

Public Document Pack

JOHN WARD

Director of Corporate Services

Contact: Democratic Services on 01243 534685
Email: democraticservices@chichester.gov.uk

East Pallant House
1 East Pallant
Chichester
West Sussex
PO19 1TY
Tel: 01243 785166
www.chichester.gov.uk



A meeting of the **Corporate Governance & Audit Committee** will be held in Committee Room 2 - East Pallant House on **Thursday 24 October 2019 at 9.30 am**

MEMBERS: Dr K O'Kelly (Chairman), Mr T Johnson (Vice-Chairman), Miss H Barrie, Mr M Bell, Mr J Brown, Mr F Hobbs, Mr D Palmer and Mr P Wilding

AGENDA

- 1 **Chairman's Announcements**
Any apologies for absence that have been received will be noted at this point.
- 2 **Approval of Minutes**
The committee is requested to approve the minutes of its ordinary meeting on 25 July 2019 (*copy to follow*).
- 3 **Urgent items**
The chairman will announce any urgent items that due to special circumstances are to be dealt with under the Late Items agenda item.
- 4 **Declarations of Interest**
These are to be made by members of the Corporate Governance and Audit Committee or other Chichester District Council members present in respect of matters on the agenda for this meeting.
- 5 **Public Question Time**
The procedure for submitting public questions in writing by no later than noon 2 working days before the meeting is available [here](#) or from the Democratic Services Officer (whose contact details appear on the front page of this agenda).
- 6 **Annual Audit Letter 2018-2019** (Pages 1 - 23)
The Committee is requested to consider and note the key issues arising from the work of the Council's external auditors on the 2018-2019 Accounts in the Annual Audit Letter from Ernst & Young LLP.
- 7 **Financial Strategy & Plan 2020-2021** (Pages 25 - 36)
The Committee is requested to consider:
 - The updated key financial principles in Appendix 1, which underpin the Council's aim to set balanced budgets without the use of reserves, except where necessary in the short term.
 - In the short to medium term that the Council maintains a minimum level of reserves of £6.3m for general purposes;
- 8 **2018-2019 Treasury Management Out-turn** (Pages 37 - 49)
The Committee is requested to consider the 2018-2019 out-turn position of the treasury management activity and performance and provide comments to the Cabinet as necessary.

- 9 **Audit Reports, Progress Report - 2019-2020 Audit Plan** (Pages 51 - 65)
The committee is requested to note performance against 2019-2020 audit plan progress report.
- 10 **S106 Annual Exceptions Report** (Pages 67 - 116)
The Committee is requested to note the contents of this report concerning section 106 agreements nearing their expenditure date (as set out in Appendix 1) and to raise any concerns.
- 11 **Complaints, Freedom of Information Requests and Data Protection Analysis** (Pages 117 - 139)
The Committee is requested to consider:
- The revised complaints scheme – Appendix 1
 - A policy for the management of unreasonable complainant behaviour to support the revised complaints scheme and to follow best practice as per Local Government Ombudsman – Appendix 2
 - Making recommendations as to future monitoring arrangements to identify improvement where appropriate.
 - A call recording policy to support the complaints scheme and to comply with the GDPR – Appendix 3.
- 12 **Budget Review Task and Finish Group Terms of Reference** (Page 141)
The Committee is requested to note the terms of reference and scoping outline plan for the Budget Review Task and Finish Group and agree membership of the Group.
- 13 **Strategic Risk Update** (Pages 143 - 184)
The Committee is requested to note:
- The current strategic risk register and the internal controls in place, plus any associated action plans to manage those risks, and raises any issues or concerns
 - Both the high scoring programme board and organisational risks, and the mitigation actions in place, and raises any issues or concerns.

***Note** Exempt category Paragraph 4 (Information relating to the financial or business affairs of any particular person (including the authority holding that information))

- 14 **Exclusion of the Press and Public**
There are no restricted items for consideration. However the document listed below includes information which is considered to be exempt under Paragraph 3 of Schedule 12A of the Local Government Act 1972 and is attached for members of the Committee and senior officers only (salmon paper).

Agenda item 13 – Appendix 1b Strategic Risk Management Update – Information relating to cyber-attacks on the authority.

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

- 15 **Late items**
The committee will consider any late items as follows:

- a) Items added to the agenda papers and made available for public inspection
- b) Items that the chairman has agreed should be taken as a matter 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 where it is likely that there would be disclosure of “exempt information” as defined in section 100A of and Schedule 12A to the Local Government Act 1972.
2. Restrictions have been introduced on the distribution of paper copies of supplementary information circulated separately from the agenda as follows:
 - a) Members of the Corporate Governance & Audit Committee, the Cabinet and Senior Officers receive paper copies of the supplements (including appendices).
 - b) The press and public may view this information on the council’s website here [here](#) unless they contain exempt information.
3. The open proceedings of this meeting will be audio recorded and the recording will be retained in accordance with the council’s information and data policies. If a member of the public enters the committee room or makes a representation to the meeting, they will be deemed to have consented to being audio recorded. If members of the public have any queries regarding the audio recording of this meeting, please liaise with the contact for this meeting at the front of this agenda.
4. 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 intention 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.

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Chichester District Council

Annual Audit Letter for the year
ended 31 March 2019

August 2019

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Agenda Item 6

The EY logo consists of the letters 'EY' in a bold, white, sans-serif font. Above the 'Y' is a yellow triangle pointing to the right. The logo is positioned in the bottom right corner of the page, partially overlapping the EY logo and the tagline.

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Public Sector Audit Appointments Ltd (PSAA) have issued a 'Statement of responsibilities of auditors and audited bodies'. It is available from the Chief Executive of each audited body and via the PSAA website (www.psa.co.uk).

This Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The 'Terms of Appointment (updated April 2018)' issued by PSAA set out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and statute, and covers matters of practice and procedure which are of a recurring nature.

This Annual Audit Letter is prepared in the context of the Statement of responsibilities and Terms of Appointment. It is addressed to the Members of the audited body, and is prepared for their sole use. We, as appointed auditor, take no responsibility to any third party.

Our Complaints Procedure – If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, you may take the issue up with your usual partner or director contact. If you prefer an alternative route, please contact Steve Varley, our Managing Partner, 1 More London Place, London SE1 2AF. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. Should you remain dissatisfied with any aspect of our service, you may of course take matters up with our professional institute. We can provide further information on how you may contact our professional institute.



01

Executive Summary

Executive Summary

We are required to issue an annual audit letter to Chichester District Council (the Council) following completion of our audit procedures for the year ended 31 March 2019.

Below are the results and conclusions on the significant areas of the audit process.

Area of Work	Conclusion
Opinion on the Council's:	Unqualified – the financial statements give a true and fair view of the financial position of the Council as at 31 March 2019 and of its expenditure and income for the year then ended
▶ Financial statements	
▶ Consistency of other information published with the financial statements	Other information published with the financial statements was consistent with the Annual Accounts.
Concluding on the Council's arrangements for securing economy, efficiency and effectiveness	We concluded that you have put in place proper arrangements to secure value for money in your use of resources.

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Area of Work	Conclusion
Reports by exception:	
▶ Consistency of Governance Statement	The Governance Statement was consistent with our understanding of the Council.
▶ Public interest report	We had no matters to report in the public interest.
▶ Written recommendations to the Council, which should be copied to the Secretary of State	We had no matters to report.
▶ Other actions taken in relation to our responsibilities under the Local Audit and Accountability Act 2014	We had no matters to report.

Area of Work	Conclusion
Reporting to the National Audit Office (NAO) on our review of the Council's Whole of Government Accounts return (WGA).	The Council is below the specified audit threshold of £500mn. Therefore, we did not perform any audit procedures on the consolidation pack.



Executive Summary (cont'd)

As a result of the above we have also:

Area of Work	Conclusion
Issued a report to those charged with governance of the Council communicating significant findings resulting from our audit.	Our Audit Results Report was issued on 16 July 2019
Issued a certificate that we have completed the audit in accordance with the requirements of the Local Audit and Accountability Act 2014 and the National Audit Office's 2015 Code of Audit Practice.	Our certificate was issued on 25 July 2019

We would like to take this opportunity to thank the Council's staff for their assistance during the course of our work.

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Kevin Suter

Associate Partner

For and on behalf of Ernst & Young LLP



02 Purpose and Responsibilities

Purpose and Responsibilities

The Purpose of this Letter

The purpose of this annual audit letter is to communicate to Members and external stakeholders, including members of the public, the key issues arising from our work, which we consider should be brought to the attention of the Council.

We have already reported the detailed findings from our audit work in our 2018/19 Audit Results Report to the 25 July 2019 Corporate Governance and Audit Committee, representing those charged with governance. We do not repeat those detailed findings in this letter. The matters reported here are the most significant for the Council.

Responsibilities of the Appointed Auditor

Our 2018/19 audit work has been undertaken in accordance with the Audit Plan that we issued on 4 February 2019 and is conducted in accordance with the National Audit Office's 2015 Code of Audit Practice, International Standards on Auditing (UK), and other guidance issued by the National Audit Office.

As auditors we are responsible for:

Expressing an opinion:

- ▶ On the 2018/19 financial statements; and
- ▶ On the consistency of other information published with the financial statements.
- ▶ Forming a conclusion on the arrangements the Council has to secure economy, efficiency and effectiveness in its use of resources.
- ▶ Reporting by exception:
 - ▶ If the annual governance statement is misleading or not consistent with our understanding of the Council;
 - ▶ Any significant matters that are in the public interest;
 - ▶ Any written recommendations to the Council, which should be copied to the Secretary of State; and
 - ▶ If we have discharged our duties and responsibilities as established by the Local Audit and Accountability Act 2014 and Code of Audit Practice.

Alongside our work on the financial statements, we also review and report to the National Audit Office (NAO) on your Whole of Government Accounts return. The Council is below the specified audit threshold of £500m. Therefore, we did not perform any audit procedures on the return.

Responsibilities of the Council

The Council is responsible for preparing and publishing its statement of accounts accompanied by an Annual Governance Statement (AGS). In the AGS, the Council reports publicly each year on how far it complies with its own code of governance, including how it has monitored and evaluated the effectiveness of its governance arrangements in year, and any changes planned in the coming period.

The Council is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.



03

Financial Statement Audit

Financial Statement Audit

Key Issues

The Council's Statement of Accounts is an important tool for the Council to show how it has used public money and how it can demonstrate its financial management and financial health.

We audited the Council's Statement of Accounts in line with the National Audit Office's 2015 Code of Audit Practice, International Standards on Auditing (UK), and other guidance issued by the National Audit Office and issued an unqualified audit report on 25 July 2019.

Our detailed findings were reported to the 25 July 2019 Corporate Governance and Audit Committee.

The key issues identified as part of our audit were as follows:

Significant Risk	Conclusion
<p>misstatements due to fraud or error</p> <p>The financial statements as a whole are not free of material misstatements whether caused by fraud or error.</p> <p>As identified in ISA (UK) 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. We identify and respond to this fraud risk on every audit engagement.</p>	<p>We obtained a full list of journals posted to the general ledger during the year, and analysed these journals using criteria we set to identify any unusual journal types or amounts. We then tested a sample of journals that met our criteria and tested these to supporting documentation.</p> <p>We did not identify any material weaknesses in controls or evidence of material management override.</p> <p>We did not identify any instances of inappropriate judgements being applied.</p> <p>We did not identify any other transactions during our audit which appeared unusual or outside the Council's normal course of business</p>

Financial Statement Audit (cont'd)

The key issues identified as part of our audit were as follows: (cont'd)

Significant Risk	Conclusion
<p data-bbox="91 424 752 456">Risk of fraud in revenue and expenditure recognition</p> <p data-bbox="91 472 898 568">Auditing standards also required us to presume that there is a risk that revenue and expenditure may be misstated due to improper recognition or manipulation.</p> <p data-bbox="91 584 842 647">We identified in our planning the incentive and opportunity to classify revenue spend as capital.</p>	<p data-bbox="925 424 987 456">We:</p> <ul data-bbox="925 472 2141 743" style="list-style-type: none"><li data-bbox="925 472 2141 536">• Documented our understanding of the controls relevant to this significant risk and considered they have been appropriately designed;<li data-bbox="925 544 2141 671">• For significant capital additions and Revenue Expenditure Funded from Capital under Statute (REFCUS) we examined invoices, capital expenditure authorisations, leases and other data that support these additions and expenditure. We reviewed the sample selected against the definition of capital expenditure in IAS 16; and<li data-bbox="925 679 2141 743">• Reviewed whether management were inappropriately processing journals that transferred amounts from revenue to capital. <p data-bbox="925 783 2141 815">Our testing did not identify any material misstatements from revenue and expenditure recognition.</p>

Financial Statement Audit (cont'd)

The key issues identified as part of our audit were as follows: (cont'd)

Other financial statement risk	Conclusion
<p>Valuation of land and buildings</p> <p>The fair value of Property, Plant and Equipment (PPE) represent significant balances in the Council's accounts and are subject to valuation changes, impairment reviews and depreciation charges. Management is required to make material judgemental inputs and apply estimation techniques to calculate the year-end balances recorded in the balance sheet.</p> <p>We focused on the following:</p> <ul style="list-style-type: none"> • The adequacy of the scope of the work performed by the valuer including their professional capabilities; • The reasonableness of the underlying assumptions used by the Council's expert valuer; and <p>Assets not subject to valuation in 2018/19 to confirm whether the remaining asset base was not materially misstated</p>	<p>We have reviewed the instructions and data provided to the valuer by the Council. We identified no issues.</p> <p>We have reviewed the classification and valuation methods used and identified an understatement of PPE in relation to the valuation of a leisure centre which was not adequately considered for any material movement in valuation since the last valuation date. An adjustment of £3m was made to the PPE values.</p>
<p>Pension Asset valuation</p> <p>The Local Authority Accounting Code of Practice and IAS19 require the Council to make extensive disclosures within its financial statements regarding its membership of the Local Government Pension Scheme administered by West Sussex County Council.</p> <p>The Council's pension fund deficit contains material estimations and the Code requires that this asset be disclosed on the Council's balance sheet. At 31 March 2019 this totalled £6.559mn.</p> <p>The information disclosed is based on the IAS 19 report issued to the Council by the actuary to the County Council.</p> <p>Accounting for this scheme involves significant estimation and judgement and therefore management engages an actuary to undertake the calculations on their behalf. ISAs (UK and Ireland) 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying fair value estimates.</p>	<p>We obtained assurances from the auditors of West Sussex County Council Pension Fund that the information supplied to the actuary in relation to Chichester District Council was accurate and complete.</p> <p>We assessed and were satisfied with the competency and objectivity of the Council's actuaries, Hymans Robertson. We reviewed the work of the actuaries. We challenged the actuarial valuation and found no indication of management bias in this estimate.</p> <p>We identified an adjusting event after reporting date relating to the pension fund liability, the effect of which increased past service cost and gross liability. The Council contacted the actuary for an updated IAS 19 report and amended the accounts. The new IAS 19 report also took into account the final effect of the Council's externalisation of the Careline service on the pension fund liability, the effect of guaranteed minimum pension indexation and the updated fair value of plan assets.</p>

Financial Statement Audit (cont'd)

The key issues identified as part of our audit were as follows: (cont'd)

Other financial statement risk	Conclusion
<p>NDR Appeals Valuation</p> <p>The Code of Practice on Local Authority Accounting requires the Council to account for NDR income (business rates) on an accruals basis. Therefore, the Council is required to consider a provision for the outcome of any appeals to business rates</p> <p>The Non Domestic Rates Appeals Provision is a material balance in the financial statements which requires a number of assumptions and judgements.</p>	<p>We reviewed the calculation of the provision for accuracy and confirmed that the calculation was accurate.</p> <p>We confirmed that the provision considered unlodged appeals.</p> <p>We reviewed the assumptions, methods and models used by management's specialist. We identified no issues.</p> <p>Our post year-end review of appeals settled identified no issues.</p>
<p>New Accounting Standards – IFRS 9</p> <p>This new accounting standard is applicable for local authority accounts from the 2018/19 financial year and changed how financial assets are classified and measured, how the impairment of financial assets are calculated, and the disclosure requirements for financial assets.</p>	<p>We reviewed the authority's implementation arrangements and impact assessment paper setting out the application of the new standard, transitional adjustments and planned accounting for 2018/19. We identified no issues.</p> <p>Financial instruments were appropriately classified and valued in line with the requirements of IFRS 9.</p> <p>We reviewed the new expected credit loss model impairment calculations for assets and identified no issues.</p> <p>Additional disclosure requirements were in line with the requirements of IFRS 9.</p>
<p>New Accounting Standards – IFRS 15</p> <p>This new accounting standard is applicable for local authority accounts from the 2018/19 financial year. The key requirements of the standard cover the identification of performance obligations under customer contracts and the linking of income to the meeting of those performance obligations.</p> <p>Where the standard is relevant, the recognition of revenue will change and new disclosure requirements introduced</p>	<p>We reviewed the authority's implementation arrangements and impact assessment paper setting out the application of the new standard, transitional adjustments and planned accounting for 2018/19. We identified no issues.</p> <p>For relevant revenue streams we confirmed that revenue was recognised in line with the requirements of IFRS 15.</p> <p>Additional disclosure requirements were in line with the requirements of IFRS 15.</p>

Our application of materiality

When establishing our overall audit strategy, we determined a magnitude of uncorrected misstatements that we judged would be material for the financial statements as a whole.

Item	Thresholds applied
Planning materiality	We determined planning materiality to be £1.502m (2018: £1.565m), which is 2% of gross revenue expenditure reported in the draft accounts of £75.093m. We consider gross revenue expenditure to be one of the principal considerations for stakeholders in assessing the financial performance of the Council.
Reporting threshold	We agreed with the Corporate Governance and Audit Committee that we would report to the Committee all audit differences in excess of £0.075m (2018: £0.075m).

We also identified the following areas where misstatement at a level lower than our overall materiality level might influence the reader. For these areas we developed an audit strategy specific to these areas. The areas identified and audit strategy applied include:

- ▶ Remuneration disclosures including any severance payments, exit packages and termination benefits.
- ▶ Related party transactions.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations.

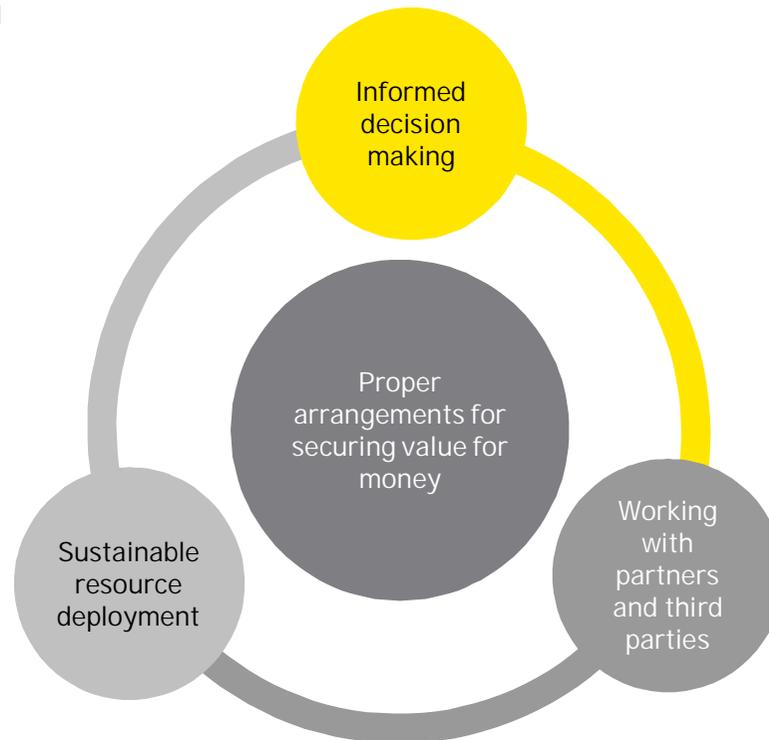


04 Value for Money

We are required to consider whether the Council has put in place 'proper arrangements' to secure economy, efficiency and effectiveness in its use of resources. This is known as our value for money conclusion.

Proper arrangements are defined by statutory guidance issued by the National Audit Office. They comprise your arrangements to:

- ▶ Take informed decisions;
- ▶ Deploy resources in a sustainable manner; and
- ▶ Work with partners and other third parties.



We did not identify any significant risks in relation to these criteria.

We did not identify any significant weaknesses in the Council's arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

We therefore issued an unqualified value for money conclusion on 25 July 2019.



05

Other Reporting Issues



Other Reporting Issues

Whole of Government Accounts

We are required to perform the procedures specified by the National Audit Office on the accuracy of the consolidation pack prepared by the Council for Whole of Government Accounts purposes. The Council is below the specified audit threshold of £500mn. Therefore, we were not required to perform any audit procedures on the consolidation pack

Annual Governance Statement

We are required to consider the completeness of disclosures in the Council's annual governance statement, identify any inconsistencies with the other information of which we are aware from our work, and consider whether it is misleading.

We completed this work and did not identify any areas of concern.

Report in the Public Interest

We have a duty under the Local Audit and Accountability Act 2014 to consider whether, in the public interest, to report on any matter that comes to our attention in the course of the audit in order for it to be considered by the Council or brought to the attention of the public.

We did not identify any issues which required us to issue a report in the public interest.

Written Recommendations

We have a duty under the Local Audit and Accountability Act 2014 to designate any audit recommendation as one that requires the Council to consider it at a public meeting and to decide what action to take in response.

We did not identify any issues which required us to issue a written recommendation.

Objections Received

We did not receive any objections to the 2018/19 financial statements from members of the public.

Other Powers and Duties

We identified no issues during our audit that required us to use our additional powers under the Local Audit and Accountability Act 2014.

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Other Reporting Issues (cont'd)

Independence

We communicated our assessment of independence in our Audit Results Report to the Corporate Governance and Audit Committee on 25 July 2019. In our professional judgement the firm is independent and the objectivity of the audit engagement partner and audit staff has not been compromised within the meaning regulatory and professional requirements.

Control Themes and Observations

As part of our work, we obtained an understanding of internal control sufficient to plan our audit and determine the nature, timing and extent of testing performed. We have adopted a fully substantive audit approach and have therefore not tested the operation of controls.

Although our audit was not designed to express an opinion on the effectiveness of internal control, we are required to communicate to you significant deficiencies in internal control identified during our audit.

Our audit did not identify any controls issues to bring to the attention of the Corporate Governance and Audit Committee.



06 Focused on your future



Focused on your future

The Code of Practice on Local Authority Accounting in the United Kingdom introduces the application of new accounting standards in future years. The impact on the Council is summarised in the table below.

Standard	Issue	Impact
IFRS 16 Leases	<p>It is currently proposed that IFRS 16 will be applicable for local authority accounts from the 2020/21 financial year.</p> <p>Whilst the definition of a lease remains similar to the current leasing standard; IAS 17, for local authorities who lease a large number of assets the new standard will have a significant impact, with nearly all current leases being included on the balance sheet.</p> <p>There are transitional arrangements within the standard and although the 2020/21 Accounting Code of Practice for Local Authorities has yet to be issued, CIPFA have issued some limited provisional information which begins to clarify what the impact on local authority accounting will be. Whether any accounting statutory overrides will be introduced to mitigate any impact remains an outstanding issue.</p>	<p>Until the 2020/21 Accounting Code is issued and any statutory overrides are confirmed there remains some uncertainty in this area.</p> <p>However, what is clear is that the Council will need to undertake a detailed exercise to identify all of its leases and capture the relevant information for them. The Council must therefore ensure that all lease arrangements are fully documented.</p>
IASB Conceptual Framework	<p>The revised IASB Conceptual Framework for Financial Reporting (Conceptual Framework) will be applicable for local authority accounts from the 2019/20 financial year.</p> <p>This introduces;</p> <ul style="list-style-type: none"> - new definitions of assets, liabilities, income and expenses - updates for the inclusion of the recognition process and criteria and new provisions on derecognition - enhanced guidance on accounting measurement basis - enhanced objectives for financial reporting and the qualitative aspects of financial information. <p>The conceptual frameworks is not in itself an accounting standard and as such it cannot be used to override or disapply the requirements of any applicable accounting standards.</p> <p>However, an understanding of concepts and principles can be helpful to preparers of local authority financial statements when considering the treatment of transactions or events where standards do not provide specific guidance, or where a choice of accounting policies is available.</p>	<p>It is not anticipated that this change to the Code will have a material impact on Local Authority financial statements.</p> <p>However, Authorities will need to undertake a review to determine whether current classifications and accounting remains valid under the revised definitions.</p>



07 Audit Fees

Audit Fees

The table below sets out the scale fee for 2018/19 and our final proposed audit fee.

Description	Final Fee 2018/19 £	Planned Fee 2018/19 £	Scale Fee 2018/19 £	Final Fee 2017/18 £
Total Audit Fee – Code work	38,708*	37,799	37,799	50,069
Total Audit Fee	38,708	37,799	37,799	50,069
Non-audit work Claims and returns	TBC**	10,820	N/A	13,577

We confirm we have not undertaken any non-audit work outside of the PSAA's requirements.

*The proposed final fee includes £909 in respect of additional work required to gain assurance over the valuation of PPE. A material asset was not adequately considered for any material movement in valuation since the last valuation date which resulted in a material understatement of PPE. The error affected the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Movement in Reserves Statement, the Cash Flow Statement and the related notes.

**Our fees for the work on the Housing Benefit Subsidy claim will be finalised after the completion of the work, due by 30 November 2019.

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Chichester District Council

CORPORATE GOVERNANCE & AUDIT COMMITTEE 24 October 2019

Financial Strategy and Plan 2020-21

1. Contacts

Report Author:

Helen Belenger, Divisional Manager Financial Services,
Tel: 01243 521045 E-mail: hbelenger@chichester.gov.uk

2. Recommendation

That the Committee consider and recommend to Cabinet:

2.1 The updated key financial principles in Appendix 1, which underpin the Council's aim to set balanced budgets without the use of reserves, except where necessary in the short term.

2.2 In the short to medium term that the Council maintains a minimum level of reserves of £6.3m for general purposes;

3. Background

3.1 The Council has a 5 year Financial Strategy model which is underpinned by key financial principles; these determine the approach by the Council in its aim to achieve a balanced budget over the medium term, without the use of reserves, except where this is necessary in the short term.

3.2 The budget setting for the current year, 2019-20, is the final year of the four year funding offer accepted from the Government in the 2017-18 budget cycle with an assumed start from 2016-17; this helped to provide some degree of certainty during this period. Associated with that funding arrangement, the Council approved a Deficit Reduction Plan (2016), which sought to achieve savings or additional income of £3.8m. This plan is monitored regularly by the appropriate programme board; either the Commercial Board or the Business Improvement Board, and as part of the Council's quarterly revenue and capital monitoring regime. The Council has achieved £3.5m of the target set so far, with further savings anticipated; reflecting the good track record the Council has in delivering efficiencies or generating additional income.

3.3 Whilst financial resilience is on the Council's strategic risk register, part of the controls or mitigation of that risk is underpinned by the Council's key financial principles and their application to adhere to the good financial management practices adopted.

3.4 Each year the Committee, as part of the Council's financial planning regime, recommends to Cabinet the minimum level of reserves to be held.

4. Outcomes to be achieved

- 4.1 That the key financial principles adopted and which underpin the Council's approach to financial planning are current and remain relevant to the Council, ensure a robust budget process.
- 4.2 The minimum level of reserves for general purposes is agreed.

5. Proposal

- 5.1 As the Council is starting to prepare for the forthcoming budget cycle, the key financial principles have been updated and refreshed to take account of the current situation, the actions undertaken to date, and to set out any further actions required. Effectively Appendix 1 acts as a position statement, against those key financial principles.
- 5.2 The 5 year Financial Strategy model is currently being updated by officers to take account of known budget changes, cost pressures, and assessing any impact of other changes necessary, including those arising from legislation or functions operated.
- 5.3 The biggest challenge in financial planning is future government funding, as there is a lot of uncertainty as the Government now intends to give only a 1 year settlement for the 2020-21 budget cycle. Certain assumptions are being made that no change will occur to New Homes Bonus and the council tax setting referendum criteria for low taxing authorities like the district council. However, the picture may become clearer on these matters following the Government release of the technical consultation on the finance settlement for 2020-21, with feedback required by 31 October. The outcome of the consultation and the impact on the financial settlement will not be known until December.
- 5.4 The delay in the Fair Funding Review and the localisation of Business Rates until late next year now postpones the expected changes in future funding until 2021-22; however, the delay in resetting the Baseline for Business Rates is good news, as the growth achieved so far is retained for an extra year. The West Sussex Business Rates (BR) Pilot (75% retention) that the Council participated in for 2019-20 was for 1 year only, and this has not been extended by the Government. The Director of Corporate Services is currently working with other West Sussex Chief Finance Officers to decide whether a new BR pool should be created under the existing regime of 50% retention. The agreement in principle to participate in a new pool has to be notified to the Government by 25 October 2019.
- 5.5 When last reported the Financial Strategy 5 year Model was showing a balanced budget for the medium term; however officers are currently assessing the impact of the delays to the local government funding review since the Government has offered only a 1 year settlement for 2020-21, plus potential cost pressures of over £1m due to proposed budget changes by West Sussex County Council impacting the council, which has eroded that balanced position. Both the Strategic Leadership Team (SLT) and Cabinet are now in the process of identifying ways to close this potential funding gap.

5.6 Whilst the Financial Strategy model has yet to be finalised, based on the expected spending plans of the Council for both revenue and capital, the Director of Corporate Services is recommending that the minimum level of reserves remains at the current level of £6.3m. This gives the flexibility required should this reserve be required to smooth any adverse changes to Council funding in the short term.

6. Alternatives that have been considered

6.1 The Financial Strategy is a vital tool that aids financial planning and helps to identify early when remedial action is required to ensure the Council sets a balanced budget; even with all of the uncertainty and pressure faced by the Council in the current economic climate.

6.2 Various alternatives exist within the strategy and the 5 year plan. The NHB could for example be used to support revenue budgets, but this would be contrary to the financial principle of not using non-recurring income to fund recurring expenditure.

6.3 Although the financial model will assume certain levels of Council Tax increases, it will be for the Council to determine the appropriate level annually. For 2020-21 the Council Tax levels will be recommended by Cabinet at their February 2020 meeting for Council to consider at the March 2020 meeting.

7. Resource and legal implications

7.1 The financial principles will help to guide the management of the Council's finances over the short to medium term, and will underpin the budget process that will be reported to Cabinet in February.

8. Consultation

8.1 Corporate Governance and Audit Committee are asked to consider this report and make any recommendations as appropriate to Cabinet.

8.2 The budget will be considered by a Task and Finish Group comprising of members from both this Committee and Overview and Scrutiny Committee in December, prior to the budget for 2020-21 being considered by the Cabinet at its February meeting.

9. Community impact and corporate risks

9.1 The Council has taken action over many years to achieve a relatively strong financial position. However, there remains a great deal of uncertainty over the future with many different factors that may impact on the Council and change the financial forecast. The financial principles contained within this report will help the Council maintain its financial standing and protect valuable services to the community, whilst giving flexibility to respond to changes in the future.

10. Other Implications

	Yes	No
Crime & Disorder:		X
Climate Change and Biodiversity:		X
Human Rights and Equality Impact:		X

	Yes	No
Safeguarding and Early Help:		X
General Data Protection Regulations (GDPR):		X
Health and Wellbeing		X

11. Appendices

11.1 Appendix 1 – Financial Principles

12. Background Papers

12.1 None

Key Financial Principles

Linked to the Corporate Plan objectives are the Key Financial Principles that underpin the Council’s Financial Planning approach as set out in the table below.

