

Public Document Pack

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A meeting of the **Cabinet** will be held in Committee Room 2 at East Pallant House Chichester on **Tuesday 7 February 2017 at 09:30**

MEMBERS: Mr A Dignum (Chairman), Mrs E Lintill (Vice-Chairman), Mr R Barrow, Mrs P Hardwick, Mrs G Keegan, Mrs P Plant, Mrs S Taylor and Mrs C Purnell

AGENDA

1 **Chairman's Announcements**

The chairman will make any specific announcements for this meeting and advise of any late items for consideration under agenda item 17 a) or b).

2 **Approval of Minutes** (pages 1 to 24)

The Cabinet is requested to approve as a correct record the minutes of its meeting on Tuesday 10 January 2017.

3 **Declarations of Interests**

Members are requested to make any declarations of disclosable pecuniary, personal and/or prejudicial interests which they might have in respect of matters on the agenda for this meeting.

4 **Public Question Time**

In accordance with Chichester District Council's scheme for public question time and with reference with to standing order 6 in Part 4 A and section 5.6 in Part 5 of the Chichester District Council *Constitution*, the Cabinet will receive any questions which have been submitted by members of the public in writing by 12:00 on the previous working day. The total time allocated for public question time is 15 minutes subject to the chairman's discretion to extend that period.

RECOMMENDATIONS TO THE COUNCIL

5 **Budget Spending Plans 2017-2018** (pages 25 to 33)

The Cabinet is requested to consider the agenda report and its three appendices and to make the following recommendations to the Council:

That the Council approves:

- (a) A net budget requirement of £12,362,700 for 2017-2018.
- (b) An increase in council tax by £5 from £145.81 to £150.81 for a band D equivalent in 2017-2018.
- (c) An increase in the Investment Opportunities Reserve by £470,600.
- (d) An adjustment in the transfer to the Investment Opportunities Reserve above should the final settlement differ (by way of an increase or decrease) from the provisional settlement.

It is also requested to consider the following matters:

- The capital programme, including the asset renewal programme (appendix 1c and 1d).
- The current resources position (appendix 2).
- The budget variances included in the Draft Budget Spending Plan as set out in appendix 1b including growth items.

6 Draft Treasury Management Strategy for 2017-2018 (pages 34 to 37)

The Cabinet is requested to consider the agenda report and its four appendices and to make the following recommendations to the Council:

That the Council approves:

- (a) The Treasury Management Policy and Treasury Management Strategy Statement for 2017-2018 as contained in appendix 2 of the report.
- (b) The Investment Strategy 2017-2018 as detailed in the Treasury Management Strategy Statement.
- (c) The Prudential Indicators and Limits for 2017-2018 included in the report at appendices 2 and 4.
- (d) The Minimum Revenue Provision statement for 2017-2018 included at appendix 4.

7 Initial Project Proposals 2017-2018 and Corporate Plan (pages 38 to 40)

The Cabinet is requested to consider the agenda report and its six appendices (the last of which is a Part II exempt document*) and to make the following two resolutions and the recommendation to the Council:

That the Cabinet approves:

- (1) The Initial Project Proposals for 2017-2018 attached in the appendices and
- (2) £50,000 funding from Council reserves to undertake appraisals/feasibility

work as indicated in para 5.2 of the agenda report.

That the Council agrees that the Corporate Plan approved in December 2015 remains unchanged for the year 2017-2018.

[*Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A to the *Local Government Act 1972*.]

8 Revised Local Development Scheme 2017-2020 (pages 41 to 45)

The Cabinet is requested to consider the agenda report and its appendix and to recommend to the Council that it approves the revised Local Development Scheme.

9 Community Led Housing Fund (pages 46 to 52)

The Cabinet is requested to consider the agenda report and its appendix and to make the following recommendations to the Council:

That the Council:

- (1) Notes that funding of £1,386,067 has been allocated for the 2016-2017 financial year from the government's Community Housing Fund to support community led housing developments.
- (2) Approves delegated authority being given to the Head of Housing and Environment Services, following consultation with the Cabinet Holder for Housing and Environment Services, to approve the spend of these funds in line with the government guidance issued with notification of the award (appendix 1) and the Council's adopted Housing Strategy.

KEY DECISIONS

10 Overview and Scrutiny Committee Call-in of Evening Car Parking Charges (pages 53 to 56)

The Cabinet is requested to consider the agenda report and the recommendation made by the Overview and Scrutiny Committee (OSC) at its special meeting on 24 January 2017 namely that the Cabinet reconsiders the decision it made on 10 January 2017 with respect to the introduction of evening car parking charges at the New Park Centre and Northgate car parks by taking into account the following comments made by the OSC namely:

- (1) Identifying only the two car parks for the introduction of evening car parking charges is unfair and targeted to the city.
- (2) An increase in all current car parking charges in all the district's car parks during current charging hours would be a more fair and equitable means to increase car parking charges.

11 **Historic Environment Strategy and Action Plan** (pages 57 to 59)

The Cabinet is requested to consider the agenda report and its two appendices and to make the following resolutions:

- (1) That the principles and approach to achieving protection and conservation of the historic environment within the district as set out in the Historic Environment Strategy and Action Plan, attached as appendix 1 to this report be agreed.
- (2) That the Strategy and Action Plan be approved and endorsed as part of the evidence base for the review of the Local Plan and be published on Chichester District Council's website.
- (3) That authority be delegated to the Head of Planning Services to enable minor typographical amendments to be made to the document prior to publication.

12 **Selsey Haven** (pages 60 to 64)

The Cabinet is requested to consider the agenda report and its two appendices and to make the following resolutions:

- (1) That subject to partnership funding remaining in place, funding of £25,000 from reserves be allocated towards:
 - a. a technical and financial report that includes possible operational models and a five-year business case;
 - b. a wider socio-economic assessment to assess the benefits of a haven to Selsey;
 - c. legal advice and other ancillary project costs.
- (2) That the Head of Housing and Environment Services be authorised to approve expenditure of the above funds.

OTHER DECISIONS

13 **Closed Churchyards and Burial Grounds - Essential Repairs and Maintenance** (pages 65 to 69)

The Cabinet is requested to consider the agenda report and its appendix and to make the following resolutions:

- (1) That £65,000 be allocated to carry out essential repairs to structures in the District's closed churchyards and burial grounds.
- (2) That an annual maintenance budget of £10,000 be allocated to maintain structures to an acceptable standard.

14 **Developing a New Strategy for the Visitor Economy** (pages 70 to 77)

The Cabinet is requested to consider the agenda report and its appendix and to make the following resolutions:

- (1) That the support by the Overview and Scrutiny Committee for the proposed way forward as set out in this report and of the recommendations below be noted.
- (2) That it be agreed that Chichester District Council and Chichester BID open negotiations with the board of Visit Chichester (VC) with a view to redevelop VC to fulfil the functions and structure as set out in sections 6.1 and 6.2 of this report and if VC does not wish to take on these changes and fulfil these new functions, it is considered that Chichester District Council and the BID have the following options:
 - a) To bring management of the visitor economy in-house to Chichester District Council or
 - b) To establish a new destination management organisation (DMO) in line with the criteria set out in sections 6.1 and 6.2. If this option is to be followed then a report will be brought back to the Overview and Scrutiny Committee and to the Cabinet setting out how these arrangements will work and the timetable for implementation
- (3) That the potential annual partnership funding from Chichester BID be noted and the £50,000 annual partnership funding for five years from April 2017 to assist development of the District's visitor economy be approved.
- (4) That a strategic review as to how Chichester District Council can facilitate or encourage additional overnight accommodation to be developed in the District be sponsored.

15 **Public Spaces Protection Order - Control of Dogs Consultation Exercise** (pages 78 to 80)

The Cabinet is requested to consider the agenda report and its three appendices and to make the following resolutions:

- (1) That the Head of Housing and Environment be authorised to carry out a consultation exercise relating to the matters included in the draft Public Spaces Protection Order – Control of Dogs.
- (2) That the attached draft Public Space Protection Order – Control of Dogs and schedules and maps (appendices one to three) be approved for the purposes of that consultation.

16 **Chichester Contract Services Efficiency Review** (pages 81 to 84)

The Cabinet is requested to consider the agenda report and its appendix and to make the following resolutions:

(1) That the good overall report for Chichester Contract Services be acknowledged and, for the foreseeable future, the independent advice that the service should remain 'in-house' be accepted.

(2) That the actions set out in para 5.2 of the report be accepted.

17 Late Items

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

18 Exclusion of the Press and Public

The Cabinet is requested to consider in respect of agenda item 19 (The Novium Museum Options Appraisal) whether the public and the press should be excluded from the meeting on the following ground of exemption in Schedule 12A to the *Local Government Act 1972* namely Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

[Note The report and its appendices within this part of the agenda are attached for members of the Council and relevant officers only (printed on salmon paper)]

19 The Novium Museum Options Appraisal (pages 85 - 91)

The Cabinet is requested to consider the confidential agenda report and its four appendices and to make the following resolutions

- (1) That the recommendations from Overview and Scrutiny Committee be noted and that [which is to be determined by the Cabinet at its meeting] any of the options identified in section 5 of the report either be or not be discounted.
- (2) That the recommendation in para 2.2 of the report be approved.
- (3) That the recommendation in para 2.3 of the report be approved.
- (4) That the Cabinet Member for Commercial Services establish a member task and finish group with representation from the Overview and Scrutiny Committee for the reason stated in para 2.4 of the report and to report back to the Overview and Scrutiny Committee and the Cabinet.

NOTES

- 1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of 'exempt information' as defined in section 100A of and Schedule 12A to the *Local*

Government Act 1972.

2. The press and public may view the report appendices which are not included with their copy of the agenda on the Council's website at [Chichester District Council - Minutes, agendas and reports](#). unless they contain exempt information.
3. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. [Standing Order 11.3 of Chichester District Council's *Constitution*]
4. A key decision means an executive decision which is likely to:
 - result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates or
 - be significant in terms of its effect on communities living or working in an area comprising one or more wards in the Council's area or
 - incur expenditure, generate income, or produce savings greater than £100,000.

NON-CABINET MEMBER COUNCILLORS SPEAKING AT THE CABINET

Standing Order 22.3 of the Chichester District Council *Constitution* provides that members of the Council may, with the chairman's consent, speak at a committee meeting of which they are not a member or temporarily sit and speak at the Committee table on a particular item but shall then return to the public seating area.

The Leader of the Council intends to apply this standing order at Cabinet meetings by requesting that members should *normally* seek his consent in writing by email in advance of the meeting. They should do this by 12:00 on the day before the meeting, outlining the substance of the matter that they wish to raise. The word normally is emphasised because there may be unforeseen circumstances where a member can assist the conduct of business by his or her contribution and where he would therefore retain his discretion to allow the contribution without notice.



Minutes of the meeting of the **Cabinet** held in Committee Room 2 - East Pallant House Chichester on Tuesday 10 January 2017 at 09:30

Members Present Mr A Dignum (Chairman), Mrs E Lintill (Vice-Chairman), Mr R Barrow, Mrs P Hardwick, Mrs G Keegan, Mrs P Plant, Mrs S Taylor and Mrs C Purnell

Members Absent

Officers Present Mr S Carvell (Executive Director), Mrs J Dodsworth (Head of Business Improvement Services), Mr A Frost (Head of Planning Services), Mr S Hansford (Head of Community Services), Mr D Hyland (Community and Partnerships Support Manager), Mr J Mildred (Corporate Policy Advice Manager), Mrs T Murphy (Parking Services Manager), Mr S Oates (Economic Development Manager), Mr P E Over (Executive Director), Mrs D Shepherd (Chief Executive), Mr G Thrussell (Senior Member Services Officer), Mr J Ward (Head of Finance and Governance Services) and Mr T Whitty (Development Management Service Manager)

304 **Chairman's Announcements**

Mr Dignum welcomed the large number of members of the public, the two press representatives and Chichester District Council (CDC) members and officers who were present for this meeting.

There was one late item for consideration under agenda item 11 a) namely A27 Chichester Bypass Improvement Scheme Consultation, the report in respect of which had been circulated by way of an agenda supplement (which listed that matter as agenda item 13).

Mr Dignum announced that in view of the significant number of members of the public who were present the aforesaid late item would be taken immediately after the public question time session (agenda item 4) and before agenda item 5 (Southern Gateway) rather than be left until after agenda item 10 (South Downs National Park Authority Extension of Management Agreement).

Save as aforesaid there were no late items for consideration under agenda item 11.

No apologies for absence had been received and all members of the Cabinet were present.

[**Note** Hereinafter in these minutes CDC denotes Chichester District Council]

[**Note** For technical reasons outside the control of CDC the entirety of the audio recording made of this meeting failed]

305 **Approval of Minutes**

The Cabinet received the minutes of its meeting on Tuesday 6 December 2016, which had been circulated with the agenda (copy attached to the official minutes).

There were no proposed changes to the minutes.

RESOLVED

That the minutes of the meeting of the Cabinet held on Tuesday 6 December 2016 be signed and dated as a correct record without amendment.

Mr Dignum then duly signed and dated the final (fourteenth) page of the official version of the aforesaid minutes as a correct record.

306 **Declarations of Interests**

Mrs Lintill declared a prejudicial interest in respect of agenda item 8 (Petworth Skatepark Project) as the proposed site, Pound Street Car Park, abutted part of her garden. Accordingly she would withdraw from the meeting for the entire duration of this item.

Save as aforesaid there were no declarations of disclosable pecuniary, personal or prejudicial interests made in respect of agenda items for consideration at this meeting.

Mrs Shepherd stated that pursuant to section 33 of the *Localism Act 2011* and paras 6 (1) b. and c. and 12 (3) b. and c. of CDC's *Code of Conduct* the Monitoring Officer had granted a dispensation to all CDC members to enable them at this meeting and the forthcoming meeting of the Council on 24 January 2017 to participate in the discussion of and a decision on the aforesaid late item, namely A27 Chichester Bypass Improvement Scheme Consultation.

307 **Public Question Time**

A series of questions and representations had been received with regard to the late item ie the A27 Chichester Bypass Improvement Scheme Consultation. Copies of the same and the responses thereto prepared by officers had been circulated prior to the start of this meeting (copies attached to the official minutes).

Mr Dignum summarised the representations (text set out below). He stated that in order to include as many views and questions as possible, he had decided to make available copies of all questions (text set out below) but to take them as read. He then read out the in full each of the answers below to the questions.

The text of the representations, questions and answers is set out below.

Representations and Questions

(1) Representations

(a) North Mundham Parish Council

'It has recently become clear that Highways England's analysis of options for the A27 upgrade were formulated from a study of traffic volumes undertaken in 2010. This information was used to define the options within the Government's Road Investment Strategy (RIS), which limited the options presented for consultation last year. However a more recent and more sophisticated analysis of traffic volumes was completed in July 2014. We understand that this reveals a much higher percentage of through traffic on the A27 round Chichester. If these more recent statistics were used, then the potential for relieving the burden on the existing route by constructing a completely new by-pass would be far greater, and the cost benefit would be significantly improved.

Chris Grayling, the Secretary of State for Transport, has stated recently that he would be prepared to look at the possibility of re-running the A27 consultation subject to the agreement of Councils and the MP. Clearly there are implications for delaying the project, but it is of such significance that it is important to get it right.

In its response to the consultation this Parish, along with several others, urged that the exercise be run again with the opportunity to consider options for a northern by-pass. We believe that it is vitally important that the options for consultation should be informed by the use of the most recent and most reliable data.

We therefore ask that the Cabinet should support the call for a fresh consultation to include options for a northern by-pass. Cllr. Denia Turnbull will be attending the meeting and representing North Mundham Parish Council.'

(b) Mr Mark Hitchin

I understand that on the 10th Jan CDC's cabinet will be debating a request to Highways England to re run the flawed consultation on the A27 changes with the Northern Options included. I would strong urge the Cabinet to make this request for two reasons:

- 1) The process has been farcical and the local population have no faith in it.
- 2) A Northern Route is relatively cheap and solves the problem long term. Anything else will be a conspicuous waste of public money. It will also inconvenience far fewer people.'

(c) Mr Nicholas Reynolds

'The political prize for CDC is delivery of one of the five extant, comparatively low-risk, options in a reasonable time-scale and securing the identified productivity for

the greater Chichester community. To challenge the process at the wrong time will lead to the certain political pitfalls of delay, loss of funding, major cost overruns and, possibly, failure to deliver anything at all if the whole process is opened at this time.

After years of delay, the project was restarted in 2013 and incorporated into Road Investment Strategy 1. In developing options to take to consultation, the Highways England team carried out an early options assessment of both on-line and off-line options. This involved participation of CDC as members of the stakeholders' focus group.

The HE team ceased work on the off-line options once it was finally established that they did not comply with the commitments defined in the RIS. The work done at that time will ensure that HE robustly considered alternatives when, in due course, they present plans to the Planning Inspectorate.

Derailing the project to upgrade this route and on which the Local Plan is dependent will result in losing the available funds, lead to years of further delay and incur the consequences of increased congestion from new housing (Chichester Local Plan) and new developments (eg Chichester Gate).

CDC as stakeholders knew what was happening. There is the opportunity for you to challenge the process at the correct time and in the meantime I ask you to reconsider the motion, actively encourage the Secretary of State to issue the preferred option and trust the HE professionals to get on with the job and not interfere with the consultation process?'

(2) Questions

(a) Mr Ben Kirk

'Do the councillors consider that it is in the best interests of Chichester to attempt to challenge the process by which the A27 consultations have been held by requesting the consultation is re-run and that it includes previously discounted options that have been shown to be deliverable? Councillors will also remember that three options were discounted prior to public consultation, these included the two northern bypass routes and a partial southern bypass route. All options were discounted for the same reason in that they were outside the budget and the scope of the RIS and so considered undeliverable.

The proposal before the council is to request that only the northern routes are reinstated as options, yet to have credibility surely the council must ask for ALL options to be reinstated including the partial southern bypass.

The councillors will have received much correspondence recently from a well organised campaign who oppose the online upgrades and who will claim that the majority of residents want to see the consultation re run. Claims that are supported by no real evidence.

A total of around 8,000 people have signed the two petitions both opposing and supporting a northern bypass, in approximately equal numbers for and against, this

represents only 7% of residents. The reality is that the other 93%, the "silent majority" simply want to get on with the job at hand and ensure improvements are carried out as promised within central governments funding allocation. Can Chichester really afford to miss the boat yet again and suffer the ongoing congestion, impact on the economy and continued accidents that are a daily occurrence?

Will the councillors therefore consider carefully the consequences of requesting that Highways England widen the scope to include previously discounted options, already concluded as being undeliverable, which Highways England have publicly said will risk delaying the project and missing this funding round?

(b) Mr James Pickford

'I would like to present the following to the cabinet on Tuesday 10 January 2017.

- 1) Highways England (HE) opens its A27 Chichester Bypass Traffic Forecasting Report with a statement of Scheme Objectives

"We aim to remove conflict and congestion at the bypass junctions and improve access to Chichester, the Bournes, the Manhood and the wider Bognor Regis area, enabling other local transport improvements to be implemented".

