struggle to survive; workers being made redundant; many re-opening under 'new normal' conditions as lockdown has eased; and some thriving during the immediate crisis - the business sector is often the key factor in how a business is impacted by COVID-19.
- The focus of support for businesses and the self-employed to date has been the Government support package, amounting to multi-billions of

pounds and including the Coronavirus Job Retention Scheme, business grants and some business rates holidays administered by the Districts and Boroughs, and business advice from the LEP Growth Hub and other business groups.

- Despite the spend by Government many businesses, company directors and freelancers have not been eligible for support, with many not wanting to take loans. Rent pressures are building for many.
- Individual or groups of businesses (sometimes through federations or membership groups) have been articulating the challenges they face and the support they are seeking, and this will be highly fluid in the coming weeks and months – current themes include financial issues and cashflow, supply chain disruption and synchronisation, and exporting challenges and costs.
- Those who run co-working spaces have made representations to the County Council and partners on the challenges faced by entrepreneurs and micro-businesses, highlighting the value of local supply chains, a theme that resonates more broadly across the economy.
- Some of the county's best-known businesses have set out their own ask of Government, such as Ricardo the global strategic engineering and environmental consultancy, who have been advocating for further consideration of workforce travel issues, the ability to receive international business clients, and the criticality of the movement of goods in the supply chain.
- Government has established ministerial-led taskforces to oversee how sectors closed during lockdown can reopen safely, and has hosted economic recovery roundtables with businesses, business representative organisations, regulators and leading academics on themes such as 'green recovery', 'backing new businesses' and 'the future of industry'.
- Despite the challenges there are some businesses and sectors who have reported an increase in turnover during the pandemic, including food retail, distributors of goods purchased on-line, and those with goods and products that play a role in responding to the pandemic. It will be important to maximise any opportunities as they arise.
- Strong themes are emerging for approaches to business and organisations' adaptation, including those that are technology led, prioritise the environment, and support wider public health. As a major employer in the county the County Council has a role to play in leading by example.

### **County Council's immediate response working with partners**

- Convened the West Sussex COVID-19 economy officers' group also involving the LEP and the SDNP, as an extension to existing arrangements to collaborate on economy matters. The group has played an important role around the delivery of the Government Support package for businesses, and on collating weekly reports on the impact of COVID-19 on the economy, which have been widely circulated.

- Established advice and sign-posting information for businesses on the County Council web site and Business West Sussex.
- Sought to support local businesses where possible through the County Council's response to the crisis, particularly on the Community Hub's approach to the provision of food and supplies to vulnerable residents, and the PPE cell's approach to sourcing from local companies.
- Tracking business intelligence, including the findings of any business surveys, to inform the reset approach and actions.
- Working with the representatives of micro and small businesses to identify immediate actions to support their needs.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Take a highly proactive approach to any further Government initiatives and seek to secure benefits for the county. <i>(IF)</i>
Action 2	Produce a monthly business and data intelligence tracker to inform the reset approach and actions. <i>(IF)</i>
Action 3	Ensure current Economic Growth Plan business support activities are adapted and effective in supporting businesses and business start-ups through the reset phase. These include the 'live' European Regional Development Fund (ERDF) supported Hot House Programme (also funded by the local authorities); and the bids for ERDF for the RISE innovation project in partnership with the University of Brighton. <i>(EGP)</i>
Action 4	Work with partners (including the C2C Growth Hub) on opportunities to support local businesses as business needs become clearer, and as opportunities arise. <i>(EGP)</i>
Action 5	Ensure up to date information and sign-posting to support and advice for businesses on the County Council web site and Business West Sussex web site. <i>(EGP)</i>
Action 6	Work with the representatives of micro and small businesses to explore 'buy local' activities and promote initiatives where appropriate.
Action 7	As a major employer in the county, seek to model approaches to organisational adaptation, including through the adoption of technology to enable smarter working, through prioritising the environment through the adoption of the Climate Change Strategy 2020 - 2030, and through promoting well-being as advocated in the Annual Public Health Report 2019/20 'Good jobs for good health'.