Principle	Narrative	Actions
Key Financial Principles		
<p>1. All key decisions of the Council should relate back to the Corporate Plan.</p>	<p>The Corporate Plan is the driver for our decision making, including the allocation of resources, and sets the Council’s work plan. Each year the Corporate Plan is reviewed. The affordability role of finance in the corporate planning process has evolved into an assessment of what resources are required to deliver the emerging Corporate Plan projects, whilst maintaining high quality provision of services wherever possible.</p> <p>So far, major service reductions have been largely avoided. However, with finite resources that are predicted to continue to reduce in the immediate future, the Council may not be able to deliver all of its aspirations whilst maintaining existing services to the current level provided. Members may have to make difficult decisions in the future about service provision and competing priorities.</p>	<p>Regular monitoring and reporting against the deficit reduction plan approved by full Council September 2016 will be undertaken by officers & reported to members.</p> <p>New and emerging issues and service requirements will be considered by Strategic Leadership Team (SLT) and members during strategy planning events.</p>
<p>2. Ensure the revenue budget and capital programme remain balanced and sustainable over a rolling 5 year period.</p>	<p>There is a legal requirement to set a balanced revenue budget and ensure the capital programme is fully resourced. Since the reduction in Government funding since the banking financial crisis in 2009, the Council has taken action to balance the revenue budget without drawing on general reserves.</p> <p>The Statement of Resource Allocation demonstrates that the capital programme remains affordable. In setting the 2019-20 revenue budget the Council agreed to set the minimum level of reserves set for the General Fund at £6.3m. Whilst the intention is to set a balanced budget over the medium term, this finite resource remains available to smooth the impact should there be any unanticipated adverse changes to our funding, or where service savings have been unavoidably delayed.</p>	<p>The five year financial model will continue to be monitored and updated, and Cabinet is given regular briefings on this throughout the year. Senior managers will monitor delivery of the approved deficit reduction plan.</p> <p>Budget monitoring for revenue and capital schemes is completed quarterly by budget managers, and reported to all members on the Modern.gov website.</p>

Principle	Narrative	Actions
	<p>The 5 year financial risk model will be updated and reported to Cabinet in November with the forecast of the budget for the next five years.</p> <p>The Corporate Governance and Audit Committee (CGAC) considered the appropriateness of the minimum level of reserves at their meeting in October 2019. Their recommendations will be made to the November 2019 Cabinet meeting.</p> <p>The challenge is to consider future Government funding which was expected to change in 2020-21 due to the Fair Funding Review, 2019 Spending Review and the Localisation of Business Rates. However, the major reviews have now been delayed until 2020, and so the financial settlement for 2020-21 will be for 1 year, as the 2019-20 budget was the final year of the multi-year settlement previously accepted.</p>	<p>To consider future Government funding in light of the fair funding review which will now impact settlements from 2021-22 and beyond, along with the resetting of the Baseline for Business Rates.</p> <p>Any funding gap based on current projections will need to be considered by SLT and members to ensure that an action plan is agreed.</p>
<p>3. Over the next five years maintain a position of non-dependency on reserves.</p>	<p>Appropriate funding needs to be built into the revenue and capital budgets, taking into account the whole life cost of the assets. With reserves being largely committed, the revenue budget will need to make an appropriate contribution to reserves to fund any future capital commitments.</p> <p>Base budgets incorporate repairs and maintenance to council buildings, thereby removing dependency on reserves for what is a recurring revenue cost. Similarly, other recurring items still funded from reserves must be built into future revenue budgets.</p> <p>The capital accountant co-ordinates a full review of the existing asset base of the council with divisional and service managers to identify and assess the need to reinvest in our existing essential assets. This is updated annually to ensure the current asset base remains affordable over the long term.</p> <p>Following changes to the Council's Treasury Management Investment strategy in 2017 interest receipts arising from permitted long term investments to a property fund and other specific vehicles whose returns are</p>	<p>To build future demands for recurring expenditure into the 5 year Financial Model, and thereby into any potential savings target.</p> <p>To avoid funding recurring expenditure from reserves as a key financial principle.</p> <p>To determine annually as part of the budget process an amount of revenue income to set aside for future investment opportunities.</p> <p>To determine any further long term investments in line with the Council's Investment Strategy to assist with any projected funding gap in the medium term.</p>

Principle	Narrative	Actions
	<p>less volatile are used to assist with the funding of the revenue budget, as part of the Council's deficit reduction strategy without creating volatility and risk. The Council currently has £10m invested in a Local Authority Property fund and a further £8m in mixed asset bonds generating returns of approximately 4.1% and 2.4% to 4.3% respectively.</p> <p>Other interest arising from the general investment of surplus funds throughout the year for cash flow purposes is recycled into the funding the Council's capital programme; interest receipts on S106 balances are ring-fenced and added to those funds. Whilst any changes in interests rates will have an impact on the overall position of the Council, this approach will not affect the day to day activities of the Council.</p> <p>Recent investment decisions in the Council's own property portfolio will also generate further revenue receipts for the Council. The 5 year financial model takes into account income from historic investment decisions such as Barnfield Drive, Plot 21 Terminus Road and the Enterprise Hub as part of the Commercial Programme Board.</p>	
<p>4. In order to maintain a balanced budget in a climate of reduced funding, savings in the revenue budget or external funding will need to be identified before any new revenue expenditure, including capital expenditure that has revenue consequences, is approved.</p>	<p>The Council needs to have certainty about capital and revenue funding before entering into new commitments. This will require robust project management processes to ensure the full consequences of embarking on particular projects are known and understood from the outset for both revenue and capital. The whole life costs of the project must be considered.</p> <p>Where projects are dependent on match funding, the funding partner may impose certain conditions. The Council needs to clearly understand what those conditions are and their possible financial consequences. Projects should only proceed once all funding has been secured, and the conditions have been assessed and evaluated. The relevant service should also consider, in advance, any costs that may arise at the end of the project and prepare an exit strategy so that the full consequences are known in advance. Whole life costing should be used. Copies of all funding agreements should be copied to financial services to ensure all possible</p>	<p>All Project Initiation Documents (PIDs) are to be based on whole life costs, and include an exit strategy.</p> <p>New prioritisation criteria to assess any new investment proposals linked to the Corporate Plan.</p>

Principle	Narrative	Actions
	future liabilities are considered and documentation retained.	
5. Review costs in response to changes in service demands.	<p>The call upon council services is fluctuating more during a period of economic and financial uncertainty. Whilst short-term variances in demand can be accommodated, any longer term trends, i.e. beyond one year, will require the Council to respond by redirecting its resources in line with changes in demand. This is a key principle as future changes in demand on services are bound to occur.</p> <p>Prioritising the Council's services will enable scarce resources to be directed to areas of need and priority over the medium term.</p>	<p>Essential services that experience an increase in demand will be recognised and supported. However, where there is an on-going reduction in demand beyond one year they should be reviewed in order to realign resource allocation.</p>
6. Where the Council has discretion over charging for services, consideration needs to be given as to the extent to which service users should bear the costs, and the proportion, if any, that should be met by Council Tax.	<p>The Council has limited discretion to set fees and charges for some services. Clearly, the setting of charges should have regard to community needs for those services as well as affordability. Traditionally, many fees and charges have increased in line with inflation. The Council has a Fees & Charges Policy. This requires services that have discretion to charge, to attempt to at least break even, unless there is a clear approved policy reason for not doing so. The underlying principle is that the service user should pay the full cost of the services received.</p>	<p>Service managers need to consider their fees & charges in advance of the start of each financial year. Any individual services operating at a deficit should aim to break even unless there is an approved policy to support their on-going subsidy. This should be based on the whole cost of delivering the service, including use of assets.</p>
7. Continue to review the Council's costs in order to find further savings.	<p>The Council has already achieved significant savings over recent years. However, the Council will continue to seek further efficiencies to help free up resources, ensure services are as efficient and effective as possible and support the community. The focus is to ensure services are delivered to an appropriate standard at a competitive unit cost.</p> <p>Members and the Strategic Leadership Team (SLT) developed a strategy to eliminate the projected budget deficit up 2022-23 as part of the 4 year funding settlement requirements. A "Deficit Reduction Strategy" was approved by full council September 2016 to achieve further savings of £3.8m. So far savings of £3.5m have been achieved.</p>	<p>In order to assist the budget process for future periods, further efficiencies should be identified. Officers will need to review service costs to determine whether unit costs are appropriate and report back to members where service reviews are deemed necessary to reduce unit costs to an acceptable level.</p> <p>Officers are currently reviewing high</p>

Principle	Narrative	Actions
	<p>The challenge now is to see the remainder of that plan is delivered and to consider the future impact of any service delivery changes, budget pressures or funding reductions by the Government as a result of the fair funding review, or pressures arising due to other external agencies and partners, including West Sussex County Council.</p> <p>Two programme boards (Business Improvement and Commercialisation) were set up to co-ordinate the various projects that the council is engaged in. This enables the council to direct resources to higher priority projects, and enables senior management to intervene to assist projects to remain on track to deliver their planned objectives. The programme boards also track efficiencies as part of their process which aids corporate financial planning. The financial targets from these boards are incorporated in the 5 year financial model.</p> <p>Future service reviews will consider the most efficient ways of working, including working with partners, channel shift, sharing assets, shared services and outsourcing to deliver the best and most effective solutions for services and the community.</p> <p>Aside from formal service reviews, service managers should normally be considering the best, most cost effective procurement methods in their service areas.</p>	<p>cost service areas as part of the 2020-21 budget cycle and a number of service reviews have commenced.</p> <p>Prior year variances in relation to underspends will be reviewed by Financial Services as to whether an opportunity exists to adjust future budget requirements, in consultation with the budget manager.</p>
<p>8. Match Council Tax increases to a realistic and affordable base budget.</p>	<p>The objective is to limit increases in Council Tax to modest and affordable levels over the next 5 years, whilst accepting that such an objective may be impacted by national government policy.</p> <p>In 2018-19 and 2019-20 the Government changed the threshold for triggering a requirement to hold a referendum for council tax increased to over 3%, previous years this was 2%. District councils were permitted to raise their council tax by the highest of the 3% or £5, which aids those with a low tax base. In effect this rule change has permitted this council, since it</p>	<p>Assumptions are made in the 5 year financial strategy model for council tax increases; the model will be updated as necessary, once the Government's criteria is known for referendum thresholds for setting Council Tax increase.</p>

Principle	Narrative	Actions
	<p>has one of the lowest Council Tax levels, to increase its Council Tax by £5.</p> <p>The threshold for 2020-21 is expected to revert back to 2%, as the Government is currently consulting on this and the £5 increase for district councils.</p> <p>The Government will confirm what rules will apply for 2020-21 in early December.</p>	
<p>9. Budgets should be pooled with other service providers to achieve more effective and cost efficient outcomes for the community.</p>	<p>It is likely that in future the Council will become more involved in new ways of working, including greater partnership working, devolved budgets and pooling resources with other agencies. It is important that the Local Strategic Partnership strategic objectives and community outcomes are agreed from the outset when partnerships are formed so that the achievement of results can be measured and reported to members to ensure public funds are being used in the most efficient way to achieve greatest impact for the community.</p>	<p>Where appropriate we should commission services with other service providers and pool our budgets to provide more effective and efficient outcomes for the customer.</p>
<p>10. New Homes Bonus (NHB) This should be allocated annually, and only committed once received.</p>	<p>The NHB is not new funding. This is paid from local government funding pot that would otherwise have been distributed to councils. The grant is not ring-fenced, and as such the Council can choose how it wants to use this source of funding, although the previous coalition Government pointed out that it expected it to be used to help “reward” communities that have taken housing growth. Further, the Government also stated that it expects councils to consult with their communities on its use, and in areas where there is a national park as the planning authority, to also consult with the park authority.</p> <p>The funding is paid as a grant in respect of each new domestic dwelling coming into the tax base (net of any long term empty properties) of the whole District, including the area within the National Park. The amount paid is based on the national average council tax, and is currently paid for the following four years from 2019-20 rewarding development that exceeds the baseline set at 0.4%, and split 20% to the County Council and 80% to the Housing authority, i.e. CDC.</p>	<p>The NHB to be reserved for community and other uses after it has been received. It remains important, however, to allocate this funding taking into account the legal requirement to set a balanced budget for the council. As such this will be reviewed annually.</p> <p>The grants and concessions panel review the use of NHB, along with other grant funding that the council makes available to individuals and groups.</p>

Principle	Narrative	Actions
	<p>However, as part of the Fair Funding Review changes to NHB are expected, but no details are known. Potentially the legacy term may be reduced before the funding disappears completely.</p> <p>So the view remains that NHB should not, therefore, be relied upon long term to resolve our budget position, and should only be committed after it is received, so the decision not to rely upon it to fund core services has proven to be prudent.</p> <p>In previous years the Council have not used the NHB to assist in balancing our revenue budget, and have instead used this source of funding to help reward communities by funding one off projects. .</p>	
<p>11. Localisation of Business Rates. We should review the decision to pool our business rates annually after receipt of the government draft settlement to ensure that the Council is in the best possible financial position.</p>	<p>The Council participated in a (50%) business rates (BR) pool for some authorities in West Sussex in 2018-19, thereby enabling us to retain more of the NDR growth locally for investment jointly with other pool member authorities which included the county council, Arun, Adur and Worthing.</p> <p>In 2019-20 all West Sussex authorities participated in a 75% BR Pool Pilot having been selected to do so for 1 year by the Government, but this arrangement will cease on 31 March 2020.</p> <p>Full localisation of business rates may in effect do away with the need to form pools to retain this growth, but the change in the system has been deferred like the Fair Funding Review until next year, and any changes to the scheme will apply from 2021-22.</p>	<p>At the time of writing this report the Government is requesting indications by 25 October for those authorities who wish to participate in a 50% BR pool. The Director of Corporate Services is currently considering the Council's position taking into account the potential risks to the pool and outstanding appeals or legal cases impacting the pool.</p>
<p>Resources and Capital Programme Principles</p>		
<p>1. Capital receipts, reserves and interest on investments (other than property and multi bond investments) will primarily be available for new</p>	<p>This is a long-established principle whereby non-recurring resources are used to meet non-recurring expenditure. The revenue budget is no longer reliant on reserves. Interest receipts are, with the exception of property related income and mixed asset bonds, diverted to support the capital programme.</p>	<p>Temporary sources of funding should not be relied upon to fund recurring revenue costs. Budget managers embarking on new projects that involve temporary</p>

Principle	Narrative	Actions
<p>investment of a non-recurring nature, thereby minimising the overall financial risk. Income earned from property investments, both directly owned and managed property, and the Local Authority Property Fund, together with mixed asset bonds, can be used to support revenue as the income streams earned are much less volatile.</p>		<p>funding must design an exit strategy from the outset to ensure the council is not left with unfunded costs at the end of the funding stream.</p>
<p>2. Ensure that a sufficient level of reserves are maintained, as informed by the Financial Strategy, so that the Council can remain flexible and is able to respond to a changing local government environment.</p>	<p>The objective is to offer resilience against the unexpected and provide resources for new initiatives including one off costs to assist with reshaping the organisation.</p> <p>The Capital Programme is an estimate of the capital schemes' likely cost and the funding resources likely to be available to meet that need. This is always subject to amendment if, for example, a scheme cost is higher than anticipated or an anticipated capital receipt is less than expected. The capital programme is by its nature constantly changing and the resource position will be continuously monitored to ensure it remains affordable. The Resources Statement reflects the current level of reserves, anticipated receipts, and commitments, and this will be updated alongside the 5 year financial plan.</p>	<p>Routine monitoring of the capital schemes and the overall resources position will continue to ensure the capital programme remains affordable.</p> <p>All earmarked reserves will be reviewed annually with service managers to ensure that they remain relevant and essential, otherwise the funds should be returned to available balances.</p>

Chichester District Council

Corporate Governance and Audit Committee

24 October 2019

2019-2020 Treasury Management half yearly update

1. Contacts

Report Author

Mark Catlow - Group Accountant

Telephone: 01243 521076 E-mail: mcatlow@chichester.gov.uk

2. Recommendation

The Corporate Governance and Audit Committee is requested to consider the Treasury activity summarised in this report and provide comments to the Cabinet as necessary.

3. Background and Outcomes

3.1. This report provides the Committee with a summary of Treasury Management activity undertaken for the year to date. The objective is to provide Members with assurance over the effectiveness of Treasury activities undertaken during the reporting period.

4. Treasury management activity

4.1. On 31 March 2019, the Council had investments of £64.3m with no external borrowing (table 1, below). Since that date the Council's investments have risen to in excess of £80m, reflecting the normal cyclical pattern of increasing until the new calendar year and falling back in February and March due to lower Council Tax receipts.

4.2. To help the Council manage risk, benchmarks and red/ amber/ green risk ratings continue to be used across a series of indicators focussed on measuring security, liquidity and return. These are shown at appendix B with a short commentary against each.

4.3. During 2019-20 the Council continued to balance short-term investments between high credit quality banks, local authorities and money market pooled funds. Alongside this, work has progressed to make further investments in external pooled funds in line with the Council's 2019-20 Treasury strategy.

Table 1: Treasury Management Summary

Investments £000	Balance 01/04/2019	Movement	Balance 30/09/19
Short term Investments	39,000	6,000	45,000
Money Market Funds	4,350	11,850	16,200
Total liquid investments	43,350	17,850	64,200
Long term Investments	3,000	-	3,000
Pooled Funds – External	7,950	-	7,950
Pooled funds – Local Authority	10,000	-	10,000
Property fund			
Total investments	64,300	17,850	82,150

Note: the figures in the table above exclude any movements in Fair value.

- 4.4. The overall performance and return of our external pooled investments is shown in table 2. The Council is considering increasing its investments in external pooled funds to a total of £35m in the third quarter of 2019-20 and further details of this is provided in paragraph 7.2.

Table 2: Gains and losses from external pooled funds (£000) – September 2019

Fund	Type of fund	Invested £000	Capital gain (loss)	Latest Market Value	Return (Income %)
Local Authority Property Fund	Property	10,000	(224)	9,776	4.1
Investec Diversified Income Fund	Multi Asset	3,650	(141)	3,509	4.3
Columbia Threadneedle Strategic Bond Fund	Bonds	2,650	(13)	2,637	2.4
M&G Optimal Income Fund	Bonds	1,650	1	1,651	3.2
Totals		17,950	(377)	17,573	

- 4.5. Outside of the Local Authority property fund, the main driver for the movements in overall value is the Investec multi-asset fund. This fund's value fell both due to its strategy for limiting volatility performing poorly in early 2018 and because the fund manager takes its fees from capital whereas our other fund managers take theirs from income.
- 4.6. From a wider perspective, prices continue to be affected by the expectation of monetary stimulus from central banks and interest rate forecasts highlighting that weaker economic growth remains a global risk
- 4.7. Despite the wider economic uncertainty, all three funds showing a capital loss have distributed income in excess of the loss, so that the total return has been positive. Further information on the individual movements in these funds can be found in appendix A.

5. Other Non-Treasury Holdings and Activity

- 5.1. Although not classed as treasury management activity, the 2017 CIPFA Code now requires the Authority to report on investments for policy reasons outside of normal treasury management.
- 5.2. The Authority continues to hold approximately £15m of investments in directly owned property. Investment properties are valued annually, with the next valuation date scheduled as 31st March 2020; to date there have not been any indicators to suggest income levels or capital values for those properties have changed significantly.
- 5.3. Further information on the performance of the Council's non-treasury investments is contained in appendix D.

6. Compliance Report

- 6.1. How Treasury activities complied with the Council's main 2019-20 Treasury limits is disclosed at Appendix C. There are no exceptions for the reporting period.

7. Other Developments during 2019-2020

- 7.1. This section updates the Committee on relevant developments since the last report in earlier this year.

Review of external pooled fund investments

- 7.2. During August and September the Council, supported by Arlingclose Ltd, completed a review of its present external fund investments. The key conclusions were:
 - The investments have earned £1.97m income at an average rate of 3.85%. This return has been very stable through-out.
 - The investments were valued at 1.68% below cost at the end of July (£300,000), in part due to the ongoing unwinding of the bid-offer spread on CCLA property fund purchases in 2016.
 - Compared to other Local Authorities, only 7% of the Council's investments were held in equities across the pooled funds, compared to an Arlingclose average of 19%.
- 7.3. Following careful consideration of cashflow projections, the Council is considering increasing its total investments in external pooled funds during the final quarter of 2019 as permitted by the approved Treasury Management Policy.

Proportionality of Commercial Income

- 7.4. One follow-up item that has been deferred until next year is the request made by the Corporate Governance and Audit Committee that officers investigate whether to set an indicator to measure the proportionality of commercial income generated by Chichester District Council. Work on this issue has commenced

but awaits the final guidance from the Chartered Institute of Public Finance & Accountancy (CIPFA) on prudential property investment. The Society of District Council Treasurers responded to a draft of this guidance in July and the Council now awaits the final document.

Readiness for Brexit

7.5. The Authority has arrangements in place to hold sufficient liquidity over any BREXIT period with UK domiciled banks and Money Market Funds and that its account with the Debt Management Account Deposit Facility (DMADF) remains available for use in an emergency.

8. Outlook for remainder of 2019-20

8.1. The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased dramatically.

8.2. At the date this report was drafted, our treasury advisor, Arlingclose, expects Bank Rate to remain at 0.75% for the foreseeable future but there remain substantial risks to this forecast, dependant on Brexit outcomes and the evolution of the global economy. Arlingclose also expects gilt yields to remain at low levels for the foreseeable future and judge the risks to be weighted to the downside and that volatility will continue to offer longer-term borrowing opportunities

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Cas	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

9. Consultation

9.1. Not relevant.

10. Community impact and corporate risks

10.1. The Council is required by the Accounts and Audit Regulations to comply with CIPFA's Code of Practice for Treasury Management and the Prudential Code for Capital Finance.

11. 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

12. Appendices

- 12.1. A - Movements in Fund fair values and income – Pooled Funds
- 12.2. B - Benchmarking indicators
- 12.3. C - Compliance report
- 12.4. D - Non Treasury investments

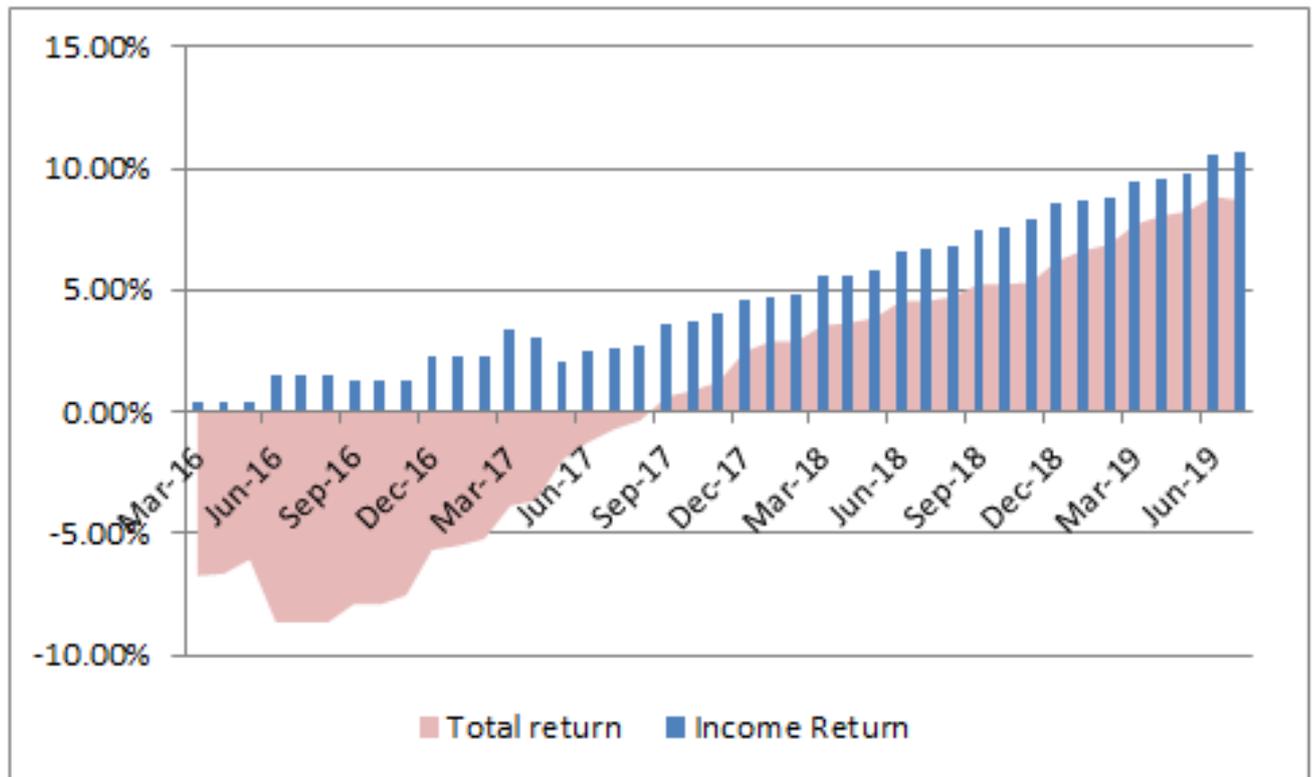
13. Background Papers

- 13.1. None.

Appendix A: Movements in Fund fair values and income – Pooled Funds

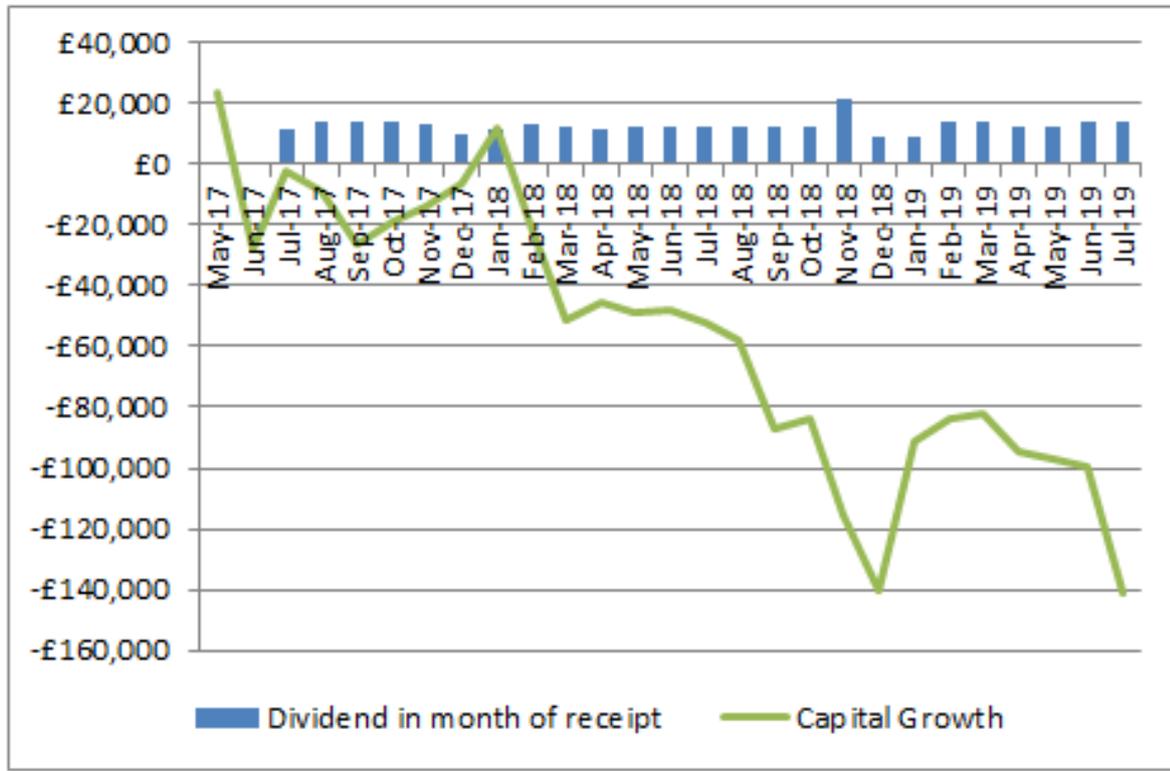
Combined position (all funds)

Cumulative returns – total and income only.