There is an agreement between HE (formally Highways Agency), WSCC and CDC. It is the Client Scheme Requirement (2013). The policies of WSCC and CDC are in line with the scheme requirements and have been published. There is no reference to a Northern Bypass (NB) and to reintroduce the NB is a new policy and does not carry a mandate. It is assumed that if you pass your motion you want a NB. The consultation would have to go back to the start 3 years ago.

- 2) The planning process, which is the framework for the consultation, follows strict rules and at the end of the process it can be challenged by anyone. CD councillors will have an opportunity to challenge the process when all the facts have been declared, possibly within the next two months.
- 3) HE had 4,900 replies to their summer consultation. This is considered to be an above average response. It gives HE a good over-view of public opinion. There is no need to attempt to influence and distort the views formed from these responses.
- 4) CDC retained the consultancy services of Jacobs to advise on traffic management in your Local Plan. Their recommendation was to improve the online roundabouts. Therefore to keep the integrity of your Local Plan the cost of a NB should include an on line upgrade. The Local Plan was a package of ideas, which formed a strategic blueprint. It was adopted as a whole. You consulted on the whole package with all local parish councils, not on selected parts. An independent inspector approved the whole plan and the whole plan was approved.

- 5) The estimate for a NB plus on line upgrade will be in the region of the estimate for a Southern Bypass. It is logical if you include one you should include the other.
- 6) You are fully aware of the National Park's commitment to the "major development test"
- 7) The traffic survey conducted by HE states that there are 5,869 through traffic units eastbound in a 12 hr period. (6,829 Westbound). Your Local Plan indicates more than 7000 new dwellings. If the through traffic was removed to a new road it would be replaced in a short time by the "new" local traffic
- 8) There are industries south of the A27 (Nature's Way) that want something done to the existing A27, as well as industries in the existing Industrial Parks situated around the A27.
- 9) The programme to do a re run of the consultation would take the project beyond the time scale of RIS1. It is unlikely to be included in RIS2 as the budget for that is being prepared at present. You may be looking at a 10-15 yr. delay.
- 10) The country is not flush with money and there is no guarantee that extra money would be available. Louise Goldsmith is writing to HE as an individual not on behalf of WSCC. It is a personal point of view and not policy.
- 11) If you fail to secure a NB then the current opportunity may pass and nothing will happen. This is the history of the A27 Chichester Bypass. Can you answer the above points with 100% certainty when they are tested against the key items of budget and deliverability for the project?

I would encourage you to reconsider your motion.'

(c) Mr Eric Padley

'As a Chichester District resident ratepayer and a Member of Donnington Parish Council, I have seen that the overall response to consultation and meetings on the Manhood Peninsula is that residents want the northern by-pass options reinstated for serious transparent consideration. Is there anything more we can do to support this recommendation?'

(d) Mrs Hilda Glossop

'Why haven't we been able to discuss anything about the Northern route? The City of Chichester needs better transport coming into Chichester for all of the business purposes. A route in the north would take 60% of traffic away and leave the southern road free for local people, with no need for any changes to it.

The one problem is the railway gates which are closed for 40 minutes out of every hour. This problem will never change, so any work which Highways England do on the roads, and however much money is spent, it might as well be thrown in the

dustbin, as it will not make any difference. PLEASE LET US LIVE HERE IN PEACE and GO NORTH.'

(e) Mr Christopher Page

'Guided by the Cabinet, Council took a decision to support option 2 from the amended proposals presented by Highways England. Can we be assured that the Council will consider all new options with an open mind taking into account all of the citizens, and not be influenced by rich and powerful people?

If this item is not on the agenda for this meeting, then my question will be:

"In an article in the Chichester Observer two weeks ago, the Leader of the District Council stated that he would be asking the Cabinet to revisit its previous support for option 2 of the Highways England proposals, in line with the stance taken by WSCC. When will this take place?" '

(f) Tangmere Parish Council

'In view of the position of both the Secretary of State and Gillian Brown, Leader of WSCC, to support a new consultation of the A27, which would include the Northern options, will Chichester District Council also support this?

Tangmere Parish Council believes that this would be extremely beneficial as do other local parishes.'

(g) West Itchenor Parish Council

'Why would the proposed request for the Sec of State to instruct Highways England to undertake a new consultation on improvements to the A27 asking to include the two previously developed northern by-pass options, be likely to reach a different conclusion from that already reached by Highways England, namely that the upgrade must deal with the existing four junctions on the southern Bypass?

The reasons for my question are that:

1. Andrew Tyrie has established by correspondence with Chris Grayling, that leading up to the Highways England Consultation, they had considered 22 options for the improvement of the A27 Chichester Bypass and that these have already included the two northern options.
2. In the same letter Mr Grayling states that the Road Improvement Strategy (RIS) specifies the upgrading of the four junctions on the existing Chichester Bypass. He explains that the northern options were dropped because they were outside this scope.
3. From plans published in the Chichester Observer paper some months ago, it is clear that traffic joining the proposed northern routes, either Option 4 or 5, from both east and west is from grade separated junctions. This means that the

northern routes will serve through traffic only with no access, and therefore no benefit, to local Chichester traffic.

4. The cheaper northern option (5) cuts through the Whitehouse Farm Strategic Development Location which jeopardises the largest contribution of new housing within the Local Plan.
5. In the correspondence, Chris Grayling confirms that the cost estimates for all options include land cost but excludes disturbance compensation for loss of profits to businesses that are affected. Once the cost of disturbance, severance and injurious affection caused by options 4 and 5 that will become due to the Goodwood Estate, are added, the cost of those options will rise significantly, and will be yet further above the cost range in the RIS.
6. The same letter from Chris Grayling indicates that even if the northern route is built, the existing A27 Chichester Bypass will need upgrading by 2025 in any case and where is the money for that?
7. The northern route would require seven kilometres of new dual carriage way cutting through farmland along the edge of the South Downs north of Chichester destroying habitat and risking significant objection from the “green” lobby from all corners of England, last seen at Twyford Down and the Newbury Bypass. We know that the South Downs National Park oppose the northern routes.
8. By allowing the selection of one of the five options to continue, a Planning Inquiry will follow as the next stage, and this will allow a solution to the detail of the upgrade to the four junctions to emerge. A number of modifications have already been advanced which it can consider.
9. By agreeing to the proposed motion the Cabinet risks shutting down the existing funding towards reaching a traffic solution for the A27 which will start in 2019. This upgrade is so important to our District, to its existing population and to its planned growth to 2029 so recently agreed in the Local Plan. To stall it now will result in continued frustration for local working families who use our roads every day trying to get to work on time. This is especially a problem for those living on the Manhood.
10. On the matter of funding, the projects in RIS 1 were targeted to start in 2019 for delivery by 2020/21. If Chris Grayling decides to run the consultation again then no way this will meet that delivery target and so that would push the whole thing back to fall into RIS 2. Although RIS 2 is under development it is only at the plan stage. Once beyond that it will be submitted for a funding request and the dateline is entirely unknown.
11. The £15b that was allocated three years ago, and importantly ring fenced, for RIS 1 was unprecedented and issued in a time of a treasury committed to infrastructure spend. If the cost of Brexit is to be taken into account (as money needs to be taken from somewhere) every department must expect further cuts and so it is difficult to think that we will see these sort of numbers again. Even if Chris Grayling runs another consultation I cannot see how the Government will

come up with the extra money. I do think that there is a real danger that we get nothing; England has a long list of infrastructure needs, which may be seen as far more essential than our corner of Sussex.'

Answers to Questions

(a) Question from Ben Kirk

'Thank you for submitting your questions. Four points arise.

The first and fourth points concern the merits of requesting that the A27 Improvement Consultation be re-run to include options previously discounted. The answer to these questions will be provided following the discussion by Cabinet and I cannot therefore provide an answer beforehand. What I can however say is that this is the central consideration for members who will undoubtedly have regard to previous statements made by Highways England about discounted options, deliverability and timing before they come to a view on whether to request a re-run of the consultation.

The second point concerns the scope of a wider re-run of the consultation and whether the southern option should also be included. In answer to this question, I would say that the potential request to re-run the consultation is framed such that it refers to an 'extended range of options.....' and therefore should Highways England consider that there is merit in including a southern option for re-consultation then so be it. In debating the merits of requesting a re-run consultation, the Council is making no decision as to which of the options it favours, rather it is simply concentrating on the principle of a further consultation to ensure there is transparency of process and public confidence in the preferred option.

Point three and in part, point four, raises the question of the consequences of delay, should a further round of consultation be undertaken. I agree this is a consideration and one which ultimately Highways England in advising the Secretary of State for Transport will wish to think about. However, to my mind, what is vitally important for Chichester is that we arrive at a preferred option that is the right one and in that respect a short delay may regrettably be necessary.'

(b) Question from James Pickford

'Thank you for setting out a series of eleven points which you ask be tested against the key matters of budget and deliverability of the project. You conclude with the remark that Cabinet should reconsider the motion.

Copies of the questions have been made available to Cabinet members and so they will be aware of the points that you raise. The available budget is clearly a matter for the Secretary of State to determine. The interest of the district council is to ensure that there is transparency of process and that the best option is selected for Chichester. Should Council decide to support a re-run of the consultation, no doubt the Secretary of State will wish to have regard to the points that you make. It accepted that this may involve a delay but as I have already said, achieving the best option is what is important.'

(c) Question from Eric Padley

‘Thank you for your question. So that we are clear, the recommendation is that firstly, Cabinet determines whether to request that the Secretary of State instructs Highways England to undertake a new consultation with an extended range of options and, secondly, to publish the results of the consultation held last summer.

Following Cabinet’s consideration today, a report will be presented to Full Council on 24 January to finalise the position of the Council.’

(d) Question from Hilda Glossop

Thank you for your question and comments and in which you ask why you haven’t been able to discuss anything about the northern route. Of course this is really a question for the Secretary of State and Highways England to answer but the consultation document published by Highways England states that “after detailed consideration of these options, the available budget and the criteria set out in the government’s 2015-2020 Road Investment Strategy, new route options were discounted as not being viable and the consultation focussed on the existing line of the A27.”

The simple answer therefore, is that northern route options were not included within the consultation, however, at the Council meeting in September 2016, the Council agreed to ask the Secretary of State for Transport to explain why previously identified options had not been included within the consultation and regrettably a reply has not yet been received.’

(e) Question from Christopher Page

‘Thank you for your question in which you seek reassurance that should there be a further consultation, the council will approach its response to all options with an open mind and have regard to all citizens and not be influenced by the rich and powerful.

It is important that we are clear about this. The purpose of the report and forthcoming discussions this morning is about transparency of process and confidence in the selected option for Chichester. It is not about the consideration of the options nor favouring one above the other. Should the Council decide to support a request to a re-run of the consultation with further options and the Secretary of State agrees officers and members will enter into that process with an open mind to find the best option among those then on offer for Chichester, its residents, businesses and all those who seek to make a contribution to the continued success of the city. We should remember that the Council’s response to the consultation completed in September was based only on the options then made available by Highways England.’

(f) Question from Tangmere Parish Council

‘Thank you for your question. The very purpose of the report and discussion at Cabinet today is to consider, in light of the statements made, whether there is merit

in supporting a request that the A27 Improvement Consultation be re-run. Your question can therefore only be answered once the full council has determined its position on 24 January.'

(g) Question from West Itchenor Parish Council

'Thank you for your question which asks why a request to re-run the consultation with the previously developed northern options included would be likely to lead to a conclusion different to that already reached by Highways England – namely to improve four existing junctions.

The Council doesn't know whether a re-run consultation would lead to a different outcome by Highways England but there are indications that further options may be available to be considered. It is in the interests of transparency and completeness that it can be argued that the communities of Chichester should be allowed to have a say on a wider range of options. As I have said earlier, this doesn't mean that the Council will necessarily select a particular option but the opportunity to consider alternatives could be important and help to raise public confidence in the finally selected preferred option.'

There were no supplemental questions asked and this item concluded immediately following the reading out of the answer to (g) above.

308 A27 Chichester Bypass Improvement Scheme Consultation

As announced by Mr Dignum at the start of this meeting, this late item, which would ordinarily have been taken at the end of the published Part I agenda business, would be taken immediately after Public Question Time in view of the large number of members of the public present to hear the debate on the late item and that the public questions just answered had related solely to the late item.

The Cabinet received and considered the report circulated with the agenda supplement (copy attached to the official minutes).

The report was introduced by Mr Dignum. On the basis of the outline options left for consultation in summer 2016 (the dropping of the northern by-pass options was done without adequate explanation or justification) the Cabinet and Council decided to give qualified support to option 2 but only on the basis that Highways England (HE) gave serious consideration to important mitigation measures, which included improving the Portfield roundabout; improving east bound access for Manhood residents; and various measures to reduce the environmental impacts. The Council also requested for purposes of transparency and community cohesion that the Secretary of State provide the justification for discounting the previously prepared two offline routes to the north of the city. Alas CDC had still not had a response to that request. It was clear therefore that in providing a response to the consultation, the Council had significant reservations about the identified options; it regretted the absence of northern options; and it had concerns about the extent to which the proposed schemes would bring about the much needed long-term improvements to the A27. HE was due to publish, possibly as soon as January 2017, a preferred route selected from the five online options and accompanied by the results of the consultation. However the position had been completely changed by the Secretary

of State for Transport, Chris Grayling MP, at a private function on 8 December 2016. This radical change was confirmed in the letter by Louise Goldsmith appended to the agenda report. Mr Dignum said that he was seeking the Cabinet's recommendation to the Council that HE should undertake a new consultation on improvements to the A27 around Chichester with an extended range of options including the northern by-pass options and also publish without delay the results of the consultation between July and September 2016. At this stage the priority was to seek transparency of process.

During the ensuing debate the following points among others were made by members, each of whom had received a large number of e-mails on this subject:

- The questions and representations submitted by members of the public were very helpful.
- The conduct of the public consultation by Highways England had been a cause for concern at the time, particularly the withdrawal of certain options which had been trailed in the public domain prior to the start of the consultation.
- The potential opportunity for a re-run of the consultation was to be welcomed.
- It was very important that if the consultation were to be repeated then the issues, merits and options should be approached with a fully and genuinely open mind and not governed or unduly influenced purely by where one lived in relation to southern and northern routes. The decision to be made in any re-run required taking into account the interests of all communities and Chichester District as a whole. It would be incumbent on everyone to accept the outcome of a properly conducted consultation.
- Transparency was of crucial importance in this consultation process, the actual or apparent lack of which being a cause of considerable concern made by many members of the public. It was for that reason at least that the re-run request should be supported. Justice must not only be done but seen to be done.
- It was recognised that a re-run of the consultation would inevitably cause delay to the A27 improvement scheme commencing and being funded. It was desirable to ascertain the delay and funding risks of re-running the consultation; these points (even if they could not yet be quantified) should be raised by officers with Highways England (HE) and the Secretary of State for Transport (SoST) prior to this matter being considered by the Council meeting on 24 January 2017.

At Mr Dignum's invitation, Mr Shaxson, the Leader of the Opposition, addressed the Cabinet in support of the recommendation in para 2.1 of the report that the Council meeting be requested to support the call for a fresh A27 consultation. He was also in favour of CDC pressing HE to respond to the outstanding request made in September 2016 for the results of the A27 consultation conducted in July to

September 2016 to be disclosed. He alluded finally to his e-mail to Mr N Bennett, the Monitoring Officer, which was copied to all members and senior officers with regard to the basis for the decision to grant a dispensation to all members so that they could debate and decide this issue.

At the Cabinet's request, Mr Carvell undertook to approach HE and the SoST to comment prior to the forthcoming Council meeting on the timing and funding risks of a re-run of the consultation. As to the outstanding request for details of the consultation results, he confirmed that CDC's unanswered letter had been raised with HE, which had advised that an announcement about the preferred route would be made in early 2017.

Mrs Shepherd informed Mr Shaxson that she would discuss with Mr Bennett outside this meeting his decision as Monitoring Officer to grant a dispensation to all CDC members to enable them to participate in the debate and decision on this issue both at this meeting and the Council meeting on 24 January 2017.

At the end of the debate the Cabinet voted on a revised version of the recommendation in paras 2.1 and 2.2 of the report, which had been prepared by Mr Dignum.

Decision

The Cabinet voted unanimously on a show of hands to make the following recommendation to the Council meeting on 24 January 2017.

RECOMMENDED TO THE COUNCIL

That the Council requests the Secretary of State for Transport to instruct Highways England, first, to undertake a new consultation on improvements to the A27 around Chichester with an extended range of options including the two previously developed northern bypass options, and, second, to publish without delay the results of the consultation held between July and September 2016.

309 Southern Gateway

The Cabinet considered the agenda report and the appended plan (copies attached to the official minutes).

This item was introduced by Mrs Keegan. The masterplanning work was commissioned and was underway with a view to adoption of a supplementary planning document later in 2017. In order to ensure its successful implementation there was now a need to acquire funding to engage specialist work at the earliest opportunity, to include the issues of partnership funding eg the Local Enterprise Partnership and the development of a potential compulsory purchase strategy with respect to 45 Basin Road.

Mr Dignum added that the current uncertainty as to the future of the magistrates' court building, given its location on the periphery of the development site, would not affect the Southern Gateway project.

Mr Over emphasised the importance of this major project for CDC and so the need to undertake the preparatory work in as efficient and timely fashion as possible in readiness for a further report to the cabinet in July 2017. He said that as to the bungalow at 45 Basin Road, CDC's objective was to purchase it by agreement if at all possible but if that could not be achieved the powers set out in recommendations 2.3 to 2.5 in the report would be used. A significant amount of land was currently allocated for highway purposes; it was in various ownerships. Officers were looking to see if the adjoining land which it owned could be incorporated into this scheme.

At Mr Dignum's invitation Mr Shaxson addressed the Cabinet as the Leader of the Opposition. He said that this was a very promising project but he wondered about the wisdom of undertaking the work until the uncertainty about the court building could be resolved, with the risk that the funds requested in para 2.1 of the report could be wasted.

Mr Over replied that it was very important for the work to be carried out now and in a major scheme such as this one there would always be unknown factors but these would be resolved over time. Complete certainty in significant development schemes could never be ensured in advance and to try to achieve it would mean such projects were never realised.

Mrs Keegan endorsed Mr Over's advice. She underlined the need to seek specialist advice at the earliest opportunity. She and Mrs Plant said it was imperative to move forward with the project.

Mr Shaxson expressed his gratitude for the explanation given. He remarked that the report plan (page 19) did not identify the boundaries of the Southern Gateway development site, a point noted by Mr Over.

In the discussion members acknowledged the significance and exciting potential of this project.

Decision

At the end of the debate members voted unanimously on a show of hands to make the following recommendation and resolutions.

RECOMMENDED TO THE COUNCIL

That the Council allocates £75,000 capital reserves to fund specialist consultancy support for the implementation of the Southern Gateway project.

RESOLVED

- (1) That the acquisition of the property known as 45 Basin Road Chichester be authorised subject to the terms being reported to a future meeting of the Cabinet.
- (2) That the Head of Commercial Services or her authorised officer be authorised to enter and survey or value the land in connection with the proposal to

acquire an interest over the land as provided for under section 172 of the *Housing and Planning Act 2016* on notice to the owner or owners of the land.