### **How Government could help**

- Continue to adapt the Government's business support package to prevent further business failure among viable businesses (e.g. in response to rent pressures consider the 'furlough' for unusable commercial floorspace supported by the British Property Federation and British Retail Consortium).
- Invest in businesses and sectors to help them adapt and innovate for the long-term (recognising that EU funding for business support and innovation activity is concluding).

- Recognise and respond to the challenges some business face around the movement of goods and people due to restrictions on international connectivity.
- Use climate investments to support business recovery and jobs.

### ***Theme 5: Enabling an employment and skills reset***

#### **Current position and key challenges**

- The impact of COVID-19 on people and the numbers who will find themselves out of work cannot be underestimated.
- Unemployment levels are increasing dramatically, with the only `real-time` data (modelled monthly claimant count) showing a 96% increase in the claimant count between March and up to 9th April across the county, with Arun and Mid Sussex showing the highest increases in this period – we also know many locations have very high percentages of jobs in the sectors most at risk from COVID-19 including Crawley and Bognor Regis.
- Many who are finding themselves out of work or facing significant job insecurity are experienced, high skilled individuals across a wide age profile.
- The education, skills and employment landscape are being severely impacted, including opportunities for school leavers, apprenticeship provision, the impact on further and higher education settings, and graduate employment, with some referring to the risks around a `lost generation` of 18-24 year olds.
- Many of our learners in key transition year groups, will have had little or no face to face tuition since March 2020.
- History shows that school leavers are usually hardest hit following a recession in terms of financial health. Many suffer longer spells of unemployment, and slower pay rises, than people with degrees.
- The first rung in the employment ladder for many young people are in the sectors most hit by COVID-19.
- In West Sussex, the Chichester College Group, the University of Chichester and independent training providers are directly impacted, along with many young people transitioning into post-16 education, or already in these settings.
- The finances of these providers will be negatively impacted by the loss of international students and the constraints/ costs of implementing social distancing across their sites.
- Funded pre- employment support is a key requirement for many in the NEET cohort and was in short supply even before Covid-19. Given the anticipated increase in NEETs, identifying appropriate support of this type will be important in any reset plan.
- Nationally the higher education sector is estimating a £6.3 Billion funding shortfall, with much of that from potential loss of international students, and universities and all formal settings are having to plan operations under new social distancing arrangements.
- Creative approaches, and a willingness and ability for collaboration between schools, further and higher education, providers and employers

are likely to be key to the 'class of 2020' entering the labour market, with sectoral and geographic considerations likely to be needed.

- The Chancellor announced a new 'Plan for Jobs' as part of his Economic Statement on 8 July, focussing on apprenticeships, traineeships, investment in the National Careers Service, and a 'Kickstart Scheme'. It will be vital to ensure we make the most of these opportunities for the county's residents and employers.