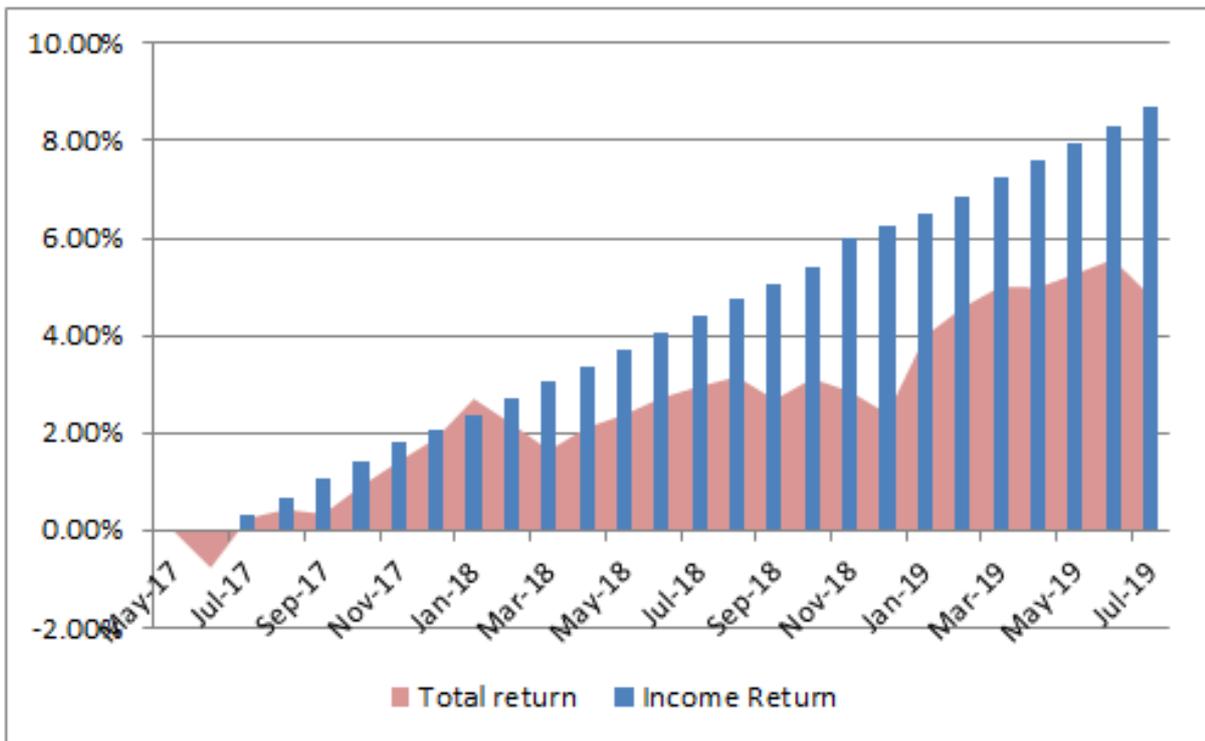


Investec: Total Investment £3,650,000

Month by Month

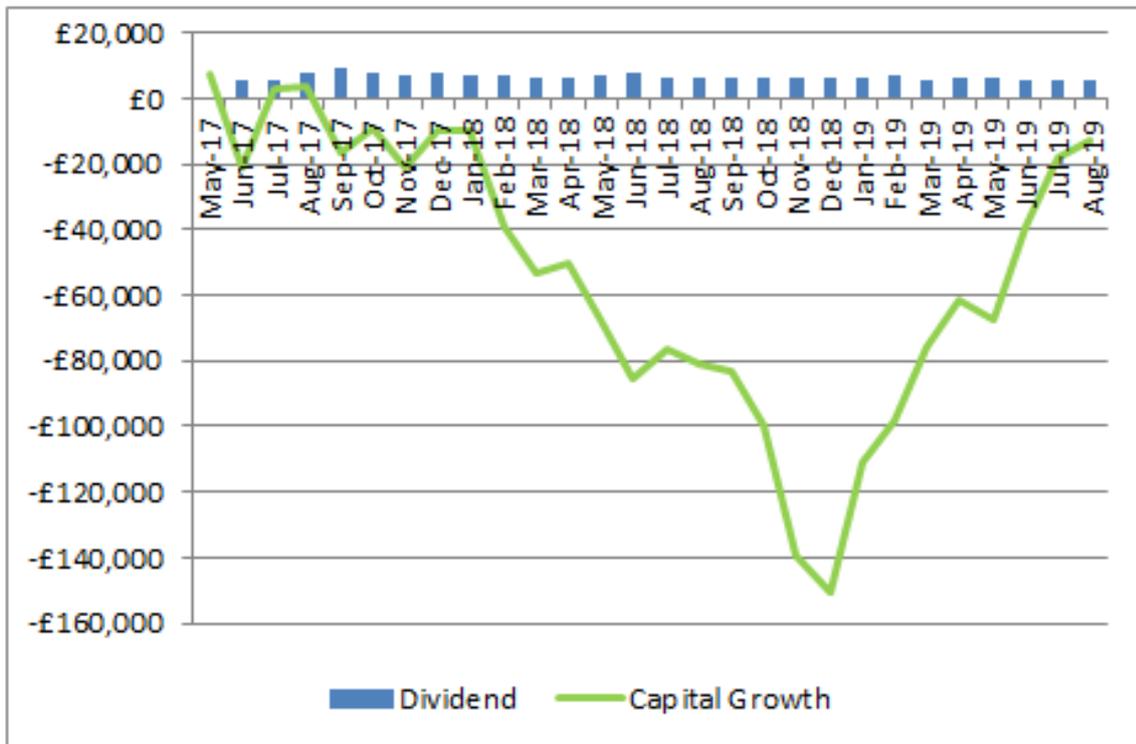


Cumulative

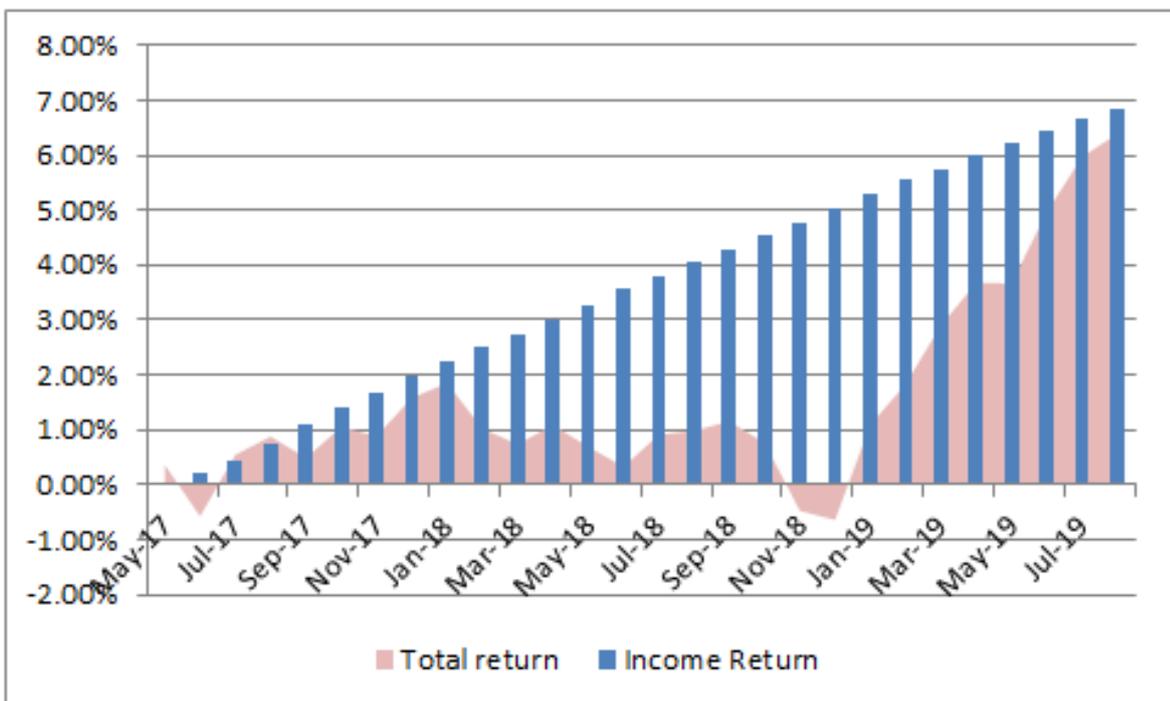


Columbia Threadneedle: Total Investment £2,650,000

Month by Month

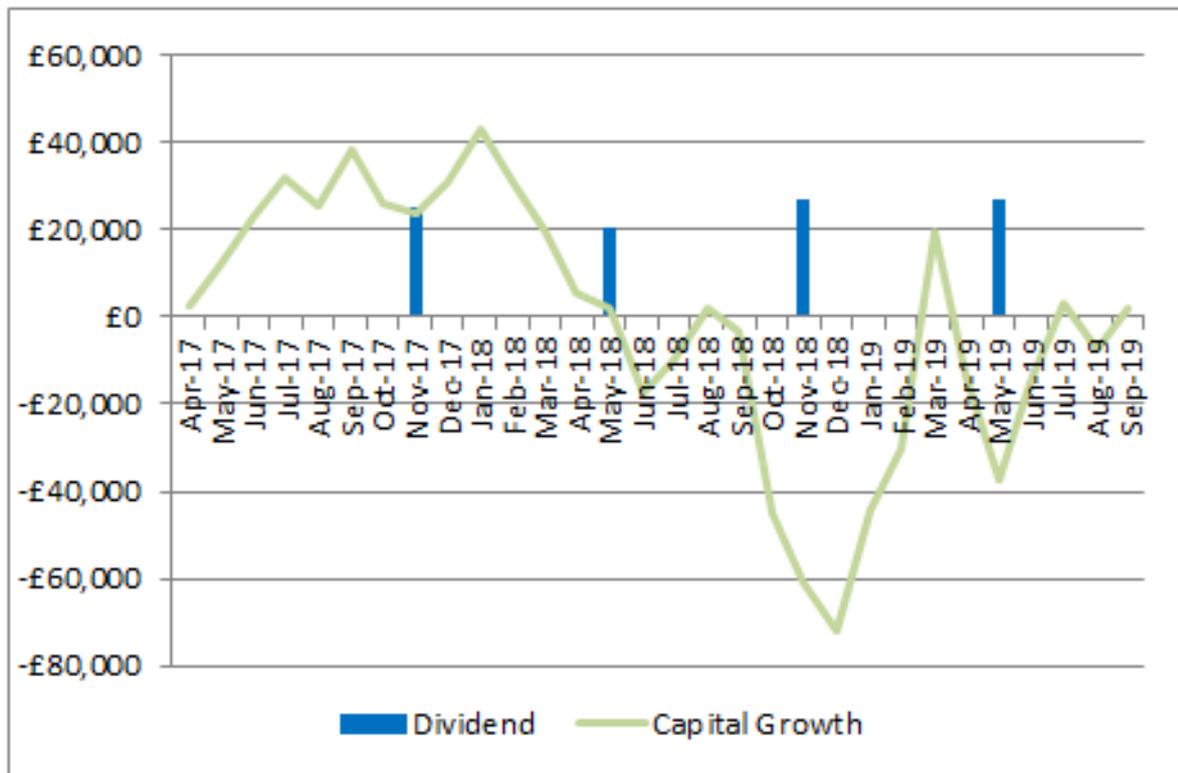


Cumulative

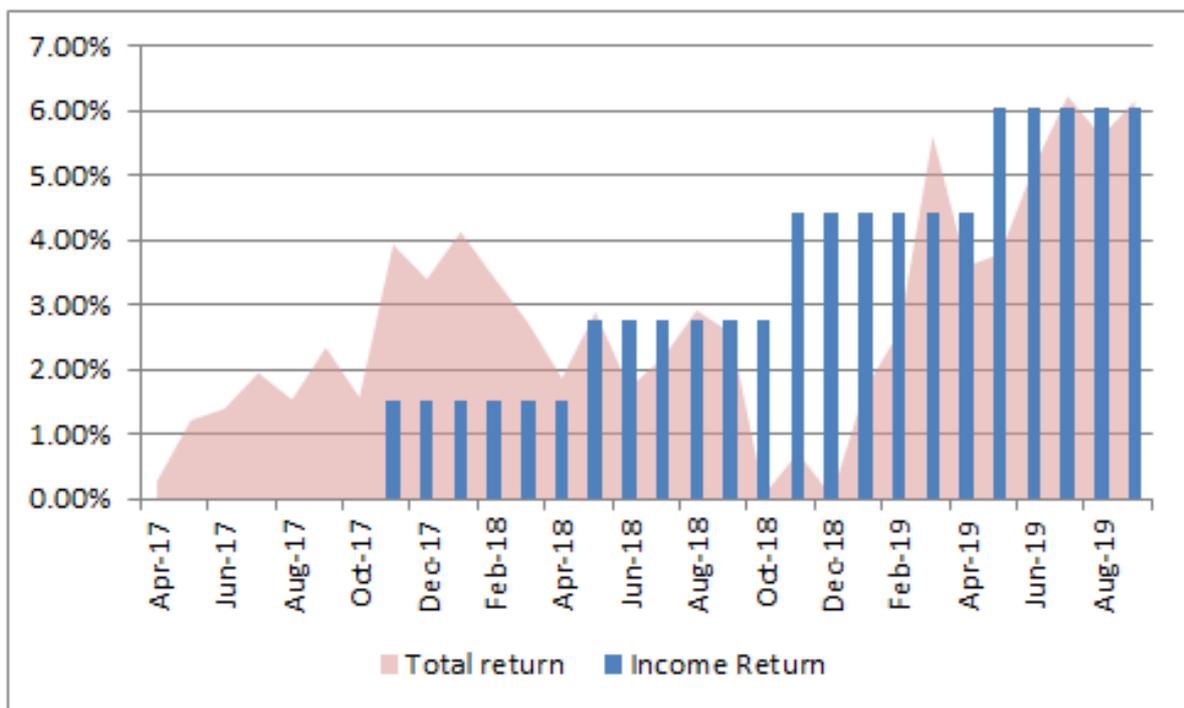


M&G: Total Investment £1,650,000

Month By Month

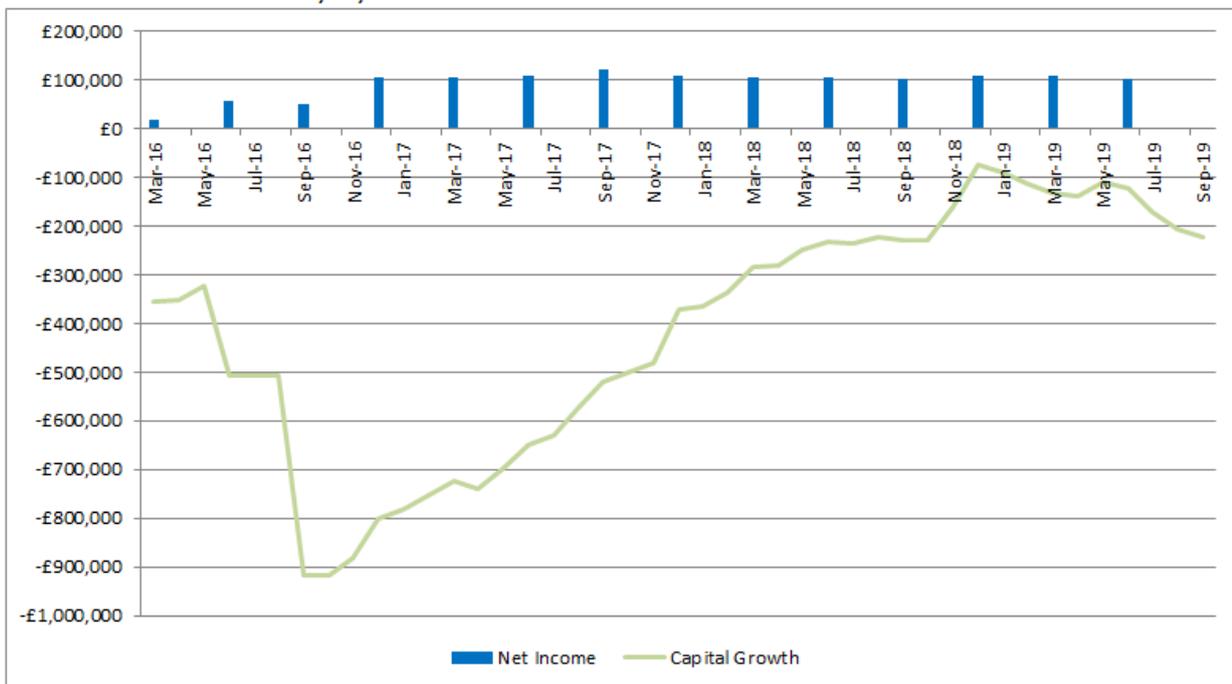


Cumulative

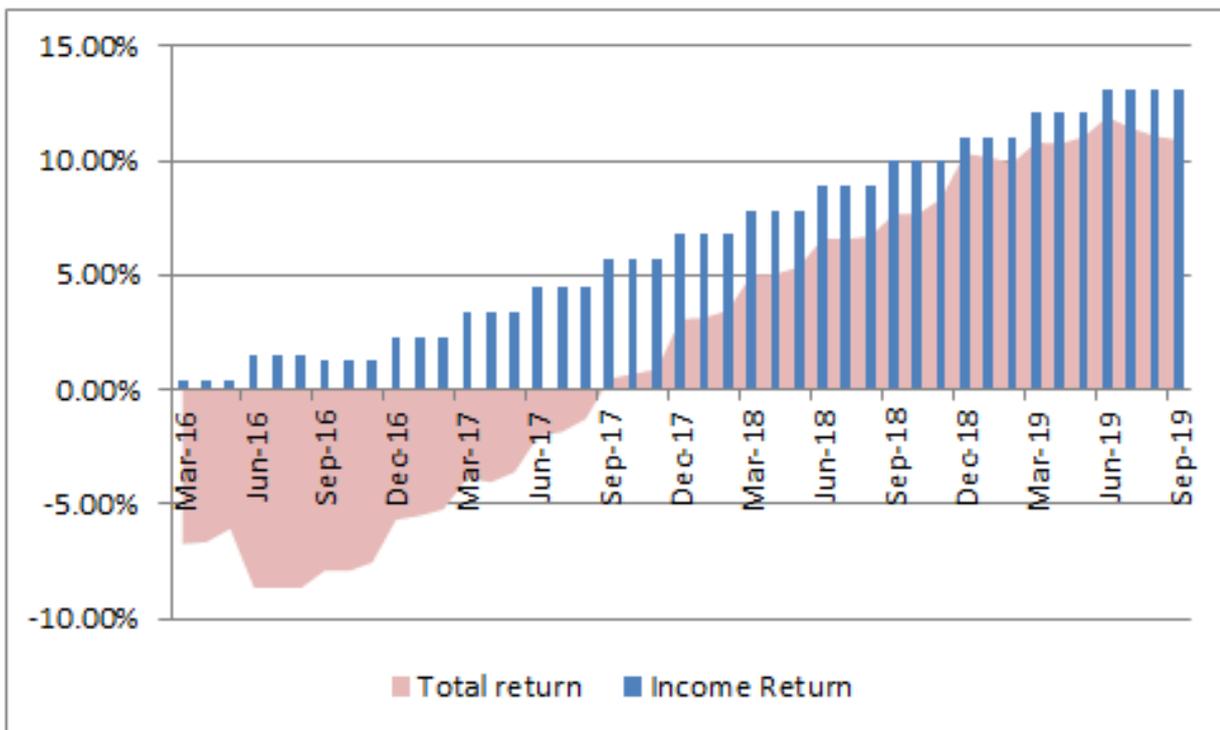


Local Authority Property Fund: Total Investment £10,000,000

Month by Month



Cumulative



Appendix B: Treasury Management – Benchmarking indicators

Return – to 30 September 2019

Measure	Qtr. 3 18-19	Qtr4 18-19	Qtr 1 19-20	Qtr. 2 19-20	Non-met districts Q2 average	Rating
Internal investment return %	0.88	0.99	0.95	0.89	0.86	GREEN
External funds – income return %	3.97	4.07	4.08	3.86	3.71	TBC – note 1
External funds – capital gains/losses %	(0.53)	0.30	0.83	0.33	(0.55)	GREEN
Total treasury Investments – income return %	1.67	1.83	1.70	1.52	1.68	TBC - note 1

1. The overall portfolio return is subject to further investigation and a verbal update will be provided to the Committee.

Security

	Average Credit Score (higher = better)	Average Credit Rating	Bail-in exposure (lower = better)	
31 March 2019	4.16	AA-	31%	
30 Sept 2019	4.19	AA-	44%	GREEN
Similar Local Authorities	4.26	AA-	61%	

The Council continues to be less exposed to bail-in than the benchmark however the use of bank deposits has risen due to a lack of investment opportunities with other Local Authorities.

Liquidity

	7 day liquidity	100 day liquidity	Average maturity	
31 March 2019	15%	51%	101 days	
30 Sept 2019	28%	64%	67 days	GREEN
Similar Local Authorities	33%	55%	80 days	

The increase in relative liquidity reflects preparations for possible long term external investments in strategic pooled funds.

Appendix C – Compliance report

Compliance with investment limits

	2019/20 Limit	Complied/ Exception Ref
Banks unsecured, total	£30m	Complied
Corporates, total	£10m	Complied
Local Authority property fund, total	£10m	Complied
Other pooled investment funds, total	£25m	Complied
Council's own bank, total max 7 days	£2.5m	Complied
Money market Funds, total	£24m	Complied
Counterparty ratings	various	Complied

Interest rate exposure

This indicator is set to control the Authority's exposure to interest rate risk.

To measure this, the Council calculates the effect of a 1% change in interest rates and has set a reportable exception level where the impact of this exceeds 50% of the Council's individual counterparty limit (£3m).

	30.9.19 Actual	2019/20 Limit	
Upper limit on one-year revenue impact of a 1% change in interest rates	0.22m	£3m	Complied

The figure above excludes any effect on returns from the external pooled fund which are subject to a large diverse asset base of differing securities and investments.

Principal Sums Invested for Periods Longer than 364 days

The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The long-term principal sums invested to final maturities beyond the period end were:

	2019/20	2020/21	2021/22
Actual principal invested beyond year end	£20.95m	£17.95m	£17.95m
Limit on principal invested beyond year end	£50m	£50m	£50m
	Complied	Complied	Complied

The limits above allow for the further planned investments in external pooled funds during 2019.

Appendix D: Non-Treasury investment indicators

The Council has set the following indicators to measure its exposure to risk associated with non-treasury investments.

Measure	Description	30 September 2019
Commercial income to net service expenditure	This indicator measures the Council's dependence on income from its commercial investments to deliver core services	Work is ongoing to define a suitable indicator as set out above in paragraph 7.5.
Net operating surplus	This indicator measures the contribution received from the investment portfolio at a net level (income less costs) over time.	This information is not available until the end of the financial year.
Vacancy levels and tenant exposure	Monitoring vacancy levels to ensure the property portfolio is being managed productively.	Void level for the investment properties is currently at 9.8%. This is monitoring and managed by the Council's Property and Growth team.
Exposure to credit default events for loans made	This will measure the Council's exposure to loss through default for non-treasury loans made to third parties	<p>There have been 4 credit default events for car purchase loans made to employees totalling £13.5k.</p> <p>Debtor levels for investment properties remain materially unchanged; monthly monitoring of debtors is undertaken, designed to provide an early flag of any potential debt issues.</p> <p>The Council has also incurred a small loss on an assisted house purchase loan made under the Councils recruitment and retention policy.</p>
Market value of commercial properties	This indicator will track the Council's ability to recover its investment in any commercial investment should the need arise.	The latest market valuation for the Council's investment properties was undertaken as at 31 March 2019 and the next updated will be 31 March 2020.

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Chichester District Council

CORPORATE GOVERNANCE & AUDIT COMMITTEE

24 October 2019

Audit Reports, Progress Report – 2019/20 Audit Plan

1. Contacts

Report Author:

Stephen James – Internal Audit & Corporate Investigations Manager

Tel: 01243 534736

E-mail: sjames@chichester.gov.uk

2. Update on 2019/20 audit plan

2.1 There are 29 full audits and 8 follow up audits planned for 2019/20, totalling 37 reviews. 13 days have also been included in the plan for any in year follow-ups that may arise should the exceptions raised be significantly concerning and require addressing by the client as a matter of urgency.

2.2 As at 9th October 7 audits have been completed and issued as final reports (19%) and 10 are in progress or at draft report stage (27%). The audits issued as final since the last committee meeting were:

- Community Led Housing funding
- Business Continuity
- Alcohol Licensing
- Pest Control
- Building Security follow-up

2.3 Results of the audits are contained in appendix one. There have been no audits given a 'No Assurance' rating and no critical exceptions have been raised.

3. Recommendation

3.1 That the committee notes performance against the 2019/20 audit plan.

4. Background

4.1. The Annual Audit Plan for 2019/20 was approved by this Committee on 23rd March 2019 following consultation with Directors and Divisional Service Managers.

5. Outcomes to be Achieved

5.1. Not Applicable

6. Proposal

6.1. Not Applicable

7. Alternatives Considered

7.1. Not Applicable

8. Resource and Legal Implications

8.1. Not Applicable

9. Consultation

9.1. Not Applicable

10. Community Impact and Corporate Risks

10.1. Not Applicable

11. Other Implications

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

12. Appendices

12.1. Audits completed since the last committee

13. Background Papers

14.1 None

Audits completed since the last Committee meeting (25th July 2019)

Audit title	Critical Risk	High Risk	Medium Risk	Low Risk – Improvement	Total no of Exceptions	Overall Assurance level	Summary
Community Led Housing funding	0	0	1	0	1	Reasonable Assurance	The medium risk exception raised related to receipts not provided by the CLH group for one Early Support payment. This was for London Underground tickets for attendance at a conference with a value of £13.20 (an error rate of 0.02%).
Business Continuity	0	0	2	1	3	Reasonable Assurance	The two medium risks related to closing Pentana only when all responses have been received and access to Resilience Direct is reviewed regularly to remove those that no longer require access. The low risk was to ensure the last review date is entered onto the Business Continuity Plans when updated.
Alcohol Licensing	0	0	0	0	0	Low Assurance	No issues were found during the testing relating to the audit objectives, which were: <ul style="list-style-type: none"> • The Licensing Act 2003 is complied with; • Alcohol License applications are received with supporting documents, processed and recorded;

Audit title	Critical Risk	High Risk	Medium Risk	Low Risk – Improvement	Total no of Exceptions	Overall Assurance level	Summary
							<ul style="list-style-type: none"> Licences are issued within the required timescale; Income from applications is reconciled.
Pest Control	0	0	0	0	0	Low Assurance	<p>No issues were found during testing relating to monitoring and review of the Concessions Contract for Pest Control. The audit objectives were:</p> <ul style="list-style-type: none"> The Council is able to ensure that customers receive an efficient, safe cost effective and professional domestic and commercial pest control service; Those Council Officers who rely upon pest control expertise in carrying out their duties have access to specialist advice; Those customers receiving certain types of benefit continue to receive a subsidised service.

Follow ups

Audit title	Issues addressed	Issues ongoing	Total	Comment
Building Security	5	1	6	<p>Leavers since 20/5/19 were tested to ensure that their id passes had been deactivated in the Controlsoft system. 32 staff had left since this date. Of the 32 leavers tested, 4 (13%) were still found to be active as at 23/9/19, with 1 of the leavers having left in June 2019. For 3 of the sample the termination e-form had been received by HR in advance of the staff member leaving but they had not been actioned in Controlsoft. There is no way to know whether their badges have been returned to HR and destroyed so it is possible that these officers could still access the building or use them to purport to be on Council business.</p> <p>The HR Manager has confirmed that a new process has been put in place whereby on receipt of a leavers form, the leaving date will be input to the Controlsoft system by the HR Administrator. This will ensure that the id pass is automatically deactivated by the system once the last day of employment has passed. The HR Administrator will initial and date the termination checklist to evidence this.</p>

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Internal Audit Follow up Report 2019/20

Building Security

**Louise Northcott
Senior Auditor
October 2019**

Contents

Audit: Building Security follow-up 2019/20
Auditor: Louise Northcott

1	Introduction & scope.....	3
2	Agreed Actions	3
3	Further action required	3
4	Action Plan – Appendix 1	4

1 Introduction & scope

- 1.1 The audit review on Building Security originally undertaken as part of the 2018/19 audit plan. 6 issues were identified during the audit.
- 1.2 The purpose of this follow-up is to evidence that the issues highlighted have been addressed.

2 Agreed Actions

- 2.1 The agreed Action Plan can be seen at Appendix 1 to this report.

3 Further action required

- 3.1 A review was carried out of the 6 issues identified in the 2018/19 audit to establish whether action had been taken to address them. It was found that 5 have been fully addressed.
- 3.2 Testing of deactivation of leavers id passes highlighted that there are still weaknesses within the process as not all leavers passes are being deactivated as at the employee's final working day.
- 3.3 The HR Manager confirmed that a new process has been put in place whereby on receipt of a leavers form, the leaving date will be input to the Controlsoft system by the HR Administrator. This will ensure that the id pass is automatically deactivated by the system once the last day of employment has passed. The HR Administrator will initial and date the termination checklist to evidence this.

Areas for Improvement	Priority	Agreed Actions	Responsible Officer	Target Date	Follow-up findings
<p>1. The system report needs to be reviewed and all Staff passes should be given a three year expiry date (as agreed by SLT). Any members of staff no longer employed by CDC should be removed as soon as possible.</p>	<p>Medium</p>	<p>A full review is currently being carried out and all obsolete passes will be removed from the system. HR receive all starters and leavers e-forms, therefore it was agreed that they would give all staff passes three year expiry date. Any leavers will be removed completely and other absences such as those on career breaks etc. will have their passes deactivated.</p>	<p>HR Administrator</p>	<p>30 September 2018</p>	<p>A full review has been carried out and all obsolete passes have been removed from the system and expiry dates have been set up for all passes. A system report was provided by HR which confirmed this.</p> <p>HR receive the termination e-forms and should action the leaving date within the Controlsoft system so that the badge expires at the end of the last working day. There is also a report run on a monthly basis which shows active users, leavers should not show as they should have been removed.</p> <p>Leavers since 20/5/19 were tested to ensure that they had all been removed from the Controlsoft system. 32 staff had left since this date. Of the 32 leavers tested, 4 (13%) were still found to be active as at 23/9/19, with 1 of the leavers having left in June 2019. For 3 of the sample the termination e-form had been received by HR in advance of the staff member leaving but they had not been actioned in Controlsoft. There is no way to know whether their badges have been returned to HR and destroyed so it is possible that these officers could still access the building or use them to purport to be on Council business.</p>

Further Action to be taken:	Officer responsible and by when:
<p>Whilst the Controlsoft system does not permit the forward dating of the cancellation and deletion of ID cards, it does allow deactivation of them on a forward dated basis. A new process will be introduced whereby on receipt of a leavers form a forward date will be input on Controlsoft by the HR Administrator to deactivate the card on the leaving date. This will ensure that the id pass is automatically deactivated by the system and no longer useable once the last day of employment has passed. The HR Administrator will initial and date the termination checklist to evidence this. Once a month HR will then run a Leavers report and cancel and delete all deactivated cards from the system.</p>	<p>The HR team will be responsible for implementing the new process with immediate effect.</p>

Areas for Improvement	Priority	Agreed Actions	Responsible Officer	Target Date	Follow-up findings
<p>2. The Control soft Pro system needs to be set so that passes are automatically deactivated once they reach the expiry date. These should only be extended if a request has been made to do so.</p>	<p>High</p>	<p>The Access control system is due for an upgrade this will take some time but and once the current review is complete, all passes will be deactivated on the agreed expiry dates.</p> <p>These are:</p> <p>Staff = after 3 years</p> <p>Shared Services/Partnership working = after 1 year and</p> <p>Visitors/Contractors/Temp Staff = after 6 months.</p>	<p>Facilities Manager/HR Administrator</p>	<p>31 December 2018</p>	<p>The HR Administrator confirmed that Control soft is set up to automatically deactivate badges once they have expired.</p>

Areas for Improvement	Priority	Agreed Actions	Responsible Officer	Target Date	Follow-up findings
<p>3. A process for monitoring and reviewing active passes needs to be introduced. This will ensure that all staff with active passes are correctly recorded on the system or where necessary, action is taken to remove or deactivate them.</p>	<p>Medium</p>	<p>Written procedures for the monitoring of all CDC passes will be introduced once the above exercise is complete.</p>	<p>Facilities Manager/HR Administrator</p>	<p>31 December 2018</p>	<p>The system automatically deactivates id passes when the expiry date has passed. HR receive a monthly report from IT showing all active users and HR arrange for new passes to be issued where required.</p> <p>The HR Administrator confirmed that there is now a new monitoring system in place to ensure that only current staff members have an active pass in Controlsoft.</p> <p>HR receive the termination e-forms and should action the leaving date within the ControlSoft system so that the badge expires at the end of the last working day. There is also a report run on a monthly basis which shows active users, leavers should not show as they should have been removed.</p>

Areas for Improvement	Priority	Agreed Actions	Responsible Officer	Target Date	Follow-up findings
4. Responsibility for all Staff and Non-Staff passes needs to be clearly defined and documented in case someone needs to deputise.	High	Overall security lies with Facilities Management, however, the role of HR is important, so it was agreed that they should be responsible for adding and deleting passes from the system. A support person will be named and provide back up if and when required.	Facilities Manager	30 September 2018	<p>HR are the main team responsible for adding and removing passes from the system. There are 4 officers within the team so there is sufficient absence cover.</p> <p>The Facilities Manager is also able to add and delete passes if necessary.</p>
5. All non-staff passes, such as those relating to; visitors, contractors, shared services and working partnerships needs to consistent approach and all should be given reasonable expiry dates.	High	An agreed protocol will be agreed to ensure consistency. Expiry dates have been agreed above and passes will be deactivated accordingly.	Facilities Manager/HR Administrator	30 September 2018	<p>A protocol is in place for how long passes are active for:</p> <ul style="list-style-type: none"> - 3 years for staff - 1 year for Shared Services /Partners - 6 months for visitors/ contractors/temp staff

Areas for Improvement	Priority	Agreed Actions	Responsible Officer	Target Date	Follow-up findings
6. Written procedures for all areas relating to Building Security need to be accessible to the appropriate responsible officers. These should be reviewed on a regular basis and evidence of such kept as an audit trail.	Med	Agreed, these will be produced, reviewed and updated as soon as possible and dates recorded of this taking place will be available.	Facilities Manager	31 December 2018	Procedures have been written and are up to date.

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Chichester District Council

CORPORATE GOVERNANCE & AUDIT COMMITTEE 24 October 2019

S106 Annual Exceptions Report

1. Contacts

Report Author:

Simon Davies, Planning Obligations Monitoring & Implementation Officer
Tel: 01243 534781 Email: sdavies@chichester.gov.uk

2. Recommendation

- 2.1 The committee is requested to note the contents of this report concerning section 106 agreements nearing their expenditure date (as set out in Appendix 1) and to raise any concerns.**
- 2.2 To note the changes to the CIL regulations from 1 September 2019 detailed in paragraph 7.3 below.**
- 2.3 To note the receipt of West Sussex County Council S106 data that was unavailable for inclusion in the S106 Annual Monitoring Report in July 2019.**

3. Background

- 3.1 Section 106 (S106) financial receipts nearing the date for expenditure need additional monitoring and input from officers and managers of the services concerned with spending the S106 funds. This is in accordance with the Section 106 and CIL Protocol approved by Corporate Governance and Audit Committee at its meeting of 19 January 2016. Under the protocol the Committee is due to receive an exceptions report each October/November detailing all contributions due to be spent within a two-year deadline.
- 3.2 Section 6 of this report identifies the contributions that have not been received where the trigger date has been reached and provides an update on the current position with respect to securing the payment of the financial contributions due.
- 3.3 This report only makes reference to financial contributions. Non-financial obligations are included in the full report to Corporate Governance and Audit Committee in June/July each year.
- 3.4 Members will recall that when the S106 and CIL Annual Monitoring Report was considered by this committee in July 2019, West Sussex County Council had been unable to supply data relating to S106 contributions they had received in relation to S106 agreements within Chichester District. This data has recently been received and is attached as appendix 2.

4. Outcomes to be achieved

- 4.1 To provide clarity in the way money obtained from S106 agreements is monitored and spent.

4.2 To ensure that S106 receipts are spent in accordance with the agreements and within the agreed targets to reduce the risk of developers seeking to amend agreements and/or the return of the funding.

5. The updated position on those contributions received that will reach their target expenditure date by end of September 2020

5.1 This report outlines those contributions that need additional monitoring. It is ordered by spending deadline date with those that have passed their deadline date first. An (*) following the date denotes the 5 year notional date. This is applied for monitoring purposes in circumstances where the S106 agreement does not specify a spending deadline. This is because the applicant can seek to vary an agreement after 5 years.

5.2 The 'Remaining and Unallocated Excluding (EXC) Interest' column has been colour coded as follows

- a) Green: Funds allocated prior to expiry and awaiting project delivery. Funds are considered safe even if the spending deadline has expired as the S106 agreement provides for the Council to retain these monies in this circumstance.
- b) Amber: Either a notional deadline has passed or a spending deadline is approaching and the funds have not been allocated. Spending Officers need to take action to ensure that funds are allocated as soon as possible to ensure they do not have to be returned.
- c) Red: A spending deadline (other than notional) has passed and the funds will need to be returned, unless the developer agrees that the Council can retain them. There are currently no contributions falling in this category.

6. Outstanding receipts

6.1 At the time of writing all contributions reaching their triggers have been paid, with the exception of £700 due for Reptile Mitigation under FB/15/02331/FUL Land to the rear of Romans Mead Estate, Mosse Gardens, Fishbourne. This is the 4th of 5 annual instalments and the invoice was raised in May 2019. The S106 Officer is currently pursuing payment.

7. Resource and legal implications

7.1 Section 106 of the Town and Country Planning Act 1990 (as amended) permits local planning authorities to enter into agreements with applicants for planning permission to regulate the use and development of land. This may involve the payment of a financial contribution for offsite works.

7.2 The Community Infrastructure Levy (CIL) Regulations that came into force on 6 April 2010 (as amended) set out new statutory tests on what can reasonably be sought under section 106, replacing the former Circular 05/2005 guidance.

7.3 The CIL regulations have been amended from 1 September 2019 and the Committee's attention is drawn to two important changes:

- a) A requirement on all Local Authorities to publish, from December 2020 and annually thereafter, an 'Infrastructure Funding Statement' (IFS) detailing both CIL and S106 monies received and the infrastructure they

have been spent on. The IFS will be hosted on a new Government website. Officers are currently working through the detailed requirements of the legislation, but given the thoroughness and transparency of our existing reporting under the S106 and CIL protocol, we do not believe this will be too onerous.

- b) A S106 monitoring fee can now be charged under the CIL Regulations as a planning obligation. At present CDC charge a monitoring fee by virtue of its powers under S111 of the Local Government Act 1972 and S1 of the Localism Act 2011. For new agreements the fee will be charged under the CIL Regulations however, there will be no change to the scale of fees (as indexed) that was agreed by Cabinet on 6 December 2016 and published on our website.

7.4 Staffing implications – no additional requirements.

7.5 IT requirements – no additional requirements.

7.6 Property Implications – none.

8. Consultation

- 8.1 Chichester District Council officers involved with the S106 process were consulted and the matters set out in appendix 1 have been agreed by the S106 Monitoring and Liaison Group for referral to the Committee.

9. Community and corporate risks

- 9.1 Provided funds have been allocated for a specified purpose, the risk of having to return funds to a developer is considered minimal.
- 9.2 There is a potential risk of non-payment by developers or a risk that developers may seek to re-negotiate agreements reducing anticipated income. There are procedures in place for dealing with these situations.
- 9.3 Where S106 contributions are passed to Town or Parish Councils for spending on specified projects, this is conditional that any unspent monies will be returned to the District Council within the period specified in the S106 agreement or, if the agreement is silent, within five years.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime & Disorder:		✓
Climate Change and Biodiversity:		✓
Human Rights and Equality Impact:		✓
Safeguarding and Early Help:		✓
General Data Protection Regulations (GDPR)		✓
Health & Wellbeing		✓
Other (Please specify):		✓

11. Appendices

- 11.1 Appendix 1: S106 Contributions approaching 2 years of their expiry
- 11.2 Appendix 2: West Sussex County Council S106 data

12. Background Papers

- 12.1 None

Appendix 1 S106 Contributions Approaching 2 Years Of Their Expiry Date

Site Address	App Number	Ward	Obligation Type	Received	Allocated	Spent	Remaining Exc Interest	Remaining & Unallocated Exc Interest	Bank Interest	Remaining Inc Interest	Spend Deadline	Comment
34 Hay Road Chichester West Sussex PO19 8BE	09/02417/FUL	Chichester South	Community Facilities Contribution	68,247.08	68,247.08	35,676.11	32,570.97	0.00	4,157.28	36,728.25	15/01/2018	* S.O Emma Beenev : Sep 2019 -£2,110 paid to Whyke Community Orchard d volunteers for bench and noticeboard. In Sep 18 Cabinet approved £62,724.73 plus interest to wards an extension to 5th Group Scout Hut. First stage payment made of £30,153.76 made in August with completion and payment of balance expected in Sep/Oct 19
West Sussex Fire Brigade City Fields Way Tangmere Chichester West Sussex PO20 2FY	07/04577/FUL	North Mundham And Tangmere	Open Space Land	87,000.00	87,000.00	86,421.04	578.96	0.00	237.03	815.99	09/04/2018	S.O Sam Miles: Sep 19: £81,774.85 spent on MUGA. £4,676.19 for fencing around allotments and the remainder of £578.96 (plus interest of £237.03) which Cllr Oakley has advised will be spent on hedging but this cannot be done until the Autumn. Confirmed by Sarah Peyman.
Selsey Tram Stockbridge Road Chichester West Sussex PO19 8SJ	11/01198/FUL	Harbour Villages	Affordable Housing Commuted Sum	74,495.07	74,495.07	73,724.75	770.32	0.00	3,167.79	3,938.11	14/05/2018	S.O. Ivan Western Sep 19: On 3rd May 2016 Cabinet approved the allocation of £70,000 towards the delivery of 2 affordable rented homes at Tozer Way, Chichester by Hyde. Site complete payment made in May 18 .The remaining sum will be used towards bat survey at Parsonage Estate Site. Awaiting confirmation from SDNP of discharge of planning conditions prior to making payment. The interest will be allocated at a future review and is not subject to the expiry date.
Former Shippams Factory 42 43 45 And Social Club East Street Chichester West Sussex PO19 1PQ	05/00430/FUL	Chichester Central	Affordable Housing Commuted Sum	376,000.00	376,000.00	375,791.51	208.49	0.00	8,332.01	8,540.50	20/08/2018	S.O. Ivan Western Sep 19 £210,000 was spent on The Heritage in March 2015 and £61,000 on Stonepillow 5 bed spaces in May 2015. Remaining funds to be spent on the Rural Enablers post and enabling activities.
The Heritage Windon Avenue Chichester West Sussex	10/02034/FUL	Chichester South	Community Facilities Contribution	58,509.58	58,509.58	19,791.35	38,718.23	0.00	2,813.17	40,531.40	14/02/2019	* S.O. Emma Beenev Sep 19 -Monitoring Fee £2,925.48 and improvements to Guide Hall £6,234.47 spent to date. Approval given in February 19 for the release of £27,181.20 to Regnum Guide Hall for a replacement garage, shelving and other works. First Stage payment of £10,631.40 made 19/08/19. Completion expected September 19. £22,168.43 was approved on 28/03/19 towards AV equipment at the new Revelation Family Church hub. Building works due to be completed towards the end of the year.

