

# Public Document Pack

**JOHN WARD**  
Director of Corporate Services

Contact: Lisa Higenbottam on 01243 534684  
Email: lhigenbottam@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 **Cabinet** will be held in the Committee Rooms, East Pallant House on **Tuesday 7 September 2021 at 9.30 am**

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

## AGENDA

- 1 **Chair's Announcements**  
The Chair will make any specific announcements for this meeting and advise of any late items which due to special circumstances will be given urgent consideration under Late Items.
- 2 **Approval of Minutes** (Pages 1 - 10)  
The Cabinet is requested to approve as a correct record the minutes of its meeting on 6 July 2021.
- 3 **Declarations of Interests**  
Members are requested to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they might have in respect of matters on the agenda for this meeting.
- 4 **Public Question Time**  
In accordance with Chichester District Council's scheme for public question time the Cabinet will receive any questions which have been submitted by members of the public in writing by noon two working days before the meeting. Each questioner will be given up to three minutes to ask their question. The total time allocated for public question time is 15 minutes subject to the Chair's discretion to extend that period.

## RECOMMENDATIONS TO COUNCIL

- 5 **Housing Grants** (Pages 11 - 14)  
The Cabinet is requested to consider the report and make the following recommendation to Full Council:  
  
That Cabinet recommends to the Council that delegated authority is given to the Director of Housing and Communities to spend the grant funding received from Government set out in para 3.1 to 3.8 of this report in accordance with the terms of the grant.
- 6 **Making the Westbourne Neighbourhood Development Plan** (Pages 15 - 16)  
The Cabinet is requested to consider the report and make the following recommendation to Full Council:

Make the Westbourne Neighbourhood Development Plan part of the Development

Plan for Chichester District (excluding the area within the South Downs National Park).

**7 Commissioning of West Sussex Community Advice and Support Service (Pages 17 - 20)**

The Cabinet is requested to consider the report and make the following recommendation to Full Council:

That the Cabinet recommends to Council the continuation of the Funding Partnership to commission a Community Advice and Support Service across West Sussex for up to seven years from April 2022 with West Sussex County Council as the lead authority.

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

That the Cabinet delegates authority to the Director of Housing and Communities, following consultation with the Cabinet Member for Community Services, to agree to the Inter Agency Agreement, the specification and signing of the contract, and delegates the annual monitoring of performance to the Grants and Concessions Panel.

### **KEY DECISIONS**

**8 First Homes Eligibility Criteria (Pages 21 - 29)**

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

That the Cabinet approves the adoption of a district local connection requirement as set out at paragraph 5.2 for First Homes delivered through new residential developments.

### **OTHER DECISIONS**

**9 Approval of the draft Infrastructure Business Plan 2022-27 for consultation (with the City, Town and Parish Councils and key Infrastructure Delivery Commissioners) (Pages 31 - 46)**

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

1. That Cabinet considers the recommendation from the Development Plan and Infrastructure Panel that Project IBP/877 is deselected for CIL funding and removed from the IBP Spending Plan as set out in para. 4.9 of the report and determines its position regarding CIL funding in respect of this project.
2. That subject to its decision in respect of recommendation 2.1 above, Cabinet approves the Draft Infrastructure Business Plan 2022-27 for consultation (with the City, Town and Parish Councils, neighbouring local authorities including the South Downs National Park Authority and key infrastructure Delivery Commissioners) for a period of six weeks from 4 October to 15 November 2021.

**10 Climate Emergency Action Plan – Proposed Budget Amendments (Pages 47 - 60)**

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

1. That, subject to completion of the WSCC Local Cycling and Walking Infrastructure Plan (LCWIP) prioritisation and pre-engagement stages, Cabinet approves the commissioning of a feasibility study for one priority LCWIP scheme funded by Business Rates Pool funding (£38,000) with the remainder allocated from reserves (£12,500).
2. That Cabinet notes that the following proposals are to be considered within the context of the Future Services Framework priority setting exercise after which they will be reported back to cabinet as appropriate for further consideration:
  - (a) Feasibility studies for two further priority LCWIP schemes (paragraphs 4.2 - 4.5).
  - (b) Appointment of a Home Energy Conservation Officer (paragraphs 4.5 - 4.7).
3. That Cabinet approves the options for engagement and communication on climate change as outlined in paragraphs 4.8 - 4.11.

11 **Communications Strategy 2021-2026** (Pages 61 - 96)

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

Cabinet adopts the draft Communications and Digital Strategy 2021 – 2026.

12 **Development Management Division Workloads and Resourcing** (Pages 97 - 101)

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

That Cabinet approves:

1. The creation of a further Senior Planning Officer post in the Major Applications and Business Team at a cost of £45,000 per annum as a result of the demand for Planning Performance Agreements (PPA) with developers on some of the Council's Strategic Development Sites, to be directly funded from an agreement with Graylingwell LLP in the first year and anticipated to be funded through further PPA's in subsequent years;
2. The creation of a further Planning Assistant Post at a cost of £28,000 per annum to deal with the increased workload of the Development Management Service to be funded from reserves for the remainder of the financial year 2021/22 and incorporated into the 2022/23 base budget thereafter.
3. The release of £20,000 from reserves to cover the cost of temporary agency staff to address the current backlog of applications.

13 **Options to deter unauthorised vehicle encampments on CDC land** (Pages 103 - 107)

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

1. That Cabinet approve that officers focus on New Park and East Broyle sites to ensure that appropriate measures to deter unauthorised vehicle access are installed by the end of the financial year.
2. That officers bring back worked up proposals, including budget implications

for consideration at the October Cabinet meeting.

3. That a programme of engagement and consultation with residents who live adjacent to the two sites and other impacted organisations commences.

14 **2020-21 Treasury Management outturn report** (Pages 109 - 122)

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

The Cabinet is requested to consider the Treasury activity summarised in this report.

15 **Award of Contracts for Insurance Services** (Pages 123 - 148)

The Cabinet is requested to consider the report and its part II appendices and make the following resolutions:

That the Cabinet:

- 2.1 Approve the award of the Council's insurance contract(s) to the bidder(s) with the highest evaluated score as set out in section 5 and exempt appendix 1.

- 2.2 Delegate authority to the Director of Corporate Services to:

- 2.2.1 conclude the contractual arrangements and implement the relevant contracts to be effective from 1 November 2021;

- 2.2.2 approve the extension period beyond the initial contract period where appropriate; and,

- 2.2.3 arrange for continued marine insurance cover as set out in paragraph 3.6.

- 2.3 Where the above arrangements are not able to be finalised and successfully implemented before 30 October 2021, delegate authority to the Director of Corporate Services to make alternative insurance arrangements as necessary after consulting with the Cabinet Member for Finance, Corporate Services and Revenues & Benefits.

16 **Late Items**

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

17 **Exclusion of the Press and Public**

The Cabinet is asked to consider in respect of agenda item 18 (and if discussion is required of exempt appendices for item 15) whether the public including the press should be excluded from the meeting on the following ground of exemption in Schedule 12A to the *Local Government Act 1972* namely Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

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

18 **Land at Church Road, Portfield, Chichester** (Pages 149 - 159)

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

That Cabinet agrees the recommendations as stated in section 3.1 and 3.2 of the report.

### NOTES

(1) The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of 'exempt information' as defined in section 100A of and Schedule 12A to the Local Government Act 1972.

(2) The press and public may view the report appendices which are not included with their copy of the agenda on the Council's website at [Chichester District Council - Minutes, agendas and reports](#) unless they contain exempt information.

(3) Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform Democratic Services of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. [Standing Order 11.3 of Chichester District Council's Constitution]

(4) Subject to Covid-19 Risk Assessments members of the public are advised of the following:

- a. Where public meetings are being held at East Pallant House in order to best manage the space available members of the public are in the first instance asked to listen to the meeting online via the council's committee pages.
- b. Where a member of the public has registered a question or statement they will be invited to submit the question or statement in advance to be read out by Democratic Services. They may attend the meeting but will be asked to sit in an allocated seat in the public gallery.
- c. It is recommended that all those attending take a lateral flow test prior to the meeting.
- d. All those attending the meeting will be required to wear face coverings and maintain social distancing when in the building/meeting room.
- e. Members of the public must not attend any face to face meeting if they or a member of their household have Covid-19 symptoms and/or are required to self-isolate

(5) A key decision means an executive decision which is likely to:

- result in Chichester District Council (CDC) incurring expenditure which is, or the making of savings which are, significant having regard to the CDC's budget for the service or function to which the decision relates or
- be significant in terms of its effect on communities living or working in an area comprising one or more wards in the CDC's area or
- incur expenditure, generate income, or produce savings greater than £100,000

## **NON-CABINET MEMBER COUNCILLORS SPEAKING AT THE CABINET**

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

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



Minutes of the meeting of the **Cabinet** held in the Committee Rooms, East Pallant House on Tuesday 6 July 2021 at 9.30 am

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

**Members Absent**

**In attendance by invitation**

**Officers Present** Mr T Ayling (Divisional Manager for Planning Policy), Mr A Buckley (Corporate Improvement and Facilities Manager), Mr A Frost (Director of Planning and Environment), Mr D Henly (Senior Engineer (Coast and Water Management)), Miss L Higenbottam (Democratic Services Manager), Mrs J Hotchkiss (Director of Growth and Place), Mr B Jones (Housing Enabling Officer), Mr D Knowles-Ley (Licensing Manager), Mrs T Murphy (Divisional Manager for Place), Mrs S Peyman (Divisional Manager for Culture), Mrs L Rudziak (Director of Housing and Communities), Mrs D Shepherd (Chief Executive) and Mr J Ward (Director of Corporate Services)

## 23 **Chair's Announcements**

Cllr Lintill welcomed everyone to the meeting.

The emergency evacuation information was then read out.

There were no apologies for absence.

Cllr Lintill confirmed that she had accepted one late item relating to the Selsey Flood and Coastal Scheme Feasibility.

## 24 **Approval of Minutes**

### **RESOLVED**

That the minutes of the Cabinet meeting held on 1 June 2021 be approved as a correct record.

25 **Declarations of Interests**

Cllr Dignum declared a personal interest in respect of agenda item 11 as a Director of Chichester Business Improvement District. Cllr Dignum did not participate in the item.

26 **Public Question Time**

Mr David Williams began to ask a question which he had not submitted and was referred back to the original question he had submitted within the deadline for public questions. The original question submitted by Mr Williams was as follows:

*Interestingly on the 13<sup>th</sup> July 2010 the CDC Executive Board agenda, item 18, under risks 8.2 " the vendor has not been able to register title to the track" **CDC had identified ownership of the track as a risk back in 2010. At the time of purchase of the site Hyde knew full well that it did not include the access.** There was a large amount of communication, between the Land Owner, neighbours and Land Registry regarding the claimed ROW over the track. This resulted in October 2012 the Land Registry removing the note claiming a ROW over the track from the title deeds of the site. **So at the time Hyde purchased the Land in Jan 2014 it was well known that the vendor was not able to grant any ROW over the track. Hyde would have purchased the land knowing full well that it did not include the access track and there was no ROW to use the track.** This fact has been poorly presented to Councillors over the years.*

1 ) A letter was read out just before the planning hearing was started, it was from Hyde's solicitors " the position regarding the access to the development site on this project has been investigated and we are satisfied that the Association will be in a position to implement the scheme in line with the terms of the application"

2 ) In 2016, three years after planning was approved, when it is obvious that the site is non deliverable, at the hearing to vary conditions Hyde's 3 mins speaker ( Sarah Poullter ) said " **Access is a complex civil matter**" ( can be found on CDC audio of hearing at 19:45 mins.)

**3 ) Cabinet agenda notes 10<sup>th</sup> April 2018**

**4.7 .....** The legal transfer of the development site, at the time of purchase by Hyde, granted rights of entry and a right of way over the access **only so far as the vendor was able to do so.**

*During the whole planning process, issues with the ownership and Right of Way over the track have been classified as a private legal matter, for Hyde to resolve. Some would say that it was a poor commercial decision for Hyde to purchase a development site without access. In fact in CDC's recent Interim Position statement for Housing 4.2 " a site should be fully in the applicants control".*

**Is a CPO being considered purely to resolve the decision by Hyde to purchase a site without control of the access?**

**What is the justification now, for CDC to get involved?**

**Cllr Sutton provided the following response:**

*Thank you for your question.*

*Regarding the first part of your question as to the reasons for the CPO I can confirm the reasons are set down in the report to Cabinet today in particular in paragraphs 6.2.1 and 6.3. Any decision to proceed with actually “making” the CPO will be accompanied by a statement of reasons setting out the full justification for use of the Council’s CPO powers.*

*Regarding the second part of your question about the justification for the Council to be involved in this process I can confirm that the District Council is the only body with statutory powers to make a compulsory purchase order – Hyde has no such powers. Hyde has presented their request to the Council to consider its use of such powers against the statutory tests which the Council is, properly, doing. The statutory requirements to establish the grounds on which a CPO may be granted are again as set out in the report and those, if proven to the satisfaction of the Council, would comprise the justification for proceeding to CPO.*

**27 Overview and Scrutiny Committee Recommendation**

Cllr Lintill invited Cllr Moss to speak. Cllr Moss outlined the recommendation as set out on the agenda front sheet and added that it would be an important exercise to undertake to help identify the district as a place, business, natural environment and community.

Cllr Dignum responded with the following recommendation:

That Cabinet notes the recommendation from the Overview and Scrutiny Committee and asks officers to produce a report on the proposal for the October 2021 Cabinet. The report should take into account the existing District wide brands, Great Sussex Way to attract tourists and Invest Chichester to attract inward investors.

It should also;

- i. Catalogue the other promotional brands in the district, including Visit Midhurst and Destination Selsey.
- ii. Identify any gaps in branding of the district, the city and the rural towns.
- iii. Estimate the costs and benefits of developing a new brand and identity plan for the district.

Cllr Briscoe seconded the proposal.

Members of the Cabinet gave their individual support to the proposal.

In a vote the following resolution was agreed:

**RESOLVED**

That Cabinet notes the recommendation from the Overview and Scrutiny Committee and asks officers to produce a report on the proposal for the October 2021 Cabinet.

The report should take into account the existing District wide brands, Great Sussex Way to attract tourists and Invest Chichester to attract inward investors.

It should also;

- iv. Catalogue the other promotional brands in the district, including Visit Midhurst and Destination Selsey.
- v. Identify any gaps in branding of the district, the city and the rural towns.
- vi. Estimate the costs and benefits of developing a new brand and identity plan for the district.

**28 Chichester District Council Annual Report 2020-21**

Cllr Lintill introduced the item.

In a vote the following recommendation to Council was agreed:

**RECOMMENDED TO COUNCIL**

That the Annual Report 2020-2021 be received by the Council.

**29 Covid Outbreak Management Fund**

Cllr Wilding introduced the item.

In a vote the following recommendations to Council were agreed:

**RECOMMENDED TO COUNCIL**

1. That the Covid Outbreak Management Fund grant allocation be spent as set out in section 5.
2. That delegation be given to The Chief Executive to vary allocations of funding between the headings in section 5 following consultation with the Leader of the Council.

**30 The Council's proposed Hackney Carriage and Private Hire Licensing Policy and Conditions 2021**

Cllr Sutton introduced the item.

Cllr Lintill requested clarification on why the DBS checks take place every six months compared to other organisations who check every three to five years. Mr Knowles-Ley explained that the Department for Transport Statutory Taxi & Private Hire Vehicle Standards, issued in July 2020, now require the Council to undertake a criminal conviction check of all licensed drivers every 6 months. The DBS (Disclosure and Barring Service) Update Service is a good system that works well

for the council and enables a regular update check to be carried out online without the need for the driver to come into the council building to complete any paperwork.

, Cllr Taylor requested clarification with respect to the proposed vehicle age policy. Mr Knowles-Ley explained that other council's have taken a similar approach in terms of introducing a vehicle age policy. Mr Knowles-Ley advised that a 10 year limit for new vehicles along with a protected maximum period of 5 year extension for existing licensed vehicles was believed to be proportionate and balanced.

Cllr Dignum requested detail of the impact on the number of taxis for hire. Mr Knowles-Ley explained that there are approximately 45 licensed Hackney Carriages and that these can be hailed in the street. He added that it is a requirement that all Hackney Carriages must be wheelchair accessible, however that there are presently also a number of licensed Private Hire vehicles which are wheelchair accessible, although these must be pre-booked.

Cllr Sutton wished to thank the Licensing team for their work on this update.

In a vote the following recommendation to Council was agreed:

#### **RECOMMENDED TO COUNCIL**

That the revised proposed Hackney Carriage (Taxi) and Private Hire Licensing Policy 2021 at Appendix C be approved subject to any amendments by the General Licensing Committee or Cabinet.

#### **31 Contract amendments: Hyde Large Scale Voluntary Transfer (LSVT)**

Cllr Sutton introduced the item.

Cllr Taylor requested clarification of whether when the current agreement expires in 2031 the new agreement will have a new expiry date. Mr Bennett clarified that the arrangement is a 25 year business plan.

Cllr Dignum requested clarification of whether rents are attributed to the house or the tenant. Mrs Rudziak explained that tenants that transferred at LSVT largely have lifetime tenancies at social rent which continue to be protected. Each situation will depend on the site and the grants available. Going forward LSVT tenants would retain their same level of rent on their return to their property. A house can be redeveloped if a tenant moves on and this could uplift the rent that could be sought.

In a vote the following resolutions were agreed:

#### **RESOLVED**

1. That delegated powers are granted for the Director of Housing & Communities, following consultation with the Cabinet member for Housing, Communications, Licensing & Events, to sign a deed of release for certain clauses within the LSVT with Hyde and enter into an amended Clawback agreement and a new partnership working agreement.

2. That delegated powers are granted for the Director of Housing & Communities, following consultation with the Cabinet member for Housing, Communications, Licensing & Events, to remove restrictive covenants from individual parcels of land owned by Hyde and transferred at LSVT upon grant of planning permission for housing.

## 32 **Local Plan Review Budget Update**

Cllr Taylor introduced the item.

Cllr Taylor read out an additional recommendation:

*That the Director of Planning and Environment is given delegated authority to enter into a contract with a suitably qualified consultancy firm to secure necessary evidence on the feasibility and impacts of the proposed local plan transport mitigation.*

The Cabinet agreed the inclusion of the recommendation within the vote.

Following a vote the following resolution and recommendation to Council were agreed:

### **RESOLVED**

That the Director of Planning and Environment is given delegated authority to enter into a contract with a suitably qualified consultancy firm to secure necessary evidence on the feasibility and impacts of the proposed local plan transport mitigation.

### **RECOMMENDED TO COUNCIL**

That Cabinet recommends to Council to approve the release of £500,000 from the Local Plan Reserve in 2021/22 and £275,000 in 2022/23 to fund necessary Local Plan technical work, specialist advice and examination costs.

## 33 **Chichester Business Improvement District Ballot**

Cllr Lintill introduced the item as Cllr Dignum has previously declared his personal interest and did not participate in the item.

Cllr Lintill invited Cllr Moss to speak. Cllr Moss spoke in support of the BID.

In a vote the following recommendation and resolutions were agreed (Cllr Dignum did not participate in the vote):

### **RECOMMENDED TO COUNCIL**

Subject to 2.1 of the report, that the Council be recommended to delegate to the Leader the authority to vote in accordance with Cabinet's decision in relation to the ballot to renew the BID.

## **RESOLVED**

1. That the 'Renewal Business Proposal' prepared by Chichester Business Improvement District (BID) be agreed and accordingly the renewal of the BID for further term of five years be supported.
2. That the Ballot Holder (Chief Executive) be instructed to hold a BID ballot.

### **34 Economic Development Panel**

Cllr Dignum introduced the item.

Cllr Dignum outlined the proposed membership as follows:

Cllr Dignum (Chair)  
Cllr Barrett  
Cllr D Johnson  
Cllr McAra  
Cllr Moss  
Cllr Palmer  
Cllr Plowman  
Cllr Sutton

Cllr Lintill invited Cllr Moss to speak. Cllr Moss spoke of the importance of including West Sussex County Council on matters relating to the Infrastructure Business Plan and the inclusion of Southern Gateway in the Terms of Reference.

Cllr Dignum had considered the proposal Cllr Moss had provided to him in advance of the meeting and agreed to propose two amendments to the original recommendation. The first to invite West Sussex County Council member representation to the Development Plan and Infrastructure Panel for Infrastructure Business Plan agenda items. The second to include Southern Gateway in the list at bullet point 1 of the Terms of Reference.

The Cabinet agreed to take the amendments in the vote.