- (3) That the Legal and Democratic Services Manager be authorised to seek a court warrant or warrants to enter and survey the land as provided for under section 173 of the *Housing and Planning Act 2016* if access to the site is refused by the owner/s or occupier/s.
- (4) That the Executive Director be authorised to make payments in compensation for damage as a result of the exercise of the power conferred by section 172 of the *Housing and Planning Act 2016*.

310 **Approval of Draft Chichester Vision for Consultation**

The Cabinet considered the agenda report and its appendix (the draft document *Chichester Tomorrow ... A Vision for Chichester (the Vision)*) circulated with the agenda supplement appendix bundle (copies attached to the official minutes). The listed background papers were published in a separate agenda supplement which was available online only.

Mr Oates was in attendance for this item.

The report was introduced by Mr Dignum. The *Vision* was for Chichester District's residents, workers, visitors and students. The production of the draft had involved in particular an extensive listening exercise through a variety of methods as well as a range of studies and research. The *Vision's* aim was to establish a framework in which the essence of the past was protected while enhancing the city's future vitality as the cultural capital of West Sussex, a place of learning and a leading retail and commercial centre. The key organisations and local authorities which served the city were united in agreement to adapt to change and direct their policies to enhance the city's future. Consulting widely on the *Vision* was very important; this would take place between 30 January 2017 and 12 March 2017. The consultation draft would be available online with an accompanying questionnaire. There would be two public exhibitions. The consultation responses would be considered and the final version of the *Vision* will be prepared for adoption (in, it was hoped, late spring 2017) by CDC, West Sussex County Council, Chichester City Council and partner organisations and businesses. Citing many examples, he said that throughout the centuries the city had always embraced the inevitability of change in an innovative way. Change involved challenges but also opportunities eg currently within the city centre prime sites were emerging for new retail outlets, hotels, leisure and cultural attractions, affordable homes, and business space; enjoyment and enhancement of the city's streets, public spaces heritage and cultural assets could be developed. Three major themes to define the *Vision* had been identified: An Accessible and Attractive City; A Vibrant and Growing Economy; A Leading Visitor Destination.

Mr Oates said that the key task for the *Vision* project was to ask and address how the future of Chichester city was to be conceived; it was thus far as aspirational vision. The *Vision* was a template against which to test a range of exciting concepts, ideas and projects. He summarised the process whereby the steering group and project partners would consider the consultation feedback and make appropriate

revisions to the *Vision* document; substantial changes might require further work to be undertaken prior to adoption.

During the discussion members commended the *Vision* draft document for its excellent and exciting quality; this was a very positive and a living document, which would evolve over time; its importance and relevance would be multifarious, for example in considering planning applications.

Mr Oates responded to members' questions on points of detail. He advised for example that the consultation (which would be available on CDC's website) would be publicised as widely as possible in Chichester District and beyond – it would not be confined solely to the city's residents and businesses; the *Vision's* focus was broadly set on the city centre ie where people ate out, enjoyed leisure and social activities etc. It was suggested that specific mention of healthcare (including access by older people) should be included in the consultation document. The fact that there was not an overt reference to the need for extra hotel etc accommodation on page 17 (it had a brief mention on page 13) was noted but at this stage the emphasis was on principles and ideas – clearly, however, in order to realise one of the key themes of the *Vision* in its final form there was a need for many more bed-spaces and a new visitor economy strategy.

In reply to Mrs Hardwick's question as to the reason for the limited partnership contributions to date (para 7.1 of the report) Mrs Shepherd explained that partners had been requested to contribute because it was not intended that the *Vision* should be solely a CDC project. Some partners felt that they would contribute once the *Vision's* action plan was in place. West Sussex County Council and Chichester City Council (CCC) were intending to make financial contributions by providing for the city in some physical way rather than in supporting the production of the *Vision* document itself. Mr Dignum gave examples of some of the important actions already undertaken by CCC: the refurbishment of the Market Cross and the Council House, the provision of flower beds and the introduction of two city rangers.

Decision

At the end of the debate members voted unanimously on a show of hands to make the following resolutions.

RESOLVED

- (1) That the consultation draft of the Chichester Vision be approved for public consultation.
- (2) That further funding of up to £15,000 be released from Council reserves to cover the final project delivery costs.

311 **Off-Street Parking Charges**

The Cabinet considered the agenda report and its appendices (copies attached to the official minutes).

Mrs Murphy was in attendance for this item.

The report was introduced by Mrs Keegan. She referred to sections 3 and 8 of and appendix 2 to the report, reminding members how this matter had been referred back to the Cabinet and giving a summary of the consultation responses. The city had 17 car parks and the proposed charges (section 5 of the report) reflected the different nature and usage of those car parks. It was recognised that increased car park charges was never an easy matter but it should be appreciated that (a) the income generated thereby was significant in the support of CDC's key services and (b) insofar as the proposed evening charges were concerned, para 5.1 (a) of the report stated that these would apply only to two car parks for six days a week, leaving the other 15 for free parking after 18:00. It was not considered that the evening charges would have a negative impact on the night-time economy or cause deflection onto adjoining residential roads. Those charges would be for a trial period of one year (not stated in para 5.1 (a)) and the outcome reported to CDC's Chichester District Parking Forum.

Mr Over advised that a 12-month long trial period was required in order to take due account of seasonal fluctuations.

During the discussion the following points in particular were made.

- Mrs Plant wished the Cabinet to consider the comparative impact of the evening charges on the two car parks in question in para 5.1 (a). She was concerned that the increase would penalise users of the facilities at both the New Park Centre (NPC) and Chichester Festival Theatre (CFT), particularly NPC.
- Mrs Hardwick echoed Mrs Plant's concerns. She had noted especially what was said in the consultation responses with regard to the impact on users of the New Park Centre (NPC) and was inclined to favour it being treated separately.
- Mr Barrow said whilst he understood the points made by Mrs Plant and Mrs Hardwick he felt that the important principle was the customer should pay. This happened during the day at NPC and should do so likewise in the evening. Car parks were a valuable asset and appropriate use should be made of them. The evening charges were for a trial period and would be reviewed.
- Mrs Lintill inclined to Mr Barrow's point of view. She wished to know whether if on a review of the trial it was considered successful evening charges would or might then be applied to all city car parks.
- Mrs Purnell wondered whether in the light of the point made by Mrs Plant a flat rate evening parking charge could be introduced. She felt that the charge was a significant amount to expect NPC customers to pay in order to use what were community facilities at NPC. She asked whether a fairer rate should be considered for evening parking at NPC.

- Mrs Taylor agreed with the approach articulated by Mr Barrow ie the customer pays, which was already happening at NPC during the day. The charges were for a trial period only and would be reviewed. She commented that the consultation had had a low response rate.

Mrs Murphy replied to members' questions on points of detail. The NPC and CFT car parks (to which different tariffs applied) had been selected for evening charges having regard to customer use based on capacity. There was alternative free car parking available for each of these car parks. If evening charges were not introduced for NPC, this would not address the capacity issues in that car park and result in reduced income. There was a need to encourage alternative forms of transport for those travelling to or visiting the city. In order to avoid customer confusion, it was preferable to have a consistent evening charge applied to each of the relevant car parks rather than differing rates. In any event the public had not been consulted on a flat rate, the introduction of which could result in customers having to paying more. The outcome of the trial would be carefully reviewed in close consultation with CDC's Chichester District Parking Forum. It was not the case that evening charges would be automatically extended to all city car parks.

Mr Over remarked that it was in all probability likely that users of NPC facilities who did not wish to pay the charge would choose to use a nearby carpark and walk to the NPC.

The debate was concluded by Mrs Keegan summarising the main points. She referred to the heavy investment by CDC in the city car parks and that it would be leading the way on the use of contactless payment technology. The objective was not to cause inconvenience or make parking expensive but to manage investment opportunities and be fair to car park users. The trial review would of course include seeking the views of CFT and NPC.

Mrs Plant thanked members for taking her views into account. She understood that the consultation had not been easy to find on CDC's website. She acknowledged that the trial would reveal what users decided to do. NPC should be asked at the end of the trial how its ticket sales had been affected. Provided that the review took into account the impact of evening charges she did not propose to vote against the proposal in para 5.1 (a).

Decision

At the end of the debate members voted unanimously on a show of hands to make the following resolutions. The Cabinet agreed that para 5.1 (a) of the report should be amended by the addition after 'Saturday' of the words 'for a trial period of one year'

RESOLVED

- (1) That having considered the representations made in respect of the proposal to amend the *Chichester District Council (Off Street Parking Places) (Consolidation) Order 2012*, the *Chichester District Council (Off Street Parking Places) (Consolidation) (Variation No 1) Order 2017* to include

reference to the charges detailed in paragraph 5 below (as amended in sub-para (a)) shall come into effect with effect from 1 April 2017.

- (2) That the Head of Commercial Services be authorised to give appropriate notice of any revised charges pursuant to the *Off-Street Parking Places (Consolidation) Order 2015* and the *Road Traffic Act 1984*.

312 **Petworth Skatepark Project**

[**Note** Immediately prior to the start of this item Mrs Lintill withdrew from the meeting in accordance with her declaration of a prejudicial interest made earlier and she did not return until this item had been concluded]

The Cabinet considered the agenda report and its appendices circulated in the agenda supplement appendix bundle (copies attached to the official minutes).

During the course of the Cabinet member's introduction a copy of the aerial photograph in appendix 3 (page 73) was circulated showing (for ease of identification) the site in question outlined in red (copy attached to the official minutes).

Mr Hansford, Mr Hyland and Mrs Hotchkiss were in attendance for this item.

The report was introduced by Mrs Keegan. She summarised the background to the proposal now before the Cabinet for a skatepark in Petworth, as set out in section 4 of the report, and the resource details in para 8.1 of the report. She referred to the aforesaid aerial photograph and identified the main features of its location. The loss of car parking spaces as a result of implementing this proposal was a cause for concern and was the subject of comment in the letter in appendix 4; it was hoped that the deficit could be reversed by a consequential revised layout of spaces in the car park. If approved, the proposal would require planning permission and full health and safety risk assessment.

Mr Hansford, and Mr Hyland did not wish to add to Mrs Keegan's presentation.

Members acknowledged the balancing exercise involved in this matter namely that the proposal was on the one hand an expression of local democracy and the desire to provide this recreational facility in the town centre rather than in an outlying area for young people who lived in Petworth and its rural environs and did not have many leisure opportunities but on the other hand it gave rise to concerns as to impact of the loss of parking spaces on local businesses and tourism.

At Mr Dignum's invitation Mrs Graves addressed the Cabinet and expressed reservations about the proposal. She said that she had ascertained that local parishes had not had their views sought by Petworth Town Council. The loss of parking spaces was a cause for concern as was the lack of any or any obvious alternative parking provision in the town. She felt that the sum of £20,000 to be contributed by CDC towards a project that would not be used by a significant proportion of the local population was a further reason to doubt the merits of the proposal.

At Mr Dignum's invitation, Mr Shaxson addressed the Cabinet. He asked about the liability for the ongoing maintenance of the skatepark.

Mr Hyland answered members' questions on points of detail, which included the design of the skatepark eg whether it would have fencing around it; community survey work about the proposal which had been carried out by Petworth Town Council both within and outside the town including other parishes and that the results showed support for such a facility, preferably permanent rather than a mobile temporary one. Petworth Town Council and not CDC would be responsible for the maintenance of the skatepark.

At Mr Dignum's invitation, a member of Petworth Town Council, Michael Peet who was present as an observer addressed the Cabinet. Mr Peet said that in 2015 Petworth Town Council had undertaken a survey to test reaction to the skatepark project and this had included consulting local parish councils. There was resounding support for a skatepark. He named Fittleworth, Wisborough Green, Graffham and Duncton parish councils as expressing their support. At the request of Mr Dignum he agreed to supply that information to Mr Hyland.

Mr Over and Mrs Hotchkiss advised that the revised layout of car parking spaces would not result in smaller spaces; the relining would accord with industrial standards. It was not possible to be certain yet that all the spaces lost by the construction of the skatepark could be re-provided elsewhere in the car park.

In concluding the discussion Mrs Keegan said that there was an opportunity in both this and the Sylvia Beaufoy car parks to address the issue of lost car park spaces. The area of the car park for the siting of the skatepark was the furthest from the town centre and so it was likely that the spaces in that area would be used. After a long time in seeking to acquire a skatepark for the town this proposal represented the best possible compromise in the circumstances.

Mr Dignum commented that the need for a skatepark had been established and Mr Peet had confirmed that Petworth Town Council had consulted surrounding parishes. The proposal was an integral part of the Petworth Vision and funding for this proposal had been allocated many years ago. The liability for maintenance would lie with the town council. Officers would endeavour to replace as many lost car parking spaces as possible.

Prior to the vote on the recommendations in section 3 of the report Mr Over responded to questions about the lost car parking spaces. He said that officers could not assume that all those spaces could be replaced by reconfiguring the rest of the car park. Obviously officers would prefer to lose none but would accept a loss of no more than four spaces out of the total number of spaces ceded to make way for the skatepark, whether that number was 11 or a greater number. Officers were looking for at least seven spaces to be retrieved. Mr Frost, who was present for agenda item 10, confirmed that the loss of car parking spaces would be a planning issue at the time the planning application for the skatepark was considered. Mr Dignum said that there would not be delegated power to officers and the cabinet Member for Commercial Services to agree ultimately on the number of spaces to be lost.

Decision

At the end of the debate members voted unanimously on a show of hands to make the following resolutions.

RESOLVED

- (1) That the results of the Options Appraisal of potential sites for a skatepark undertaken by Petworth Town Council and the consultation responses set out in the report be noted.
- (2) That agreement be given, subject to the replacement of any lost parking spaces to at least seven spaces (in a scheme that estimates losing 11 spaces) so as to ensure no more than four spaces are lost, to Petworth Town Council to develop detailed plans for the provision of a skate park at the identified site in Pound Street Car Park.
- (3) That:
 - (a) Subject to planning consent and other necessary requirements being obtained appropriate agreements be entered into to enable construction and use of the skatepark on Council land and
 - (b) A contribution of up to £70,000 be made available towards the project being £50,000 from the Petworth Leisure Fund and up to an additional £20,000 (subject to detailed costings).

[Note After the end of this item Mrs Lintill returned to the meeting]

313 Shared Services

The Cabinet considered the agenda report (copy attached to the official minutes).

Mrs Dodsworth and Mr Mildred were in attendance for this item.

The report was introduced by Mrs Plant. She explained that over the last 12 months, Chichester, Arun and Horsham district councils had been working together to explore the possibility of delivering certain services on a fully-shared basis: (a) Audit, Human Resources and Legal between all three councils and (b) Revenues and Benefits, Customer Services and ICT (Arun District Council and CDC). One of the key drivers for considering shared services had been to reduce operational costs. In February 2016, the Cabinet had first considered the idea of shared services; in July 2016 it considered the outline business cases, after which officers had been asked to prepare fully detailed business cases. Those were to be based on the key principles of one employer, one host location, one manager and one way of working and were required to investigate investment costs, payback periods, service location, methods for shared savings, the operating model and the staff implications. The full business cases were considered by the chief executives, leaders and the cabinet members for all three councils in mid-December 2016 and they all agreed that the risks of the proposed way of delivering the projected savings outweighed the potential benefits and therefore their recommendation was that no proposed

shared service should proceed. Para 3.3 of the report set out a summary of CDC's projected annual savings with risks and assumptions for each of the services which had been the subject of the shared services project. Although the full business cases did predict significant savings at the end of five years for all three councils, those were limited by significant risks and restricted by assumptions made for the five-year delivery period. For CDC this would reduce the theoretical savings of £936,000 per year quoted in the table in para 3.3 to a more realistic figure nearer £500,00 per year. The information gathered by comparing ways of working with two other nearby councils had proved very valuable. The shared services project has demonstrated that CDC would be able to achieve its savings target in-house without degrading services to the customer and at nil risk. The savings were deliverable within three to five years, compared to the five-year model for shared services. On this basis, senior officers were confident that the £400,000 per year savings target would be achieved by 2019-2020 (not 2018-2019 as stated in para 3.5 of the report) and it was included in the deficit reduction plan. The concept of sharing services has been left open for re-consideration in the future.

Mrs Dodsworth and Mr Mildred did not wish to add to Mrs Plant's presentation. Mrs Dodsworth and Mrs Shepherd clarified short points of details raised by members.

Members noted the outcome and said that they felt notwithstanding the consensus outcome by all three councils not to proceed for the stated reasons, a valuable piece of work had been undertaken and best practice points had been identified. Officers and members should be pleased at how CDC had a proven record in best practice.

Decision

At the end of the debate members voted unanimously on a show of hands to make the following resolution.

RESOLVED

That Chichester District Council does not enter into a shared services arrangement with Arun District Council and Horsham District Council.

314 South Downs National Park Authority Extension of Management Agreement

The Cabinet considered the agenda report (copy attached to the official minutes).

Mr Frost and Mr Whitty were in attendance for this item.

In her presentation Mrs Taylor summarised sections 3 and 5 of the agenda report. She reviewed the overall outcomes of the two agency agreements to date, the proposal to renew the agency agreement arrangement for a further three to five-year period with an interim six-month renewal period pending completion of negotiations and the current time-recording exercise being undertaken by CDC officers at the request of the South Downs National Park Authority (SDNPA).

Mr Frost said that there were now only seven of the original 14 local authorities who were in and wished to continue with these SDNPA agency arrangements. The agency agreement was beneficial to CDC financially and in terms of staff retention. CDC was nearing the end of the time-recording exercise.

At Mr Dignum's invitation Mr Shaxson in his capacity as Leader of the Opposition, addressed the Cabinet in support of the renewal of the agency agreement and commented on some points of detail.

In response to Mr Shaxson, Mr Frost said that it was for the SDNPA and not CDC to consult other bodies on the SDNPA's performance; officers would seek to negotiate the best possible renewal terms (the time-recording exercise was relevant in that regard); CDC had undertaken all of the SDNPA's development management work save for 13 cases which had been called in; CDC was able to interrogate the SDNPA's system to check how CDC was dealing with the SDNPA's delegated applications.

In reply to Mrs Keegan's enquiry as to why other local authorities had decided not to continue their agency arrangement with the SDNPA, Mr Frost said that there were various reasons.

Decision

At the end of the discussion the Cabinet voted unanimously on a show of hands in favour of the recommendations in para 2.1 of the report.

RESOLVED

- (1) That the position and progress that is being made in relation to the negotiations with the South Downs National Park Authority (SDNPA) in connection with potential new delegated arrangements from 1 April 2017 onwards be noted.
- (2) That in principle it is approved that Chichester District Council enters into a new Agreement with the SDNPA under section 101 of the *Local Government Act 1972* to enable it to continue to provide a development management service for up to three years, initially until 31 March 2020 and thereafter for a further two years up until 31 March 2022 if the arrangements are working effectively and agreeable to both authorities.
- (3) That it be agreed to extend the current agency arrangement on the current (2016-2017) payment terms for a period of up to six months (to 30 September 2017) in order to complete the above negotiations.

315 Late Items

There had been one late item for consideration by the Cabinet at this meeting and it was taken immediately following Public Question Time, as recorded in minute 308 above.