* indicates a Notional date of 5 years from receipt applied as the S106 agreement or Unilateral Undertaking did not specify an expiry date

Appendix 1 S106 Contributions Approaching 2 Years Of Their Expiry Date

Site Address	App Number	Ward	Obligation Type	Received	Allocated	Spent	Remaining Exc Interest	Remaining & Unallocated Exc Interest	Bank Interest	Remaining Inc Interest	Spend Deadline	Comment
The Heritage Winden Avenue Chichester West Sussex	10/02034/FUL	Chichester South	Open Space Land	9,034.96	1,596.75	1,596.75	7,438.21	7,438.21	429.27	7,867.48	14/02/2019 *	S.O Sam Miles: Sep 2019 CCS are intending to use some S106 money to enhance the play provision at The Amphitheatre but have had to undertake a survey which has identified some depth restrictions but subject to these they now have English Heritage approval The survey cost of £1,145 has been paid from this contribution. Spending officers are currently working with CCS to identify requirements and costing.
The Heritage Winden Avenue Chichester West Sussex	10/02034/FUL	Chichester South	Sport & Leisure Contribution	30,409.83	30,409.83	1,520.49	28,889.34	0.00	1,546.74	30,436.08	14/02/2019	S.O Sam Miles: Sep 19. On 5 Feb 2019 Cabinet approved the spending of £28,889.34 plus interest from this allocation towards a new clubhouse for Chichester Bowmen which has recently received planning permission. Project now delivered and payment to be made shortly.
Land To The East Of East Walls Chichester West Sussex	04/03596/FUL	Chichester Central	Open Space Land	13,111.00	13,800.00	0.00	13,111.00	0.00	776.69	13,887.69	15/12/2019	S.O. Sam Miles: Sep 19: A total of £40,000 S106 funding has been approved for Swanfield Park Play Area project of which £13,800 is from this site and £26,200 is from 10/03490
Land At Southfields Close Stockbridge West Sussex	12/04410/FUL	Harbour Villages	Public Art Contribution	42,323.50	2,116.17	2,116.17	40,207.33	40,207.33	1,603.10	41,810.43	06/02/2020 *	S.O. Emma Beoney: Sep 2019 Spending Officers have held a number of meetings with the Parish Council who have a working group to consider projects. An update is still waited and in view of approaching notional deadline spending officer will chase.
Downview And Ridge House Station Road Petworth West Sussex GU28 0ES	08/00797/FUL	Petworth	Affordable Housing Commuted Sum	136,177.00	136,177.00	30,000.00	106,177.00	0.00	19,775.19	125,952.19	25/05/2020	S.O. Ivan Western Sep 19: Cabinet approved the following allocations on 3 May 2016: £140,000 towards the delivery of 4 Affordable Rented Homes at Parsonage Estate, Rogate. Now complete and payment in course of being made; £30,000 towards the delivery of 3 affordable rented homes at Lamberts Lane, Midhurst; £210,000 towards the delivery of 6 affordable rented homes at Compton (subsequently this scheme had to be reduced to 3 units due to planning constraints) currently at pre application stage and planning application expected later this year. Interest to be allocated at a future review

* indicates a Notional date of 5 years from receipt applied as the S106 agreement or Unilateral Undertaking did not specify an expiry date

Appendix 1 S106 Contributions Approaching 2 Years Of Their Expiry Date

Site Address	App Number	Ward	Obligation Type	Received	Allocated	Spent	Remaining Exc Interest	Remaining & Unallocated Exc Interest	Bank Interest	Remaining Inc Interest	Spend Deadline	Comment
The Studio Chichester Road Selsey West Sussex PO20 9EA	15/01484/FUL	Sidlesham With Selsey North	Recreation Disturbance Pagham	1,110.00	1,110.00	0.00	1,110.00	0.00	30.31	1,140.31	31/08/2020	* S.O. Tom Day September 2019: The agreements with RSPB Pagham and Arun DC are now signed. The agreement with the RSPB commits to CDC and ADC funding the Bird Aware Pagham project for five years until January 2024, with the option to extend the agreement to 10 years. RSPB have now (August) recruited to a post to be based at Pagham, to fulfil the first part of the SLA agreement. The money from all the s106s listed in this section will be pooled into one cost centre including contributions transferred in from Arun DC too. In order to fund the scheme in-perpetuity £236,300 is due to be transferred to an investment fund in 19/20 with similar amounts due in future years. Revenue expenditure is projected to average £55,000 per year which will eventually be funded from the investment fund once contributions to the scheme cease at the end of the local plan periods. A Service Level Agreement has been reached with RSPB Pagham to fund 1.5FTE post from 2019 for five years. The memorandum of understanding with Arun allows for the pooling of the two authorities developer contributions.
83 Hillfield Road Selsey West Sussex PO20 0LH	15/02214/FUL	Selsey South	Recreation Disturbance Pagham	5,550.00	5,550.00	0.00	5,550.00	0.00	151.58	5,701.58	18/09/2020	* See Comment on 15/01484/FUL above
80 Fletchers Lane Sidlesham Chichester West Sussex PO20 7QG	15/03930/PA3Q	Sidlesham With Selsey North	Recreation Disturbance Pagham	1,100.00	1,100.00	0.00	1,100.00	0.00	30.04	1,130.04	03/02/2021	* See Comment on 15/01484/FUL above
Osborne House Stockbridge Road Chichester West Sussex PO19 8LL	07/01527/FUL	Chichester Central	Open Space Land	12,202.00	0.00	0.00	12,202.00	12,202.00	722.84	12,924.84	18/02/2021	* S.O. Sam Miles Sep 19. Awaiting confirmation of amphitheatre play area project, this contribution may be used in addition to 10/02034 (The Heritage)
Medmerry Park Stoney Lane Earnley West Sussex PO20 7JP	15/00368/FUL	The Witterings	Recreation Disturbance Pagham	3,330.00	3,330.00	0.00	3,330.00	0.00	90.95	3,420.95	26/02/2021	* See Comment on 15/01484/FUL above
Tides Reach 127 East Beach Road Selsey PO20 0HA	16/03287/FUL	Sidlesham With Selsey North	Recreation Disturbance Pagham	1,153.00	1,153.00	0.00	1,153.00	0.00	19.01	1,172.01	29/03/2021	* See Comment on 15/01484/FUL above

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Appendix 1 S106 Contributions Approaching 2 Years Of Their Expiry Date

Site Address	App Number	Ward	Obligation Type	Received	Allocated	Spent	Remaining Exc Interest	Remaining & Unallocated Exc Interest	Bank Interest	Remaining Inc Interest	Spend Deadline	Comment
Little London Walk 44 East Street Chichester West Sussex	13/00239/FUL	Chichester Central	Public Art Contribution	12,275.64	5,383.14	5,383.14	6,892.50	6,892.50	182.37	7,074.87	26/04/2021	* S.O.Emma Beeney: Sep 2019: £5383.14 spent on Keats sculpture. Remainder not required and now available for reallocation on a project still to be identified. CCC have been reminded of the balance available now that new Councillors are in post.
83 Fletchers Lane Sidlesham West Sussex PO20 7QG	16/01058/FUL	Sidlesham With Selsey North	Recreation Disturbance Pagham	1,131.00	1,131.00	0.00	1,131.00	0.00	26.30	1,157.30	16/05/2021	* See Comment on 15/01484/FUL above
Bunn Leisure Holiday Village Selsey Chichester West Sussex PO20 9EJ	15/01819/FUL	Sidlesham With Selsey North	Recreation Disturbance Pagham	67,824.29	67,824.29	0.00	67,824.29	0.00	1,577.06	69,401.35	20/05/2021	* See Comment on 15/01484/FUL above
Land West Of Broad Road Broad Road Hambrook Chidham West Sussex	12/04778/FUL	Harbour Villages	Sport & Leisure Contribution	13,487.02	674.35	674.35	12,812.67	12,812.67	0.00	12,812.67	29/06/2021	* S.O. Sam Miles: Sep 19. Previously advised Parish of all existing allocations/interest available and chased for update.
Land North West Of Park Road Selsey West Sussex	15/00490/FUL	Sidlesham With Selsey North	Public Art Contribution	39,768.77	0.00	0.00	39,768.77	39,768.77	1,052.31	40,821.08	08/07/2021	* S.O Emma Beeney: Sep 2019: – STC have put together a S106 working group, meetings held and S Turner and D Hyland recently attended in January 2018. STC are looking at an art trail, wayfinding project between East Beach and the Town Centre. Previous consultation regarding this contribution showed strong support for this type of project. Still awaiting updates from STC
Meadowgate Nursery Street End Lane Sidlesham PO20 7RG	16/01699/FUL	Sidlesham With Selsey North	Recreation Disturbance Pagham	1,131.00	1,131.00	0.00	1,131.00	0.00	26.30	1,157.30	03/08/2021	* See Comment on 15/01484/FUL above
Arun Posts Southern Road Selsey Chichester West Sussex PO20 0BD	16/02196/FUL	Selsey South	Recreation Disturbance Pagham	1,131.00	1,131.00	0.00	1,131.00	0.00	26.30	1,157.30	18/08/2021	* See Comment on 15/01484/FUL above
101 First Avenue Almodington Earnley PO20 7LQ	16/02092/FUL	The Witterings	Recreation Disturbance Pagham	1,131.00	1,131.00	0.00	1,131.00	0.00	26.30	1,157.30	30/08/2021	* See Comment on 15/01484/FUL above
The Pine Place Lagness Road Runcton Chichester West Sussex PO20 1QA	16/00726/OUT	North Mundham And Tangmere	Recreation Disturbance Pagham	2,262.00	2,262.00	0.00	2,262.00	0.00	52.60	2,314.60	19/09/2021	* See Comment on 15/01484/FUL above

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Parish	Application Number	Site Address	Service	Details	Amount
Appledram	AP/1441/09	Land adjacent to, 91, Birdham Road, Donnington, Chichester, West Sussex, PO20 7DU	Highways	Infrastructure and other measures to mitigate the impact of the development	£10,106.00
Birdham	BI/5640/07	Longmeadow, Main Road, Birdham, Chichester, PO20 7HS	Highways	TAD contribution	£46,320.00
Birdham	BI/4147/12	Land at, Tawny Nurseries, Bell Lane, Birdham, Chichester, PO20 7HY	Highways	TAD Contribution	£58,455.00
			Education General		£53,981.00
			Libraries	Towards the costs of providing additional library infrastructure	£4,838.00
Chichester	CC/907/13	Graylingwell Hospital, College Lane, Chichester, West Sussex, PO19 6PQ	Highways		£12,800.00
Chichester	CC/3113/13	Land North Of 20, Otway Road, Chichester, West Sussex	Education - Primary		£42,141.00
			Libraries	Additional library infrastructure	£3,805.00
Chichester	CC/743/15	Land South Of, Graylingwell Drive, Chichester, West Sussex	Education General	Additional educational infrastructure required to accommodate extra demands for education	£365,456.00
			Highways	Maintaining the bus service serving the area	£125,597.72
			Highways	Towards the provision of a study of on-street car parking in and around the proposed development	£10,000.00
Chichester	CC/287/04	6, St Bartholomews Close, Chichester, West Sussex	Libraries		£1,800.00
Chichester	CC/876/05	St Georges Hall, Cleveland Road, Chichester	Highways		£1,023.00
Chichester	CC/288/06	Lidl UK, Portfield Way, Chichester, West Sussex	Highways		£770.00

Parish	Application Number	Site Address	Service	Details	Amount
Chichester	CC/1445/06	77, Whyke Lane, Chichester, West Sussex	Libraries		£1,360.00
Chichester	CC/2634/06	21, Adelaide Road, Chichester	Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£3,420.00
Chichester	CC/3533/08	Graylingwell Hospital, College Lane, Chichester, PO19 6PQ	Libraries	Towards cost of providing additional library infrastructure	£27,273.00
			Education - Early Years	Provision of facilities for pre-nursery school children	£59,018.00
Chichester	CC/2417/09	34, Hay Road, Chichester, PO19 8BE	Education - Primary		£16,000.00
Chichester	CC/3490/10	Roussillon Barracks, Broyle Road, Chichester, PO19 6BL	Highways		£191,823.00
			Highways	Speed Management Scheme - Broyle Road	£50,000.00
			Education General		£82,884.00
			Education - Primary		£391,139.00
			Education General	To be put toward Graylingwell 2Fe primary school.	£83,334.00
			Education General	Funding for weekly youth sessions for 5 years, either within Rousillion site or Graylingwell site.	£37,500.00
			Libraries	Additional library resources and infrastructure required to accommodate extra demands	£22,131.00
			Fire Service - Monetary	Provision of fire and rescue service infrastructure in the vicinity of the development	£1,036.00

Parish	Application Number	Site Address	Service	Details	Amount
			Water/Civic Amenity		£20,001.00
Chichester	CC/106/12	The Regnum Club, 45A, South Street, Chichester, West Sussex, PO19 1DS	Education General		£8,004.04
Chichester	CC/1551/12	Land at the corner of Broyle Road, Roussillon Barracks, Broyle Road, Chichester, PO19 6BL	Highways		£2,000.00
Chidham and Hambrook	CH/1354/14	Chidham Garage & Service Station, Main Road, Chidham, Chichester, PO18 8TP	Education - Secondary	Contribution to be used for additional facilities at Bourne Community College	£23,421.00
			Highways	Contribution to be used towards No Waiting Restriction area in vicinity of access to the Land on A259.	£5,561.00
Chidham and Hambrook	CH/4314/09	Marshalls Mono Ltd, Broad Road, Hambrook, Chichester, PO18 8RG	Education - Secondary		£141,689.00
Chidham and Hambrook	CH/1013/10	Land At, 30, The Avenue, Hambrook, Chichester, West Sussex, PO18 8TY	Education - Secondary		£1,000.00
Chidham and Hambrook	CH/4778/12	Land west of, Broad Road, Hambrook, Chichester	Education - Secondary		£35,262.00
			Libraries	Towards the costs of providing additional library infrastructure	£3,425.00
Donnington	D/1468/16	Windmill Bungalow, Queens Avenue, Donnington, PO19 8QB	Highways	To undertake the advertisement, promotion and consultant for a Traffic Regulation Order to introduce 'no waiting' restrictions adjacent to the site access, to enable access to the site by refuse vehicle	£7,000.00

Parish	Application Number	Site Address	Service	Details	Amount
Donnington	D/4732/07	Stockbridge Garage, 1, Birdham Road, Donnington, Chichester, West Sussex, PO19 8TA	Highways		£12,025.00
			Education General		£22,859.00
Donnington	D/1198/11	Selsey Tram, Stockbridge Road, Chichester	Education - Primary		£36,933.00
			Education - Secondary		£39,751.00
			Education - Sixth Form	Education - Sixth Form	£9,312.00
Donnington	D/4410/12	Land at, Southfields Close, Chichester, PO19 8SD	Education - Primary		£256,953.00
			Education - Secondary		£278,071.00
			Education - Sixth Form	Additional library infrastructure required to accommodate the extra demands for library services	£64,691.00
			Libraries		£23,030.00
			Highways	For mitigation measures on A286	£27,500.00
Easebourne	EB/3635/11 (NP)	King Edward VII Hospital, Kings Drive, Midhurst	Highways	TRO - speed limit reduction on Kings Drive in 5th supplemental	£8,000.00
East Wittering	EW/2818/01	Church Farm Nursing Home Church Farm Lane West Sussex	Libraries		£900.00
East Wittering	EW/5935/06	Kimbridge House, Kimbridge Road, East Wittering, West Sussex	Libraries		£1,017.00
			Fire Service - Monetary		£25.00
			Highways		£4,095.00
East Wittering	EWB/2461/12	Land northeast of, Beech Avenue, Bracklesham Bay, Chichester	Education General		£45,966.00
			Libraries	Additional library infrastructure serving the new development	£9,646.00

Parish	Application Number	Site Address	Service	Details	Amount
			Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£113,498.00
Fernhurst	FH/2054/03	Long Island, Nappers Wood, Fernhurst, Haslemere, West Sussex	Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£1,776.00
Fernhurst	FH/1955/05	Lower Lodge Farm, Vann Road, Fernhurst, Haslemere, GU27 3NH	Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£1,648.00
Fishbourne	FB/2278/13	Land East & Southeast of, Follis Gardens, Chichester, PO19 3RP	Education General		£40,954.00
Fishbourne	FB/2331/15	Land To Rear Of Romans Mead Estate, Mosse Gardens, Fishbourne, Chichester, West Sussex	Education - Primary	Towards facilities at Fishbourne Primary School.	£59,650.00
			Highways	Towards traffic calming measures within Fishbourne Parish to improve safety and encourage pedestrian and cycle movements within the locality of the development.	£52,346.00
			Libraries	Towards additional stock at Chichester Library	£5,349.00
Fishbourne	FB/2431/09	Land At, Salthill Road, Fishbourne, West Sussex	Education - Primary		£42,849.00
			Libraries	Additional library infrastructure required to accommodate the extra demands for library services	£4,155.00

Parish	Application Number	Site Address	Service	Details	Amount
Fittleworth	SDNP/2892/14	Coal Yard, School Close, Fittleworth, West Sussex	Education - Primary	Providing equipment at Fittleworth C of E School	£24,067.00
			Highways	Contribution to go towards the cost of widening and improving the footway running from School Lane to the shops along the B2138.	£15,835.00
			Fire Service - Monetary	Contribution towards supply and installation of additional fire safety equipment to vulnerable persons homes in WS Fire Service Southern serving Fittleworth.	£237.00
Hunston	HN/3489/15	Carmelite Convent, Hunston Road, Chichester, PO20 1NP	Highways	TRO Conbtribution	£7,000.00
Hunston	HN/2692/12	Northmark, Foxbridge Drive, Hunston, Chichester, PO20 1NQ	Education - Primary		£28,668.00
			Education - Secondary		£30,855.00
			Education - Sixth Form	Education - Sixth Form	£7,228.00
			Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£34,740.00

Parish	Application Number	Site Address	Service	Details	Amount
Lavant	LV/2581/17	Land west of, Maddoxwood Cottage, Lavant Road, Chichester	Highways	To be used towards the potential promotion and advertisement of a traffic regulation order made pursuant to the Road Traffic Regulation Act 1988 for a mechanism to reduce the speed limit on the A286 adjacent to the Land as a minimum in the area identified on Plan 3 with blue colouring to no more than 40mph, to be funded by the Owner if approved by the County Council.	£7,300.00
			Highways	To be used towards the potential promotion and advertisement of a traffic regulation order made pursuant to the Road Traffic Regulation Act 1988 for a mechanism to prevent parking in the visibility splays for the site access, if required by the County Council, to be funded by the Owner.	£7,300.00
Lavant	LV/1497/08	Land west of Meadow Lodge and Meadow Lodge, Lavant, Chichester, West Sussex	Highways	Infrastructure and other measures to mitigate the impact of the development	£5,845.18
Lavant	LV/3912/11	Hunters Rest, Lavant Road, Chichester, West Sussex, PO19 5RD	Education General		£60,136.00
Loxwood	LX/5855/07	Hall Hurst Farm, Guildford Road, Loxwood, Billingshurst, West Sussex, RH14 0SA	Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£3,890.72

Parish	Application Number	Site Address	Service	Details	Amount
			Highways		£2,280.00
Midhurst	SDNP/3338/14	Midhurst Rother College, North Street, Midhurst, GU29 9DT	Education General	Contribution towards provision of educational equipment at Midhurst CEP School	£45,491.00
			Libraries	Contribution towards additional stock at Midhurst Library	£4,759.00
			Fire Service - Monetary	Contribution towards fire safety equipment in vulnerable persons homes in Midhurst / Easebourne.	£580.00
Midhurst	MI/4813/05	Land adjoining, Brisbane House, The Fairway, Midhurst, GU29 9JE	Highways	Highway schemes in the local area	£12,545.00
Midhurst	MI/3310/11 (NP)	St Margarets, Petersfield Road, Midhurst, West Sussex, GU29 9JN	Libraries	Money transferred from SDNP	£15,225.00
			Fire Service - Monetary	Money transferred from SDNP	£1,593.00
North Mundham	NM/2300/14	Natures Way Food Limited, Merston Site, Chichester Food Park, Bognor Road, Chichester, West Sussex, PO20 1NW	Highways		£244,768.00
North Mundham	NM/3529/10	Land West of Unit 1, Chichester Food Park, Bognor Road, Chichester, West Sussex, PO20 1NW	Highways	TAD contribution	£107,172.00
North Mundham	NM/2482/02	The Beeches Residential Care Home, Runcton Lane, Runcton, West Sussex	Education General		£20,400.00

Parish	Application Number	Site Address	Service	Details	Amount
Oving	O/2343/15	Land To South Of A259, Bognor Road, Chichester, West Sussex, PO20 1NW	Highways	Towards the provision of two bus stop poles with real time passenger information displays on each side of the A259 in the vicinity of the Land and maintenance thereafter.	£20,000.00
Oving	O/5283/11	Land north of, Shopwhyke Road, Chichester, PO20 2AA	Education - Primary		£357,506.00
			Education - Secondary		£384,766.00
			Education - Sixth Form	Education - Sixth Form	£90,136.00
Petworth	PW/2717/11(NP)	The Court House and Courtlea, Rosemary Lane, Petworth, West Sussex, GU28 0BA	Education - Primary	Additional education infrastructure	£21,287.00
			Libraries	Additional library service infrastructure	£2,058.00
			Fire Service - Monetary	Provision of fire service infrastructure	£215.00
Petworth	SDNP/2721/12	Land East Of Woodlea, Northmead, Petworth, West Sussex	Highways	TAD - Was £40,550, revised proposal submitted.	£44,064.00
			Education - Primary		£39,089.00
			Libraries		£4,089.00
			Fire Service - Monetary		£386.00
Selsey	SY/490/15	Land North West Of, Park Road, Selsey, Chichester, West Sussex	Education General	Contribution to be used for permanent accommodation at East Wittering Primary School.	£146,278.00
			Highways	Large list of schemes listed under Definitions p6 of S106	£287,414.00
			Libraries	Contribution to be used for Selsey Library extension	£13,955.00

Parish	Application Number	Site Address	Service	Details	Amount
Southbourne	SB/2800/14	Land north of, Main Road & west of Inlands Road, Emsworth, PO10 8JH	Education - Primary	Infrastructure improvements in the Southbourne locality	£77,232.00
			Education - Secondary	Infrastructure improvements to Bourne School	£83,123.00
			Libraries	Infrastructure improvements to Southbourne Library	£8,505.00
			Fire Service - Monetary	Provision of Smoke Detectors within the Parish of Southbourne	£804.00
Southbourne	SB/2120/15	Land east of, 181, Main Road, Emsworth, PO10 8EZ	Education - Primary	Small scale improvements at Southbourne Infant/Junior School	£44,389.00
			Education - Secondary	Small scale improvements at Bourne Community College	£44,773.00
			Libraries	Stock at Southbourne Library	£4,664.00
Southbourne	SB/156/86	Pottery Lane; R/O Norfolk Cottage; Nutbourne West Sussex	Libraries		£900.00
Tangmere	TG/4058/11	RAF Tangmere, City Fields Way, Tangmere, Chichester, West Sussex, PO20 2WU	Education - Primary		£5,995.00
Tangmere	TG/1739/12	Land On The East Side Of, Meadow Way, Tangmere, West Sussex	Education General		£130,818.00
			Libraries	Additional library infrastructure required to accommodate the extra demands for library services	£11,737.00
West Wittering	WW/3286/13	Land North Of, Chaucer Drive, West Wittering, West Sussex	Education General		£98,626.00
			Libraries	Additional library infrastructure required to accommodate the extra demands for library services	£10,318.00
West Wittering	EWB/1806/14	Land East of Barton Way, Earnley, West Sussex	Highways		£14,764.00

Parish	Application Number	Site Address	Service	Details	Amount
			Highways	Traffic calming measures along Clappers Lane through Earnley Conservation Area	£21,476.00
Westbourne	WE/911/14	Land On The North Side Of, Long Copse Lane, Westbourne, West Sussex	Education - Primary	Contribution towards additional equipment at Westbourne Primary School	£33,204.00
			Education - Secondary	Contribution towards additional equipment at Bourne Community College.	£38,757.00
			Highways	Contribution towards traffic calming at Monk's Hill and a pedestrian crossing at the Square.	£40,236.00
			Libraries	Improving stock levels at Southbourne Library	£3,473.00
Westbourne	WE/1208/08	Abbeyfield House, 30, Crockford Road, Emsworth, PO10 8TW	Highways	Sustainable transport schemes which will improve access between the development and local amenities (to include housing, jobs, shops, leisure and other services)	£4,160.00
Westhampnett	WH/2360/12	Maudlin Nursery Hanging Basket Centre, Stane Street, Westhampnett, Chichester, PO18 0PA	Education - Primary		£318,141.00
			Highways		£17,307.00

Parish	Application Number	Site Address	Service	Description	Amount
Birdham	BI/284/13	Rowan Nursery, Bell Lane, Birdham, Chichester, PO20 7HY	Libraries	Shelving	£3,790.00
Bosham	BO/1682/00	Broadbridge Business Centre, Delling Lane, Bosham, Chichester, PO18 8NF	Highways	National Cycle Network Route 2 Bosham to Emsworth	£5,000.00
Chichester	CC/3113/13	Land North Of 20, Otway Road, Chichester, West Sussex	Highways	Road Space Audit - provisional allocation	£36,168.00
Chichester	CC/4181/13	The Chequers, 203, Oving Road, Chichester, West Sussex, PO19 7ER	Education General	Parklands Phase 2 16-17	£22,745.00
			Libraries	Furniture and equipment	£2,040.00
			Highways	Florence Road Pedestrian Crossing	£11,650.00
Chichester	CC/743/15	Land South Of, Graylingwell Drive, Chichester, West Sussex	Highways	New cycle facility Oaklands Way/Spitalfield Lane/College Lane	£80,000.00
Chichester	CC/3596/04	Unit C, Eastgate Square, East Walls, Chichester	Highways	Whyke Road Crossing - 16-17 IWP	£39,650.00
Chichester	CC/4817/05	St Richards Hospital, Spitalfield Lane, Chichester, PO19 6SE	Highways	Westhampnett Road Improvements	£69,315.00
Chichester	CC/954/07	University of Chichester, Bishop Otter Campus, College Lane, Chichester, PO19 6PE	Highways	College Lane Cyclepath/footpath Improvement. UPDATE Sep 19: Deed of Variation pending for an alternative use	£30,972.22
Chichester	CC/1527/07	Osborne House, Stockbridge Road, Chichester, West Sussex	Highways	Traffic Regulation Order - Stockbridge Road	£3,000.00
Chichester	CC/3533/08	Graylingwell Hospital, College Lane, Chichester, PO19 6PQ	Highways	Westhampnett Road Improvements	£79,920.00
Chichester	CC/2417/09	34, Hay Road, Chichester, PO19 8BE	Highways	Road Space Audit - provisional allocation	£69,272.00

Parish	Application Number	Site Address	Service	Description	Amount
Chichester	CC/2034/10	The Heritage, Winden Avenue, Chichester, West Sussex	Libraries	Reconfigure space to increase community use	£6,098.00
Chichester	CC/3490/10	Roussillon Barracks, Broyle Road, Chichester, PO19 6BL	Highways	Puffin Crossing Maintenance	£25,000.00
			Education - Primary	Parklands Phase 2 16-17	£108,579.00
			Libraries	Reconfigure space to increase community use	£10,726.00
Chichester	CC/4456/11	Former Chichester High School for Girls, Stockbridge Road, Chichester, PO19 8EF	Highways	SSZ - St Richards Catholic School, Chichester	£14,852.00
Chidham and Hambrook	CH/1093/13	Land north of, The Willows, Hambrook Hill South, Hambrook, Chichester, PO18 8UJ	Highways	Chidham Sustainable Improvements	£27,846.00
Chidham and Hambrook	CH/4314/09	Marshalls Mono Ltd, Broad Road, Hambrook, Chichester, PO18 8RG	Highways	Chidham Sustainable Improvements	£93,279.00
Chidham and Hambrook	CH/4778/12	Land west of, Broad Road, Hambrook, Chichester	Highways	Chidham Sustainable Improvements	£41,490.00
East Wittering	EW/2986/01	Land at, Farm Road & Silver Way, Bracklesham Bay, Chichester	Libraries	Wittering - Flexible Space Project	£7,499.78
East Wittering	EWB/2461/12	Land northeast of, Beech Avenue, Bracklesham Bay, Chichester	Highways	Bus Shelter Lighting - Shipton Green Lane	£5,000.00
Fishbourne	FB/2278/13	Land east & southeast of, Follis Gardens, Chichester, PO19 3RP	Libraries	Furniture and equipment	£3,436.00
Fishbourne	FB/2431/09	Land At, Salthill Road, Fishbourne, West Sussex	Highways	Cycle Scheme - Chemroute (Chichester to Emsworth)	£36,727.00
Fishbourne	FB/994/10	Land north of, Clay Lane, Fishbourne, Chichester	Highways	Fishbourne AIP Scheme	£22,750.00

Parish	Application Number	Site Address	Service	Description	Amount
Fishbourne	FB/994/10	Land north of, Clay Lane, Fishbourne, Chichester	Libraries	Reconfigure space to increase community use	£7,852.00
Fishbourne	FB/2350/01	Sadlers Show Ponies, Sadlers, Clay Lane, Fishbourne, West Sussex	Libraries	Improve Space with Digital Access - Chi Library	£3,715.00
Lavant	LV/1497/08	Land west of Meadow Lodge and Meadow Lodge, Lavant, Chichester, West Sussex	Highways	Maintenance of cycle link built by developer	£6,500.00
Lavant	LV/3912/11	Hunters Rest, Lavant Road, Chichester, West Sussex, PO19 5RD	Libraries	Furniture and equipment	£4,228.00
			Highways	SRTS - Lavant School	£61,786.00
Midhurst	MI/4113/04	Land adjacent, 78, Petersfield Road, Midhurst, West Sussex, GU29 9JR	Highways	Jubilee Cycle Path, Midhurst	£22,890.00
Midhurst	MI/2248/06	Land south of, Forest Road, Midhurst, West Sussex	Highways	Jubilee Path Cycleway - Feasibility & design	£29,543.00
Midhurst	MI/1307/07	Angel Hotel, North Street, Midhurst	Highways	Jubilee Cycle Path Midhurst	£17,893.00
Petworth	PW/797/08	Downview and Ridge House, Station Road, Petworth, West Sussex, GU28 0ES	Highways	SRTS - Petworth Primary and CFC Centre	£13,930.00
Selsey	SY/490/15	Land North West Of, Park Road, Selsey, Chichester, West Sussex	Libraries	Selsey Library extension	£11,407.00
Southbourne	SB/2800/14	Land north of, Main Road & west of Inlands Road, Emsworth, PO10 8JH	Highways	SRTS - Bourne Primary School	£41,992.00
Southbourne	SB/2120/15	Land east of, 181, Main Road, Emsworth, PO10 8EZ	Highways	Cycle Scheme - Chemroute (Chichester to Emsworth)	£42,290.00
Southbourne	SB/1168/07	Former Glebe House, Stein Road, Southbourne, West Sussex	Highways	SRTS -Bourne Primary School	£15,600.00

Parish	Application Number	Site Address	Service	Description	Amount
Southbourne	SB/5003/07	Land rear of, 24-28, The Drive, Emsworth, PO10 8JP	Highways	SRTS - Bourne Primary School	£10,843.00
Tangmere	TG/797/14	Land northeast of, Tangmere Military Aviation Museum, Gamecock Terrace, Tangmere, Chichester, PO20 2ES	Education General	Parklands Phase 2 16-17	£416,187.66
			Highways	Barnham to Chichester Proposed Cycle Route 192	£160,242.00
			Libraries	Reconfigure space to increase community use	£27,086.00
Tangmere	TG/4058/11	RAF Tangmere, City Fields Way, Tangmere, Chichester, West Sussex, PO20 2WU	Highways	Barnham to Chichester Proposed Cycle Route 192	£17,362.00
			Libraries	Furniture and equipment	£2,081.00
Tangmere	TG/1739/12	Land On The East Side Of, Meadow Way, Tangmere, West Sussex	Highways	Barnham to Chichester Proposed Cycle Route 192	£162,120.00
Westhampnett	WH/2851/06	Rolls Royce Motor Cars Ltd, Stane Street, Westhampnett, Chichester, PO18 0SH	Highways	Westhampnett Cycle Scheme	£224,050.00
Westhampnett	WH/2738/07	Former Gravel Pit, Stane Street, Westhampnett, West Sussex	Highways	Westhampnett Cycle Scheme	£92,621.00
Westhampnett	WH/2360/12	Maudlin Nursery Hanging Basket Centre, Stane Street, Westhampnett, Chichester, PO18 0PA	Highways	SRTS - March School	£262,453.00

Parish	Application Number	Site Address	Service	Project	Amount
Appledram	AP/1441/09	Land adjacent to, 91, Birdham Road, Donnington, Chichester, West Sussex, PO20 7DU	Education General	St Richards - Basic needs extension	£19,765.00
			Libraries	Chichester Library	£1,790.00
			Fire Service - Monetary	Smoke Alarm Project	£203.00
Birdham	BI/5640/07	Longmeadow, Main Road, Birdham, Chichester, PO20 7HS	Education General	St Richards School Spent	£42,126.00
			Libraries	Refurbish Childrens Area - Witterings Library	£4,229.00
			Fire Service - Monetary	Smoke Alarm Project	£481.00
Birdham	BI/475/12	Chichester Marina, Chichester, PO20 7EJ	Highways	Birdham Bus Stops	£5,543.48
Birdham	BI/4147/12	Land at, Tawny Nurseries, Bell Lane, Birdham, Chichester, PO20 7HY	Fire Service - Monetary	Smoke detectors in Birdham area - 16-17	£546.00
Birdham	BI/284/13	Rowan Nursery, Bell Lane, Birdham, Chichester, PO20 7HY	Fire Service - Monetary	Smoke detectors in Birdham area	£428.00
Bosham	BO/2372/01	Lynchmere Station Road West Sussex	Highways	National Cycle Network Route 2 Bosham to Emsworth	£6,249.26
Bosham	BO/904/04	Ham Farm, Main Road, Bosham, Chichester, PO18 8EH	Highways	Public Transport - Bosham	£14,336.00
Bosham	BO/1221/05	Brooks Farm, Brooks Lane, Bosham, Chichester	Highways	National Cycle Network Route 2 Bosham to Emsworth	£25,216.00
Bosham	BO/3571/06	Britannia Court, Westward Close, Bosham, Chichester, West Sussex	Highways	Footway links and connectivity - Bosham	£17,405.00
			Highways	tro - Bosham waiting restrictions	£600.00
Boxgrove	BX/5085/10	Land at, Windmill Park, Tinwood Lane, Halnaker, Chichester, PO18 0NF	Education General	St Richards School	£60,022.00