### **County Council's immediate response working with partners**

- Education and Skills have been responding to the immediate situation regarding schools, and highlighting key issues relating to post 16.
- Careers Advisers have been contacting schools to offer support for Year 11 students who do not have an offer of a place for September 2020 and are at risk of being NEET.
- WSCC, ESCC and Brighton and Hove are working with the Sussex Learning Network to develop a collaborative 'pan Sussex' approach to ensuring education and training at all key stages is available locally; that learners of all ages are aware of them, including mature learners and employers; and progression pathways are highly visible.
- The School Effectiveness Team have established cross-functional Covid-19 Recovery working groups to support schools, including curriculum, leadership and governance and transitions and admissions.
- Work has started to develop the Adult Learning Curriculum to focus on Skills and Employability.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Position the Council's officer 'Skills Governance Board' to enable a cross-service approach to skills, and a coordinated COVID-19 response including on engagement with partners. Service membership to include economy, young people and learning, children, adults, communities, HR and apprenticeships, public health, insight and intelligence. (IF)
Action 2	Map the employment and skills landscape in the county to inform planning of the COVID-19 response, initially prioritising the response to the Government's 'Plan for Jobs' announced in July. (Mapping to include secondary schools, colleges, local universities, independent training providers, Sussex Learning Network, the Council's sub-contracted adult learning providers, the Journey to Work Programme, the Synchronise Partnership, the LEP Skills Board and enterprise advisor network, and the roles of the Department for Work and Pensions and the Department for Education).
Action 3	Explore the potential for a strategic coalition of partners and business to identify and address the significant education, engagement, employment and skills challenges arising from COVID-19, with the potential for collaboration across East and West Sussex and Brighton and Hove. Work towards an agreed action plan with resources and roles agreed. Review and refresh the case for devolving skills to local government across Sussex. (IF)
Action 4	Review and agree a way forward for the Economic Growth Plan skills and workforce activities, including the mature workforce programme, the Full STEAM ahead initiative for young people, and the apprenticeship levy scheme for businesses. (EGP)



Action 5	Progress the Education and Skills activities in response to COVID-19 including support for those at risk of being NEET; local education and training provision awareness and the re-set of the adult learning curriculum; and schools recovery work.
Action 6	Fully utilise the apprenticeship levy scheme in the County Council, providing reskilling opportunities for staff, and to highlight opportunities to develop green skills to deliver our ambitious Climate Change Strategy 2020 – 2030.

### **How Government could help**

- Work with Councils to enable them to play a key role in bringing employment and skills initiatives together, including those set out in the `Plan for Jobs` on 8 July.
- Consider further initiatives to support re-training and re-skilling of adults who find themselves out of work due to COVID-19.
- Consider devolving responsibility for skills to the Sussex local authorities.

### ***Theme 6: Protecting and reviving tourism and the visitor economy***

#### **Current position and key challenges**

- VisitBritain has estimated the tourism sector will lose £37bn from the impact of Covid-19 (a £15bn drop in income from overseas visitors and £22bn lost from domestic tourism). At the start of the year VisitBritain had estimated the British tourism business would generate income of £107bn in 2020.
- In 2018 the value of the tourism sector in the county was estimated at 2.05bn supporting 37,000 jobs. The impact on the tourism sector was immediate with virtual shutdown overnight, including Gatwick airport, coastal and rural destinations, and with many staff furloughed.
- The wider hospitality and leisure sector have been equally impacted, also effectively shut down during lockdown across the county other than some home-delivery and take-away services.
- This situation has been exacerbated through the timing of the pandemic starting at the beginning of Spring and enduring over Easter, the May bank holidays and the early part of the summer season, with many businesses facing a cash flow crisis over refunding of customer payments.
- Government confirmed the `re-opening` of the sector from 4 July in accordance with operational guidelines. The Chancellor has subsequently announced VAT in restaurants, hotels and cinemas will be cut from 20 per cent to five per cent to January 2021, and a national `eat out to help out` to support businesses and to help retain jobs. Time will tell the extent to which businesses are viable under `new normal` conditions.
- Major events make a significant economic contribution, and the county's event companies include some of those most at risk.
- Culture, arts and heritage venues have also been extensively impacted, and many are likely to remain closed for some time due to COVID-19 restrictions. The Digital, Culture, Media and Sport Secretary has announced a £1.57 billion package of emergency support to help arts,

heritage and cultural institutions, and that from 11 July performing artists can put on outdoor performances to socially distanced audiences.

- The county's strategy in the short to medium term will need to focus on local and domestic markets and consumers, with international markets likely to be much slower to recover.
- The sector is an important asset and contributor to the 'place' of West Sussex, drawing on the distinctive high quality natural environment, contributing to quality of life and health and well-being, the character and distinctiveness of the county, and the attractiveness to businesses and employees, and so has a wider contribution than the immediate economic contribution and associated jobs.
- Sustainable and responsible tourism should underpin the approach to help secure for the longer term the environmental gains from the COVID-19 crisis, such as improvements in air quality, increased access to nature and increased use of sustainable active travel.