316 **Exclusion of the Press and Public**

There were no Part II items on the agenda for consideration at this meeting and so the need to exclude the press and the public did not arise.

[Note The meeting ended at 12:06]

CHAIRMAN

DATE

Chichester District Council

CABINET

7 February 2017

Budget Spending Plans 2017-18

1. Contacts

Report Author:

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2. Executive Summary

Full Council approved the 5 Year Financial Strategy in January. The key financial principles in the Financial Strategy offer guidelines for making financial decisions over the next few years, and will assist the Council in achieving balanced budgets over the medium term.

As agreed by members in September, a four year funding agreement has been secured for the period April 2016 to March 2020. A fully balanced budget is being presented for 2017-18 without the requirement to use reserves.

The government has announced that, as a low taxing authority, Chichester can raise its council tax by £5 or 2% whichever is greater. £5 equates to 3.43% and would generate an additional £260,000 per year. No council tax freeze grant is being offered for 2017-18. Any proposal to increase council tax by more than £5 would require a referendum.

Full Council will set the budget and Council Tax in March. This report concentrates on the Budget Spending Plans which are a robust financial estimate of the resources required to deliver Council services, and the Provisional Local Government Finance Settlement.

3. Recommendations:

3.1. That the Cabinet recommends to the Council:

- (a) That a net budget requirement of £12,362,700 for 2017-18 be approved.**
- (b) That Council tax is increased by £5 from £145.81 to £150.81 for a band D equivalent in 2017-18.**
- (c) That the Investment Opportunities Reserve is increased by £470,600.**
- (d) That, should the final settlement differ from the provisional settlement, any increase or decrease be dealt with by adjusting the transfer to the Investment Opportunities Reserve above.**

3.2. Cabinet further considers:

- (a) The capital programme, including the asset renewal programme (Appendix 1c and 1d).**
- (b) The current resources position (Appendix 2).**
- (c) The budget variances included in the Draft Budget Spending Plan as set out in Appendix 1b including growth items.**

4. Background

- 4.1. The report considers the position on the annual revenue budget within the context of the Financial Strategy which guides the management of the Council's finances during a period of reducing government financial support.
- 4.2. The draft budget preparation process is all-inclusive with the budget managers working with the accountants under the leadership of the Corporate Management Team (CMT). The result is a robust process of ensuring financial resources match service delivery priorities.
- 4.3. The Council's Overview and Scrutiny and Corporate Governance and Audit Committees also nominated members to review the process and progress on the draft budget.

5. Outcomes to be achieved

- 5.1. The draft spending plans are formulated in accordance with the financial principles of the Financial Strategy as adopted by Council. This results in a robust financial estimate of the resources needed to deliver Council Services in 2017-18.
- 5.2. To seek Cabinet approval on the draft spending plans, and to make appropriate recommendations to Council to determine the Council Tax at its meeting in March.
- 5.3. To set a balanced budget, which is a statutory requirement.

6. The Provisional Settlement

- 6.1. 2017-18 represents the seventh consecutive year of government funding cuts. Last year we reported that further, significant reductions in Revenue Support Grant (RSG) were expected, with the grant ending altogether after 2017-18. Once RSG has been phased out the government will achieve further reductions in funding via an adjustment to the Retained Business Rate Tariff from 2019-20. Other temporary funding in the form of “Rural Grant” and “RSG Transition grant” are also due to end.
- 6.2. In September, members agreed a deficit reduction plan, and delegated authority to the Head of Finance and Governance to take up the government’s multi-year funding offer. On 16 November the Council received confirmation from the Department for Communities and Local Government (DCLG) that the four year funding offer was agreed and that the Council “*can expect to receive the allocations published as part of the 2016-17 local government finance settlement in 2017-18, 2018-19 and 2019-20.*” The funding set out in the Council’s 5 year Financial Strategy is therefore not expected to change from that reported to cabinet in December. The funding expected is set out below:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
RSG	830	190	-	-	-	-
Rural Grant	188	152	117	152	-	-
RSG transition Grant	93	93	-	-	-	-
Retained Business Rates (NDR)	3,013	2,100#	2,160#	2,230#	2,300#	2,370#
NDR Tariff adjustment	-	-	-	(620)	(620)	(620)
Total	4,124	2,535	2,277	1,762	1,680*	1,750*

(* the multi-year settlement only covers the period to March 2020)

(# the NDR projections are shown at “base line” levels. The actual amount retained in each year will vary due to changes in rating lists, appeals, collection rates etc)

- 6.3. Officers’ predictions for the collection of NNDR, when the 2016-17 budget was set was £3m. It is currently anticipated that the actual amount retained in the current year will be nearer £2.8m. With a new rating list coming into effect from April 2017 officers have reviewed the appeals provision i.e. the amount set aside from the NNDR collection fund to meet the cost of appeals. Currently 40% of the contribution to the provision is funded by this council. For 2017-18 a further £2m has been set aside for this purpose, thereby reducing the amount that the council retains by £0.8m. This explains the reduction in retained NDR shown in the table above from £3m in 2016-17 to £2.1m in 2017-18.
- 6.4. Localisation of Council Tax Support (CTS) also brings volatility to the Council’s funding. The Council has already taken the decision not to pass on this funding cut to some of the most vulnerable in our society, but to instead protect Council Tax benefit claimants. Additionally the Council has

again agreed to protect the Parish Councils in 2017-18 by passing on part of our settlement. However, with the demise of RSG the council has had to take the decision to gradually phase out the parish CTR funding.

- 6.5. Chichester District Council has opted to form an NDR pool from 2015-16 along with West Sussex County Council and the other coastal West Sussex District and Borough Councils. The pool arrangement will remain for 2017-18 as previously agreed in the Financial Strategy. However the viability of the pool will be reviewed annually. Last year officers advised that the government were undertaking a review of the New Homes Bonus (NHB) scheme. The purpose of the review being to reduce the total expenditure by two thirds and to “sharpen the incentive” for development. The proposals included:
- (a) Reducing the grant from 6 years to 4. This appears to have won favour and our allocation for 2017/18 represents a five year award, thus reducing the allocation by approximately £0.6m.
 - (b) Withholding payments where a local plan has not been submitted. Further detailed consultation on this is expected.
 - (c) Withholding payments for development that is permitted following an appeal. Further consultation is expected.
 - (d) Only rewarding development that exceeds a set base line. A base line of 0.4% has been set. Chichester has witnessed growth each year above the base line.
- 6.6. Resulting from the above changes, and particularly the reduction from 6 year grant payments to a five year scheme for 2017-18, has had the effect of reducing our NHB receipt from £3.7m in 2016-17 to £3.1m for 2017-18. It is currently anticipated that the NHB will reduce again in 2018-19 to approximately £2.5m when the scheme is reduced to a 4 year grant. Since Chichester has never relied on this source of funding to balance its revenue budgets, this does not have a direct impact on the revenue budget, but will instead reduce the amount available to fund one off projects.

7. Balancing the Revenue Budget

- 7.1. The Council has a statutory duty to prepare a balanced annual revenue budget. It is also good financial management to do so within the context of the 5 year Financial Strategy.
- 7.2. The key variables, in achieving a balanced financial position for 2017-18 are: reducing government funding, less predictable income from NDR, levels of income from fees and charges, levels of Council Tax and use of Council reserves. The 2017-18 provisional budget of £9.288m (excluding NHB) represents a 20.3% decrease on the 2016-17 base of £2.371m.

Council Tax:

- 7.3. The Financial Strategy objective is to set a realistic increase in council tax over the medium term, accepting that such an objective is linked to the continued withdrawal of annual Government grant.
- 7.4. The government have confirmed that the threshold for Council Tax increase for Chichester, before triggering a referendum, as £5 or 3.43%, and have also confirmed that a tax freeze grant will not be available for 2017-18.
- 7.5. Whilst the draft budget shows a contribution to the investment opportunities reserve of £0.471m for 2017-18, the four year settlement now means that the predicted requirement to achieve almost £4m in savings (deficit reduction report to Cabinet in September 2016 & Financial Strategy report December 2016) is now more crystallised. Those reports already assumed a £5 increase in Council Tax for 2017-18. It is not known whether we would be permitted to make such an increase in 2018 or beyond. It is therefore recommended that we do now increase the band D council tax by £5, thereby generating an extra £260,000 per year to avoid that savings target getting even larger over the financial planning period.
- 7.6. Cabinet and the Senior Leadership Team of the council will continue to work on delivery of the current deficit reduction plan to ensure that the budget is balanced and minimise future council tax increases.

Income from Fees, Charges and Rents:

- 7.7. The Council currently receives some £16.6m of income each year from fees and charges for services e.g. car parking, trade waste, estates' rents, planning and building control fees. Some income streams have performed well during recent years. However, this area remains at risk due to the general economic situation, and some services have, in the past, struggled to pass on inflationary increases. This issue was also highlighted in the Financial Strategy, and a prudent estimate of these income streams has been built into the 2017-18 budget.

Use of Reserves:

- 7.8. The Financial Strategy seeks to avoid the use of reserves to support the Revenue Budget on a recurring basis. The current Financial Strategy and Resource Statement allocates a £1.3m reserve to support the revenue budget over the short term. The 2017-18 budget has been balanced without the need to use reserves, however, there is a very real risk that unless the deficit reduction plan is delivered or further action taken to both reduce costs and increase income over the medium term the Council will struggle to balance its budget without the use of reserves.
- 7.9. The proactive financial management of the council's medium term financial position, efficiencies made during the year, and progress with the deficit reduction programme, have placed the Council in the position of once again being able to balance the forthcoming financial year's budget. This is another major step towards the objective of securing the Council's

financial stability over the medium term. It is recommended that should there be a change in the final settlement this be dealt with by adjusting the amount transferred to the Investment Opportunities Reserve.

Spending:

- 7.10. The draft budget requirement for 2017-18 totals £12.363m (£9.288m excluding the NHB) which is based on revised service levels following the detailed budget process, and approved commitments.
- 7.11. The draft budget requirement is calculated after deducting income from fees and charges. It has to be financed from Council Tax, Retained Business Rates, Revenue Support Grant and other Government Grants.

8. Council Spending – Budget for 2017-18

- 8.1. The revenue estimates for 2017-18 are shown in the summarised Comprehensive Income and Expenditure statement in Appendix 1a. This summary provides the net cost of each Cabinet portfolio and also for the main services within each portfolio area.
- 8.2. The 2017-18 budget has the Corporate Plan as a central focus. The fact that the budget has again been balanced without use of reserves or the NHB, is a credit to the members, staff and management team in, what has proved again to be, a challenging budget round, and a particularly challenging settlement.
- 8.3. The Council's estimated budget requirement for 2017-18, as shown in Appendix 1a, is £12.363m (£9.288m excluding NHB). This represents a spending decrease of 19.3% (or a 20.3% decrease when excluding the NHB) over the base budget for 2016-17. An analysis of the major movements can be found in Appendix 1b.

9. Council Spending – Forecast outturn for 2016-17

- 9.1. At this point in time, the forecast for 2016-17 suggests there will be an overspend of approximately £0.4m against the original budget. This is primarily due to a shortfall in income from services such as Planning, Building Control and car parking (£443k), an increase in the net cost of Housing Benefit payments after the receipt of government subsidy (£118k), and the impact of the Q1 2016-17 Recycling Credits being transferred back to 2015-16 in error (£174k).

This shortfall is reduced by £360k due to the additional income derived from the Council investing in the Local Property Fund as per the approved Treasury Management Strategy.

- 9.2. The Council has a good track record of managing its finances and controlling budgets.

10. Capital Programme

- 10.1. The current Capital Programme is set out in Appendix 1c. This is based upon approved schemes as previously reported to Cabinet.
- 10.2. Appendix 1d sets out the next 5 years asset renewal projects. These are funded via contributions from the Council's revenue budget into a reserve set up for this purpose. This ensures the Council is able to fund its replacement assets on a recurring basis. The annual contribution to this fund is now £1.254m. This is in line with the Financial Strategy. All schemes funded from this source will be subject to approval in the normal way as defined in the constitution and in the Council's project management process i.e. those over £50,000 will be subject to a Project Initiation Document (PID).
- 10.3. The anticipated spend on infrastructure projects in accordance with the approved Infrastructure Business Plan (IBP) are contained within Appendix 1c. These projects will be subject to approval in accordance with the CIL governance arrangements agreed with the Corporate Governance and Audit Committee and the Council's Constitution, i.e. projects under £50,000 approved by the relevant Head of Service and Cabinet member, between £50,000 and £100,000 as agreed at Cabinet, and over £100,000 by Full Council.

11. Reserves

- 11.1. At Appendix 2 is the current Resources Statement. This indicates that the Capital Programme and Asset Replacement Programmes remain fully funded. This can be read in conjunction with Appendix 3 which is a position statement of the reserves at 31st March 2016. This statement sets out the different reserves held by the council, their purpose and the authorisation required to spend against those reserves.

12. Financial Administration

- 12.1. Section 25 of the Local Government Act 2003 requires the Head of Finance and Governance to report to members on the robustness of the estimates and the adequacy of reserves when considering the budget and council tax. This is so that members have authoritative advice available to them when making decisions on a budget that sets out estimates of what they plan to spend on each of the services. It is the view of the Head of Finance and Governance that the processes followed are sound and well established, the resultant estimates are robust, and reserves are at an adequate level. Regular monitoring reports are brought to members covering revenue budgets and the capital programme, and updates to the financial strategy and plan include analysis of resources and the affordability of the capital programme.
- 12.2. The Head of Finance and Governance is satisfied that the estimates used for Business Rates (the NNDR1) are robust and prudent. This annual return is required by the end of January and therefore will have been submitted to government by the date of the Cabinet meeting. As in

previous years this return is required by DCLG to be authorised by the Council's S151 officer, i.e. the Head of Finance and Governance.

13. Summary

- 13.1. The primary objective of the report is to determine budget spending plans for 2017-18 against a background of ever-tightening financial constraints on public services. The estimates represent robust financial projections for the provision of Council services.

14. Resource and legal implications

- 14.1. Finance: The purpose of the report is to approve draft budget spending plans ahead of the Council meeting in March when the council tax and budget will be set for the forthcoming year. The plans, if adopted, will set the spending parameters of services and officers for 2017-18.
- 14.2. In opting for a Council Tax increase of £5 per band D property, the Council will generate an additional £260,000 per year. This will assist the Council to meet its long term objectives of protecting public services.

15. Consultation

- 15.1. As with last year's budget, the revenue budget spending plans were considered by a task and finish group set up by the Overview and Scrutiny and Corporate Governance and Audit Committees. This enabled earlier involvement with variance reports in December. The debate was very useful in terms of testing the changes in budget from base 2016-17 to draft 2017-18 and issues surrounding the budgets and government funding were explored.
- 15.2. The Draft Budget Spending Plan has been made available via the Council's website at <http://www.chichester.gov.uk/annualbudget> to encourage feedback on the budget and the balance of spending against taxation. This gives an opportunity for any interested party to state their opinion on priorities and resource allocation. Any comments received will be made available to members either at Cabinet, or at Council before the Council Tax and budget are set.

16. Community impact and corporate risks

- 16.1. Where services have been reduced through the council's change agenda, those services will have assessed the community impact and that will have been reported separately as part of the cabinet consideration at that time. This report represents the culmination of those previous decisions.
- 16.2. The resources statement currently indicates a surplus of resource after taking into account all commitments. However this statement includes a number of assumed capital receipts that are not yet secured. These receipts are subject to certain conditions, and therefore there is a risk that they may not be received, or be received at their forecast amount.

Agenda Item 6

Chichester District Council

THE CABINET

7 February 2017

Draft Treasury Management Strategy 2017-2018

1. Contacts

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Cabinet Member:

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2. Recommendation

2.1. That the Cabinet considers and recommends the following for approval by the Council:

(a) The Treasury Management Policy and Treasury Management Strategy Statement for 2017-2018 as contained in appendix 2 of the report.

(b) The Investment Strategy 2017-2018 as detailed in the Treasury Management Strategy Statement.

(c) The Prudential Indicators and Limits for 2017-2018 included in the report at appendices 2 and 4.

(d) The Minimum Revenue Provision statement for 2017-2018 included at appendix 4.

3. Background

3.1. The draft Treasury Management Policy Statement introduced by this report was considered by Corporate Governance and Audit Committee on 27 January 2017. A verbal update on this, and any comments or amendments requested, will be provided to the Cabinet before they consider this report.

3.2. Local authorities' treasury management activities are prescribed by statute i.e. the Local Government Act 2003, and the regulations issued under that Act. This is where the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management Code of Practice derives its legal status.

3.3. In March 2012 the Council adopted CIPFA's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code), which requires the Council to approve a treasury management strategy before the start of each financial year.

3.4. In addition, the Department for Communities and Local Government (DCLG) issued revised guidance on local authority investments in March 2010 that

requires the Council to approve an investment strategy before the start of each financial year.

- 3.5. This report will fulfil the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG guidance, when considered by Council in March 2017.
- 3.6. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the effect of changing interest rates. The Council's Treasury management Strategy supports the successful identification, monitoring and control of these risks.

4. Outcomes to be Achieved

- 4.1. The Treasury Management and Investment Strategies for 2017-18 and supporting prudential indicators are approved in accordance with the CIPFA's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code).

5. Proposal

- 5.1. The draft Treasury Management Strategy is attached to this report and has been amended and updated for the forthcoming financial year with the suggested changes from the Council's treasury adviser. These changes have been tracked and an explanation provided in Appendix 1 to this report to aid consideration by Members.
- 5.2. Appendix 2 sets out the Council's treasury management policy, treasury management strategy, investment strategy and prudential indicators relevant to treasury management for the forthcoming financial year.
- 5.3. Appendix 4 sets out draft prudential indicators relevant to Capital expenditure and financing, together with a draft Minimum Revenue Provision statement for 2017-2018.

6. Estimated Interest Rates

The financial strategy reflects the estimated rate of return for the current and future years:

Assumptions for 2017-18 Strategy

Assumed Interest Rates	2016/17 Revised	2017/18	2018/19	2019/20	2020/21
Investment Rates	0.82%	0.55%	0.55%	0.55%	0.55%

The view of the treasury advisor is that the likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 25% possibility of a drop to close to zero, with a very small chance of a reduction below zero.

7. Alternatives Considered

- 7.1. The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Head of Finance and Governance, has consulted with the Leader and the Cabinet Member for Finance and Governance on the strategy now to be considered by the Corporate Governance and Audit Committee. The Cabinet is requested to comment on whether the strategy represents an appropriate balance between risk management and cost effectiveness.
- 7.2. The impact of alternatives strategies, with their financial and risk management implications are listed below:

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller

8. Resource and Legal Implications

- 8.1. The estimated rate of return for the forthcoming financial year and future financial years has been taken into account in the 5 year model underpinning the Council's Financial Strategy and resources statement.

9. Consultation

- 9.1. In adhering to the CIPFA Code, the forthcoming financial year's Treasury Management Strategy, Investment Strategy and TMP's are required to be considered by those members charged with governance, before being considered by Cabinet and then Full Council for approval.

