

Public Document Pack

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A meeting of the **Cabinet** will be held in Committee Room 2 - East Pallant House on **Tuesday 9 July 2019 at 9.30 am**

MEMBERS: Mrs E Lintill (Chairman), Mrs S Taylor (Vice-Chairman), Mr R Briscoe, Mr A Dignum, Mrs N Graves, Mrs P Plant and Mr P Wilding

AGENDA

1 **Chairman's Announcements**

The Chairman will make any specific announcements for this meeting and advise of any late items which due to special circumstances will be given urgent consideration under agenda item 16 b).

2 **Approval of Minutes** (Pages 1 - 10)

The Cabinet is requested to approve as a correct record the minutes of its meeting on Tuesday 4 June 2019.

3 **Declarations of Interests**

Members are requested to make any declarations of disclosable pecuniary, personal and/or prejudicial interests 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 noon 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 COUNCIL

5 **Chichester District Council Annual Report 2018-2019** (Pages 11 - 53)

The Cabinet is requested to consider the agenda report and its appendix and make the following recommendation to the Council as set out below:

That the Council receives the Annual Report 2018-2019.

NON-EXEMPT KEY DECISIONS

6 **Award of Cash Collection, Processing and Banking Contract 2019 - 2022** (Pages 55 - 59)

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

That the contract for collection, processing and banking of cash from Council facilities and locations around the District for the period 1 October 2019 to 30 September 2022 be awarded to Contractor B.

7 **Climate Emergency Declaration** (Pages 61 - 65)

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

- 1) That Cabinet makes the following declaration of a climate emergency:
"Chichester District Council declares a Climate Emergency and requests the Environment Panel to advise Cabinet and Council on how to move to a carbon neutral environment.
- 2) That the Environment Panel draft Terms of Reference as outlined in Appendix 1 are approved and that the Panel is tasked with evaluating priority actions for a Climate Emergency Action plan, and reports back to Cabinet in November 2019.
- 3) That the Environment Panel is asked in its report to identify and evaluate the resources needed to achieve delivery of the action plan, including the proposal for a Climate Emergency Officer funded from reserves and the potential for the use of the Zero Carbon Graylingwell payment for implementing carbon reduction initiatives.
- 4) That in the event that the Council is invited to accept a transfer of funds by Homes England associated with the Zero Carbon Graylingwell project, authority is delegated to the Director of Planning and Environment to accept the funds which are to be used towards specified carbon reduction projects, the spend for which will need to be first agreed in each case by both Homes England and the Council.

OTHER DECISIONS

8 **Football Club Lease, Oaklands Park, Chichester** (Pages 67 - 73)

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

That officers be authorised to take the action detailed in paragraph 5.1 of the report.

9 **Post Project Evaluation - Replacement Telephony System** (Pages 75 - 86)

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

That the Cabinet receives the post project evaluation (PPE) report (Appendix 1) for the replacement of our corporate telephony system, and agree the actions and review plan in sections 7 and 8 of the report.

10 **Revenues, Benefits and Customer Services Review Post Project Evaluation (PPE)** (Pages 87 - 101)

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

That the Post Project Evaluation (PPE) report included in Appendix 1 be approved.

11 **Revenues Systems Review** (Pages 103 - 105)

The Cabinet is requested to consider the agenda report and make the following resolution:

That the Cabinet approve the proposal detailed in section 5.1 of the report to allow officers to commence negotiations with Northgate Public Services to secure a new support and maintenance contract from 1 April 2020.

12 **Exclusion of the Press and Public**

The Cabinet is asked to consider in respect of agenda items 13, 14 and 15 whether the public including 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 only (printed on salmon paper)]

EXEMPT KEY DECISIONS

13 **Increased commercialisation of the council's Business Waste and Recycling Service** (Pages 107 - 121)

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

That Cabinet recommends to the Council the release of £134k from reserves for the provision of a new vehicle for the Business Waste and Recycling Service as set out in the Project Initiation Document with an estimated payback period of 4 ½ years.

The Cabinet is also recommended to make the following resolutions:

1) That Cabinet approves the use of the CCS recycling bonus surplus income for

2019/20 to support the employment of a commercial trade waste officer, the ongoing costs for subsequent years being self-financing.

- 2) That the Cabinet approves the purchase of bin weighing equipment for three existing CCS trade waste vehicles to a maximum of £49k funded by the in-year predicted trade waste budget surplus.

EXEMPT OTHER DECISIONS

14 **Southern Gateway regeneration** (Pages 123 - 125)

The Cabinet is requested to consider the agenda report and make the following resolution:

That the Cabinet approves an offer to additional parties to join the Collaboration Agreement.

EXEMPT RECOMMENDATIONS TO COUNCIL

15 **Staffing Matter**

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

That Cabinet recommends to Council the proposal set out in paragraph 5.

FINAL MATTERS

16 **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

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 Chichester District Council (CDC) incurring expenditure which is, or the making of savings which are, significant having regard to the CDC'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 CDC'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 Chichester District Council's 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 noon 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 the chairman would therefore retain his discretion to allow the contribution without the aforesaid notice.

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Minutes of the meeting of the **Cabinet** held in Committee Room 2 - East Pallant House on Tuesday 4 June 2019 at 9.30 am

Members Present Mrs E Lintill (Chairman), Mrs S Taylor (Vice-Chairman), Mr R Briscoe, Mr A Dignum, Mrs N Graves, Mrs P Plant and Mr P Wilding

Members Absent

In attendance by invitation

Officers Present Mr N Bennett (Divisional Manager for Democratic Services), Mr K Carter (Divisional Manager, CCS), Mr D Cooper (Group Accountant), Miss L Higenbottam (Democratic Services Manager), Mr P E Over (Executive Director & Deputy Chief Executive), Mrs D Shepherd (Chief Executive) and Mr J Ward (Director of Corporate Services)

1 **Chairman's Announcements**

Mrs Lintill greeted members of the public and Chichester District Council (CDC) members and officers and the two press representatives who were present for this meeting.

There were no apologies for absence.

Mrs Lintill explained that there would be a late item relating to Carry Forward Requests 2018-19.

2 **Approval of Minutes**

The Cabinet received the minutes of the meeting held on 2 April 2019 which had been circulated with the agenda.

There were no proposed changes to the minutes.

RESOLVED

That the minutes of the Cabinet meeting held on 2 April 2019 be approved.

3 **Declarations of Interests**

There were no declarations of interest.

4 **Public Question Time**

No public questions were submitted for this meeting.

5 **Resurfacing and Improved Drainage at Westhampnett Depot**

Mrs Lintill welcomed Mr Carter to his first Cabinet meeting. Mrs Plant introduced the report. She explained that the project relates to major site improvements at the Westhampnett Depot and the creation of an additional facility. The proposal for the west side of the site would overhaul the foul water drainage system and improve the washdown facility for all vehicles including provision of a pumped connection to the main sewer on Stein Street which would be made available to the Gypsy and Traveller Transit site. An overhaul of the storm water drainage system would also provide new soakaways, new gullies and a fuel interceptor. The HGV parking area would be levelled and resurfaced. It is proposed to purchase an above ground bonded fuel facility to remove the requirement for the council's vehicles to refuel offsite.

With regard to the type of container/fuel tank to be installed Mr Carter confirmed that the system would be protected by a steel container. The tank would also have a data system to log the amount of fuel being used. Mr Carter confirmed that the type of fuel would be diesel.

Mr Ward explained that the council were entitled to a government grant for emergency planning as a result of Brexit. The funding was not originally included in the plans due to the original timescale for Brexit. Mr Ward confirmed that now Brexit is delayed until October the £35,000 could be used for this project.

Mrs Lintill then invited Mrs Sharp to read questions she had submitted in advance of the meeting:

- 1) Could the plans outlined for Chichester Contract Services (CCS) be made more environmentally friendly? Hamburg, Greenwich and Sheffield are starting to use electric-powered rubbish collection vehicles. Authorities there are looking into either buying new or converting diesel-powered vehicles to battery-electricity or hydrogen power. In the light of climate change and air pollution, is this something we could look into? Investing in a bonded fuel tank to store diesel may save money short term, but it locks old technology into place just when we know the future will be different. And it completely fails in our responsibility to reduce our carbon footprint.
- 2) Have any plans been made to incorporate a green roof or walls, solar panels or rainwater harvesting on the Vehicle Wash-Down facility or elsewhere on site?

Mrs Plant provided the following responses:

- 1) Approximately 60% of the waste collection fleet is due up for replacement in two to three year's time at which point the option of electric and/or alternative

fuel vehicles will be reviewed. The examples of where waste collection's vehicles are currently being used are predominately in city and urban areas. With Chichester District being one of the largest geographical district or borough within England there remains every likelihood that there will still be a requirement for the more conventional vehicles to be required at least for the next vehicle replacement cycle. Having already supported the purchase of some new electric cars, CCS are already looking at installing electric charging points to support the service / repair of these vehicles. As part of the resurfacing project, consideration will also be given to installing some of the charging infrastructure that will be required to support the recharging of larger electric vehicles in the future. The enhancements to alternative fuel technology that will be necessary to replace all of the council's fleet to provide a universal service across the whole district are a number of years away and as such the provision of a new fuel storage and filling system remains for the short / medium term is still recommended.

- 2) To add a storm water catchment system to the wash down structure is relatively easy to accommodate. To do this in isolation will be of minimal benefit whilst to capture and then to make effective use of the storm water that falls across the whole depot surface would be of greater use. As part of the resurfacing project's final design phase CCS will review the feasibility (cost and practicality) of upgrading the new storm water drainage system to capture and store, storm water that then could possibly be utilised by the CCS road sweeper vehicles. Being designed specifically only to reduce the amount of storm water entering the foul water drainage system no consideration for the installation of a green wall or roof has been made within the current proposed design. Being designed specifically only to reduce the amount of storm water entering the foul water drainage system no consideration for the roof to support and incorporate solar panels within its design has been made. A review of the installation of solar panels at the depot was undertaken a number of years ago. Whilst not directly related to the proposed wash down facility project the outcomes of this review will be revisited

Decision

The Cabinet then voted unanimously to make the recommendations and resolution below:

RECOMMENDATION TO THE COUNCIL

1. That the Council releases £392,000 from reserves and £200,000 from the Asset Replacement Programme to fund the resurfacing and improved drainage at Westhampett Depot.
2. That the Council uses Brexit funding of £31,000 to purchase a new fuel storage facility.

RESOLVED BY THE CABINET

That the Cabinet delegates authority to the Director of Corporate Services, following consultation with the Cabinet member for the Environment and Contract Services, to include the environmental enhancements proposed and supported during the meeting, as options for inclusion with the procurement specification. The decision as to whether these will be included will be determined by Cabinet when the bids have been received.

6 Vehicle Wash-Down Facility at Westhampnett Depot

Mrs Plant introduced the report. She explained that the Project Initiation Document (PID) outlines a new vehicle washdown facility to overhaul the drainage facilities and create a single level surface to provide an automated enclosed drive through vehicle wash facility and under chassis wash which is required for all vehicles prior to MOT testing. She confirmed that the recirculation water filtration system will keep the amount of water used to a minimum with only excess to be drained into the foul water drainage system.

Mrs Plant outlined three options for the project:

1. Automatic facility for use by the council's fleet only reducing the need to travel to a third party provider
2. Automatic facility for use of external vehicles of similar size
3. Automatic facility for use by all size vehicles

Mrs Plant confirmed that the nearest facilities are currently in Hampshire or Essex.

Mr Carter added that this approach had been successful in other local authorities and initial market testing had indicated interest in the service.

Mrs Lintill requested confirmation of the safety of the drainage system. Mr Carter explained that officers had been working closely with Southern Water and a possible contractor to ensure safety. The council has also been granted a licence to discharge to the current water supply when it is not in use for domestic foul water. Mr Carter reassured members that the flow rate had been estimated high to ensure capacity could be met.

Decision

The Cabinet then voted unanimously to make the recommendation and resolutions below:

RECOMMENDATION TO THE COUNCIL

That the Council releases £199,400 from reserves to fund the provision of a vehicle wash-down facility at Westhampnett Depot.

RESOLVED BY THE CABINET

1. That option 3 set out in the Project Initiation Document for the provision of the vehicle wash-down facility at Westhampnett Depot be approved.
2. That the Cabinet delegates authority to the Director of Corporate Services, following consultation with the Cabinet member for the Environment and Contract Services, to include the environmental enhancements proposed and supported during the meeting, as options for inclusion with the procurement specification. The decision as to whether these will be included will be determined by Cabinet when the bids have been received.

7 Appointments to External Organisations

Mrs Lintill invited Mr Bennett to introduce the report. He explained that there had been several amendments to the report circulated which he detailed as follows:

- Chichester Community Development Trust – Richard Plowman
- Standing Conference on Problems Associated with the Coastline (SCOPAC) – Penny Plant to be deputy
- Pallant House Gallery – Clare Apel

Mr Bennett explained that where the table indicates there is no appointment at this can be updated at any point by the Cabinet.

Decision

The Cabinet then voted unanimously to make the resolution below:

RESOLVED BY THE CABINET

That the representatives as detailed in the list below be appointed to serve on external organisations for 2019-2020.

ORGANISATION	Member
1. Action in Rural Sussex (1)	Kate O'Kelly
2. Brandy Hole and East Broyle Copse – Local Nature Reserve Management Board (1)	Clare Apel
3. Chichester Business Improvement District Board (1 + Alternative Director)	Martyn Bell Clare Apel (Alternative Director)
4. Chichester Community Development Trust (1)	Richard Plowman
5. Chichester Festival Theatre (1)	Judy Fowler
6. Chichester Ship Canal Restoration Project Board (1)	No appointment at this time.
7. Chichester Vision Delivery Steering Group (1)	Tony Dignum
8. Coastal West Sussex Partnership (1 + Substitute)	Adrian Moss Eileen Lintill
9. Coast to Capital Joint Committee (1 + Substitute)	Adrian Moss Eileen Lintill
10. Community Safety Partnership (1)	Roy Briscoe
11. District Councils' Network (1)	Eileen Lintill

12. Goodwood Aerodrome Consultative Committee (1)	John-Henry Bowden
13. Goodwood Motor Circuit Consultative Committee (1)	Richard Plowman
14. Local Government Association – Coastal Issues Special Interest Group (1)	Penny Plant
15. Local Government Association – General Assembly (1)	Eileen Lintill
16. Local Government Association – Sparsity Partnership for Delivering Rural Services (1)	Kate O’Kelly
17. Manhood Peninsula Partnership (1)	Graeme Barratt
18. Midhurst Community Partnership (1)	Judy Fowler
19. Partnership for Urban South Hampshire (PUSH) (a) PUSH Joint Committee (2) (b) Solent Recreation Mitigation Partnership Project Board (1) (c) Planning & Infrastructure Panel (2)	(a) Susan Taylor Diane Shepherd (b) Mike Allgrove (c) Susan Taylor Mike Allgrove
20. Petworth Vision Ltd (1)	Alan Sutton
21. Rolls Royce Liaison (1)	Francis Hobbs
22. Rural Mobile Youth Trust (1)	No Appointment at this time
23. South East Employers (1 + substitute)	Norma Graves
24. South East England Councils (1)	Eileen Lintill
25. Standing Conference on Problems Associated with the Coastline (SCOPAC) (1 + deputy)	Graeme Barrett Penny Plant (reserve)
26. Sussex Downs and Coastal Plain LEADER Local Action Group (1)	Jonathan Brown
27. The Parking and Traffic Regulations Outside London Adjudication Joint Committee (1 + deputy)	No Appointment at this time
28. Tourism South East (1)	Jane Hotchkiss
29. Visit Chichester Ltd (1)	Francis Hobbs
30. West Sussex and Greater Brighton Strategic Planning Board (1)	Susan Taylor
31. West Sussex Civilian Military Partnership Board (1)	Tracie Bangert
32. West Sussex Forum for Accessible Transport (1)	Clare Apel
33. West Sussex Joint Leaders Group (1)	Eileen Lintill
34. West Sussex Rural Partnership (1)	Eileen Lintill
35. Wey and Arun Canal Trust Completion Strategy Steering Group (1)	Gareth Evans

Longer Term Appointments

ORGANISATION	APPOINTMENTS FROM 2019 - 2020
36. Pallant House Gallery – Trust and Company (1)	Clare Apel (Up to 4 year appointment expiring on any 30 September)

8 **Appointments to Panels, Forums and other Groups 2019-2020**

Mrs Lintill invited Mr Bennett to introduce the report. He explained that there had been several amendments to the report circulated which he detailed as follows:

- The Boundary Review Panel appointments should be disregarded until the next Full Council meeting
- There had been an error in Sarah Sharp's name relating to the Grants and Concessions Panel membership
- The Corporate Governance and Audit Committee will appoint its Strategic Risk Group members and Chairman at the first meeting
- The Environment Panel should read, Penny Plant (Chairman), Jonathan Brown, John W Elliott, Judy Fowler, Francis Hobbs and Sarah Sharp
- The Growth Board should read Eileen Lintill, Adrian Moss and Simon Oakley

Mr Dignum suggested that the Chichester District Parking Forum should be representative of each major town within the district by reducing the Bosham representatives from two to one and appointing a Midhurst representative.

Mr Dignum commented on the political balance of the Development Plan and Infrastructure Panel as there would be four Conservatives and six members from minority parties.

Mrs Lintill explained that she had discussed the make-up of the Development Plan and Infrastructure Panel with the Deputy Leader and had agreed that the blend of members would be appropriate. Mrs Lintill also agreed to consider Mr Dignum's suggestion regarding the Chichester District Parking Forum.

Mr Dignum wished to have it noted that he voted against the resolution below.

Decision

The Cabinet then voted to make the resolution below:

RESOLVED BY THE CABINET

That the membership of panels, forums and other groups for 2019-2020 as set out below be agreed.

BUSINESS ROUTING PANEL (5)

2019-2020 membership:

Eileen Lintill
Susan Taylor
Adrian Moss
Dr Kate O'Kelly

Peter Wilding

CHICHESTER DISTRICT PARKING FORUM (6)

2019-2020 membership:

Tony Dignum (Chairman)
Penny Plant
Alan Sutton
Donna Johnson
David Rodgers
Graeme Barrett

DEVELOPMENT PLAN AND INFRASTRUCTURE PANEL (10)

2019-2020 membership:

Susan Taylor (Chair)
Eileen Lintill
Simon Oakley
Graeme Barrett
Adrian Moss
Jonathan Brown
John-Henry Bowden
Natalie Hume
Donna Johnson
Kevin Hughes

GRANTS AND CONCESSIONS PANEL (8)

2019-2020 membership:

Roy Briscoe - Chairman
Clare Apel
Judy Fowler
John Elliot
Alan Sutton

Sarah Sharp
Gordon McAra
Gareth Evans

JOINT EMPLOYEE CONSULTATIVE PANEL (5)

2019-2020 membership:

Norma Graves (Chairman)
Tracie Bangert
Christopher Page
Clare Apel
Heather Barrie

STRATEGIC RISK GROUP (6)

2019-2020 membership:

Cabinet representatives:	CGAC representatives:
Leader – Eileen Lintill	
Deputy Leader – Susan Taylor	
Cabinet Member for Finance & Governance (with responsibility for risk management) – Tony Dignum	

Note: Corporate Governance and Audit Committee membership will be sought at the first meeting of that committee.

ENVIRONMENT PANEL (6)

2019-2020 membership:

Penny Plant – Chairman
Jonathan Brown
John W Elliott
Judy Fowler
Francis Hobbs
Sarah Sharp

GROWTH BOARD (3)

2019-2020 membership:

Eileen Lintill
Adrian Moss
Simon Oakley

9 **Exclusion of the Press and Public**

There was no requirement to exclude the public or press.