In a vote the following recommendations were agreed:

## **RESOLVED**

1. The formation of an Economic Development Panel and agrees the terms of reference for the panel as set out in appendix one as amended (bullet point 1 to include Southern Gateway).
2. To merge the work of the Growth Board into the Economic Development Panel and to have informal meetings with WSCC Members and Officers, if required, to inform the process.

3. For the Infrastructure Business Plan consultation to continue through Development Plan and Infrastructure Panel (DPIP) and for two members from West Sussex County Council to attend for Infrastructure Business Plan items only at DPIP.

**35 Project Initiation Document Season of Culture 2022**

Cllr Briscoe introduced the item.

Cllr Sutton commented on the importance of ensuring the season runs long enough to include collaboration with the University and the College. He suggested it last a year. Cllr Briscoe confirmed that the length of the season was being considered. Cllr Sutton responded by explaining how involving the students would encourage ownership of culture. Mrs Peyman added that the College was already planning a photography/film project from January to capture the work of the volunteers involved with the project.

Cllr Plant requested clarification on whether the project relies upon funding from external organisations. Mrs Peyman confirmed that is the case.

Members of the Cabinet gave their individual support to the project and were pleased that there would be an event in every ward.

In a vote the following recommendation was agreed:

**RESOLVED**

That Cabinet reviews the Project Initiation Document as set out in Appendix 1 and agree the release of £50,000 from the approved capital programme to support the Season of Culture 2022 project.

**36 Enabling the Delivery of Affordable Housing in the Crooked Lane, Birdham Exception Site**

Cllr Sutton introduced the item.

Cllr Taylor reminded the Cabinet that although a lot of correspondence had been recently received from residents many of the issues raised related to planning and the recommendations in the report relate to the powers of the Cabinet not those of the Planning Committee.

Cllr Taylor requested clarification on the nomination right percentage of re-lets. Mr Jones confirmed 100% on nomination agreements for first lets and 75% on re-lets.

Cllr Dignum explained he was not happy with the proposal as he wanted the reservations of residents to be reconsidered. He confirmed that he would be abstaining from the vote.

Mr Bennett clarified that the final decision on a Compulsory Purchase Order would have to be made at Full Council. The Cabinet report relates to the internal process required to gather evidence to take a full report to Full Council.

Cllr Wilding requested a timeline of the earliest the item could return to Full Council. Mr Bennett explained the earliest was likely to be November. He added that if the matter requires Secretary of State approval and is fully contested it may in total take two to three years to resolve.

Cllr Briscoe highlighted the public interest outlined at bullet point two of section 6.3 of the report.

Cllr Plant highlighted the previous Cabinet had made a decision highlighted at section 4.1 of the report. She then confirmed that she would therefore abstain from the vote.

Cllr Lintill requested clarification of what happens if ownership of the land cannot be confirmed. Mr Bennett explained that the council can use a Compulsory Purchase Order to obtain land not in the ownership of the council. A Compulsory Purchase Order removes title to the land.

Cllr Briscoe requested information on the cost. Mr Bennett explained that those who have rights over the land would enter into compensation talks.

In a vote the following resolutions were agreed:

#### **RESOLVED**

That the Cabinet notes the progress made to date at section 4 of this report and approves:

- 1) That officers be authorised to carry out all necessary preparatory work for the making of a Compulsory Purchase Order (CPO) along with all supporting documentation for submission, on the basis that a decision to make the CPO be deferred to a later Cabinet.
- 2) That officers are authorised to have the draft CPO documentation reviewed by an independent legal advisor prior to submitting for a preliminary review by the Secretary of State ready for final submission, on the basis that this will be reimbursed by Hyde pursuant to an indemnity agreement.
- 3) That officers are authorised to enter into such legal agreements with affected third parties and other relevant stakeholders as deemed appropriate, in preparing for a CPO, and prior to the actual making of a CPO.
- 4) That officers are authorised to extend the indemnity agreement with Hyde to cover all costs incurred by CDC in relation to the preparatory work and making of the CPO including, for the avoidance of doubt, the appointment of a CPO surveyor.

37 **Appointments to Panels**

Cllr Lintill introduced the item and confirmed that Cllr Bell would be taking the space on the Development Plan and Infrastructure Panel.

**RESOLVED**

That Cllr Martyn Bell be appointed to the Development Plan and Infrastructure Panel.

38 **Late Items**

**Selsey Flood and Coastal Scheme Feasibility**

Cllr Plant introduced the item.

Cllr Briscoe requested clarification of where the new sea defence would ensure protection for future housing. Mr Henly explained that the sea defence is designed to protect Selsey as a community.

Cllr Dignum requested confirmation of the funding available if the bid were unsuccessful. Mr Henly explained that there is a £70,000 reserve but he remained optimistic of the bids success.

Cllr Briscoe requested confirmation of the Coastal Partnership's involvement. Mr Henly explained that he had already been working alongside their staff on the project.

In a vote the following recommendations were agreed:

**RESOLVED**

1. That Cabinet gives authority for an application to be made to the Regional Flood and Coastal Committee for a local levy contribution to fund the feasibility and scoping work required for the Selsey Flood and Coastal Scheme.
2. That Cabinet approves the release of £30,000, from the Ordinary Watercourse Reserve, to act as a contribution to secure local levy.

39 **Exclusion of the Press and Public**

There was no requirement to exclude the press and public.

The meeting ended at 11.35 am

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CHAIRMAN

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Date:

**Chichester District Council**

**THE CABINET**

**7 September 2021**

**Housing Grants**

**1. Contacts**

**Report Author:**

Linda Grange – Divisional Manager  
Telephone: 01243 524582 E-mail: [lgrange@chichester.gov.uk](mailto:lgrange@chichester.gov.uk)

**Cabinet Member:**

Alan Sutton - Cabinet Member for Housing and Community Services  
Telephone: 01798 342452 E-mail: [asutton@chichester.gov.uk](mailto:asutton@chichester.gov.uk)

**2. Recommendation:**

- 2.1. That Cabinet recommends to the Council that delegated authority is given to the Director of Housing and Communities to spend the grant funding received from Government set out in para 3.1 to 3.8 of this report in accordance with the terms of the grant.**

**3. Background**

The Homelessness Prevention Grant

- 3.1. The Homelessness Prevention Grant received from Government combines and uplifts what was previously the Flexible Homelessness Support Grant and Homelessness Reduction Grant (New Burdens funding). The purpose of the Homelessness Prevention Grant fund is to give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. Local authorities are expected to use it to deliver the following priorities:
- To fully enforce the Homelessness Reduction Act and contribute to ending rough sleeping by increasing activity to prevent single homelessness
  - Reduce family temporary accommodation numbers through maximising family homelessness prevention
  - Eliminate the use of unsuitable bed and breakfast accommodation for families for longer than the statutory six-week limit.
- In the Government's review of the Homelessness Reduction Act an assessment of the new burdens funding associated with the Act was undertaken and this is now reflected in the Homelessness Prevention Grant.
- 3.2. In June 2017 and July 2018 Cabinet gave delegated authority to the Director of Housing and Communities, following consultation with the Cabinet Member for housing Services, to spend the Flexible Homelessness Support Grant (FHSG) and New Burdens Grant received in 2017/18, 2018/19 and 2019/20. Since then the FHSG has been used to fund five additional posts aimed at preventing homelessness and the New Burdens Grant has been used to fund the upgrade of

the Council's IT system to accommodate the requirements of the Homelessness Reduction Act.

- 3.3. In 2020/21 the Council received Homeless Prevention Grant of £300,844 and £375,423 is expected in 2021/22. The grant is expected to continue in future years subject to government review.

#### Rough Sleeper Initiative Grant

- 3.4. The Rough Sleeper Initiative Grant is provided to prevent rough sleeping and support those who have experienced rough sleeping in their recovery. Moving on to settled accommodation is now key to this approach, and authorities must demonstrate a sustainable pathway of move on from first stage accommodation. This means specific housing support and housing led.
- 3.5. Authorities are invited to submit applications for the grant on an annual basis and these applications are worked up in conjunction officers from the Ministry of Housing, Communities and Local Government (MHCLG). Grant allocations are subject to the Council entering into a Memorandum of Understanding with MHCLG setting out how the grant will be spent.
- 3.6. The Council has been advised that our bid for 2021/22 was successful and the Council has been allocated £323,978. The funding is ringfenced and has been awarded according to the principles set out in the grant notification.

#### Accommodation for Ex-Offenders

- 3.7. The Accommodation for Ex-Offenders (AFO) is provided to enable the Council to offer a comprehensive service to meet local need and provide help for ex-offenders who are homeless, or at risk of homelessness, and rough sleeping, and need additional support to access the private rented sector.
- 3.8. This year authorities were invited to submit applications for grant and the applications were worked up with officers from the MHCLG. The grant allocation is subject to the Council entering into a Memorandum of Understanding with MHCLG setting out how the grant is to be spent. The funding covers the intervention for 15 service users, funding towards a tenancy support worker and a financial support package. MHCLG will periodically assess and rate the delivery and financial management of the interventions with a RAG rating and payments will be dependent on successful delivery.
- 3.9. The Council has been advised that our bid for 2021/22 was successful and the Council has been allocated £80,914.

## **4. Outcomes to be Achieved**

- 4.1. It is intended that the outcomes of the Homeless Prevention Grant are to prevent homelessness by offering advice and support to potentially homeless households and individuals at an early stage and consequently reducing the need for temporary accommodation.
- 4.2. The intended outcomes of the Rough Sleeper Initiative Grant are to prevent future rough sleeping, prevent ex-rough sleepers returning to the streets and to support ex-rough sleepers in their recovery and move on into settled accommodation.

- 4.3. The intended outcomes of the Ex-Offender Grant are to prevent ex-offenders becoming homeless and provide the support they need to secure settled accommodation on leaving prison.

## **5. Proposals**

- 5.1. In order to facilitate use of these ring-fenced monies it is proposed that delegated powers be given to the Director of Housing and Communities, following consultation with the Cabinet Member for Housing services , to use the funds in line with the government guidance issued with the notification of the grants and any Memorandum of Understanding entered into with the MHCLH.

## **6. Alternatives Considered**

- 6.1. Not applicable. The funds must be spent in line with the government guidance issued with the notification and any Memorandum of Understanding.

## **7. Resource and Legal Implications**

- 7.1. The grant funds have been expressly paid to the Council by Government for the purposes set out above.
- 7.2. The Government realises that the current guidance requiring local authorities to fully enforce the Homelessness Reduction Act, reduce the number of families in temporary accommodation accommodate, eliminate the use of bed and breakfast families and put an end to rough sleeping has generated additional expense for local authorities and so has provided the additional grant funding towards expenses incurred.
- 7.3. These grants are expected to adequately cover the employment costs of any additional staff.

## **8. Consultation**

- 8.1. Consultation is not relevant as the use of the grants is either to provide statutory functions which the Council has a duty to undertake or their use is set out by government in the notification issued with the grant or a Memorandum of Understanding.
- 8.2. Where appropriate discussions are held with MHCLG and relevant partners such as Stonepillow prior to submitting a bid for grant.

## **9. Community Impact and Corporate Risks**

- 9.1. The impact of the proposal will benefit residents of the district, potential rough sleepers and ex-offenders leaving prison. Additional resources will enable us to provide an effective response to the additional statutory and non- statutory responsibilities of the Council and will help us to deliver an efficient service.

## 10. Other Implications

Are there any implications for the following?		
	Yes	No
<b>Crime and Disorder</b> The additional services will have a positive impact by supporting rough sleepers and ex-offenders into settled accommodation.	Yes	
<b>Climate Change and Biodiversity.</b>		No
<b>Human Rights and Equality Impact</b> - A proportion of customers have protected characteristics and are therefore owed a duty under the Equalities Act 2010. This proposal will aid the Council to provide adequate services for those protected under the Act.	Yes	
<b>Safeguarding and Early Help</b> -The additional services will have a positive impact by preventing homelessness and supporting rough sleepers & ex-offenders into accommodation.	Yes	
<b>General Data Protection Regulations (GDPR</b>		No
<b>Health and Wellbeing –</b> The additional services will have a positive impact by sprinting homelessness and supporting rough sleepers & ex-offenders into accommodation.	Yes	
<b>Other</b> (please specify)		

## 11. Appendices

None

## 12. Background Papers

None

**Chichester District Council**

**Cabinet**

**7 September 2021**

**Making the Westbourne Neighbourhood Development Plan**

**1. Contacts**

**Report Author:**

Valerie Dobson

Tel: 01243 534594

Principal Planning Policy Officer

E-mail: [vdobson@chichester.gov.uk](mailto:vdobson@chichester.gov.uk)

**Cabinet Member:**

Susan Taylor,

Tel: 01243 514034

Cabinet Member for Planning Services

E-mail: [sttaylor@chichester.gov.uk](mailto:sttaylor@chichester.gov.uk)

**2. Recommendations**

**2.1. That Cabinet recommends to the Council to:**

**Make the Westbourne Neighbourhood Development Plan part of the Development Plan for Chichester District (excluding the area within the South Downs National Park).**

**3. Background**

- 3.1. At its meeting on 4 May 2021 Cabinet approved the Westbourne Neighbourhood Plan Examiner's recommendations that the Plan should proceed to referendum subject to modifications and approved the Decision Statement which was subsequently corrected and re-published in June. A referendum on the Westbourne Neighbourhood Plan was therefore held on 29 July 2021. The referendum was held in accordance with the requirements of the *Localism Act 2011* and the *Neighbourhood Planning (Referendums) Regulations 2012*. There were 330 votes in favour of the neighbourhood plan which represents 94% of those who voted and a turnout of 19.35%. As more than 50% of those who voted in the parish were in favour of the plan being used to help decide planning applications in the plan area, then the neighbourhood plan can be 'made'.
- 3.2. Accordingly, on the basis of the favourable referendum result, it is recommended that the Westbourne Neighbourhood Plan is made part of the Development Plan for Chichester District (excluding the area within the South Downs National Park). A copy of the Neighbourhood Plan is available on the Council's website.
- 3.3. Chichester District Council will publish a formal decision statement as required under the *Neighbourhood Planning (General) Regulations 2012*.

**4. Outcomes to be Achieved**

- 4.1. A community based statutory plan that can be used to identify local features of importance and to guide future development in the plan area.

## 5. Proposal

- 5.1. That the Westbourne Neighbourhood Development Plan be made so that it forms part of the Development Plan for Chichester District (excluding the area within the South Downs National Park).

## 6. Alternatives Considered

- 6.1. Paragraph 38A (4) (a) of the *Planning and Compulsory Purchase Act 2004* requires that Chichester District Council must make the neighbourhood plan if more than half of those voting have voted in favour of the plan being used to help decide planning applications in the plan area. Chichester District Council is not subject to this duty if (and only if) the making of the plan would breach or would otherwise be incompatible with any EU obligation or any of the Convention rights (within the meaning of the *Human Rights Act 1998*).

## 7. Resource and Legal Implications

- 7.1. The referendum incurred appropriate costs in line with the Council's duties and procedures. These costs will be met through existing budgets and Government grant money.

## 8. Consultation

- 8.1. Westbourne Parish Council, the local community and the local member have been involved throughout the process of preparation of the neighbourhood plan.

## 9. Community Impact and Corporate Risks

- 9.1. There has been strong community involvement throughout the development of the Neighbourhood Plan. There are no additional corporate risks to making the plan.

## 10. Other Implications

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

## 11. Appendices

- 11.1 None.

## 12. Background Papers

- 12.1. None.

**Chichester District Council**

**THE CABINET**

7 September 2021

**Commissioning of West Sussex Community Advice and Support Service**

**1. Contacts**

**Report Author:**

Pam Bushby – Divisional Manager Communities

Telephone: 01243 534801 E-mail: [pbushby@chichester.gov.uk](mailto:pbushby@chichester.gov.uk)

**Cabinet Member:**

Roy Briscoe - Cabinet Member for Community Services and Culture

Telephone: 07877 070591 E-mail: [rbriscoe@chichester.gov.uk](mailto:rbriscoe@chichester.gov.uk)

**2. Recommendation**

- 2.1 **That the Cabinet recommends to Council the continuation of the Funding Partnership to commission a Community Advice and Support Service across West Sussex for up to seven years from April 2022 with West Sussex County Council as the lead authority.**
- 2.2 **That the Cabinet delegates authority to the Director of Housing and Communities, following consultation with the Cabinet Member for Community Services, to agree to the Inter Agency Agreement, the specification and signing of the contract, and delegates the annual monitoring of performance to the Grants and Concessions Panel.**

**3. Background**

- 3.1 At the meeting of January 2019, the Cabinet recommended to the Council the allocation of £82,100 per annum for up to three years to enable the commissioning of a Community Advice Service across West Sussex, a continuation of a previously commissioned County wide service for over 5 years and arrangements that had been grant funded locally for a much longer period.
- 3.2 Following commissioning, a three year contract was negotiated and agreed under delegation by the Head of Community Services, and is due to conclude in March 2022. Discussions have identified that the existing Funding Partnership are keen to continue the service, and West Sussex County Council (WSSCC) have again agreed to lead the commissioning process. The current contract is currently held by a joint arrangement between Central and Southern Sussex Citizens Advice, and Arun and Chichester Citizens Advice. The service in this District is delivered by Arun and Chichester Citizens Advice.

**4. Outcomes to be Achieved**

- 4.1 To identify the most effective economic and efficient means of continuing a community advice service which meets the needs of residents in the District. In

the context of complex and increasing demand, especially in response to the pandemic, ensure the continued availability of access to:

- Impartial advice
- Support for avoiding and reducing debt
- Advice that ensures individuals are receiving correct benefits
- A quality volunteering experience for those involved in delivery

## 5. Proposal

- 5.1 The current contract is between the Funding Partnership (WSCC and the constituent District and Borough Councils) and Central and Southern Sussex Citizens Advice as lead provider. The relationship has been successful in supporting the local service for the current contract period and previous rounds (continuous since April 2015). A new contract specification will reflect the changing nature of community welfare advice, particularly in respect of post Covid recovery and changes in the way the service is provided across the county.
- 5.2 At this juncture it is considered that the contract will be procured by open tender to demonstrate best value, although funding partners are still trying to identify third parties that might reasonably be able to deliver to a highly localised specification. The current contact holders have invested directly in the delivery of the service historically, but recognise the need for recommissioning and are well placed to make a strong submission. If it can be demonstrated that the current supplier is uniquely placed then a single tender process could be used (subject to approval by WSCC internal procurement committee).
- 5.3 It is proposed that the process will be led by WSCC on behalf of the funding partners, all of whom would be party to the final agreement. To formalise the Funding Partnership, WSCC are proposing an Inter Agency Agreement (IAA) to formalise some of the key commitments and arrangements that have been developed over the last 6 years of the informal partnership. Contract monitoring will be undertaken District by District, allowing for direct engagement with the local provider and for services to be shaped specifically around the needs of this District.
- 5.4 Having seen the value of the service during the pandemic, WSCC are keen to offer a longer term agreement for the contract. It is anticipated that the term of the contract will be negotiated as a “three plus three plus one” model from 1 April 2022. This is viewed as a three year contract based around Covid recovery, with the option to extend for a further three years with reasonable variation reflecting needs at that time, and a further option to extend for a final one year as a precursor to any recommissioning at that time. The potential to offer a contract period of up to 7 years provides support for the service and allows them to plan more effectively. It will be subject to the availability of funds from the various partners; notice to end the contract can be given with 6 months’ notice, which will in effect see funding reconfirmed annually.
- 5.5 WSCC is expected to formally approve the commissioning of the new service this month, and a verbal update regarding the way forward can be provided to the meeting. A new contract should be in place by April 2022, but a short extension to the existing contract could be facilitated rather than result in any loss of continuity

for this key service to residents.

## 6. Alternatives Considered

- 6.1 The Council could choose to discontinue funding of this service but the current level of use, reported most recently to the Grants and Concessions Panel at their January 2021 meeting, is clear evidence of the need for the service, and there is concern that the need for advice will rise further.
- 6.2 The shift to a countywide commission was initiated by the Legal Services Commission, who have not funded such services since 2014. While it is possible to return to historic mechanisms to grant fund Arun and Chichester Citizens Advice as the local provider, there is now mutual aid between the two Citizens Advice Services, and the countywide arrangement continues to draw in significant funding from WSCC (£350,000 committed annually for the proposed contract period), which might be jeopardised. In addition, the size of a potential grant would require this council to undertake its own commissioning process, with associated costs.