10. Community Impact and Corporate Risks

- 10.1. The statutory and regulatory framework under which the treasury management function operates is very stringent, and each authority has to decide its own appetite for risk and the rate of return it could achieve.
- 10.2. Risk management is covered within the Treasury Management Strategy and specifically within TMP 1, an extract of which is shown in appendix 3.

11. Other Implications

	Yes	No
Crime and Disorder		✓
Climate Change		✓
Human Rights and Equality Impact		✓
Safeguarding		✓
Other (please specify) Non-compliance or loss of an investment due to default by a counterparty could affect the financial wellbeing of the council dependent on the size of the loss and the ability to	✓	

fund losses from its unallocated reserves.		
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12. Appendices

- 12.1. Appendix 1 – Summary of amendments between 2016-2017 and 2017-2018
- 12.2. Appendix 2- Treasury Management Policy Statement, Treasury Management Strategy Statement, Treasury Prudential Indicators and Annual Investment Strategy for 2017-18.
- 12.3. Appendix 3 – Treasury Management Practices (TMP's) Extract of TMP 1 Risk Management.
- 12.4. Appendix 4 – Capital Prudential Indicators and MRP Statement 2017-18

13. Background Papers

- 13.1. None.

Agenda Item 7

Chichester District Council

THE CABINET

7 February 2017

Initial Project Proposals 2017-2018 and Corporate Plan

1. Contacts

Report Author:

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Cabinet Member:

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2. Recommendation

- 2.1. That the Cabinet approves the Initial Project Proposals for 2017-2018 attached in the appendices.
- 2.2. That the Cabinet approves £50,000 funding from Council reserves to undertake appraisals/feasibility work as indicated in para 5.2.
- 2.3. That the Council is recommended to agree that the Corporate Plan approved in December 2015 remains unchanged for the year 2017-2018

3. Background

3.1. In December 2015, the Council agreed the refreshed Corporate Plan with the following priority areas:

- Improve the provision of and access to suitable housing.
- Support our communities.
- Manage our built and natural environments.
- Improve and support the local economy.
- Prudent management of the Council's finances

3.2. As part of the annual business planning cycle the Cabinet is asked to approve the outline major projects for 2017/18. These take the form of Initial Project Proposal Documents (IPPDs) as defined in the Council's Project Management Guidance.

4. Outcomes to be Achieved

4.1. As part of the Council's annual business planning cycle, Cabinet is asked to consider the following IPPDs for potential new projects for 2017/18:

- (i) Priory Park – Phase one options appraisal
- (ii) East Pallant House asset options appraisal

- (iii) Implementing Chichester City Vision
 - (iv) Freeland Close acquisition
 - (v) Investigation of Roman buildings in Priory Park
 - (vi) Careline Business Plan - Part 2
- 4.2. Should the IPPDs be approved and the project costs exceed £50,000; have a significant impact or be relatively complex, a Project Initiation Document (PID) will be developed and considered by the Cabinet at a later date. The PID will set out the detailed project planning information, timescales, outcomes and business case for the project.

5. Proposal

- 5.1. The Cabinet is asked to approve the IPPDs set out in Appendices 1-6 which outline the key projects for the Council for the year 2017-2018. All of the projects contribute to the priorities and objectives within the agreed Corporate Plan.
- 5.2. In the case of three projects the Cabinet is also recommended to approve funding from reserves to progress feasibilities as follows:
- (a) Priory Park – phase one options appraisal - £30,000 to employ a consultant to undertake an options appraisal and cover professional fees for any design work required.
 - (b) East Pallant House options appraisal - £10,000 external consultancy in relation to architectural, M&E, planning and commercial property market advice.
 - (c) Careline Business Plan - £10,000 for business consultancy support.
- 5.3. If approved, the projects will be included in the Council's workplan, as well as being monitored on the corporate performance and project monitoring system. This is reported to Members and the Senior Leadership Team (SLT) by exception.
- 5.4. It is proposed that the overarching Corporate Plan as approved in December 2015 remains unchanged for 2017-2018 and that a full review of the Corporate Plan will be undertaken over the coming year. Any minor amendments to performance indicators will be captured in the relevant service plans and monitored under the current performance reporting arrangements.

6. Resource and Legal Implications

- 6.1. The IPPDs include a preliminary indication of the resources required for each project. This allows all teams, including support services, to plan their resources for the coming year effectively, ensuring that all of the projects can be delivered. In the event that internal resources are insufficient the approved budgets enable

one-off specialist resources to be engaged.

7. Consultation

- 7.1 Consultation on the draft 2017-2018 IPPDs was carried out with the SLT and Cabinet Members as part of Strategic Planning Days and with the Corporate Management Team.

8. Community Impact and Corporate Risks

- 8.1. Clear and effective project planning ensures that projects are given the best chance of succeeding with coherent business cases providing Members with the right information to make informed decisions on the best use of the Council's resources.

9. Other Implications

Crime and Disorder None
Climate Change None at this stage, to be considered in more detail at PID stage.
Human Rights and Equality Impact None directly at this stage, impact assessments to be undertaken as PIDs develop if required
Safeguarding and Early Help None
Other None

10. Appendices

- Appendix 1 - Priory Park – Phase one options appraisal
- Appendix 2 - East Pallant House asset options appraisal
- Appendix 3 – Implementing Chichester City Vision
- Appendix 4 – Freeland Close Acquisition
- Appendix 5 - Investigation of Roman buildings in Priory Park
- Appendix 6 – Careline Business Plan – **NB** Part II exempt report

11. Background Papers

- 11.1. None

Chichester District Council

THE CABINET

7 February 2017

Revised Local Development Scheme 2017-2020

1. Contacts

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2. Recommendation

- 2.1. That the Cabinet recommends to the Council that it approves the revised Local Development Scheme.**

3. Background

- 3.1. The Council's Local Development Scheme (LDS) was previously updated and approved by Council for publication in May 2016.
- 3.2. The LDS is kept under review as it is a statutory requirement and updates are published on the Council's website so that the local community and developers are kept informed of the current timetable for producing planning policy documents during the rolling three year timeframe. It is necessary to amend the LDS to take account of changes to the Chichester Local Plan Review timetable and include the Southern Gateway Masterplan Supplementary Planning Document (SPD) and Statement of Community Involvement (SCI). The updated version of the LDS covering the period 2017-2020 is attached as Appendix 1.
- 3.3. The LDS contains information about the current Development Plan for the Chichester Local Plan area. It provides a profile for each of the Development Plan Documents (DPD) and SPD's to be prepared, and a timetable for each main stage of documentation production, including public consultation stages. The LDS also contains information on other documents including Neighbourhood Plans and the Community Infrastructure Levy.
- 3.4. The LDS will be used to monitor the Council's progress in producing planning policy documents as part of the Authority's Monitoring Report.

4. Outcomes to be achieved

- 4.1. The revised LDS, which covers the period 2017-2020, and details the current Development Plan and proposals for new documents for the Chichester Local Plan area will help to manage workloads, resource requirements and enable the

public and other interested parties to know when they are able to take part in the planning policy process.

5. Proposal

- 5.1. There are three main areas where it is proposed to change the LDS, relating to changes to the Local Plan Review timetable and the inclusion of the Southern Gateway Masterplan SPD and the review of the SCI. These documents are addressed in turn below, followed by amendments to take account of made neighbourhood plans.

Chichester Local Plan Review

- 5.2. The LDS published in May 2016 outlined the timetable for the Chichester Local Plan Review. However, the Coastal West Sussex & Greater Brighton (CWS&GB) authorities have been considering a review of the Local Strategic Statement (LSS) and its evidence base, with the aim of preparing a new strategy, LSS3. This new strategy would replace the current LSS2 (which is reflected in the Chichester Local Plan) as it is recognised by the CWS&GB authorities that it will not deliver sufficient housing, jobs and infrastructure to support long term growth.
- 5.3. In discussions with the other CWS&GB authorities, the Council's representatives supported making an immediate start on the review of the LSS as this would enable the emerging strategy and evidence base, which can potentially be shared across the CWS&GB authorities, to inform the review of the Chichester Local Plan. However, the majority of the CWS&GB authorities advocated postponing a decision on LSS3 at that time. Therefore the Strategic Planning Board subsequently resolved to postpone any decision to progress LSS3 until 2017 at the earliest to allow for more time to consider the form, content and coverage of the new strategy, and the extent of the evidence base required.
- 5.4. The decision to delay starting work on LSS3 has meant that it will not be practicable to achieve direct coordination of the timetables for LSS3 and the Chichester Local Plan Review, and has potentially limited opportunities for sharing the evidence base and its associated costs in relation to cross boundary strategic issues with the other CWS&GB authorities, which would have informed the review of the Chichester Local Plan.
- 5.5. The Strategic Planning Board, however, did support the commissioning of a preliminary study to review the boundaries of the Strategic Market Housing Areas (SHMAs) and Functional Economic Market Areas (FEMAs) in the sub-region. Chichester District Council is leading on this work, which should be completed by March 2017. Based on the outcomes of this work the Council will be able to commission the Housing and Economic Development Needs Assessment (HEDNA), which will form a key component of the evidence base for the Chichester Local Plan Review.
- 5.6. In light of the discussions with the other CWS&GB authorities regarding the new strategy (LSS3) for the sub-region and its associated evidence base, and the allocation of staff resources to other projects in 2016, the timetable for the Chichester Local Plan Review and the resources required are under review. A

further report to Cabinet and Council will outline the proposed way forward in due course.

Southern Gateway Masterplan SPD

- 5.7. In 2001 the Council adopted Supplementary Planning Guidance for Chichester's Southern Gateway to provide a framework for the coordinated development of a number of potential development sites in the area. Since then a number of these have been developed; however, significant opportunities remain to regenerate the area. In addition other sites, such as the Magistrates and Crown Court buildings appear to be available, and potential funding streams have been announced by the government. In light of these recent developments it is considered an opportune time to review the existing guidance and produce a new masterplan for the Southern Gateway area, which forms part of the southern approach to Chichester City.
- 5.8. Cabinet resolved to support the Southern Gateway Project in principle and the Southern Gateway Masterplanning Project Initiation Document on 3 May and 7 June 2016, respectively. Subsequently consultants have been procured to prepare a masterplan and to undertake additional work regarding transport modelling.
- 5.9. The LDS has therefore been updated to include the Southern Gateway Masterplan SPD. The overall objective of the SPD will be the production of a masterplan for the area; the delivery of which will facilitate the regeneration of the area and the development of new homes, jobs, retail and other facilities.

Statement of Community Involvement

- 5.10. The Statement of Community Involvement (SCI) was adopted by the Council in January 2013. The SCI provides the community with clarity on the level of involvement that they can expect in the planning process. More specifically it sets out the policy and standards for engaging residents, local groups, stakeholders and statutory consultees in preparing local plan documents and how the Council will consult on planning applications. The current SCI, however, should be updated to take into account changes to Government legislation and guidance. As such the LDS has been updated to include the SCI in section 7 of the LDS.

Neighbourhood Plans

- 5.11. Section 4 of the LDS refers to the Development Plan and the fact that neighbourhood plans form part of the Development Plan. More specifically paragraphs 4.1 and 4.5 set out that since the publication of the revised LDS in May 2016, the neighbourhood plans of Birdham, Tangmere, Wisborough Green, Chidham and Hambrook and Bosham have been 'made'.

6. Alternatives Considered

- 6.1. The Council could decide to leave the future development of the Southern Gateway area to be market-led and assess planning applications against the existing supplementary planning guidance (where applicable) and policies in the Chichester Local Plan. This would make coordinated bids for funding less likely

to be successful and would mean that where development takes place it is likely to be put forward and assessed incrementally in the context of an individual site rather than on a comprehensive basis.

- 6.2. The update of the SCI could be postponed; however, the review of the Chichester Local Plan is at an early stage and it is considered an opportune time to update the SCI. Furthermore changes to Government legislation and guidance should be taken into account. In particular the Government response to consultation on the implementation of neighbourhood planning provisions indicates that the Neighbourhood Planning Bill will include a proposal to require local planning authorities to review their SCI every five years.

7. Resource and Legal Implications

- 7.1. The funding for consultants to prepare the masterplan for the Southern Gateway area was agreed by Cabinet in June 2016. Other than this funding, the main resource implications for the Council involve officer time to review and project manage the work.
- 7.2. In May 2016, Cabinet agreed the Local Plan Review - Project Initiation Document, which included the estimated costs of the project.
- 7.3. The main resource implications for the Council regarding the SCI involve officer time to review and project manage the work.

8. Consultation

- 8.1. The LDS itself is not subject to consultation, but it sets out the timetables for when consultation on different planning documents can be expected.

9. Community Impact and Corporate Risks

- 9.1. The production of the Southern Gateway Masterplan, Chichester Local Plan Review and SCI will require formal consultation with the public and a wide range of stakeholders to ensure that all potential community impacts and views are considered.
- 9.2. The risks of the Southern Gateway Masterplan and Local Plan Review were set out in the Project Initiation Documents, which were approved by Cabinet in June and May 2016, respectively.
- 9.3. The SCI adopted in 2013 should be updated to take account of changes to Government legislation and guidance to ensure that engagement in planning processes is transparent. However, if the update of the SCI is postponed potentially the engagement processes which will be undertaken for local plan documents, particularly the Chichester Local Plan Review, will not align with the current SCI, which would thus reduce transparency.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder		✓
Climate Change		✓
Human Rights and Equality Impact		✓
Safeguarding and Early Help		✓
Other (please specify)		✓

11. Appendices

11.1. Appendix 1 – Revised LDS 2017-2020.

12. Background Papers

12.1 None.

Chichester District Council

THE CABINET

7 February 2017

Community Led Housing Fund

1. Contacts

Report Author:

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Cabinet Member:

Carol Purnell - Cabinet Member for Housing and Environment Services

Tel: 01243 605927 E-mail: cpurnell@chichester.gov.uk

2. Recommendation

- 2.1. That the Cabinet and the Council note that funding of £1,386,067 has been allocated for the 2016-2017 financial year from the government's Community Housing Fund to support community led housing developments
- 2.2. That the Cabinet recommends to the Council that delegated authority be given to the Head of Housing and Environment Services, following consultation with the Cabinet Holder for Housing and Environment Services, to approve the spend of these funds in line with the government guidance issued with notification of the award (appendix 1) and the Council's adopted Housing Strategy.

3. Background

- 3.1. In the government's 2016 budget a £60 million fund was announced to support community-led housing developments in areas where the impact of second homes is particularly acute. The fund is to enable local community groups to deliver affordable housing units. It is to be used to provide technical support, revenue funding and enable capital investment, to make more schemes viable.
- 3.2. The funding has been allocated between local authorities proportionate to the number of second homes in the area and taking account of the affordability of housing to local people. The council received notification of the allocation on 23rd December 2016. The first tranche of £690k was received on 16th January. The second tranche will follow in early 2017, subject to the authority providing satisfactory evidence that the money is being spent in accordance with the objectives outlined in the government's Budget announcement.
- 3.3. Key priorities of the Council's Housing Strategy are to maximise the supply of local homes to meet the needs of local people and to enable local people to find their own solutions. The mid-term review in March 2016 recognised the need for the Council to develop a range of delivery mechanisms in order to meet the needs of local households unable to purchase their own home. This included the provision of advice and support to communities to identify need, sites and alternative options for the delivery of housing through registered providers or

community land trusts (CLTs). Since then the Council's housing delivery team has sought to build up in-house knowledge, expertise and contacts to provide advice and support to community groups. A series of events have been held and a leaflet produced promoting the benefits of community land trusts.

- 3.4. To date one CLT has been established in the district and there are at least seven community groups considering setting up a CLT. Most of those interested are group led, though there has been interest from two landowners to form developer-led partnerships.

4. Outcomes to be Achieved

- 4.1. The enabling infrastructure to provide a full range of advice and technical support services for community led housing initiatives, together with a funding programme which supports both government objectives and the priorities set out in the housing strategy. This will help to maximise delivery of affordable housing, particularly in the least affordable rural areas of the district.

5. Proposals

- 5.1. This report proposes that the funding received from the community led housing fund is allocated in line with the government guidance at appendix 1 and also to support stated aims within the Housing Strategy in particular support for CLTs.
- 5.2. Whilst there has been considerable interest in CLTs progress can be slow. A survey of parishes and community groups is proposed to identify the perceived barriers to give a deeper understanding of how the council can best support community groups and provide an evidence base for the allocation of resources.
- 5.3. An article promoting community led housing to the general public is planned for the spring edition of Initiatives inviting individuals to register their interest with the Council so that groups with similar interest can be put in touch with each other and supported. Consideration is also being given to setting up a district wide stakeholder group which could advise the Council on policy direction from a wider perspective.
- 5.4. Consideration must be given to how the Council can best use the £1.4m to support community groups to achieve maximum output. Initially it can be used to meet research costs, training, specialist advice, grants to community groups and set up costs. Options include:
 - (1) Offering the Council's in house expertise and staffing resources, such as rural housing enabling, business planning, governance, community engagement, land purchase and valuation. Consultants could be used to fill any gaps in expertise or capacity.
 - (2) Set up an umbrella CLT, made up of professional members and champions of the community. This would be a non-profit organisation which could then employ staff or consultants to support the development of CLTs in the district. Cornwall Council and Cambridge have both set up umbrella CLTs.
 - (3) The fund could be used to provide grants directly to CLTs to buy in the professional advice they need, such as support from Action in Rural Sussex, specialist legal advice, advice on governance, business planning and funding.

(4) Pooling resources with other authorities to develop the resources and expertise.

(5) Contribute to and help secure the capital funding to purchase land and build homes.

5.5. Issues to be taken into account include timely spend of funds and the availability of expert advice locally. A mapping exercise will be undertaken of existing resources and expertise both within the district and neighbouring authorities. It should be noted that CDC received the 2nd largest allocation of funds in the SE, second only to the Isle of Wight UA. Other West Sussex authorities collectively received £945K.

5.6. Consideration will be given to setting up and encouraging developer led partnerships, where appropriate. This could include the council setting up a community partnership to take on the affordable housing to be delivered on council owned sites and encouraging developers to form such partnerships where they have difficulties in finding a registered provider to take on affordable housing or where there is interest from the community.

6. Resource and Legal Implications

6.1. The Housing Strategy review approved by Council in March 2016 set out the allocation of Council's resources to support new affordable housing provided by registered providers and CLTs, comprising:

- The Affordable Housing Grant Fund of £626,613 to be used as grant funding.
- The Affordable Housing Capital Fund of £2.5m to be used as a recyclable loan fund.

The Community Housing Fund will complement these funds.

6.2. CDC employs a dedicated Rural Housing Enabler, whose primary role is to promote, facilitate and coordinate the provision of new affordable housing developments, working with communities, landowners, planning officers, developers and registered providers, contributing to the sustainability of the rural communities within the district. Any additional enabling resources required can be funded from the government grant.

7. Consultation

7.1. The Department of Communities and Local Government has worked closely with the National Community Land Trust Network and other members of the community-led housing sector to produce guidance (Appendix 1).

7.2. This fund supports the priorities highlighted in the Housing Strategy review, which was shaped by discussions with the Chichester Housing Delivery Partnership, members and officers across the Council. There have also been meetings with the National CLT Network, Wickham CLT and Wessex CLT Project.