10 **Late Items**

Mrs Lintill invited Mr Cooper to the table. Mr Dignum introduced the report. He explained that the carry forward requests are a routine matter each year.

There were no questions.

Decision

The Cabinet then voted unanimously to make the resolution below:

RESOLVED BY THE CABINET

That the requests for budgets to be carried forward to 2019-20 totalling £75,000 as recommended by the Corporate Governance and Audit Committee at their meeting on 28 March 2019 be approved.

The meeting ended at 10.02 am

CHAIRMAN

Date:

Chichester District Council

THE CABINET

9 July 2019

Chichester District Council Annual Report 2018-2019

1. Contacts

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Telephone: 01243 785166 E-mail: elintill@chichester.gov.uk

2. Recommendation

- 2.1 That the Cabinet recommends the Annual Report 2018-2019 be received by the Council.**

3. Background

- 3.1 The Annual Report 2018-2019 outlines the key achievements delivered during the year. The report is structured by Cabinet portfolio, as they were in 2018-2019, although changes in responsibility for 2019-2020 are noted in the introduction. Whilst the reporting of significant achievements and future work areas is the main focus for the report, it should also be acknowledged that there are many other work areas in relation to the Council's core services that may not be specifically mentioned, a comprehensive list of these services can be found on the Council website.

4. Outcomes to be Achieved

- 4.1 The report focuses on work successfully delivered that supports the expected outcomes of projects contained within the Council's Corporate Plan and in relation to other significant work areas. In addition to these highlights, short summaries of major projects for 2018-2019 have been included and are followed by end of year performance indicator outturns where the data is available. Brief information on the expected areas of work for 2019-2020 is also included.

5. Proposal

- 5.1 The Cabinet is asked to review the Council's performance and achievements over the last year as detailed in the Annual Report 2018-2019 and recommend the report is received by Council.

6. Alternatives Considered

6.1 None required.

7. Resource and Legal Implications

7.1 None.

8. Consultation

8.1 Service areas have provided commentary and officers consulted with their respective Cabinet members as appropriate.

9. Community Impact and Corporate Risks

9.1 A number of projects are noted in the Annual Report which demonstrate the Council's leadership or support role in reducing the impact of climate change, promoting safety and reducing levels of crime. A number of projects also highlight the Council's commitment to supporting vulnerable people and communities.

9.2 Addressing inequalities remains a key work area for the Council. Projects and work provided by our services are assessed to ensure our customers' needs continue to be met.

10. Other Implications

	Yes	No
Crime and Disorder		x
Climate Change and Biodiversity		x
Human Rights and Equality Impact		x
Safeguarding and Early Help		x
General Data Protection Regulations (GDPR)		x
Health and Wellbeing		x
Other (please specify)		x

11. Appendix

11.1 Chichester District Council Annual Report 2018-2019 [Agenda Supplement]

12. Background Papers

12.1 None.

Chichester District Council

Annual Report

2018/2019

Chichester District Council Annual Report 2018/2019

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Introduction

Welcome to Chichester District Council's Annual Report 2018/19.

This report is a summary of the key achievements and progress that the Council has made over the previous year. Details of our day to day functions can be found on the Council website.

Some major development projects have moved forward this year. Ravenna Point, comprising 6 newly constructed industrial units in Terminus Road, Chichester, was completed this year. The site provides modern, high quality space for trade-type businesses, and joins the nearby Enterprise Centre, which opened last year and provides modern, flexible office-type and workshop spaces. Together these facilities help demonstrate the Council's commitment to our Corporate Plan objective of improving and supporting our local economy.

Our Economic Development Team has been helping to support the local economy, with a focus on small, independent retailers. This year saw the launch of the Retail Mentoring Programme, which has provided specialist training to independent retailers across the District through 33 workshops and 76 mentoring sessions. In addition, over £18,000 has been distributed as grants for external improvements to retail premises.

The Council works to support individuals into employment, in order to further support the economy. This year, our Choose Work Team, who already work with unemployed clients to develop their skills and bring them closer to employment, worked with LoveLocalJobs to deliver the 'Be The Change' project. The project focussed on developing the aspirations of young people struggling to engage with their education or career prospects. The launch conference in February 2019 was attended by over 100 pupils and 30 mentors from local businesses.

Our Development Management and Planning Policy Teams have been working towards delivering strategic development locations this year, in support of the Council's priority to improve the provision of and access to affordable housing. Sites to the West of Chichester and in Westhampnett have been granted permission this year, with further outline permissions granted for over 1000 new homes to be built in the coming years. Work will continue into next year on delivery of a strategic site in Tangmere and on the Local Plan Review to ensure suitable and affordable homes for our residents into the future.

Our Corporate Plan also sets out our objective to help communities be healthy and active. Following a successful pilot and effective partnership working, our Wellbeing Team launched the Social Prescribing project in July 2018. 4 Social Prescribers, placed in GP Practices across the District, are working with people who have non-medical issues requiring community-based solutions. Since launch, the team has received over 450 referrals from GPs, with clients needing support with debt and money management, housing issues and lifestyle issues. Early indications show the service is reducing the number of non-medical appointments for GPs and clients are being supported to access services they need. The Wellbeing Team and partners will continue to develop this service next year.

To help our residents stay healthy and in their own homes, changes to Disabled Facilities Grants for the whole County have been introduced, following a pilot. The new Discretionary Disabled Facilities Grant Policy provides a range of funding options. These include: fast-track assistance for adaptations needed to return home from hospital; financial top-up for works to make homes suitable; and funding for repairs and improvements to make homes safer, with the aim of preventing a hospital admission. Around 180 people have received help from the scheme so far.

The Council works to manage our built and natural environments to promote and maintain a positive sense of place. For our natural environments, this year a Biodiversity Enhancement Project was delivered in Lavant Valley (north of Fordwater Lane) and a Green Gym was developed at Brandy Hole Copse Nature Reserve. Our Environmental Protection Team worked with Southern

Water to ensure all three bathing water sites in the District are now rated as 'excellent' and our Contract Services Team have worked hard on a range of initiatives to increase our recycling rate from 45% to 47%.

Our 'Against Litter' campaign, launched last year was awarded a gold PR-ide award for 'Best Community Relations Campaign'. The campaign has been a huge success with 190 local areas now signed up to our 'Adopt an Area' scheme and 430 people signed up to be 'Green Dog Walkers' and receive advice and incentives to be a more responsible dog owner. The Litter Enforcement trial, in partnership with East Hants District Council concluded in December 2018 and a 3-year scheme to enforce fixed penalty notices for those who drop litter was agreed by Councillors.

Our built environments have benefited from progress on Chichester Vision projects this year and the extension of the 'Vision' model to other areas, namely Midhurst, Petworth, Selsey and, in 2019/20 East Wittering and Bracklesham. In Selsey, the 'Sea's the Day' project, from their Vision Action Plan has helped further engage Selsey with its fishing heritage, with results including a film, recipe cards and oral history archives. Work will continue on all Vision projects into next year.

Our Corporate Plan commits us to managing the Council's finances prudently and effectively. The average household now pays just over £3 per week for over 80 different services provided by Chichester District Council. We continue to manage public money wisely and deliver high performance at the lowest possible cost. This year we have increased our income by renting our committee rooms to HM Courts and Tribunal Service to hold hearings for non-criminal and low-risk cases, following the closure of the Chichester Combined Courts building. We have also increased opportunities for our customers to self-serve by bringing more services online. Customers can now report missed bin collections or order a new bin online, and manage their Council Tax account and Housing Benefit claim, if they have one, online.

Following a review by the Local Government Boundary Commission in 2017, in 2018 our Democratic and Electoral Services Teams worked towards reducing the number of Councillors from 48 to 36. This involved extensive electoral boundary changes and a review to determine the optimum number and size of committees to enable Members to fulfil their roles effectively and ensure governance arrangements and decision making are sustainable. This work was completed for the District and Parish elections in May 2019.

Following this election, the Council has moved to no overall control. Councillors from the Conservative Party, the Liberal Democrats, the Labour Party, the Green Party, Local Alliance (Selsey) and an independent Councillor now make up the Council. Following appointment of a new Leader, Deputy Leader, Cabinet and Committee Members, new and returning Councillors look forward to working effectively together to meet the challenges ahead and deliver the best possible outcomes for our communities.

Leader of Chichester District Council



2018/19 – Cllr Tony Dignum



2019/20 – Cllr Eileen Lintill

About Us

District Profile

The largest district in West Sussex, Chichester District is a unique area, boasting a historic city, glorious countryside and the beautiful south coast. It has an estimated population of 120,192¹ (June 2018) and covers over 300 square miles, from Selsey in the south to Lynchmere in the north.

Chichester District Council is involved with the majority of day to day services and activities that residents come into contact with – from emptying the bins, to dealing with planning applications. Its main office is based in the centre of Chichester and it also provides a contact point for some Council services in Selsey.

This Annual Report covers the period from 1 April 2018 to 31 March 2019. At that time, there were 67 parishes in the District and 48 elected members of the Council. The political makeup of the Council at 31 March 2019 was:

- Conservative: 39
- Liberal Democrats: 5
- Independents: 3
- Vacancy: 1

Following boundary changes and the local elections on 2 May 2019, the number of Councillors has reduced to 36 and the political makeup has changed to:

- Conservative: 18
- Liberal Democrats: 11
- Green: 2
- Labour: 2
- Local Alliance: 2
- Independents: 1

How We Make Decisions

Council

All councillors from across the District normally meet six times a year to decide the Council's overall policies and set the budget. These meetings are held in public and additional meetings can be held if needed.

In 2018/19, **Cllr Elizabeth Hamilton** was Chairman of the Council, with **Cllr Norma Graves** as the Vice-Chairman. From 21 May 2019, **Cllr Elizabeth Hamilton** remains Chairman of the Council and **Cllr Clare Apel** takes up the role of Vice-Chairman.

Cabinet

The Cabinet meets on a monthly basis and includes seven councillors making key decisions on plans, strategies and budget. The Council's Constitution determines which of these decisions are then subject to approval by the Council. The membership and roles on the Cabinet changed following the May 2019 election.

For 2018/19 the Cabinet was:

- **Cllr Tony Dignum** – Leader of the Council (with responsibility for Growth, Place and Regeneration)
- **Cllr Eileen Lintill** – Deputy Leader of the Council and Cabinet Member for Community Services
- **Cllr Peter Wilding** – Cabinet Member for Corporate Services
- **Cllr John Connor** – Cabinet Member for Environment Services
- **Cllr Jane Kilby** – Cabinet Member for Housing Services
- **Cllr Susan Taylor** – Cabinet Member for Planning Services

¹ Source: [Office of National Statistics - Population Estimates](#)

- **Cllr Roger Barrow** – Cabinet Member for Residents Services

From 21 May 2019, the Cabinet is:

- **Cllr Eileen Lintill** – Leader of the Council
- **Cllr Susan Taylor** – Deputy Leader of the Council and Cabinet Member for Planning
- **Cllr Tony Dignum** – Cabinet Member for Finance, Growth, Place and Regeneration
- **Cllr Penny Plant** – Cabinet Member for Environment and Chichester Contract Services
- **Cllr Peter Wilding** – Cabinet Member for Housing, Revenues and Benefits
- **Cllr Roy Briscoe** – Cabinet Member for Community Services and Culture
- **Cllr Norma Graves** – Cabinet Member for Corporate Services, Communications, Licensing and Events

Overview and Scrutiny

The Overview and Scrutiny Committee holds the decision-makers to account. This can involve questioning councillors, council employees and representatives of other organisations in relation to key decisions, reports or policies. The committee then makes recommendations to Cabinet based on their findings. The committee also has an important role in looking at the delivery of all public services in the District.

We also have a Corporate Governance and Audit Committee; a Planning Committee; a Licensing and Enforcement Committee; and a Standards Committee.

Officer Support

Diane Shepherd, our Chief Executive, leads the Strategic Leadership Team (SLT) which includes an Executive Director/Deputy Chief Executive and five Directors of Service. Following a Management restructure, the number of Directors of Service has reduced to four from May 2019. SLT, along with Divisional Managers, support councillors while also managing the Council's day to day services.

Chichester in Partnership

Chichester in Partnership consists of public, private, voluntary and community organisations working together to plan for the future of the District. Further detail on their projects is highlighted within this report.

Performance Management

In order to achieve quality services whilst offering value for money we closely monitor our progress throughout the year to make sure that we deliver what we have said we will. Our Corporate Plan sets out our key priorities and objectives, and the projects to achieve these are set out in our service plans which are reviewed annually.

As part of the service planning process, we also set Performance Indicators and targets to help us track our performance. A traffic light system for monitoring this is used throughout this report.

Performance Indicator Status	
	5% target variance or an individually set threshold
	1% target variance or an individually set threshold
	PI is on target
	Data Only – no target

It should be noted that the performance indicators published in this report are currently unaudited.

Leader of the Council (Growth, Place and Regeneration)

Key Areas of Responsibility

Regeneration <ul style="list-style-type: none">• Southern Gateway• Asset Realisation Project	Place <ul style="list-style-type: none">• Car Parks• City and Town Centre Co-Ordination• Vision development and projects• Public Conveniences• Bus Shelters
Property and Growth <ul style="list-style-type: none">• Economic Development• Estates• Building Services	

Regeneration

Southern Gateway

The largest regeneration project in the city for a generation; this involves 30 acres of largely brownfield land in and around the railway/bus transport hub, including land owned by the District Council. The project has the potential to deliver 21,600 m² business/leisure/retail floor space, create 1,137 new jobs and deliver 365 dwellings. The Local Enterprise Partnership has awarded £5m to the District Council to support the project.

Key Achievements in 2018/19:

- A soft market appraisal, development brief and procurement documents were completed.
- Worked towards the signing of a collaboration agreement with West Sussex County Council, which was subsequently signed on 30 April 2019.
- A communication plan was developed, including a brand and information video.
- All site surveys were conducted and a waste water treatment study was completed.

Key areas of work for 2019/20:

- An OJEU procurement notice will be placed on the e-portal inviting interested parties to bid for the opportunity. Tenders will be evaluated and there will be a competitive dialogue process with those short-listed, before reporting preferred developers to Cabinet and Council in late autumn.
- Continue to work with Homes England regarding ownership of the former Courts site.
- Complete the purchase of a potential relocation site for one of the non-conforming uses within the development area.
- Continue to make presentations to community and business groups and hold regular update briefings.

Asset Realisation Project

This project comprises a full review of property within the Council's ownership with the objective of identifying opportunities to generate capital and/or revenue in the future. It is a strategic piece of work that will provide the Council with a pipeline of opportunities to tap into and assist in filling funding gaps as they appear.

Key Achievements in 2018/19:

- Project scope finalised and initial sifting commenced.

Key areas of work for 2019/20:

- Final sifting completed, site analysis and inspection of opportunities undertaken
- Legal; planning and estates issues investigated

- Draft report to be considered by the Commercial Programme Board, before a final report is reported to Cabinet.

Property and Growth Division

Economic Development

Key Achievements in 2018/19:

- With consultant support, work began on an inward investment report to identify suitable business sectors and potential users of employment land along with incentives or actions to encourage inward investment from business outside the District and growth for businesses already operating here.
- Grants totalling £60,267 were awarded to 34 small and independent businesses to help with capital projects. Projects enabled by these grants are contributing to the protection of 245 jobs in the District and will potentially create 81 new ones.
- The Retail Mentoring Programme successfully launched, providing specialist retail training to support independent high street retailers in Chichester City and rural towns/retail centres. 33 workshops have been delivered; 9 in Chichester and 6 each in Midhurst, Petworth, Selsey and East Wittering. A further 76 in-store mentoring sessions have been delivered across the 5 locations.
- A Shop Front Grants scheme was also launched, offering grants for external improvements to retail premises. 12 applications have been processed, with a total value of £18,625.

Key areas of work for 2019/20:

- Support the 'High Street' through continuation of the specialist retail training programme, shop front grants scheme and enabling grants.
- Deliver the updated Economic Development Strategy and Inward Investment Strategy.
- Establish links with larger businesses in the District to complement the existing Business Contact Programme for smaller businesses.
- Maximise apprenticeship opportunities by providing small funding incentives to encourage employer investments in training.

Estates

Key Achievements in 2018/19:

- Completed and let a development of 6 industrial units on Terminus Road, Chichester, now known as Ravenna Point.
- Options appraisals for Council property and land at Bracklesham Bay and The Old Bakery, Petworth were undertaken and will be reported to Cabinet in 2019/20.
- Regeneration schemes for St James Industrial Estate, Chichester and for some of the buildings in Priory Park, Chichester were progressed.
- Development arrangements were completed for a new Lidl store at the Barnfield site in Chichester, working with the Council's developer partner.
- Disposal of the Council's property at 2 The Gardens, Chichester was completed.

Key areas of work for 2019/20:

- Regeneration schemes for St James Industrial Estate, Chichester and some of the buildings in Priory Park will continue. In addition, an options appraisal covering the remaining buildings in Priory Park (public conveniences, cricket, bowls and brick pavilions) will be undertaken.
- Continue to work with our developer partner to progress development at the Barnfield site in Chichester.
- Complete disposal of the Council's land at The Grange, Midhurst and progress disposal of land at Church Road, Chichester.

- Working with the Place Division, an options appraisal will be undertaken concerning the Council's land and kiosk at East Beach Selsey.

Building Services

Key Achievements in 2018/19:

- Key projects in the Council's asset replacement programme were delivered and the planned repair and maintenance programme was implemented.
- The Council's Contractor list, used for compliance vetting of contractors, was reviewed.
- High priority fire safety works at Council owned and managed buildings were completed.

Key areas of work for 2019/20:

- Completion of the extensive refurbishment works at the Avenue De Chartres car park.
- Remaining fire safety works will be completed and, following legislative changes, emergency lighting provision at Council owned and managed buildings will be reviewed.
- Consider the introduction of a minor works framework.
- Review the repairs and maintenance programme for any required revisions and consider the need for stock condition surveys.
- Begin work on transferring data and records onto Idox/Uniform to allow electronic access.

Place Division

Parking Services

Key Achievements in 2018/19:

- Digital permits were introduced across a number of car parks and continue to be rolled out.
- The Safer Parking Award was again awarded to 27 of our 30 car parks, assisting with reducing crime and fear of crime in car parks and providing assurances that measures are in place to ensure a safe environment. The same 27 car parks have also been awarded the Disabled Parking Accreditation which recognises off-street parking facilities accessible to disabled people.
- Regulation 10 Penalty Charge Notices (PCN) were introduced, meaning PCNs can now be issued to vehicle owners through the post.
- Two Parking Services vehicles were replaced with electric vehicles.
- Additional training was provided for Civil Enforcement Officers to help tackle Blue Badge misuse in partnership with WSCC and specially trained investigators.

Key areas of work for 2019/20:

- A review of the Chichester District Parking Strategy to ensure it reflects the requirements of the district, including consideration of the issues identified in the WSCC Road Space Audit.
- The introduction of electric vehicle charging points across the district's car parks.
- Re-surfacing and re-lining in North Street car park, Midhurst and a redesign of Northgate car park in Chichester.

City and Town Centre Co-Ordination

Key Achievements in 2018/19:

- Project teams have begun to deliver the outcomes in the Chichester Vision and the Vision Delivery Steering Group continues to monitor delivery.
- Work has been undertaken to assist the delivery of key actions identified by Vision project groups in Selsey, Midhurst and Petworth. In Selsey, the 'Sea's The Day' Project helped to further engage Selsey with its fishing heritage and delivered outputs including a film, recipe cards and oral history archives.
- The team has worked closely with Chichester City Business Improvement District (BID).