### **County Council's immediate response working with partners**

- The Experience West Sussex Partnership (hosted by the County Council and made up of all the Districts and Boroughs) is taking a highly proactive approach to support the sector where possible and is working closely with Visit Britain, including on the re-opening of the sector in July.
- Marketing activity switched to engaging consumers through virtual tours, on-line activities, and the #WestSussexWishlist, with marketing content ready to go to promote the county.
- Business support and advice has been channelled across the sector, and high-profile webinars have been hosted with Sussex Chamber, the LEP Growth Hub and the South Downs National Park featuring major attractions and other industry organisations, and with high levels of engagement from local MPs with around 900 people viewing across the three webinars.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Reset the Experience West Sussex partnership plan for 2020/21 to support the urgent needs of the sector due to Covid-19, with a focus on countywide leadership and destination resilience; business survival and resilience support; marketing and communications to align with the national Visit Britain 'good to go' programme and local visitor messaging; and strengthening traditional low season capability. (EGP)
Action 2	Agree and progress a visitor marketing plan in response to COVID-19 with phase 1 focussed on support local / discover local (residents, visiting friends and family, neighbouring areas), phase 2 on London and the South East, and phase 3 international working as part of the Gateway Gatwick group, all underpinned by building consumer confidence. (EGP)
Action 3	Progress work to assess and highlight the impact of COVID-19 on the sector in the county, including the impact of the aviation sector crisis on international visitors through Gatwick, the cancellation of multiple major events, and the closure of multiple attractions, accommodation and hospitality businesses. Use this work to inform plans, lobby for the sector, and underpin any opportunities for tourism destination funding. (IF)
Action 4	Explore a pan Sussex approach to capitalise on the Sussex brand and create efficiencies of scale, initially considering business support,

	marketing/PR, and positioning for tourism destination funding (such as a tourism zone or Visit Britain DEF funds). (IF)
Action 5	Work with partners to ensure the county maximises the opportunities of Government support and initiatives, including the emergency support to help arts, heritage and cultural institutions; the VAT reductions for restaurants, hotels and cinemas; and the `eat out to help out` scheme.

### How Government could help

- Recognise the wider benefits of the sector to places and communities, and the particular challenges the sector is facing, to ensure the changes to the Government support package do not put at risk the sector in the long term (there are concerns the withdrawal of the furlough scheme will disproportionately impact tourism and hospitality businesses).
- Continue to work closely with Visit Britain on supporting the sector to recover, and look to local destination partnerships as strategic leaders to support recovery in places.

### ***Theme 7: Enabling a health and social care market for the future***

#### **Current position and key challenges:**

- The Social Care Market in West Sussex is made up of over 500 registered providers and over 25,000 people<sup>2</sup> are employed in social care in the county. Those headlines cover a mix that ranges from small, locally based providers to large national companies, several of which are publicly quoted. Within older people's care services, the market is highly dependent on self-financing customers who buy around 50% of the available residential beds, whereas in the disability sector the County Council is the dominant buyer.
- Even though it is a minority purchaser, the County Council has budgeted to spend over £270m in 2020/21 in supporting the care needs of people who been assessed as meeting the eligibility criteria in the Care Act. Based on an overall market share of 30% and taking into account the Competition and Market Authority's estimate that self-funders pay on average 41% more than local authorities for an equivalent placement, this suggests that the value of the sector to the economy in West Sussex is over £1bn.
- The impact that Covid-19 is having on the sector, and the County Council's response, is outlined below. Despite this, it is inevitable that there will be provider failure. In that context the loss of some suppliers will be more significant than others and so it will be essential that the County Council responds pro-actively to the opportunities that this will create, rather than aiming to retain the status quo. The fact that the Care Act gives it an overarching responsibility to ensure sufficiency of supply in the market as a whole adds further to that need.