8. Community Impact and Corporate Risks

8.1. These proposals will have a positive impact on local people and communities through the provision of community led housing and delivery of the Housing Strategy objectives.

8.2. This government funding initiative is aimed at helping local groups to deliver affordable housing in response to the problem second homes can cause in reducing both the supply and affordability of homes. It's spend is not restricted to those parishes with the highest second home ownership. From 2017/18 onwards, allocations will depend in part on how the 2016/17 allocation has been spent.

9. Other Implications

Crime and Disorder	None
Climate Change	None
Human Rights and Equality Impact see paragraph 8.1.	Yes
Safeguarding and Early Help	None

10. Appendices

10.1. Guidance Community Led Housing Fund

11. Background Papers

11.1 None

Community-led housing: What is it and what can it offer your local authority?

Guidance from the community-led housing sector

This guidance has been prepared by the community-led housing sector for officers and elected members. It:

- explains what community-led housing is;
- highlights the benefits how community-led housing can deliver on your strategic aspirations;
- highlights the availability of substantial government funding aimed at promoting the sector; and
- explains where further advice can be obtained on how to make the best use of this funding, secure the second tranche of funding, and realise the benefits of community-led housing in your area.

Community-led housing is about local people playing a leading and lasting role in solving local housing problems, creating genuinely affordable homes and strong communities in ways that are difficult to achieve through mainstream housing.

Benefits for local authorities

Community-led housing can bring significant benefits to local authorities. These include:

- mobilising public support for new homes and regeneration initiatives;
- reducing reliance on public services, for example addressing social care through building communities with mutual support for the elderly and vulnerable, and involving homeless people in the renovation of homes;
- providing a range of genuinely affordable housing in perpetuity, including rented homes that are not susceptible to the Right to Buy, and homes for those priced out of ownership;
- diversifying the local housebuilding market, and unlocking small sites and landowners that are not attractive or available to established housebuilders;
- supporting the implementation of duties such providing permissioned plots for individuals and groups on the Self and Custom Build Registers; and
- promoting community cohesion and resilience that can help tackle issues like antisocial behaviour.

Community-led housing approaches can also bring benefits to participants, including:

- skills, training and jobs, which can be targeted e.g. at care leavers and unemployed young people;
- a rewarding collective experience, improving their sense of community and connection;
- high quality and imaginatively designed homes and neighbourhoods;
- giving community organisations control over assets and revenue; and
- mutual support within communities, especially for older people and vulnerable young people.

Bringing resources into your area through community-led housing

The newly announced Community Housing Fund provides £60 million per year of revenue and capital funding for the sector. This will be a game-changing fund with significant opportunities for local authorities.

Community-led builders can access mainstream funding, such as the £3 billion Home Building Fund and money from the HCA's and GLA's affordable housing programmes.

Community-led groups have also brought in significant revenue and capital resources not accessible to other housing providers, including commercial lending, social finance, charitable funds, crowdfunding, community bond issues and labour. These cover seed-corn funding for new providers, and pre-development and development finance for schemes, as well as funds for associated aims such as skills training and community development. They can build up new resources and resilience in your communities.

Criteria for genuine community-led schemes

An alliance of community-led housing organisations has endorsed the following definition to ensure that schemes are truly community-led:

- a requirement that the community must be integrally involved throughout the process in key decisions (what, where, for who). They don't necessarily have to initiate and manage the development process, or build the homes themselves, though some may do;
- a presumption in favour of community groups that are taking a long term formal role in ownership, management or stewardship of the homes; and
- a requirement that the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity.

Approaches to community-led housing

Community-led housing has a significant history accompanied by a range of distinctive terminology and practices. Over time a number of established approaches have developed which all have specific characteristics, yet overlap to the extent that the distinctions between them are becoming increasingly academic.

Communities can and do choose to combine approaches to meet their needs and aspirations, drawing on the principles of each approach as a component to achieve one of their aims.

The main aims that different approaches provide for are:

- **Stronger neighbourhoods, shared spaces, mutual support:** Cohousing principles can be used to achieve this. Households each have a self-contained home but residents come together to manage their community and share some facilities. Cohousing is increasingly becoming an attractive option for older people to create resilient mutual support, in both new developments and retrofit to sheltered housing, which can reduce their reliance on public services including social care.
- **Permanent affordability and local control of assets:** Community Land Trust principles offer a mechanism to provide genuinely affordable housing in perpetuity, both for rent and ownership. Rented homes are protected from the Voluntary Right to Buy, and low cost ownership homes can be designed to remain affordable even if the gap between local incomes and house prices widens.
- **Building neighbourhoods:** Group self-build and collective custom build are great ways of supporting groups of households to work together to build or directly commission their own homes. The emphasis is always on supporting one another through the process which not only creates strong communities, but also develops skills and delivers high quality housing.
- **Greater local accountability and control over housing management:** Co-operative and tenant management principles empower residents to democratically control and manage their homes, often leading to improved efficiencies and financial savings as well as increased skills and confidence within the community. Many housing cooperatives own their properties collectively which also offers opportunities to invest in wider socially beneficial activities.
- **Tackling empty properties:** Self-help housing offers people the chance to bring empty properties back into use, sometimes for their own use. It can be particularly effective in providing work experience and training to people from vulnerable backgrounds in a safe and supportive environment, and help to revitalise homes, streets and neighbourhoods. It can form part of a strategy to tackle homelessness.

Routes to delivery

For the most part, the routes to delivery for community-led housing schemes are the same as in any other industry-standard housing scheme. The difference is that the community takes central role. Communities may work in partnership with a local housing association or developer, or can work on standalone projects. They can provide affordable housing through a section 106 agreement and/or a Rural Exception Site.

There are three main ways in which community-led groups become involved in the process:

- **Group-led:** New community-led groups form in response to local housing need, or to deliver their own homes. They sometimes emerge from existing networks such as Neighbourhood Forums and parish councils. They access technical expertise to support the development and realisation of their ideas.
- **Extension of community based activity:** Existing community-based organisations with local roots decide to provide housing in addition to their current activities, accessing technical expertise to help them understand this new area of work.
- **Developer-led partnership:** A Local Authority, landowner, housing association or local developer wants to provide housing that incorporates a community-led element. They access technical expertise to recruit 'founder members' from within the community and support them to take over ownership and/or management of the homes. In this scenario it is essential that all of the community-led criteria (see below) are met to ensure genuine community benefit and involvement.

Support available for local authorities

The community-led housing sector can provide a range of technical support services for all approaches and all routes to delivery. These are best provided by local or sub-regional organisations with a strong understanding of the local housing market, and relationships and partnerships with local authorities, housing associations and developers. The Community Housing Fund can be used to create or grow this kind of enabling infrastructure in your area.

As a first step, the sector can provide you with advice and enabling services to help you make the best use of the Community Housing Fund and be in a strong position to secure the second tranche of funding. The package of specialist advice includes:

- an introductory session to understand community-led housing, how it might meet your authority's priorities, and how it can dovetail with other duties such as the Right to Build and Neighbourhood Planning;
- mapping existing community-led housing activities in your area and in neighbouring authorities, including groups, technical advisers and enabling organisations, and options for growing the sector locally and in partnership with neighbouring authorities;
- advice on internal policies, procedures and structures to best enable community-led housing and avoid unnecessary and expensive delays, such as asset disposals/leases, the planning system, local sales and lettings policies, and the use of self and custom build registers;
- nurturing a local enabling and support vehicle so that your use of the funding creates a legacy of delivery capacity within your authority and in the local community; and
- signposting further specialist support for each of these areas.

You will be signposted to appropriate online resources (existing or emerging) as part of the support on offer.

What happens next?

If you would like to arrange for an introductory session with a community-led housing adviser please send a brief email to communityledhousing@bshf.org and we will put you in contact with an appropriate specialist.

Further information about community-led housing support services, wider support organisations, and signposting to sample case studies can be found at:

<https://www.bshf.org/our-programmes/community-led-housing>

Chichester District Council

THE CABINET

7 February 2017

**Overview and Scrutiny Committee Call-in
of Evening Car Parking Charges**

1. Contact

Report Author

Steve Hansford - Head of Community Services

Tel: 01243 534789

Email: shansford@chichester.gov.uk

2. Recommendation

2.1 The Overview and Scrutiny Committee recommends to the Cabinet

That this decision is re-considered taking into account the following comments made by the Overview and Scrutiny Committee:

- 1) By identifying only the two car parks for the introduction of evening car parking charges is unfair and targeted to the city.**
- 2) An increase in all current car parking charges in all the district's car parks during current charging hours would be a more fair and equitable means to increase car parking charges.**

3. Background

3.1 On 13 January 2017 a call in request was received in respect of the Cabinet decision made on 10 January 2017 relating to the introduction of evening car parking charges at New Park Road and Northgate car parks, as follows:

“(1) That having considered the representations made in respect of the proposal to amend the *Chichester District Council (Off Street Parking Places) (Consolidation) Order 2012*, the *Chichester District Council (Off Street Parking Places) (Consolidation) (Variation No 1) Order 2017*, to include reference to the charges detailed in paragraph 5 of the agenda report (as amended in sub-para (a) thereof), shall come into effect from 1 April 2017.

(Paragraph 5.1(a) of the report states - To extend the hours of charging in New Park Road and Northgate Car Parks from 6.00pm Monday to Saturday to 8.00pm Monday to Saturday.)”

- 3.2 A special meeting of the Overview and Scrutiny Committee held on 24 January 2017 to consider the call in. The call in request form is attached as Appendix 1.
- 3.3 The committee members debated the issues and reached a proposed motion which was seconded, put to the vote and carried as follows:

The Overview and Scrutiny Committee therefore RECOMMENDS TO CABINET

That this decision is reconsidered taking into account the following comments made by the committee:

- By identifying only the two car parks for the introduction of evening car parking charges is unfair and targeted to the City.
- An increase in all current car parking charges in all the district's car parks during current charging hours would be a more fair and equitable means to increase car parking charges.

4. Outcomes to be Achieved

- 4.1. That cabinet reconsiders the decision made on 10 January 2017 relating to the introduction of evening car parking charges at New Park Road and Northgate car parks in the light of the Overview and Scrutiny recommendation.

5. Alternatives Considered

- 5.1. As previously reported to Cabinet and the Parking Forum.

6. Resource and Legal Implications

- 6.1 As set out in the original Cabinet report of 10th January 2017

7. Consultation

- 7.1 Full Overview and Scrutiny call in procedure as set out in the Constitution

8. Community Impact and Corporate Risks

- 8.1 As set out in the original Cabinet report of 10 January 2017

9. Other Implications

	Yes	No
Crime and Disorder		x
Climate Change		x
Human Rights and Equality Impact		x
Safeguarding and Early Help		x
Other (please specify) eg biodiversity		

10. Appendices

Appendix 1 Call in Request Form

11. Background Papers

None

CHICHESTER DISTRICT COUNCIL

CALL IN OF CABINET DECISION - REQUEST FORM

Cabinet meeting date:	10TH JANUARY, 2017
Cabinet decision:	OFF-STREET PARKING CHARGES 2.1 (S.I.A only)
Date decision comes into effect:	1 APRIL 2017

1. For the call-in to be valid, the request must satisfy all of the following provisions (as set out in the Council's Constitution (Paragraph 29 of Part 4.5 Overview and Scrutiny Procedure Rules):-

- (i) Be in writing (on paper or e-mail).
- (ii) Specify the relevant decision which is to be the subject of the call-in.
- (iii) Be supported by at least five members of the council excluding members of the Executive.
- (iv) Written confirmation that such Members have **each considered all of following matters** (at 2 below) before requesting a call-in of the decision.
- (v) State the reason for the call in of the decision and specify the evidence which demonstrates the alleged breach of any of the criteria listed in 29 (iv) above.

2. Please state the criteria for the call in:

Criteria for call in:	Tick all that apply
(a) Whether the decision is likely to cause distress, harm or significant concern to a local community, or to prejudice individuals within it.	✓
(b) Whether the matter has been subject to consultation or debate with relevant interested parties.	✓
(c) Whether the delay in implementing the decision is likely to cause significant harm to the Council or others.	
(d) Whether the decision is against an approved policy or budget provision of the Council.	
(e) Whether the decision was made against the advice of professional staff.	
(f) Whether the decision is contrary to a provision in the Community Strategy or the Corporate Plan.	
(g) Whether the decision-maker complied with the decision-making principles set out in Article 13 of the Constitution.	
(h) Whether the views of the Members requesting the call-in were taken into account in arriving at the original decision.	✓

3. Evidence which demonstrates the alleged breach(es) indicated in 2 above (required):

- | |
|--|
| <p>1. INADEQUATE CONSULTATION PROCESS AND FLAWED INTERPRETATION OF RESPONSES</p> <p>2. INEQUALITY OF CHARGES ON NEW PARK DUE TO DIFFERENT CAR PARKING HOURLY RATES</p> <p>3. EFFECT ON CFT, NEW PARK ACTIVITIES AND NIGHT TIME</p> |
|--|

ECONOMY

4. Desired outcome

Paragraphs 30 to 35, Part 4.5 of the Council's Constitution state the procedure to be followed when a call in has been received and the outcomes to be achieved – select one desired outcome:

1) Refer the decision back to the decision maker for reconsideration, setting out in writing the nature of the committee's concerns.	✓
2) Refer the matter to Council, setting out in writing the nature of the committee's concerns.	✓


5. Information and witnesses requested:

Please list any witnesses you intend to call or documentation you will rely on in presenting the evidence:

<p>CHICHESTER FESTIVAL THEATRE NEW PARK CENTRE CITY COUNCIL</p>

6. Members supporting this call in:

Councillor Name	Political Party	Other e.g. Chair/Vice-Chair, Ward etc.
1. LESLIE HIXSON	Conservative	city EAST WARD
2. TRICIA TULL	"	SIDLESHAM WARD
3. Mida-Hall	"	LAVANT/WESTBONWENT
4. JANE KILBY	CONSERVATIVE	CHICHESTER EAST WARD
5. Julie Tassell	"	Funtington

Date Received:	13/01/17
Name and Signature of receiving officer:	 TARA SHANNON

Chichester District Council

THE CABINET

7 February 2017

Historic Environment Strategy and Action Plan

1. Contacts

Report Author:

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Cabinet Member:

Susan Taylor - Cabinet Member for Planning Services

Tel: 01243 514034 E-mail: sttaylor@chichester.gov.uk

2. Recommendation

- 1) That the Cabinet agrees the principles and approach to achieving protection and conservation of the historic environment within the district as set out in the Historic Environment Strategy and Action Plan, attached as appendix 1 to this report; and
- 2) That the Strategy and Action Plan be approved and endorsed as part of the evidence base for the review of the Local Plan and be published on the Council's website; and
- 3) That authority is delegated to the Head of Planning Services to enable minor typographical amendments to be made to the document prior to publication.

3. Background

- 3.1. The Historic Environment Strategy has been prepared to set out the Council's approach to the management of the Historic Environment in Chichester District. A copy of the Strategy recommended for approval is attached at Appendix 1 to this Report.
- 3.2. It is intended that the Strategy document will be used as a procedural document in the development management process to ensure that the council continues to meet its duties and responsibilities in relation to the historic environment having regard to the Planning (Listed Buildings and Conservation Areas) Act 1990. The document also sets out priorities for future work in relation to the historic environment and includes an Action Plan that will be regularly refreshed.

4. Outcomes to be Achieved

- 4.1. A clear and positive strategy for the Council's work in relation to the historic environment and ensuring resources are focused where they can provide most beneficial outcomes.
- 4.2. That the importance of the historic environment of the District is fully recognised including through the local plan review process.

5. Proposal

- 5.1. That the Cabinet approves the Strategy and Action Plan. The Strategy has been prepared to confirm the importance the Council attaches to the historic

environment and to outline our approach to raising awareness of the importance of the historic environment and to ensure that we achieve its conservation in a positive way. The Strategy is intended to underpin the Local Plan as recommended in the NPPF.

- 5.2. The Strategy embraces all aspects of the historic environment including the built environment, archaeological remains or features and man-made landscape and recognises that it is dynamic and changes over time. The aim of the strategy is to manage change by ensuring that development or change affecting the historic environment is appropriate in terms of its impact, and to ensure appropriate policies and programs of work are developed and put in place for its management. It is supported by a more detailed action plan setting out prioritised actions linked to strategic priorities to secure best use of available resources to achieve the Strategy objectives.
- 5.3. The Strategy describes and explains the various powers, processes and tools available which can contribute to conserving the historic environment and sets out our approach to their use to secure positive conservation and enjoyment of the historic environment. It also sets out areas of work to secure proactive conservation of the Districts heritage assets. These include advice on development proposals, preparation of conservation area appraisals, use of Article 4 Directions, approaches to Heritage at Risk and preparation of technical guidance.
- 5.4. The aim of the document is to provide a clearly defined approach to the conservation of the historic environment and to give developers certainty about the internal procedures for assessing proposals and the processes we will employ.

6. Alternatives Considered

- 6.1. Alternatives could include the preparation of an Historic Environment Supplementary Planning Document (SPD). This Strategy could form the basis of a future SPD should a decision be taken to prepare one.

7. Resource and Legal Implications

- 7.1. The draft Strategy has been prepared in house within existing staff resources. There are no financial or legal implications arising from the recommendations of this report.

8. Consultation

- 8.1. The draft of the document was approved for public consultation by the Cabinet on 4 October 2016. Pursuant to that decision an informal consultation was undertaken, between 28 October and 9 December 2016, within the Council and with external partners including:-
 - Historic England;
 - West Sussex County Council;
 - The South Downs National Park Authority; and
 - Local amenity groups.

Local agents and architects, regularly using the Planning Service, were also consulted.

- 8.2. In response to the representations received a number of changes have been made to the document; these have been highlighted with new text in bold and deleted text struck through. Details of the representations received and officers' responses to them are attached at Appendix 2 to this report.

9. Community Impact and Corporate Risks

- 9.1. None

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder The Strategy includes recommendations for future work to tackle issues around heritage crime, probably as part of a wider rural crime reduction initiative in accordance with a Memorandum of Understanding entered into with Historic England by the Community Safety Partnership in 2012.	✓	
Climate Change The Strategy includes recommendations for future technical advice notes that will include advice on improving environmental performance of traditional buildings.	✓	
Human Rights and Equality Impact		✓
Safeguarding and Early Help		✓
Other		✓

11. Appendices

- 11.1. Appendix 1 – Historic Environment Strategy
- 11.2. Appendix 2 - Details of representations received and proposed responses to them.

12. Background Papers

None

Chichester District Council

THE CABINET

7 February 2017

Selsey Haven

1. Contacts

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Gillian Keegan - Cabinet Member for Commercial Services
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2. Executive Summary

The Cabinet is recommended to allocate funding of up to £25,000 from reserves to jointly commission with Selsey Town Council and Selsey Fisherman's Association, who have contributed £25,000, two studies to further inform on the feasibility of a small harbour, or haven, in Selsey. One study will concentrate on the business case/financial viability and technical feasibility of a haven. The second is to clarify the wider socio-economic benefits to Selsey. If the conclusions support a haven, a further report will be brought to Cabinet outlining the project phases and sources of funding.