Key Areas of work for 2019/20:

- Continue to work with partners to ensure co-ordination and delivery of projects in the Chichester Vision and Town Visions and action plans. Work will include improvements to the street scene, wayfinding and cycle facilities in Chichester and improvements to East Beach in Selsey. The 'Sea's The Day' book will be published which records the lives of fishing families in Selsey.
- Work with partners in East Wittering and Bracklesham to assist with delivery of their Vision.
- Continue to support the Manhood Peninsula Partnership to work together to deliver actions for that area.

Public Conveniences**Key Achievements in 2018/19:**

- Successful accreditation of 'Platinum' status in the 'Loo of the Year' Award for three of the Council's sites – Little London, Avenue De Chartres and Florence Park.

Key Areas of work for 2019/20:

- Refurbishment of the public conveniences at Tower Street, Chichester.
- Entrance of additional sites to the 'Loo of the Year' Award for consideration.

Cabinet Member: Leader of the Council (Growth, Place and Regeneration)

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Economic Development									
LPI 163b	Increase survival rates of companies at year 3 to align with the South East actual	Higher is better	54.62% (2016)	63.6% (2017)	64.9% (2017)		Better	The business survival rate for Chichester District businesses is higher than South East and the outturn for 2017 is higher than in previous year. The next update will be in January 2020, when 2018 data is released.	South East actual
LPI 231	Number of businesses supported through the Business Support Programme	Higher is better	320	300	475		Better	475 businesses were supported with enquiries on business start-up, premises, planning and funding/grants. This contributed to the estimated protection of over 800 jobs in the District and the creation of 75.	300
LPI 237	Respond to 90% of business planning applications	Higher is better	100%	90%	100%		No change	59 commercial full planning applications and 11 pre-apps have been reviewed and commented on in the 2018/19 year.	90%
LPI 252	Occupancy rate for our city and town centre shops	Higher is better	96.4%	92%	94.68%		Weaker	Reported figure is an average across 2018/19. The Quarter 4 result was 95.51% (green status). The latest available figure for the South East is 92% (October 2018).	Above South East average
Estates									
LPI 53	% empty units within our commercial and industrial property	Lower is better	9.85%	5%	9.18%		Better	Reported figure is an average across 2018/19. The Quarter 4 result was 11.11% (red status). There continue to be a large number of vacant units at St James Industrial Estate pending commencement of refurbishment / redevelopment proposals.	5%
LPI 54	% rent and service charge arrears	Lower is better	2.86%	4%	2.81%		Better	Reported figure is an average across 2018/19. The Quarter 4 result was 1.93% (green status). Priority attention is given to dealing with cases of unpaid rent in order to minimise arrears.	4%

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target	
Parking Services										
LPI 34	% of car parks in the City for which we have achieved Safer Parking Awards	Higher is better	100%	100%	100%		No Change	All City Car Parks have passed and Florence Road Car Park has been added to the scheme.	100%	
LPI 35	% of rural car parks for which we have achieved Safer Parking Awards	Higher is better	75%	75%	75%		No Change	All car parks that met the standard previously have passed again. As in previous years, the exclusions are Bosham, East Beach Selsey and Selsey Marine.	75%	
LPI 177a Page 24	Tuesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	690	No lower than 300- no higher than 952	810		Weaker	Target threshold for this indicator is set at no lower than 300 vacant spaces to ensure demand isn't higher than the spaces available, and no higher than 25% of parking stock to ensure income levels are not affected. Total capacity on a Tuesday is 3,810 spaces; therefore upper threshold is 952 spaces. The overall target is a mid-point between the two thresholds. Reported figure is an average across 2018/19. The March 2019 result was 934 (green status).	No lower than 300- no higher than 952	
	LPI 177b	Wednesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	686	No lower than 300- no higher than 888	763		Weaker	Target calculated in line with LPI 177a (above). Total capacity on a Wednesday is 3,554 spaces; therefore upper threshold is 888 spaces. Reported figure is an average across 2018/19. The March 2019 result was 952 (red status).	No lower than 300- no higher than 888
	LPI 177c	Saturday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	1053	No lower than 300- no higher than 993	971		Better	Target calculated in line with LPI 177a (above). Total capacity on a Saturday is 3,974 spaces; therefore upper threshold is 993 spaces. Reported figure is an average across 2018/19. The March 2019 result was 1163 (red status).	No lower than 300- no higher than 993

Community Services

Key Areas of Responsibility

Culture and Sport

- Leisure and Sport Development contract management
- Chichester Festival Theatre and Pallant House Gallery
- Visitor economy
- Novium Museum and Tourist Information Centre

Health Protection and Wellbeing

- Health Protection
- Wellbeing inc. Social Prescribing
- Emergency Planning

Communities

- Community Safety, CCTV and Community Wardens
- Family Intervention and Safeguarding
- Partnerships
- Community Engagement
- Grants and Concessions
- Choose Work

Culture and Sport Division

Leisure and Sports Development

The service oversees the Leisure management contract, which Everyone Active has been delivering since May 2016. The contract is monitored through regular reports, meetings, site inspections and the Leisure Task and Finish Group, who meet quarterly.

Key Achievements in 2018/19:

- The Everyone Active card has been implemented and received 68,269 registrations. Participation levels continue to be high with over 1,420,000 visits across all 3 sites.
- In partnership with Clarion Housing, diversionary outreach sports programmes were delivered in Chichester, Selsey and Tangmere.
- 50 week swimming lessons have continued to grow with just over 1,000 swimmers enrolled and 18 local schools taking part in school swimming.
- Over 300 matches of different sports were played on our pitches.
- Leisure grants and Section 106 funding have been used to support projects, including provision of accessible play equipment at Florence Park, Chichester, new competition starting blocks for Chichester Cormorants Swimming Club and the Selsey Sports Dream project to develop new multisport facilities.

Key Areas of work for 2019/20:

- Further marketing and programme reviews will be undertaken to make sure the target for growth in leisure centre attendance, particularly among the over 50s, is met.
- Undertake a review of events on CDC land, alongside development of an events strategy.

Culture

The service oversees funding agreements and monitoring frameworks for Chichester Festival Theatre, Pallant House Gallery and Visit Chichester. Annual Reports identifying achievements against targets are presented to the Overview and Scrutiny Committee and six-monthly update meetings take place to monitor progress.

Key Achievements in 2018/19:

- Between April and September 2018, Pallant House Gallery hosted successful exhibitions including POP: Art in a Changing Britain, Leonard Rosoman: Painting Theatre and Virginia Woolf: An Exhibition Inspired by Her Writings.

- The Gallery took part in the 'England's Creative Coast' project, funded by ACE's Cultural Destinations programme, UK Government and Visit England's 'Discover England' fund.
- A report on Chichester Festival Theatre's 2017/18 season was received by our Overview and Scrutiny committee in 2018/19. The report detailed successes including 'Forty Years On' and 'Fiddler on the Roof', which saw the highest number of tickets ever sold for a single play and musical. 'Fiddler on the Roof', which ran from July to September 2017, saw the theatre reach 99% capacity with 80,300 people attending.
- The ticket price for Chichester Festival Theatre's Prologue members (a free membership scheme for 16-25 year olds) reduced to £5. In total 3,300 tickets were sold, tripling the number purchased during the previous year.
- Visit Chichester has developed a Destination Management Plan and a business plan based on the key themes and activities is being developed.
- Visit Chichester delivered networking events including a very successful leaflet exchange event held at Chichester Festival Theatre.

Key Areas of work for 2019/20:

- Continuing to monitor the three funding agreements and development of the partnership between Chichester District Council and all 3 partners.
- Establish a stronger cultural network through the Chichester Vision and events process.

The Novium Museum and Tourist Information Centre (TIC)

Key Achievements in 2018/19:

- The Novium Museum and TIC welcomed over 52,500 visitors this year, the highest number since the museum opened in 2012. The TIC responded to 14,926 enquiries and a further 105 enquiries relating to the museum's collection were handled. Chichester Box Office managed sales of 6,770 tickets for local events.
- 1,680 school pupils attended learning workshop sessions and 73 loan boxes were used by schools. 21 sleepovers were held at the museum with 458 children participating and 13 work placement students were hosted at the museum.
- At the Guildhall in Priory Park, 12 weddings were held and 3 theatre productions including, 'Alice in Wonderland', and 'A Christmas Carol' attracted 205 visitors.
- The museum events programme, including gaming evenings, LEGO Brick pit, Make and Take sessions and evening talks attracted over 2,700 visitors.
- The third annual Roman Week attracted 2,250 people over 7 days in May 2018. As well as activities in the museum, events took place around the district including a Roman themed market, a treasure trail around local shops and historical tours around the city for families. The highlight of the week was a large scale re-enactment in Priory Park.
- This year the public programme of exhibitions and displays included: Game Plan: Board Games Rediscovered (a major national touring exhibition from the V&A) and The Museum of Childhood's Bricks Britannia: A History of Britain in LEGO Bricks, which brought record visitor numbers to the museum and attracted media coverage from BBC South Today.
- The Museum won Bronze in the category of 'Tourism Event/Festival of the Year' in the Beautiful South awards.

Key Areas of work for 2019/20:

- Consultants have been appointed to assess options to enable the Museum and TIC Service to improve the visitor experience and provide a greater economic impact.
- A new exhibition; Hollywood Rome: Reel Life in the Ancient World opened on 6th April. A programme of events will accompany the exhibition, including two evening talks.
- Roman Week 2018 has been shortlisted for a national Museums and Heritage Award. Winners will be announced on 15th May and Roman Week 2019 will be delivered from 25th to 31st May 2019 with the support of a £10k grant from Arts Council England.

- An exhibition on the internationally important North Bersted Man is currently scheduled for January 2020. A National Lottery Heritage Trust Grant application has been submitted to support the exhibition and community engagement.

Health Protection and Wellbeing Division

Health Protection

Key Achievements in 2018/19:

- The Food Standards Agency carried out a two-day audit with a focus on food and food premises related complaints and the investigation of infectious disease notifications. Overall the results were good, with a small number of minor issues that needed to be addressed.
- Traceability checks on imported high risk foods of animal origin were completed in 29 premises. Whilst no contraventions were noted, the project emphasised the importance of using reputable suppliers and checking the accuracy of supply details.
- 150 local business employees received a full days training in food safety.
- We inspected six hand car wash businesses operating in the District following national reports of poor standards. These were targeted at potential dangers to staff from exposure to chemicals and water, welfare of workers including modern slavery and waste water disposal. No major issues were found.
- In partnership with the Wellbeing Team, we carried out a project to promote the health and wellbeing of staff working on industrial estates. This involved carrying out advisory visits to Industrial Estates across the District, providing them with tailored health & safety advice together with health MOTs for their staff. We subsequently ran five health and safety training sessions for these businesses.
- We continued with a complex investigation following an accident at a large event which resulted in life-changing injuries.
- The team began to look ahead to prepare for a potential no-deal Brexit scenario. Possible affected businesses have been scoped, Officers trained and procedures put in place to issue Export Health Certificates as required.

Key areas of work for 2019/20:

- Undertake further inspections of high risk food premises to check food traceability and ensure that imported foods of animal origin have come from “approved” premises.
- Conduct checks of carbon monoxide levels in kitchens of food businesses which are known to have poor managerial standards.
- Undertake compliance checks on selected high risk skin piercers and tattooists registered with us. The checks will ensure premises are compliant with relevant byelaws and work is carried out safely, whilst also ensuring that our database is up to date.
- Following high-profile incidents in the last year, we will work to raise awareness of new industry guidance for the operation of inflatables, with the aim of ensuring compliance for those using such equipment.
- Continue to work with the Animal and Plant Health Agency to implement key decisions and to ensure the team is ready for the final decision made concerning Brexit and any impact it may have on the team’s work with Export Health Certificates.

Wellbeing

Key Achievements in 2018/19:

- Wellbeing advisors supported 1,034 clients with advice and information to make positive lifestyle changes. Whilst the majority of referrals are self-referrals, the service has increased GP referrals from 29 when the service began in 2013/14 to 232 in 2018/19.
- The Weight loss, physical activity and pre-diabetes programmes have supported 473 people to lose weight, be more active and learn about a healthy diet.

- We have supported 35 families with children to learn about a healthy lifestyle and gain confidence in being more active.
- We have worked with 13 local businesses to improve the health and wellbeing of their staff.
- 137 older people attended the Well Balanced falls prevention workshop to learn how to stay mobile and strong into their older age.
- The Wellbeing Home team have worked with the Housing team and other partners to support 64 people at risk of fuel poverty to maximise their income and make heating their home more affordable.

Key areas of work for 2019/20:

- We have signed a new 3 year agreement with WSCC to continue delivering the service and for the first time we have confirmation of funding for the whole of the agreement period.
- The service will receive additional resources for training to undertake NHS health checks (the national cardiovascular disease screening programme) and to deliver a one to one smoking cessation service.

Social Prescribing

Key Achievements in 2018/19:

- The Social Prescribing service, jointly funded by CDC, local GPs, Clarion and A2 Dominion housing providers, Chichester City Council and Midhurst League of Friends, launched in July 2018 with 4 Social Prescribers working from GP practices across the district.
- The service has received more than 450 referrals from GPs for reasons including support for debt and money management, housing issues, and lifestyle issues. Many are referred because they are socially isolated and need support to reconnect with their community.
- Early indications show that the service is reducing the number of non-medical appointments to GPs and clients are being supported to access services they need to live independently.

Key areas of work for 2019/20:

- Work with GPs and other partners county-wide to build resilience and quality assurance into the service, agree consistent evaluation measures and secure on-going funding.
- Work with the Voluntary and Community Sector to ensure referral pathways are available.

Communities Division

Community Projects and Partnerships

Key Achievements in 2018/19:

- Partnership work with Sussex Police this year included establishment of a Serious Organised Crime group to tackle issues of County Lines and modern slavery. There has also been a joined up approach to vehicle crime culminating in the arrest and subsequent remand in custody of a prolific offender.
- The Arun and Chichester Road Safety Action Group saw the take up of all 25 free over 65 driver assessments.
- Swanfield youth centre is being well used and the community hub in Charles Avenue is beginning to take shape. The Swanfield football pitch has also been repaired.
- Services working with the homeless have been provided with training on recognising exploitation in their client group. We have worked with services and other CDC departments to ensure rough sleepers know how to access services quickly and taken positive action in cases where they refuse to work with us or become anti-social.
- Community Wardens continue to support the Police scam awareness project by giving out leaflets and raising awareness in their communities. They have provided a visible presence in the City centre, stopped cyclists in pedestrian areas and supported work with rough sleepers. They have also re-established themselves along the canal basin.

- The Time to Change campaign has delivered awareness raising events through trained champions including pebble painting, stride and sketch walks, and craft sessions. They now have over 30 trained champions.
- A partnership project to clear up the park in Holmbush, Midhurst got local residents involved and will continue into 2019.
- The 5 Ways to Wellbeing project was delivered in 10 primary schools across the district and to 5 difficult to reach groups in 2 secondary schools.
- Two events were delivered on behalf of Chichester in Partnership with the aim of celebrating the work of local community groups and encouraging networking between them.
- This year the Anti-Social Behaviour Officer has initiated 7 Acceptable Behaviour Contracts, 3 Community Protection Warning letters and worked on 28 Anti-Social Behaviour cases.

Key Areas of work for 2019/20:

- A number of CCTV cameras will be replaced in the city centre and 2 cameras at the Avenue de Chartres multi-storey car park will be re-instated.
- At least 3 Community Assessments will be developed and implemented this year, alongside a refresh of the existing assessment for Selsey.
- The Chichester Community Network website; a web based social platform for local community groups and parish councils will be launched
- An evaluation report of the 5 Ways to Wellbeing project will be published, including recommended changes, particularly for delivery to secondary schools.
- Deliver events including two 'Ideas into Action' events at primary schools and 2 community celebration events on behalf of Chichester in Partnership.
- Work on the Swanfield Community Garden will commence in spring 2019, focussed on a known Anti-Social Behaviour hotspot.
- In Partnership with WSCC, deliver the "Our City" project to create safe places in the city for people with learning disabilities.

Community Engagement and Development

Key Achievements in 2018/19:

- Supported by the Council and delivered by LoveLocalJobs, the "Be the Change" programme attracted business sponsors and the participation of all 5 District secondary schools. The programme, focussed on developing the aspirations of young people struggling to engage in their education or career prospects, saw over 100 pupils and 30 business mentors at the launch conference in February 2019.
- The New Homes Bonus (Parish Allocations) Scheme allocated 99.6% of the available budget (£250,000) in September 2018. The Grants and Concessions Panel considered 39 parish projects and awarded funds to 37. In addition, 33 Parishes received grants of typically £250 towards commemorations of the centenary of the end of the First World War.
- The Grants and Concessions panel also awarded a total of £159,153.20 across its Fast-track (up to £1,000) and Panel (£1,000 - £15,000) bids, supporting 44 different projects.
- New community facilities have been funded through the use of Section 106 funds, including a significant extension to Donnington Parish Hall (opened December 2018), and construction of the new Westhampnett Community Hall (commenced November 2018).

Key Areas of work for 2019/20:

- Support Parishes in the development of locally delivered infrastructure through access to funding including S106, New Homes Bonus or Grants.
- Implement the new priorities for Grant funding, agreed at Cabinet in March 2019.
- Support the sustainment of key Voluntary and Community Sector services including Citizens Advice, Voluntary Action Arun and Chichester, and Stonepillow.
- Through workshops and engagement sessions, improve accessibility of the "Choose Work" coaching and mentoring service in rural areas to help residents move into or towards employment. In addition, secure partner and funding support to continue this service.