<sup>2</sup> <https://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/local-information/My-local-authority-area.aspx>

- In 2019 the Council published its [Adult Social Care Vision and Strategy](#) which describes a vision based on strengths and assets, community led solutions, prevention and reablement, supporting independence, and with a focus on integration, co-production and support for carers. Largely this vision remains unchanged and if anything is even more critical in the current landscape as we consider the economic impacts and recovery from Covid-19. It also implies a need to influence the shape of the market so that the provision which is available shifts to a mix that consists of fewer traditional-style residential beds and a greater element of community-based care.
- A Commissioning Strategy and Market Position Statement for Older People is also in development, and whilst the economic landscape and the market position may change over time and as a result of the pandemic, the focus remains likely to be on prevention, community led support, alternative models of supporting people within their home and communities wherever possible, and for people at the highest level of vulnerability; appropriate nursing and dementia provision.
- Health and Social Care has been substantially and critically impacted by Covid-19, with unprecedented change required in legislation, practice, provision, and service delivery in order to maintain support to the most vulnerable people in West Sussex. The key challenge is now understanding the impacts, the evolving challenges and working towards a plan for recovery.
- Prior to Covid-19, health and social care in West Sussex had a series of economic considerations which presented key challenges and were recognised and considered in our strategic vision and approach to commissioning from the market. These remain part of our core focus and include the following;
  - West Sussex has a considerably older age profile compared to England with a higher proportion of over 65s and comparatively fewer residents aged 15-39. This is a challenge both in terms of demand for services and in sufficient workforce to meet the needs of the older population.
  - In addition, one of the challenges faced in working with the market in West Sussex is that the council purchase a relatively small proportion of the total numbers of residential and nursing home beds and domiciliary care provision.
- As a result of Covid-19 the immediate economic challenges on the health and social care market, in addition to those already identified include:
  - Staffing and Infection Control – A positive impact has been some ability in parts of the market to attract much needed recruitment into care from other industries. However, this is balanced by new challenges for providers on how they manage their workforce and keep their staff safe now and in the future, with a reduction of staff movement to reduce the potential spread of infection. A continued economic challenge will be ensuring sufficient workforce to support people safely in a range of support settings.

- Provider Sustainability and loss of provision - Providers costs have increased during Covid-19 with significant increases for example in PPE costs, additional staffing costs to cover isolation periods, cancelled services and increased travel. A number of services have also had to restrict admissions during the pandemic. This has and will result in vacancies and therefore reduced income which will no doubt present a financial pressure to many businesses and a resulting loss of provision within the market.
- West Sussex has already experienced an unprecedented number of home closures in the last 18 months. Whilst the county has been relatively well served with residential provision, further losses, and particularly in specific areas of the County and supporting more complex needs will no doubt have an impact. This impact is likely to be on support services for those people with most complex needs such as nursing and dementia who are unable to continue living in their own home.

### **The County Council's immediate response working with partners**

- The health and social care system have a long history of partnership working including formal joint commissioning arrangements and associated governance structures. These have been built on and reinforced during this crisis and it is anticipated that the system-learning will be carried forward into sustainable and resilient longer-term integrated working.
- The system has worked robustly together to plan and implement a range of measures to respond to the challenges presented by COVID19. Those focused on supporting the economic challenges specifically have included:
  - Care Home Support – The full details of this support has been articulated in response to the request for Care Home Resilience plans, [submitted to the government on the 29 May 2020](#). Some of the [support identified includes](#) training programmes, strengthened clinical support, detailed communications through newsletters and forums, development of an integrated incident management system, and a multi-agency provider response team.
  - Recruitment – the Council's '[Proud to Care](#)' team are working alongside the Care and Business Support team to assist with workforce issues in the market including active support with recruitment, and social media messaging about working in care, adapting plans to focus on furloughed workers, distance recruiting and using agency staff safely.
  - Financial Support – for services supporting customers who the County Council funds, a [financial package of support to care providers](#) has been agreed including, 20% uplift for domiciliary care, 10% uplift to other care providers over a 3-month period, upfront payments to day centres for people with learning disabilities and swifter payments to support cash flow. The County Council's share of the £600m Infection Control Fund of £13.4m is also a priority focus to distribute to services based on the requirements of

the fund. This will also be available to providers with whom the County Council does not contract.