3. Recommendation

3.1. That subject to partnership funding remaining in place, the Cabinet allocates funding of £25,000 from reserves towards;

- (a) a technical and financial report that includes possible operational models and a 5 year business case;**
- (b) a wider socio-economic assessment to assess the benefits of a haven to Selsey.**
- (c) legal advice and other ancillary project costs.**

3.2. That the Head of Housing and Environment Services be authorised to approve expenditure of the above funds.

4. Background

4.1. The background and history to the proposed Selsey Haven project is shown in Appendix 1. The project aims to build a small harbour near East Beach,

Selsey including associated business units, to provide fisheries protection, economic opportunities, flood protection and a visitor focus on the Manhood Peninsula.

- 4.2. An initial technical feasibility study undertaken by Royal Haskoning DHV (RHDHV) (see appendix 2) looked at three harbour options. The study, funded jointly by the Council and a DCLG Coastal Communities Team award, concluded that a land based harbour (option 1) could be viable and would likely be the favoured option by the regulatory bodies because it has the lowest impact on coastal processes.
- 4.3. The preliminary report recognised that the coastal processes between Selsey Bill and Pagham Harbour are complex with a number of uncertainties and that other key considerations, namely land impacts and sea access, could be dealt with through good design. The RHDHV report concluded that having identified a preferred option a further study regarding technical feasibility was needed.
- 4.4. It is also important to establish the economic viability of a haven in terms of its longer term costs and potential for income generation. Consideration also needs to be given to the operating model.
- 4.5. This report is to request the funding for these technical and economic studies and in addition, the Council wants to better understand the wider impacts of a haven to Selsey and its economy, so funding is also sought for a wider socio-economic study.
- 4.6. The total funding for these studies is estimated to be £50k and contributions of £24k and £1k have been pledged by Selsey Town Council and the Selsey Fisherman's Association.

5. Outcomes to be Achieved

- 5.1 There are three main outcomes;
 - 5.5.1 To establish the technical feasibility and economic viability of a haven, including a 5 year business case,
 - 5.5.2 To better understand the wider impacts of a haven on Selsey and its economy.
 - 5.5.3 Understand issues around land ownership and land transfer and their impact on the viability of a haven.
- 5.6 The findings of these studies will form the basis for the project partners to decide whether the project is viable and whether or not it should progress to the next phase. It will also provide essential information for subsequent funding applications.

6. Proposal

- 6.1 To achieve the outcomes, the Cabinet is asked to fund two further studies; a technical/economic study and a wider socio-economic study.

- 6.2 The technical study will be undertaken by RHDHV awarded under a direct call off from the East Solent Coastal Partnership Professional Services Framework. The report will include an assessment of the economic viability including the business case for the first five years of the Haven's which will be subcontracted by RHDHV to Vail Williams. The main aims of the business case are firstly to ensure that the proposed marina design matches the perceived demand and to ascertain whether the marina can operate in the future without needing to be subsidised by the Council or others.
- 6.3 The wider socio-economic study will examine the implications for the wider peninsula and Chichester and will be undertaken by Marshall Regen Ltd.
- 6.4 The studies are expected to take three months to complete after commissioning. The findings of these studies will establish whether the haven is viable and inform the decision as to whether the project should proceed to funding, design and construction phases.

7. Alternatives that have been Considered

- 7.1 The alternatives considered have included whether or not to proceed with the feasibility studies. Further exploration of the viability of a haven is, however, supported by the reasons outlined in appendix 1. As a partnership project, Selsey Town Council and Selsey Fisherman's Association have supported the commissioning of the further studies by providing funding of £25,000.
- 7.2 The funding being sought here could be sought from elsewhere however a source has not been identified as grant funds do not generally support these early feasibility studies.
- 7.3 Do the minimum by providing a breakwater instead of a haven. The resulting structure will be similar to the seaward wall of options 2 and 3 in the RHDHV Preliminary study, which were rejected by Natural England and the Environment Agency.

8. Resource and Legal Implications

- 8.1 Funding of £25,000, to supplement partnership funding already secured, is required for the two studies. There is no existing budget for the work and therefore funds will need to be allocated from reserves if the project is to progress further.
- 8.2 Council contributions to the feasibility studies could count as match funding at a later date (depending on funding provider), which will be viewed favourably when future funding is sought.
- 8.3 The Selsey Fishermen's Association has pledged £1,000, and Selsey Town Council has pledged £24,000 towards the costs of the studies.
- 8.4 Staff resourcing will include the Manhood Peninsula Partnership Project Officer in conjunction with the Council's Economic Development Service.
- 8.5 Other funding sources have been considered (Coastal Communities Fund, Crown Estates, LEADER, and the Big Lottery Fund) however feasibility studies are not covered by these funds.

- 8.6 Funding of future stages of the project will be pursued from sources such as the Coast 2 Capital Local Enterprise Partnership; Coastal Communities Fund; the Lottery Fund; public/private partnership; and the European Maritime & Fisheries Fund (EMFF). The Marine Management Organisation, who administers the EMFF, has confirmed that Selsey Haven is eligible for funding, and that funds will be available until either 2020 or until the UK leaves the EU.

9. Consultation

- 9.1 Those below were consulted and gave their support in principle to the construction of a haven at Selsey as expressed in the RHDHV preliminary study:
- 9.1.1 Internal – the Council’s Economic Development Service, the Planning service, and the Environment service.
- 9.1.2 External – Selsey Town Council; Selsey Fishermen’s Association; the Manhood Peninsula Partnership; Arun District Council; Environment Agency; Natural England; Crown Estate; Marine Management Organisation; a small number of local residents have been informally consulted. The key partners, namely Selsey Town Council, Selsey Fishermen’s Association and the regulatory agencies have been consulted and support the terms of the proposed studies.
- 9.1.3 Members consulted – Cllr Purnell, Cllr Barrow, Cllr Keegan and Cllr Connor, all members of Selsey Town Council.

10 Community Impact and Corporate Risks

- 10.1 The project has the potential to fulfil corporate priorities in the Sustainable Community Strategy 2016-2021 for the economy and environment.
- 10.2 The project fulfils priorities in the Council’s Economic Development Strategy 2013-2019: to attract and retain working age talent; create conditions to support growth oriented businesses; make best use of the district’s natural and cultural assets.
- 10.3 The main risk is that these further studies will conclude that a haven is not financially viable and the money spent on these preliminary studies will have been lost. However, the work undertaken will better inform other options for the regeneration of East Beach Green and the sea defences which will require major works within the next 20 years due to their age.
- 10.4 The outcomes of these studies will be recommendations rather than actions and there is a risk that the project will not proceed to the next stages because of the significant costs of the next stages and funding not being secured.
- 10.5 There is a reputational risk that public money is being spent on a project that is not realised due to not being viable or funding for design and construction can not be obtained.

11 Other Implications

Crime and Disorder		No
Climate Change		No
Human Rights and Equality Impact		No
Safeguarding		No
Other		No

12 Appendices

- a. Appendix 1 - Selsey Haven Background
- b. Appendix 2 – Selsey Harbour Preliminary Consultation Document, Royal Haskoning DHV, 10 February 2016

13. Background Papers

Cabinet report 8 September 2015 – Coastal communities fund projects

Chichester District Council

THE CABINET

7 February 2017

**Closed Churchyards and Burial Grounds –
Essential Repairs and Maintenance**

1. Contacts

Report Author

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2. Recommendation

- 2.1. That £65,000 is allocated to carry out essential repairs to structures in the district's closed churchyards and burial grounds.**
- 2.2. An annual maintenance budget of £10,000 is allocated to maintain structures to an acceptable standard.**

3. Background

- 3.1. Closed churchyards or burial grounds are those which have been closed by the Ministry of Justice because there is no space left for new graves. The Burial Acts 1835 and 1872 and Section 215 of the Local Government Act 1972 place responsibility with the Parochial Church Council (PCC) to maintain closed churchyards "in decent order with walls and fences in good repair". However, legislation permits the PCC to pass this responsibility to the parish council who can in turn pass responsibility to the District Council.
- 3.2. This legislation has resulted in maintenance responsibility for nine closed burial grounds and churchyards being passed to the District Council. Ownership of the land itself remains with the relevant PCC and ownership of the memorials remains with the original purchaser or their heirs (if they can be traced). The responsible local authority is classed as the 'occupier' with attendant responsibilities for maintenance and safety.
- 3.3. Working practice has been to provide only basic grounds maintenance functions and therefore keep the District Council's financial commitment to a minimum. However, it is recognised that closed burial grounds are regularly used by members of the public (particularly as interest grows in researching family histories) and consequently a duty of care exists, no different to the public parks and green spaces.
- 3.4. This prompted a review in 2016 which highlighted the need to increase maintenance. Additional grounds maintenance requirements have been

absorbed by bringing cemetery grounds maintenance tasks back in house and improving efficiency. However, in relation to cemetery structures i.e. walls, tombs and fences, there is a need for investment.

- 3.5. In 2016 Hockley & Dawson Consulting Engineers were commissioned to undertake surveys of all cemetery structures. Their report recommends essential repairs (see Appendix 1 for examples) with an indicative cost of £58,000.

4. Outcomes to be achieved

- 4.1. Completing repairs will fulfil the Council's statutory responsibilities as well as the Health and Safety at Work Act and enable the Council to demonstrate that it has taken reasonably practicable steps to maintain cemetery structures in a state of good repair.

5. Proposal

- 5.1. It is proposed that the specifications prepared by the consulting engineers are put out to tender so a contractor(s) can be appointed to complete essential repairs.
- 5.2. Based on experience in maintaining parks and open spaces it is further proposed that an annual maintenance budget of £10,000 be allocated to ensure cemetery structures are 'kept' in a state of good repair. This will allow a proactive maintenance programme to be established.

6. Alternatives that have been considered

- 6.1. With the focus being on essential repairs there are considered to be no alternatives. However, further closed burial grounds are likely to be passed over in the future that will add to the repair and maintenance responsibilities of the Council. The Council's legal team recommends that a memorandum of understanding be developed to provide an opportunity to negotiate with the church before taking on the financial burden, which will include a survey to confirm the condition.

7. Resource and legal implications

- 7.1. £65,000 (including contingency) to cover essential repairs and £10,000 growth on the annual repairs and maintenance budget.
- 7.2. Essential repairs will have to be tendered and a contractor selected based on price and capability.
- 7.3. The project will be led by the Green Spaces & Streetscene Manager, supported by the Building Services team and with input from Procurement and Legal Services as necessary.
- 7.4. The intention is to complete the works during Summer/Autumn 2017

8. Consultation

8.1. The Council's legal team has been consulted.

9. Community impact and corporate risks

9.1. This project contributes to the Council's corporate priority; manage our built and natural environments. It contributes to its objective to maintain clean, pleasant and safe public places.

9.2. Failure to complete the work may result in structural failures and legal action being taken against the Council.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime & Disorder		✓
Climate Change		✓
Human Rights and Equality Impact		✓
Safeguarding and Early Help		✓
Other (please specify) eg biodiversity		N/A

11. Appendices

11.1. Examples of essential repairs and maintenance

12. Background Papers

None

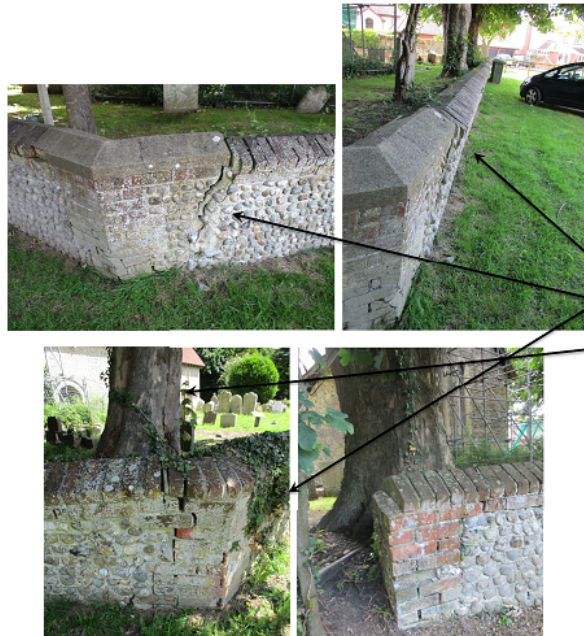
Examples of essential repairs & maintenance:

Horsham Road, Petworth



Wall has partially collapsed. Carefully provide adequate propping and rebuild portion of collapsed wall. Replacement stones to match existing. Use NHL 3.5 mortar.

Church Farm Lane, East Wittering



The wall has rotated and is leaning outwards severely.

Severe cracking at the returns means little if no restraint is being provided to the wall.

Additionally the large trees growing against the walls on top of the retained material are likely a major contribution factor to the decay of the walls.

The wall is unstable and it is likely that without intervention, it will fail.

In our opinion, the wall is beyond repair and requires immediate careful dismantling and rebuilding.

St Mary's Petworth



Carefully remove vegetation from masonry and repoint voids / rebuild with NHL 3.5 mortar to suit, using bricks to match existing where required.



Stabilise / repair table tombs by carefully removing vegetation, and reinstating / repair fallen stone.



St Mary Magdalen's, Midhurst



NE corner of wall is leaning and cracked, posing a potential hazard. Further investigation is recommended to determine whether the wall is stable.

Carefully remove vegetation from masonry and repoint voids left with NHL 3.5 mortar to suit.



Carefully rake out loose pointing (allow 12m²) and repoint in approved NHL 3.5 mortar to match existing. Replace any cracked or defective stone/ bricks to match existing (allow 3No). Loose bricks to coping to be re bedded in NHL 3.5 mortar.

Chichester District Council

THE CABINET

7 February 2017

Developing a New Strategy for the Visitor Economy

1. Contacts

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Report Author:

Stephen Oates, Economic Development Manager
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2. Executive Summary

This report summarises the studies and research undertaken into the District's visitor economy and the engagement work undertaken with partners. The report proposes the strategic direction for tourism to be taken by the Council to support and grow the visitor economy, proposes the allocation of annual funding, and sets out the anticipated long-term outcomes.

3. Recommendation

That the Cabinet

- 3.1 Notes that the Overview and Scrutiny Committee was supportive of the proposed way forward as set out in this report and of the recommendations below.**
- 3.2 Agrees that the Council and Chichester BID open negotiations with the board of Visit Chichester (VC) with a view to redevelop VC to fulfil the functions and structure as set out in sections 6.1 and 6.2 of this report. If VC do not wish to take on these changes and fulfil these new functions, it is considered that the Council and the BID have the following options:**
 - 1. To bring management of the visitor economy in-house to the Council, or**
 - 2. To establish a new destination management organisation (DMO) in line with the criteria set out in sections 6.1 and 6.2. If this option is to be followed then a report will be brought back to OSC and to Cabinet setting out how these arrangements will work and the timetable for implementation**
- 3.3 Notes the potential annual partnership funding from Chichester BID and approves £50,000 annual partnership funding for five years from April 2017 to assist development of the District's visitor economy.**

- 3.4 Sponsors a strategic review as to how the Council can facilitate or encourage additional overnight accommodation to be developed in the District.**

4. Background

- 4.1 In January 2014, a Task and Finish Group was convened to understand and assess the opportunities and options for the District's visitor economy. The Group reported in detail to the Overview and Scrutiny Committee in March 2015. The Committee's recommendation to Cabinet and an accompanying Project Initiation Document for 'Developing a New Strategy for the Visitor Economy' was then approved in July 2015.
- 4.2 Our approach has been to build on the data and insights gathered as part of the work of the Tourism Task and Finish Group, by securing further baseline data, intelligence and proposals through research studies, surveys and consultation. We have worked and/or consulted with a number of partners.

Town and City Centre Research

- 4.3 A summary of the research studies and surveys, and their findings, is at Appendix 1. These confirm and amplify our understanding of the current state and value of our visitor economy and, accordingly, provide a clear picture of the substantial opportunities to attract more visitors, and the potential for developing a year-round visitor economy, creating new jobs and attracting new investment.

Partnerships

- 4.4 Coastal West Sussex Partnership (CWSP) Tourism Project
In late 2015 it was agreed that the Council would continue work on growing the value of tourism in the CWSP area. As part of this, West Sussex County Council's 'West Sussex Weekends' (WSW) project has been supported.
- 4.5 For summer 2017, our partner authorities within CWSP wish to build on the West Sussex Weekend (WSW) campaign activity and, subject to further funding from the Pooled Business Rates Fund, migrate the WSW website to local control, and to develop new digital activity. In our view, although increased marketing activity is welcomed, this approach does not address the need for dedicated industry management and marketing organisation to fully exploit our visitor economy. This report addresses how to fulfil this need.

Chichester BID

- 4.6 In 2016 Chichester BID secured a second term of five years. Under its business plan it is proposing to invest 50% of its budget on marketing, events and the promotion of Chichester, c. £50k pa of which will be used to work in partnership with the Council and with a destination management organisation to help brand, market and promote Chichester nationally as a key visitor destination.

We have worked alongside the BID in developing its proposals for the visitor economy and there is a determination on both sides to set ambitious objectives for our visitor economy. In so doing, it is recognised we will make

best use of any new funding through collaboration of funds and strong partnership working.

Visit Chichester

- 4.7 Visit Chichester (VC) is the current destination management organisation (DMO) for the area, originally established by the Council in 2004. In 2012 the Council stopped funding VC, but it has continued to operate with limited resources, running largely as a volunteer-led operation. This volunteer input is very welcome, especially the work of the current chairman, and the efforts to keep Chichester on the map as a destination must be recognised.
- 4.8 Despite limited resources they have renewed the website and focussed their efforts on marketing the destination. However, based on our research into DMO functions, to exploit all the opportunities set out in this report and the appendix, VC's activities need to be wider than marketing. In section 6 (below) it is proposed to broaden the range of activities undertaken by VC.

Other Authorities and Organisations

- 4.9 The report of the Tourism T&F Group detailed the number of organisations within the District and neighbouring authorities involved in tourism. The position largely remains unchanged and the opportunities to make better use of resources, personnel and funding remain. Synergies exist with SDNPA and with neighbouring authorities to the west.

5 Outcomes to be Achieved

- 5.1 The anticipated long-term outcomes of this visitor economy project will include:
- (a) Improved leadership and support to the industry, and development of the District's visitor economy placing Chichester at the heart of a viable and cohesive destination
 - (b) Partnership working with the private sector and others in the public sector, and new private sector and public sector funding streams in place, ensuring a well-funded and well-managed visitor economy
 - (c) A strong professionally managed destination management organisation successfully managing and marketing the area as an attractive, popular and competitive UK and South Coast destination
 - (d) Agreed Destination Management Plan
 - (e) Successful year-round tourism offer developed
 - (f) New inward investment in new infrastructure, facilities, attractions and events to the District
 - (g) Clear targets and KPIs to measure performance and to assist with driving outputs
 - (h) Increasing profile of the District and neighbouring areas as a major English visitor destination

- (i) Significant growth of the visitor economy and the creation of jobs

6 Proposal

Developing our Strategic Direction for Tourism

6.1 Using the outputs and data being assembled from the studies and research, it is clear Chichester is well-placed to better grow its economy through tourism and related activity, and to meet our ambition to be one of the UK's leading visitor destinations.