Cabinet Member: Community Services

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Leisure and Sports Development									
LPI 271	Increase in attendances at Bourne Leisure Centre	Higher is better	238,034	245,175	234,646		Weaker	Bourne Membership numbers have decreased in the last year. A new marketing plan has been set for next year for all sites.	Targets for 2019/20 will be agreed by the Leisure Task and Finish Group once convened
LPI 272	Increase in attendances at The Grange, Midhurst	Higher is better	382,652	394,132	382,808		Better		
LPI 273	Increase in attendances at Westgate	Higher is better	800,670	824,690	803,313		Better		
LPI 290	Increase attendance of people aged 50 or over	Higher is better	208,040	216,362	207,065		Weaker	Attendance has not increased despite adding new activities and classes aimed at this age group. Further work will be done in 2019/20 to grow attendance.	
LPI 291	Increase attendance of young people aged 0-15	Higher is better	106,243	108,368	110,002		Better		
LPI 292	Increase attendance of people with disabilities	Higher is better	14,713	15,154	15,805		Better		
CSD MPI 05	Increase Customer satisfaction by 1% per year	Higher is better	92%	88%	92%		No change		
The Novium Museum and TIC									
LPI 219	The Novium - All museum admissions	Higher is better	49,731	55,000	52,513		Better	2018/19 saw the highest attendance since The Novium opened; an excellent achievement following closure of the popular Tim Peake Exhibition in Feb 2017. Timing the 'Bricks Britannia' exhibition to coincide with the summer holidays; we saw 13,750 visitors in August. Our previous highest monthly attendance was 6,570 in August 2017. We continue to work on growing audiences through a programme of exhibitions, displays and events, and updated marketing strategy.	55,000

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
LPI 220	The Novium - Total number of tourist information enquiries	Higher is better	15,365	21,000	14,926		Weaker	Visitors still find it difficult to find the TIC and the Vision project to improve signage will be vital in ensuring the TIC realises its full potential. Physical TICs are in decline across the country as people turn to online sources of information. We are still planning to bring the TIC leaflets into the main entrance of the museum because, at present, some visitors collect leaflets from the foyer and leave before entering the building and being counted. We will continue to grow the TIC's online presence across our website and social media platforms and hope to support and benefit from Visit Chichester's new destination management plan.	15,000
Health Protection									
LPI 174	% food premises due for inspection that were carried out	Higher is better	98.68%	100%	90.8%		Weaker	This figure is below that achieved in recent years, primarily due to staffing issues, a complex accident investigation and preparation for a Food Standards Agency audit. Inspection figures were well below target at the end of each quarter so an end of year result over 90% shows a significant recovery.	100%
LPI 179	% food businesses broadly compliant with statutory food safety requirements	Higher is better	96.69%	95%	96.58%		Weaker	This maintains improvement achieved in recent years despite inspection figures being down this year.	95%
Wellbeing									
LPI 234	% people maintaining positive lifestyle changes as result of referral to the Wellbeing Hub after 3 months	Higher is better	76.3%	80%	79.3%		Better	Reported figure is an average across 2018/19. The Q4 result was 84% (green status).	80%

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Community Engagement and Development									
LPI 230	Choose Work - number of unemployed clients engaged and assisted to move forward	Higher is better	83	100	74		Weaker	The number of clients seen is lower than the previous year due to continued focus on Employment Support Allowance clients and Income Support clients as well as Job-Seekers Allowance clients who have additional health issues. More time and resources are required to work with these clients, who need more in-depth support. Additionally, the team was not fully staffed for the first half of the year.	80
LPI 230b	Choose Work – % clients who secure employment at the end of the programme	Higher is better	54%	40%	41.9%		Weaker	In 2019/18 Choose Work supported 18 clients into paid employment, representing 24.3% of the 74 clients engaged with. A further 13 clients (17.6%) were supported into work experience placements. Together, these clients represent 41.9% of clients engaged with in 2018/19. For 2019/20, clients securing paid employment will be measured and reported separately from those entering work experience or education.	40%
Community Projects and Partnerships									
LPI 212	All Reported Crime – Chichester (% increase – rolling year)	Lower is better	9.8%	0%	10.9%		Weaker	Rolling Year April 2016 to March 2017 = 5,821 offences Rolling Year April 2017 to March 2018 = 6,394 offences Rolling year April 2018 to March 2019 = 7,093 offences A large percentage of the rise in 2018/19 is due to vehicle crime	0%

Corporate Services

Key Areas of Responsibility

Financial Services

- Accountancy Services
- Health and Safety
- Internal Audit and Corporate Investigations

Legal and Democratic Services

- Democratic Services
- Legal inc. Procurement
- General Data Protection Regulations (GDPR)

Business Support

- Corporate Improvement and Facilities
- Electoral Services
- Human Resources
- ICT

Financial Services Division

Accountancy Services

Key Achievements in 2018/19:

- Met the early closure deadline of 31 May for the Council's statutory annual financial statement of accounts.
- Further training and support in use of the council's financial system was provided and improvements to management information available from the system were developed.
- Continued support for major corporate projects including Careline business transfer, Enterprise Gateway, Barnfield site and Southern Gateway.

Key areas of work for 2019/20:

- Conduct a Financial Strategy review and develop budget modelling with funding sensitivity in preparation for the outcome of the Government's review of local government funding, the localisation of business rates retention scheme and financial settlement.
- Improve and de-risk arrangements for compliance with the Payment Card Industry Data Security Standard by implementing a new system.
- Review income processing, including improving the online system, encouraging use of technology and, in some areas aiming to reduce actual cash collected.
- Review the Corporate Write Off policy with a view to linking it to specific income streams and establishing debt recovery action protocols.

Health and Safety

Key Achievements in 2018/19:

- Continued the 'SafetyWatch' system; observing refuse collection, street cleansing and grounds maintenance staff to ensure safe systems of work are being used. This year the scheme was extended to include small works undertaken by the Contract Service Team.
- A business continuity exercise was undertaken with the Strategic Leadership team to test the Council's plans and identify any areas for improvement.
- Provided advice and guidance to the Fire Safety Strategic Group responsible for assessing all council premises in light of the Grenfell fire and identifying any remedial action required.

Key areas of work for 2019/20:

- Health & Safety audits, including legionella, car park inspections, and Fire Risk Management audits of CDC sites.
- Completion of a business continuity exercise involving the wider Corporate Management Team, following training from the Risk Management Division of the council's insurer's.

Internal Audit and Corporate Investigations

Key Achievements in 2018/19:

- Completion of audits including gifts and hospitality, staff loans, building security, Museum and TIC and GDPR, plus follow up audits and position statements on other areas reviewed.
- Key financial controls testing and review to establish compliance for key areas including asset management, Housing Benefit, cash and banking, and general ledger.
- Successful outcomes on investigations linked to the National Fraud Initiative have saved or brought in an estimated £269,708. Reviews including empty homes and the Council Tax Reduction Scheme have saved or brought in an additional £280,648.

Key areas of work for 2019/20:

- Undertake investigations linked to the 2018-19 data matches from the National Fraud Initiative and deliver the investigations work plan.
- Implement a new case management & document system.

Legal and Democratic Services Division

Member Services

Key Achievements in 2018/19:

- In preparation for a reduction in membership, the team reviewed the number of committees and number of members on each committee to allow members to fulfil their roles effectively and ensure sustainable governance arrangements and decision making.
- A programme of training was generated to ensure that, following the 2019 Local Elections, new Members are quickly developed, informed and supported to fulfil their roles effectively.
- The annual Chairman's Reception was organised and managed by Member Services to support the Chairman in thanking members of the community who have made a difference in their neighbourhoods or across the District.

Key areas of work for 2019/20:

- Developing use of the new Committee Management software (Modern.Gov) by introducing new functionality to reflect updates and enhance efficiency.
- Supporting new Members and returning Members in new roles throughout the year.

Legal including Procurement

Key Achievements in 2018/19:

- Applied GDPR across the organisation, including issuing contractual amendment documents and amending the Contracts register to demonstrate compliance for ongoing and future contracts.
- An upgrade to the IKEN legal case management system was carried out to increase functionality and add GDPR and drafting / court bundling software.
- Legal support to projects including Southern Gateway and transfer of the Careline Service.
- Integrated legal and procurement roles to ensure consistency, reduce duplication, ensure strong tender management and achieve savings. This included providing procurement officers with access to the IKEN system to improve case management of procurement advice and enable reporting of procurement activity.
- With Arun District Council, considered approaches to providing procurement support across the two authorities.

Key areas of work for 2019/20:

- Work on wider commercial estate legal process improvements, new leases of parts of East Pallant House and projects to consider new methods of delivering services.
- Local Plan development including complex legal advice.

General Data Protection Regulations (GDPR)

Key achievements in 2018/19:

- A full processing register was completed, with the retention scheme integrated, to enable oversight and control of data processing.
- Improved data breach reporting processes have bedded in following successful practice use including involvement from the Information Commissioner's Office.
- Mandatory GDPR training for all staff has been issued and continues to be monitored.
- Reports to Committees now include consideration of whether a Data Privacy Impact assessment is required, and if so what outcomes are recommended.

Key areas of work for 2019/20:

- A second stage review of the Contracts register to demonstrate further compliance with GDPR for future contracts.
- A complete review and update of the Council information policies and retention scheme
- Development of the Data Protection Officer network with other regional authorities
- Integration of new policies from the Information Commissioner into Council practices.

Business Support Division

Corporate Improvement & Facilities

Key achievements in 2018-19:

- Managed the corporate pay review process; reviewing and evaluating all Council job roles to ensure a fair, consistent and robust pay structure, rewarding equal work with equal pay.
- Worked with HM Courts and Tribunals Service to provide space for hearings after the closure of Chichester Combined Courts. The Council receives rental income to allow use of our committee rooms for a maximum of 50 sittings per year, to hear non-criminal cases and cases considered to be lowest risk. The first sitting took place in January 2019.
- Reviewed administrative resource across the Council to confirm work is being completed at the right level and teams are appropriately supported to ensure smooth and efficient operation of services.
- The Facilities team delivered a programme of internal works to East Pallant House to modernise meeting rooms and communal spaces and ensure the building remains fit for purpose and a pleasant environment in which to work or visit.
- Completed a full procurement process for cleaning of the Council's operational buildings. The new contract commenced in January 2019 and saves around £10,000 per year.
- Undertook planning and potential risk mitigation to prepare for Brexit, as the situation emerges, with a focus on a no-deal scenario.

Key areas of work for 2019-20:

- Take a lead role in reviewing the Health Protection and Environmental Protection services, analysing how tasks are completed to ensure services are operating as efficiently and effectively as possible.
- Contribute to the review of the Web and PR functions.

Electoral Services

Key Achievements in 2018/19:

- Boundary changes and other preparation was done for the reduction in Councillors from 48 to 36 for 2019/20. Ward boundaries were altered for the District and Parish Elections in May 2019.
- Administered 7 by-elections and Neighbourhood Planning Referenda.

Key areas of work for 2019/20:

- Delivery of the District and Parish elections and the European Elections in May 2019.

- Delivery of national elections, by-elections and/or Neighbourhood Planning Referenda as they arise.
- Begin preparation for the Police & Crime Commissioner elections in May 2020.

Human Resources

Key achievements in 2018/19:

- Delivery of the corporate pay review process, including completing job evaluations, achieving a Collective Agreement with Staff representatives and Unison, introduction of the new pay structure on 1 April 2019, issuing formal contract variations to all staff and managing staff appeals arising from the process.
- Successful transfer on 1 March 2019 of all Careline staff on TUPE terms to an external provider, including agreement with the pension scheme administrators and external provider on future staff pension provision.
- A review into staff sickness was undertaken and new Absence Management Policy was written and adopted. Staff sickness levels have reduced significantly within the year.

Key areas of work for 2019/20:

- Work with the Staff Side/Unison to introduce a new staff appraisal scheme that ensures staff can demonstrate a consistently good standard of performance in order to earn any pay increment and to introduce a more detailed procedure governing when market supplements may be applied and how they are reviewed.
- Continue to develop staff through training and development opportunities including apprenticeships and courses meeting the requirements for Apprenticeship Levy funding.

ICT

Key achievements in 2018/19:

- A new ICT and Digital Strategy (2019-2022) was developed and agreed by Cabinet.
- The Council's website was successfully redesigned and relaunched, with over 2.9 million page views in the last 12 months.
- Systems and applications have been developed to enable digital transformation, including creation of e-forms that support channel shift and increase access options. In the past year, 8 new transactional processes have been brought online and we now receive over 17,500 service requests per year via online and web channels.
- User and Corporate compliance with GDPR has been supported through integration of system enhancements and upgrades.
- System and infrastructure integrity has been maintained. In 2018/19, the team successfully retained the Public Services Network accreditation, which was achieved following high level assessments of our systems and process compliance practices.

Key areas of work for 2019/20:

- Deliver a Business Continuity project to provide enhanced disaster recovery capability across Council services.
- Working in closer partnership with colleagues to ensure our corporate systems and IT frameworks fully support and enable the improvement objectives of individual services.
- Contract and supplier reviews to enhance efficiency and realise best value opportunities.
- Implement a programme of improvement projects, upgrades and system reviews that balance industry innovation with corporate objectives, whilst maintaining security resilience.
- Work with partners to help facilitate improved digital infrastructure projects; laying the foundations to deliver super-fast connectivity.

Cabinet Member: Corporate Services

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Financial Services									
LPI 156	Creditor invoices paid within 30 days	Higher is better	93.22%	96%	95.2%		Better	Reported figure is an average across 2018/19. The March 2019 result was 93.48% (amber status).	96%
Legal									
LPI 74	% of prosecution proceedings started within ten working days of receiving complete instructions	Higher is better	95%	95%	100%		Better	Reported figure is an average across 2018/19. The Quarter 4 result was 100% (green status).	95%
Human Resources									
LPI 143	Working Days Lost Due to Sickness Absence	Lower is better	9.44	8.00	6.19		Better	Average sickness per employee for the period 1.4.18 to 31.3.19 = 6.19 days LTS= 3.09 average days STS = 3.10 average days	8.00
LPI 289	Quarterly Staff Turnover	Lower is better	9.9%	15.0%	11.14%		Weaker	Reported figure is an average across 2018/19. The Quarter 4 result was 14.16% (green status).	15.0%

Environment Services

Key Areas of Responsibility

Environmental Protection

- Environmental Strategy inc. Biodiversity
- Water Management
- Air Quality
- Environmental Protection
- Building Control

Communication, Licensing and Events

- Licensing
- Events inc. Farmer's Market
- Public Relations inc. Consultation

Environmental Protection Division

Environmental Strategy including Biodiversity

Key achievements in 2018/19:

- Green Gym sessions were run at Brandy Hole Copse Local Nature Reserve. Coppicing was resurrected within the Copse and the wood used for local conservation projects.
- Completed a Sustainability Appraisal of the Local Plan Review 2035: Preferred Approach.
- Draft policies and supporting evidence for the Local Plan Review were delivered on issues including Green Infrastructure, Wildlife Corridors and Sustainable Construction.
- Appropriate Assessments under the Habitats Regulations were undertaken for 3 Neighbourhood Plans.
- Ecological advice was provided on over 650 planning applications across Chichester District (including the South Downs National Park area) and Arun District.
- The Lavant Valley Biodiversity Enhancement Project (Fordwater Lane) was delivered, including riverine fencing to reduce erosion by cattle, vegetation planting along the river bank and creation of a wetland scrape (a shallow pond to hold seasonal rainwater).

Key areas of work for 2019/20:

- Sustainability Appraisal of the Local Plan Review Submission Document.
- Strategic Environmental Assessment of developing Neighbourhood plans.
- Delivery of a Dog Activity facility at Fishbourne and/or Southbourne.

Water Management

Key achievements in 2018/19:

- Year 3 of the Selsey & Wittering Beach Management Plan 2016-21 was completed. Works included raising of groynes in East Wittering, enhancement of groynes on the Selsey frontage and delivery and placement of 5,500t of shingle.
- A replacement surface water outfall in Selsey was constructed.
- Engagement and interventions were carried out in support of the Southern Water Bathing Water Enhancement project, with a focus on litter, dog fouling and enhancing biodiversity. This contributed to all three of our bathing waters now being rated as "excellent".
- The Foreshores Service was delivered between April and September 2018, completing 10 rescues, dealing with 19 first aid incidents and speaking to over 900 dog owners.

Key areas of work for 2019/20:

- Completion of Year 4 of the Selsey & Wittering Beach Management Plan 2016-21, including further groyne enhancement and beach replenishment.
- Engagement and interventions to ensure Selsey bathing water retains "excellent" status.
- Provision of the Foreshores Service operating from April to October 2019 in Bracklesham.

Air Quality

Key achievements in 2018/19:

- Development of a Whole Life Business case for integration of electric vehicles into the CDC fleet, which led to the procurement of two electric vehicles for Parking Services.
- A salary sacrifice car lease scheme for staff was introduced. The scheme is most beneficial for the lease of zero or ultra-low emission cars.
- A real-time air quality monitoring station was installed on Westhampnett Road, Chichester.
- A contract was awarded for the modelling of air quality in Chichester and Midhurst, as a first step towards the refresh of the Air Quality Action Plan.
- Draft Supplementary Planning Documents for air quality and noise were produced and draft environmental policies were delivered for inclusion in the draft Revised Local Plan.

Key areas of work in 2019/20:

- Complete air quality modelling for Chichester and Midhurst and declare Air Quality Management Areas as necessary.
- Expand the car club by one vehicle.
- Roll-out tablet based working for officers.
- Produce a draft Local Cycling and Walking Plan.

Environmental Protection

Key achievements in 2018/19:

- In partnership with Contract Services and PR, actions from the Litter and Fly Tip Strategy 2017-20 were delivered under the Against Litter brand. This included a successful litter enforcement trial, which has led to a new 3 year agreement for enforcement patrols.
- The Team dealt with a total of 1,830 environmental complaints including 365 related to noise and 200 related to antisocial behaviour. 130 licences for animal welfare activities were issued and permits for pollution emissions were issued to various regulated industries.

Key areas of work in 2019/20:

- Following a review of the Litter and Fly Tip Strategy 2017-20 the focus will be on fly tipping and road litter. A new campaign working with local traders and new education initiatives on waste and litter will be developed.

Building Control

Key achievements in 2018/19:

- 845 Building Regulations applications were received during the year, slightly less than 2017/18 (866 applications).
- The Service generated £385,500 of income.

Key areas of work in 2019/20:

- The service continues to comply with the Building Regulations 2010 in relation to the need for charges to reflect costs and for the Council to aim to break even for chargeable activities. We will be reviewing fees again in 2019.
- The Service income target remains at £415,500 for the coming year. It is anticipated a small fee increase and improved housing market will enable the service to break even.

Communications, Licensing and Events Division

Licensing

Key achievements in 2018/19:

- Coordinated and facilitated Safety Advisory Groups for new and existing large event organisers across the district with the objective of achieving successful and safe events.

- Administered and granted a total of 1,907 authorisations in accordance with eight different licensing regimes for alcohol, gambling, street collections, taxis and caravans.
- Increased availability of spaces to sit the council's approved knowledge test for licensed taxi drivers, in response to an increased demand for taxi licences. Over 500 tests have now been undertaken and the number of licensed drivers has increased by 15% in the last year.
- The Council's first ever House to House collection policy was adopted this year to provide a local framework for administration and enforcement of matters relating to these collections. The policy will help to ensure only genuine and well run collections take place in the district.
- A comprehensive review of our Statement of Principles under the Gambling Act 2005 was undertaken, which was subject to consultation prior to its adoption.

Key areas of work in 2019/20:

- Oversee a review of the city centre PSPO (Public Spaces Protection Order).
- Review taxi licensing policies to ensure they reflect current and emerging challenges.
- Review provision of taxi ranks within Chichester city and work with partner agencies to ensure provision is adequate. The review will include associated licensing income and staffing levels.

Events including Farmer's Market

Key achievements in 2018/19:

- An Events & Promotions Officer was appointed to promote the District as a destination experience in line with Council priorities and the Chichester Vision.
- The Farmers Market ran at an average capacity of 74% during 2018/19 and welcomed several new traders over the year.

Key areas of work in 2019/20:

- Develop an Events Strategy to establish a co-ordinated, all year round events programme to meet the needs of residents, businesses and visitors to the district.
- Focus on Town and City events to promote these areas and create community activity.
- A comprehensive review of market provision in Chichester city centre, including the Farmers' Market and Wednesday and Saturday weekly markets.
- Host a Christmas market in Chichester city centre by selecting a suitable operator to run and manage the event.

Public Relations including Consultation

Key achievements in 2018/19:

- The Chartered Institute for Public Relations awarded a gold PRide Award for the 'Best Community Relations Campaign' for our 'Against Litter Campaign'. As part of this, 190 local areas are now signed up to our 'Adopt an Area' scheme and 430 people have signed up to be 'Green Dog Walkers' and receive advice and incentives to be a responsible dog owner.
- The 'Let's Talk' consultation brand was launched. Nearly 400 people have signed up to join the panel and receive updates about the Council's current consultations.
- A review was undertaken of the council's communication and consultation delivery and methodology, which fed back to the Overview & Scrutiny Committee.