- A significant early partnership development to meet our hospital discharge requirements and to consistently and efficiently source care from the market was seen in the development of multi-agency hospital discharge and placement finding teams, incorporating Council and NHS staff. There is significant learning on the benefits of working in this way that will no doubt inform and influence our working in the future.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Progress the Adults and Health Covid-19 <a href="#">Action Plan for Social Care</a> which highlights the next steps in detail and presents a plan to reflect on and learn from our immediate responses, considers retaining the initiatives and developments already in place and further actions to develop with partners as the position evolves. This includes but is not limited to support for providers, contingency planning, workforce support, and financial considerations.
Action 2	Work with partners on the risk around potential provider failures detailed in the plan to manage the impacts, and to respond accordingly to support sustainability of crucial provision and understand the changing landscape for demand and thus future development. Whilst the strategic priority remains to support people in their own home wherever possible, the potential collapse of residential provision, particularly for people with dementia and nursing needs may have a significant impact on our ability to support the most vulnerable people. Therefore the business will be exploring the potential for commissioning blocks within services to enable financial sustainability as well as provision of much needed capacity.
Action 3	Ensure a renewed focus on the strategic priorities to enable delivery of the vision and strategy with partners, to manage the impacts on the market, and to enable alternative solutions to people who require care and support across the County.
Action 4	Continue to work with residents that are self-funders to understand the true implications of their care choices in financial terms both to them and, should their funding run out, the implications for the Council in terms of cost and choice.

### **How Government could help**

- Government can help by addressing the significant risk nationally on certain parts of the market collapsing under the financial strain of the impacts of Covid-19. Whilst financial support has been given to providers to cover initial costs, and for infection control, the impact of reduced income on an already fragile market could lead to the demise of a number of services. Left unmanaged, this will create financial risk for the County Council if a reduction in supply translates into an increase in price competition.
- With so much of the health and social care market reliant on a stable workforce, which has been under significant pressure as a result of the pandemic, the government could help by reflecting the value of the social

care workforce both in relation to its profile and importance and in appropriate funding and practices to recognise value.

- Care home providers are telling us that they have real worries about risks of litigation and judicial review given that guidance is not always timely and consistent. We are keen that government is aware of these concerns and seek its support in reassuring providers in this regard.
- Providers are also reflecting concern of managing a second wave of infection and that support is likely to be needed over an extended period should this occur. The government could help by considering longer term financial impact and support.
- A sustainable financial settlement for local authorities for adult social care. The Covid-19 crisis has highlighted yet again that it is a false economy to increase funding for the NHS without providing a matching level of additional resources for social care. Unless this is addressed as a priority action, the knock-on implications for the economy in West Sussex are certain to be significant.