Parish	Application Number	Site Address	Service	Project	Amount
			Libraries	Chichester Library - RFID Terminals	£4,974.00
			Fire Service - Monetary	Smoke Alarm Project	£607.00
Chichester	CC/3113/13	Land North Of 20, Otway Road, Chichester, West Sussex	Fire Service - Monetary	Community Fire Safety - Chichester 17-18	£419.00
Chichester	CC/4181/13	The Chequers, 203, Oving Road, Chichester, West Sussex, PO19 7ER	Highways	Norhgate Gyrotory Cycle Scheme	£5,000.00
			Fire Service - Monetary	Community Fire Safety - Chichester	£225.00
Chichester	CC/1435/02	Canal Wharf West Sussex	Highways	Cycle link from South Pallant to Southgate	£18,200.00
			Highways	TRO	£1,500.00
			Libraries	Chichester Library disabled access	£3,100.00
Chichester	CC/743/15	Land South Of, Graylingwell Drive, Chichester, West Sussex	Fire Service - Monetary	Smoke detectors in Chichester area - 16-17	£3,575.00
			Highways	Chichester City RTPI - 16-17	£52,000.00
Chichester	CC/1744/00	John Wiley land fronting, Stockbridge Road, Chichester	Highways	Chichester Stations project	£48,235.95
			Highways	Chichester Stations project	£5,000.00
Chichester	CC/2639/99	Pallant House Gallery 9 North Pallant West Sussex	Highways	Shared footway/cycle way area in North Pallant	£20,000.00
			Highways	Shared footway/cycle way area in North Pallant	£30,000.00
Chichester	CC/2740/00	Land To South Of Railway Station & Fronting West Sussex	Highways	Chichester stations	£14,000.00
			Highways	Chichester stations	£25,650.00
			Highways	Chichester stations	£5,500.00

Parish	Application Number	Site Address	Service	Project	Amount
			Highways	Chichester Stations	£45,000.00
			Highways	Chichester stations	£45,000.00
			Highways	Chichester stations	£45,000.00
			Highways - Travel Plan	Chichester stations	£15,000.00
Chichester	CC/501/03	Land At St Christophers Close West Sussex	Highways	Cycle safety improvements on Fishbourne Road East	£2,000.00
Chichester	CC/2361/02	13, Fishbourne Road East, Chichester	Highways	Cycleway scheme on Fishbourne Road East	£10,000.00
			Libraries	Chichester Library	£1,350.00
Chichester	CC/549/03	Canal Wharf The Canal West Sussex	Highways	Cycle link from South Pallant to Southgate	£3,000.00
Chichester	CC/1539/01	The Tannery, Westgate, Chichester, PO19 3RJ	Education General	Spent On Education infrastructure	£37,618.00
			Libraries	Chichester Library disabled access	£3,100.00
Chichester	CC/2481/02	Former Wolseley PLC, Rows Garage, The Hornet, Chichester	Highways	Improvements to Eastgate Gyatory	£567,000.00
			Libraries	Chichester Library disabled access	£12,938.00
Chichester	CC/2017/99	Chichester Nursery School, Woodlands Lane, Chichester	Education General	Spent on Education Infrastructure	£75,179.90
			Libraries	Chichester Library disabled access	£4,080.75
Chichester	CC/2793/98	Unit 1a And 1b Bognor Road West Sussex	Highways	Cycle scheme outlined in Agreement	£6,000.00
Chichester	CC/2163/02	Parham Brothers, 32, York Road, Chichester	Education General	Spent on Education infrastructure	£7,905.00
			Libraries	Chichester Library disabled access	£769.00

Parish	Application Number	Site Address	Service	Project	Amount
Chichester	CC/40/00	Land adjacent to, Crematorium, Barnfield Park, Barnfield Drive, Chichester, West Sussex	Highways	Spent on bus route 55	£220,000.00
			Highways	Monitoring Green Travel Plan	£5,000.00
Chichester	CC/1302/00	121, Whyke Lane, Chichester, West Sussex	Highways	Puffin Crossing in Whyke Road	£18,000.00
Chichester	CC/2241/00	Chichester High School for Girls, Stockbridge Road, Chichester, PO19 8DT	Highways	Chichester stations project	£85,000.00
			Highways	Chichester Stations project	£214,665.00
			Highways	Chichester Stations project	£11,594.00
			Highways	Eastgate Scheme	£23,741.00
Chichester	CC/966/01	Chichester College of Arts, Science & Technology, Avenue de Chartres, Chichester, PO19 1SB	Highways	TRO	£5,000.00
Chichester	CC/1902/99	Part of NHS site, 172-175, Broyle Road, Chichester	Highways	Toucan crossing, Broyle Road	£7,000.00
Chichester	CC/1779/01	Land adj, 121, Whyke Lane, Chichester, West Sussex	Highways	Puffin Crossing in Whyke Road	£3,857.00
Chichester	CC/204/01	Nelson Court Church Road West Sussex	Education General	Spent on Education infrastructure	£7,951.32
			Libraries	Chichester Library disabled access	£2,127.66
Chichester	CC/2543/01	St Richards Hospital Laundry, 171, Broyle Road, Chichester	Highways	Chichester Stations	£5,000.00
Chichester	CC/3182/03	Tesco Stores Ltd, Fishbourne Road East, Chichester, PO19 3JT	Highways	Cycle safety improvements on Fishbourne Road East	£22,633.00
			Highways	Cathedral Way Junction Improvements	£170,000.00

Parish	Application Number	Site Address	Service	Project	Amount
Chichester	CC/2328/03	6, St Bartholomews Close, Chichester, West Sussex	Libraries	Chichester Library disabled access	£1,800.00
Chichester	CC/3440/03	St Richards Hospital, Spitalfield Lane, Chichester, PO19 6SE	Libraries	Chichester Library disabled access	£5,661.00
Chichester	CC/1516/03	Ambulance Headquarters, Summersdale Road, Chichester, West Sussex	Highways	Cycle Link - Winterbourne Road to Graylingwell	£16,260.00
			Libraries	Chichester Library disabled access	£1,631.00
			Highways	Cycle Link - Winterbourne Road to Graylingwell	£4,500.00
			Libraries	Chichester Library disabled access	£675.00
Chichester	CC/1607/03	Salvation Army Hall, Orchard Street, Chichester, West Sussex	Highways	Bus Stop Improvements - Chichester City	£6,096.00
Chichester	CC/3439/03	St Richards Hospital, Spitalfield Lane, Chichester, PO19 6SE	Libraries	Chichester Library disabled access	£6,969.00
Chichester	CC/81/04	The Bedford Hotel, 36/37, Southgate, Chichester, West Sussex	Highways	Bus Stop Improvements - Chichester City	£6,038.46
			Highways	Stockbridge Road Bus shelter	£261.54
			Libraries	Chichester Library disabled access	£1,744.00
Chichester	CC/2259/04	Blue Lake Garage, Quarry Lane, Chichester, West Sussex	Highways	Safer Routes to school - Central and Lancastrian	£1,109.00
Chichester	CC/2447/04	Hair and Rossi Beauty, First and Second Floors, 68, North Street, Chichester, West Sussex	Highways	Bus Stop Improvements - Chichester City	£2,010.00
Chichester	CC/2815/04	St Richards Hospital, Spitalfield Lane, Chichester, PO19 6SE	Libraries	Chichester Library - RFID Terminals	£4,298.00

Parish	Application Number	Site Address	Service	Project	Amount
Chichester	CC/3271/04	Land at, Walcot, North Walls, Chichester	Highways	Bus Stop Improvements - Chichester City	£10,650.00
			Libraries	Chichester Library disabled access	£772.43
Chichester	CC/3596/04	Unit C, Eastgate Square, East Walls, Chichester	Highways	One way reversal - East Walls Chichester	£10,000.00
			Highways	School keep clear project	£27,500.00
			Highways	Whyke Road Crossing - 16-17 IWP	£6,456.00
			Education - Primary	St Richards Primary - Basic needs extension	£22,737.00
			Libraries	Chichester Library - RFID Terminals	£5,833.00
			Highways	Cathedral Way Junction Improvements	£38,573.00
			Education - Primary	St Richards - Basic needs extension	£21,670.00
			Education - Primary	St Richards - Basic needs extension	£21,670.00
Chichester	CC/430/05	42, 43, 45 and Social Club, East Street, Chichester, West Sussex	Highways	Chichester Stations project	£105,900.00
				20's Plenty Chichester City	£120,000.00
				Bus Stop Improvements - Chichester City	£22,004.00
				Chichester station project	£157,996.00
				Chichester Library disabled access	£19,059.83
				TRO	£10,000.00
				Town centre cycling	£10,800.00

Parish	Application Number	Site Address	Service	Project	Amount
			Education General	Fordwater Special	£43,115.00
				Fordwater Special	£60,617.00
				Fordwater Special	£53,008.00
Chichester	CC/711/05	Canal Basin, Canal Wharf, Chichester, West Sussex	Highways	Crossing at Market Avenue, Chichester	£3,750.00
			Libraries	Chichester Library disabled access	£1,400.00
Chichester	CC/757/05	9, Church Road, Chichester, West Sussex	Highways	Chichester Car Club	£2,912.00
			Highways	Whyke Road Crossing - 16-17 IWP	£4,451.00
			Libraries	Chichester Library disabled access	£1,483.00
Chichester	CC/1046/05	21, Adelaide Road, Chichester	Highways	RTPI CHichester City - 16-17	£3,420.00
			Libraries	Chichester Library	£605.00
Chichester	CC/876/05	St Georges Hall, Cleveland Road, Chichester	Highways	Chichester City Streetscape Improvements	£113.62
			Highways	SRTS - Canterbury Close, Chichester	£4,143.38
Chichester	CC/2510/00	Land at Pallant House, North Pallant, Chichester, West Sussex	Highways	Spent on footway works in North Pallant	£20,000.00
			Highways	Spent on footway works in North Pallant	£30,000.00
Chichester	CC/1970/05	91-95, Broyle Road, Chichester	Highways	Cycle Link - Winterbourne Road to Graylingwell	£9,240.00
			Highways	School Safety Zone - Jessie Young Husband School	£15,769.00
			Education General	Jessie Younghusband	£35,562.50

Parish	Application Number	Site Address	Service	Project	Amount
			Libraries	Chichester Library disabled access	£3,712.75
Chichester	CC/3456/05	Plot of land at Southern Sidings, Terminus Road, Chichester, West Sussex	Highways	Chichester Bus/Rail link interchange	£50,000.00
Chichester	CC/3926/05	The Bedford Hotel, 36/37, Southgate, Chichester, West Sussex	Libraries	Chichester Library disabled access	£536.00
			Highways	Bus Stop Improvements - Chichester City	£3,808.00
Chichester	CC/4284/05	Land at, Barnfield Drive (Zola Park), Chichester, West Sussex	Highways	Highways Infrastructure	£10,000.00
Chichester	CC/4817/05	St Richards Hospital, Spitalfield Lane, Chichester, PO19 6SE	Highways	Chichester City Streetscape Improvements	£19,777.00
			Libraries	Chichester Library disabled access	£15,287.00
			Highways	RTPI Chichester City - 16-17	£61,823.00
Chichester	CC/166/06	Little London Car Park, St Martins Street, Chichester	Highways	Cathedral Way Junction Improvements	£3,835.00
			Libraries	Chichester Library - RFID Terminals	£840.00
Chichester	CC/288/06	Lidl UK, Portfield Way, Chichester, West Sussex	Highways	Bus route 99 Chichester to Petworth	£8,050.00
Chichester	CC/2510/06	10-12, Fishbourne Road East, Chichester, West Sussex, PO19 3HX	Highways	Cathedral Way Junction Improvements	£28,665.00
			Education General	Fordwater Special	£29,013.00
			Libraries	Chichester Library disabled access	£3,379.00
Chichester	CC/2634/06	21, Adelaide Road, Chichester	Libraries	Chichester Library - RFID Terminals	£605.00

Parish	Application Number	Site Address	Service	Project	Amount
Chichester	CC/3446/06	Chichester Post Office, 10, West Street, Chichester, West Sussex, PO19 1AB	Education - Primary	Chichester High School for Boys	£33,718.00
			Libraries	Chichester Library disabled access	£3,906.00
			Highways	20's Plenty - Chichester	£39,656.67
			Highways	Bus Stop Improvements - Chichester City	£42,877.00
			Highways	Cathedral Way Junction Improvements	£17,111.00
Chichester	CC/3992/06	79, 81, 91, Spitalfield Lane, Chichester, West Sussex, PO19 6SJ	Highways	RTPI Chichester City - 16-17	£28,568.00
			Libraries	Chichester Library - RFID Terminals	£5,243.00
			Fire Service - Monetary	Smoke Alarm Project	£131.00
Chichester	CC/824/07	Former, Linpac Ace Packaging, Quarry Lane, Chichester, West Sussex	Highways	Whyke Road Pedestrian Crossing	£18,629.00
				Implementing "Keep Clear" sign in Quarry Lane	£2,500.00
				Improvements at Quarry Lane/Bognor Road junction	£5,000.00
				TRO for parking restrictions in Quarry Lane	£2,500.00
				Bus Shelter - Quarry Lane	£5,000.00
				Travel Plan Monitoring	£5,000.00
Chichester	CC/1527/07	Osborne House, Stockbridge Road, Chichester, West Sussex	Education General	Parklands Primary Extension	£58,860.00
			Libraries	Chichester library disabled access	£11,292.00

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			Highways	Dropped Crossings within 1km radius of development	£7,388.00
			Highways	MOVA - Stockbridge Road	£3,000.00
			Fire Service - Monetary	Clan RTA rescue cutting equipment Southern Area	£1,262.00
			Highways	CDC Canal works	£20,000.00
			Highways	Public Realm Improvements - Chichester Canal	£30,000.00
Chichester	CC/2512/07	The Yard, Orchard Street, Chichester, West Sussex	Libraries	Chichester Library disabled access	£680.00
			Fire Service - Monetary	Smoke Alarm Project	£74.00
			Highways	Chichester Car Club	£3,088.00
Chichester	CC/4727/07	Theatre Place, Theatre Lane, Chichester, West Sussex	Education General	St Richards - Basic needs extension	£6,003.00
			Fire Service - Monetary	Smoke Alarm Project	£99.00
			Libraries	Chichester Library - RFID Terminals	£885.00
Chichester	CC/4532/07	10, South Pallant, Chichester, West Sussex	Education General	St Richards Primary - Basic needs extension	£7,203.00
			Libraries	Chichester Library - RFID Terminals	£1,063.00
			Fire Service - Monetary	Smoke Alarm Project	£119.00
Chichester	CC/4483/07	Byten, South Pallant, Chichester, West Sussex, PO19 1SY	Education General	St Richards - Basic needs extension	£1,201.00
			Libraries	Chichester Library - RFID Terminals	£177.00

Parish	Application Number	Site Address	Service	Project	Amount
			Fire Service - Monetary	Smoke Alarm Project	£20.00
Chichester	CC/5262/07	Sainsbury's, Westhampnett Road, Chichester, PO19 7YR	Highways	Bus Route 99 Chichester to Petworth	£24,150.00
Chichester	CC/4536/07	39-41, Stockbridge Road, Chichester	Highways	Returned to developer - plan app never implemented	£4,713.00
			Libraries	Returned to developer - plan app never implemented	£365.00
			Fire Service - Monetary	Returned to developer - plan app never implemented	£41.00
Chichester	CC/3533/08	Graylingwell Hospital, College Lane, Chichester, PO19 6PQ	Fire Service - Monetary	Clan RTA rescue cutting equipment Southern	£10,480.00
			Fire Service - Monetary	Smoke detectors in Chichester area - 16-17	£496.00
			Highways	Graylingwell Traffic Management Works Consultation	£10,000.00
Chichester	CC/859/09	Mainline Tavern, 35, Whyke Road, Chichester, West Sussex, PO19 7AW	Highways	Whyke Road Crossing - 16-17 IWP	£8,440.00
			Fire Service - Monetary	Smoke Alarm Project	£274.00
Chichester	CC/1276/09	Site of former, Chichester High School for Girls, Stockbridge Road, Chichester	Highways	Cathedral Way Junction Improvements	£46,000.00
			Fire Service - Monetary	Clan RTA rescue cutting equipment Southern Area	£1,295.00
Chichester	CC/2417/09	34, Hay Road, Chichester, PO19 8BE	Highways	Whyke Road Crossing - 16-17 IWP	£8,481.00
			Education - Primary	Parklands Primary Extension	£32,263.00
			Libraries	Chichester Library - RFID Terminals	£6,488.00

Parish	Application Number	Site Address	Service	Project	Amount
			Fire Service - Monetary	Smoke Alarm Project	£777.00
Chichester	CC/2034/10	The Heritage, Winden Avenue, Chichester, West Sussex	Education General	Parklands Phase 2 16-17	£28,744.00
			Fire Service - Monetary	Smoke detectors in Chichester area - 16-17	£744.00
			Highways	Whyke Road Crossing - 16-17 IWP	£33,594.00
Chichester	CC/2520/10	The Mainline Rooms (Tavern), 35, Whyke Road, Chichester, West Sussex, PO19 7AW	Highways	Safer Routes to school - Central and Lancastrian	£1,800.00
Chichester	CC/3490/10	Roussillon Barracks, Broyle Road, Chichester, PO19 6BL	Highways	RTPI Chichester City - 16-17	£100,000.00
			Education - Primary	Fordwater 15-16	£70,000.00
			Fire Service - Monetary	Community Fire Safety - Chichester	£1,956.00
			Fire Service - Monetary	Specialist Fire Equipment - 18-19	£3,000.00
Chichester	CC/4456/11	Former Chichester High School for Girls, Stockbridge Road, Chichester, PO19 8EF	Fire Service - Monetary	Smoke Alarm Project	£482.00
Chichester	CC/106/12	The Regnum Club, 45A, South Street, Chichester, West Sussex, PO19 1DS	Highways	Cathedral Way Junction Improvements	£5,012.00
			Libraries	Chichester Library	£906.00
			Fire Service - Monetary	Smoke Alarm Project	£110.00
Chidham and Hambrook	CH/1093/13	Land north of, The Willows, Hambrook Hill South, Hambrook, Chichester, PO18 8UJ	Education General	Thorney Island Huts 16-17	£27,068.00
			Libraries	Improve space with Digital Access	£2,426.00
			Fire Service - Monetary	Community Fire Safety - Chidham	£229.00

Parish	Application Number	Site Address	Service	Project	Amount
Chidham and Hambrook	CH/1354/14	Chidham Garage & Service Station, Main Road, Chidham, Chichester, PO18 8TP	Education - Primary	Chidham 2017-18	£20,065.00
			Libraries	Additional stock at Southbourne Library	£2,448.00
			Fire Service - Monetary	Smoke detectors in the Chidham and Hambrook area	£231.00
Chidham and Hambrook	CH/4314/09	Marshalls Mono Ltd, Broad Road, Hambrook, Chichester, PO18 8RG	Education - Primary	Thorney Island Huts 16-17	£131,644.00
			Fire Service - Monetary	Clan RTA rescue cutting equipment Southern Area	£1,437.00
Chidham and Hambrook	CH/1013/10	Land At, 30, The Avenue, Hambrook, Chichester, West Sussex, PO18 8TY	Highways	Compton and Upmarden improved pathway to school	£6,304.98
			Highways	NCN2 A259 Feasability	£33,380.02
			Education - Primary	Bosham temporary accommodation	£36,123.00
			Education - Secondary	Bosham temporary accommodation	£32,880.00
			Education - Secondary	Chichester High School	£5,000.00
			Fire Service - Monetary	Smoke Alarm Project	£365.00
Chidham and Hambrook	CH/4778/12	Land west of, Broad Road, Hambrook, Chichester	Education - Primary	Chidham 2017-18	£32,762.00
			Fire Service - Monetary	Smoke detectors in the Chidham and Hambrook area	£331.00
Donnington	D/479/05	Land at Strides Field, Birdham Road, Donnington, West Sussex	Highways	Pedestrian/cycleway	£30,000.00
			Libraries	Chichester Library disabled access	£4,900.00
Donnington	D/4732/07	Stockbridge Garage, 1, Birdham Road, Donnington, Chichester, West Sussex, PO19 8TA	Libraries	Chichester Library	£2,190.00
			Fire Service - Monetary	Smoke Alarm Project	£245.00

Parish	Application Number	Site Address	Service	Project	Amount
Donnington	D/1198/11	Selsey Tram, Stockbridge Road, Chichester	Highways	Dropped Crossings within 1km radius of development	£9,237.00
			Libraries	Chichester Library	£2,864.00
			Fire Service - Monetary	Smoke Alarm Project	£356.00
Donnington	D/4410/12	Land at, Southfields Close, Chichester, PO19 8SD	Fire Service - Monetary	Smoke Alarms in Donnington Area	£2,595.00
Easebourne	EB/2999/04	Budgenor Lodge, Dodsley Lane, Easebourne, Midhurst, West Sussex	Highways	DoRIS-Demand Responsive Bus Service	£34,260.00
			Education - Secondary	Midhurst Primary and Easebourne Primary	£49,297.00
			Libraries	Chichester Library disabled access	£5,293.00
East Dean	ED/4257/07	Manor Farm, East Dean, Chichester, PO18 0JA	Highways	Dropped Crossings within 1km radius of development	£7,691.00
East Wittering	EW/1485/01	Western end of, Former Pontins site, Elcombe Close, Bracklesham Bay, Chichester	Highways	Bus Routes 50 and 650	£100,000.00
			Education General	Spent on Education Infrastructure	£72,297.00
			Libraries	Witterings Library - RFID Terminals	£9,264.00
East Wittering	EW/2986/01	Land at, Farm Road & Silver Way, Bracklesham Bay, Chichester	Education - Primary	Hutted classrooms - East Wittering Primary	£53,960.46
			Libraries	Witterings Library - RFID Terminals	£8,318.51
			Education General	Hutted classrooms - East Wittering Primary	£48,646.33
			Highways	Dropped Crossings within 1km radius of development	£6,390.00
			Highways	Public footpath east from Harmony Drive	£1,500.00

Parish	Application Number	Site Address	Service	Project	Amount
East Wittering	EW/2818/01	Church Farm Nursing Home Church Farm Lane West Sussex	Education General	Spent on Education Infrastructure	£5,500.00
East Wittering	EW/4397/04	Land between, 25 and 27, Shore Road, East Wittering, West Sussex	Highways	Stocks Lane pedestrian crossing	£6,960.00
East Wittering	EW/520/05	Firethorn House, Longlands Road, East Wittering, West Sussex	Highways	Stocks Lane pedestrian crossing	£4,140.00
East Wittering	EW/4016/05	Land north of, Middleton Close, Bracklesham Bay, Chichester	Highways	Medmerry Cycle Scheme	£13,475.00
			Highways	Stocks Lane pedestrian crossing	£53,900.00
			Education General	East Wittering Primary 2017-18	£109,940.00
			Libraries	Chichester Library disabled access	£11,488.00
East Wittering	EW/5640/06	Land east of, 32, Middleton Close, Bracklesham Bay, Chichester, PO20 8SR	Highways	Medmerry Cycle Scheme	£15,803.63
			Libraries	Witterings Library - RFID Terminals	£2,235.97
			Fire Service - Monetary	Smoke Alarm Project	£56.42
East Wittering	EWB/627/07	186, Stocks Lane, East Wittering, Chichester, West Sussex	Highways	Medmerry Cycle Scheme	£10,080.00
East Wittering	EW/1795/07	Land on corner of, Stocks Lane & Bracklesham Lane, Bracklesham Bay, Chichester	Highways	Medmerry Cycle Scheme	£18,850.00
			Libraries	Witterings Library - RFID Terminals	£2,469.00
			Fire Service - Monetary	Smoke Alarm Project	£276.00
East Wittering	EWB/2461/12	Land northeast of, Beech Avenue, Bracklesham Bay, Chichester	Education General	East Wittering Primary 2017-18	£41,656.00
			Fire Service - Monetary	Smoke Alarm Project	£933.00

Parish	Application Number	Site Address	Service	Project	Amount
East Wittering	EWB/3749/12	Former Depot Site, Piggery Hall Lane, West Wittering, Chichester, PO20 8PZ	Highways	TRO - Piggery Hall Lane	£5,453.00
Fernhurst	FH/2054/03	Long Island, Nappers Wood, Fernhurst, Haslemere, West Sussex	Highways	Church Road TRO	£5,784.00
Fernhurst	FH/879/03	1-110, Nappers Wood, Fernhurst, West Sussex	Highways	Pedestrian Crossing - A286 Haslemere Road	£30,000.00
Fishbourne	FB/2278/13	Land east & southeast of, Follis Gardens, Chichester, PO19 3RP	Fire Service - Monetary	Smoke Alarm Project	£379.00
Fishbourne	FB/2331/15	Land To Rear Of Romans Mead Estate, Mosse Gardens, Fishbourne, Chichester, West Sussex	Fire Service - Monetary	Community Fire Safety - Fishbourne 17-18	£568.00
Fishbourne	FB/3760/04	Land at rear of, Whyke Ford, The Keepers, The Fairway, Chaldock & Fordwater, Salthill Road, Fishbourne, Chichester	Highways	Pedestrian crossing, Salthill Road	£10,080.00
			Libraries	Chichester Library disabled access	£1,465.00
Fishbourne	FB/1793/07	Land West of 1, 3, 5, 7, and 11, Newport Drive, Fishbourne, Chichester, West Sussex	Highways	Pedestrian crossing on Salthill Road	£10,989.00
			Libraries	Chichester Library - extension	£1,914.00
			Fire Service - Monetary	Smoke Alarm Project	£212.00
			Education General	Parklands Primary	£14,542.00
Fishbourne	FB/5319/07	Land south of, Caspian Close, Fishbourne, Chichester	Education General	St Richards - Basic needs extension	£14,119.00
			Libraries	Chichester Library - RFID Terminals	£1,352.00
			Fire Service - Monetary	Smoke Alarm Project	£151.00

Parish	Application Number	Site Address	Service	Project	Amount
			Highways	Footway Improvement - Blackboy Lane/Clay Lane	£7,995.00
Fishbourne	FB/2431/09	Land At, Salthill Road, Fishbourne, West Sussex	Fire Service - Monetary	Smoke Alarms in Fishbourne Area.	£497.00
Fishbourne	FB/994/10	Land north of, Clay Lane, Fishbourne, Chichester	Highways	Footway Improvement - Blackboy Lane/Clay Lane	£3,200.00
			Education General	Parklands Primary Extension	£87,554.00
			Fire Service - Monetary	Community Fire Safety - Fishbourne	£940.00
Fishbourne	FB/2350/01	Sadlers Show Ponies, Sadlers, Clay Lane, Fishbourne, West Sussex	Education - Secondary	£62181 paid and spent prior to 2006/07	£62,181.00
			Libraries	Chichester Library disabled access	£6,760.11
			Education General	Chichester High School For Boys	£58,873.00
			Libraries	Chichester Library - RFID Terminals	£2,585.00
Fittleworth	SDNP/2892/14	Coal Yard, School Close, Fittleworth, West Sussex	Libraries	Extra Stock - Pulborough Library	£2,517.00
Harting	HT/1474/07	The Forge, South Harting, Petersfield, GU31 5LD	Highways	South Harting Square - Junction Improvement	£22,957.00
			Fire Service - Monetary	Smoke Alarm Project	£352.00
			Highways	South Harting Square - Junction Improvement	£4,666.00
Hunston	HN/3489/15	Carmelite Convent, Hunston Road, Chichester, PO20 1NP	Highways	Chichester Free School B2145 Hunston Road TRO	£7,000.00
Hunston	HN/1978/03	The Spotted Cow, Selsey Road, Hunston, Chichester	Libraries	Chichester Library disabled access	£1,013.00

Parish	Application Number	Site Address	Service	Project	Amount
Hunston	HN/838/06	Land adjoining, Spotted Cow, Selsey Road, Hunston, Chichester	Highways	Improvement of canal towpath, Hunston	£1,635.00
Hunston	HN/2692/12	Northmark, Foxbridge Drive, Hunston, Chichester, PO20 1NQ	Fire Service - Monetary	Smoke Alarm Project	£290.00
			Libraries	Chichester Library	£2,570.00
Kirdford	KD/3095/03	Kirdford Growers Ltd, Village Road, Kirdford, Billingshurst, West Sussex	Highways	Kirdford Footway Improvements	£6,619.80
			Highways	Kirdford Improvement Schemes	£33,782.20
Lavant	LV/3328/02	Hunters Inn, Midhurst Road, Lavant, West Sussex	Libraries	Chichester Library disabled access	£1,238.00
Lavant	LV/1859/05	Sussex Downs Petrol Filling Station, Midhurst Road, Lavant, Chichester, West Sussex	Highways	Pedestrian improvements, Lavant Primary Sch	£8,223.00
Lavant	LV/1497/08	Land west of Meadow Lodge and Meadow Lodge, Lavant, Chichester, West Sussex	Highways	A286 Route Safety Scheme	£22,500.00
			Highways	Centurion Way cycling	£9,984.75
			Highways	Construction of cycle link - to go to developer	£12,090.07
			Education General	St Richards Primary - Basic needs extension	£63,856.00
			Libraries	Chichester Library - RFID Terminals	£6,252.00
			Fire Service - Monetary	Smoke Alarm Project	£711.00
Lavant	LV/3912/11	Hunters Rest, Lavant Road, Chichester, West Sussex, PO19 5RD	Fire Service - Monetary	Smoke Alarm Project	£516.00
Linchmere	LM/2558/02	Former Dairy Crest Depot Copse Road Hammer Haslemere Surrey West Sussex	Highways	Pedestrian Crossing, Camelsdale Road, Linchemere	£9,000.00

Parish	Application Number	Site Address	Service	Project	Amount
Linchmere	LM/1856/03	Land to rear of, 26-32, 34-38, 40-46 & 19-20, Camelsdale Road & Sturt Avenue, Haslemere	Highways	Pedestrian Crossing, Camelsdale Road, Linchemere	£20,000.00
			Highways	Pedestrian Crossing, Camelsdale Road, Linchemere	£2,000.00
Loxwood	LX/2669/01	Loxwood Chase Stables Loxwood Road West Sussex	Highways	Road markings	£1,000.00
Loxwood	LX/5855/07	Hall Hurst Farm, Guildford Road, Loxwood, Billingshurst, West Sussex, RH14 0SA	Education - Primary	Loxwood Primary School	£25,000.00
			Education - Primary	The Weald School	£4,358.00
			Education - Secondary	The Weald School	£39,563.19
			Fire Service - Monetary	Smoke Alarm Project	£314.00
			Highways	Loxwood FP 795 PRow improvements	£4,650.00
			Highways	Loxwood Traffic Calming	£20,677.28
			Education - Primary	The Weald School	£3,470.00
			Education - Secondary	The Weald School	£3,735.00
			Fire Service - Monetary	Smoke Alarm Project	£35.00
Midhurst	MI/4113/04	Land adjacent, 78, Petersfield Road, Midhurst, West Sussex, GU29 9JR	Libraries	Improve Space with Digital Access	£2,880.00
Midhurst	MI/820/05	Clevedon, Ashfield Road, Midhurst, West Sussex	Highways	DoRIS-Demand Responsive Bus Service	£3,450.00
Midhurst	MI/4813/05	Land adjoining, Brisbane House, The Fairway, Midhurst, GU29 9JE	Libraries	Chichester Library disabled access	£1,896.00
Midhurst	MI/4744/05	L & L Motors, Bepton Road, Midhurst, West Sussex	Highways	Dropped Crossings within 1km radius of development	£800.00

Parish	Application Number	Site Address	Service	Project	Amount
Midhurst	MI/2248/06	Land south of, Forest Road, Midhurst, West Sussex	Highways	Holmbush Way Bus Shelter	£21,000.00
Midhurst	MI/1307/07	Angel Hotel, North Street, Midhurst	Libraries	Improve Space with Digital Access	£3,124.00
			Fire Service - Monetary	Smoke Alarm Project	£304.00
North Mundham	NM/3529/10	Land West of Unit 1, Chichester Food Park, Bognor Road, Chichester, West Sussex, PO20 1NW	Highways	Walnut Tree Roundabout Survey	£10,000.00
North Mundham	NM/2482/02	The Beeches Residential Care Home, Runcton Lane, Runcton, West Sussex	Libraries	Chichester library disabled access	£2,300.00
Oving	O/1117/05	Littlemead School, Tangmere Road, Tangmere, Chichester, West Sussex	Highways	Sustainable transport	£7,080.00
			Libraries	Chichester Library - RFID Terminals	£1,180.00
			Highways	Hard standing and bus poles	£1,000.00
Oving	O/6145/07	Groves Farm, Colworth, Chichester, PO20 2DX	Highways	Chichester Community Transport Service	£7,080.00
			Highways	Chichester Community Transport Service	£5,209.00
Petworth	PW/1260/01	Land Adj, Northend Close, Petworth, West Sussex	Highways	Bus Route 99 - Demand Responsive Bus Service	£15,000.00
Petworth	PW/797/08	Downview and Ridge House, Station Road, Petworth, West Sussex, GU28 0ES	Libraries	Petworth Library - RFID Terminals	£3,458.83
			Fire Service - Monetary	Smoke Alarm Project	£331.48
Selsey	SY/490/15	Land North West Of, Park Road, Selsey, Chichester, West Sussex	Education General	permanent accommodation at East Wittering Primary	£96,049.00
			Fire Service - Monetary	Smoke detectors in Selsey area.	£2,069.00

Parish	Application Number	Site Address	Service	Project	Amount
Selsey	SY/2997/98	Land to the rear of the, Fire Station, High Street, Selsey, West Sussex	Highways	Additional services to the Pye estate.	£2,000.00
			Highways	Maintenance and vehicle renewal	£3,000.00
			Highways	Thawscroft and St Richards Hospital	£3,000.00
Selsey	SY/3087/01	40, St Peters Crescent, Selsey, Chichester	Libraries	Selsey Library	£2,700.00
Selsey	SY/669/02	Coles Farm, Chichester Road, Selsey, West Sussex	Highways	Footway alongside B2145	£7,000.00
Selsey	SY/1109/99	The Meadows (Land West of the Paddocks), Warners Lane, Selsey, West Sussex	Education General	Spent on Education Infrastructure	£58,950.00
			Libraries	Selsey Library	£7,250.00
Selsey	SY/837/00	Pye Land, Selsey, West Sussex	Highways	Manor Road Traffic Calming	£31,562.50
			Highways	Manor Road traffic calming	£16,391.40
			Highways	2 SID's for Selsey Town Council	£5,178.41
			Highways	Manor Road Traffic Calming	£11,213.00
			Education General	The Seal and Medmerry Improvement works	£52,552.49
			Education General	The Seal and Medmerry Improvement works	£49,878.00
			Education General	The Seal and Medmerry Improvement works	£131,432.00
			Libraries	Selsey Library	£28,983.00
Selsey	SY/1439/04	Park Farm Barn, Chichester Road, Selsey, Chichester, West Sussex	Highways	Footway alongside B2145	£33,300.00