Central to this is having a DMO that undertakes or plays a key role in a wide range of activities such as:

Marketing and campaigns

- Destination website development and content management
- Digital
- Media coverage and PR
- Affinity marketing partnerships
- Branding and toolkits
- Focus on events that have capacity to attract
- Thematic
- Maximising activity at existing assets
- Focus on building a year-round proposition

Partnership - Inward investment

- New events
- New accommodation
- New attractions

Partnership - Local

- Destination management
- Industry link to public sector
- Film/TV liaison

Business Support

- Networking and training
- Intelligence and business advice
- Online tools

Research

Visitor Information

- TIPs
- Publications

Travel trade development

- Press and trade tours
- Trade shows

Destination Management Plan (DMP) – Preparation of a new destination management plan – to be agreed jointly with the Council and BID - defining strategic objectives, targets, functions, funding strategy and plan, and industry engagement

- 6.2 In addition, based on our research and our understanding of managing destinations, the DMO should be a commercially led private-public organisation with the following components which are essential to meet the Council's and the BID's ambition for growing our visitor economy:
- A 'not-for-profit' private-sector led and industry led organisation – partnership, CIC, membership company limited by guarantee, or similar
 - Board comprising a range of non-executive directors. Directors should be senior personnel (chairman, chief exec/MD, or commercial director level) from all key sectors. For example:
 - Major cultural attractions
 - Other key visitor attractions
 - Events sector
 - Accommodation sector
 - Transport operators – rail, bus, etc
 - Evening economy and F&B sectors
 - Marine leisure
 - Business tourism
 - Public sector – CDC and WSCC
 - Chichester BID
 - University
 - Rural activities
 - Chairperson from the private sector with the vision and leadership credentials to engage and lead the industry and achieve objectives
 - A full-time chief executive and small executive team to fulfil functions and meet objectives
 - Destination Management Plan (DMP) – The Board and chief executive to monitor progress against the DMP
 - Service Level Agreement (SLA) – The DMO to enter into a SLA with the Council and the BID
- 6.3 As discussed earlier, VC is our current DMO and we would like it to continue to be the DMO for the District (and surrounding areas), providing the organisation is willing to undertake this new enlarged role and to incorporate the changes the Council and the BID require to its board structure, governance arrangements, management and functional activities.
- 6.4 It is proposed that we work in partnership with Chichester BID with both parties committing initial annual funding for five years totalling at least £100k (comprising £50k from the Council and £50k from the BID). It is anticipated that total annual funding required for the DMO to operate successfully will be

c. £500k so this will provide initial funding to support the DMO and to leverage additional funds from other bodies and private sector partners.

6.5 It is proposed that the Council and the BID open negotiations with the board of Visit Chichester with a view to redeveloping VC to meet the organisational structure and fulfil the functions as set out in sections 6.1 and 6.2 above. It is hoped that they will wish to undertake the changes and take on the new activities and, if so, it is anticipated that work to implement the changes will begin immediately with a view to have the core of the board in place by early summer 2017 and the chief executive and team in place during the summer. The board of VC have already been provided with details of our proposals and they are due to meet in advance of the date of the Cabinet meeting. A verbal update will therefore be given to Cabinet on the initial response from VC.

6.6 If VC do not wish to take on these changes and fulfil these new functions, it is considered that the Council and the BID have the following options:

6.6.1 To bring management of the visitor economy in-house to the Council, or

6.6.2 To establish a new DMO in line with the criteria set out in sections 6.1 and 6.2 above

If applicable, it is proposed that the second option should be followed at which point a new report will be brought back to OSC and to Cabinet, and the timetable for implementation will be slightly longer.

6.7 As part of this project, there are a number of other activities in the short-term which will be undertaken by Council officers and the BID to support the development of the DMO, including identifying and engaging with potential chairpersons, board members and funding partners; identifying (and developing) potential funding streams; developing outline objectives; initial industry engagement; and preparation of the timetable for implementation. In addition, the Council and the BID wish to be part of the recruitment process for the new chief executive.

6.8 Following the research findings regarding the District's limited bed space capacity, it is proposed to undertake a seasonal occupancy survey and a strategic review of the accommodation sector. This will further assess current bed space capacity and use, identify the need for and feasibility of new hotel and serviced accommodation development across the District, and assist the Council in facilitating and encouraging the provision of additional overnight accommodation in the District. This review will coincide with the Local Plan Review and may take the form of an update to the '2006 Chichester Hotel Futures'.

7 Resource and Legal Implications

7.1 The original budget for the work was estimated to be £65,000. Much of the research work has been funded collaboratively with the CWSP authorities via the Pooled Business Rates Fund and other parts have been covered under

the Chichester Vision project work. The Council allocated direct funding of £19,000 to cover other aspects of the project.

- 7.2 If the recommendations in this report are approved by Cabinet, then a minimum of £50,000 per year will be set aside for partnership funding. Further resources may be required to fully establish the DMO and others may be required following preparation of the DMP and are yet to be determined. In the event that such funding is required, a further report will be brought to Cabinet for consideration.
- 7.3 As part of due diligence with VC we will ensure their governance arrangements are sufficient to achieve the proposed outcomes and to meet the requirements of the SLA and OSC will periodically monitor their performance.

8 Consultation

- 8.1 Consultation with a wide range of organisations and potential partners is as set-out above.
- 8.2 At its meeting on 17 January 2017, Overview and Scrutiny Committee resolved that Cabinet
- 1) Notes the outcome of the visitor economy review
 - 2) Recommends that Cabinet allocates £50,000 annual partnership funding for five years from April 2017 to assist development of the district's visitor economy
 - 3) Recommends that Cabinet sponsors a strategic review as to how this council can facilitate or encourage additional overnight accommodation in the District
- 8.3 A key part of establishing and implementing any new visitor economy strategy will be consultation and involvement of industry businesses and organisations.

9 Community Impact and Corporate Risks

- 9.1 The aim of the project is to have a positive impact on the District's visitor economy and, in turn, the wider economy in our district.

10. Other Implications

Crime & Disorder The additional employment created could assist in the reduction of crime and disorder	Yes
Climate Change	No
Human Rights and Equality Impact	No
Safeguarding	No

11. Appendices

Appendix 1 – Summary of Research Studies and Surveys

12. Background Papers

The Visitor Economy of Chichester (Draft) – TSE Research September 2016

Midhurst Visitor Survey (Draft) – TSE Research September 2016

Petworth Visitor Survey (Draft) – TSE Research September 2016

Selsey Visitor Survey (Draft) – TSE Research September 2016

Coastal West Sussex Tourism Research Project 2016 – TSE Research:

- Visitor Survey
- Non Visitor Survey
- Postcode Segmentation Analysis
- Tourism Industry Performance
- Social Listening Review
- Hotel & Visitor Accommodation Development Opportunities

Chichester District Council

THE CABINET

7 February 2017

Public Spaces Protection Order – Control of Dogs Consultation Exercise

1. Contacts

Report Author:

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2. Recommendations

- 3.1 That the Cabinet authorises the Head of Housing and Environment to carry out a consultation exercise relating to the matters included in the draft Public Spaces Protection Order – Control of Dogs.
- 3.2 That the Cabinet approves the attached draft Public Space Protection Order – Control of Dogs and schedules and maps (appendices one to three) for the purposes of that consultation.

4. Background

- 4.1. The Anti-Social Behaviour, Police and Crime Act 2014 introduced Public Spaces Protection Orders (PSPO's). The Act is designed to put victims at the heart of the response to anti-social behaviour and give professionals the flexibility they need to deal with given situations.
- 4.2. This PSPO replaces the existing Dog Control Orders (DCOs), which in themselves replaced a number of byelaws. It has not been felt necessary to amend the existing DCOs, however, should evidence be forthcoming through the consultation exercise, this will be considered and any revisions brought back to Cabinet.
- 4.4 The power to make a PSPO rests with local authorities, in consultation with other relevant stakeholders that may be affected and once made can be in force for any period up to a maximum of three years after which it must be reviewed.
- 4.5 Appeals against a PSPO can be made in the High Court within six weeks of the date the order comes into effect by anyone who lives in, or regularly works in or visits the area. Further appeal can be made if a PSPO is varied by a local authority.
- 4.5 Orders can be enforced by authorised officers of the Council, a police officer, a police community support officer where authorised by the Police Authority and

authorised employees of housing associations where the Council has delegated such authority. In establishing a PSPO, appropriate signage must be displayed in accordance with the requirements of the Act.

- 4.8 The Council's Anti-Social Behaviour (ASB) Policy and delegated powers for enforcement were approved by Cabinet at their meeting of 4 December 2014. Specific delegated powers were also included in the PSPO for Chichester City Centre report to Cabinet on 12 July 2016.
- 4.9 The Council's ASB Policy describes the Council's approach to enforcement and states that all cases will be addressed firmly, fairly and proportionately. A breach of the PSPO can be dealt with through the issuing of a Fixed Penalty Notice of up to £100, or a Level 3 fine of up to £1,000 on prosecution.

5 Outcomes to be Achieved

- 5.1 That the statutory consultation exercise is undertaken to seek views on the draft PSPO – Control of Dogs. Consultation will enable the Council to understand the views of the public and other stakeholders. The consultation responses and any resulting amendments to the draft PSPO will be reported back to the Cabinet.

6 Proposal

- 6.1 A new PSPO is proposed as the legal authority for the DCOs has been repealed, albeit with a 3 year transition period which ends on 30 September 2017.
- 6.2 The draft PSPO includes proposals relating to dog fouling, exclusion of dogs from specific geographical areas e.g. bathing beaches, some public parks and children's play areas and provision for keeping dogs on leads, by direction, around Fishbourne Channel to protect feeding birds from recreational disturbance. The draft PSPO, schedules and maps are attached as appendices 1 to 3.
- 6.3 The consultation exercise will consider the views of consultees, the public and partner agencies to the proposed behaviours included in the draft PSPO and the identified areas to which they relate.

7 Alternatives Considered

- 7.1 The alternative to making the PSPO is to allow the DCO to lapse without replacement, however, the public health and ecological rationale for controls over certain dog behaviours is well understood and generally widely accepted by the public. The Council has evidence to support the proposed PSPOs in terms of complaints made and PSPOs are intended as a timely and effective tool which may be useful where other tools or remedies are slow or otherwise inadequate.

8 Resource and Legal Implications

- 8.1 Staff time will be required to undertake the consultation.
- 8.2 There are legal requirements in consulting on an order. The statute and guidance also set out in detail the further requirements if an order is to be made. This will be covered in a future report as to the making of an order.

9 Consultation

- 9.1 This report requests that a public consultation exercise is undertaken based on the draft PSPO at Appendices 1 to 3.

10 Community Impact and Corporate Risks

- 10.1 The PSPO - Control of Dogs enables the Council to deal with dog related nuisance and public health issues that arise from dog fouling.
- 10.2 Failure to consult and consider the views of consultees, the public and partner agencies to the evidence based PSPOs would place the Council at legal, financial and reputational risk.
- 10.2 The primary operational risk is the likely risk of nuisance behaviours being dealt with less effectively by the Council, and that operational activities are therefore hampered by out of date practices. These issues may lead to reducing the Council's effectiveness as an enforcing authority.

11 Other Implications

	Yes	No
Crime and Disorder If supported a PSPO will directly address aspects of antisocial behaviour.	x	
Climate Change		X
Human Rights and Equality Impact PSPO may impact Article 8, the right to respect private and family life by restricting the right to take a dog on to those areas where they are excluded by the Order. However, the restriction is on the grounds of protection of health and is therefore deemed as reasonable and necessary. An Equality Impact Assessment demonstrates that the PSPO will have a positive impact on equalities because it exempts registered blind people and people with a disability that would prevent them from doing so, from having to remove dog faeces and the same are exempt from provisions of the exclusion areas.	x	
Safeguarding		X
Other (please specify) eg biodiversity		X

12 Appendices

Appendix 1 – Draft PSPO Control of Dogs 2017 and Schedules

Appendix 2 – Draft PSPO Control of Dogs 2017 Maps for Dog Fouling

Appendix 3 – Draft PSPO Control of Dogs 2017 Map for Dogs on Lead by Direction

13 Background Papers

- 13.1 None

Chichester District Council

THE CABINET

7 February 2017

**Chichester Contract Services
Efficiency Review**

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2. Recommendations

That the Cabinet:

2.1. Acknowledges the good overall report for Chichester Contract Services and accepts, for the foreseeable future, the independent advice that the service should remain 'in-house'.

2.2. Approves the actions set out in paragraph 5.2 of the report.

3. Background

3.1. The Council's in-house direct services organisation, Chichester Contract Services (CCS), delivers many of the Council's front-line services including recycling and residual waste collections from both domestic properties and commercial businesses; street cleansing; grounds maintenance; workshop and MOTs; the public convenience service and the cemetery service.

3.2. CCS is currently undertaking an Improvement Programme aimed at modernising the in-house service, streamlining processes and making greater use of on-line services. Alongside this Improvement Programme, it was felt that a review with a wider remit would be beneficial. Consultants have been engaged to:

- provide a high level assessment of the waste collection service, the streets cleansing service and the grounds maintenance service and to advise whether the services are operating efficiently and effectively and represent good value for money.
- review the waste collection service, street cleansing service and grounds maintenance service and to advise whether the services could be delivered more efficiently and effectively and at lower cost by an alternative service provider.

3.3. Attached to the report as Appendix 1, the Efficiency Review identifies the following headline points in respect of **Waste and Recycling**:

- In recent years recycling performance had plateaued between 38% and 40% (a below average performance) but notes that following initiatives in 2016 performance has improved to almost 43%.
- In terms of dry recycling performance alone, the Council achieved upper quartile performance compared to other English authorities in 2014/15: it diverted 27.9% recyclable material and is ranked 35th out of 229 Waste Collection Authorities.
- Chichester collects much less garden and/or food waste than other authorities: its composting rate is 10.5%, which is lower quartile performance in England (at 191st amongst 229 collection authorities).
- Contamination rates in CDC have improved markedly over the last 2 to 3 years. CDC's average contamination for 2016 was 4.9%, which is considerably below the UK national average of circa 14%.
- Compared with its CIPFA Nearest Neighbours (a group of similar authorities used for benchmarking purposes), Chichester has the 5th highest yield in kg/hh/yr for kerbside dry recycling (above the average of 176kg/hh/yr), the 5th lowest yield for kerbside garden waste (or mixed composting), the seventh highest yield for kerbside residual waste and the fifth lowest yield for total kerbside waste. Chichester does not collect food waste compared with ten of its Nearest Neighbours group which do.
- In terms of green waste, Chichester collects the highest amount of material per household compared to the other authorities and the percentage of householders using the service is about average.
- Chichester's annual green waste charge is among the higher in the benchmark group, but this appears not to have limited the number of customers subscribing to the service, which is about average.
- For bulky waste collection the average cost to the customer of the Nearest Neighbour authorities is £26, with Chichester charging less than this at £20.
- It is rare to find a municipal commercial waste operation as successful as Chichester's and which keeps its accounts in a format which shows the activity separately and with clear cost centres and operating profit: we commend the Council for these achievements.
- Chichester District Council is already performing well in terms of waste minimization, and is reaching upper quartile performance in terms of recycling diversion.

3.4. The report concludes that the Council performs well in terms of dry recycling and waste minimisation with excellent performance, and the only area for potential improvement might be to look at how the contamination rate could be further reduced. Although, the Council's overall performance when recycling & composting are combined is lower the report urges the Council to be cautious in changing much at the present time due to the uncertainties to what future recycling targets maybe set after the UK leaves and the very significant costs that would be incurred if new composting initiatives were implemented.

3.5. In terms of **Street Cleansing and Grounds Maintenance** the following points are noted:

- Overall Street Cleansing in Chichester is of a high standard, particularly in the city centre and other areas of high footfall. Many instances of spotless road channels were observed, such as St Martin's Square and Little London. Car parks in these areas were also observed to be cleansed to a high standard;
- The A27 has accumulations of weeds and detritus which are difficult and expensive to resolve.

- In Midhurst, Selsey and East and West Wittering, the cleansing standard is generally good or very good but would benefit from closer attention to road channels.
- Parks and gardens across the District appeared to be maintained to a very high standard.

3.6. The consultants were asked to consider the merits of alternative suppliers being contracted to provide the service(s) for the Council and have advised..... 'we are quite clear that we see no advantage to the Council in outsourcing or market-testing these services at this point in time: in arriving at this conclusion we have had to consider the costs of the Council undertaking a 'client' function. We have not calculated a cost for market-testing but if this were included it would simply add weight to our conclusions.'

3.7. As regards the future, the report notes that services are well managed and being provided to a good standard that would be unlikely to be improved through outsourcing. It is further stated that the challenge now is to ensure that the Council continues to invest and ensure the service develops but also to ensure that the service is structured to provide resilience.

4. Outcomes to be Achieved

4.1. The review has tested the services provided by CCS against typical performance measures and estimated costs of providing such services and, thereby, informs the Council about the effectiveness and efficiency of this key front line service and assists in decisions about future service delivery. It is particularly important at a time of local authority spending restraint that the Council is able to demonstrate value for money.

5. Proposal

5.1. It is clear from the Consultant's report that CCS runs very effective and efficient services and it recommends no major changes to the way in which these services are currently operated. They have considered the merits of outsourcing the services and, at this point in time, have concluded there is no clear advantage in undertaking such an exercise.

5.2. Officers therefore recommend the following:

- That the current improvement plan is completed to ensure the overall service is operating efficiently and effectively and maximising the use of technology to support service development
- The Recycling Action Plan is completed to ensure recycling performance continues to improve.
- For the foreseeable future CCS services continue to operate 'in house'.
- Following the retirement of the Head of Service a new structure is implemented to ensure continuity and resilience.
- A27 – health and safety issue, under consideration; report to come back with proposals for street cleansing.

6. Alternatives Considered

- 6.1. Notwithstanding the independent advice provided, the Council could consider undertaking further work to test the commercial market such as a full market tender exercise to establish whether a private operator would undertake some or all of the services provided. This would be very time-consuming for the service, incur some considerable expense and, given the expertise of the independent consultants, seems unjustifiable.
- 6.2. In terms of significantly improving performance for compostable materials, the advice is that there are really only two options: to stop charging for the garden waste collection; or to introduce a food waste collection service. Both options would mean an exponential increase in costs, giving a combined net increase of ca. £1.25 million per annum, plus one-off costs for wheeled-bins.

7. Resource and Legal Implications

- 7.1. The independent consultant review has cost slightly less than £20,000. The report is advisory and does not raise any ongoing legal or financial implications.

8. Consultation

- 8.1. This report and the consultants review has not been subject to consultation.

9. Community Impact and Corporate Risks

- 9.1. CCS provides daily front line services to the communities of Chichester District and, accordingly, it is right that the Council is confident that good quality, value for money services are provided in both an effective and efficient manner. Moreover, in the current period of financial restraint it is vital that the Council continues to look for any opportunities to reduce operational costs.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder		✓
Climate Change		✓
Human Rights and Equality Impact		✓
Safeguarding and Early Help		✓
Other (please specify) eg biodiversity		✓

11. Appendices

- 11.1. CCS Efficiency Review January 2017

12. Background Papers

- 12.1. None

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

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