### ***Theme 8: Enabling a digital technology focussed reset***

#### **Current position and challenges**

- Prior to Covid-19 UK digital infrastructure lagged behind internationally. The industry was, and still is working to “catch up” and central government is pushing this agenda.
- West Sussex’s position is typical within the UK in terms of speed and coverage for broadband and mobile technology. The County Council’s strategic focus is on full fibre infrastructure. This will encourage the market to invest in connectivity now, and to future-ready ourselves for new technologies. This focus remains highly relevant in the current climate.
- The pent-up demand has increased exponentially with covid-19. As an example, homeworking has seen daily Zoom video conferences soar from 10 million to 200 million in 3 months during lockdown. Throttling of speeds has been implemented to cope with demand - not such an issue on consumer apps, but a real issue if applied to the future delivery of critical public services and a risk consideration for any business. This has shown how critical the quality of our fibre network is and will be.
- The digital divide has been exacerbated. The most digitally excluded are further impacted by social distancing, relying on digital services (from on-line shopping to virtual school lessons) they can’t access through poor infrastructure including in some rural areas, limited digital skills or access to devices.
- Despite any partial offsetting of demand due to a covid-19 financial crisis, it is generally assumed that given our reliance on connectivity for societal resilience and business continuity, demand will continue to increase and that shifts in consumer and worker behaviour including more home-working are likely to stay.
- There has been an increase in anti 5G sentiment citing concerns for public health and the environment. The focus is on what the council’s 5G plans

are and our role in roll outs. Currently we have consistent countywide messaging recognising that councils have very limited influence on commercial deployments and cannot rely on planning to manage sites.

- Covid-19 significantly impacted the delivery of inflight digital infrastructure projects prior to, and in the early part of lockdown. Some lost time has been recovered and slippage has been pulled back to between 1 and 4 months across projects.
- Now is the time to accelerate work to maximise the application of digital infrastructure to benefit the economy, business and skills, and support the priorities across the other reset themes.

### **County Council's immediate response working with partners**

- WSCC's Digital Infrastructure Team has continued to work closely with District and Borough partners and suppliers to deliver in flight projects. Where funding is external including Local Growth Funding, Covid-19 impact assessments have been provided to funders.
- The Digital Infrastructure Team has continued to work with the Districts and Boroughs on the strategic direction of the County's digital agenda, including on assets, the application of technology and Open Market Review mapping activities.
- The Digital Infrastructure Team welcomed the Highway Authorities and Utilities Committee guidance on the building of network during lockdown and are well placed to influence via highways colleagues.
- The economy team paused on a new programme of work on the application of digital infrastructure to benefit the economy, business and skills due to COVID-19 redeployment to support the community hub.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Continue to work with the Districts and Boroughs on the strategic direction of the County's digital agenda, including on assets, the application of technology and Open Market Review mapping activities.
Action 2	Work with DCMS to deliver the West Sussex Rural Gigabit Voucher top up scheme. The West Sussex Full Fibre Programme funded by the retained business rates pool pilot has approved £2.85m for a joint scheme with DCMS to boost rural connectivity. Eligible residents and SMEs will benefit from a single and increased voucher value of £4,000 towards the cost of securing gigabit capable infrastructure.
Action 3	Work with Mid Sussex DC, Horsham DC and Crawley BC to deliver the Converged Fibre Connectivity project that will build a duct and fibre spine between Burgess Hill, Horsham and Crawley via rural areas and key economic hubs. Joint funded with the LEP (£2m), the subsequent commercialisation of the network will bring significant increases in GVA and other productivity measures.
Action 4	Kick start a programme of work with the District and Boroughs to stimulate demand across non digital businesses to increase resilience, increase innovation, reach new markets, and drive down overheads. In tandem with this, apply user centred design around applications in specific sectors or settings to consider how technology can be used to meet economic challenges and opportunities. (EGP/IF)



## **How Government can help**

- Recent changes to the Electronic Communications Code have simplified the planning process for telecommunications companies to deliver 5G services. Local Authorities would welcome Government addressing communities' questions in relation to 5G technology and provide clarity on the role of Councils in this activity and highlight this to the public.
- Given the accelerated demand for resilient digital infrastructure, local authorities would welcome any early sight on anticipated changes and be clear about local authorities' role in working with telecoms stakeholders e.g. an anticipated extension of business relates relief on digital infrastructure.
- From the COVID-19 lessons learnt, local authorities would welcome early guidelines that apply to digital infrastructure build should a similar scenario develop in the future (e.g. from local lockdowns) e.g. deployment of smaller gangs, safe surveying, access to unmanned exchanges or end user premises.
- Ensure committed Local Growth Funding remains allocated to projects important to helping to stimulate economic recovery.