## 7. Resource and Legal Implications

- 7.1 Funding for the service to cover this proposal of £86,300 per annum (as at 2021/22) is within base budget and would rise with inflation where the budget allows. Annual renewal of the contribution would be subject to the Council's approval of the budget.
- 7.2 WSCC will be leading on the procurement so staff resourcing implications are low.
- 7.3 The IAA, contract and specification will be reviewed by Legal Services to ensure that the interests of Chichester District Council are protected.
- 7.4 Arun and Chichester Citizens Advice deliver face to face services from East Pallant House; their accommodation and concessionary rent are considered separately to this contract.

## 8. Consultation

- 8.1 The annual performance of Arun and Chichester Citizens Advice has been reported to the Grants and Concessions Panel to its satisfaction throughout the contract period, most recently at the meeting of 20 January 2021. In advance of their meeting of 15 September 2021, this report has been circulated to the Panel in draft form. **Members of the Panel have indicated their support for this funding proposal.**

## 9. Community Impact and Corporate Risks

- 9.1 There is justification for a single tender process as summarised at para 5.2, the most recent contract was commissioned by single tender, but when more openly commissioned in previous years there was no interest from the wider market.
- 9.2 Impact on the community will be positive as an advice service will be available.

## 10. Other Implications

Are there any implications for the following?		
	Yes	No
<b>Crime and Disorder</b>		X
<b>Climate Change and Biodiversity</b>		X
<b>Human Rights and Equality Impact</b> An EIA on the previous tendering exercise demonstrated a positive impact	X	
<b>Safeguarding and Early Help</b> Vulnerable people receive help and advice through this commissioned service. The contract ensures that service providers have robust Safeguarding arrangements in place, and can prioritise support to those least able to help themselves.	X	
<b>Health and Wellbeing</b> Access to advice from a trusted organisation will have a positive impact on the health and wellbeing of residents	X	
<b>General Data Protection Regulations (GDPR)</b> As lead organisation, WSCC have already ensured compliance with GDPR as part of the contract extension April 2018 – March 2019.	X	

## 11. Appendices

11.1 None

## 12. Background Papers

12.1 None

**Chichester District Council**

**THE CABINET**

**7 September 2021**

**First Homes Eligibility Criteria**

**1. Contacts**

**Report Author:**

Bryn Jones – Housing Enabling Officer

Telephone: 01243 521028 E-mail: [bajones@chichester.gov.uk](mailto:bajones@chichester.gov.uk)

**Cabinet Member:**

Alan Sutton - Cabinet Member for Housing and Revenues and Benefits

Telephone: 01798 342881 E-mail: [asutton@chichester.gov.uk](mailto:asutton@chichester.gov.uk)

**2. Recommendation**

**2.1. That the Cabinet approves the adoption of a district local connection requirement as set out at paragraph 5.2 for First Homes delivered through new residential developments.**

**3. Background**

3.1. Through the recently published Written Ministerial Statement (WMS) the Government has given local planning and housing authorities the option to require a local connection on First Homes delivered as part of residential developments.

3.2. The change comes as part of a wider initiative by the UK Government to overhaul the current planning system. The WMS introduced a new affordable housing tenure in the form of First Homes. This tenure will be sold on a freehold basis at a minimum discount of 30%. The dwelling cannot be initially sold for more than £250,000 after the discount has been applied and can only ever be sold to a household which meets the basic eligibility criteria, as set out in appendix 1.

3.3. The WMS and subsequent changes to the National Planning Policy Framework require 25% of the developer contributions towards affordable housing to be First Homes. This requirement can be incorporated within the existing Chichester Local Plan affordable housing tenure requirements which is 70% affordable/social rented and 30% low cost home ownership, currently mostly delivered as shared ownership. The remaining 75% of affordable housing, not delivered as First Homes will be prioritised as 70% affordable/social rented and 5% shared ownership/other low cost home ownership tenures. A comparison of first homes and shared ownership is provided at appendix 2.

- 3.4. The Chichester Housing and Economic Development Needs Assessment (HEDNA) Update 2020 identifies a need for 97 affordable home ownership homes to be delivered per annum to meet the local housing need within the local plan area. As such, there is a strong need for this type of tenure to be prioritised for people with a local connection to Chichester District.
- 3.5. Officers at the South Downs National Park Authority have advised that they will be offering the same 30% discounts but will be following the nominations cascade set out within their affordable housing supplementary planning document. This prioritises people with a local connection to settlement, parish, surrounding parishes and then wider National Park area.

#### **4. Outcomes to be Achieved**

- 4.1. To establish an affordable housing tenure that meets the need of genuine local people and households for first homes coming forward in the Chichester Local Plan Area.

#### **5. Proposals**

- 5.1. It is proposed to introduce a local connection test for first homes delivered as part of developer contributions on eligible new residential planning applications.
- 5.2. For the purpose of First Homes, it is proposed that a local connection is defined as any person or household who either is:
  1. Permanently resident within Chichester District; or
  2. Used to live within Chichester District but was forced to move away because of a lack of affordable housing accommodation; or
  3. Is permanently employed within Chichester District; or
  4. Is the parent, sibling or child of a living and permanent resident of Chichester District, as defined by the Housing Act 1996.

This is in line with the local connection test for the housing register.

- 5.3. The local connection test will be applicable for the first 3 months of the sale (in line with the WMS) and will apply on future sales of the property in perpetuity. Appropriate restrictions will be placed within the section 106 planning agreement and on the HM Land Registry Title.

#### **6. Resource and Legal Implications**

- 6.1. **Financial Implications** There are no financial implications to the Council on the delivery of this tenure. The burden for the delivery of this tenure will fall on developers. Officers are exploring as part of the Local Plan Review viability process whether greater discounts than 30% can viably be delivered.

- 6.2. **Resource implications** The implementation of First Homes will be managed internally through submitted planning applications, involving both the Development Management and Housing Delivery Teams.
- 6.3. **Legal Implications** The implementation of this tenure is a requirement under National Policy. Model legal clauses are being prepared by the Ministry for Housing, Communities and Local Government to be included within section 106 agreement. It is envisaged that these will be used, albeit with some minor adaptation to reflect the local connection test going forward.

**7. Consultation**

- 7.1. First Homes was consulted on by Government twice in 2020, once in February as a standalone consultation and secondly as part of the larger Planning White Paper. Reports were bought before the Councils Development Plan and Infrastructure Panel (DPIP) and members views were reflected in the consultation responses back to Government.
- 7.2. The Council’s Planning Policy and Development Management Teams have been consulted on the implementation of First Homes and the preparation of the guidance note at appendix 1.

**8. Community impact and corporate risks**

- 8.1. The government believes that First Homes can play a crucial role in securing greater diversity in the housing market and make home ownership a reality for households which may be unable to compete within the open market. Local authorities are expected to play a role in achieving these ambitions.

**9. Other Implications**

<b>Crime and Disorder</b>	None
<b>Climate Change</b>	None
<b>Human Rights and Equality Impact</b> see para 8.1. positive impact	Yes
<b>Safeguarding and Early Help</b>	None

**10. Appendices**

- 10.1. First Homes Guidance Note
- 10.2. Cost comparison of shared ownership and First Homes

**11. Background Papers**

- 11.1 None

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# Chichester District Council

## Guidance Note – Approach to First Homes

### **1. Introduction**

- 1.1 Following the Government’s consultations on First Homes in February and August 2020, the Minister of State for Housing has issued a written ministerial statement (WMS) on 24 May 2021. This sets out that, as of 28 June 2021, new developments providing affordable housing will need to provide a proportion of these as “first homes”.
- 1.2 First homes are defined as homes provided at a minimum discount of 30% and (after the discount has been applied) must not be sold at more than £250,000 to be sold to a person who meets the criteria outlined in section 4.16 - 4.20 of this guidance note.
- 1.3 This guidance note reviews the newly introduced provisions on First Homes and explains how these will be taken into account by Chichester District Council when determining relevant planning applications.

### **2. Chichester Local Plan 2014-2029**

- 2.1 In determining the need for development proposals to contribute to the delivery of affordable housing, the starting point for the Local Planning Authority (LPA) is the Chichester Local Plan: Key Policies 2014-2029 and the policies and provisions contained within.
- 2.2 It is acknowledged, at the time of writing this guidance note, that the adopted Local Plan is under review and the Interim Position Statement on Housing has been adopted for use in the period between now and the adoption of the Local Plan Review (LPR). This guidance note is to be read alongside the Interim Position Statement.

### **3. National Planning Policy Framework (NPPF)**

- 3.1 The implementation of First Homes will come into effect from 28 June 2021, unless transitional arrangements (detailed below) apply. First Homes are now deemed to meet the definition of “affordable housing” as outlined in annex 2 of the NPPF.

### **4. Approach to First Homes**

#### First Homes criteria:

- 4.1 From 28 June 2021, a dwelling meeting the criteria of a First Home will be considered to meet the definition of ‘affordable housing’ for planning purposes. The First Homes Criteria are as follows:
  - A First Home discounted by a minimum of 30% against the market value; and,
  - after the discount has been applied, the first sale of the home must be at a price no higher than £250,000 to eligible households.

Setting developer contributions:

- 4.2 In accordance with paragraph 62 of the National Planning Policy Framework, affordable housing is expected to be delivered on-site unless off-site provision or an appropriate financial contribution in lieu can be robustly justified; and the agreed approach contributes to the objective of creating mixed and balanced communities.
- 4.3 The WMS states that a minimum of 25% of all affordable housing units secured through developer contributions are required to be delivered as first homes.
- 4.4 Within the adopted Local Plan Policy 34, this requirement can be incorporated within the adopted affordable housing tenure requirements; currently 70% affordable and/or social rented and 30% low cost home ownership. To date, the 30% low cost home ownership has been delivered as shared ownership and delivered by registered providers of affordable housing. It is expected that the remaining 5% low cost home ownership that's not being provided as First Homes is to be provided as shared ownership, unless otherwise agreed by the Council.
- 4.5 The remaining 70%, as required by Policy 34 of the Chichester Local Plan and Paragraph 4.7 of the Planning Obligations and Affordable Housing Supplementary Planning Document is to be provided as affordable and/or social rented homes.
- 4.6 A worked example has been provided below to illustrate a required developer contribution in accordance with Policy 34:

Example 1 – New development of 80 residential dwellings

Open Market Requirement	Affordable Housing Requirement		
	30% of All Housing – 24 homes		
	Affordable/Social Rented	First Homes	Shared Ownership
70% of all housing	70% of all affordable housing	25% of all affordable housing	5% of all affordable housing
56 Homes	17 Homes	6 homes	1 Home

First Home Exception Sites:

- 4.7 Paragraph 71 of the NPPF 2019 introduced entry level exception sites to increase the delivery of affordable home ownership products within a local planning authority, unless the need for such homes was already being met within the district. This has not delivered the affordable home ownership homes the Government were expecting. As such, Entry Level Exception Sites policy will be replaced by a First Homes Exception Site (FHES) policy.
- 4.8 FHES will only be allowed on land which is not allocated for housing and must meet the following criteria:
  - Comprise first homes (as previously defined)

- Be adjacent to existing settlements, proportionate in size to them, not compromise the protection given to areas of particular importance in the NPPF and comply with all local design policies and standards.
- 4.9 As evidenced by the Chichester Housing and Economic Development Needs Assessment 2018 (updated 2020), there is an identified need for affordable housing to come forward within the Local Plan area, the majority of which is affordable/social rented. As such, applications for FHES are required to be accompanied by local level housing needs evidence demonstrating the need for such a proposal over and above what will be delivered through developer contributions.
- 4.10 FHES are not permissible in designated rural areas under section 157 of the Housing Act 1985. Rural designations cover most of Chichester District. FHES will therefore only be able to come forward in the following areas:
- Chichester
  - Tangmere
  - Selsey
  - East Wittering
  - Donnington
  - Hunston
  - Fishbourne (area outside of AONB)
  - Southbourne (area outside of AONB)
  - Westbourne (area outside of SDNP)

Plans, development management and transitional arrangements:

- 4.11 Many developers will have been preparing planning applications under different assumptions. The new requirement for 25% First Homes will not apply to sites with full or outline planning permissions already in place or determined (or where a right to appeal against non-determination has arisen) before 28 December 2021 (or 28 March 2022 if there has been pre-application engagement). This does not preclude developers from providing first homes as part of the affordable contribution should they wish to do so.

Level of discount:

- 4.12 The minimum discount for First Homes is 30% from market value, which will be set by an independent registered valuer. The valuation should assume the home is sold as an open market dwelling without restrictions.
- 4.13 The level of discount will be secured both within a section 106 legal agreement and on the title at HM Land Registry to ensure that the discount is applied on future sales of the property.
- 4.14 The minimum 30% discount will be monitored and reviewed to ensure that homes remain affordable for local households in perpetuity. As part of its Local Plan Review, Chichester District Council will be looking at greater discounts

such as 40% or 50%. The Council will also be looking at price caps as part of this process.

#### Community Infrastructure Levy (CIL):

4.15 The CIL regulations were amended on 16 November 2020 to allow developers to claim CIL exemption on First Homes, in line with other affordable housing products.

#### First Homes Eligibility:

4.16 First Homes must be prioritised for first time buyers and must not be sold to households with an annual income in excess of £80,000. A person who cannot afford to purchase a First Home without a mortgage of at least 50% of the discounted price is not considered to be eligible.

4.17 Local connection restrictions will apply on the sale of First Homes. Purchasers must evidence that they are a permanent resident, or permanently employed (more than 16 hours) or have a parent, sibling, or child permanently resident within Chichester District.

4.18 The local connection restriction will be time limited to the first three months of the homes being marketed following practical completion or on any re-sale of the property. After this period, the homes will revert to the standard criteria outlined in paragraph 4.16 until it has been sold. The criteria outlined in 4.16 - 4.18 will apply on future sales of the property.

4.19 Members of the Armed Forces, the divorced or separated spouse or civil partner of a member of the Armed Forces, the spouse or civil partner of a deceased member of the Armed Forces (if their death was caused wholly or partly by their service) or veterans within five years of leaving the Armed Forces will be eligible to purchase a First Home. Armed Forces personnel will be exempt from the local connection requirement.

4.20 First Homes are intended to be used as a person's sole or primary residence. However, it is recognized that there are occasions when it may be necessary for owners of First Homes to let out their property for short periods of time, especially in response to unexpected life events. Therefore, a First Homes owner can rent out their home for a maximum period of two years, as long as the local housing authority is notified.

## Appendix 2 – Cost comparison of First Homes and Shared Ownership

<b>Comparison of First Homes and shared Ownership based on a property price of £300,000</b>			
	<b>First Homes</b>	<b>Shared Ownership</b>	
<b>Open Market Value</b>	£300,000		
<b>Percentage of property purchased / owned</b>	100%	25%	75%
<b>Purchase price</b>	£210,000 (30% FMV)	£75,000	£225,000
<b>Tenure</b>	Freehold	Leasehold	Leasehold
<b>Deposit (5%)</b>	£10,500	£3,750	£11,250
<b>Rent (per month)*</b>	£0	£516	172
<b>Mortgage payment (per month)*<sup>2</sup></b>	£986	£362	£1,056
<b>Total payments (per month)</b>	£986	£878	£1,228
<b>Staircasing possible</b>	N/A	Yes – additional shared can be purchased based on OMV at the time	
<b>Future sales</b>	Restricted to local people at the same discount as purchased	Shared Owners can staircase to 100% ownership and then property is lost to the market. Staircasing receipts to the registered provider must be recycled to fund affordable housing.	

\*1 Rent based on 2.75% per annum of value of unsold equity.

\*<sup>2</sup> 2 year fixed rate at 3.5% interest (Halifax Mortgage Calculator)

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**Chichester District Council**

**Cabinet**

**7 September 2021**

**Approval of the draft Infrastructure Business Plan 2022-27 for consultation (with the City, Town and Parish Councils and key Infrastructure Delivery Commissioners)**

**1. Contacts**

**Report Author**

Karen Dower – Principal Planning Policy Officer (Infrastructure Planning)  
Telephone: 01243 521049 E-mail: [kdower@chichester.gov.uk](mailto:kdower@chichester.gov.uk)

**Cabinet Member**

Susan Taylor – Cabinet Member for Planning Services  
Telephone: 01243 514034 E-mail: [sttaylor@chichester.gov.uk](mailto:sttaylor@chichester.gov.uk)

**2. Recommendation**

- 2.1. That Cabinet considers the recommendation from the Development Plan and Infrastructure Panel that Project IBP/877 is deselected for CIL funding and removed from the IBP Spending Plan as set out in para. 4.9 below and determines its position regarding CIL funding in respect of this project.**
- 2.2. That subject to its decision in respect of recommendation 2.1 above, Cabinet approves the Draft Infrastructure Business Plan 2022-27 for consultation (with the City, Town and Parish Councils, neighbouring local authorities including the South Downs National Park Authority and key infrastructure Delivery Commissioners) for a period of six weeks from 4 October to 15 November 2021.**

**3. Background**

- 3.1 The draft Infrastructure Business Plan (IBP) 2022-27 (Appendix 1) prioritises the strategic infrastructure projects which support the Chichester Local Plan. The projects within the five year CIL spending plan have been considered by the joint CDC/WSCC (Infrastructure and Growth) officers group, the Chichester District Growth Board and the Development Plan and Infrastructure Panel (DPIP).
- 3.2 The IBP projects were identified by CDC, WSCC, key infrastructure delivery commissioners and city, town and parish councils. The IBP sets out the methodology for selecting which infrastructure projects have been prioritised for funding from the Community Infrastructure Levy (CIL), and which infrastructure projects need to be funded from other sources.
- 3.3 Section 106 projects have been identified as 'committed', this is because they are directly related to a site specific proposal. These don't need to be prioritised as there is more certainty that they will be provided alongside the development.

- 3.4 Since the implementation of the CIL on 1 February 2016 to the financial year ending 31 March 2021 the gross amount of CIL collected was £10,844,924, out of this £124,390 was refunded, £135,940 was earned in interest, giving a final grand total of £10,856,474. Out of this £238,204 (2%), was spent on monitoring; £1,815,228 had been or was in the course of being handed to the Parish and Town Councils, £71,348 was spent on CIL projects, £60,000 is committed for CIL spend which is being drawdown in respect of IBP/355 RTPI screens, leaving £8,671,694 available to spend on projects.
- 3.5 Regarding school expansion projects within the IBP, whereby Chichester District Council only agreed to fund 40% of the cost of provision from CIL, WSCC officers have advised that the DfE state in the November 2019 paper 'Securing Developer Contributions for Education' that Basic Need Funding "should not be considered available for those school places other than forward funding to be reimbursed by developer contributions later". The paper also states "Central government basic need grant, the DfE free schools programme and other capital funding do not negate housing developers' responsibility to mitigate the impact of their development on education". As a result of this, the CIL requests for projects IBP/330, IBP/331 and IBP/332 have each been revised from £1,200,000.00 as shown in previous years to £3,000,000.00. This leads to insufficient CIL funds from year 2024 to fund all the CIL project requests.