Parish	Application Number	Site Address	Service	Project	Amount
Selsey	SY/1534/04	The Manor House, 83, Manor Road, Selsey, West Sussex	Libraries	Selsey Library - RFID Terminals	£3,024.00
Selsey	SY/2350/04	Land east of Chichester Road, Selsey, West Sussex	Highways	New footway on Chichester Road	£6,660.00
			Education - Secondary	Spent on Education Infrastructure	£7,979.00
			Libraries	Selsey Library - RFID Terminals	£1,172.00
Selsey	SY/1188/06	St Wilfreds Walk, 110, High Street, Selsey, Chichester, West Sussex	Highways	New footway on Chichester Road	£7,800.00
			Libraries	Chichester Library disabled access	£2,515.00
Selsey	SY/1273/07	The Workshop and Land, Lewis Road, Selsey, West Sussex	Highways	New footway on Chichester Road	£4,167.00
			Libraries	Selsey Library - RFID Terminals	£703.00
			Fire Service - Monetary	Smoke Alarm Project	£66.00
Selsey	SY/1277/07	71-73, High Street, Selsey, West Sussex	Highways	New footway on Chichester Road	£6,525.00
			Libraries	Selsey Library - RFID Terminals	£609.00
			Fire Service - Monetary	Smoke Alarm Project	£66.00
Selsey	SY/1638/07	165, High Street, Selsey, Chichester, West Sussex	Highways	New footway on Chichester Road	£13,390.00
Selsey	SY/2326/07	45, High Street, Selsey, Chichester, West Sussex	Libraries	Selsey Library - RFID Terminals	£823.00
			Fire Service - Monetary	Smoke Alarm Project	£78.00
			Highways	New footway on Chichester Road	£2,600.00
Sidlesham	SI/488/01	Highleigh Farm Highleigh Road West Sussex	Highways	Bus Route 55	£25,000.00
Sidlesham	SI/3860/09	Easton Farm, Easton Lane, Sidlesham, Chichester	Highways	Dropped Crossings within 1km radius of development	£6,485.00

Parish	Application Number	Site Address	Service	Project	Amount
Southbourne	SB/2120/15	Land east of, 181, Main Road, Emsworth, PO10 8EZ	Fire Service - Monetary	Smoke detectors in Southbourne area	£421.00
Southbourne	SB/3183/00	Land adj to Norfolk Cottage, Pottery Lane, Southbourne, West Sussex	Education General	Spent on Education Infrastructure	£11,084.00
			Libraries	Chichester Library disabled access	£900.00
Southbourne	SB/272/03	Land north of Southbourne Halt and east of Stein Road, Guildford Close, Southbourne, West Sussex	Highways	National Cycle Network Route 2 Bosham to Emsworth	£10,500.00
Southbourne	SB/660/00	Land Adjacent To Bell Court Nutbourne West Sussex	Highways	National Cycle Network Route 2 Bosham to Emsworth	£6,000.00
Southbourne	SB/2007/02	Land Adj 250, Main Road, Southbourne, West Sussex	Highways	National Cycle Network Route 2 Bosham to Emsworth	£20,000.00
Southbourne	SB/1098/05	Land west of, Orchard Lane, Emsworth, PO10 8BH	Highways	National Cycle Network Route 2 Bosham to Emsworth	£14,658.00
			Libraries	Chichester Library disabled access	£1,553.00
Southbourne	SB/5003/07	Land rear of, 24-28, The Drive, Emsworth, PO10 8JP	Fire Service - Monetary	Smoke Alarm Project	£138.00
Tangmere	TG/797/14	Land northeast of, Tangmere Military Aviation Museum, Gamecock Terrace, Tangmere, Chichester, PO20 2ES	Education General	Parklands 15-16	£231,097.34
			Fire Service - Monetary	Community Fire Safety - Tangmere	£2,986.00
Tangmere	TG/1811/99	Gibson Road/Nettleton Avenue West Sussex	Highways	Cycleway improvements	£31,303.45
			Education General	Spent on Education Infrastructure	£104,615.00
			Libraries	Chichester library	£5,250.00

Parish	Application Number	Site Address	Service	Project	Amount
Tangmere	TG/98/98	Land adjacent to City Fields Business Park, Meadow Way, Tangmere, West Sussex	Highways	TRO for SRTS	£2,684.59
			Highways	Tangmere SRS/cycle route	£15,356.80
Tangmere	TG/4577/07	Former Fire Depot, City Fields Way, Tangmere, Chichester, West Sussex, PO20 2FY	Highways	Bus route 55	£130,000.00
			Highways	Footpath over A27 - Highways Agency scheme	£30,000.00
			Education General	Birdham Primary Kitchen Project and staff admin	£80,000.00
			Education General	Fordwater - hydro pool/food technology space	£20,057.00
			Education General	Lancastrian Infants School	£20,000.00
			Libraries	Chichester Library - RFID Terminals	£15,851.00
			Fire Service - Monetary	Community Fire Safety - Tangmere	£1,770.00
Tangmere	TG/4058/11	RAF Tangmere, City Fields Way, Tangmere, Chichester, West Sussex, PO20 2WU	Fire Service - Monetary	Smoke detectors in Tangmere area - 16-17	£247.00
Tangmere	TG/1739/12	Land On The East Side Of, Meadow Way, Tangmere, West Sussex	Fire Service - Monetary	Smoke detectors in Tangmere area	£1,115.00
West Itchenor	WI/188/07	Northshore Shipyard, The Street, Itchenor, West Sussex	Highways	Surface improvement, Salterns Way cycle route	£10,563.00
West Itchenor	WI/188/07	Northshore Shipyard, The Street, Itchenor, West Sussex	Highways	Surface improvement, Salterns Way cycle route	£1,814.00
			Highways	Surface improvement, Salterns Way cycle route	£10,563.00
			Highways	Surface improvement, Salterns Way cycle route	£1,814.00

Parish	Application Number	Site Address	Service	Project	Amount
			Highways	Surface improvement, Salterns Way cycle route	£10,563.00
			Highways	Surface improvement, Salterns Way cycle route	£1,814.00
			Highways	Surface improvement, Salterns Way cycle route	£10,563.00
			Highways	Surface improvement, Salterns Way cycle route	£1,814.00
West Wittering	WW/3286/13	Land North Of, Chaucer Drive, West Wittering, West Sussex	Highways	SRTS - Sandpipers	£117,673.00
			Fire Service - Monetary	Community Fire Safety - West Wittering	£975.00
West Wittering	EWB/1806/14	Land East of Barton Way, Earnley, West Sussex	Highways	TRO Clappers Lane	£5,905.00
West Wittering	WW/1443/99	Land north of, Bennetts Close, West Wittering, Chichester	Highways	Pelican crossing in The Crescent, West Wittering	£15,000.00
			Education General	Spent prior to 2006/07 budget year	£58,956.00
			Libraries	Library Infrastructure	£7,350.00
Westbourne	WE/911/14	Land On The North Side Of, Long Copse Lane, Westbourne, West Sussex	Fire Service - Monetary	Fire Community Safety - Westbourne 17-18	£328.00
Westbourne	WE/1230/98	Land At, Foxbury Lane, Edgell Road, Emsworth, West Sussex	Education General	Paid and spent prior to 2002/03 budget	£22,643.08
			Education General	Spent on Education Infrastructure	£71,325.00
Westbourne	WE/1464/07	Chantry Hall, Foxbury Lane, Emsworth	Highways	20's plenty - Westbourne	£7,520.00
			Fire Service - Monetary	Community Fire Safety - Westbourne	£852.82

Parish	Application Number	Site Address	Service	Project	Amount
Westbourne	WE/2082/07	Sindles Farm, Aldsworth, Emsworth, PO10 8QS	Highways	20's plenty - Westbourne	£8,517.00
Westbourne	WE/1208/08	Abbeyfield House, 30, Crockford Road, Emsworth, PO10 8TW	Highways	20's plenty - Westbourne	£2,480.00
			Fire Service - Monetary	Smoke Alarm Project	£112.00
Westhampnett	WH/2329/98	Westhampnett Mill, Madgwick Lane, Chichester, West Sussex	Highways	Footpath/cycleway at Madgwick Lane	£12,000.00
			Education General	March Church of England (Aided) Primary School	£10,000.00
			Libraries	Chichester Library disabled access	£3,000.00
Westhampnett	WH/1070/04	Site adjacent to Devils Rush, Stane Street, Westhampnett, West Sussex	Highways	Chichester Community Transport Service	£19,440.00
			Education General	Chichester High School for Boys	£18,282.00
			Education General	Chichester High School for Boys sports hall	£9,118.00
			Libraries	Chichester Library disabled access	£3,000.00
Westhampnett	WH/3103/00	Land north of, Stane Street, Westhampnett, West Sussex	Highways - Travel Plan	Travel Plan Monitoring and Advice	£5,000.00
			Highways	Chichester bus/rail link interchange	£180,000.00
			Highways	Chichester Bus/Rail link interchange	£20,000.00
			Highways	Footpath and cycleway at Madgwick Lane/Stane St	£10,000.00
Westhampnett	WH/2738/07	Former Gravel Pit, Stane Street, Westhampnett, West Sussex	Highways	Bus route 55	£80,000.00
			Highways	Bus route 99 Friday evenings	£16,000.00
			Education General	Jessie Younghusband	£47,000.00
			Education General	Lavant	£60,000.00

Parish	Application Number	Site Address	Service	Project	Amount
			Education General	Birdham	£62,000.00
			Education General	Fordwater	£43,368.00
			Libraries	Chichester Library - RFID Terminals	£17,974.00
Westhampnett	WH/3166/07	Rolls Royce Motor Cars Ltd, Stane Street, Westhampnett, Chichester, PO18 0SH	Highways	SRTS - March School	£14,392.00
			Highways	Westhampnett Cycle Scheme - Design	£57,758.00
Westhampnett	WH/2360/12	Maudlin Nursery Hanging Basket Centre, Stane Street, Westhampnett, Chichester, PO18 0PA	Fire Service - Monetary	Community Fire Safety - Westhampnett - 17-18	£2,553.00
Wisborough Green	WR/1037/03	Field House, Newpound Lane, Wisborough Green, West Sussex, RH14 0EE	Highways	Small scale footway improvements	£2,000.00

Chichester District Council

CORPORATE GOVERNANCE AND AUDIT COMMITTEE

Thursday 24th October 2019

**Complaints, Freedom of Information Requests and Data Protection
Analysis – 2018/19**

1. Contacts

Report Author:

Fiona Delahunty, Customer Services Manager

Tel: 01243 534734 E-mail: fdelahunty@chichester.gov.uk

2. Recommendation

The Committee consider the information provided in this report and to make any appropriate recommendations as to future monitoring arrangements to identify improvement where appropriate.

3. Background

3.1 The Corporate Governance and Audit Committee receive an annual analysis of all formal complaints, compliments, freedom of information requests and data subject access requests together with a summary of the Local Government Ombudsman's Annual Report.

3.2 The Council's complaints scheme has three stages

Stage 1 - Initial complaint investigated by the Manager/Senior Officer responsible for the service team. Response time for reply 10 working days

Stage 2 - If the customer is dissatisfied with the response 1, they can ask for the complaint to be reviewed the Divisional Manager or in some cases the Director of the service. Response time for reply 15 working days

Stage 3 - If the customer remains dissatisfied with the Council's response they have the right to seek an independent investigation by the Local Government Ombudsman.

3.3 From April 2018 – March 2019 the council received 159 complaints, 114 were investigated at Stage 1, 29 at Stage 2 and 16 were received from the Ombudsman. 94% of complaints were answered within the response date offered by the service team. Analysis of complaints over the last three years is attached as Appendix 1.

3.4 This year has seen a small decrease in complaints of 1%. Stage 1 complaints have decreased by 7%; Stage 2 complaints have decreased by 3%; Ombudsman complaints have increased by 44%. It is worth noting a number of these complaints were about one subject.

- 3.5 The annual report letter from the Ombudsman shows the number of complaints received for Chichester as 21. 20 complaints have been decided, this figure includes complaints which were submitted in year ending March 18. Of the decided complaints 1 was invalid, 1 customer was given advice, 9 were closed after initial enquiries, 3 were referred back to the Council to resolve, and 6 were investigated. Of the 6 complaints that were investigated 3 were not upheld and 3 were upheld. The Ombudsman publish their decisions, to view these details use this link to their website <https://www.lgo.org.uk/decisions>

Compliments are also recorded. Service teams received 169 written and emailed compliments during 2018-19

4. Learning Points

Following upheld complaints from the Ombudsman and service complaints we have made the following improvements;

- 4.1 All Planning Officers have attended a 2 hour workshop style training session for on report writing, including the consideration of third party representations received during the course of an application and human rights.
- 4.2 All Planning Officers have attended customer care training.
- 4.3 The housing allocations policy was updated to ensure those serving or those who have served in the Armed Forces are dealt with correctly.
- 4.4 Last year the Revenues Services underwent a restructure and went through a period of service instability which attributed to a backlog of work which resulted in complaints about delays in processing claims and refunds. The service is now working within the corporate 10 working days turnaround time which understandably has reduced the need for customers to complain. Revenues are currently in the process of reviewing how it organises its work to ensure that resources are used flexibly and where customer contact needs it.

5. Outcomes to be achieved

- 5.1 The primary purpose of investigating complaints is to resolve customer dissatisfaction where possible. However, by recording and monitoring the nature of complaints it is possible to identify trends or address issues to avoid further complaints and to improve service delivery and/or to contribute to a review of the policy.
- 5.2 Each Divisional Manager has access to monthly reports containing a summary of all complaints received for their service areas performance and is expected to work with their direct reports and staffing group to improve customer satisfaction and in reducing complaints.
- 5.3 The website has the option to provide feedback on usability and usefulness on each page. This information is fed back to the services areas responsible for the appropriate page. Divisional Managers are responsible for monitoring the effectiveness of the Council's website for their service area and the outcome being that website activity increases.

- 5.4 The Customer Service centre undertakes monthly performance monitoring with customers contacting the Council. This information is used to identify areas where services improvements may be made.
- 5.5 All telephone calls to the Customer Service and Revenues Client Support teams are recorded and monitored. These recordings are used to mentor and train staff with a view to improving quality of service. They can also be used to investigate complaints.
- 5.6 The Council have a Facebook and Twitter account which is a quick and easy way for customer to make contact and provided feedback on services.

6. Freedom of Information Requests

- 6.1 The Freedom of Information (FOI) Act gives people the right to ask the Council for recorded information they have on any subject. If the request relates to environmental information, this will be handled under the Environmental Information Regulations (EIRs). We are required to reply within strict deadlines, giving the information requested, or explaining why we cannot provide that information.
- 6.2 The FOI process is administered by Customer Services.
- 6.3 From April 2017 - March 2018 we received 751 requests, 128 of these were redirected to other agencies
- 6.4 The taxation team received the most requests, 131, however as we have published information about this service on our website 44% of these were answered at first point of contact. A system generated email is sent to the customer with a link to the information published on our website.
- 6.5 93% of requests received were answered within the 20 working day deadline which is an improvement of 3% from 2017/18.
- 6.6 The number of requests received can take up a great deal of officer time in collating the responses. Many requests continue to be received from the press or from commercial organisations. The legislation does not provide for the Council to recover costs for the officer time involved unless the estimated staff costs involved locating or compiling the information exceeds £450. Under these circumstances, we can refuse the request on grounds of cost, or charge the applicant £25 per hour for the estimated work.
- 6.7 We have reviewed and made improvements to the FOI/EIR the process. FOI administrators now have access to online reports, giving a description of the request and key dates. We have also improved the reminder notification to Officers they are now sent an auto generated email at 15 working days notifying them they have 5 working days to respond to enquiry.

7. Data Protection Requests

The General Data Protection Regulations (GDPR) provides individuals the right to access their personal information the Council have to respond to these requests within 20 working days. In 2018-19 the Council received 21 requests from customers, an increase in 86% from the previous year and 19 requests from other

agencies such as the Police and HMRC.

8. Improvements to Procedures and Publication

Utilise reports from Customer Services to publish more information on Website, improve our procedures and online services.

9. Proposal

To continue monitoring and recording formal complaints, freedom of information requests and subject data access requests.

9.1 To continue to provide feedback on performance to services areas to provide the opportunity to improve service delivery.

9.2 To continue to provide performance monitoring with the Customer Service Centre to gain customer insight and improve service delivery.

10. Alternatives that have been considered

None these are legal requirements

11. Resource and legal implications

There is a legal obligation to comply with the Freedom Information and Data Protection Acts. Compliance does require a significant amount of staff time. The Legal team are able to assist and advise staff when dealing with requests.

12. Consultation

None

13. Community impact and corporate risk

None

14. Other implications

	Yes	No
Crime & Disorder:		√
Climate Change and Biodiversity:		√
Human Rights and Equality Impact:	√	
Safeguarding and Early Help:		√
General Data Protection Regulations (GDPR):	√	
Other (Please specify): eg health and wellbeing		√

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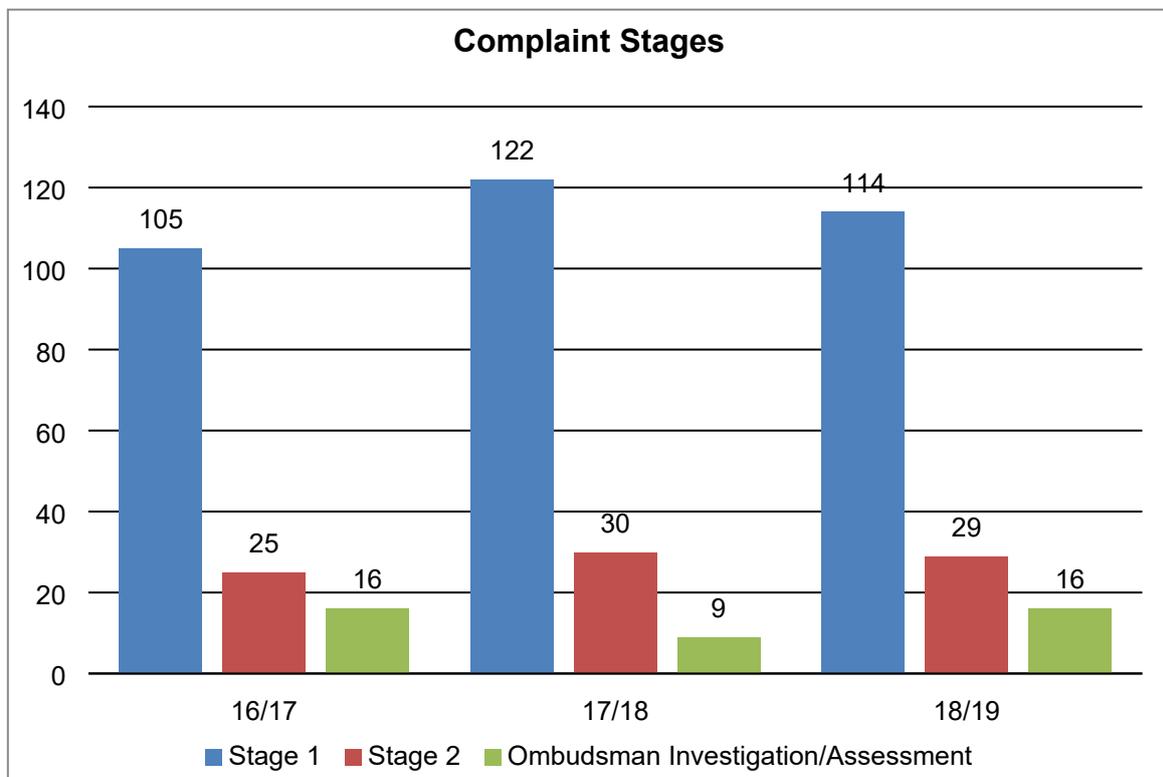
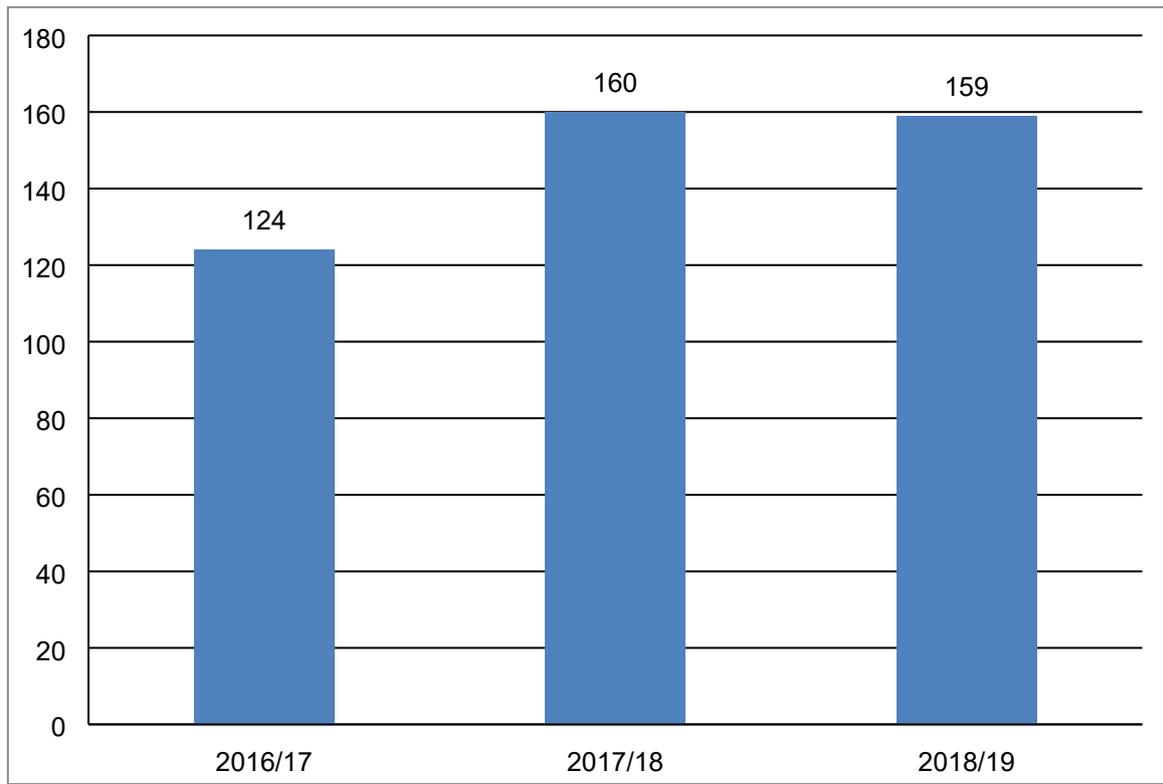
15. Appendices

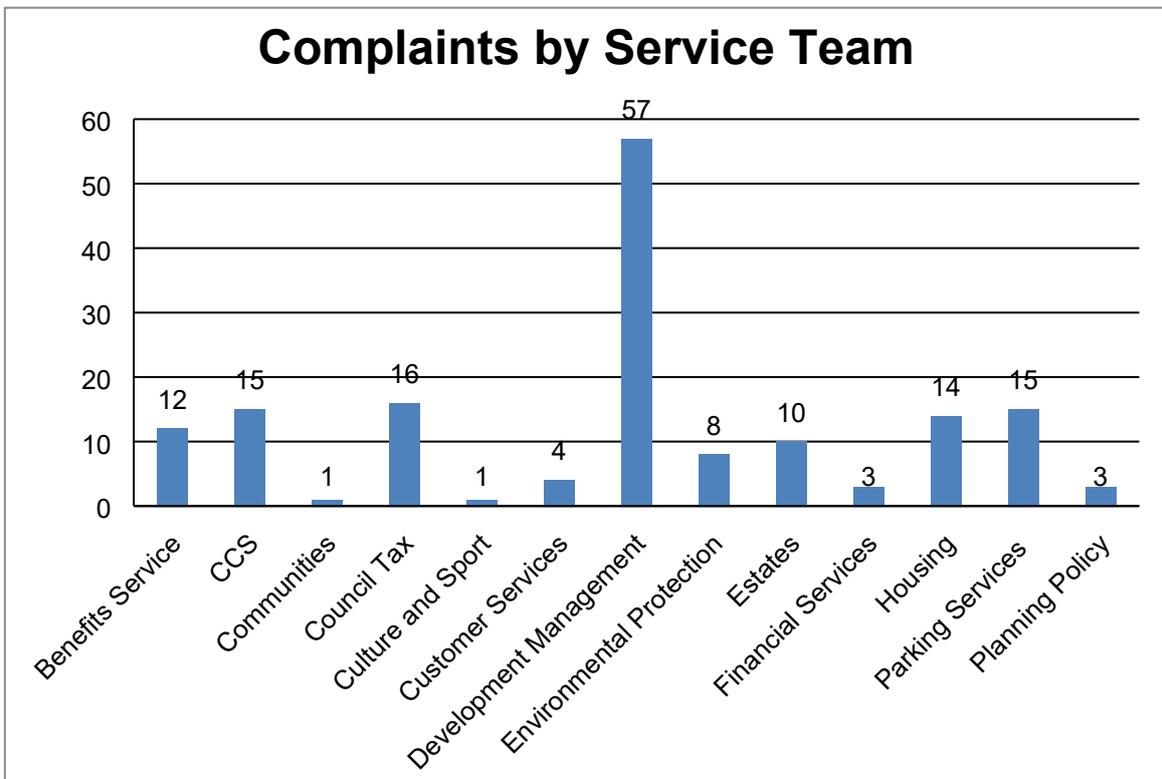
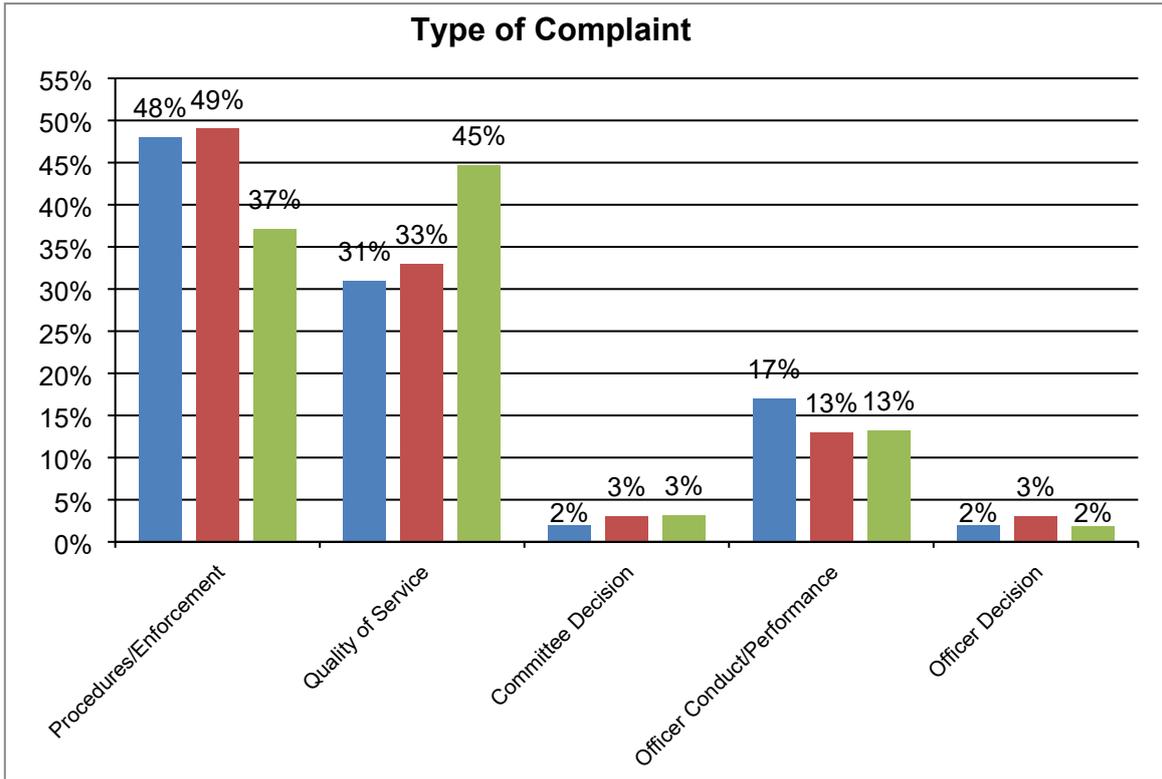
15.1 Appendix 1 Analysis of complaints and Freedom of Information Requests

15.2 Appendix 2 General description of complaints received

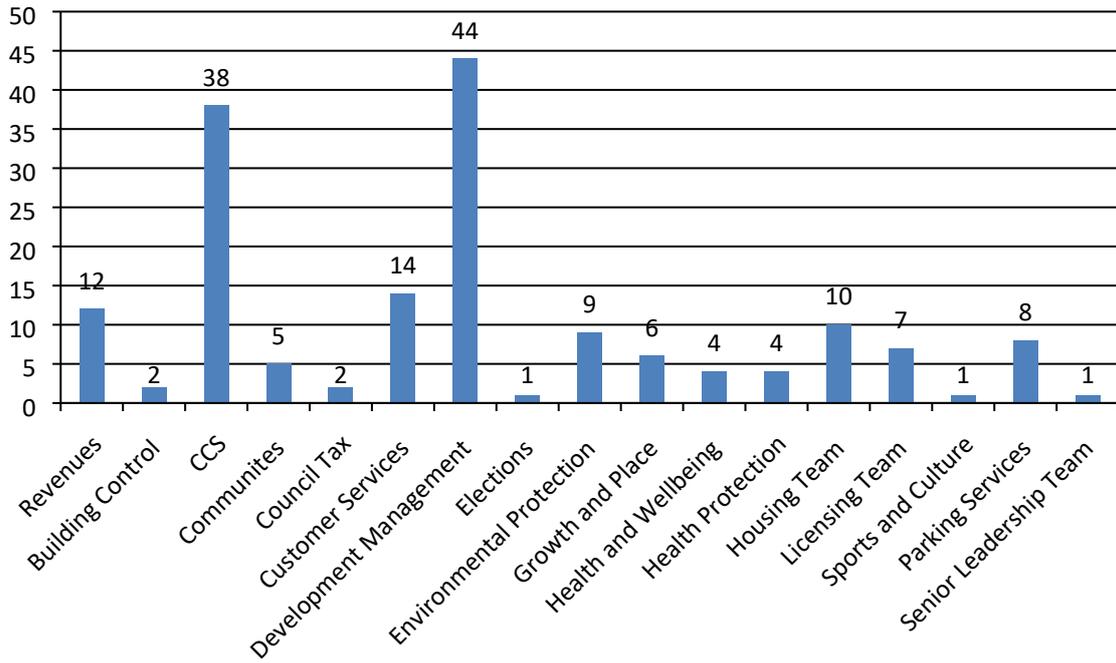
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Complaints/Freedom of Information Graphical Reports

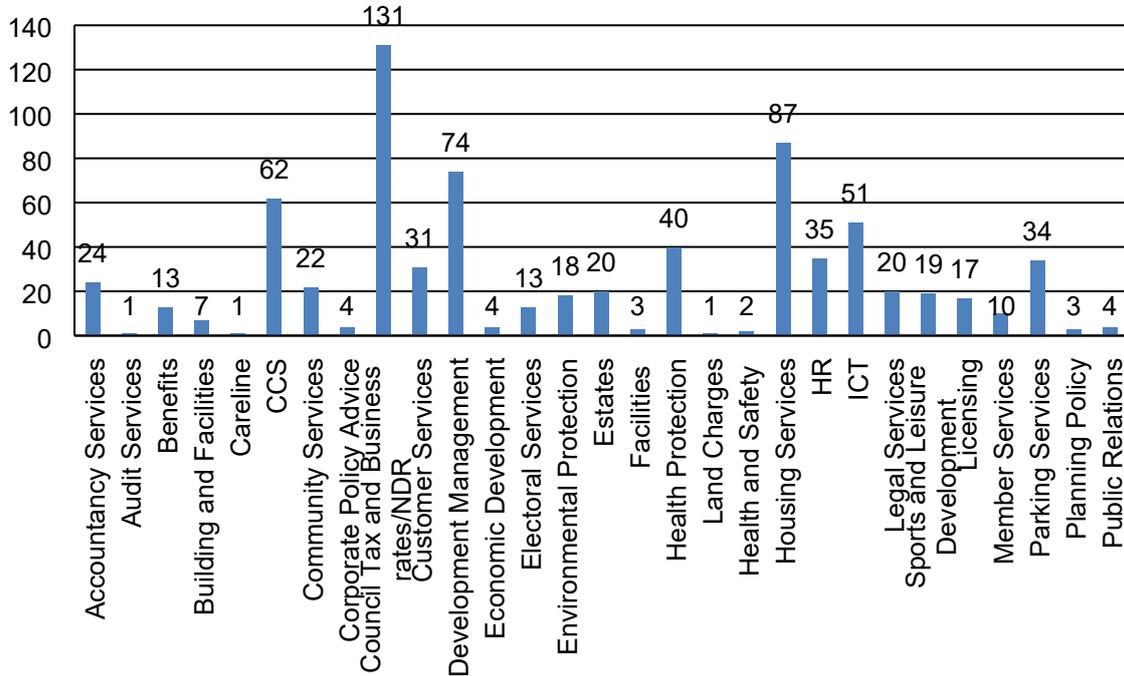




Service Team Compliments



FOI/EIR received per Service



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Service Team	Type of Complaint	Details of Complaint	Stage 1 Complaint	Stage 2 Complaint	Ombudsman Complaint
Benefits	Officer Conduct/Performance	Officer conduct	√		
Benefits	Quality of Service	Complaint concerning delay in response to DPA request	√		
Benefits	Quality of Service	Lack of communication from the Council which resulted in suspension of customers benefits claim.	√		
Benefits	Quality of Service	Lack of communication with customer regarding DHP	√		
Benefits	Quality of Service	Delay in dealing with Benefits claim	√		
Benefits	Quality of Service	Complaint concerning Benefits team	√		
Benefits	Quality of Service	Service received on telephone and housing benefit change of circumstances delay	√		
Benefits	Quality of Service	Length of time taken to process benefits application	√		
Benefits	Quality of Service	Delay in processing benefits claim and misinformation provided by an officer	√		
Benefits	Quality of Service	Landlords complaint re rent payment	√	√	
Benefits	Officer Conduct/Performance	Housing Benefit Overpayment	√		