## ***Theme 9 – Embedding climate change and the environment into the reset***

### **Current position and challenges**

- The Government's 25 Year Environment Plan and the UK's commitment to achieving Net Zero greenhouse gas emissions by 2050 underpin the national strategic position on the environment.
- Environmental benefits arising from the COVID-19 lockdown have been highlighted by many different groups including improvements to air quality, greater appreciation of nature and an increased ability to cycle and walk locally. There is a great deal of attention being given to ensuring the UK's 'recovery pathways' protect the environment and reduce the impact on climate change.
- The Committee on Climate Change (CCC), who act as independent advisors to government, have advocated for the importance of delivering a stronger, cleaner and more resilient economy, including through using climate investments to support economic recovery and jobs.
- More than 200 top UK firms and investors have called on the government to deliver a Covid-19 recovery plan that prioritises the environment. They advocate for investment in low carbon innovation, infrastructure and industries, which should focus on sectors that can best support the environment, increase job creation and foster recovery, whilst also decarbonising the economy.
- The Chancellor announced on 8 July a £3 billion green investment package projected to support around 140,000 green jobs and to upgrade homes and public buildings to reduce emissions.

- The low carbon economy and demand for green jobs are forecast to grow faster than traditional industries as the nation transitions to a net zero economy.
- The County Council is progressing its Climate Change Strategy, confirming an ambitious target to be carbon neutral by 2030 and with a commitment to support and grow our local green economy (subject to formal adoption in July 2020).
- The Council is already progressing a range of green energy and sustainability initiatives which support the environment and the low carbon sector, and opportunities will be explored to do more as they arise.
- The County Council is a key partner with the Sussex Local Nature Partnership (LNP). The LNP has called upon partners to embed 5 principles they would like to see as part of an integrated approach to recovery: Place making, health and well-being, restoration economy, build back better, and leadership.

### **County Council's immediate response working with partners**

- Accelerated the timeline for approval of the Climate Change Strategy 2020-2030 to ensure the commitments can be aligned with and integrated into COVID-19 recovery planning.
- Engaged with partners on the Climate Change Strategy to understand opportunities to align ambition and resource on climate change across West Sussex, regionally and nationally
- Provided immediate support for the re-opening of high streets and workplaces through encouraging and enabling walking and cycling.

### **Next steps to shape the approach for the coming months and beyond**

Action 1	Progress the key commitment in the Council's Climate Change Strategy (subject to formal adoption) to support and grow our local green economy, including through agreeing actions as part of the Climate Change Strategy delivery plan.
Action 2	Initially progress opportunities to support and grow our local green economy through 'green tourism'; seeking to take advantage of natural capital investment funding when available; continuing to develop partnerships to encourage sustainable businesses and energy innovation; progressing sustainable energy solutions for business parks and industrial estates; and considering 'green skills and jobs' as an employment and skills reset theme.
Action 3	Ensure the principle of embedding climate change and the environment into the reset are reflected in the actions in the other 8 reset plan themes.
Action 4	Progress strategic partnerships and potential projects in support of the economy reset, including with the Sussex Local Nature Partnership based on its 'Clean Growth Principles', and with the C2C LEP and the South2East Local Energy Strategy.

### **How Government could help**

- Provide leadership to ensure the UK's 'recovery pathways' protect the environment and reduce the impact on climate change, and to ensure the

low carbon economy and green jobs are integral to economic recovery as we strive to achieve Net Zero greenhouse gas emissions by 2050.

- Ensure that any recovery package includes nature. The current crisis reminds us that our economy and the health of society are dependent on a flourishing natural world.
- Use climate investments to support economic recovery and jobs. The Committee on Climate Change previously identified a detailed set of investments to reduce emissions and manage the social, environmental and economic impacts of climate change.

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