#### **4. Amended projects for the 5 year CIL Spending Plan**

- 4.1 West Sussex County Council officers have requested that IBP/656 Sustainable Transport Corridor - City Centre to Portfield and improvements to sustainable transport facilities on Oving Road corridor all phasing be moved back one year to £25,000 in 2022/23, £50,000 in 2023/24 and £425,000 to 2024/25.
- 4.2 West Sussex County Council officers have requested that funding for IBP/710: upgrading of the Westhampnett waste transfer station/household waste recycling centre, be moved back by one year as follows: £250,000 for design and feasibility in 2022/23 and £2,250,000 for delivery in 2023/24. The total cost of the project remains unaltered.
- 4.3 West Sussex County Council officers have requested that funding for IBP 665 Phase 1 of Chichester Road Space Audit be moved back from 2020/21 to 2021/22.
- 4.4 West Sussex County Council officers have requested that IBP/330 Primary School places E-W Chichester for £1,200,000 be increased to £3,000,000, IBP/331 Primary School places Bournes for £1,200,000 be increased to £3,000,000, and IBP/332 Primary School places Manhood Peninsula for £1,200,000 be increased to £3,000,000.
- 4.5 The West Sussex Coastal Clinical Commissioning Group has requested that IBP/726 expansion to Southbourne GP practice for £450,000 be moved back from 2020/21 to 2022/23;

- 4.6 The West Sussex Coastal Clinical Commissioning Group has requested that IBP/773 Southern Gateway Health Hub which has increased in cost to £21,000,000 (originally £20,700,000) with a potential CIL ask of £3,000,000 be moved back from 2022/23 to 2024/2025.
- 4.7 Chichester District Council has requested that IBP/775 Southern Gateway public realm with new city square for £1,000,000 be moved back by one year from 2021/2022 to 2022/2023.
- 4.8 The West Sussex Coastal Clinical Commissioning Group (CCG) has requested that IBP/877 extension to Chichester City Langley House GP practice for £420,000 (originally £705,000 as it previously also included an extension to Parklands GP surgery) be moved forward from 2025/26 to 2022/23. The scheme had been discussed previously by DPIP on 22 July 2020 and Cabinet on 8 September 2020 and after consultation had been agreed by Cabinet on 2 March 2021 and approved in principle by full Council on 12 March 2021 respectively and is therefore in the published IBP. Following the CCG's request, an update was presented to DPIP in July 2021 to inform the Panel of the change in phasing, brought about because the CCG had requested that this project be brought forward earlier than originally proposed as the patient list is full at this practice.
- 4.9 At DPIP there was a full debate about the reasons why the CCG's preference was for an expansion of existing surgeries rather than a new surgery at Whitehouse Farm, which was originally envisaged to be part of the development of that site. At the meeting on 21 July 2021, DPIP voted to reject the CCG's request to amend the phasing and instead recommend to Cabinet that the project be deleted from the IBP. The grounds given by DPIP were that the extension of this surgery was not in the right location to support the new urban extension to the west of Chichester city as it could not be easily reached by foot, and was an inadequate substitute for the new purpose built health centre originally proposed at Whitehouse Farm, (which the West Sussex Coastal Clinical Commissioning Group has indicated that they no longer wish to pursue). DPIP was also concerned that as Langley House is in private ownership the site could be sold off and any CIL investment would be lost.
- 4.10 However, there are factors which Cabinet should consider before deciding whether to delete project IBP/877 (extension to Chichester City Langley House GP practice) from the IBP. These are set out below.
- 4.11 There was much debate about how primary health care was to be provided in Chichester City last year. A 'virtual' meeting took place on 23 July 2020 with senior officers and councillors of Chichester District Council, West Sussex County Council and the CCG. The CCG gave a clear explanation to all those present about their rationale for changing their strategy. The reasons were

presented to Cabinet at its meeting on 8 September 2020 and have been reproduced below:

- In 2012 West Sussex Primary Care Trust identified a need for additional GP surgery provision to support future housing growth in the city. An opportunity was identified to consider a new GP Practice at the West of Chichester strategic development site.
  - Whilst land has been secured for a GP surgery as part of the West of Chichester scheme, there is no obligation on the Clinical Commissioning Group (CCG) to progress any specific option.
  - The CCG have now concluded that a new GP practice in the west of the city is not a suitable option to improve patient care. This follows engagement with the Council over the last 2 years to explore the options that were available. The GPs also own their own surgeries and can meet their needs through expanding their existing premises quickly.
  - The CCG consequently decided that developing current sites where possible and then a future joint health services option (by means of a new health hub at the Southern Gateway) was the preferred option. This means that a new branch surgery in West of Chichester has been superseded, as aspects such as doctors/healthcare staffing and duplication of support services is not the best use of resources.
  - The CCG recognise that improvements to existing surgeries are subject to securing planning permission but believe there are clear benefits for patients and the local community, allowing for capacity growth and supporting improved GP access.
  - Consequently in terms of the CCG's requests for CIL funding, project IBP/398 could not adequately meet their future needs and a better solution is considered by the CCG to be expansion of existing surgeries in Southbourne (IBP/726) and Chichester City (Parklands and Langley House) (IBP/877) and to relocate the Cathedral Practice surgery into a health hub within the Southern Gateway redevelopment (IBP/773).
  - The Southern Gateway site was preferred due to its central location to support additional housing growth and would provide a longer term Integrated Care Facility which fits NHS requirements more closely.
- 4.12 The only change since last year, is the removal of the expansion of Parklands surgery, and the bringing forward of the existing proposal to extend Langley House so that needs can be met more expediently. Through the IBP process the CCG was confident that the project would proceed, and they have applied for planning permission in respect of expansion at Langley House.
- 4.13 Officers have obtained legal advice which has confirmed that a clause could be added to the standard contract that Chichester District Council enters into with Infrastructure Commissioners before paying across CIL monies, which would enable the CIL to be claw-backed within seven years if Langley House was to

cease being a doctors surgery. To date we have not applied any CIL clawback clauses for similar projects. Although Langley House surgery is in private ownership (which is not at all unusual) it has been made available as an NHS Doctors Surgery since the 1950's.

- 4.14 Cabinet will need to consider carefully the recommendation from DPIP regarding project IBP/877 outlined in this report. The views of DPIP and the CCG are summarised in the paragraphs above. It is worth noting that the project was considered by Full Council last year who resolved to include it in the IBP. Finally, the CCG has advised that the patient list is currently full and has sought to bring this project forward. For that reason, it is recommended that the project is included in the CIL spending plan in accordance with the request from the CCG.
- 4.15 To ensure that the subsequent publication of the IBP for consultation is not delayed, two different versions of the IBP and CIL Spending Plan are attached to this report. One version shows IBP/877 de-selected for CIL spend and removed from the IBP CIL Spending Plan (Appendices 1a and 2a) as per the recommendation from DPIP whilst the other shows it selected for CIL funding and remaining in the CIL Spending Plan (appendices 1 and 2). In both cases, project IBP/877 remains in the overall CIL plan because technically the full project list includes all proposals made by infrastructure providers, regardless of whether the Council intends to contribute CIL towards its funding or not.

## **5. New projects for consideration for inclusion in the CIL Spending Plan**

### **West Sussex County Council officers' requests**

- 5.1 That IBP/354 Bus Lane along A259 approaching Bognor Road roundabout is added to the 5 year CIL Spending Plan as follows: £114,000 in 2022/23, £228,000 in 2023/24 and £1,938,000 in 2024/25. (There is a wider A259 Chichester to Bognor Regis Corridor scheme that is prioritised through WSCC Strategic Transport Investment Plan (STIP) for feasibility study in 2021/22. IBP/354 is anticipated to form part of the overall strategy).
- 5.2 That new project IBP/937 for Oaklands Way Cycle Scheme – provision of cycle way on northern side of Oaklands Way from Northgate gyratory in the West to College Lane in the East is added to the CIL Spending Plan for £45,000 in 2022/23. (The total cost of the project is expected to be around £133,000 - £92,000 of this will be funded from S106 relating to the Graylingwell development). This project partly overlaps with Route B of the adopted Chichester Local Cycling, Walking and Infrastructure Plan (LCWIP). This relatively small investment together could unlock significant infrastructure serving both the University and residents of NE Chichester and improve safety for both pedestrians and cyclists.

### **Chichester District Council officers' request**

- 5.3 That IBP/287 Coast Protection – Selsey East Beach – Raising of the Sea Wall is selected for £5,000,000 in 2026/27. (The total cost of the project has increased from £25,000,000 to around £30,000,000 - £25,000,000 will be funded from Flood Defence Grant in Aid (FDGiA). The project is needed as without it Selsey will not be protected and no further development could take place - the alternative is to manage retreat within the communities. The proportion of the scheme requiring CIL funding broadly relates to new development but is not a precise figure, whereas the FDGiA can only provide the proportion relating to existing development.
- 5.4 The new housing development over the short/medium term accounts for an increase of approximately 10% added to a community of 5,500 existing dwellings.) If at this stage it is taken as simply 10% of the scheme value (£30m) then the figure from CIL would be £3m leaving a shortfall of 2m to be found from other sources. However, in the event that Selsey accommodates some longer term future growth, it is considered that a contribution from CIL of £5m could be justified.

### **Sussex Police requests**

- 5.5 That new projects for Automatic Number Plate Recognition (ANPR) cameras be funded from CIL and provided along key stretches of the highway network as follows:
- IBP/892 Permanent multi-lane ANPR camera, Cathedral Way between A27 and Tesco £7,000 year 2021/22;
  - IBP/893 A fixed lane ANPR camera, Terminus Road for the Business Park £7,000 year 2021/22;
  - IBP/894 A fixed lane ANPR camera, Stockbridge Road, north of the A27 for the business and leisure park £7,000 year 2021/22;
  - IBP/895 A fixed lane ANPR camera, Bognor Road, west of Portfield roundabout £7,000 year 2021/22;
  - IBP/896 2 ANPR cameras required on dual carriageway A27 between Fishbourne roundabout and the Emsworth junction £14,000 year 2021/22;
  - IBP/897 ANPR camera required, A286 Lavant Road, Chichester £7,000 year 2021/22;
  - IBP/898 Fixed lane ANPR camera junction Westhampnett Road/Portfield Way £7,000 year 2021/22.
- 5.6 The police projects were promoted without sufficient justification. Officers have asked for a full justification for the necessity of these projects and whether they can be evidenced to relate to the growth of the area as a result of the Local Plan, and whether the police can provide any match funding. Until this information is provided the projects will be classified as desirable and will not be selected for inclusion within the five year CIL Spending Plan.

### **South East Coast Ambulance Service (NHS Foundation Trust) request**

- 5.7 That new project IBP/913 Birdham Ambulance Community Response Post (ACRP) for £10,000 is added to the CIL Spending Plan in year 2021/22. (The

total cost of the project is around £20,000 and the balance will be funded from other sources). The project is needed as a result of the growth from the Local Plan on the Manhood Peninsula, and increasing difficulties of getting ambulances across the A27 due to the increasing levels of congestion. An ACRP at Birdham will halve the time to reach Selsey than the base in Tangmere.

## **6. Outcomes to be achieved**

- 6.1 The production of the IBP relies on the cooperation of all three tiers of local government and key infrastructure commissioners. The IBP promotes collaborative working relationships and a move away from reactive planning to a planned and proactive approach to infrastructure provision.
- 6.2 The IBP provides a transparent methodology to show how projects have been selected. It identifies other sources of funding in order to make best use of CIL.
- 6.3 Once the consultation has ended, officers will report any suggested amendments to DPIP in January 2022 with WSCC member attendance for this agenda item before the IBP is further considered by Cabinet in February 2022 and Council in March 2022 for approval and publication.

## **7. Proposal**

- 7.1 This report seeks Cabinet's approval for consultation of the draft IBP 2022-27, with those who contributed to it (particularly given that project priorities may have changed or need to be updated) and to give them an opportunity to influence and comment on the IBP before it is finalised.

## **8. Alternatives that have been considered**

- 8.1 To allocate CIL funds on an ad-hoc basis. The disadvantage is that this would not provide transparency about how projects have been selected, nor 'up front' certainty about which infrastructure projects will be funded to enable them to be worked up and delivered in time to accompany the growth of the area.

## **9. Resource and legal implications**

- 9.1 The projects selected for CIL funding must be in accordance with the CIL Regulations.

## **10. Consultation**

- 10.1 The projects within this IBP were identified by West Sussex County Council; officers of Chichester District Council; key infrastructure providers, and the City, Town and Parish Councils. In the case of the latter, workshops were not held this year and the projects were identified via email due to the Covid restrictions.
- 10.2 The Chichester District Growth Board met on 28 June 2021 and the draft CIL Spending Plan (Appendix 2) reflects their views about projects to be selected for funding within the next five years. It should be noted that the Growth Board did not raise the matters raised by DPIP at its meeting on 21 July 2021 regarding IBP/877 (extension to Chichester City Langley House GP practice). In

all other respects, both the Growth Board and DPIP were content that the IBP should be approved for consultation during October and November 2021.

## 11. Community impact and corporate risks

11.1 The IBP provides transparency about which CIL projects have been prioritised for funding between years 2022-2027. It will enable the Council to have more control over the timely delivery of infrastructure. The risks are as follows:

- Outbreaks of pandemic slowing anticipated rates of development, or changes needed to the payment by instalment policy both resulting in a delay in collecting CIL receipts;
- Changes to the CIL regime, resulting in less money being collected;
- Other sources of funding fail to materialise;
- Consensus not achieved over CIL spend;
- Infrastructure delivery commissioner(s) funding priorities change;
- That the infrastructure to be provided is insufficient to mitigate the impact of development.

## 12. Other Implications

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

## 13. Appendices

Appendix 1a **Version with IBP/877 shown as deselected for CIL funding** – Draft Infrastructure Business Plan 2022/2027 (Note: the IBP Appendices have not been printed, but are available electronically).

Appendix 2a **Version with IBP/877 removed** - Draft CIL Spending Plan

Appendix 1 **Version with IBP/877 shown as selected for CIL funding** - Draft Infrastructure Business Plan 2022/2027 (Note: the IBP Appendices have not been printed, but are available electronically).

Appendix 2 **Version with IBP/877 retained** - Draft CIL Spending Plan

Draft CIL Spending Plan

Appendix 2

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>1st April b/fwd</b>	<b>8,557,553.35</b>	<b>10,887,668.39</b>	<b>6,535,023.10</b>	<b>4,219,265.51</b>	<b>4,115,182.04</b>	<b>5,664,353.98</b>	<b>3,856,909.18</b>
<b>KNOWN INCOME<sup>1</sup></b>							
Gross Income	2,624,867.57	1,903,012.09	345,132.06				
Parish Share	297,976.75	286,014.82	51,769.81				
Admin	99,746.29	95,150.60	17,256.60				
<b>CDC Net Income</b>	<b>2,227,144.53</b>	<b>1,521,846.67</b>	<b>276,105.65</b>				
Interest to 31 March 2021	156,342.62						
<b>PROJECTED INCOME<sup>2</sup></b>							
Gross Income		963,241.33	2,888,112.18	3,405,130.63	2,347,071.59	5,419,332.84	4,188,841.33
Parish Share		216,571.22	613,069.82	667,257.56	401,754.02	1,095,621.40	825,028.78
Admin		48,162.07	144,405.61	170,256.53	117,353.58	270,966.64	209,442.07
<b>CDC Net Income</b>		<b>698,508.04</b>	<b>2,130,636.75</b>	<b>2,567,616.53</b>	<b>1,827,963.99</b>	<b>4,052,744.80</b>	<b>3,154,370.48</b>
<b>FUNDS AVAILABLE</b>	<b>10,941,040.50</b>	<b>13,108,023.10</b>	<b>8,941,765.51</b>	<b>6,786,882.04</b>	<b>5,943,146.02</b>	<b>1,611,609.18</b>	<b>702,538.70</b>
<b>PROJECTED EXPENDITURE</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
IBP/330 - Primary School places E-W Chichester (subject to further detail and evaluation)					3,000,000.00		
IBP/657 - School access improvements at expanded primary school(s) Chichester.					50,000.00		
IBP/656 - Sustainable transport corridor – City Centre to Portfield part of project 656 (subject to further detail and evaluation)			25,000.00	50,000.00	425,000.00		
IBP/355 - RTPI screens at Chichester City	53,372.11	60,000.00					

IBP/353 - Sustainable transport corridor – City Centre to Westhampnett (subject to further detail and evaluation).			500,000.00				
IBP/331 - Primary School places Bournes. (subject to further detail & evaluation)		3,000,000.00					
IBP/660 - School access improvements at expanded primary school(s) Bournes.		50,000.00					
IBP/332 - Primary School places Manhood Peninsula. (subject to further detail & evaluation)					3,000,000.00		
IBP/659 - School access improvements at expanded primary school(s) Manhood.					50,000.00		
IBP/349 - A286 Birdham Rd/B2201 (Selsey Rd Roundabout) Junction Improvement. (subject to further detail and evaluation).Project paused pending Local Plan Review work.			440,000.00				
BP/655 - Phase 2 of Chichester Road Space Audit. To better manage demand for parking & network management aspirations. (subject to further detail and evaluation).		250,000.00					
IBP/775 - Southern Gateway public realm with new city square. (subject to further detail and evaluation).			1,000,000.00				
IBP/710 - Reconfiguration/improvement of Westhampnett Waste Transfer Station/Household Waste Recycling Site. (subject to further detail and evaluation).			250,000.00	2,250,000.00			
IBP/593 - Early Years Places, Whitehouse Farm Development. (subject to further detail and evaluation).						2,100,000.00	
IBP/206 - Southern Gateway provision of bus/rail interchange & improvements to traffic & pedestrian circulation.		3,000,000.00					
IBP/665 - Phase 1 of Chichester Road Space Audit. To better manage demand for parking & network management aspirations.		100,000.00					

IBP/840 College Lane/Spitalfield Road Junction improvement to make it suitable for shared use and link to improve northern side of Oaklands Way & Oaklands Way roundabout (subject to further detail and evaluation).		60,000.00					
IBP/841 Chidham Sustainable Transport Improvements to widen existing footways to accommodate shared use & to potentially re-align the junctions of Broad Road and the A259 and Chidham Lane and the A259 to accommodate the shared path and make crossing of the A259 safer for walkers and cyclists. This project will help alleviate heavy congestion outside the Primary School (subject to further detail and evaluation).			500,000.00				
IBP/842 CDC strategic wildlife corridors connecting Chichester and Pagham Harbours to the SDNP (subject to further detail and evaluation).		43,000.00	98,500.00	143,700.00	144,500.00	145,300.00	
IBP/877 Extensions to Chichester City GP surgery: Langley House (subject to further detail and evaluation).			420,000.00				
IBP/726 Extension to Southbourne GP Surgery (Subject to further detail and evaluation)			450,000.00				
IBP/773 Southern Gateway Health Hub (Subject to further detail and evaluation)					3,000,000.00		
IBP/844 3G Sports Pitch, Southern Gateway (subject to further detail and evaluation)			880,000.00				
IBP/354 Bus lane along A259 approaching Bognor Rd Roundabout (subject to further detail and evaluation)			114,000.00	228,000.00	1,938,000.00		
IBP/937 Oaklands Way Cycle Scheme- provision of cycle way on northern side Of Oaklands Way from Northgate gyratory in the west to College Lane in the east (subject to further detail and evaluation)			45,000.00				

IBP/287 Coast protection- Selsey East Beach-raising of the sea wall (subject to further detail and evaluation)							5,000,000.00
IBP/913 Birdham Ambulance Community Response Post (ACRP) (subject to further detail and evaluation)		10,000.00					
<b>Total expenditure</b>	<b>53,372.11</b>	<b>6,573,000.00</b>	<b>4,722,500.00</b>	<b>2,671,700.00</b>	<b>11,607,500.00</b>	<b>2,245,300.00</b>	<b>5,000,000.00</b>
<b>31st March c/fwd</b>	<b>10,887,668.39</b>	<b>6,535,023.10</b>	<b>4,219,265.51</b>	<b>4,115,182.04</b>	<b>- 5,664,353.98</b>	<b>- 3,856,909.18</b>	<b>- 5,702,538.70</b>

**Notes**

1. 2020/21 reflects actual figures and the remainder is the income due from outstanding instalments of demand notices raised on sites that have commenced
2. This is the projected income from CIL liable sites that are expected to be commenced based on the Councils understanding as at July 2020

**\*Note regarding CIL spend on education**

Nationally as well as in West Sussex there has been a drop in the birth rate in recent years and this has an effect on the number of children seeking school places. Build and occupancy rates from housing developments also has an effect on pupil numbers and makes timing for new schools or expansions hard to predict. If additional accommodation is provided too early this could cause an oversupply of places and schools financially unviable due to having to maintain a building that is not being fully utilised.