Key areas of work in 2019/20:

- A review will be undertaken to consider the integration of Public Relations and Web Teams to create a Communications service. This will include a review and refresh of the Communications Strategy.
- Support The Novium by promoting exhibitions and Building Control by developing a marketing plan for the service.
- Generate income and/or cost saving opportunities through advertising and sponsorship.

Cabinet Member: Environment Services

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Environmental Protection									
LPI 133	Audit all premises with Environmental Permits due for an audit	Higher is better	80%	100%	100%		Better	All inspections for 2018/19 completed and input onto Uniform.	100%
LPI 135	Sample and risk assess private water supplies in accordance with the risk based programme	Higher is better	29	22	25		Weaker	Two risk assessments, 10 programmed sampling visits and 4 investigative sampling visits completed in Q4 2018-19.	22
LPI 193a	Per capita reduction in CO2 emissions in the LA area (Data Source: DEFRA)	Lower is better	-33.7% (2016)	N/A	TBC		TBC	Data for 2017 is due to be released at end of June 2019.	N/A
Building Control									
BC MPI 01	Building Control - Site inspections undertaken within 24 hours	Higher is better	100%	100%	100%		No change	Good performance due to priority given by officers.	100%
BC MPI 03	Building Control - Applications determined within 5 weeks (unless time extension agreed)	Higher is better	100%	100%	97.6%		Weaker	Reported figure is an average across 2018/19. Performance dropped to 71% in April 2018, but returned to quickly 100% for the rest of the year.	100%
Licensing									
LPI 117	% Licensing Act 2003 applications determined within 2 months	Higher is better	99.05%	100%	99.52%		Better	1 application was not determined within target, due to requiring mediation, which was successful. No hearing was required and the licence was granted on 18 June 2018.	100%
LPI 118	% Gambling Act 2005 applications determined within 2 months	Higher is better	100%	100%	100%		No change		100%

Housing Services

Key Areas of Responsibility

Housing

- Housing Options (inc. housing advice, homelessness prevention and temporary accommodation)
- Housing Standards and HomeMove (inc. private sector grants, Disabled Facilities Grants, housing register and allocations)
- Housing Delivery (inc. affordable housing delivery, community-led housing groups and self-build register)

Housing Division

Housing Options

Key achievements in 2018/19:

- The first year of the Homelessness Reduction Act 2017 has been successfully delivered. The increased duties of the Act have meant an increase in the number of frontline officers and admin staff to deliver a homeless advice service to 627 clients. 103 cases were owed a duty by the Council to help prevent the household from becoming homeless as they were at risk of homelessness and 157 households were owed a duty to help relieve their homelessness as they were already homeless.
- A Senior Private Rented Sector Officer was employed to help more clients access the private rented housing market. This has allowed the Council to source accommodation for households with complex needs.
- Since the appointment of a Rough Sleeper Outreach Worker we have developed services to alleviate rough sleeping in the district and across the County. This includes working with a range of voluntary and third sector organisations who are actively delivering services to rough sleepers, delivering outreach to verify and engage with rough sleepers identified at the multi-agency Rough Sleepers Panel, working with local businesses affected by street activity and rough sleeping to help them manage and prevent their land being used as a sleeping site and responding promptly to Streetlink referrals from members of the public reporting rough sleeping.
- West Sussex District and Borough Councils were awarded funding for one year for 10 new posts, working across the County delivering outreach work to tackle rough sleeping and provide accommodation based support.

Key areas of work for 2019/20:

- Appointment of a Business Support Officer at Westward House to assist with financial management of the rents and service charges of existing clients and historical arrears.
- Continued implementation and streamlining of the impact of the HRA.
- Progress the expansion of our temporary accommodation in Chichester with the redevelopment of our Freeland Close property.
- A review of the Housing Advice Service will be undertaken at the end of the year to determine the impact of the HRA and review the service delivery model.

Housing Standards and HomeMove

Key achievements in 2018/19:

- 3 new properties and 19 existing properties renewed their accreditation status this year through the council's Landlord Accreditation Scheme, bringing the total number of accredited properties in the district to 430.

- 10 households received assistance to improve their properties through the Chichester Warm Home initiative and Home Repairs Assistance fund.
- The Discretionary Disabled Facilities Grant Policy allows officers to provide funding options including fast-track assistance for those needing adaptations in order to return home from hospital, financial top-up for those requiring extensive works to make their homes suitable and funding to assist disabled people with repairs and improvements to make their homes safer, with the aim of preventing a hospital admission. The Disabled Facilities Grant funding allocation has provided 180 home adaptations at a cost of £1.5 million.
- Mandatory licensing for Houses in Multiple Occupation (HMOs) was extended on 1 October 2018 resulting in 141 new applications. A new Licensing Assistant has been employed to process applications, which has ensured they have been dealt with efficiently.

Key areas of work for 2019/20:

- The introduction of a new IT system for the allocation of social housing
- A full review of the Council's Housing Allocation Scheme, alongside consultation and implementation of a new Private Sector Renewal Strategy.
- Conclude the final stage of the Disabled Facilities Grant project to assist residents to stay in their homes.

Housing Delivery

Key achievements in 2018/19:

- The Council is now supporting 8 community-led housing groups and has provided £75,500 in grants to allow the groups to develop their business plans and schemes. One group has broken ground and are expecting to complete 4 alms-houses for older people this year.
- £788,000 of investment was secured by our registered provider partners from Homes England to deliver additional affordable units this year.
- £536,000 from commuted sums received in lieu of affordable housing was invested this year to deliver additional affordable units and a further £441,000 in commuted sums was received.
- An Options Appraisal was undertaken to determine how best to use the Council's property at Freeland Close, Chichester to provide additional temporary accommodation for homeless households. The Council approved further funding to progress the preferred scheme.

Key areas of work for 2019/20:

- To secure planning and develop a scheme at Freeland Close, Chichester, to provide additional temporary accommodation to meet the Council's statutory duty in respect of larger homeless families and vulnerable single people.
- Development of a new Housing Strategy and local plan housing policies to meet the housing needs of the district. The new Housing Strategy will incorporate the Homelessness Strategy, the Private Sector Housing Renewal Strategy and the Tenancy Strategy.
- Continued promotion of Community-Led housing and provision of tailored packages to support individual groups, to enable the delivery of housing which meets the needs of communities. In light of new funding streams available, a review of the support packages on offer will also be carried out.
- Work in partnership with Hyde to review its assets within the district, to identify opportunities for asset rationalisation, new development and redevelopment, in order to maximise affordable housing delivery and maximise the use of existing stock.

Cabinet Member: Housing Services

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Housing Options									
LPI 204	Homelessness Prevention - % of cases where homelessness is threatened but prevented	Higher is better	60%	50%	53.57% (Q3)		Weaker	In financial year to the third quarter of 2018/19 there were 224 cases closed where homelessness had been threatened and homelessness was prevented in 120 of these, giving a percentage of 53.57%. Due to the introduction of new legislation requiring different ways of working with clients, additional administration and delay in the introduction of new IT the processing of cases has slowed.	50%
LPI 205	Percentage of homeless applications decided within 66 days	Higher is better	22.7%	50%	47.48% (to Feb 2019)		Better	A total of 139 homelessness applications were decided between April 2018 and February 2019, of which 66 were decided within 10 working days of the 56 day Relief Duty ending (as per the Homelessness Reduction Act). The latest available individual month result (February 2019) was 71.7% (green status).	50%
Housing Standards and HomeMove									
LPI 003	Homes improved through the Council's Landlord Accreditation Scheme, financial assistance packages and enforcement	Higher is better	51	50	72		Better	The 2017/18 outturn figure relates to the former Decent Homes Standard (narrower definition) so is not directly comparable.	50
Housing Delivery									
LPI 002	Affordable homes enabled by the Council	Higher is better	165	140	171		Better	In the 18/19 period a total of 171 affordable units were delivered (114 for rent and 57 for sale). 125 of these were provided on market sites and 46 were enabled by the Council working with our Registered Providers.	140

Planning Services

Key Areas of Responsibility

Development Management	Planning Policy
<ul style="list-style-type: none">• Development Management (inc. for the South Downs National Park Authority)• Planning Enforcement• Planning Administration• Tree Protection	<ul style="list-style-type: none">• Strategic and Local Planning• Neighbourhood Planning• Community Infrastructure Levy• Historic Buildings, Conservation and Design, Archaeology• Monitoring Section 106 Agreements

Development Management Division

Development Management inc. Planning Enforcement, Administration and Tree Protection

Key achievements in 2018/19:

- 37 major planning applications were received for the Chichester Local Plan area this year, 8 fewer than the previous year and 31 fewer than the year before that. Early indications are that numbers will increase again in 2019/20.
- Major housing-led developments made progress in the Chichester Strategic Development Locations (SDLs) and in other settlements in the Chichester Local Plan area. Permission was granted for the reserved matters relating to the spine road and surface water drainage for the West of Chichester SDL and the final reserved matters were granted for phase 1 of the Madgewick Lane SDL. Outline Permission was granted for the first phase of the West of Chichester and second phase of Madgewick Lane SDLs, providing for over 1,000 new homes in the coming years.
- The Pre Application Enquiry Service was updated this year to improve customer accessibility, choice and speed of response. The popularity of the planning surgery has increased and this year saw 22% more enquiries than last year.
- An agent's forum was held in January 2019, seeking to increase engagement with regular agents and improve customer service. This will be repeated twice annually and used to provide continual service improvement.
- The Applications Team has moved to a paperless working environment and is now using electronic devices, including for site visits for most planning applications.
- Over 500 enforcement complaints were dealt with this year. 61 formal notices (including 50 enforcement notices) were issued; an increase of 56% on last year, placing the service among the top 50 Councils issuing the most enforcement notices in 2018.
- Planning enforcement action has resulted in positive outcomes this year including; rebuilding of a boundary wall in the grounds of a Listed Building, reinstating a prominent feature within a Conservation Area; improvement of landscaped areas within a major housing site, provision of passing places in a rural setting, removal of static caravans from a farm in the South Downs National Park Area and success at appeal in relation to the use of plastic windows in a Listed Building in Chichester.
- Following appeal success in relation to the Gypsy site at Birdham, officers are now preparing the legal case to challenge the failure of the occupiers and landowners to comply with the Enforcement Notices issued. The Council has also made progress toward compliance with enforcement notices at the former Crouchlands Biogas site.

Key areas of work for 2019/20:

- Continue to roll-out paperless working across the service.

- Further large scale applications are expected for SDL sites at West of Chichester, Westhampnett/NE Chichester, Tangmere and Shopwhyke, to enable delivery of the housing identified in the Local Plan.
- Overall performance and customer service improvements will continue to be sought.
- Public access to an online register of enforcement cases is being considered to allow customers access to a site address, description of the matter investigated and, where available, the case outcome.

Planning Policy Division

Planning Policy

Key achievements in 2018/19:

- The Council adopted the Site Allocation Development Plan Document in January 2019.
- For the Local Plan Review: Preferred Approach, the evidence base was largely finalised and public consultation was carried out.
- Alongside partners in Bird Aware Solent, the Council agreed the Strategy to mitigate the impact of bird disturbance caused by recreational activities arising from new development.
- The Infrastructure Business Plan which identifies the provision of infrastructure to support development and prioritises spending of funds received through the Community Infrastructure Levy was agreed.
- A development partner was selected and development agreement signed to enable progress on the Tangmere Strategic Development Location, potentially through use of a Compulsory Purchase Order (CPO).

Key areas of work for 2019/20:

- Progress the Local Plan Review to the stage where the plan can be submitted for examination, requiring consideration of the distribution of development and further additions to the evidence base, particularly concerning transport. Significant work will be required to address Habitat Regulations Assessment issues relating to the need for a nutrient neutral policy for Chichester and Pagham Harbours.
- The 5 year Infrastructure Business Plan will be reviewed and rolled forward.
- Progress on strategic cross-boundary planning with partners in the West Sussex and Greater Brighton Strategic Planning Board. A new partnership with authorities in South Hampshire may also be explored to address the requirements of the nutrient neutral policy for Pagham and Chichester Harbours.

Conservation and Design

Key achievements in 2018/19:

- A further exploratory archaeological dig uncovered Roman building remains in Priory Park.
- The article 4 Direction for Chichester City Conservation Area was confirmed.

Key areas of work for 2019/20:

- The Westbourne Conservation Area Character Appraisal will be reviewed and the Fishbourne Review completed.
- Produce a series of detailed guidance notes to assist those making applications for listed building consent.

Cabinet Member: Planning Services

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Development Management									
LPI 187a	CDC LPA Area - Processing of planning applications determined in 13 weeks: Major applications	Higher is better	88.88%	60%	87.5%	✔	Weaker	March performance remained 100% and 2018/19 performance has increased to well above target.	60%
LPI 187b	CDC LPA Area - Processing of planning applications determined in 8 weeks: Minor applications	Higher is better	78.94%	65%	87.18%	✔	Better	March performance increased to over 93% and 2018/19 performance is an improvement over last year.	65%
LPI 187c	CDC LPA Area - Processing of planning applications determined in 8 weeks: Other applications	Higher is better	81.68%	80%	94.0%	✔	Better	March performance was over 96% and 2018/19 performance is over 10% better than 2017/18.	80%
LPI 188a	SDNP LPA area - Processing of planning applications in 13 weeks: Major applications	Higher is better	75%	60%	100%	✔	Better	No major applications were determined in March. 2018/19 performance remains within target.	60%
LPI 188b	SDNP LPA area - Processing of planning applications in 8 weeks: Minor applications	Higher is better	77.95%	65%	87.58%	✔	Better	100% of minor applications were determined within target in March. 2018/19 performance has risen slightly.	65%
LPI 188c	SDNP LPA Area - Processing of planning applications in 8 weeks: Other applications	Higher is better	82.9%	80%	90.95%	✔	Better	97.22% of other applications were determined within target in March. 2018/19 performance has risen slightly to well above target.	80%
LPI 124	CDC LPA Area - Planning appeals allowed	Lower is better	29.31%	30%	20.59%	✔	Better	Measures appeals allowed as a % of appeals submitted for CDC area. The 2018/19 figure remains comfortably below target.	30%
LPI 124a	SDNP LPA Area - Planning appeals allowed	Lower is better	33.3%	30%	30.76%	⚠	Better	Measures appeals allowed as a % of appeals submitted for SDNPA area. 2018/19 performance is an improvement over last year.	30%

Residents Services

Key Areas of Responsibility

Chichester Contract Services <ul style="list-style-type: none">• Waste and Recycling• Street Cleansing• Parks and Open Spaces• Cemeteries• Vehicle Workshops and MOTs	Revenues and Benefits <ul style="list-style-type: none">• Council Tax and Business Rates• Housing Benefit and Council Tax Reduction Customer Services <ul style="list-style-type: none">• Customer Service Centre and Reception• Corporate complaints• Land Charges inc. Street Naming and Numbering
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Chichester Contract Services Division

Key achievements during 2018/19:

- Our recycling rate has continued to increase this year from 45% (2017/18) to 47% in 2018/19, helping progress towards our 50% target by 2020. Chichester District was one of the top 20 local authorities in England for the largest increase in recycling performance.
- Garden waste customer numbers have increased by 1,314 compared to last year. This year we trialled free Christmas tree drop off points in areas of the district not near to a Household Waste Recycling site, which was well received by residents not subscribed to our Garden Recycling Service.
- Working with Chichester Business Improvement District and the West Sussex Waste Partnership (WSWP), we hosted a Christmas tree in Chichester City made from 600 recycled plastic bottles. The tree was designed to highlight the importance of reducing use of single-use plastics and recycling whatever plastics we can.
- This year we launched a 'Fight Against Food Waste' campaign in conjunction with WSWP. Preventing food waste is good for the environment and can save money. The campaign provides helpful hints on how residents can play their part.
- We completed our recycling bin sticker project to help remind people what can be recycled, and translated recycling communications into foreign languages to ensure it can be accessed by those who speak languages other than English.
- Building on the success of previous online initiatives, we worked with the Customer Services and Web Teams to introduce online reporting for missed waste and recycling collections and online purchasing for new bins. Both initiatives provide a faster, more efficient service for our residents.
- A new disposal contract for our Business Waste and Recycling Service was secured, which ensures the continued financial viability of the service and creates the foundation to move in a more commercial direction.
- Under the successful 'Adopt an Area' campaign, we have provided equipment, guidance and support to anyone interested in adopting an area. Additional 'Against Litter' signs are being used on highway verges to help promote the message.
- The number of fly tips has continued to rise, with a corresponding growth in hazardous materials requiring clearing. It is hoped that working with the Environment Enforcement team will start to yield results.
- A pilot to monitor the effectiveness of waste bin sensors has been commenced. It is hoped this will lead to a better and more efficient emptying regime in the future.

Key areas of work for 2019/20:

- Following publication of the Government's Resources and Waste Strategy for England in December 2018, monitor and respond to consultations concerning the detail of what the

Strategy will mean for residents and councils. It is anticipated that the collection of food waste from both domestic and trade premises will feature extensively in the consultation.

- Subject to approval, a new vehicle wash facility will be delivered at our Westhampnett depot to provide a more efficient and effective way of washing of our vehicle fleet with the potential to operate a commercial service.
- A review of domestic waste and recycling collection rounds in advance of new developments being completed.
- A review of collection arrangements for properties accessed by private driveways and unmade tracks, with the intention of reducing the risk of damage to Council vehicles.
- Continue to deliver the 'Against Litter' action plan, including a review of our bin provision across the district.
- The updated Recycling Action Plan will focus for 2019/20 on reducing the amount of material in waste bins if it cannot be re-used or recycled.
- Develop our Business Waste and Recycling Service by improving our offering to customers and working with them to maximise their recycling. We will also help them understand how they may be impacted by the Government's new Resources and Waste Strategy including, subject to approval, implementing a food waste collection service for businesses.

Revenues and Benefits Division

Key achievements during 2018/19:

- Implemented a new service structure and working processes following completion of a review during 2017/18.
- Embedded customer facing online services for revenues and benefits that were introduced last year; Citizens Access – Revenues and Citizen Access – Benefits.
- Implemented e-communications for revenues and benefits customers who now have the option to have bills and notification letters made available online.
- Implemented the initial transition of housing benefit claims to Universal Credit full service, which went live in the district on 4 July 2018.
- Provided digital support to customers making online applications for Universal Credit, including registering their identity, setting up email addresses and uploading documentary proof.
- Commenced a project to capture data and monitor the impact of Universal Credit on the Housing Benefit caseload with a view to adapting services or processes, as required.
- Commenced a review of debt recovery procedures for Council Tax, Business Rates and Housing Benefit overpayments, with the aim of reducing overall debt.
- Reviewed and updated procedures and processes in compliance with GDPR requirements
- Implemented year 2 of the revaluation business rates discretionary scheme.

Key areas of work for 2019/20:

- Implement an SMS module to enable text messages to be sent to customers, reducing volumes and costs of written communications.
- Increase online service provision, including an online Discretionary Housing Payment form, a module for landlords to notify changes in tenancies and receive communications online and working with our software provider to develop and enhance online services available to other customers. We will also work with the PR and Web Teams to further promote our existing online services, highlighting the advantages to customers.
- Implement a £1.5m Retail Relief scheme to customers with a rateable value of less than £51,000.
- Continue to review the impact of Universal Credit and make plans for changes in processes or services, as required.
- Work with Economic Development on initiatives to mitigate the increasing pressures on high street shops.