CCS	Contract Services	Failure to provide assisted collection service	√
CCS	Contract Services	Complaint concerning road sweeper	√
CCS	Contract Services	Complaint concerning customers being locked in the Bishop Palace gardens	√
CCS	Contract Services	Complaint concerning public conveniences	√
CCS	Officer Conduct/Performance	Complaint concerning conduct of street cleaner	√
CCS	Officer Conduct/Performance	Complaint concerning crew emptying fluids into private drain	√
CCS	Officer Conduct/Performance	Complaint from customer regarding a Council Officer throwing litter from a Council vehicle	√
CCS	Procedures Enforcement	Complaint regarding our terms and conditions for refunds	√
CCS	Quality of Service	Customer unhappy with bin collection service, alleged operative was moving neighbours waste to his bin which may cause contamination	√
CCS	Quality of Service	Complaint regarding conduct of crew.	√
CCS	Quality of Service	Condition of town centre baby changing facilities	√
ccs	Quality of Service	Complaint regarding the state of the subway from Northgate Car Park to Chichester	√

CCS	Quality of Service	Complaint regarding crew member throwing cake into the road.	√		
CCS	Quality of Service	Complaint from customer regarding waste collection crew not returning bin to the correct collection point	√		
CCS	Quality of Service	Complaint concerning missed bin collections at Little London Mews	√		
Communities	Officer Conduct/Performance	Complaint concerning a member of the communities team	√		
Council Tax	Quality of Service	Complaint concerning service received from Council Tax team.	√		
Council Tax	Quality of Service	Service received from Council Tax team	√		
Council Tax	Officer Conduct/Performance	Customer was unhappy at the service they received when they call the Revenues Client Support team	√		
Council Tax	Quality of Service	Delay in processing council tax refund	√		
Council Tax	Procedures Enforcement	Complaint ref: 18007756: Complaint concerning Council Tax charges for empty home. Final decision The Ombudsman should not investigate this complaint. This is because it was reasonable for customer to appeal to the Valuation Tribunal which is the proper authority to consider appeals for exemptions or reductions of council tax. Only the High Court can consider complaints about a councils policy on empty rate liability.	√	√	√

Council Tax	Procedures Enforcement	Complaint concerning conduct of Bailiffs whilst pursuing a Council Tax debt.	√	
Council Tax	Procedures/ Enforcement	Council Tax refund	√	
Council Tax	Procedures/ Enforcement	Ombudsman Complaint ref: 18 011 419. Complaint concerning Business Rates. Decision not to investigate	0	√
Council Tax	Quality of Service	Complaint concerning handling of arrears for Council Tax Account	√	
Council Tax	Quality of Service	Lack of response to emails and enquiries regarding council tax account	√	
Council Tax	Quality of Service	Delay in response to council tax appeal.	√	
Council Tax	Quality of Service	Complaint concerning council tax account	√	
Council Tax	Quality of Service	Complaint concerning payment of council tax account	√	
Culture and Sport	Procedures Enforcement	Complaint concerning use of Councils money for Ice Rink		√
Customer Services	Quality of Service	Complaint about lack of information provided regarding taxi and restaurant numbers for a customer. This is not a service we can provide however caller should have been transferred to Chichester Tourist Information Centre.	√	
Customer Services	Quality of Service	Customer complaint regarding planning advice given by Customer Services - Duty Officer will only give general advice	√	

Customer Services	Officer Conduct/Performance	Complaint concerning inappropriate comments from Customer Services Officer	√		
Customer Services	Quality of Service	Complaint regarding changing details on the electoral role	√		
Development Management	Officer Conduct/Performance	Conduct of planning officer	√	√	
Development Management	Committee Decision	Planning decision re Ice Rink Chichester	√	√	
Development Management	Procedures Enforcement	Planning enforcement matter	√		
Development Management	Procedures Enforcement	Ombudsman ref: 17 008 894 complaint regard planning application. Decision not to investigate			√
Development Management	Officer Conduct/Performance	Complaint against Development Management team regarding handling of planning application		√	
Development Management	Procedures Enforcement	Planning Application	√	√	
Development Management	Procedures Enforcement	Lack of enforcement action regarding siting of oil tank	√		
Development Management	Quality of Service	Complaint concerning unprofessional approach by planning department	√		
Development Management	Quality of Service	Complaint regarding the handling of her case by enforcement	√	√	
Development Management	Procedures/ Enforcement	Application process	√	√	

Development Management	Quality of Service	Ombudsman Ref: 18 001 174 regarding planning application. The Ombudsman has decided not to investigate.	√	√
Development Management	Quality of Service	Complaint about information given and length of time taken to advise to withdraw	√	
Development Management	Procedures Enforcement	Complaint ref: 18 10 19 regarding determination of the planning application. Decision Council is not at fault	√	√
Development Management	Officer Decision	Complaint received regarding the officer conduct in reviewing and decision making for SDNP/18/05485	√	
Development Management	Officer Decision	Customer feels that his application is being treated differently because he is a gypsy.	√	
Development Management	Officer Decision	Application process and outcome.	√	
Development Management	Quality of Service	Customer unhappy with lack of enforcement action and tone and content of letters from Officer	√	
Development Management	Quality of Service	Complaint concerning: The lack of advice provided in respect of the Council's pre-application enquiry service and refusal of refund of subsequent application.	√	
Development Management	Procedures Enforcement	Ombudsman ref: 18017839 - Complaint concerning use of Councils money for Ice Rink. Decision no fault found against the Council		√
Development Management	Procedures Enforcement	Ombudsman ref: 18019383 - Complaint the Council misrepresented information regarding a noise complaint concerning the Ice Rink held in Priory Park -	√	√

			Decision no fault found against the Council			
Development Management	Quality of Service	Poor service received during pre-app and proposed lawful development	√			
Development Management	Quality of Service	Delays in response	√		√	
Development Management	Quality of Service	Lack of communication - delays in issuing a decision	√			
Development Management	Procedures Enforcement	Ombudsman ref: 18015718- Council failed to enforce conditions of a planning permission granted to the operator of an ice rink. Decision no fault found against the Council. Decision no fault found against the Council				√
Development Management	Procedures Enforcement	Ombudsman ref: 18015727 Officers misled Councillors about the extent of the noise for the siting of the ice rink in Priory park.			√	√
Development Management	Quality of Service	Delays and lack of communication during planning application process			√	
Development Management	Quality of Service	Complaint that customer has not received a form which she has requested 5 times from the Planning Enforcement team	√			
Development Management	Officer Conduct/Performance	Customer complaint that they did not receive a response to telephone requests for a call back on numerous occasions.	√			

Development Management	Procedures Enforcement	Ombudsman ref: 18 002 955 Complaint concerning the lack of enforcement action and the delay in determining the lawful development application Decision: I have discontinued my investigation as it is not yet possible to determine the nature of the injustice the customer may have suffered.			√
Development Management	Procedures Enforcement	Determination of planning application			√
Development Management	Procedures Enforcement	Failure to enforce planning condition set by Southern Water regarding a new estate			√
Development Management	Quality of Service	Customer not satisfied with planning application process.			√
Development Management	Officer Conduct/Performance	Concerns with Officers and facts of the case			√
Development Management	Quality of Service	Complaint regarding lack of response to request for tree preservation order.			√
Development Management	Quality of Service	Customer not satisfied with Stage 1 response, reason lack of engagement and dismissal of advice			√
Development Management	Quality of Service	Time taken to determine planning application and the conflicting information given re decision process.			√
Development Management	Procedures Enforcement	Enforcement Process			√ √
Development Management	Officer Conduct/Performance	Lack of decision regarding planning application			√

Development Management	Quality of Service	Disappointment with the handling/outcome of application.	√	
Development Management	Quality of Service	Lack of communication from planning officer during application process	√	
Development Management SDNP	Procedures Enforcement	Complaint concerning off street parking provision with disabled access - planning application	√	√
Development Management	Procedures Enforcement	Enforcement Process and subsequent Planning Application	√	
Development Management	Quality of Service	Complaint about the quality of service and non-responses from planning	√	√
Environmental Protection	Officer Conduct/Performance	Complaint about conduct of Dog Control Officer	√	
Environmental Protection	Procedures Enforcement	Complaint regarding the shingle at Hillfield Car Park and rebuilding of Sea defences	√	
Environmental Protection	Procedures Enforcement	Complaint concerning Environmental Protection complaint investigation	√	√
Environmental Protection	Procedures Enforcement	Lack of response to planning consultations	√	√
Environmental Protection	Quality of Service	Pest control treatment for rat infestation	√	
Environmental Protection	Quality of Service	Lack of communication from Officer and action regarding noise complaint	√	
Estate	Procedures Enforcement	Complaint concerning tenancy arrangements at St James Park Chichester	√	

Estates	Committee Decision	Confidential: Case ID - 18012095 Re use of Land at The Grange Midhurst Final Decision: The Ombudsman does not consider there was any fault with the way the Council dealt with the disposal of land in its area.	√	√	√
Estates	Procedures Enforcement	Ombudsman ref:18 002 354 regarding tenancy held by CDC. Ombudsman decision not to investigate.			√
Estates	Procedures Enforcement	Car parking issues at St James Industrial Estate	√		
Estates	Quality of Service	Ombudsman reference: 18 005 036 Customer claims he has been misled and misinformed regarding the vehicular access to residential properties across car parks. Ombudsman decision not to investigate.	√		√
Estates	Quality of Service	Complaint regarding trees not being pruned when requested	√		
Estates	Quality of Service	Complaint regarding lack of response to a letter	√		
Financial Services	Officer Conduct/Performance	Complaint concerning corporate fraud interview	√	√	
Financial Services	Quality of Service	Complaint concerning how an enquiry regarding single tax discount was dealt with by corporate investigation team.	√		√
Housing	Officer Conduct/Performance	Complaint concerning a member of the housing team	√	√	
Housing	Officer Decision	Complaint concerning advice from Officer regarding housing band	√		

Housing	Procedures Enforcement	Complaint concerning homeless advice and removal of the housing register	√		
Housing	Procedures Enforcement	Ombudsman complaint ref:17013369 Costs incurred for storage because of Council error regarding banding of customer's housing application. Complaint upheld Council to pay compensation		√	√
Housing	Quality of Service	Customer has complained that the Officer who inspected her property was rude and unprofessional.	√	√	
Housing	Quality of Service	Complaint concerning Housing Register	√		
Housing	Officer Conduct/Performance	Complaint concerning lack of communication and attitude of Housing Officer	√		
Housing	Procedures Enforcement	Complaint regarding the removal from housing register	√		
Housing	Procedures Enforcement	Complaint regarding the housing register	√	√	
Housing	Quality of Service	Customer has left messages for an Officer and they have not returned their calls	√		
Parking Services	Officer Conduct/Performance	Complaint regarding a CEO	√		
Parking Services	Procedures Enforcement	Complaint regarding process of payment of fine on our website	√		
Parking Services	Procedures Enforcement	Ombudsman ref: 18 003 261 regarding issue of a penalty charge notice, customer did not correctly display their blue badge. Ombudsman decision not		√	√

to investigate.

Parking Services	Quality of Service	Complaint regarding the charge in Basin Road Car Park	√
Parking Services	Quality of Service	Complaint about the delay in response to penalty charge notice enquiry	√
Parking Services	Quality of Service	Proof of V5 required and customer was not well so couldn't get to us	√
Parking Services	Quality of Service	Complaint regarding horse boxes and boats being parked in Bracklesham Bay Car Park. Holding Letter sent	√
Parking Services	Quality of Service	Parking services have not actioned a complaint about a car parked in double yellow lines near children's crossing, making it difficult for children to cross	√
Parking Services	Quality of Service	complaint regarding the amount of time given on a parking ticket purchased said it was 7 minutes wrong	√
Parking Services	Quality of Service	Complaint regarding lack of response from Parking team concerning a light that was out in a car park	√
Parking Services	Quality of Service	Complaint concerning treatment of customer with a disability by Car Parking Enforcement Officer	√
Parking Services	Quality of Service	Complaint concerning the length of time it is taking the Authority to repair street lighting at the Grange Car Park	√
Parking Services	Quality of Service	Maintenance of streetlights in Leatherbottle Lane Chichester.	√
Parking Services	Procedures Enforcement	WSCC controlled parking zones	√

Planning Policy

Procedures Enforcement

Complaint concerning Community Infrastructure Process

√

√

Planning Policy

Quality of Service

Complaint; That Chichester District Council failed to take in to account the representations made in relation to the use of land south of Madgwick Lane, Westhampnett at both Local Plan preparation and planning application stages and that the Council failed to consult the owner of the land on the reserved matters application which it had previously advised it would do.

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BUDGET REVIEW

TERMS OF REFERENCE AND SCOPING

Review Topic	Budget 2020-21
Membership (and Chairman)	3 members of Corporate Governance & Audit Committee and 3 members of Overview & Scrutiny Committee to be sought at their meetings in October/November 2019.
Terms of Reference	To consider the proposed variances on the 2020-21 budget. To comment on these in advance of Cabinet consideration of the Budget 2020-21 in February 2020.
Scope	5 Year Financial Model Statement of Resources 2019-20 to 2024-25 Projected Revenue Budget Variations 2020-21.
Review Period	December 2019
Officer support	Helen Belenger, David Cooper and Katherine Davis
Frequency of Meetings	One meeting to be held December 2019 (date to be confirmed)
Report back to	OSC on 21 January 2020 and CGAC on 23 January 2020

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Chichester District Council

CORPORATE GOVERNANCE & AUDIT COMMITTEE

24 October 2019

Strategic Risk Management Update

1. Contacts

Report Author:

Helen Belenger, Financial Services Divisional Manager

Tel: 01243 521045 E-mail: hbelenger@chichester.gov.uk

2. Recommendation

- 2.1. That the Committee notes the current strategic risk register and the internal controls in place, plus any associated action plans to manage those risks, and raises any issues or concerns.**
- 2.2. That the Committee notes the high scoring organisational risks, and the mitigation actions in place, and raises any issues or concerns and notes there are no high scoring Programme Board risks.**

3. Background

- 3.1. In accordance with the governance arrangements as set out in the Council's Risk Management Strategy and Policy, the Strategic Risk Group (SRG) reviews the strategic and programme board risk registers, and the high scoring organisational risk register bi-annually. The outcome of their review is then reported to this Committee, which last received an update on the risk registers on 28 March 2019.
- 3.2. The SRG met on 26 September 2019 to consider the latest position of the risk registers and is the purpose of this report.
- 3.3. Under the Risk Management Policy the Strategic Leadership Team (SLT) review the Council's risk registers on a quarterly basis; a review took place in June/July and again in September.

4. Outcomes to be achieved

- 4.1. The Strategic, Programme Board Risk and Organisational Risk Registers are current, and relevant to the Council and its operation, and that those risks are well managed in accordance with the Council's Risk Management Strategy and Policy.

5. Update on the Strategic Risk Register

- 5.1. The strategic risk register was considered by the relevant risk owner prior to the reviews by the Strategic Leadership Team and the Strategic Risk Group.

- 5.2. SRG considered the updated risk register, with its discussion focussed on the current risk scores, the latest situation affecting the risk position, and the mitigation action plans that are in place or being developed to manage the identified risks.
- 5.3. The risk map below shows the risk numbers and where they currently appear on the heat map for the strategic risk register:

LIKELIHOOD				
	8	1, 149, 170	148	
			9, 97, 147, 165	
		88	145	68
IMPACT				

Key to Risk Numbers:

1 = Financial Resilience, 8 = Skills, Capability/Capacity, 9 = Business Continuity, 68 = Health & Safety, 88 = Recycling Target, 97 = Cyber Risk, 145 = Data Protection Act - Loss of Data, 147 = Southern Gateway Regeneration, 148 = Local Plan, 149 = Impact of welfare reform, including Universal Credit (UC), on working claimants across the district, 165 = Brexit, 170 = Changing Use of the High Street in the City and Rural Towns.

- 5.4. Previously when reported the strategic risk register had 11 strategic risks, which was increased to 12, as a new risk CRR 170 – Changing Use of the High Street in the City and Rural Towns was identified by the Strategic Risk Group, and the outcome of the assessment by the risk owner was reported orally to the Committee meeting in March.
- 5.5. In relation to the 12 strategic risks, six were considered to be controlled, whilst the other remaining six have controls pending; which is where actions are still in progress to control or mitigate the risk, although the mitigation controls in place are rated as improving. Connected to the mitigation actions in progress for 2 of the strategic risks, the SRG received an update on the progress of the business continuity infrastructure project where a duplicate server facility is being installed at the Council’s depot by early 2020. The SRG also received a confidential report on the Council’s plans for the strategic risk CRR 165 Brexit, and the sufficiency of the plans in place for protecting the council’s services and supporting the community as necessary. The Group were satisfied with those plans.
- 5.6. Appendices 1(a) and 1(b) shows the updated Strategic Risk Registers reported to SRG. No changes were made to the registers by the group. The following risk scores have changed since the Strategic Risk Register was last reported to the Committee are:

- CRR 147 (Southern Gateway) – the risk score has decreased from 9 to 6.

- CRR 148 (Local Plan) – the risk score has increased from 6 to 9.

6. Programme Board Risk Registers

- 6.1. There are now only 2 Programme Boards which cover project work under the Business Improvement and Commercialisation agenda, the boards are led by a director along with the relevant portfolio holder.
- 6.2. There are currently no high scoring risks for either of the Programme Boards.

7. Update of the Organisational Risk Register

- 7.1. The SRG considered the high scoring risks and the associated mitigation plans which are shown in appendix 2.
- 7.2. One change recommended by the group was that the internal controls for risk CRR 152 – CCS – Potential reduction of recycling support payment income following county wide review of payment model was changed from improving to good.

8. Resource and Legal Implications

Risk Management Loss Control Allowance

- 8.1. The SRG agreed at its March meeting to allocate this annual allowance the Council receives under the insurance contract with Zurich Municipal to use their Risk Management Consultants as follows:-
 - A risk appetite review by members from SRG and CMT which will be arranged with Zurich for later this year.
 - Corporate inspection regime training for operational staff and relevant managers
 - Corporate inspection regime review across service areas prior to the procurement of a new insurance contract
 - Business continuity health check of the documentation, processes and systems

9. Consultation

- 9.1. The SRG considered the risk registers and the associated mitigation plans, the appendices reflect the changes recommended by the group.

10. Community Impact and Corporate Risks

- 10.1. This report details the corporate risks and individual services will have considered the impact on the community as part of their own assessment for service delivery and the identified risks.

11. Other Implications

	Yes	No
Crime & Disorder:		X

	Yes	No
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

12. Appendices

- 12.1. Appendix 1(a) – Strategic Risk Register
- 12.2. Appendix 1 (b) – Strategic Risk Register (Part 2)
- 12.3. Appendix 2 - Mitigation plans for the high scoring organisational risks

13. Background Papers

- 13.1. None.

Corporate Risk Register - Strategic Risks Quarterly Update

Report Author: Helen Belenger
Generated on: 17 September 2019



Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Control Pending

Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 88	Non Achievement of Recycling Target of 50% by 2020	John Ward	6	2	2	3	01-Jan-2020	Improving
	CRR 147	Southern Gateway Regeneration	Paul Over	9	6	6	4	30-Jun-2019	Improving
	CRR 148	Local Plan	Andrew Frost	9	9	9	3	31-Jul-2020	Improving
	CRR 149	Impact of Welfare Reform, including Universal Credit (UC) on working claimants across the district	Louise Rudziak	9	6	6	3	31-Mar-2020	Improving
	CRR 165	Brexit	John Ward	6	6	6	4	31-Oct-2019	Improving
	CRR 170	Changing Use of the High Street in City and Rural Towns	Jane Hotchkiss	6	6	6	4	31-Mar-2022	Improving

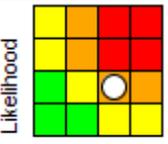
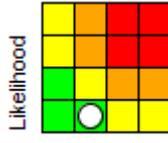
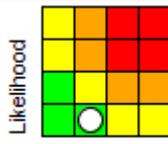
Controlled

Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 01	Financial Resilience	John Ward	9	6	6	3	31-Mar-2020	Good
	CRR 08	Skills / Capability / Capacity	John Ward	3	3	3	2	31-Mar-2020	Good
	CRR 09	Business Continuity	Andrew Frost	9	6	6	3	31-Mar-2020	Good

Appendix 1 (a)

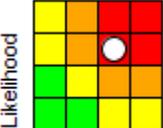
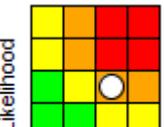
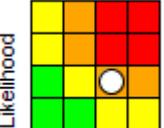
Status	Risk No.	Risk Area	SLT Lead	Original Score	Previous 1/4ly Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 68	Health and Safety	Andrew Frost	9	4	4	4	31-Mar-2020	Good
	CRR 97	Cyber Risk Attack Across ICT Estate	John Ward	6	6	6	6	31-Mar-2020	Good
	CRR 145	Data Protection Act Breach - Loss of Data	John Ward	4	3	3	3	31-Mar-2020	Good

Management Control Pending

CRR 88	Non Achievement of Recycling Target of 50% by 2020		Management	Control Pending
			Corporate Links	
The current recycling target set for 2020 is 50%. The failure to achieve this target could mean the Council may incur significant fines, taxes or extra landfill taxes or reputational damage.				
SLT Risk Owner: John Ward Responsible Officer: Kevin Carter				
Original and Target Risk Assessment				
Original Risk Date	28-Nov-2014		Target Risk Date	01-Jan-2020
Original Risk Score	6		Target Risk Score	3
Current and Previous Quarter Risk Assessment				
Page 1499 Current Assessment Previous Quarter Assessment	16-Sep-2019			2
	28-Jun-2019			2
Internal Controls				Current Status
Initiatives to increase amount of recycling	1. New initiatives to increase recycling rates are being implemented and further work to improve the quality of the waste for recycling collected are under consideration. 2. A Waste & Recycling Panel has been established to drive forward initiatives and improvements.			Improving
Latest Position Statement				
16 Sep 2019	The forecast County recycling rate exceeds 50%. CDC's end of year outturn for 2018/19 is 46.5% and forecast is for continued improvement			

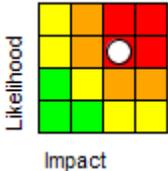
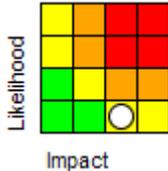
with the provisional outturn for Quarter 1 2019/20 at 48.5%. The risk of any fines arising from not meeting 50% has been significantly reduced both because of the County figure and BREXIT. While there may be a reputational risk by CDC specifically not meeting the 50% we are in the top 20 LA's across the UK in recycling improvement.

In addition, the policy landscape for waste management is also changing. In December 2018, the Government published the Resources and Waste Strategy for England which brings together a wide range of topics and sets out the policy direction in the field of resource and waste management. Potential implications of the strategy could impact local authority performance data collection and reporting requirements in the future as the Strategy seeks to support the use of high quality data, information and insights for policy making. Initial results following consultations on the Strategy have been released but full Government intention will not be known for a number of months.

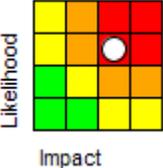
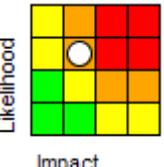
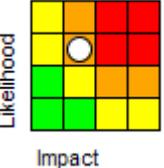
CRR 147	Southern Gateway Regeneration		Management	Control Pending
			Corporate Links	
<p>Failure to deliver the outcomes of the project leading to reputational damage and financial exposure to CDC as lead partner, and potential repayment of the Local Enterprise Partnership (LEP) (and other funding). Lack of engagement or buy in by other key partners, leading to CDC being isolated and unable to deliver outcomes. Masterplan becomes commercially unviable due to certain market sectors' changes including demands for community/public realm use types.</p>				
<p>SLT Risk Owner: Paul Over / Jane Hotchkiss Responsible Officer: Victoria McKay</p>				
Original and Target Risk Assessment				
Original Risk Date	23-Feb-2018		Target Risk Date	30-Jun-2019
Original Risk Score	9		Target Risk Score	4
Current and Previous Quarter Risk Assessment				
Page 1511 Current Assessment Previous Quarter Assessment	16-Sep-2019		6	
	28-Jun-2019		6	
Internal Controls				Current Status
Partner Organisation Engagement	1. Law Courts - Homes England (HE) hand over. Close liaison with HE with contingency built into Masterplan. Use of EPH committee rooms completed. CDC has agreed 43 Fridays per annum. Courts completely closed on 21 December 2018. Fall-back position in the event that HE don't complete the transfer has been identified. 2. WSCC and land held. On-going discussions between County Council and Sussex Police.			Improving
Strategic Land Owner Engagement	1. Collaboration Agreement signed between CDC and WSCC. 2. Growth Deal approved and Growth Board meetings providing strategic input into the project. On-going liaison			Good

Appendix 1 (a)

	with other partners and including the potential for others to join. 3. Relocation of Royal Mail & Stage coach - one suitable site identified and purchase completed. Negotiations on HoT's progressing via appointed agents.	
Financial Controls & Budget Monitoring	1. Identifying potential abnormal costs as possible by undertaking key studies in advance e.g. flooding, contamination and drainage. 2. Relocation funding from key partners - Timely reapplication to LEP/HE and exploring alternative funding routes as necessary, including CIL.	Improving
Management of External Consultants	1. Contract T&C's for consultants employed to ensure delivery of service. 2. Availability of consultancy advice - Use tried and tested framework agreements to source expertise; test knowledge via tendering process.	Good
Masterplan	1. Demand in market sector changes - Regular updating of viability advice for the Masterplan as the project is implementation proceeds. 2. Road space configuration - WSCC Highways input to project team to ensure solution(s) are acceptable. 3. Community or Public Realm Uses for site - Steering group input and regular re-appraisal of the scheme as it progresses.	Improving
Compulsory Purchase Order (CPO)	1. Use of CPO if required for land acquisitions for Masterplan assembly, where unable to agree terms to complete acquisitions. 2. Use of consultancy support to ensure CPO grounds well founded, including independent valuations.	Good
Latest Position Statement		
17 Sep 2019	<p>Following assessment by the moderation team a shortlist has been concluded. Shortlisted bidders have been invited to submit final bids by 21 October. Competitive dialogue meetings have commenced. A recommendation on a preferred developer will be made to Cabinet and Council on 26 November 2019. In advance of this a "Meet the Bidders" day has been arranged for 16 October along with comprehensive reports to both OSC and the Growth Board in November.</p> <p>Sussex Police have agreed to join the Collaboration Agreement and legal papers have been issued to them.</p> <p>We are waiting for confirmation from HE that they have taken ownership of the courts site (delayed from the recently scheduled of May/June 2019) and that they will join the procurement process.</p> <p>The Q5 LEP claim is being prepared. Negotiations with HE on a potential new source of public funding are also underway. Negotiations with both Stagecoach and Royal Mail are being actively pursued with consultant's expertise in order to facilitate their relocation.</p> <p>Presentations continue to be made to community and other groups. A pre-Council members briefing, was delivered on 23 July.</p> <p>Discussions with Network Rail continue.</p>	

CRR 148	Local Plan	Management	Control Pending		
		Corporate Links			
<p>Failure to complete Local Plan Review and submit the Local Plan for examination by 2020. This would mean that the Council would face challenge that it does not have an up to date Local Plan and the impact would be:</p> <ul style="list-style-type: none"> Without an up to date Local Plan the presumption in favour of sustainable development would apply, assessed against the policies in the National Planning Policy Framework (ref: para 14). 5 year housing land supply (HLS) would be assessed against the objectively assessed need (OAN) for housing rather than the housing requirement figure in the Local Plan, making it highly likely that it would not be possible to demonstrate a 5 year HLS. Both 1. & 2. would result in a loss of control over the location and form of development with decisions being made through the application and appeal process, rather than in accordance with the development plan as it would be considered to be out of date. With respect to the Local Plan Review, the 40% cap applied to the OAN growth for housing in the government's draft methodology would not apply and the amount of housing to be provided for in the LPR would increase substantially requiring an increase in the amount of land to be allocated for development. The ability to plan and coordinate development with the provision of infrastructure would be reduced with an unplanned approach to the location of new development. The potential for government intervention to take plan-making decisions out of the control of the Council. Damage to the reputation of the Council for failing to produce a plan to guide and control development in line with its statutory duties as Local Planning Authority. <p>SLT Risk Owner: Andrew Frost Responsible Officer: Toby Ayling</p>					
Original and Target Risk Assessment					
Original Risk Date	07-Mar-2018		Target Risk Date	31-Jul-2020	
Original Risk Score	9		Target Risk Score	3	
Current and Previous Quarter Risk Assessment					

12 Sep 2019	The Local Plan Review: Preferred Approach consultation concluded on the 7 February. A number of issues raised through representations require examination through further development of the evidence base. Additional evidence has been commissioned to address a range of issues, including transport, development viability and an update to the sustainability appraisal. The elections have resulted in significant changes to the members of the Council and, combined with the establishment of various anti-development campaign groups and the need for further information from various site promoters (including West Sussex County Council), the likelihood of the risk that it may not be possible to meet the timetable to submit a plan for examination by July 2020 remains probable.
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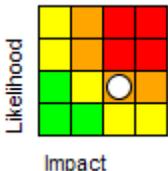
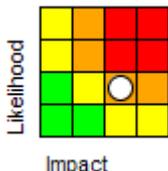
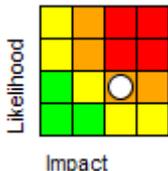
CRR 149	Impact of Welfare Reform, including Universal Credit (UC) on working claimants across the district		Management	Control Pending
			Corporate Links	
<p>Failure to provide appropriate support and guidance for claimants affected by the welfare reforms, including the rollout of Universal Credit (UC) on working age claimants across the district, resulting in the risk of rent arrears and the threat of homelessness.</p> <p>The benefits service currently administers in excess of 3,800 working age Housing Benefit claims. Full UC service in the district has been delayed until July 2018. The roll out will initially only affect new claims, although the majority will transition across over a period of 12-18 months.</p> <p>SLT Risk Owner: Louise Rudziak Responsible Officer: Linda Grange / Kerry Standing</p>				
Original and Target Risk Assessment				
Original Risk Date	02-Mar-2018		Target Risk Date	31-Mar-2020
Original Risk Score	9		Target Risk Score	3
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	11-Sep-2019		6	
	27-Jun-2019		6	
Internal Controls				Current Status
UC Focus Group	<p>An initial meeting in April 2017 identified the challenges our largest RP (Registered Provider) had experienced locally and nationally.</p> <p>Identified challenges that could reduce impact on claimants and prevent homelessness and agreed to:</p> <ul style="list-style-type: none"> • support vulnerable claimants 			Improving

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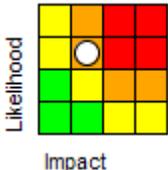
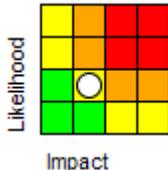
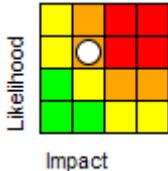
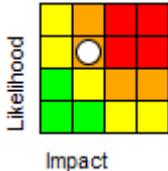
	<ul style="list-style-type: none"> • prepare claimants for the transition • assist claimants with their online UC claims • hold multi agency events to raise awareness • deliver pre and post tenancy workshops on money management • identify suitable venue and volunteers to run the workshops • identify resource requirements to deliver <p>Some mitigation has been put into place, for example, by contracting to CAB for debt advice and recruitment of Tenancy Sustainment Officers and a Housing Welfare Officer.</p>	
<p>Page 158</p> <p>nomination of a formal UC lead within the Housing Advice Team</p>	<p>In compliance with Homelessness Reduction Act s.179(2)(g) "The service must be designed to meet the needs of persons in the authority's district including, in particular, the needs of any other group that the authority identify as being at particular risk of homelessness in the authority's district." The Housing Advice Team have nominated a UC lead who will be responsible for coordinating advice to UC claimants that present seeking housing services assistance.</p>	<p>Improving</p>
<p>Register Provider eviction protocol</p>	<p>There is an intention to create a Register Provider eviction protocol so that the Council is warned in advance where there is a risk of homelessness, this will include tenants in receipt of UC, in arrears and where possession proceedings have been instigated. The lead officer conducting this piece of work has been briefed.</p>	<p>Improving</p>
<p>Increase number of units of Council owned temporary accommodation (TA).</p>	<p>On 31 October 2017 CDC purchased 22 Freelands Close. Three, 1 bed units were in use as TA (Temporary Accommodation) from December 2017 with a fourth unit due to be available in March 2018. The Council are considering options to redevelop the site and increase the number of units to a maximum of 12.</p>	<p>Good</p>
<p>Impact on services</p>	<ul style="list-style-type: none"> • Benefit service will be impacted by transfer of WA claims to UC. Exceptions to UC, pensioner HB claims and CTR claims for WA and pensioners will continue to be administered. Revenues and Benefits Management team will continually review impact of rollout and resource requirements, as necessary. • From Jan 2019 persons in receipt of Severe Disability Premium will continue to remain on legacy benefits until protection for this group of claimants can be legislated for. • Increased expenditure on Discretionary Housing Payments for customers on UC is anticipated and will be monitored to ensure that this Policy remains relevant for this group. 	<p>Good</p>

Appendix 1 (a)

	<ul style="list-style-type: none"> Housing service may result in increased demand for services, as above, nominated UC lead officer to coordinate housing advice requirements 	
Claimant support	<ul style="list-style-type: none"> Publicity for claimant engagement on-going via the website as further easements to UC delivery are announced.. From April 2019 the Chichester and Arun Citizens Advice Bureau (CAB) are responsible for Assisting Digital Support (ADS) and Personal Budgeting Support (PBS). The Revenues Management Team maintain a link with CAB as stakeholders to ensure that this arrangement is providing the support that it was intended to deliver. Whilst CDC is no longer responsible for ADS it still provides public access PC's in the Contact Centre to allow customers to self-serve. 	Good
Revenues and Benefits staff awareness and training	<ul style="list-style-type: none"> DWP training for staff and members completed. This will be expanded to other key CDC staff i.e. community responders and maintained via liaison meetings arranged by the Department of Work and Pensions. Revenues staff updated with any changes as they occur and trained accordingly. Any issues on individual cases escalated via the DWP liaison officer. Feedback from this disseminated to staff as appropriate. 	Good
Latest Position Statement		
Sep 2019	<p>A report on the impact of Universal Credit has been heard at the Council's Overview and Scrutiny Committee on 10 September 2019 with the recommendation agreed to monitor the impacts further with a further update being provided.</p> <p>A quarterly meeting takes place with the Job Centre Plus, Communities teams and Benefits to review residents affected by Welfare Reform ensuring that all officers dealing with residents affected by Universal Credit are being given appropriate advice and signposting.</p> <p>A liaison meeting is next scheduled for November 2019 with the Department for Works and Pensions where Universal Credit claims will be discussed for CDC. All staff are reminded to ensure that Discretionary Housing Payments are being offered to residents who are likely to be eligible to support them transitioning to Universal Credit.</p>	