Draft CIL Spending Plan

Appendix 2

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>1st April b/fwd</b>	<b>8,557,553.35</b>	<b>10,887,668.39</b>	<b>6,535,023.10</b>	<b>4,639,265.51</b>	<b>4,535,182.04</b>	<b>-</b>	<b>-</b>
<b>KNOWN INCOME<sup>1</sup></b>							
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Interest to 31 March 2021	156,342.62						
<b>PROJECTED INCOME<sup>2</sup></b>							
Gross Income		963,241.33	2,888,112.18	3,405,130.63	2,347,071.59	5,419,332.84	4,188,841.33
Parish Share		216,571.22	613,069.82	667,257.56	401,754.02	1,095,621.40	825,028.78
Admin		48,162.07	144,405.61	170,256.53	117,353.58	270,966.64	209,442.07
<b>CDC Net Income</b>		<b>698,508.04</b>	<b>2,130,636.75</b>	<b>2,567,616.53</b>	<b>1,827,963.99</b>	<b>4,052,744.80</b>	<b>3,154,370.48</b>
<b>FUNDS AVAILABLE</b>	<b>10,941,040.50</b>	<b>13,108,023.10</b>	<b>8,941,765.51</b>	<b>7,206,882.04</b>	<b>6,363,146.02</b>	<b>-</b>	<b>-</b>
<b>PROJECTED EXPENDITURE</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
IBP/330 - Primary School places E-W Chichester (subject to further detail and evaluation)					3,000,000.00		
IBP/657 - School access improvements at expanded primary school(s) Chichester.					50,000.00		
IBP/656 - Sustainable transport corridor – City Centre to Portfield part of project 656 (subject to further detail and evaluation)			25,000.00	50,000.00	425,000.00		
IBP/355 - RTPI screens at Chichester City	53,372.11	60,000.00					

IBP/353 - Sustainable transport corridor – City Centre to Westhampnett (subject to further detail and evaluation).			500,000.00				
IBP/331 - Primary School places Bournes. (subject to further detail & evaluation)		3,000,000.00					
IBP/660 - School access improvements at expanded primary school(s) Bournes.		50,000.00					
IBP/332 - Primary School places Manhood Peninsula. (subject to further detail & evaluation)					3,000,000.00		
IBP/659 - School access improvements at expanded primary school(s) Manhood.					50,000.00		
IBP/349 - A286 Birdham Rd/B2201 (Selsey Rd Roundabout) Junction Improvement. (subject to further detail and evaluation).Project paused pending Local Plan Review work.			440,000.00				
BP/655 - Phase 2 of Chichester Road Space Audit. To better manage demand for parking & network management aspirations. (subject to further detail and evaluation).		250,000.00					
IBP/775 - Southern Gateway public realm with new city square. (subject to further detail and evaluation).			1,000,000.00				
IBP/710 - Reconfiguration/improvement of Westhampnett Waste Transfer Station/Household Waste Recycling Site. (subject to further detail and evaluation).			250,000.00	2,250,000.00			
IBP/593 - Early Years Places, Whitehouse Farm Development. (subject to further detail and evaluation).						2,100,000.00	
IBP/206 - Southern Gateway provision of bus/rail interchange & improvements to traffic & pedestrian circulation.		3,000,000.00					
IBP/665 - Phase 1 of Chichester Road Space Audit. To better manage demand for parking & network management aspirations.		100,000.00					

IBP/840 College Lane/Spitalfield Road Junction improvement to make it suitable for shared use and link to improve northern side of Oaklands Way & Oaklands Way roundabout (subject to further detail and evaluation).		60,000.00					
IBP/841 Chidham Sustainable Transport Improvements to widen existing footways to accommodate shared use & to potentially re-align the junctions of Broad Road and the A259 and Chidham Lane and the A259 to accommodate the shared path and make crossing of the A259 safer for walkers and cyclists. This project will help alleviate heavy congestion outside the Primary School (subject to further detail and evaluation).			500,000.00				
IBP/842 CDC strategic wildlife corridors connecting Chichester and Pagham Harbours to the SDNP (subject to further detail and evaluation).		43,000.00	98,500.00	143,700.00	144,500.00	145,300.00	
IBP/726 Extension to Southbourne GP Surgery (Subject to further detail and evaluation)			450,000.00				
IBP/773 Southern Gateway Health Hub (Subject to further detail and evaluation)					3,000,000.00		
IBP/844 3G Sports Pitch, Southern Gateway (subject to further detail and evaluation)			880,000.00				
IBP/354 Bus lane along A259 approaching Bognor Rd Roundabout (subject to further detail and evaluation)			114,000.00	228,000.00	1,938,000.00		
IBP/937 Oaklands Way Cycle Scheme- provision of cycle way on northern side Of Oaklands Way from Northgate gyratory in the west to College Lane in the east (subject to further detail and evaluation)			45,000.00				
IBP/287 Coast protection- Selsey East Beach-raising of the sea wall (subject to further detail and evaluation)							5,000,000.00

IBP/913 Birdham Ambulance Community Response Post (ACRP) (subject to further detail and evaluation)		10,000.00					
<b>Total expenditure</b>	<b>53,372.11</b>	<b>6,573,000.00</b>	<b>4,302,500.00</b>	<b>2,671,700.00</b>	<b>11,607,500.00</b>	<b>2,245,300.00</b>	<b>5,000,000.00</b>
<b>31st March c/fwd</b>	<b>10,887,668.39</b>	<b>6,535,023.10</b>	<b>4,639,265.51</b>	<b>4,535,182.04</b>	<b>5,244,353.98</b>	<b>3,436,909.18</b>	<b>5,282,538.70</b>

**Notes**

1. 2020/21 reflects actual figures and the remainder is the income due from outstanding instalments of demand notices raised on sites that have commenced
2. This is the projected income from CIL liable sites that are expected to be commenced based on the Councils understanding as at July 2020

**Chichester District Council**

**Cabinet**

**7 September 2021**

**Climate Emergency Action Plan - Proposed Budget Amendments**

**1. Contacts**

**Report Authors:**

Stephanie Evans – Environmental Coordinator

Tel: 01243 534523 Email: [sevans@chichester.gov.uk](mailto:sevans@chichester.gov.uk)

Simon Ballard – Environmental Protection Manager

Email: [sballard@chichester.gov.uk](mailto:sballard@chichester.gov.uk)

Elizabeth Reed – Housing Standards Manager

Email: [lreed@chichester.gov.uk](mailto:lreed@chichester.gov.uk)

Andrea Smith – Climate Change Officer

Tel: 01243 521175 Email: [asmith@chichester.gov.uk](mailto:asmith@chichester.gov.uk)

**Cabinet Member:**

Penny Plant – Cabinet Member for the Environment and Contract Services

Tel: 01243 575031 Email: [pplant@chichester.gov.uk](mailto:pplant@chichester.gov.uk)

**2. Recommendation**

- 2.1 That, subject to completion of the WSCC Local Cycling and Walking Infrastructure Plan (LCWIP) prioritisation and pre-engagement stages, Cabinet approves the commissioning of a feasibility study for one priority LCWIP scheme funded by Business Rates Pool funding (£38,000) with the remainder allocated from reserves (£12,500).**
- 2.2 That Cabinet notes that the following proposals are to be considered within the context of the Future Services Framework priority setting exercise after which they will be reported back to cabinet as appropriate for further consideration:**
- (a) Feasibility studies for two further priority LCWIP schemes (paragraphs 4.2 - 4.5).**
- (b) Appointment of a Home Energy Conservation Officer (paragraphs 4.5 - 4.7).**
- 2.3 That Cabinet approves the options for engagement and communication on climate change as outlined in paragraphs 4.8 - 4.11.**

### **3. Background**

- 3.1 The Council's Detailed Climate Emergency Action Plan was approved by Full Council in January 2021. A number of initiatives within the action plan are currently being progressed.
- 3.2 At the Full Council meeting on 2 March 2021, Councillor Jonathan Brown proposed a number of budget amendments to enable further action under Climate Change. The proposed amendments were under the following headings:
1. Property Decarbonisation Technical Manager Post;
  2. Zero Carbon Transport Design Officer;
  3. Chichester District Homes Decarbonisation & Skills Fund;
  4. Climate Change Communications and Coordination Budget.
- 3.3 At Council it was resolved that the proposed budget amendments would be referred to the Environment Panel for further consideration. At the March Environment Panel meeting, Officers' initial views on those options were presented. A more detailed report was presented to Environment Panel on 12 July. The Panel noted that the consideration of option 1: Property Decarbonisation Technical Manager Post would be delayed until after the feasibility study on the decarbonisation of CDC's estate had been undertaken, as this would identify the scope of decarbonisation work available and inform the business case for any additional staff resources that might be required. However, in respect of Option 2 - the Zero Carbon Transport Design Officer; Option 3 - Chichester District Homes Decarbonisation & Skills Fund; and Option 4, further officer evaluation was provided to enable consideration by Environment Panel and subsequently Cabinet as to options for the way forward.

### **4. Proposals**

- 4.1 Prior to their consideration at Environment Panel, the options were considered by SLT, officers within the Environmental Strategy Unit, Environmental Protection Team and the Housing Team.

#### **Option 2 - Zero Carbon Transport Design Officer:**

- 4.2 The issues, options and business case for additional resources to enable priority LCWIP scheme delivery are described in Appendix 1. The proposals focus on the working up of feasibility studies for priority LCWIP schemes at an estimated cost to the Council of £50,500 /scheme. Nevertheless, WSCC may be awarded Department for Transport (DfT) funds towards developing feasibility studies which may enable the CDC spend on relevant schemes to be lower than estimated.
- 4.3 Since Environment Panel in July 2021, as part of their prioritisation process, WSCC has asked that district and boroughs pre-engage with parish, district and county elected members, the MP and the local cycle forum. This is to establish whether the priority schemes have political support in relevant geographic

areas. Where there is a lack of majority support then schemes will not progress further as WSCC will not bid for Active Travel Fund (ATF) monies where deliverability is in doubt. Where priority schemes have majority support then a feasibility study will be procured for each scheme. Feasibility studies will then be the basis for full public engagement and preliminary costed design. Successful completion of these stages - with the public indicating majority support for each scheme – is anticipated to enable WSCC to bid for DfT Active Travel Funding for delivery of priority schemes. In this way the estimated spend by CDC of £50,500/scheme can attract between £0.5M and £1.5M of scheme delivery for CDC's current priority schemes, thus making the business case for investment.

4.4 The recommendation from Environment Panel to Cabinet was

*That the panel recommends to Cabinet that a feasibility study is commissioned for one priority LCWIP scheme funded by Business Rates Pool funding (£38,000); with the remained allocated from reserves (£8,000); two further LCWIP schemes to be considered within the context of the Future Services Framework priority setting exercise*

However, since the Environment Panel meeting, WSCC, as described in paragraph 4.3 above, asked all authorities to undertake a pre-engagement exercise with relevant elected persons and the local cycle forum. The report recommendation 2.1 reflects this additional request.

4.5 It is understood from WSCC that the first possibility of bringing a West Sussex scheme(s) forwards for delivery using ATF monies will be in 2022/23.

**Option 3 - Chichester District Homes Decarbonisation & Skills Fund:**

4.5 The existing work streams, issues and options in relation to the decarbonisation of homes within Chichester District are presented in Appendix 2.

4.6 Although many permutations of options are possible, consideration of service needs and priorities led to a preferred option as recommended by Environment Panel:

- Recruitment of a new Home Energy Conservation Officer post (full-time) on a 2 year fixed term contract as part of a pilot project. This would be a Grade D/E post (subject to evaluation) at a cost of £34,138-£41,950 (including NI and pension costs) along with an annual car allowance of £1,239 plus expenses.

4.7 The panel recommendation to Cabinet is as follows:

*The panel endorses the proposal to appoint a Home Energy Conservation Officer subject to its wider consideration within the context of the Future Services Framework priority setting exercise.*

The business case for a full time Home Energy Conservation Officer, fixed term for 2 years, is also provided in Appendix 2.

## **Option 4 - Engagement and Communication Campaign on Climate Change**

- 4.8 The behavioural change campaign is currently under development as a multi local authority project, led by WSCC. It is envisaged that there will be a series of mini-campaigns on different themes that councils can choose to participate in or not, depending on their individual priorities. WSCC have a highly-interactive web platform that can be used.
- 4.9 Working groups will be developed that focus on particular themes e.g. large-scale renewable energy or a geographical area. The smaller groups would be more agile and the sharper focus would ensure that projects were progressed to fruition as opposed to a bigger group with a large agenda that could overwhelm participants and undermine and slow down discussions of what to do first.
- 4.10 The Climate Assembly developed from the proposal to investigate the feasibility of a Climate Commission within the initial Climate Emergency Action Plan. There was support from Environment Panel for a Citizen's Jury which, following the consultation on the Detailed Climate Emergency Action Plan, was expanded to be a larger Climate Assembly. The Assembly gives a more formal voice to individuals within the district. The audience for this voice are the councillors and senior leadership within the council and other organisations whose decisions shape the district. The assembly was expected to cost around £55,000, although similar events at other authorities have cost considerably more. Delays to the assembly and concerns about cost to benefit ratios lead to consideration of alternatives.
- 4.11 Internal discussion of service needs and priorities between the Cabinet and Officers, including SLT, has led to a preferred alternative package of measures as set out below to achieve the same end of gathering feedback from members of the public:

a) *Let's Talk Panel.*

This currently comprises of 773 people and is not intended to be representative of the district's population. Limited demographic information is gathered. To make it representative, more information could be collected from participants and gaps in representation filled through promotion with groups e.g. the university, college and business associations.

b) *Use existing communication routes to invite feedback on the climate emergency plan.*

The communications team has a monthly newsletter about the Local Plan going to 2,600 people. People who are interested in the Local Plan can be re-directed

to climate change information and feedback invited. The same process can be applied to the corporate email newsletter: recipients can be directed to our climate change plans and asked to comment. The council already receives comment on climate change activities via its social media channels.

*c) Formalise the holding of twice-yearly public meetings which are already held on an ad-hoc basis.*

Environmental Strategy Unit officers already give presentations to interested groups on the CDC's climate change work. This could be formalised to a twice-yearly event either via the internet or using the council's committee rooms.

4.12 Consideration of the package of engagement measures led to the recommendation from Environment Panel to Cabinet as follows:

*That the panel recommends to Cabinet that the options for engagement and communication on climate change as outlined in paragraphs 4.8 – 4.11 are approved.*

## 5. Resource and Legal Implications

- 5.1 The cost of employing a temporary officer to back-fill officer time for the delivery of three LCWIP feasibility studies is £10,500 per scheme (together with £2,000 for the first feasibility study to supplement the Business Rates Pool funding) which would need to be met from the Council's reserves (detailed in Appendix 1).
- 5.2 The annual cost to the authority of the Home Energy Efficiency Officer is estimated to be £36k - £43k, so the cost for the two-year post is estimated to be £72k - £86k. These costs would need to be met from the Council's reserves (detailed in Appendix 2).
- 5.3 The costs of the Climate Change Behavioural Change Campaign, working groups and methods to gather feedback will be met from the existing operational budget.
- 5.4 Given the budgetary implications of option 3 and the two further LCWIP schemes under option 2 as set out in this report, it is necessary for them to be considered within the context of the Future Services Framework priority setting work being undertaken over the summer. This will enable members to determine priorities and allocate our resources accordingly. In addition, there may be further budgetary implications under Option 1 once the outcome of the decarbonisation feasibility study is known.

## 6. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder		X

<b>Are there any implications for the following?</b>		
	Yes	No
<b>Climate Change and Biodiversity</b> Positive impacts for tackling Climate Change	X	
<b>Human Rights and Equality Impact</b>		X
<b>Safeguarding and Early Help</b>		X
<b>General Data Protection Regulations (GDPR)</b>		X
<b>Health and Wellbeing</b> Fuel poverty is addressed	X	

## 7. Appendices

- 7.1 Appendix 1 - Business case for a Zero-Carbon Transport Design Officer.
- 7.2 Appendix 2 – Business Case for a Full-Time Home Energy Conservation Officer, fixed term for 2 years.

## Business case for a Zero-Carbon Transport Design Officer:

### Issue:

- Local Cycling and Walking Infrastructure Plans (LCWIP) are an evidence based and new way of strategically planning for cycling and walking infrastructure over a ten-year period. The schemes in LCWIPs are not suitable for implementation as they are insufficiently worked up in detail. Schemes need to go through a process of pre-engagement with elected members, the MP and cycle forum, feasibility study (or options appraisal), public engagement and preliminary design with costings. If either the pre-engagement or public engagement indicates non-majority support then schemes will progress no further. Once this process has been worked schemes are bid ready. Subject to funding, schemes must then be worked up to detailed design for delivery.
- The Council adopted the Chichester City LCWIP in April 2021. The document contains 19 schemes totalling 51Km of cycle infrastructure which the LCWIP estimates will cost £12M to deliver. Other West Sussex Districts and Borough Councils (DnB) have also adopted, or are in the process of adopting an LCWIP (or similar document), such that WSCC suggest there will be between 50 to 100 schemes for delivery in the county.
- WSCC will include a prioritised list of DnB submitted schemes in its revised Walking and Cycling Strategy for re-adoption in autumn 2021. To this end WSCC has employed an external consultant (WSP) to apply a standard methodology to prioritise all of the DnB schemes. Subject to the pre-engagement with elected members, the MP and the cycle forum, three of CDC's schemes and one scheme from another authority are the highest scoring schemes and so, if the scoring remains the same, the council's schemes are high priority for delivery.
- WSCC indicate that delivery of LCWIP schemes will be funded by the Government's Active Travel Fund monies (ATF). WSCC anticipate receiving approximately £3M of ATF monies per year which will enable them to deliver one or two LCWIP schemes per year. In any case DfT has indicated to WSCC that they cannot bid for any ATF capital monies in 2021/22. WSCC might also benefit from DfT support for the working up of LCWIP scheme feasibility studies which might lower the cost to CDC. Other WSCC Highways' parallel work programmes are likely to deliver other sustainable travel related schemes.
- WSCC set-up and leads an LCWIP steering group for relevant officers all West Sussex DnBs. It is clear from that group that WSCC intend a collaborative approach to the delivery of LCWIPs (and schemes therein). This is particularly the case with the working up of feasibility studies for schemes even though such work is more normally a non-DnB function. We understand that two other DnBs have indicated that they wish to take schemes right through to delivery. Nevertheless it is clear that WSCC is looking to DnBs to work schemes up to an early stage such that DnBs deliver the feasibility study and have involvement in the subsequent public engagement and initial design

stages. WSCC will then bid to the ATF for one or two priority schemes with a view to delivery in the same year.

- Given that CDC schemes are currently ranked highly for delivery and that WSCC anticipate DnB input, then for CDC not to contribute in the manner described might risk Chichester District schemes not coming forwards. The schemes that have ranked highly are of the value £0.5M to £1.6M. WSCC indicate that feasibility studies typically cost in the region of £30K - £40K.
- To date the work for the LCWIP has been carried out by the council's Environmental Protection Team (EPT). This work is new and would more normally be carried out by WSCC as the Local Highway Authority. As such the EPT requires additional resource in order to enable it to work up the feasibility studies in a timely manner. This work is entirely novel to council officers' and so it will take time to work up a specification for a feasibility study, procure a provider and manage the delivery of the work. As such the team will require additional support in order to resource the work described here.
- WSCC recommend working up only the top priority schemes. This is three schemes at the maximum (for the immediate future).

#### Options:

The following table describes the options considered and whether the option was accepted or rejected and the reasons why:

<b>Options' description:</b>	<b>Recommend or reject and the rationale:</b>
DnBs joint fund an LCWIP development officer at WSCC.	Reject: Two DnBs have already indicated their willingness to take schemes right the way to delivery and so they are unlikely to want to co-fund and officer at WSCC.
Employ a fixed term contractor at CDC for the delivery of CDC LCWIP schemes.	Reject: Schemes are likely to require periodically intensive work and then gaps. As such it would be problematic guaranteeing a steady workflow. Such a post would also require the employment of a Highways Engineer which would be both costly and likely to need significant input from colleagues at WSCC Highways.
Employ a temporary officer to cover whilst an existing member of the EPT carries out the work.	Recommend: The development of a tender invite for a feasibility study and managing the process thereafter to delivery is a short-term piece of work. WSCC indicate that a maximum of two to three feasibility studies should be worked up in the first

	instance. As such the best solution seems to be to use existing resource within the team and to back-fill the time with a temporary officer.
Employ a fixed term contractor to be embedded at WSCC to advance CDC schemes.	Reject: This would be challenging to manage and costly with similar issues to CDC hosting in-house (as described above).

### Costed recommendation:

#### Details of the post:

- The EPT requires an officer to back-fill aspects of the EPT work whilst the work to deliver the feasibility studies is being carried out. This is estimated at one month of officer time with an estimated cost of £10,500 (four weeks work at £70/hour).

#### Business case:

- Enabling each feasibility to be developed has the following costs:

Item:	Cost (£):
Cover for EPT officer time:	10,500
Feasibility study cost:	40,000
TOTAL COST/SCHEME:	50,500
TOTAL COST for TWO SCHEMES*:	101,000
TOTAL COST for THREE SCHEMES*:	151,500

\* Note that CDC is already funded £38K of Business Rates Pool monies for the delivery of one LCWIP feasibility study (ref Cabinet resolution 2 March 2021).

By enabling the delivery of feasibility studies the above described costs allow schemes to be passed to WSCC for collaborative work on public engagement and initial costed design. It is suggested that at least two schemes are worked to feasibility stage. Subject to these then being delivered a further bid can be made to Cabinet for further funding. Given WSCC's indicated delivery rate of one to two schemes/year then this seems a realistic approach. In any case even with three of the four highest ranking schemes it seems likely that WSCC will want to be delivering work across the county and not just according to the technically prioritised scores but also considering political and geographic balance in its approach.

Funding the resource necessary to deliver the feasibility studies unlocks investment potential of between £0.5M and £1.5M/scheme. There is therefore a high ratio of return on this spend:

Best case: £50,500 CDC spend facilitates £1.6M invested in Chichester District by scheme being delivered. Note WSCC might be awarded DfT Capability funding for the development of feasibility studies which might lower the cost to CDC.