Customer Services Division (including Land charges)

Key achievements during 2018/19:

- Through improving our online services and encouraging customers to self-serve, we have reduced telephone interactions by 14% and face to face interactions by 2.5%.
- Reviewed our Complaints scheme and introduced a Persistent Complainants Policy.
- Improved Freedom of Information processes to provide automated acknowledgements and online reports for service teams.
- Introduced a Call Recording policy.
- Introduced recording and reporting of avoidable contact and telephone compliments. Avoidable contact includes repeat calls and occasions when online information is unclear.
- Introduced fees and charges for Street Naming and numbering.

Key areas of work for 2019/20:

- We will improve signage in the main reception area at East Pallant House.
- Customer Services Officers will complete Dementia training to help them better assist customers with the condition.
- Undertake a Customer Satisfaction Survey for Reception, Telephone and Email enquiries.
- Work with the Environmental Protection team to integrate their service into the Customer Service Centre.

Cabinet Member: Residents Services

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Contract Services									
LPI 001	% graffiti removed within 5 working days	Higher is better	New PI for 2018/19	100%	100%	✓	N/A		100%
LPI 005	Number of residents using the Garden Recycling Service	Higher is better	14,070	15,527	15,391	✓	Better	End of year figure is slightly below target, due to slower sign-ups during Winter and the impact of the end of year renewal period (cancellations and customers not informing us whether they wish to renew). We expect performance to return to expected levels from April 2019.	17,000
LPI 006	% fly-tips removed within 3 days	Higher is better	93.07%	90%	92.08%	✓	Weaker	Reported figure is an average across 2018/19. The March 2019 figure was 96% (green status). The introduction of fly tip investigations has slightly slowed pick up time due to need for officer attendance to gather evidence.	90%
LPI 127	Cost of household waste collection per household	Lower is better	£26.97	£32.34	£30.37	✓	Weaker	2018/19 outturn is a provisional estimate.	To be set following confirmation of 2018/19 outturns
LPI 191	Residual household waste in Kg per household	Lower is better	414.35	410	397.55	✓	Better	Reported figure is for the whole year. Provisional until signed off by Waste Data Flow.	
LPI 192	% household waste sent for reuse, recycling and composting	Higher is better	44.6%	45.0%	46.5%	✓	Better	Reported figure is for the whole year. Provisional until signed off by Waste Data Flow.	47%

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
Revenues and Housing Benefits									
LPI 140	% Council Tax collected	Higher is better	98.36%	98.2%	97.85%		Weaker		98.2%
LPI 141	% Non-domestic Rates Collected	Higher is better	97.82%	98.2%	97.45%		Weaker		98.2%
LPI 004a	Time taken to process new claims for benefits (inc. Housing Benefit and CTR)	Lower is better	New PIs for 2018/19	15 days	18.9 days		N/A	Figure represents average across 2018/19. The most recent individual month figure (March 2019) is 15 days. Individual 2018/19 average figures are: <ul style="list-style-type: none"> Housing Benefit: 16.75 days Council Tax Reduction: 21.08 days 	For 2019/20, these PIs will measure HB and CTR separately. This is due to the ability to carry out data cleansing on HB but not on CTR.
LPI 004b	Time taken to process change events for benefits (inc. Housing Benefit and CTR)	Lower is better		7 days	10 days		N/A	Figure represents average across 2018/19. The most recent individual month figure (March 2019) is 5.5 days. Individual 2018/19 average figures are: <ul style="list-style-type: none"> Housing Benefit: 10.92 days Council Tax Reduction: 9 days 	
Customer Services and Land Charges									
CS MPI 01	% CSC enquiries resolved at first point of contact	Higher is better	83.1%	83%	86.9%		Better	Reported figure is an average across 2018/19. The March 2019 figure was 87% (green status).	85%
CS MPI 02	% calls to the CSC that are answered	Higher is better	86.8%	95%	91.3%		Better	Reported figure is an average across 2018/19. The March 2019 figure was 92% (amber status). The team have not been fully staffed at times and this has impacted on performance. We have messaging while customers wait offering online options or customers can leave a message and a member of the team will call them back as soon as the next person is free.	95%

PI Code	Short Name	Assessment	2017/18 Outturn	2018/19 Target	2018/19 Outturn	Status	Trend - 2018/19 v 2017/18	Commentary	2019/20 Target
LPI 48a	% of all searches carried out within 10 working days	Higher is better	62%	100%	55.12%		Weaker	<p>The average turnaround time for Q1 and Q2 was well below target due to staff absence plus the increase in new devolvments for Street Naming and numbering resulting in less hours being spent on completing searches. This coincided with an increase in the volume of searches due to the time of year.</p> <p>Performance was far better in Q3 & Q4, with all searches from Oct 2018 to March 2019 being carried out within 10 days.</p>	100%

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Chichester District Council

THE CABINET

9 July 2019

**Award of Cash Collection, Processing
and Banking Contract 2019 - 2022**

1. Contacts

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2. Recommendation

- 2.1 That the contract for collection, processing and banking of cash from Council facilities and locations around the District for the period 1 October 2019 to 30 September 2022 is awarded to Contractor B.**

3. Background

- 3.1 The objectives of this contract have not changed from the present contract (awarded in 2014) and are:

- Cash collection, reconciliation and banking from the District Councils off-street parking machines;
- Cash collection, reconciliation and banking from on-street parking machines operated by the District Council on an agency basis on behalf of West Sussex County Council; and,
- Cash and cheque collection, reconciliation and banking from Council buildings.

These services are referred to collectively in this report as 'cash collection services'.

- 3.1 The approximate totals of cash, cheques and coinage collected in 2018-19 was as follows:

- Cash £256,000
- Cheques £4,400,000
- Car park Coinage £3,600,000

- 3.2 These totals are expected to decline by approximately 10% a year over the medium term as the popularity of non-cash payments, including pay by phone and contactless card payments, increases. To accommodate any changes to processes and systems

that may be necessary to respond to this, the contract period has been reduced from five years to three.

- 3.3 The contract was tendered under a competitive tender process advertised via the 'In-Tend' electronic e-tendering portal. The process involved submission of a response to the Council's invitation to tender (ITT) together with a schedule of prices and an overall expected annual cost for the services. This enabled a direct comparison to be made between the tenderers in terms of quality (against service specifications) and price.
- 3.4 The Council received three completed returns. The scoring scheme awarded the available points 60% on quality and 40% on price. The points awarded to each tender were as follows:

Contractor A	Contractor B	Contractor C
72.10 Points	75.40 Points	57.84 Points

- 3.5 Contractor B is therefore recommended as the preferred supplier.

4. Outcomes to be Achieved

- 4.1 The continuing secure and safe collection of cash collection services for a period of three years from 1 October 2019.

5. Proposal

- 5.1 The proposal is to award a contract to contractor B for cash collection services for a three-year period from October 2019 to September 2022

6. Alternatives Considered

- 6.1 The Council chose to move to a fully externalised cash collection services five years ago. At that stage, the Council's structures and processes were redesigned to accommodate this change. It is the view of officers that moving back to internal cash collection and banking would not be cost effective and would impose significant new security and safety risks that are presently professionally managed by the Council's external provider.

7. Resource and Legal Implications

- 7.1 The current annual charge for processing cash collections is approximately £66,000. Budget provision is presently split between Car Parking (for car park collections) and Finance (for cash collections from Council premises). Some of the cost of parking income is re-charged to WSCC for the on-street parking machine collections.
- 7.2 The proposed contract has an annual contract cost as set out in appendix 1. This price is based on a schedule of rates and the information provided in the ITT. The actual annual cost will vary slightly due to differences in processing charges and agreed variations to collection frequencies/ locations.

8. Consultation

8.1 None.

9. Community Impact and Corporate Risks

9.1 The contract award is intended to mitigate the corporate risk the significant income streams are not promptly collected and banked.

9.2 Each of the tenderers was required to explain its Health and Safety and risk mitigation processes within its submission. These statements were assessed as part of the overall quality score produced for each.

10. Other Implications

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

11. Appendices

11.1 Tender Assessment [Exempt material: Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information))].

12. Background Papers

12.1 None.

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

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Chichester District Council

CABINET

9 July 2019

Climate Emergency Declaration

1. Contacts

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2. Executive Summary

Reducing carbon emissions is an urgent but complicated issue. This report recommends declaration by the Council of a Climate Emergency and tasks the Environment Panel with identifying and evaluating the options for resourcing and developing a detailed action plan to address climate change.

3. Recommendation

- 3.1 That Cabinet makes the following declaration of a climate emergency:
“Chichester District Council declares a Climate Emergency and requests the Environment Panel to advise Cabinet and Council on how to move to a carbon neutral environment.**
- 3.2 That the Environment Panel draft Terms of Reference as outlined in Appendix 1 are approved and that the Panel is tasked with evaluating priority actions for a Climate Emergency Action plan, and reports back to Cabinet in November 2019.**
- 3.3 That the Environment Panel is asked in its report to identify and evaluate the resources needed to achieve delivery of the action plan, including the proposal for a Climate Emergency Officer funded from reserves and the potential for the use of the Zero Carbon Graylingwell payment for implementing carbon reduction initiatives.**
- 3.4 That in the event that the Council is invited to accept a transfer of funds by Homes England associated with the Zero Carbon Graylingwell project, authority is delegated to the Director of Planning and Environment to accept the funds which are to be used towards specified carbon reduction projects, the spend for which will need to be first agreed in each case by both Homes England and the Council.**

4. Background

- 4.1 At Council in March 2019, the draft budget resolution was amended and approved to task Cabinet with the consideration of using up to £150,000 from reserves to fund a three year Climate Emergency officer.
- 4.2 Nationally the UK is now committed to achieving net carbon neutrality by 2050. The Climate Emergency campaign group is pressing for this to be achieved by 2030 in order to avoid dangerous levels of global heating. Over 80 councils have now made a declaration of a Climate Emergency.
- 4.3 The withdrawal of several central government initiatives has led to a reduction in local level action by local authorities, including the Council. These include: Feed in Tariffs for domestic renewables, the Zero Carbon Homes Standard for new build dwellings, and the Green Deal for improvements to existing housing.
- 4.4 However, carbon reduction is a focus in many work streams within the Council's services. Through the Local Plan Review, policies are proposed for setting standards for sustainable construction, energy efficiency and water usage in new development above national minimums, policies are included for sustainable drainage and flooding and wildlife corridors. The Council's Air Quality Action Plan reduces carbon footprint encouraging modal shift, development of new walking and cycling infrastructure and installation of electric vehicle (EV) charging points in the district. The Council has also recently introduced a preferred policy for purchasing electric vehicles (EV) in the CDC fleet and a salary sacrifice scheme for staff to purchase low emission vehicles. The Council also provides help for those households in fuel poverty through the Council's Home Energy officers and the Chichester Warm Homes Initiative.
- 4.5 The UK Committee on Climate Change (CCC), an independent and statutory body established under the Climate Change Act 2008, has recommended more support nationally and locally for four "simple, low-cost options" in their 2018 report to parliament. These are:
 - Increase onshore wind and solar PV
 - Increase energy efficiency in new and existing buildings
 - Increase Tree Planting
 - Recycle food waste by 2025
- 4.6 Homes England (HE) have offered the Council the opportunity to use funds due them from the Graylingwell development – to be spent on quantifiable carbon reduction projects District-wide. The amount of this Zero Carbon Graylingwell funding has not been fully confirmed but is likely to be between £500-700k, depending on the rate paid per tonne of carbon to be offset. The transfer of funds would be subject to a legal agreement and the local implementation of projects would have to be agreed by HE and Linden Homes. This offers a significant opportunity to re-invigorate action locally for a limited time period.

5. Outcomes to be Achieved

- 5.1 The main outcome to be achieved is to produce an action plan which will deliver quantifiable carbon reductions within the District and will demonstrate how local

action can contribute to achieving the climate emergency target and contribute to our national and international commitments.

- 5.2 Secondary outcomes are to reduce fuel bills for local residents and/or businesses and to support investment in the skills, training and jobs required to transition to a low carbon economy.

6. Proposal

- 6.1 That the Cabinet makes a climate emergency declaration and requests the Environment Panel to advise Cabinet and Council on how to move to a carbon neutral environment. The Council should focus on those actions that can be delivered locally and that will help achieve the local and national targets.
- 6.2 That the Cabinet approves the Environment Panel draft Terms of Reference detailed in Appendix 1, which include: advising on climate change strategy, identifying and evaluating the priority actions recommended by the Committee on Climate Change in their 2018 report on a net zero target; to identify resources needed to achieve delivery through a new Climate Emergency Action plan, including the proposal for a Climate Emergency Officer funded from reserves and the potential for use of a Zero Carbon Graylingwell payment to fund carbon reduction initiatives.
- 6.3 It is anticipated that the Environment Panel will provide a report back to Cabinet in November 2019.

7. Alternatives Considered

- 7.1 Alternatives considered include:
- Not making a declaration of a Climate Emergency - however, the importance of climate change requires action at national and local level and the Council is very supportive of this work
 - Making a recommendation directly to Cabinet without further opportunity for Member and officer evaluation of the potential routes forward. Whilst this could initially speed up the process it risks setting the Council on a course which might not deliver cost effective carbon reductions and might not follow national government recommendations, which it is anticipated, are imminent following the recent government announcement to adjust the carbon zero target..

8. Resource and Legal Implications

- 8.1 Finance: There are no budget implications for the Panel's review. Any subsequent proposals and associated financial implications will need to be brought back to Cabinet for a decision or Council if the proposals exceed £100,000.

9. Consultation

- 9.1 No specific consultation has been undertaken on the proposals in this report. The Environment Panel can consider making proposals for consultation as part of the detailed development of an action plan.

10. Community Impact and Corporate Risks

- 10.1 Community impacts from the new Climate Action Plan will reduce carbon emissions and will reduce fuel bills. The type and extent of impacts will depend on the focus of the action plan.
- 10.2 Potential carbon reduction measures are broad and there may be community aspirations to deliver measure in sustainable transport, air quality, biodiversity enhancement and water management, yet these may fall outside of the requirements of the funding source(s) and as such expectations may need to be managed.
- 10.3 There is a risk that the Zero Carbon Graylingwell funding will be delayed or is transferred to the Council with unduly restrictive conditions on its use. This risk can be mitigated by evaluating other funding sources. However, few if any funding sources are currently available to local authorities and significant action would be dependent on new funding being made available following the government's decision to increase the targets in the Climate Change Act.

11. Other Implications

	Yes	No
Crime and Disorder		x
Climate Change and Biodiversity Positive impact on climate change issues	x	
Human Rights and Equality Impact		x
Safeguarding and Early Help		x
General Data Protection Regulations (GDPR)		x
Health and Wellbeing Providing a local contribution to avoiding dangerous global heating will contribute to protecting the health and wellbeing of the districts residents	x	

12. Appendix

- 12.1 Draft Environment Panel - Terms of Reference - Appendix 1

13. Background Papers

- 13.1 Committee on Climate Change Report on Net Zero target
<https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

Environment Panel – Terms of Reference

Membership: Chairman – Cabinet Member for Environment and Chichester Contract Services

Other members – five members appointed by the Cabinet on the recommendation of the Cabinet Member for Environment and Chichester Contract Services

Frequency: Quarterly and at other times as necessary

Broad Objectives:

- To advise the Cabinet on UK waste strategy and its implementation to the Council.
- To consider an action plan aiming to achieve the EU and national recycling and waste minimisation targets.
- To take account of the work of the West Sussex Waste Partnership in developing a county-wide Waste Strategy for waste management; and
- To advise the Cabinet on environment and climate change strategy.
- To identify and evaluate the priority areas for delivering carbon reductions as outlined in the Committee on Climate Change (CCC) 2018 report, “Committee on Climate Change Report on Net Zero target”.
- To identify the priorities for a new Climate Change Action Plan and the resources necessary to deliver climate change work.
- To identify funding options for carbon reduction initiatives, including the use of the Zero Carbon Graylingwell (ZCG) fund.
- To advise on and monitor implementation of the Fly tipping and Litter Action Plan.
- To advise on and monitor implementation of the Single Use Plastics Action Plan.
- To consider and advise on a refreshed Air Quality Action Plan.
- To consider opportunities for joint initiatives and partnership working.

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Chichester District Council

THE CABINET

9 July 2019

Football Club Lease, Oaklands Park, Chichester

1. Contacts

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2. Recommendation

2.1 That officers be authorised to take the action detailed in paragraph 5.1.

3. Background

3.1 In September 2017, officers recommended to Cabinet that the lease to the Football Club be terminated, due to concerns over continued breaches of the lease. This recommendation was agreed and the lease was brought to an end in March 2018. In order to enable the Club to continue to use the site and facilities as their home football ground, a short term lease was put in place that expires at the end of July 2019.

3.2 With an objective of ensuring the continued use of the site for playing football and football development, an informal tender exercise took place offering a new lease from 1st August 2019. Details of those organisations that expressed an interest in the opportunity and those that subsequently submitted a tender offer are set out in Appendix 1 (exempt).

3.3 Granting a lease of this nature is within the delegated powers of the Director of Growth & Place, however due to the complexities and profile of this particular matter it is felt appropriate to bring the officers' recommendation to Cabinet for approval.

- 3.4 Following on from the production of an updated playing pitch strategy for the Local Plan review, Local Football Facility Plans have also been developed for every local area in the country. These plans identify projects to enable investment in football facilities to be accurately targeted to deliver more and better football facilities for the grassroots game.
- 3.5 Within the Chichester District plan, Chichester City Football Ground in Oaklands Park has been identified as a priority project for the development of a 3G pitch. The Premier League and the Football Association have launched a facilities fund to support such projects but this is a grant application process so there is no guarantee of success. The Council intends to work on a feasibility study with the Football Club to establish the viability of applying for such a grant. A separate report will be brought to Cabinet in the future.

4. Outcomes to be Achieved

- 4.1 An effectively run, sustainable football club making effective use of the facilities provided by the District Council for the development of football in the District and for beneficial use by the community.
- 4.2 A tenant that fulfils its financial and contractual lease obligations to the Council in a timely way.

5. Proposal

- 5.1 That the Council grant a lease to the Chichester Community Football Club Management Limited on the terms as set out in Appendix 2 (exempt), subject to receipt of satisfactory referencing.
- 5.2 Officers consider that the proposed tenant is able to fulfil the obligations of the lease and has a sufficiently robust business plan to enable it to remain a viable entity for the duration of the lease term.

6. Alternatives Considered

- 6.1 Not to recommend granting a lease as recommended by this report. This would either necessitate the facilities being managed directly by the Council, or approaching other organisations to seek interest in the facility.
- 6.2 Managing the facilities 'in house' would require significant officer resource and ongoing management time and is not considered a cost or time effective solution.

7. Resource and Legal Implications

- 7.1 A continued rental income from a lease of these facilities has been provided for in the Council's current year revenue budget. In order to ensure rental levels remain reflective of market conditions, the proposed lease contains a five yearly rent review provision. Any future applications for a concessionary rent as a result of those rent reviews would be considered in the usual way in accordance with the Council's Constitution.
- 7.2 The tender process was an informal one, meaning that the Council is not obliged to accept any offers made under this process. Should it be decided not to proceed as proposed, additional resources from the Estates, Sport & Leisure Development and Legal teams will be required to deliver an alternative.
- 7.3 Should it be decided to proceed with the recommendation of this report, there will be a need for management time from both the Estates and Sport & Leisure Development teams to ensure the letting operates in accordance with the lease terms.