CRR 165		Brexit		Management	Control Pending
				Corporate Links	
The risks of Brexit and in particular of a "no deal" Brexit scenario and its impact on the council, its services and communities. SLT Risk Owner: John Ward Responsible Officer: Joe Mildred					
Original and Target Risk Assessment					
Original Risk Date	07-Sep-2018			Target Risk Date	31-Oct-2019
Original Risk Score	6			Target Risk Score	4
Current and Previous Quarter Risk Assessment					
Page 160 Current Assessment Previous Quarter Assessment	13-Sep-2019			6	
	25-Jun-2019			6	
Internal Controls					Current Status
Impact Assessment	<p>Whilst the total impact of a no deal Brexit is still not fully understood, the government has started increasing its preparations and funding made available for the event of the scenario. There is potential for disruption to many established procedures and practices that enable everyday life in the UK. Whilst in the longer term new procedures and processes will be established, in the event of a no deal scenario the short term may cause several problems for businesses and the community. These may include areas such of a shortage of supplies, transportation difficulties, an impact on the labour force, a downturn in the economy and a potential run on the pound amongst others.</p> <p>Whilst the council is likely to still be able to perform most of its key functions effectively the impact on the local community and businesses will require the council to react to provide support accordingly. There could also be some additional duties and requirements given to the council by government to help issues such as border control.</p>				Improving

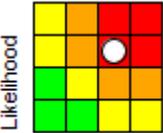
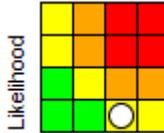
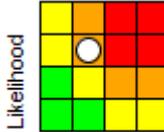
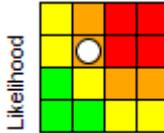
	There may be an impact on how well the council can carry out its duties through established legislation and frameworks which are currently aligned to EU legislation.	
Latest Position Statement		
13 Sep 2019	<p>Service managers have completed an initial impact assessment exercise to understand the possible impact on the authority directly as well as community impacts and an action plan has been compiled. Contingency plans are being developed by services to deal with short term disruption such as the potential for fuel shortages, disruption to supply chains etc.</p> <p>Developments continue to be monitored regularly by SLT, and plans will be adapted as more information becomes available.</p> <p>Whilst the original planned leaves dates have been extended and are likely to be extended further, the work that was completed by CDC in the lead up to 29 March has been updated with the latest guidance and information available. The situation will be continuously monitored and the action log will be updated as appropriate.</p>	

CRR 170	Changing Use of the High Street in City and Rural Towns	Management	Control Pending
		Corporate Links	
<p>Risk Description: Risk to the city and rural towns as a result of the changing use of the high street impacting their sustainability and vitality. Failure to adapt to the changing use of the high street by consumers and businesses, impacting the local economy, and the wider financial impact on the council as a result of reduced income streams from car parks, business rates etc.</p> <p>SLT Risk Owner: Jane Hotchkiss Responsible Officer: Tania Murphy</p>			
Original and Target Risk Assessment			
Original Risk Date	15-Mar-2019		Target Risk Date
Original Risk Score	6		31-Mar-2022
			Target Risk Score
			4
			
Current and Previous Quarter Risk Assessment			
Current Assessment	12-Sep-2019		6
	Previous Quarter Assessment	27-Jun-2019	
Internal Controls			Current Status
Vision Projects	The Vision projects have a wider objective than just considering the change of use in the high street, but both short and medium actions plans will help to address the concerns.		Improving
Southern Gateway Regeneration Project	The Southern Gateway Regeneration Project will have an impact on Chichester and the city centre. The objectives of the scheme are linked to the Vision for the city.		Improving
Economic Development Support	Economic Development team support to local businesses and the Chichester Business Improvement District (BID) to aid the sustainability of Chichester City centre.		Good

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Latest Position Statement	
12 Sep 2019	<p>The authority recognises that the use of the high streets in our city and rural towns is changing – we are seeing an increase in closures of retail units and reducing numbers of transactions in our car parks as a result of factors such as increases in internet shopping, uncertainty over Brexit, rising running costs and an increase in flexible working.</p> <p>Whilst the Chichester Vision action plan does seek to restrict the impact of such pressures and also encourages a number of projects with partners, there are still a number of pressures which are outside of the control of the partners and the national picture reflects a changing scene. If the use of the high street reduces this directly impacts CDC through a reduction in parking income, potential increased pressures on services which provide support in the city and towns and a reduction in the positive impression of the area for visitors and residents which may affect inward investment.</p> <p>Working with partners we are continuing to support the High Street through the consideration of appropriate events for the city, promotion of the area and enhancing the public realm.</p> <p>The recent summer street party in the city centre encouraged an increased number of visitors to the city. The Chichester Vision Delivery Steering Group will shortly be considering options for further improvements to the public realm and the council has been active in setting up a project team to look at pavements and roads in the city following feedback from local resident and visitors. Work is underway with the rural towns (and more recently added East Wittering and Bracklesham) to support delivery of a Vision for the area which will assist with the drive to assist with the sustainability of the high streets. A Christmas campaign is also in the process of being developed to raise awareness of the city and town centres.</p> <p>Impact = 2, Likelihood = 3</p>

Management Controlled

CRR 01	Financial Resilience	Management	Controlled
		Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.
<p>Risk Description:</p> <ul style="list-style-type: none"> - Failure to maintain a robust and deliverable budget will lead to a lack of resources to fund services and council priorities, leading to reactionary decision making, and reputational consequences. - Failure to maximise efficient use of resources and so unsuccessful redirection of resources and not achieving objectives and outcomes of the council including deficit reduction plans. - Failure to maximise income streams. - Unpredictable Government policy (e.g. Brexit and localisation of business rates.) <p>SLT Risk Owner: John Ward Responsible Officer: Helen Belenger</p>			
Page 164	Original and Target Risk Assessment		
	Original Risk Date	31-Jul-2012	
	Original Risk Score	9	
	Target Risk Date	31-Mar-2020	
	Target Risk Score	3	
Current and Previous Quarter Risk Assessment			
Current Assessment Previous Quarter Assessment	12-Sep-2019		6
	27-Jun-2019		6
Internal Controls			Current Status

Appendix 1 (a)

Five Year Financial Model and Deficit Reduction Plan	<ol style="list-style-type: none"> 1. Monitor and update the 5 year financial model as required and review with CMT. 2. Assess against progress on Deficit Reduction Plan and savings targets. 3. Monitor income volatility in relation to use of New Homes Bonus (NHB) (Policy approved) and localisation of both Council Tax Reduction scheme (CTR) & business rates. 	Good
Income Streams	<ol style="list-style-type: none"> 1. Monitor income performance and review with SLT so remedial action can be taken. 2. Heads of Services and budget managers monitor income monthly from budget monitoring reports. 3. Service managers to assess fee setting for services in accordance with Fees & Charging Policy, and react when if income reductions occur. 4. Putting money in place to achieve better returns. 	Good
Reconciliation of Income	<ol style="list-style-type: none"> 1. Monthly reconciliations by services. 2. Non compliant services are identified by Internal Audit when service is reviewed as part of the Audit Plan. 3. Support given by Financial Services when setting up new income streams and reconciliation processes. 	Good
Control of Expenditure	<ol style="list-style-type: none"> 1. Approval limits and routes for additional funding are detailed in the Council's Constitution and Financial Regulations. 2. Quarterly monitoring of major variances by SLT. 	Good
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 10px;">Page 165</div> <div> <p>Financial Strategy Principles</p> </div> </div>	<ol style="list-style-type: none"> 1. All key decisions of the Council should relate back to the Corporate Plan. 2. Ensure the revenue and capital programme remain balanced and sustainable over a rolling 5 year period. 3. Over the next 5 years maintain a position of non-dependency on reserves. 4. In order to maintain a balanced budget in a climate of no growth, savings in the revenue budget or external funding will need to be identified before any new revenue expenditure, including capital expenditure that has revenue consequences, is approved. 5. Review costs in response to changes in service demand. 6. Where the Council has discretion over charging for services, consideration needs to be given as to the extent to which service users should bear the costs, and the proportion met by Council Tax. 7. Continue to review the Council's costs in order to find further savings. 8. Match Council Tax increases to a realistic and affordable base budget. 9. Budgets should be pooled with other service providers to achieve more effective and cost efficient outcomes for the community. 10. New Homes Bonus (NHB) is a non ring-fenced grant from Government. Council policy has agreed in principle that this funding should be reserved to reward communities that have accepted growth. However, the allocation of this source of funding and its use must take into account that as this is not new funding; it can be used to protect services, and aid the council's legal requirement to set a balanced budget. The allocation of this funding will be reviewed annually during the budget setting process taking into account the financial settlement from Government. 11. Localisation of Business Rates. The decision to pool our business rates should be reviewed annually after receipt of government draft settlement to that the Council is in the best financial position. The Section 151 Officer continues to review the risks and opportunities that will emanate from the 100% localisation of business rates. 	Good

Revenue and Capital Programme Principle	<p>1. Capital receipts, reserves and interest on investment will primarily be available for new investment of a non-recurring nature, thereby minimising the overall financial risk.</p> <p>2. Ensure that a sufficient level of reserves are maintained, as informed by the Financial Strategy, so that the Council can remain flexible and is able to respond to a changing local government environment.</p> <p>3. Borrowing could be used for capital schemes or "invest to save" projects providing the cost of servicing the debt is contained within the revenue savings/income the project generates. The payback period for invest to save projects should be shorter than the life of the asset.</p>	Good
Treasury Management	<p>1. Generate better returns with the Treasury Management Strategy and the Investment Protocol and the Council's view of risk and increased diversity.</p>	Good
Latest Position Statement		
<p>13 Sep 2019</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 166</p>	<p>For 2019-20 the Council has a balanced budget with an estimated £534k to go into the Investment Opportunities Reserve at the end of the financial year; should the situation change as a result of in year pressures this transfer can be amended as necessary. In year budget monitoring for Q2 is due to be undertaken shortly, however, there continues to be a reduction of some major income streams e.g. car parks and rental income, which may be partly offset by higher planning income for major developments ahead of the local plan review. The situation will continue to be monitored.</p> <p>Preparation for the 2020-21 budget has commenced taking into account any of the major variances from the 2018-19 out turn position which are anticipated to be ongoing. The situation regarding potential budget changes by West Sussex County Council or any other partner which has funding implications on the council and the provision of services will need to be considered as part of the budget cycle, for items such as recycling credits, housing related support, Integrated Prevention and Earliest Help (IPEH), and LAN.</p> <p>In the forward look for Government funding, as widely expected, the 2019 spending review was for one year only covering 2020-21; a multi-year spending review will be announced next year now. Authorities will only be able to increase the Band D council tax by 2% which is lower than the 2.99% for the last 2 financial years. It has not yet been confirmed whether the £5 maximum will be available for district councils. This will have an impact on the 5 year Financial Strategy Model considered by SLT/Cabinet in July 2019, as it was assumed that 3% was used for future years where the £5 was the lower of the assumed increases. The model identified that based on those assumptions and the potential impact of changes by the County, that there was a deficit of £1m that needed to be addressed in the medium term. Officers are currently working on the solutions to close that anticipated funding gap.</p> <p>There are a number of other uncertainties following the spending review outcome which include:</p> <ul style="list-style-type: none"> • Business Rates (BR) Pilots – only the "Devo" areas are expected to continue, so the council will assume that the current pilot it has in place for 2019-20 will cease. • New Homes Bonus (NHB) – it is assumed that there is no change in the current scheme, although there is the potential risk that authorities will receive legacy payments only in 2020-21. This has no impact on the revenue budget for the council as this funding is held for one off costs in accordance with Council Financial Principles. 	

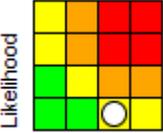
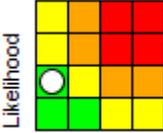
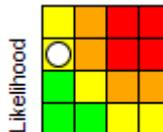
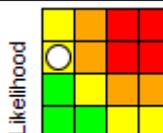
- Rural Services Deliver Grant (RSDG) – As a BR pilot this source of was included within the additional 25% retention of BR. There was no mention that RSDG would continue in 2020-21 at the same overall finding level as 2019-20, so the Council would expect an allocation for 2020-21.

In relation to the reset of the business rates baseline, this has been delayed until 2021-22, which means that authorities with business rates growth retain this for a further year, which is helpful to the council. In 2021-22 the longer term reforms including business rates retention and fairer funding (Review of Relative Need and Resources) will be expected, however these plans may be impacted by the continued uncertainty with Brexit and the wider uncertainty on national politics.

In terms of major income streams:

Car parking service - Whilst parking income continues to be monitored on a monthly and quarterly basis, there have been changes to the use of car parks over recent time affected by changes in the use of cities and towns, with latest figures showing volume as being down but duration of stay having increased. Income budgets for 2019/20 have been amended as a result to attempt to reflect the latest pattern of use. Whilst the existing charges are frozen until 31 March 2020, a review of potential charges from 1st April 2020 is currently underway, with a report having been considered by the Parking Forum. A report on parking charges will be considered at Cabinet in November

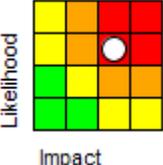
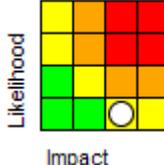
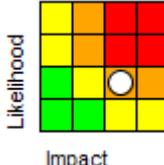
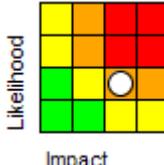
Planning Income – In year monitoring for the 1st Quarter anticipates that the target will be exceeded by £366k mainly from major applications received, although this trend may not continue into future years.

CRR 08	Skills / Capability / Capacity		Management	Controlled
			Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.
Risk Description: Failure to have resilience in the staff structure, and so lack the right number of staff with the right skills to deliver services, along with unrealistic expectations of services, which could lead to service failure, reputational damage and potential litigation.				
SLT Risk Owner: John Ward. Responsible Officer: Joe Mildred / Tim Radcliffe.				
Original and Target Risk Assessment				
Original Risk Date	31-Jul-2012		Target Risk Date	31-Mar-2020
Original Risk Score	3	Likelihood Impact	Target Risk Score	2
				
				Likelihood Impact
Current and Previous Quarter Risk Assessment				
Current Assessment Previous Quarter Assessment	13-Sep-2019			3
	21-Jun-2019			3
Internal Controls				Current Status
Workforce Development Plan	1. Ensure commissioning and objectives remain relevant and up to date. 2. Review personnel literature, marketing CDC as an employer at recruitment fairs. 3. CDC salaries - benchmarking exercise to be undertaken and monitored. 4. New apprenticeship Levy.			Good
Appraisal Process	1. Succession planning considered during appraisal process. 2. Completion of appraisals on time.			Good

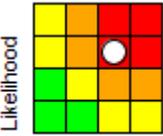
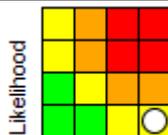
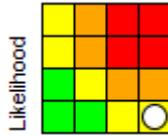
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	3. Strategic training needs identified.	
Training Plan and Budget	1. Use First Line Managers course to develop new managers. 2. Use management apprenticeship or diploma programmes to develop CDC managers. 3. Specific training programme for new Directors and Divisional Managers.	Good
Recruitment Benefits	1. Use of benefits packages to aid recruitment: relocation package widely used, exceptionally assisted house purchase scheme. 2. Guidance to be issued for how to use recruitment benefits.	Good
Staff Satisfaction Survey	1. Staff survey to be undertaken every two years, and action plans progressed.	Improving
Strategic Leadership Team & Divisional Managers	1. Specific training programme to newly appointed Divisional Managers to address core competencies, hosted by Portsmouth University.	Good
Measuring Staff Turnover by Significant Groups	1. SLT to review turnover statistics and the reasons quarterly.	Good
Latest Position Statement		
13 Sep 2019 Page 169	<p>Corporate Pay Review now completed and fully implemented as of April 2019. This focused on ensuring equal pay for work of equal value. Some additional resource was made available and used for the new reward structure and this was targeted towards the levels where recruitment difficulties have been apparent. All staff appeals also completed.</p> <p>Increased use of premia payments for those areas with long term established recruitment issues and the use of the relocation package has aided recruitment for some service areas. Premia payments are subject to review every 2 years (next April 2021) and a new procedure governing these is in the process of being agreed with the Staff Side / Unison.</p> <p>Workforce planning including Divisional Manager's (DM) training programme at University of Portsmouth completed. Successful recruitment of new Planning Policy and Revenues, Benefits & Customer Services DMs achieved.</p> <p>Apprenticeship Levy came into effect 1.4.17 and several staff now undertaking levy funded courses. Workforce development initiatives are live. Take up of Apprenticeship Levy courses remains of some concern although number of available courses has increased and has been further publicised to managers. The requirement to release staff for 20% of time to study and pre-course requirements can be a hindrance. HR monitors take-up of courses and spend of Levy, with a target (PI) of at least 75% spend. Good links developed with both Chichester College and University. An encouraging range of services have or are considering an apprentice for their team.</p>	

CRR 09	Business Continuity	Management	Controlled
		Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.
Risk Description: Failure to react to an incident that would adversely affect the delivery of services, including leading to a breach of the council's statutory duties under the Civil Contingencies Act and result in both inability to service the community and reputational damage.			
SLT Risk Owner: Andrew Frost Responsible Officer: Ian Brightmore/Warren Townsend.			
Original and Target Risk Assessment			
Original Risk Date	31-Jul-2012		Target Risk Date
Original Risk Score	9		31-Mar-2020
			Target Risk Score
			3
			
Current and Previous Quarter Risk Assessment			
Current Assessment	11-Sep-2019		6
	24-Jun-2019		6
Previous Quarter Assessment			
Internal Controls			Current Status
Robust BC Plans	<ol style="list-style-type: none"> The Business Impact Assessment (B.I.A) is refreshed annually with SLT. Critical services have Business Continuity (BC) plans covering the first 3 days of a business interruption. The BC plans are tested every couple of years. Retraining takes place where necessary, to embed BC into culture of the council. BC plans and associated documents are stored on the council's x drive and off-site on external site (Resilience Direct). 		Good

	<p>6. Non critical services also have plans for over 3 days business interruptions.</p> <p>7. Health checks take place of Plans in all service areas.</p> <p>8. Effective backup of data.</p>	
BC Management Strategy	<p>1. Annual BCM corporate meetings held.</p> <p>2. Key managers identified for BC plans.</p> <p>3. Articles for team briefs or management forum to embed BC planning into organisation.</p>	Good
Business Recovery Team	<p>1. Training and repeated messaging to embed BC cultural into organisation.</p> <p>2. Annual appraisals targets for Divisional Managers and relevant staff.</p>	Good
Latest Position Statement		
12 Sep 2019	<p>Whilst the internal controls are good for business continuity, the risk score is always likely to continue to remain the same because the impact is serious and the likelihood is possible rather than unlikely. The main reason for this is the continuing cyber-attack threats that the organisation continue to get. We have good mitigation against cyber-attacks; however there remains a risk.</p> <p>Physical controls against loss of IT or building/s are good and would be 'unlikely' and less of a risk.</p> <p>Off-site replication of IT software systems (hosted at our Chichester Contract Services Depot has been agreed by Council and works are underway to the building in order to accommodate the necessary equipment etc. These works have begun and the installation of the IT equipment that follows is due for completion by January 2020. Once this is installed and operational the Council's ability to recover from a business interruption that involves loss of IT will be considerably improved.</p> <p>The BIA (Business Impact Assessment) continues to be refreshed annually by SLT.</p> <p>The health of BC plans, the BIA and processes remains strong; a BC exercise was undertaken on 12th February 2019 and involved all of SLT and some members of CMT.</p> <p>SLT and CMT received refresher training on Business Continuity management on 4th July 19. The annual BIA refresh will take place in October 2019 and shortly after that (November – date to be set) the Council's insurer, Zurich Municipal, will be undertaking BC testing.</p>	

CRR 68	Health and Safety		Management	Controlled
			Corporate Links	Corporate Plan Priority - Use Resources Effectively and Efficiently.
Risk Description: Failure to adhere to H&S policies and procedures leading to death or serious injury of an employee or third party resulting in prosecution under H&S legislation, adverse publicity, fines and possible prison sentences. Such failures may also lead to civil claims for compensation				
SLT Risk Owner: Andrew Frost				
Responsible Officer: Ian Brightmore / Warren Townsend.				
Original and Target Risk Assessment				
Original Risk Date	03-Sep-2013		Target Risk Date	31-Mar-2020
Original Risk Score	9		Target Risk Score	4
Current and Previous Quarter Risk Assessment				
Current Assessment	11-Sep-2019		4	
	Previous Quarter Assessment	24-Jun-2019		4
Internal Controls				Current Status
H&S policies & procedures	Clear health and safety policies, procedures and guidance are available to all staff and members via intranet and in hard copy format at some sites including: 1. Statement of intent. 2. Hierarchy for communication/organisation. 3. Roles and responsibilities. 4. H&S arrangements. 5. Policies, procedures and guidance for specific H&S issues e.g. control of contractors, COSHH assessments forms			Good

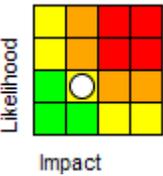
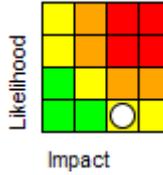
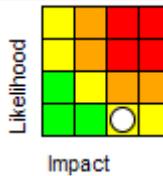
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	<p>etc.</p> <p>6. An extensive range of evidence compliance forms.</p> <p>7. Specific risk assessments for site visits undertaken for staff and member visits.</p> <p>8. Quarterly updates to Cabinet member for Corporate Services by the H&S Manager.</p>	
Training Programme & Competencies	<p>1. Specific training programmes for all aspects of H&S skills and competencies required with the Council's business.</p> <p>2. Staff names with relevant competencies and holding key responsibilities available on staff intranet.</p> <p>3. Training records maintained to evidence training provided.</p> <p>4. Training for all new members as part of the Members' Induction Programme.</p>	Good
Legionella Testing	<p>1. Written policy available.</p> <p>2. Regular testing and monitoring to demonstrate compliance.</p> <p>3. Staff involved in legionella management or may be exposed to legionella risk are provided with training.</p>	Good
Quarterly service meetings for high risk service areas	<p>1. CCS - Quarterly insurance & H&S meetings with the Director of Residents' Services & the Contract Services Divisional Manager with the Financial Services Divisional Manager, insurance officer, H&S Corporate Manager & CCS Technical Supervisor. To assess accident trends and claims and agree any actions required to staff duties, policies and procedures.</p> <p>2. Culture & Place - Quarterly insurance & H&S meetings with Director of Growth & Place Services and the Divisional Service Managers for the museum, Westgate Leisure contract, and car park service, to discuss claims & accidents to identify any necessary changes to procedures/policies etc.</p> <p>3. All accidents, near misses and reports of ill health are investigated by the Corporate H&S team. Interventions made with the service where appropriate to improve systems of work to prevent reoccurrence.</p>	Good
PA testing	<p>1. Annual testing of all electrical equipment carried out by qualified contractor.</p>	Good
Safety Committee	<p>1. A group of managers and employees meet 3 times a year to discuss health and safety issues and matters of interest. CCS and car parks have local 'Safety Forums', meeting bi-monthly, that feed into this committee. The Safety Committee reports any issues of significance to the JECP.</p>	Good
Caution Alert Register (CAR)	<p>1. Specific procedures and decision tree guidance in place for staff and members to follow on staff intranet.</p> <p>2. Nominated person CR Keeper who maintains register and advises staff.</p> <p>3. Procedures in place for appropriate staff and members to access CAR.</p> <p>4. Compliance with data protection legislation included in policies and procedures.</p> <p>5. Violence & aggression response team available to support staff and members at EPH if an incident occurs.</p> <p>6. Two levels of Violence & Aggression (V&A) resolution training provided to relevant staff.</p>	Good
Emergency arrangements for Council Premises	<p>1. Evacuation procedures in place for EPH on staff intranet.</p> <p>2. Known competent staff with allocated roles & responsibilities for evacuation procedures.</p> <p>3. Regular testing of evacuation procedures carried out.</p> <p>4. Policy advising the arrangements in place for safe evacuation of council owned buildings.</p>	Good
Corporate H&S Audits & Action Plans for Service	<p>1. Programme of H&S audits of service areas, improvements and observations which are fed back to Service, H&S and management with any necessary improvement action plans. Progress with recommendations made are</p>	Good

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H&S Improvement	<p>reviewed after an agreed period.</p> <p>2. In addition, there is a programme of audits in place for the SLM leisure centres contract. This involves checking H&S performance and compliance in key identified areas.</p>	
Contract Management	<p>1. Every major contract should have an identified contract manager who is responsible for ensuring the delivery of the contract in accordance with specification.</p> <p>2. The contractor manager must ensure that their contractor adheres to H&S legislation in carrying out the specification and has a monitoring system in place which is also including performance reporting to the council's contract manager.</p> <p>3. Upon request the H&S manager will attend regular quarterly/annual meetings for the council's specific high risk activity contracts along with the contract manager, to liaise with the contractors regarding any H&S concerns.</p> <p>4. Members are involved in major decisions on procurement matters.</p>	Good
<p>Fire Safety of all Council Owned Premises</p> <p>Page 1 of 4</p>	<ul style="list-style-type: none"> • Fire Risk Management Group – Quarterly meetings, with the Directors of Corporate Services, Housing & Communities, and Growth & Place Services plus other key officers are held to develop and monitor action plans following the Grenfell tragedy and subsequent fire risk assessment reviews. • Activity-based Fire Risk Assessments of all premises are undertaken on a 2-yearly programme. Following the Grenfell fire, a qualified fire safety engineer was employed to carry out structural fire risk assessments to check the horizontal and vertical fire compartmentation. A number of remedial works were identified, risk rated and completed following the assessments. A small number of outstanding works remain but these are programmed to take place as part of larger-scale improvement projects to properties by the Building Services team. 	Improving
Test Position Statement		
12 Sep 2019	<p>The consequences of a serious accident or incident at work have the potential to be 'major', i.e. death of a member of staff, contractor or member of the public. Therefore the severity in the risk score is always going to be high.</p> <p>However, the Council operates an effective H&S management system with good controls in place to reduce the likelihood of such an incident. Despite having good systems and procedures in place, CCS remains the highest risk operation within the Council due to the nature of the work.</p> <p>H&S compliance of CDC's biggest service contractor, Everyone Active, is monitored through a programme of audits carried out by the Corp. H&S team on an annual basis.</p>	

CRR 145	Data Protection Act Breach - Loss of Data		Management	Controlled
			Corporate Links	
Failure to keep all personal data secure leading to a breach of the General Data Protection Regulations (GDPR) and Data Protection Act, resulting in fines and reputational risk.				
SLT Risk Owner: John Ward Responsible Officer: Nick Bennett				
Original and Target Risk Assessment				
Original Risk Date	16-Mar-2017		Target Risk Date	31-Mar-2020
Original Risk Score	4		Target Risk Score	3
Current and Previous Quarter Risk Assessment				
Page 17/5 Current Assessment Previous Quarter Assessment	12-Sep-2019		3	
	11-Jun-2019		3	
Internal Controls				Current Status
Data protection Officer	Divisional Manager of Democratic Services is the designated Data Protection Officer providing advice to officers, advising on safe sharing of data between agencies, overseeing data subject access requests and liaison with Information Commissioners Office in the event of customer complaint or security breach.			Good
Protocols and Policy in place	Data Protection Policy is in place to provide advice and guidance for staff and customers. Internal protocols and processes are in place to manage/limit risk of data loss. Updating processes to comply with new guidance under GDPR is underway.			Good
Staff Training	Data Protection training is provided to all new staff and Members. Staff online training is available to allow staff to			Good

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	refresh their knowledge. Specific GDPR module for all staff is in place, manager training day has been held.	
Data backed up	All electronic data is backed up daily and securely stored off-site.	Good
Secure devices	All staff laptops are encrypted to secure data. All mobile phones are provided with secure application to protect data. Dual authentication in place for remote access to data.	Good
PSN Compliance	The authority is taking steps to meet new certification requirements in accordance with the updated requirements of the Public Services Network requirements for provision of a secure network.	Good
Safe transfer of personal data	Personal and sensitive data shared with other government agencies is transferred via GCSX secure email accounts. A review of processing has been completed as part of GDPR approach.	Good
Safe destruction of confidential documents	All hard copies of confidential papers are shredded prior to disposal.	Good
Latest Position Statement		
12 Sep 2019	No breaches have been reported in the last quarter. Data Breach management now considered to be "business as usual" activity in all departments with management and key officers having clear understanding of the Data Breach Reporting form and mechanism. Training of officers in departments which had had breaches or near misses appears to have impacted positively and team visits to Housing and Council Tax departments in particular have demonstrated local competence to the Data Protection Officer.	

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High Scoring Organisational Risks - Mitigation Actions

Corporate Services Directorate - John Ward Contract Services Division - Kevin Carter

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 152	CCS - Potential reduction of recycling support payment income following county wide review of payment model	Kevin Carter	9	16	16	4	31-Mar-2020	Good

WSSC have reduced payment for waste recycled from £67.46 to £61.12 resulting in a loss of income of £87,000 pa for year 2019/20. This shortfall is funded by savings achieved in procurement of trade waste disposal costs. WSSC will advise the West Sussex Waste Partnership what the recycling credits amount for FY 2020/21 and onwards will be. Until such time the financial impact of any further reductions will be unknown but it is likely to be significant. A WSSC Decision report for consideration in November 2019 has been released indicating the intention to withdraw all recycling credits (£750k) due in FY 20/21 and beyond.

Corporate Services Directorate - John Ward Democratic Services Division - Nicholas Bennett

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 137	Democratic Division - Lack of team resources to deliver projects and day to day business	Nicholas Bennett	4	6	6	1	31-Mar-2020	Improving

Long term absence in Legal has continued throughout Q2; however this appears to be close to being resolved.

A contract has now been put in place with Hampshire CC to provide high level procurement advice and increase resilience. This appears to be working well, but still at an early stage.

**Growth and Place Directorate - Jane Hotchkiss
Communications, Licensing and Events Division - Laurence Foord**

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 159	Communications, Licensing & Events Division - Loss of Key staff/expertise	Laurence Foord	4	8	8	4	31-Mar-2020	Improving

Since the last submission on 20 June 2019 the Public Relations team is now down two members of staff. This is as a result of two post-holders resigning from their position. The first was previously reported on in early June and was a part-time Advertising & Sponsorship Officer (15 hours per week) who also offered support associated with campaign work. With effect from 6 September 2019 the council’s FTE Consultation & Information Officer also resigned.

The role of the Consultation and Information Officer is to develop and facilitate consultation and community engagement activities in order to support decision making on council services, projects and policies. The post was also expected to gather and analyse data to help inform project plan objectives, projects and strategies.

As a result of both resignations there has been a structured approach to reviewing tasks and responsibilities with tasks being temporarily reallocated accordingly and re-skilling/training of existing staff in order to continue an effective delivery of service. A wider service review continues with the integration of the web team and public relations. A revised timeline has been approved by SLT. However the current staff shortages must be taken into account from a service delivery/corporate priority perspective and resilience for the organisation. To help monitor this the PR Manager reports to SLT on a quarterly basis on the work of the team and level of support offered associated with corporate priorities moving forward and the above should be taken into account.

Following on from the previous submission the appointment of the Events & Promotions Officer is proving invaluable in terms of developing an all year round programme of events, the development of the Events Strategy, a review of the markets offer currently undertaken by the Council and various other projects/support to help deliver the aspirations of the Vision and support the Council’s corporate priorities.

The Licensing Team continues to experience a high demand for its services particularly in relation to the work of private hire driver licensing applications and facilitation of Knowledge Tests. Resources associated with delivering an efficient service to customers is being considered in view of the increased income associated with this work. A draft Job Profile has been written and currently under consideration by the Licensing Manager with the intention of a brief justification statement/report to go before SLT to seek temporary support within the taxi and private licensing function of the team funded by income associated with this work in accordance with the statutory requirements.

Growth and Place Directorate - Jane Hotchkiss
Growth Division - Victoria McKay

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 61	Growth & Property - Estates - Rent arrears	Victoria McKay	9	6	6	4	31-Mar-2020	Improving

The impact and likelihood of rent arrears remains unchanged, with the level of arrears staying generally unchanged.

Growth and Place Directorate - Jane Hotchkiss
Place Division - Tania Murphy

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 156	Place Division - Risk linked to vision i.e. partners not contributing to the process	Tania Murphy	2	4	6	2	31-Mar-2020	Good

Quarterly steering group meetings and Pentana reports monitor progress of projects which are linked to the vision, with action plans having been produced and monitored on a regular basis to ensure that projects are being delivered. An annual report of key achievements was provided to the Chichester Vision Steering Group June meeting, with a review of the action plan having been undertaken and partners confirmation of project leads. A further review of project leads will be considered at the September Vision Steering Group. Recent communication has suggested that a project lead is stepping down – this will therefore be considered at the September steering group.

Housing and Communities Directorate - Louise Rudziak
Communities and Wellbeing Division - Pam Bushby

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 110	Community - Changes to partner organisations impacting on delivering corporate objectives	Pam Bushby	8	12	8	4	31-Mar-2020	Improving

Whilst partner funding cuts are highly likely, WSCC has reduced the level of cuts and will review over time. Therefore impact is slightly reduced

Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
	CRR 112	Community - Increased risk of community tensions due to the wider events in the UK & abroad	Pam Bushby	8	4	6	4	31-Mar-2020	Improving
<p>BREXIT is likely to impact community tensions due to announcement of freedom of movement ceasing 31/10/19 but registration scheme deadline June 2020.</p> <p>Recent influx of right wing materials in Chichester city suggests underlying racial tensions.</p>									

Planning and Environment Directorate - Andrew Frost
Planning Policy Division - Toby Ayling

Page 184	Status	Risk No.	Risks Area	Lead Officer	Original Score	Previous Review Score	Current Score	Target Score	Target Date	Internal Controls
		CRR 116	Planning - Neighbourhood plans work reaches unmanageable levels	Toby Ayling	8	8	8	4	31-Mar-2020	Improving
<p>Whilst work is progressing to deal with the remaining neighbourhood plans that have been held up due to case law and the implications for Appropriate Assessment and Strategic Environmental Assessment, significant workloads are drawing on officer time in relation to the neighbourhood plans that will identify land to meet the requirements of the Local Plan Review. Whilst the staffing structure has been changed to meet demands for neighbourhood plan support, there are vacant posts within the team and significant expectations for support from parish councils. The emerging Local Plan is also leading to additional implications at the Neighbourhood Plan level requiring further resource and requests for meetings etc. Some reallocation of resource to spread Neighbourhood Plan has been possible within the existing team.</p>										