Worst case: £50,500 CDC spend facilitates £0.5M invested in Chichester District by scheme being delivered.



## **Issues, Options and Business case for a full-time Home Energy Conservation Officer – 2-year fixed term**

### **Existing Work Streams:**

- Chichester Warm Homes Initiative - £228k of funding is currently available through the Chichester Warm Homes Initiative to help those households in fuel poverty with cold, inefficient homes. Applications for the funding are primarily by referral from the p/t Energy Visiting Advisor alongside their principal role of supporting those in fuel poverty. This post is funded by wellbeing with a primary focus on improving health outcomes.
- Green Homes Grant Local Authority Delivery Funding (LAD) was secured to improve 300 homes and a second successful consortium bid has secured additional funding to improve a further 900 homes. Current funding is allocated on a first come first served basis across the consortium area which covers 17 local authorities across the south and south east. A dedicated officer to deal with this area of work would enable more effective resident engagement and increased targeted promotion to ensure as many Chichester residents' and landlords are encouraged and supported to access the funding as possible. Additional funding opportunities have been confirmed by the Government up until March 2023; however staff resources will be required to produce bids and deliver projects.
- The Government has launched the first wave of the Social Housing Decarbonisation Fund and has appealed for housing providers to work in partnership with local authorities to bid for funds to improve the energy efficiency of their homes. Early indications suggest there are likely to be several further phases of funding and therefore it will be necessary to promote these opportunities to registered providers and work collaboratively with them as required to write and place bids.
- Low Carbon Chichester (LCC) funding from Linden via Homes England (c.250k). This is in the existing Climate Change Action Plan – it does not necessarily need to be used in the domestic sector, but it will not cover salary costs or skills training. There has been slow progress in accessing the Low Carbon Chichester Fund due to legal changes within Linden Homes.

### **Issue:**

- The Council has committed to an area-wide target to reduce carbon by 10% (approximately 64,500 tonnes per year) year on year until 2025. To date the reductions achieved through government and local schemes have been in the double and treble figures leaving a huge gap to fill in the coming years. The Council has been successful in bidding for two rounds of government funding with more monies being available later this year and also in coming years.

However the main issue has been recruiting householders and landlords to participate.

- The most recent property condition survey undertaken in March 2020 estimated that 12,107 dwellings in the private sector stock had un-insulated cavity walls and 7,232 homes had less than 100mm of loft insulations. Furthermore 6,535 of homes were estimated to have an Energy Performance Rating below 'E', which is the lowest standard. The survey also showed that 12% of all private sector properties had a serious health and safety, with 9% of those being attributable to an Excess Cold hazard.
- Delivery of energy efficiency and low carbon measures across the district's housing stock has been limited in recent years due to the lack of funding available. However now that government funding has been considerably increased more effective promotion is required to maximise our resident reach. The Energy Visiting Officer based in the Wellbeing Team is part-time and funded by health, with a focus on improving health outcomes, rather than increasing the energy efficiency of the district's stock.
- The Government has announced there will be additional funding streams available later this year running up until March 2023. The successful delivery of new schemes requires highly effective resident engagement. Furthermore if we wish to consider bidding for new funding streams to be spent solely in Chichester, officer expertise and time is required to both work up the bids and promote the schemes.
- Funding for the Chichester Warm Homes Initiative (£228,000) has already been approved by full Council as part of the Housing Standards Financial Assistance and Enforcement Policy with the aim of reducing fuel poverty and excess cold hazards as a priority. This assistance ideally needs to be promoted along with the government schemes to encourage greater take-up and enable funding to be blended.
- There is currently no single point of contact and representative at the West Sussex Affordable Warmth Partnership where funding opportunities, new technologies and delivery barriers are discussed.
- Despite recent funding sources being available for energy efficiency and low carbon measures the main barrier to successful delivery has been the lack of resident/landlord awareness which has seen application numbers remain low.

## Options

- The challenge for CDC when trying to deliver external funding to as many Chichester residents as possible is the lack of a dedicated Home Energy Conservation post in the Housing team to tackle domestic energy efficiency given the capital funds currently available for works. The officer would provide valuable resident engagement to increase grant take-up along with the knowledge and skills to influence landlords with low performing properties. A primary focus would be the large rural estate landlords as well as our social housing providers.

- A full-time post would cost c.£40k and would need longer than 1 year to adequately pilot the post. All aspects of domestic energy conservation to be covered, not just fuel poverty / health. Housing's view is that the role should have a focus on working with landlords with larger portfolios and the rural estates as well as delivery of successful funding bids through the development of promotional campaigns. This should include face to face dialogue with residents and attendance at parish council meetings and resident groups and would enable CDC to raise awareness of available funding, answer resident concerns and identify barriers to delivery.
- Try to combine CDC specific funding (Warm Homes Initiative and Low Carbon Chichester) to simplify administration and work with all available funding streams according to best fit for a project.
- Further option of a skills fund being delivered by Economic Development Service through the Grants and Concessions Scheme or through the Sussex Sustainable Business Partnership.
- External funding has been successfully obtained to train a member of CDC staff to project manage retrofit installations including undertaking whole house surveys prior to installs for the non-able to pay market. Once this service becomes operational there is the option to explore expanding this service if there is demand.

#### **Preferred Officer Option:**

- Recruitment of a new Home Energy Efficiency Officer post (full-time) on a 2 year fixed term contract as part of a pilot project. This would be a Grade D/E post (subject to evaluation) at a cost of £34,138-£41,950 (including NI and pension costs) along with an annual car allowance of £1,239 plus expenses.

#### **Details of the post:**

- The post holder will be expected to have a thorough understanding and technical knowledge of domestic energy efficiency and low carbon technologies. The officer will be innovative, possess enthusiasm and drive to bring about improvements in the residential sector through the use of education, advice and promoting grant funding.
- This additional resource will increase the capacity to raise resident awareness and engagement, maximising the take-up of grant funding wherever possible. The officer would also focus on working with registered providers and large estate landlords, assisting them to take full advantage of any future funding opportunities.

The main priorities for the post to achieve are:

- Develop a promotional strategy to increase the uptake of grant funding schemes and renewable energy sources.

- Increase resident confidence and trust of eco schemes and the installation of low carbon measures through education, support and advice and by interacting with residents at parish council meetings, local organisations, and volunteer and community groups. This will help to identify delivery barriers and ensure solutions are quickly found and implemented.
- Develop a strategy for residents who are deemed 'hard to reach' i.e. unaware of schemes, how to apply for them, lack confidence in selecting contractors and unable to prepare their homes for works to be done.
- Build relationships with landlords including rural estate landlords and social housing providers to increase awareness of funding available to themselves and their tenants. Provide support and work collaboratively with housing providers to develop and place bids for funding. Engage with private sector landlords to promote the benefits of such improvements.
- Evaluate the benefits of developing a formal partnership with Warmer Sussex who provide retro-fitting services for the able to pay market. By promoting their services it may provide the opportunity for CDC to utilise their accredited list of installers for the low income market.

**Chichester District Council**

**Cabinet**

**7 September 2021**

**Communications Strategy 2021-2026**

**1. Contacts**

**Report Author:**

Sarah Parker – Communications Manager  
Telephone: 01243 534537 E-mail: [sjparker@chichester.gov.uk](mailto:sjparker@chichester.gov.uk)

**Cabinet Member:**

Alan Sutton – Cabinet Member for Housing, Communications, Licensing and Events  
Telephone: 01798 342452 E-mail: [asutton@chichester.gov.uk](mailto:asutton@chichester.gov.uk)

**2. Recommendation**

**2.1 Cabinet adopts the draft Communications and Digital Strategy 2021 – 2026.**

**3. Background**

3.1 As a council we recognise that effective communications and engagement are central to the delivery of all of our services. We want to make sure that our priorities, objectives, values and ambitions are understood by our residents, workforce, partners, local businesses and stakeholders. In response to this, we have produced a communications and digital strategy that aims to:

- integrate communications into the Council’s planning process;
- provide a consistent approach to our delivery of key messages;
- create a brand narrative, explaining to residents what we stand for, our ambitions and the part that our residents can play in this;
- make sure that our communications are open, honest, clear, concise and accessible; and,
- set out our digital vision for the Council.

3.2 The strategy recognises that although communications and technology are constantly changing, putting the ‘customer first’ will always be at the forefront of our approach. This is highlighted within our 10 point plan, which is a commitment that our communications will be:

- Customer centred;
- Accessible to all;
- Conversational;
- Engaging;
- Focused on Audiences;
- Digital First;
- Insight driven;

- Cross-promoted;
- Fully evaluated; and
- Cost effective.

- 3.3 The strategy also outlines the Council's commitment to working with our partners to drive improvement and access to services through the Local Digital Declaration. This is a shared ambition for the future of local public services in the internet age, and our commitment to realising it.
- 3.4 The strategy provides a framework from which communications can continue to be enhanced and developed to meet our customer and stakeholders' needs. A detailed work plan will be produced annually each year, which will outline the actions and milestones that will take place on an operational level to ensure the key principles outlines in the strategy are delivered.
- 3.5 It is proposed that this strategy will be delivered over the next five years and reviewed as and when necessary.
- 3.6 The Overview and Scrutiny Committee considered the strategy at its meeting on 15 June 2021. The members overwhelmingly voted in favour of referring the strategy to Cabinet to be adopted.

#### **4. Outcomes to be Achieved**

- 4.1 To deliver effective, inclusive and timely communications to help deliver the council's corporate priorities.
- 4.2 To fully utilise all of the communication channels available in a targeted and planned way, in order to make sure that our residents, businesses and stakeholders are able to access the services they need and they feel well informed, involved and engaged.
- 4.3 To provide quality digital services and content and to encourage our customers to make the most of our digital opportunities.

#### **5. Proposal**

- 5.1 Effective communications and engagement are vital to delivering the council's corporate priorities and supporting our communities.
- 5.2 The proposal is to adopt the draft Communications and Digital Strategy.

#### **6. Alternatives Considered**

- 6.1 Do not adopt the Communications and Digital Strategy.

#### **7. Resource and Legal Implications**

- 7.1 There is no anticipated additional resource or legal implications associated with this report.

## 8. Consultation

- 8.1 We have consulted with key services areas including ICT and Customer Services, all of whom have given their support to this strategy.
- 8.1 We regularly consult with residents to ask how they would like us to communicate with them and this is reviewed each year. This feedback has been taken account of while producing this strategy.
- 8.2 A Task and Finish group also looked at Consultations in 2019. The feedback and findings from this have also been taken account of within the strategy.
- 8.3 The Overview and Scrutiny Committee reviewed and commented on the Communications Strategy and referred it to Cabinet to be adopted.

## 9. Community Impact and Corporate Risks

- 9.1 The development of the Communications and Digital Strategy should have a positive impact on the community.

## 10. Other Implications

<b>Crime and Disorder</b>		No
<b>Biodiversity and Climate Change Mitigation</b>		No
<b>Human Rights and Equality Impact</b>		No
<b>Safeguarding and Early Help</b>		No
<b>General Data Protection Regulations (GDPR)</b>		No

## 11. Appendices

Appendix 1 – Draft Communications and Digital Strategy

## 12. Background Papers

None

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# Communications and Digital Strategy

2021-2026



# Foreword

**As a council we recognise that effective communications and engagement are central to the delivery of all of our services.**

We want to make sure that our priorities, objectives, values and ambitions are understood by our residents, workforce, partners, local businesses and stakeholders.

## **This strategy aims to:**

- integrate communications into the council's planning process;
- provide a consistent approach to our delivery of key messages;
- create a brand narrative, explaining to residents what we stand for, our ambitions and the part that our residents can play in this;
- make sure that our communications are open, honest, clear, concise and accessible; and,
- set out our digital vision for the council.

**We are committed to using a wide variety of communication channels to try and reach our residents and businesses to make sure that they are aware of:**

## **What the council does**

- the wide variety of services that we provide;
- how and when we provide them;
- how residents can access them; and
- how they benefit our communities.

## **Why we do these things**

- our statutory obligations;
- our roles in partnership working; and
- our contribution to, and involvement in, our local communities

## **How we do these things**

- the way we fund and deliver our services;
- how we strive to deliver quality and efficient services; and
- how we are working to deliver our key priorities.

## **Why we will need to do things more efficiently and effectively in the future**

- to respond to the financial challenges we face; and
- to offer the best value for money to our residents and businesses.

Although communications and technology are constantly adapting and changing, ensuring that we put the 'customer first' will always be at the forefront of our approach. This communications and digital strategy outlines how we plan to achieve this over the next five years.

Best wishes

**Cllr Alan Sutton**

Cabinet Members for Housing, Communications, Licensing and Events



# Our vision, commitment and standards



## Our vision

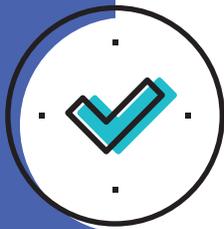
Our vision is that people have a clear understanding of Chichester District Council's operations, priorities and challenges and they recognise that it is a council that listens and responds.



## Our commitment

We will achieve this vision by talking with those who matter the most – our residents, businesses and workforce.

We will involve our stakeholders in our work by actively encouraging them to give us feedback on our services so that we can deliver improved services that can be shaped to match their needs.

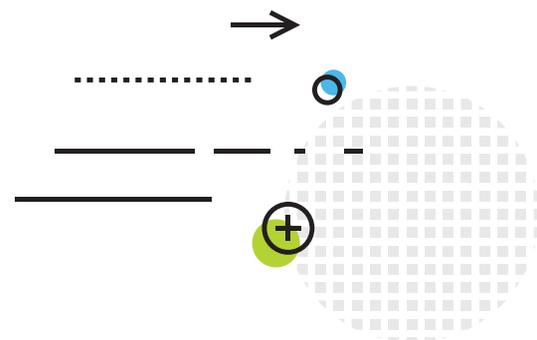


## Standards

The style and standards of our communications are very important. All of our communications will have a recognisable tone of voice and will aim to meet the standards of the Plain English Campaign

We will be:

- open and honest;
- timely;
- clear and concise;
- accessible;
- relevant and targeted in our approach; and
- inclusive.



# Our future approach

**From residents to service users, businesses to suppliers, staff to councillors, each one of our stakeholders has their own expectations and requirements of the council and we will strive to communicate with each one in the best possible way.**

The amount of external communication channels used by the council is extensive and these will continue to increase with improvements and access to social media and digital technology.

Social media has transformed the way the world communicates and has proved to be a game changer in how we communicate with local people. More importantly, the increasing number of two-way communication channels means that it is now much easier to have conversations with residents and service users. This gives us the chance to not only inform them of what we are planning to do and why, but for us to hear their thoughts and feedback,

including their views on our services and key priorities. This information means that we can work together with our communities to help shape services that they expect and need.

These new channels also provide us with the ability to target our message to the appropriate audience, rather than bombarding them with information that may not be relevant to them.

It's also important to recognise that the world we live in is changing rapidly. In just over two decades, there has been a digital revolution which is transforming our lives. We cannot predict the future and so as an organisation we must be

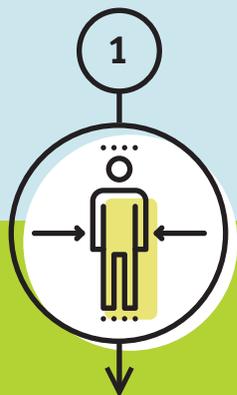
agile enough to rapidly adapt to the changing needs of our customers and colleagues.

People rely on the internet to communicate and carry out everyday tasks. Completing transactions and finding information online has become second nature, with more and more of us choosing this approach because it is quicker, more convenient and cheaper.

Digital is as much about people as it is about technology. It is about how people engage with us and utilise technology to enable new ways of living, learning and doing business. We must embrace digital and reimagine

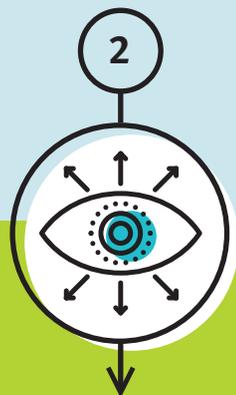
## Our 10 point plan

**In future, we will follow our 10 point plan. This is a commitment that our communications will be:**



### Customer centred

We will put our 'Customers First' by placing the needs of our customers at the centre of our work



### Accessible to all

Taking account of those who may not have access to a computer; those with disabilities; or, those who speak other languages.



### Conversational

Encouraging our residents and service users to get involved and provide feedback.



### Engaging

Our communications will be clear, creative and engaging and will be written in plain English.



### Focused on audiences

Targeted communications to those we are trying to reach.



the work that we do for a digital age. Many people no longer simply go online – they live online. We believe that applying a digital approach allows us to work and learn in a smarter way, delivering excellent services to all.

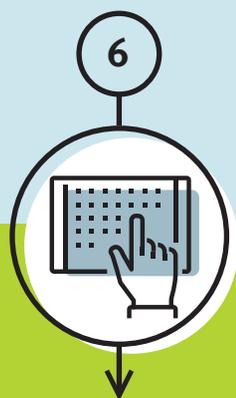
We have also signed up to the Local Digital Declaration, which is a shared ambition for the future of local public services in the internet age, and our commitment to realising it. This is our commitment to working with our partners to drive improvement and access to services.

In addition to the digital approach,

we also recognise the need to continue to use traditional communication methods as some of our residents do not have access to a computer, or prefer more traditional methods of communication. The mass media still reaches large audiences. TV, radio and the daily newspapers all have a powerful impact. Direct mail is also still one of the most effective ways of reaching people. We know that our own council magazine ‘initiatives’ which is delivered to every household three times a year, is still one of our most effective communication channels, both in terms of encouraging people

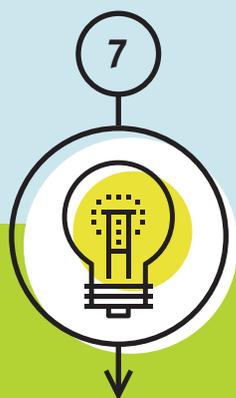
to access services and keeping them well informed.

What’s important is that we fully utilise all of the communication channels available in a targeted and planned way, in order to make sure that our residents and businesses are able to access the services they need and that they feel well informed, involved and engaged.



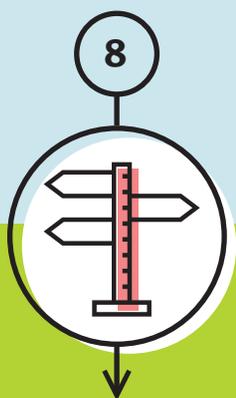
### Digital first

Making it easier for people to access our services online, so that it becomes their preferred method of contact.



### Insight driven

Based on what we know our customers and stakeholders want.



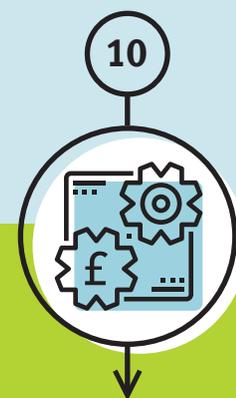
### Cross-promoted

Sign posting people to other services that they may benefit from.



### Fully evaluated

So that we know what is working well and what needs to be improved.