8. Consultation

- 8.1 Consultation has been carried out through advertising the opportunity to the market, seeking expressions of interest.
- 8.2 Ward members have been briefed on the background and the proposals and any views received by them prior to the Cabinet's meeting will be relayed orally.
- 8.3 The supporting financial information has been considered by the Council's Accountancy team who have commented that the Club at present turnover could not afford a market rental. They further comment that the proposed rental appears to be at the margins of what the company can afford if it does not either increase its income or reduce areas of its expenditure.
- 8.4 The rent concession was considered by the Grants and Concessions Panel at its meeting on the 25th June 2019 and the Panel agreed with the proposal from the Club for a concessionary rent.

9. Community Impact and Corporate Risks

- 9.1 The Football Club provides an important community facility and provides for the development of football in the District and there would be a significant impact on the Community if a new lease cannot be successfully completed.
- 9.2 Management of the lease will be overseen by officers from the Estates and Sport & Leisure Development teams to ensure early identification and rectification of any issues arising that could pose either a financial, reputational or operational risk.

10. Other Implications

	Yes	No
Crime and Disorder Provision of sport and activities for young people could help to reduce crime and disorder. Loss of the facility could have the opposite impact.	x	
Climate Change and Biodiversity		x
Human Rights and Equality Impact		x
Safeguarding and Early Help There are safeguarding implications relating to the football club and particularly the coaching of young people and it is essential that the club is managed in such a way that safeguarding requirements are fully met.	x	
General Data Protection Regulations (GDPR)		x
Health and Wellbeing Provision of community sports facilities provides an opportunity for the local community to participate in sporting activity which can have a positive impact on the health and wellbeing of individuals.	x	
Other (please specify)		x

11. Appendices

11.1 Appendix 1 – Expression of Interest and Informal Tender return details (exempt).

11.2 Appendix 2 – Proposed lease terms (exempt).

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

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Chichester District Council

THE CABINET

9 July 2019

Post Project Evaluation – Replacement Telephony System

1. Contacts

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2. Recommendation

- 2.1. To receive the post project evaluation (PPE) report (Appendix 1) for the replacement of our corporate telephony system, and agree the actions and review plan in sections 7 and 8 of the report.**

3. Background

- 3.1. In 2015 the Council took the decision to go out to market for a new corporate wide telephony system.
- 3.2. With our (then) legacy telephone system (Philips) reaching 'end-of-life' and National Government stating that integrated services digital networks (ISDN) would be phased out (by 2025), a Voice over Internet Protocol (VoIP) system became our preferred solution.
- 3.3. This necessitated a fundamental change to our telecommunication technology, infrastructure and operational support requirements.
- 3.4. The formal project to replace the Council's corporate telephone system began in October 2015. Running until January 2017 the project was made up of three critical project phases: procurement, technological integration and operational go-live.
- 3.5. Over this period the evaluation and assessment of possible Shared Service arrangements (between Arun and Chichester District Councils) took place. Though this did not affect the overall success of the project, it did impact on the quality of the project outcomes. E.g. there was issue identification and fixes ahead of rollout.

4. Outcomes to be achieved.

4.1. Section 3 of the PPE report outlines the project objectives: outputs, outcomes and measures. Key achievements include

4.1.1. 100% delivery against relevant project outcomes.

4.1.2. Project delivered on time *

4.1.3. Project delivered under budget

** The original timeline, as set out in the project initiation document (PID), was subsequently revised to accommodate emerging Shared Service objectives. Proceeding against the new timeline, all outcomes were successfully delivered in line with expectations.*

4.2. The project also delivered strategic capabilities in terms of ongoing efficiencies and enhance current and future mobile/flexible working and collaboration opportunities.

5. Proposal

5.1. The feedback, further action (PPE section 7) and review plan (section 8) was informed by a post go live staff survey, completed by 50% of Council staff representing 35 of the 37 service teams. Key points include

5.1.1. More focus on the 'change management' activities required to ensure full implementation of the system.

5.1.2. Ensure system software is kept up to date.

5.1.3. Engage in more 'feedback & improve' exercise with colleagues using the system.

6. Alternatives Considered

6.1. Not applicable.

7. Resources and Legal Implications

7.1. Not applicable.

8. Consultation

8.1. For the PPE report consultation was undertaken with the project team, senior management and staff across the council at all levels. The report was also presented to the Business Improvement Programme Board and assessed by the Corporate Improvement team.

9. Community Impact and Corporate Risks

9.1. Completion of an Equalities Impact assessment is not necessary

9.2. The project was commissioned to address a corporate risk associated with an aging and outdated telephony system.

10. Other Implications

	Yes	No
Crime and Disorder		X
Climate Change and Biodiversity		X
Human Rights and Equality Impact		X
Safeguarding and Early Help		X

General Data Protection Regulations (GDPR)		X
Health and Wellbeing		X
Other		X

11. Appendices

11.1. Appendix 1 – ‘Replacement Telephony System Project’

12. Background Papers

12.1. None

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Project Documentation

**POST PROJECT EVALUATION DOCUMENT
(PPE)**

Replacement Telephony System Project

Release:	V1.0
Date:	17/04/2019
Author:	Matthew Fletcher / Daniel Bramley / Andrew Forward
Approved by:	Business Improvement Programme Board (24.04.2019)

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
16/04/2019	V0.1	Initial	
17/04/2019	V1.0	Amendments post review	
25/04/2019	V1.0	BIPB approval	

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
17/04/2019	Andy Buckley	Reviewed first draft, minor suggested changes added, including that explanation be provided regarding any slippage in the timeline

Approvals

Name of person, group or committee
Business Improvement Programme Board

Distribution

A final copy of the approved document will be distributed to:

Name	Job Title
Cabinet – major project	

1. PURPOSE OF DOCUMENT

This document provides a review of how the Replacement Telephony System Project performed against the original intentions set out in the Project Initiation Document (PID).

It allows lessons learned to be passed on to other projects and ensures that provisions have been made to address all open issues and risks alongside follow on actions and recommendations where appropriate.

It also provides the opportunity to assess any expected outcomes that have already been achieved and/or provide a review plan for those outcomes yet to be realised.

2. ORIGINAL PROJECT DESCRIPTION

This project was established to enable the replacement of the Council's (then) legacy telephone system (PBX) with a completely new infrastructure and technology: to maintain the Council's corporate ability to make and receive internal and external telephone calls, and enhance current and future mobile/flexible working and collaboration.

At the time both Chichester and Arun District Councils worked together to find a joint solution, and shared the subsequent procurement exercise.

3. PROJECT OBJECTIVES

The project was designed to address the following requirements of installing, configuring and deploying a new telephone system. The objectives and outcomes were as follows:

3.1 Outputs

Output	Achieved	Comments
Installation of New PBX System	Y	
Connection to SIP phone Lines	Y	
Reduction in server space required	Y	
Deployment of full IP Telephony	Y	
Integration with Customer Service Centre Switch	Y	
Ability to make calls from handset and 'soft phones' on IT equipment, for Example calling a contact from the laptop, PC or a conference call with multiple people from a single directory.	Y	
Improved reporting on call handling, volume and use.	Y	
Integration with Microsoft Lync for collaboration and remote working, conference calls and video conferencing.	N	Micollab client provides all the desired functionality as specified. Corporate decision to discontinue with use of MS Lync.

3.2 Outcomes

Outcomes	Achieved	Comments
Deployment of integrated software and hardware to enable Flexible working and unified communications (UC)	Y	
Presence	Y	
Instant Messaging	Y	
File share	Y	
Shared directory access	Y	
Video	Y	
Federation with Lync	N	Micollab client provides all desired functionality specified in PID. Corporate decision to discontinue with use of MS Lync.
Unified Messaging – The ability to use email, software phones, video conference and text from a single system.	Y	
Desktop Sharing and Hot Desking	Y	
Home Remote Working – allow routing of calls to home workers devices	Y	
Conference Calls (voice) – avoid unnecessary traveling with more convenient conferences for discussions and collaboration	Y	
Web Conferencing (video) as above but with video	Y	
Use of 'Soft Phones' – these are software phones that allow the user to call from their laptop or mobile device, would allow home and mobile working	Y	
Installation of a scalable and future proof solution	Y	
Disaster Recovery and Business Continuity – by sharing a system calls could be routed to the partner site at Arun DC	Y	
Partnership Solution and shared working – The proposed solution will allow for a shared system that can be hosted and backed up by both partners. The infrastructure to allow this would also enable a closer degree of shared working	N	No Longer required following conclusion of partnership review. WAN link installed as part of initial DR and BC part of the project is still in place should it be required in the future.
The Customer / Community benefits – improved resilience and improved channel shift by combining the ability to voice call, IM or video call the council.	Y	
Financial – Greater budgetary	Y	

forecasting and control over call costs when routing to mobile workers and partners. Reduced conference costs, telephone line costs and call costs to sites		
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3.3 Outcome Measures

Outcome Measures	Achieved
Replacement telephone system on time and within budget	N / Y *
To have a telephone system capable of supporting a partner site	Y
Ability to re-route calls to alternative destination in the event of system failure	Y
Provision of software phones that run on a user's laptop or PC	Y
Ability to conduct web conference calls and voice calls	Y
Increase in the number of staff working remotely on a regular basis	Y
Increase the number of staff 'hot desking', removing barriers to sharing desks to achieve the ability to work to a 7:10 ratio by December 2016	Y

* c.f. section 5 for timeline slippage explanation

3.4 Dis-benefits

Dis-Benefit	Comments
Potential disruption during install	Previous telephony system was run in situ with the new Mitel telephony system to allow for phased rollout and transfer of extensions across to the new system by service area.
Changes to end user experience and training needs during initial roll-out	Train the trainer approach agreed. Maintel Training professional trained ICT and lead users and lead users trained staff in their service areas with ICT assistance.
Implementation may be extended if joint solution with partner is the approved solution	No longer required following conclusion of partnership review.

4. PROJECT COSTS

Total budget provided £175,000:

Capital Spend		Revenue
Telephone System (including hardware and software)	£115,346.37	£15,372.84
Professional Services	£38,270.65	
Overtime	£5,304.36	
Other	£926.70	
Total	£159,848.08	

5. PROJECT PLAN

The table below demonstrates the project completion dates against the original expected timetable:

Task No.	Task / milestone	Target Date	Actual Date	Comments
Stage 1 – Procurement				
1.1	Place OJEU and issue Invitation to Tender	9 Oct 2015	Oct 2015	<i>Need to incorporate emerging shared services objectives impacted original time line.</i>
1.2	Last date for questions relating to the tender process	13 Nov 2015	Nov 2015	
1.3	Return of Tenders	20 Nov 2015	Dec 2015	
1.4	Initial evaluation completed	4 Dec 2015	Jan 2016	
1.5	Presentations	9 Dec 2015	Jan 2016	
1.6	Evaluation complete	14 Dec 2015	Jan 2016	
1.7	Approval by Council Executive	Jan 2016	Mar 2016	
1.8	Standstill period complete	Jan 2016	Apr 2016	
1.9	Award contract	Feb 2016	Apr 2016	
Stage 2 – Installation Phase 1				
2.1	First Technical project meeting	Feb 2016	Sept 2016	<i>Target dates reflect original PID timeline.</i>
2.2	SIP Connectivity commences	Feb 2016	Oct 2016	
2.3	PBX Installation commences	Apr 2016	Oct 2016	
2.4	POC period commences	May 2016	Oct 2016	
2.5	Sign Off POC	May 2016	Nov 2016	
Stage 3 – Installation Phase 2				
3.1	Installation Phase 2	May 2016	Nov 2016	<i>Dates revised during tender process to those shown in the 'Actual Date' column.</i>
3.2	Training	Jun 2016	Nov 2016	
3.4	Sign Off	Jun 2016	Dec 2016	
3.5	New System – Go – Live	Jun 2016	Jan 2017	
Stage 4				
4.1	Customer Services	Aug 2016	Jan 2017	
Stage 5				
5.1	Partner Integration	Nov 2016	No longer required following conclusion of partnership review	

The original timeline, as set out in the project initiation document (PID), was subsequently revised to accommodate emerging Shared Service objectives. Proceeding against the new timeline, all outcomes were successfully delivered on time.

6. PROJECT MANAGEMENT PROCESS

Originally a 'big bang' approach, where all users were migrated at once, was proposed. However, this was revised to allow for more in depth system testing and a phased user group approach to go-live.

In terms of the overall project, an initial joint project day was held with both CDC and ADC, which launched the configuration and build phase. Corporate decisions were made on the type of devices that would be used and the training / deployment approach.

The install phase, pilot, testing and sign off timescale was condensed and supplier resources were being balanced between Chichester and Arun DC. This did create a pressured scenario where more time to identify issues and fix before rollout would have been beneficial.

Lessons Learned

1. The roll out was rushed and time to test, fix, pilot and train staff squeezed into a short time frame. A more timely and structured approach to roll out and train would be employed in future.
2. A more thorough understanding of working practices regarding call flow and response within service areas would need to be more thoroughly examined prior to go live. Service areas were not familiar with own call handling requirements as originally expected.
3. Full appreciation of potential issues with staff understanding of individual responsibility involving use of the client. Statuses, call flow when unavailable, etc. alongside this, the manager's acceptance and understanding of responsibility for how teams would handle calls and be setup.
4. Headsets\Handset debate. A more comprehensive testing of headset\handset devices would have been desirable with an opportunity to provide a couple more options of choice prior to original deployment.

7. FEEDBACK AND FURTHER ACTION

The project has identified a number of follow on actions as part of our continuous improvement cycle. As part of this process a staff survey was conducted in 2018 with responses from over 50% of users, representing 35 of the councils 37 teams. Feedback covered the positive aspects of the system and reflections on where improvements can be made.

1. The majority of staff are using the Micollab system to make and receive calls both internally and externally.
2. Around 55% of respondents were dissatisfied with the system. The most common problems were poor line quality (crackling etc.) and delays when talking (call lag).
3. 43% of respondents said they would prefer a USB handset if one was available.
4. Although 72% of respondents felt they had received sufficient training before the system was rolled out. 57% were unaware of their Lead User.

ICT lead officer has met with the Divisional Managers and evaluated the results of the following points they were tasked with discussing with their teams:

- How are teams finding the phone system
- Are they set up correctly
- Any training requirements
- Headsets and handsets concerns
- Has this changed the way they work in a positive way

The feedback, though mixed, was not negative being in the main positive and supportive. Changes made in response to the survey have improved user experience. Divisional Managers felt that teams\staff were set up correctly.

The ICT lead officer is also attending team meetings offering a training refresh and to answer questions or concerns and to offer solutions for teams\individuals to achieve desired outcomes.

Divisional managers have advised that most staff were fine with the headsets and there have been minimal requests for the option of a USB handset or duo headset.

All felt that the telephone system and the flexibility it offers with mobile working, working remotely and hot desking, etc. has improved the way we all work in a positive way.

8. REVIEW PLAN

The review process clearly identified areas where improvements can and are making a difference. It also highlighted the importance of users raising issues directly and immediately with IT. Until we are made aware of a problem or issue, we are unable to help.

As a result of the recent engagement sessions, survey and training activities a number of improvement actions are now in hand:

- System Upgrade. Making sure we are operating on the latest software is a priority. Work is currently underway to schedule a complete system upgrade to improve functionality and users experience.
- Offering different headsets, handsets. We will offer the users the choice that suits their needs and environment, having tested new devices with volunteers from the services.
- Offer drop in sessions. Continuing the service engagement activities mentioned above. Drop in sessions, individual training and improved on-line help will build a greater understanding of the systems features and service needs.
- Working in partnership with the lead users to enhance the service as well gain better insight into our users requirements.
- Move away from analogue fax lines. The physical controller in the PBX room can then be virtualised into the VM infrastructure and removed.
- Investigate enhancements to the Azzuri inbound DR portal. Look at the service and product options to improve on the functionality currently available. For example, the ability for callers to receive a voice message in a DR scenario or to even potentially leave a voicemail.

Chichester District Council

THE CABINET

9 July 2019

**Revenues, Benefits and Customer Services Review
Post Project Evaluation (PPE)**

1. Contacts

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Cabinet Member:

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2. Recommendation

- 2.1 That the Post Project Evaluation (PPE) report included in Appendix 1 be approved.**

3. Background

- 3.1 At its meeting on 7 March 2017 the Cabinet approved the Project Initiation Document (PID) for a review of the Revenues and Benefits (R&B) service and the Customer Service Centre (CSC).
- 3.2 In accordance with that decision an internal service review was carried out during 2017-18 that sought to identify improvements, generate efficiency savings and maximise performance within R&B and the CSC.

4. Outcomes to be Achieved

- 4.1 The project was expected to deliver the following outcomes:
- (a) Cashable efficiency savings to support the Council's Deficit Reduction Plan.
 - (b) Maximise performance in the collection of business rates and council tax and in the processing of benefits.

5. Proposal

- 5.1 The project was broken down into the following key work-streams:
- (a) The transfer of R&B customer contact from the back-office into the CSC.
 - (b) The review of R&B processes to identify improvements, generate efficiency savings and maximise performance.

- (c) The implementation of new R&B software that enables a significant increase in self-serve functionality for the customer.
- (d) The identification of future year reductions in Customer Services staffing levels through proactively managing how customers interact with the Council.

6. Alternatives Considered

- 6.1 The alternative options were to retain the existing operating models or to only continue with a reduced number of the key work-streams. However, the shared service programme had clearly demonstrated opportunities to improve in-house processes and deliver ambitious savings targets whilst continuing to provide a good quality service, therefore the Cabinet approved to proceed with the all-encompassing option proposed in the PID.

7. Resource and Legal Implications

- 7.1 The total delivery costs were estimated at £327,000, the majority of which related to IT investment and possible staff redundancies. The estimated annual revenue saving was £224,000, of which £177,000 would be realised by the 2018-19 budget cycle (year 1). Actual costs and savings against these estimates are outlined in the PPE included as an appendix to this report.
- 7.2 The project would be managed and primarily delivered in-house with some external support required for the implementation of new IT software.

8. Consultation

- 8.1 Consultation took place throughout the review; staff briefings and engagement with members and the staff union through Joint Employee Consultative Panel (JECF) was followed by a formal staff consultation document that detailed the options and the preferred approach.

9. Community Impact and Corporate Risks

- 9.1 Revenues, Benefits and Customer Services are all customer-facing services. The proposed changes would make information more readily available for customers who wish to interact with the services online. Contacting the Council in person or by telephone would still be available, therefore there was deemed to be no detrimental impact on the community.

10. Other Implications

	Yes	No
Crime and Disorder		X
Climate Change and Biodiversity		X
Human Rights and Equality Impact		X
Safeguarding and Early Help		X
General Data Protection Regulations (GDPR)		X
Health and Wellbeing		X
Other (please specify)		X

11. Appendix

11.1 Revenues, Benefits and Customer Services Review - Post Project Evaluation (PPE).

12. Background Papers

12.1 Revenues, Benefits and Customer Services Review Project Initiation Document (PID)
– Cabinet Report 7 March 2017.

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Project Documentation

**POST PROJECT EVALUATION DOCUMENT
(PPE)**

Revenues, Benefits & Customer Services

Service Review Project 2017/18

Release:	Version 1.4
Date:	9 th May 2019
Author:	Andy Buckley, Corporate Improvement & Facilities Manager
Approved by:	Louise Rudziak, Director of Housing and Communities John Ward, Director of Corporate Services

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
26/03/19	1.1	First draft	Andy Buckley
15/4/19	1.2	Comments from relevant Divisional Managers	Diane Kirkham & Fiona Delahunty
24/4/19	1.3	Performance tables updated to reflect 2018/19 performance data	Andy Buckley

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
9/5/19	Andy Buckley	Not applicable – PPE prepared by Corporate Improvement Team

Approvals

This document requires the following approvals:

Name of person, group or committee
SLT
Business Improvement Programme Board
Cabinet

Distribution

A final copy of the approved document will be distributed to:

Name	Job Title
Diane Kirkham	Revenues & Benefits Divisional Manager
Fiona Delahunty	Customer Services Divisional Manager
Marlene Rogers	Revenues & Benefits Business Support Manager
Paul Jobson	Revenues & Benefits Operations Manager

Glossary of Terms

PID – Project Initiation Document

PPE – Post Project Evaluation

CSC – Customer Service Centre

R&B – Revenues and Benefits Service

Back Office – the office where the administrative and technical work is carried out, as opposed to dealing with customers

Channel Shift – moving customer contacts and transactions from more expensive options (telephone, face-to-face contact or letters) to less expensive options (online self-service, self-service through automatic voice recognition systems and self-service using mobile phone SMS messaging).