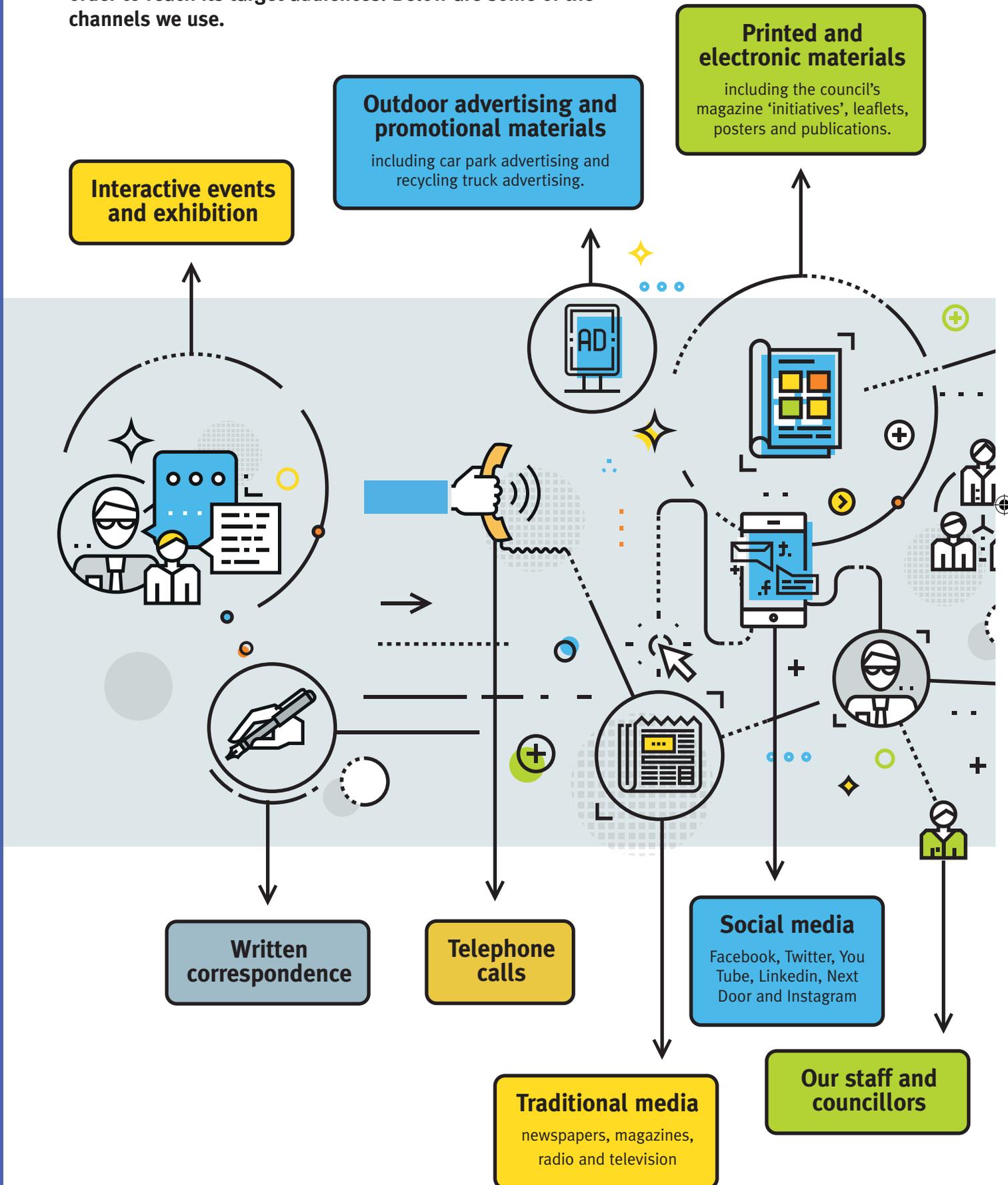
### Cost effective

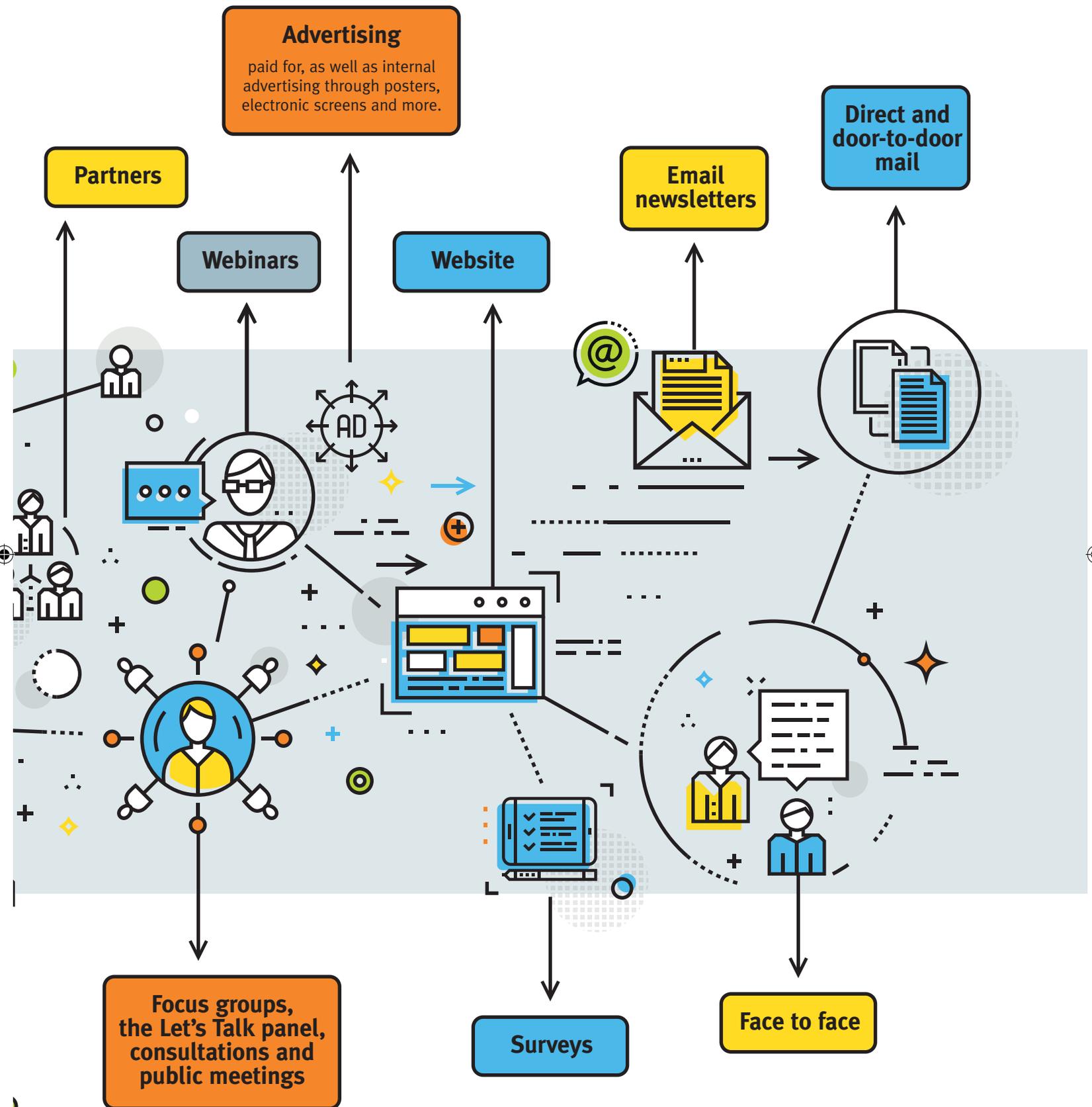
Achieving quality and effectiveness for the best price.



# Communication channels

The council uses a wide variety of communication tools in order to reach its target audiences. Below are some of the channels we use.





# The Media

**Our local media are a vital part of our communities and as a council we have a productive, honest and robust relationship with them.**

We understand the important role that they play in helping us to spread the word about what we deliver, our successes, initiatives, as well as the challenges we face. We also recognise the vital role that the media plays at times of emergency, and we work closely with our media partners to make sure that we are taking account of their needs within our emergency plans.

We want to promote the Chichester District to a local and national audience as a leading place to do business, as well as a great place to work, live, visit and invest in. We also want to make

sure that people see us as an innovative and responsive council that manages its taxpayers' money well.

We do this by providing a proactive and reactive media service. As part of this work, we issue proactive and reactive media releases; work with the media on campaigns and special reports; organise key media briefings and press conferences; work with our Leader to provide a weekly column for our local newspaper; and respond to media enquiries. We are on call every day of the year.

A key aim of the council's communication strategy will be to continue to build on these positive relationships and ensure that our local media partners understand the work of the council and the reasons behind the decisions we make.





## What we do now

- Media releases
- Media briefings
- District Dispatch – weekly column
- Answering media enquiries
- Updating the news section on our website
- We signpost people to access our services online.
- Photography
- Joint campaigns with our media partners
- Features
- Videos
- Place decisions and updates on our social media sites at the earliest opportunity.

## What we plan to do in the future

Produce more video content for use on our website, email newsletters and social media sites.	Ongoing
Explore sending audio and video clips out with media releases when appropriate.	Review by September 2022
Further promote live council meetings and audio recordings from our committee meetings to the media and wider public.	Ongoing
Consider introducing, or contributing to, a regular podcast, which can be accessed through our channels, Spotify and iTunes; and, a digital voice assistant (eg Alexa and Siri)	Review by June 2022

# Social media

Social media has transformed the way in which the world communicates and this has brought significant benefits as well as risks. It allows us to have two way conversations with our customers, as well as raising awareness of our work. It also provides us with the opportunity to directly respond to people's concerns and questions. However, people expect a quick – if not immediate – response to their issues and it can provide a platform for people to create issues and mislead people, without understanding the facts. Our platforms clearly state our opening times and make it clear to our customers that we cannot always respond to their queries immediately, but will do so as soon as we possibly can.

The massive growth in social and digital media will continue and all indications are that it will continue to grow as a key communication tool – particularly with younger service users. We will continue

to use our social media management platform to monitor and evaluate the impact that our social media pages are having, and the content that we are delivering. This allows us to target specific audiences and understand what they are responding to.

We will also continue to have online conversations and interactions, rather than using social media as a broadcast tool – and identify local conversations that we want to be part of. As part of this, we will be encouraging our staff and members to embrace this form of communication and to help us keep our residents, businesses and visitors informed about our work and what is happening across the district. In order to support them with this task, we will provide regular training and support sessions. We will also continue to target messages to specific communities through platforms such as Next Door, which allows us to specifically

communicate with residents within the district – and even specific ward areas. 25% of households in the district are currently using this platform.

We will continue to identify emerging trends and focus our resources into the most relevant platforms.

We currently manage six corporate social media accounts on Facebook, Twitter, Instagram, You Tube and Next Door, and we also support seven 'niche' accounts, for services such as The Novium Museum, the Community Wardens, Chichester Wellbeing and the Farmers' Markets. We currently have over 9,500 followers on Facebook; over 8,200 followers on Twitter; and we can reach over 18,300 households on Next Door.

What we have discovered is that we are now able to reach a much wider audience, including hard-to-reach groups. This has especially been successful with consultations. Likewise,

Some key social media **FACTS AND FIGURES**



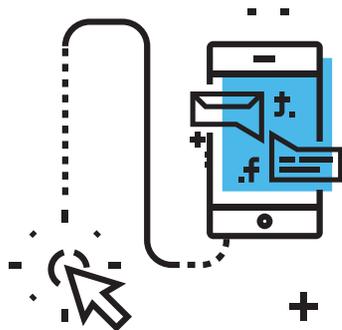
TWEETS WITH **IMAGES** receive **150%** more retweets

**70%** of YouTube viewers

**WATCH VIDEOS** for 'help with a problem they're having' in their hobby, studies or job.

SOCIAL MEDIA POSTS WITH VISUALS **DELIVER 180%** greater engagement

**MOBILE VIDEO USAGE** HAS INCREASED BY NEARLY **10 MILLION** daily viewing minutes in the last two years



social media is also forming a key part of the council's marketing plans, with many of its income generating services benefitting from the promotion it can offer, as well as boosted 'paid for' posts.

Visual communication and storytelling - in the form of video, infographics and animations - is becoming an increasingly popular method of communication. Research shows the combination of visual and storytelling can multiply the reach and conversion of social media posts. This is an area we want to expand on both across our social media sites and on our website, by using engaging images, interesting infographics and compelling videos, to help our customers better understand our work and help them to access our services easier.

## What we do now

We currently have six corporate social media accounts and seven niche social media accounts that are updated daily.

We use illustrations, photography, animations and video to accompany our content.

We use a specialist platform to monitor the success of our posts and campaigns, so that we can evaluate what we are delivering. We also use this platform to schedule posts and monitor responses.

We 'boost' (pay for) posts containing important information, when we want to ensure we are reaching people within the district who may not be following our accounts. We closely monitor their effectiveness and we evaluate their overall success.

We encourage feedback and quickly respond to people's questions and comments.

We signpost people to access our services online.

We run surveys and polls through the social media sites to encourage people to get involved in shaping their local services.

We use our social media pages to promote our job opportunities.

We have a social media policy.

**90%**  
of all video  
plays on Twitter  
TAKE PLACE ON  
**MOBILE  
DEVICES**



**f**  
**80%**  
OF VIDEOS ON  
FACEBOOK  
are watched  
**WITHOUT  
SOUND**

**▶ 18+ YEAR OLDS**  
during prime time viewing hours  
than any other cable TV network

When people hear information,  
they're likely to remember  
**ONLY 10%**  
of that information three days later, however  
**IF A RELEVANT IMAGE**  
IS PAIRED WITH THAT SAME INFORMATION,  
**PEOPLE**  
**RETAINED 65%**  
of the information three days later



More than  
**500 MILLION**  
FACEBOOK USERS ARE  
**WATCHING VIDEOS**  
every day

# Social media continued



## What we plan to do in the future

Identify the emerging trends and to help us consider where we need to focus our resources. We will also look at how we can work more closely with our partners to share and support each other's posts.	Review monthly
Use more video, illustrations, animations and photography to tell our stories.	Ongoing
Explore better links between the website and our social media sites and look at how we can use this to encourage people to use our website as their first point of contact with the council.	Ongoing
Encourage people to use our website as their first point of contact with the council.	Ongoing
Use more live video streaming, including Periscope and Facebook live, to engage with people on our work and events.	Review by December 2022
Utilise Canva, a specialist software package, to create more engaging posts.	Review by April 2021 Use from June 2021
Assess how we might best use social media tools to encourage collaboration and sharing of ideas by our staff.	September 2021
Share our evaluation reports with all services areas, to help them better understand the impact that social media is having on their work.	Introduce centralised reporting function by April 2022
Adopt our own brand of 'social reporting', capturing participants' views and thoughts on new initiatives and project launches.	Review by December 2022
Create video tutorials that will either help our residents to access services easier, or encourage them to participate in or sign up to one of our commercial services, such as garden recycling, events and activities etc.	Customer service videos to be introduced from June 2021 Review service needs every three months
Identify social media champions in each service area that are tasked with delivering content to the communications team on a regular basis.	April 2022
Work with the economic development team to better utilise LinkedIn to communicate and engage with local businesses.	December 2022
Work with the HR team to improve appealing and attractive job listings on social media and to better utilise LinkedIn as a recruitment tool, especially for those jobs that are difficult to fill.	December 2022
Consider launching or contributing to a local podcast, to further enhance our communication channels.	Review by March 2022

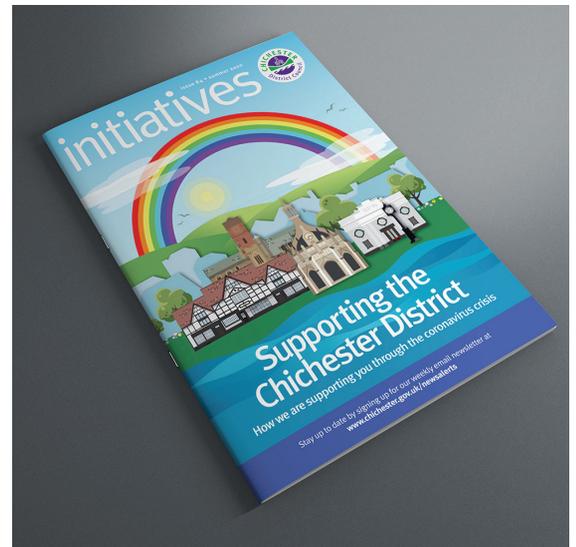
# Direct communications

**We recognise that not everyone can access their communications digitally and so the council produces its flagship magazine ‘initiatives’ three times a year. This is distributed to every household and business in the district.**

The cost of the design, production and distribution of the magazine is covered by the advertising income that we generate. We know that the magazine not only helps to keep our residents informed and involved, but it also helps vulnerable people access vital services

and schemes. It also plays a big part in helping to keep communication campaign costs low and it helps to generate significant income for our income generating services.

More recently, we have also created a page turner version of the magazine, to make it easier for people to read online. We also keep people well informed in between each magazine using our email newsletter, which people can sign up to on our website. The aim is to use initiatives to update people in more detail about the council’s priorities that are ongoing and not time critical, while using the email newsletter and our online events calendar for more immediate news and events.



## What we do now

We produce our flagship magazine three times a year and this is delivered to every household and business.

We cover the costs of the design, print and distribution of the magazine through advertising income. The advertising opportunity also allows us to support local businesses by offering them a low cost option of reaching all households – and we know that it works for them.

We use the content of the magazine for other communication activities.

We use the magazine to develop and launch communication campaigns to reach all households and keep costs to a minimum.

We use the magazine as part of our consultation strategy, to encourage involvement and to provide feedback on how we have listened to residents. In a recent consultation, when asked how they wanted to be kept updated on climate change, initiatives was at the top of the list.

We use the magazine to increase take-up of services.

The magazine helps to market income generating services and has proven to have had a direct impact on the income generated. When relaunching the garden recycling service, it was the second most popular referrer. The first was word of mouth.

We issue an email newsletter monthly to complement the magazine and keep people informed all year round.

We also use leaflet drops to deliver important information to specific postcode areas or every household in the district. However, we only do this when initiatives cannot achieve this within the production schedule.

## What we plan to do in the future

Continue to measure the magazine’s popularity and effectiveness through surveys, response rates and feedback.

Review response after each issue

Continue to develop our other communication channels, especially our email newsletter, to complement the magazine. We will use this and the local media to communicate more immediate news.

Review new email platform options by March 2022

Change the coronavirus email newsletter to general news once the pandemic is under control

Focus on updating residents and businesses on the council’s key priorities.

Meet with the Strategic Leadership Team every three months to review priorities

Explore further improvements and options, including the possibility of introducing an online news platform which would feature initiatives and provide a more interactive and accessible online version.

Review by June 2022

# Design, marketing and campaigns

**We produce a wide range of information and marketing materials, both in print and online, that follow clear brand guidelines.**

Whether it's informing people about changes to services, providing advice and guidance, or promoting key campaigns, we aim to be proactive in our communications with local residents, businesses and service users.

Through our marketing and campaigns we try to keep people informed and engaged about:

- what's happening with our services and any improvements or changes we might be making;

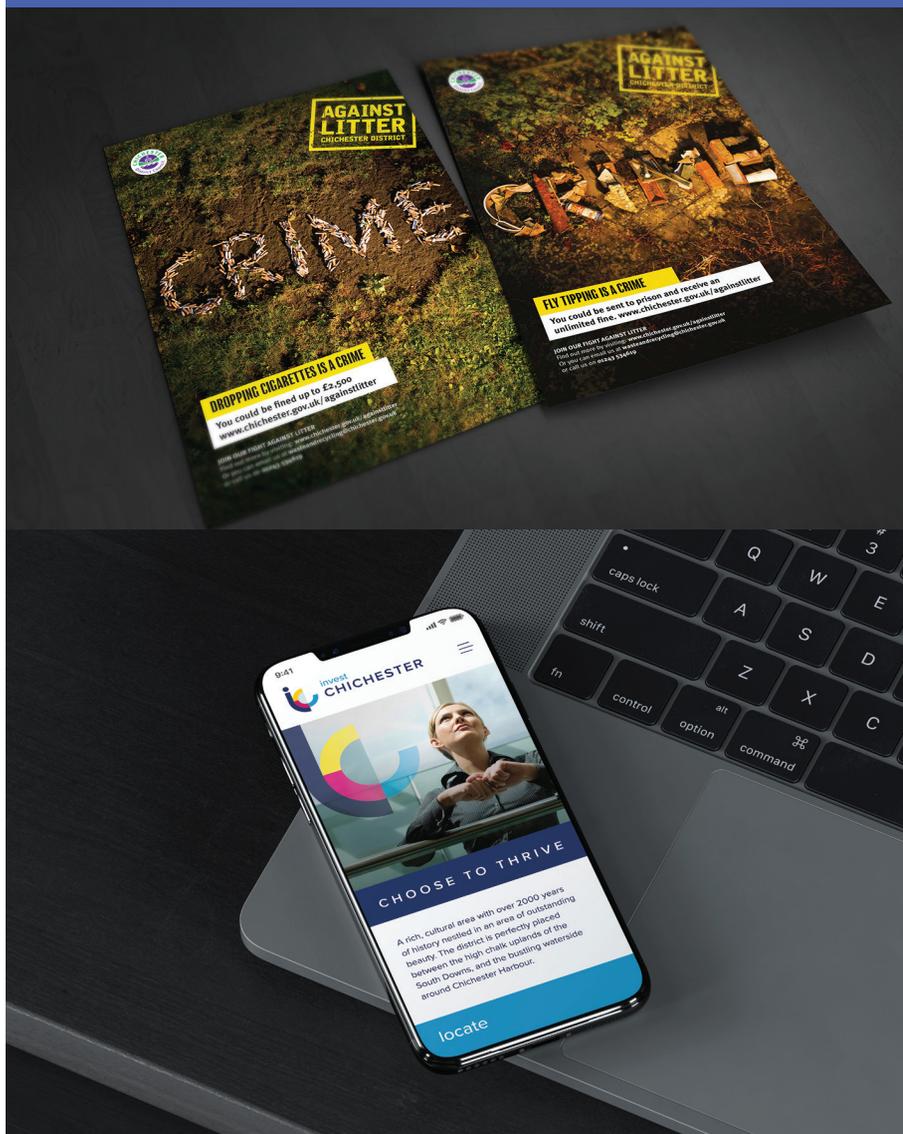
- the services we provide – and how income generating services make a difference to the services we can provide;
- how we provide our services;
- where people can access services;
- the benefit of using our services; and
- how they can make a difference in their local communities and work alongside the council to make sure that Chichester District continues to thrive and be one of the best places to live in the country.