1. PURPOSE OF DOCUMENT

This document provides a review of how the Revenues, Benefits and Customer Services review project performed against the original intentions set out in the Project Initiation Document (PID).

It allows lessons learned to be passed on to other projects and ensures that provisions have been made to address all open issues and risks alongside follow on actions and recommendations where appropriate.

It also provides the opportunity to assess any expected outcomes that have already been achieved and/or provide a review plan for those outcomes yet to be realised.

2. ORIGINAL PROJECT DESCRIPTION

The project was broken down into the following key work-streams:

- The implementation of new R&B software that enables a significant increase in self-serve functionality for the customer.
- The transfer of R&B face to face enquiries and telephone calls from the R&B back office into the CSC.
- A review of R&B back office processes to identify improvements, generate efficiency savings and maximise performance.
- The identification of future year reductions in customer service staffing levels through proactively managing how customers interact with the Council.

3. PROJECT OBJECTIVES

3.1 Outputs

The expected outputs of this project were as follows;

	Output	Delivered
1	New Northgate self-serve software modules	✓
2	Transfer of customer support role from revenues and benefits to customer services	Amended-see para.6
3	Revenues and benefits process redesign	✓

3.2 Outcomes

The Customer / Community

Outcome		Delivered
1	Through the enablement of e-solutions customers would be able to update their own accounts/claims directly in the back office database. These changes would reduce handling and manual inputting in the back office and contribute to bills and benefit claims being processed in a timely manner and with a higher degree of accuracy	✓

People (CDC staff)

Outcome		Delivered
1	Transfer of customer-facing staff from R&B to the CSC	Amended-see para.6
2	Reduction in overall staffing levels across both services	✓
3	Redesign of R&B back office structure and service delivery	✓

Service Performance

Outcome		Delivered
1	Maximise business rates collection performance	See para.3.3
2	Maximise council tax collection performance	
3	Maximise benefits processing performance	

Financial

Outcome		Delivered
1	Cashable efficiency savings to support the Council's deficit reduction plan	See para.4.2
2	One-off setup costs to procure new software and pay for possible staff redundancies	See para.4.1

3.3 Outcome Measures

Service Performance – R&B

The table below compares performance for 2017-18 for the R&B service for both CDC and the other West Sussex districts and boroughs, then reports actual performance for 2018-19 against the targets identified in the review.

Measure	Measure Criteria	West Sussex Average 2017-18	CDC Actual 2017-18	CDC Target 2018-19	CDC Actual 2018-19
Council Tax Collection Rate	Percentage collected	98.3%	98.4%	98.2%	97.8% (see n1)
NDR Collection Rate	Percentage collected	97.6%	97.8%	98.2%	97.2% (see n2)
HB Processing – New Claims	Average days taken	22 days	19 days	15 days	15 days
HB Processing – Change Events	Average days taken	9 days	8 days	7 days	9 days
CTR Processing – New Claims	Average days taken	N/a (see n3)	22 days	15 days	21 days (see n4)
CTR Processing – Change Events	Average days taken	N/a (see n3)	9 days	7 days	9 days (see n4)

Note 1 (n1) – Council Tax collection rates are lower due to many more customers choosing to pay over 12 months rather than the statutory 10. Recovery cycles for anyone paying late on these instalment plans cross over into the new financial year. Overall collection is likely to exceed 99% over time.

Note 2 (n2) - NDR collection rates have reduced due to several large companies closing down their Chichester presence, and a payment of £120k from HM Courts which was due to be received by 31st March but due to technical problems could not be released by their bank in time.

Note 3 (n3) - Other West Sussex authorities do not collect performance measures for CTR claims. CTR is a local scheme and does not attract any national performance measures.

Note 4 (n4) - Unlike HB claims there are no facilities to cleanse CTR claim data. HB/CTR claims received at the same time are processed together. The outturn figures for HB new claims and changes are more indicative of the actual time taken to process CTR claims. The targets for 2019-20 have been amended to reflect that CTR claims cannot be cleansed.

Service Performance – Customer Services

The table below shows the targets and progress for customer services. Unlike R&B there is no national set of performance indicators for customer services.

	Target Measure	Actual 2018-19
We will aim to see our customers within 10 minutes of arrival	80%	Replaced by target below
Average wait time for customers visiting reception	< 10 minutes	9 minutes & 3 seconds
Minimise the number of abandoned calls	5%	8% (see n1)

Note 1 (n1) – The average answered call wait time for 2018-19 was 64 seconds. There is a new target for 2019-20 that sets the expected average at 72 seconds, therefore 64 seconds is seen as a positive result for 2018-19.

Channel Shift - Revenues and Benefits

Significant investments were made in Northgate IT software to make the R&B service more accessible to the customer, alongside this processes were redesigned to ensure that service delivery was modernised and efficiencies were maximised.

The benefit to CDC from this exercise was a reduction in costly face to face and telephone customer contact, these reductions were estimated at 20% in year 1 (2018-19) and 10% per year thereafter, those estimated reductions were built into the revised staffing structure. Performance against those targets are shown below.

	Telephone		Face to Face	
	Targeted reduction	Actual reduction	Targeted reduction	Actual reduction
Benefits	20%	22% overall (April to Oct)	20%	26%
Taxation	20%		20%	17%

Channel Shift - Customer Services

Customer Services channel shift targets were set at an annual 5% reduction for both telephone and face to face visits.

	Telephone		Face to Face	
	Targeted reduction	Actual reduction	Targeted reduction	Actual reduction
Customer Services	5%	15% (see n1)	5%	3% (see n2)

Note 1 (n1) – The number of parking fines and planning applications have reduced, this will have had an impact on the number of calls received.

Note 2 (n2) – There has been a 15% increase in the number of taxi enquiries received in reception. The CSC has also taken two additional services during 2018-19; littering and payments for housing and revenues, these are new interactions that have been taken on whilst still delivering an overall reduction in face to face visits.

4. PROJECT COSTS

4.1 Project Delivery Costs

The estimated cost to deliver this project was £326,543 and included a 10% contingency allowance. Actual costs upon completion of the review were £360,776, an overspend of £34,233 (or 10.5%) against the budget.

The breakdown of actual compared to budgeted costs is included below. It shows on the controllable elements of the budget that costs were contained and estimates were sound.

The initial PID outlined the risk that redundancy estimates were based on the average cost of redundancy multiplied by the estimated reduction in staff. It made clear that this figure could fluctuate greatly depending on which staff ultimately left. The table below shows that actual redundancy costs were £223,862, this equates to an overspend of £79,781 on this portion of the budget. Excluding the redundancy costs the remaining expenditure was £45,548 under budget.

One-off Delivery Costs

	Estimated Cost	Actual Cost
R&B IT		
- Northgate software and additional licences	£43,150	£35,150
- Northgate service days	£10,000	£12,000
- Upgrading print software	£20,000	£19,900
	£73,150	£67,050
CSC IT		
- Additional R&B licences	£6,850	£6,850
- Contact+ MacFarlane phone software	£22,150	£16,200
- IT Equipment – screens and scanner	£7,038	£3,448
- Additional telecommunications capacity	£7,000	£6,624
	£43,038	£33,122
Staff costs		
- Staff redundancies	£144,081	£223,862
- 6 month secondment to project for 2 R&B staff	£32,588	£32,692
	£176,669	£256,554
Other		
- Training	£4,000	£1,400
- 10 % contingency	£29,686	£2,650
	£33,686	£4,050
Total estimated one-off delivery cost	£326,543	£360,776

4.2 On-going Costs Following Project Completion

The table below summarises all of the ongoing costs and savings resulting from this project. The majority of these were achieved in 2018-19, with further channel shift savings expected in 2019-20 and 2020-21. These adjustments combined for an estimated budget reduction of £223,608 by the financial year 2020-21 when compared to the base budget for 2017-18.

Impact on Council's Revenue Budget (compared against 2017-18 base budget)

	2017-18	2018-19	2019-20	2020-21	Costs/savings to date
- Northgate S&M	£37,750	£37,750	£37,750	£37,750	£27,642
- Additional IT licences	£3,370	£3,370	£3,370	£3,370	£3,370
- Channel shift staffing savings	£0	-£71,010	-£95,250	-£117,778	-£73,713
- R&B back office staff restructure	£0	-£148,358	-£148,358	-£148,358	-£135,355
- Other	£1,408	£1,408	£1,408	£1,408	-£3,140
Total on-going costs / savings	£42,528	-£176,840	-£201,080	-£223,608	-£181,196

5. PROJECT PLAN

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
PID and to Council	7-Mar-17	7-Mar-17	
Finalise R&B software support contract	31-Mar-17	14-Mar-17	
Citizens Access go-live	1-May-17	12-Mar-18	CA-Bens live Nov 17, CA-Revs live Mar 18
Rollout Customer Service telephone solution to R&B (to include IVR)	31-Jul-17	1-Feb-19	
Revenues enquiries transfer to Customer Services	31-Oct-17	Tbc	Now scheduled for 2020
Benefits enquiries transfer to Customer Services	31-Mar-18	Tbc	Now scheduled for 2020
New Northgate modules implemented	31-Mar-18	31-Mar-18	Customer-facing modules live Mar 18
Customer services staff reduction (phase 1)	31-Mar-18	31-Mar-18	
Revenues and Benefits back office staff reduction	31-Mar-18	31-Mar-18	
Customer services staff reduction (phase 2)	31-Mar-19	31-Mar-19	
Customer services staff reduction (phase 3)	31-Mar-20	Tbc	On schedule
Post Project Evaluation to Cabinet	31-Dec-20	Tbc	Scheduled July 19

6. PROJECT MANAGEMENT PROCESS

Revenues and Benefits is one of the largest services within the council and was therefore the main focus for the project. The project was managed and delivered in-house within a 12 month timeframe. Internal resource was allocated from the Corporate Improvement Team and from within R&B, the CSC and IT, with some backfilling required of two R&B staff that were temporarily seconded to the project.

In the main this approach proved successful. The targeted revenue savings were significant so fundamental change and a redesign of the service was required. The management teams for both services were fully involved and crucially were open to challenge and to the idea of change in the way their services were delivered.

Staff were engaged with the project from the start and during the lengthy consultation and recruitment process managers maintained effective communication throughout. Due to staff experiencing a further period of uncertainty following the shared service exercise there was understandably some resistance, however most staff became involved in the process mapping and were encouraged to be open minded and innovative in the development of new approaches. The professionalism and commitment of those involved was both useful and appreciated.

A period of three months was set aside to complete the process mapping exercise, prioritising those areas where customers were going to interact with online services and/or where the current process was either too lengthy, complicated, or where it impacted on or created delays in other teams. Following this piece of work a new staffing structure was developed that focused on the future needs of the service and compared the new processes to the existing structure to identify efficiency savings.

External support was required to upgrade the R&B (Northgate) and Customer Services (MacFarlane) IT systems and to implement the new modules. Some internal IT support was also required, this was not fully factored into the project timetable so this occasionally impacted upon delivery within agreed timescales.

Alongside the delivery of online services, and in order to achieve channel shift targets, improvements were needed to the content of service pages to make it as easy as possible for our customers to access information on the website. The R&B staff seconded to the project worked with the Web team to fundamentally redesign the website, the results were very successful but the new website went live in April 2018, five weeks after the annual bills were issued. Ideally this work would have been completed in advance of the annual billing process to maximise the opportunity for customers to start using the new online services.

The timing of the implementation and transition arrangements could have been improved upon. Going live with a new structure and new ways of working when business critical functions of annual billing and end of year processes had to take precedence put additional strain on the service which impacted upon performance and the service provided to customers. The scheduling of the implementation was difficult as there was a long recruitment process that had to take place, the alternative would have been to delay for approximately 6 months, delaying the cashable efficiency savings but keeping performance at an acceptable level.

Transition arrangements allowed for one senior member of staff to operate outside of the new structure to support implementation for a period of 3 months, but the timing of the implementation, coupled with the training needs of staff stepping into different roles, meant that this 3 month allowance was insufficient to fully support the transition to the new structure and new ways of working. A more effective approach would have been for the independent Corporate Improvement Team and one or two senior R&B staff to have provided continued specific support for a period of three to six months to oversee the implementation of new ways of working, allowing the new staffing structure to take shape and focus on managing and delivering the service.

The PID included transferring R&B customer contact into Customer Services. As the project developed it was felt that due to the complexity of the enquiries a better approach would be to create a devolved Client Support Team that remained within R&B. The effectiveness of this structure has been kept under review and has shown that the service has not been able to maintain expected customer response standards whilst also processing the lower level back office work. Backlogs, failure demand and complaints increased, so after further review it has now been agreed to revert to the initial plan by separating customer contact and handling it within Customer Services, with only the more complex queries remaining in the back office along with the low-level processing work.

Lessons learned summary

- Service management buy-in is essential, being open to challenge and change.
- Effective staff communications must be maintained throughout.
- Managers must be prepared to have open and sometimes difficult conversations with staff, understanding the impact on them during periods of uncertainty and working to reassure them wherever possible.
- Sufficient resource and time must be allocated to cover all aspects of the work involved to deliver the project. This should include being prepared to reallocate resources should the need arise.
- Backfilling of posts that had been seconded to the project proved very difficult, especially where experience and detailed subject knowledge was required. Agency staff were used for some of the time, but this can be expensive and occasionally more difficult to manage.
- IT requirements, even where they are speculative, need to be fully explored at the start of a project and factored into the PID.
- The timing of project 'go-live' dates needs to carefully consider the operational requirements of the service.
- Dedicated resource may be required following project implementation to ensure that changes in processes are embedded in a new structure.

The lessons highlighted above should help inform future reviews of what works well on a project of this type, as well as possible areas for improvement. The overall conclusion for this review is that it has been a success, delivering on ambitious and challenging financial targets whilst still maintaining a good service to our residents.

7. FURTHER ACTION

The transfer of Revenues and Benefits customer contact into Customer Services, now scheduled to take place during 2020. This is not expected to make any further financial savings, but is expected to improve the customer experience when interacting with the Council.

8. REVIEW PLAN

Annual targeted efficiency savings through investment in self-serve technology are built into the project plan until the financial year 2020/21. These have been outlined in paragraph 4.2 of this report and are still expected to be achieved through customer 'channel-shift' easing the demand on Council staff handling customer enquiries.

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Chichester District Council

CABINET

9 July 2019

Revenues Systems Review

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2. Recommendation

- 2.1. That the Cabinet approve the proposal detailed in 5.1 of this report to allow officers to commence negotiations with Northgate Public Services to secure a new support and maintenance contract from 1st April 2020.**

3. Background

- 3.1. The current Northgate support and maintenance contract is due to expire on the 31st March 2020. A new contract or complete system replacement is required for the 1st April 2020. The council has made significant investments in Northgate software, most recently as part of the major Revenues and Benefits service review in 2017 when new online customer service modules and additional back office modules were purchased to assist with the transformation of service delivery and provide significant cost and efficiency savings.
- 3.2. Northgate software licences are provided in perpetuity and therefore become Council assets. Northgate retain the Intellectual Property Rights for their software applications and has not licenced them to third party maintainers, therefore Northgate are the only providers of support and maintenance for their databases and applications.

4. Outcomes to be achieved

- 4.1. A new support and maintenance contract for the Northgate Revenues and Benefits software enabling the service to continue providing its statutory business critical functions.

5. Proposal

- 5.1. It is proposed that Cabinet approve the option to allow officers to commence negotiations with Northgate to secure a new support and maintenance contract to commence on the 1st April 2020. Officers will negotiate with Northgate and seek to obtain quotes for 3, 5 and 7 year contracts with a view to securing best value for money for the Council and establishing future year budgetary requirements. .

- 5.2. Contract standing orders require that contracts with a value in excess of £50,000 should be subject to a full specification tender exercise. However a technical exemption to this exists under Regulation 32(2)(b) of Public Contract Regulations 2015 which allows for negotiation without prior publication for public service contracts where the works, supplies or services can be supplied only by a particular economic operator to allow for the protection of exclusive rights, including intellectual property rights. This option has been discussed and approved by the Council Procurement Manager and Monitoring Officer.
- 5.3. By applying this option it allows the Council to take a commercially pragmatic approach without having to undertake a significantly expensive and resource intensive tender and procurement exercise.

6. Alternatives that have been considered

- 6.1. Complete a full tender and procurement exercise. There are only three suppliers of Revenues & Benefits software including Northgate. A full tender and procurement exercise would be at a significant resource and financial cost and disruptive to the service. This option has been discounted on this basis.
- 6.2. Enter into a rolling annual support and maintenance contract with Northgate based on current costs the value of an annual contract would be within the current OJEU threshold, however, this approach is restrictive in what it can achieve. It does not provide the opportunity to negotiate a more cost effective contract over a longer period, does not provide stability of continuity to the service or budget provision or provide good value for money for the Council. Annual contracts would be subject to annual indexing increases in costs. This option has been discounted on this basis.
- 6.3. Contract with Northgate via the G Cloud framework. This is a commercial agreement that enables Local Authorities to choose and purchase cloud computing services. This agreement is currently only available for a maximum period of 2 years and for the SaaS (Software as a Service) products (online customer service products for revenues and benefits) therefore the core databases and modules would still require an alternative solution. If contracted with an alternative provider for the core services there would be significant costs in establishing interfaces and integration with the Northgate online products.
- 6.4. Do nothing. The service is wholly reliable on access to and the use of Northgate software to complete its statutory functions and provide service to its customers. Without a support and maintenance contract in place Northgate could issue a legal demand to prevent further use of its software. The service would cease to function and the authority would fail in its duty to provide the statutory functions of Revenues and Benefits.

7. Resource and legal implications

- 7.1. Legal Services have been consulted and fully support both the approach and the favoured option.
- 7.2. Negotiating a new contract and obtaining quotes for 3, 5 & 7 years is intended to achieve value for money. Adopting this approach also allows for clarity when setting and considering future service budgets.

8. Consultation

- 8.1. Legal services, procurement and senior leadership team have all be consulted and agree that the preferred approach is the only viable option for the Council.
- 8.2. The two major competitors of Northgate, Civica and Capita have been approached and they were not prepared to provide indicative costs of a replacement system or ongoing support and maintenance and would not commit to submitting a tender.

9. Community impact and corporate risks

- 9.1. Adopting this approach minimises any adverse impact both on the community and in terms of risk. Northgate have provided Revenues & Benefits software for a number of years. This approach provides for continuity of service to both staff and customers therefore minimising any impact on service delivery.

10. Other Implications

	Yes	No
Crime and Disorder		No
Climate Change and Biodiversity		No
Human Rights and Equality Impact		No
Safeguarding and Early Help		No
General Data Protection Regulations (GDPR)		No
Health and Wellbeing		No
Other (please specify)		No

11. Appendices

None

12. Background papers

- 12.1. None

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