Our marketing campaigns are recognised for their visual impact, sharp design, clear and compelling messaging, plain language and for

meeting objectives. We use a broad mixture of traditional marketing channels, such as newspaper adverts, leaflet drops and radio advertising, alongside social media and digital channels. We are also quick to adopt new and emerging technologies, such as animation and video to make sure that we are reaching all audiences.

Our campaigns will be more refined in the future as we begin to use customer insight information to allow us to better target our messages and make sure that all of our materials are both appropriate for, and accessible to, the target audience.





**TreeChichesterDistrict**  
PLANTING FOR OUR FUTURE

## What we do now

We work closely with our partners to execute timely and effective campaigns that reach our key target groups.

Use all of our communication channels, as well as external media options, to deliver our marketing and communication campaigns.

We attempt to launch our campaigns in co-ordination with the distribution dates of our flagship magazine 'initiatives' in order to reach all households, while minimising costs.

Evaluate our campaigns to identify what is working and what we need to improve on in the future.

Ensure that all of our communications meet the council's brand guidelines, so that people clearly know who is delivering a service or initiative.

Encourage feedback from customers and partners.

## What we plan to do in the future

Continue to work in partnership with our partners, businesses and community groups and to build on this work.

Involve partners in key campaigns and inform them of every campaign that is launched.

Use the Government Communication Service's evaluation framework to evaluate the success of our campaigns.

To incorporate the framework into our work by April 2022.

Make sure that our design work is accessible and can be used across all platforms, including our website.

To follow the council's accessibility policy within all of our work.

# Advertising and sponsorship

The council has developed its advertising and sponsorship opportunities as a way of expanding its marketing channels and to generate income to help deliver services, including the council's magazine. As well as generating income, the council also uses these channels to promote the council's services and key messages. These have become an important part of the way in which the council markets its services.



## What we do now

Opportunities include:

- advertising in the council's magazine.
- advertising in the council's multi-story car park.
- advertising on the side of recycling trucks.
- advertising on the council's website.
- advertising on literature.
- sponsorship of exhibitions at the council's Novium Museum.
- sponsorship of the council's parks and gardens.

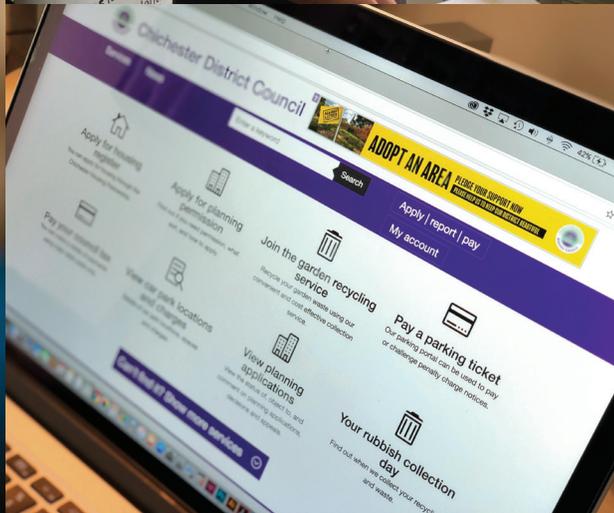
The most popular income generating opportunity is the council's magazine initiatives, and last year, the council took a step further by covering all design, print and distribution costs through the advertising income raised. Due to its trusted brand, many advertisers have continued to advertise with us for many years.

- We sell these opportunities to local businesses.
- We use these channels to promote council services at no cost.
- We also place advertising with local media organisations to promote services and schemes.

16

## What we plan to do in the future

Evaluate and prioritise opportunities based on the amount of income that they are likely to generate.	Review every six months.
Develop the council's marketing channels and use these to promote council services and messages.	Review every six months.
Consider other income generating ideas, including revisiting ones that we have previously explored.	Review every six months.
Cross promote our opportunities and make businesses aware of all of the support that is available to them through other teams.	Every time we make contact with a business.



# Consultations

The views and input from our residents are vital in shaping and improving services. At a time when councils are continuously trying to balance the books, it is vital that residents are part of the conversation in determining what our priorities should be moving forward, and that they feel informed and involved in the council's work.





## What we do now

We regularly consult with residents on our services and decisions that could affect them, such as planning and licensing.

We use a variety of tools to consult with residents, including surveys, exhibitions, social media, leaflet door drops, and the council's magazine 'initiatives'.

We work closely with our 'Let's Talk' panel – which amounts to nearly 800 local residents – who are always alerted to the latest consultations.

We form small focus groups to look at particular issues, such as recycling.

We have developed a 'Let's Talk' brand, which aims to encourage people to talk to us and engage with us.

We use plain English and use supplementary tools such as frequently asked questions and videos to make it easier for people to understand the issues we are discussing with them.

We use social media as a key part of all of our consultations and we boost posts to reach a wider audience.

We always provide paper versions to anyone who does not have a computer, or who does not want to communicate with us this way.

We have developed a stakeholder list, which consists of key groups and partners across the district, who help us to engage with our communities.

We maximise the council's marketing channels to make people aware of the opportunity to have their say, such as advertising on the council's website and advertising boards in the council's multi-storey car park.

## What we plan to do in the future

Better engage with young people and other hard to reach groups.	Consider within every communications plan.
Look at issuing more personalised communications to those areas or groups that may be particularly impacted by policy changes.	Consider within every communications plan.
Better engage our partners and make sure that they are well informed and are able to answer questions on some of the bigger consultations that the council is running.	Review and enhance stakeholder list every three months.
Carry out further stakeholder mapping.	Review annually.
Create more focus groups and webinars on key topics.	Consider within every consultation plan.
Set out a yearly calendar of consultations taking place for all of the council's services to ensure that these are spaced out and well timed, in order to best engage with residents, businesses and other stakeholders.	Annually.
Improve our consultations to make them as easy as possible for people to take part in.	Review current consultation platform by July 2022.
Ask for feedback after someone has completed a survey or taken part in a consultation.	Consider introducing a feedback form at the end of each survey by April 2022.
Increase our communications on how residents are influencing services and decision making through our consultations. Include article in every issue of initiatives.	Provide feedback to Let's Talk Panel after each consultation.  Review web content every three months.

# Emergencies

## As a council, we have a statutory duty under the Civil Contingencies Act 2004, to:

- make information available to the public about civil protection matters; and,
- maintain arrangements to warn, inform and advise the public in the event of an emergency.

The council has a separate emergency communications strategy, which details how we work with our partners to respond to an emergency.

During the coronavirus pandemic we used and further enhanced our emergency plans ready for any future challenges that we may face. We have:

- developed new communication channels;
- further enhanced partnerships with partners, businesses and community groups; and,
- improved internal and stakeholder communications.





## What we do now

We work with our partners through the Sussex Warning and Informing Group to respond to emergencies.

The council's emergency communications strategy provides a clear guide as to the roles and responsibilities that the council and its partners should play at the time of an emergency.

The communications team have 'grab bags' at home, containing everything they need to respond to an emergency.

We provide cover every day.

We have clear lines of communication with central government during national crises and we share this messaging locally.

We are part of the Sussex Warning and Informing Group and we work with our partners to keep communities well informed and prepared.

We have an email newsletter, which is issued to key stakeholders, as well as those who sign up to it on our website.

We issue regular updates and guidance to our parish councils in times of emergency.

We work closely with our local media partners.

We have introduced 'workplace' and 'Teams' which allow staff to communicate by phone, video and chat; as well as access internal communications from wherever they are. Live video can also be streamed through workplace.

We have a detailed stakeholder list.

We use social media to broadcast instant messages to our communities.

We have signed up to Next Door, a social media platform which focuses specifically on our local communities in the Chichester District and can provide free emergency text alerts to those who are signed up.

We use our website to provide detailed guidance and up-to-date information, using a banner on each page to direct people to the information they require.

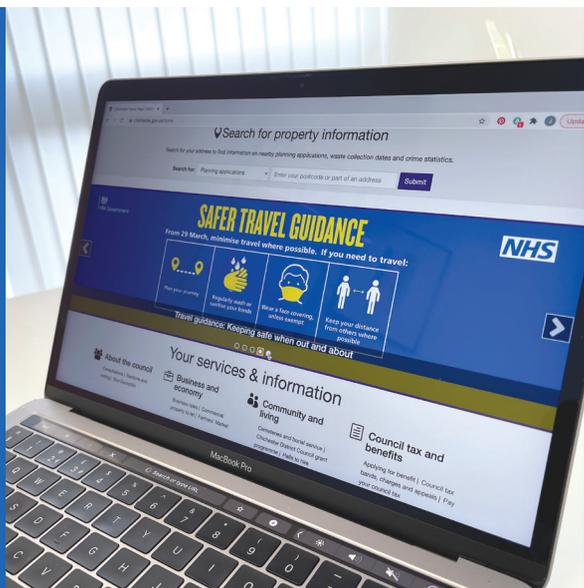
We have a disaster recovery website to share emergency messages, if our main website goes down.

## What we plan to do in the future

Consider introducing text alerts to those who wish to sign up to this service.	Review by September 2022
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Consult with our partners to ask how we can further improve on the communications we issue to them at times of an emergency.	Issue survey by October 2022
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We will look at how we can use Microsoft Teams to co-ordinate the emergency response.	Review by end of 2021
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# Internal communications

## Communicating well with our colleagues and customers is a key responsibility of every employee of Chichester District Council.

Every member of staff must understand their role as representatives of the council and how their interactions with our customers help form that person's impression and opinion of the whole organisation.

In order for our staff to achieve this, they need a clear understanding of the roles and objectives of the council and how their work contributes to these. It's important that their views are not only heard, but valued within the council. That's why we place such high importance on getting our internal communications with staff right.

We want to create a culture where innovation and excellence thrive. In order to achieve this we need to engage with our staff and secure their trust so that we can maintain a good reputation and relationship with our customers and stakeholders.

In order to create this environment of trust and loyalty we need to make sure that our workforce are equipped with – and have easy access to – the

information they need to perform in their jobs; understand the role that they play in contributing to our success; and, have the opportunity to influence the development of future service plans.

There's lot more that we can do, especially for our 'remote workers' who do not have daily access to email or other electronic communications, and we are constantly looking for ways to address their needs.

The key to success is by continuously reviewing and refreshing our internal communication channels and methods to make sure that they are fit for purpose and effective in getting the right information to the right people at the right time.

Over the past year, we have developed and introduced new methods of internal communication, and have maximised the use of our 'workplace' platform to enable anyone to access internal communications or contact any employee from wherever they are. This can be accessed on any device, including mobile phones. We have since added other platforms such as Teams and Zoom. Workplace is much more than a video conferencing platform. It allows staff to engage with one another, post ideas and it has provided us with the ability to provide video updates to staff while they are

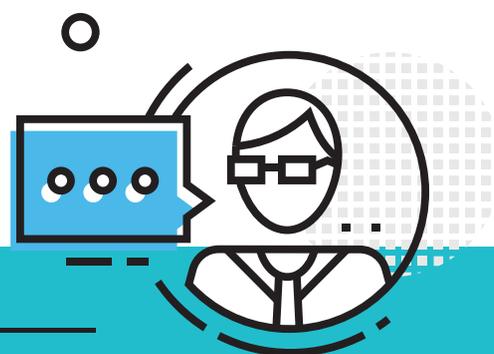
working from home – or even while they are out and about.

With the introduction of new technology and options, it has also meant that communications can be pushed out in various ways. We intend to make our internal communications procedures clearer and review the channels that we use, to make this process much simpler.

We believe in a robust three-way flow of information and communications – up, down and across the organisation – ensuring that employee ideas, feedback and opinions are both noted and acted upon.

The 'grapevine' system is available to any member of staff who wishes to raise an idea, concern or question anonymously through the council's intranet. This approach has given staff the courage to ask difficult questions or raise ideas without concern.

This three-way flow is essential in ensuring a more holistic approach to making information easily and regularly available to all of our people and to improving workforce communications, attitudes, morale and engagement.





## What we do now

We issue a monthly staff update through an email newsletter.

Our Chief Executive films a regular staff update, which is broadcast on workplace for all staff to view.

The Chief Executive also holds staff briefings, covering a range of important topics and giving staff a chance to directly ask questions.

We issue more regular updates during times of crisis.

We operate 'grapevine' which allows staff to ask questions, make comments and suggest ideas anonymously.

We operate 'workplace' - an internal social media platform that offers staff 'Daily Highlights', as well as a variety of ways for them to communicate, by video, audio, chat or work together in groups.

We offer staff briefings and where these can't take place in person, we deliver them by video.

We regularly survey staff to get their opinions so that we can make improvements to the way in which we communicate with them.

We issue a Members' Bulletin on a monthly basis, with updates from all service areas.

We issue the district dispatch column, which is written by the Leader, to all members and parish councils and share this with our staff on workplace.

We issue our stakeholder newsletter to both staff and members.

We manage the intranet, which also provides updates.

## What we plan to do in the future

Continue to ask our staff what improvements they would like to see and create an action plan in response to this.

Survey – April 2021

Action Plan – September 2021

Regular reviews every six months

Encourage staff to use the grapevine system and show how their voices have been heard and responded to.

Use the monthly staff newsletter to promote this

Fully utilise and build upon the new communication platforms we have available to us.

Use the results of the staff survey to produce an action plan by September 2021

Create a clear internal communications procedure so that people know where to access important information.

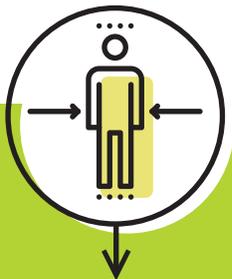
Introduce by March 2022

Review the platforms that we use and try and integrate these to make it easier for staff to access the information that they need.

Use the results of the staff survey to produce an action plan by September 2021

# Our digital vision

Our digital vision covers far more than websites and digital access to services. It covers the processes behind the services, the way our customers find and access them, how we communicate, how we work and how we continue to improve.



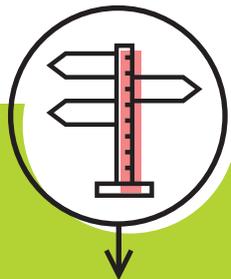
## Customer First

We will provide improved digital services and content so that they are the preferred choice for all.



## Digital participation

We will encourage and support our customers to make the most of our digital opportunities.



## Cross promotion

We will use our social media sites to drive people through every post to our website and we will link relevant services together to increase cross promotion.



## Collaboration

We will seek out opportunities to collaborate and break down barriers.



## Data Driven

We will use data and new technologies to operate more effectively.

## Customer First

**We must put our customers at the heart of the organisation and build our processes and services around them.**

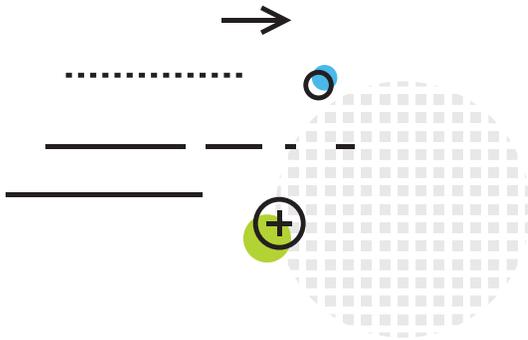
Technology is evolving all the time and so we also need to plan for the future and consider how we can use, for example, smart speakers and other types of technology to improve access to services.

Ofcom's Children and Parents: Media Use and Attitudes Report 2019, points to some interesting trends that are important to take account of as we plan digital services for the future. These include:

- half of 10 year-olds now own their own smartphone. Between the ages of nine and 10, smartphone ownership doubles – marking an important milestone in children's digital independence as they prepare

for secondary school.

- use of smart speakers among children aged five-15 doubled during 2019. This means that, for the first time, they're more widely used than radios.
- more children watch video-on-demand (VoD) than watch live broadcast television. Viewing of VoD has doubled over the last five years. One in four children do not watch live broadcast TV at all.



## What we do now

We have audited our website to make sure that it meets the new accessibility regulations.

We follow the Government Design Service (GDS) standards.

We follow the Web Content Accessibility Guidelines (WCAG) 2.1 and have created an accessibility statement outlining our future plans.

We have developed our own web content standards and have achieved a Crystal Mark from the Plain English Campaign, demonstrating our commitment to the use of plain English.

We closely monitor the effectiveness of our web content and services and use this data to shape and improve our digital services.

We have written a website improvement work plan. This aims to improve the customer journey and encourage people to use our online services as the main way that they contact us.

We have created a Customer Experience Group, which will identify improvements based on customer feedback and identify how we can make it easier for people to access our services online.

## What we plan to do in the future

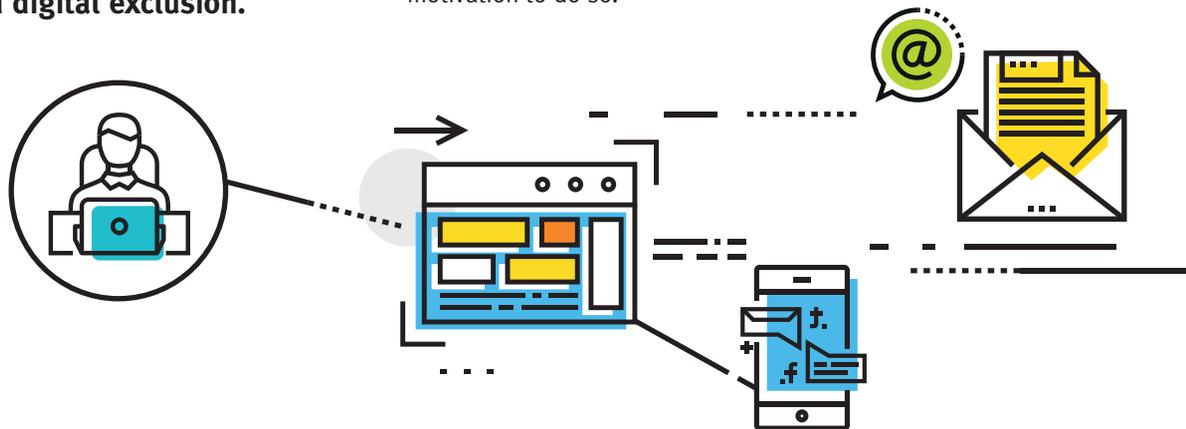
We are launching an internal initiative called Customer First. This will look at how we improve our communications, digital services and customer care by considering among other things: web content; the customer journey; plain English; customer care; helping and encouraging people to access our services online; and, accessibility.	Introduce by October 2021
We will review and redesign the web content in priority areas.	This work is documented and reviewed within the website improvement plan
We will introduce eforms to make it easier for customers to self-serve on smart devices.	Reviewed through the website improvement plan
We will introduce customer feedback forms to help us measure satisfaction levels	Introduce parking services satisfaction eform in June 2021 Other services to be reviewed through web improvement plan
We will continue to improve our website search facility using the latest technology.	February 2022
Utilise Canva, a specialist software package, to create more engaging posts.	Review by April 2021 Introduce from June 2021
We will introduce a wizard based 'contact us' eform.	From July 2021
We will launch a number of service specific subsites to promote new services.	From April 2021 onwards
We will develop an online booking system to enable more services to be accessed online.	Reviewed through the website improvement plan
We will pilot new technologies, including a chatbot to signpost and direct customers to relevant services.	Pilot chatbot from June 2021
We will continue to make sure that the website is inclusive to all.	Ongoing
We will continue to work with service areas to improve and review digital content.	Ongoing
We will identify future opportunities, such as the use of smart speakers to enable people to access information or services.	To review options by January 2023
We will better promote our digital services internally and externally and develop a campaign focused on this.	Ongoing Customer First campaign to be introduced by October 2021
We will consider introducing email and SMS Text Messaging alerts for specific services.	Review by September 2022



# Digital Participation

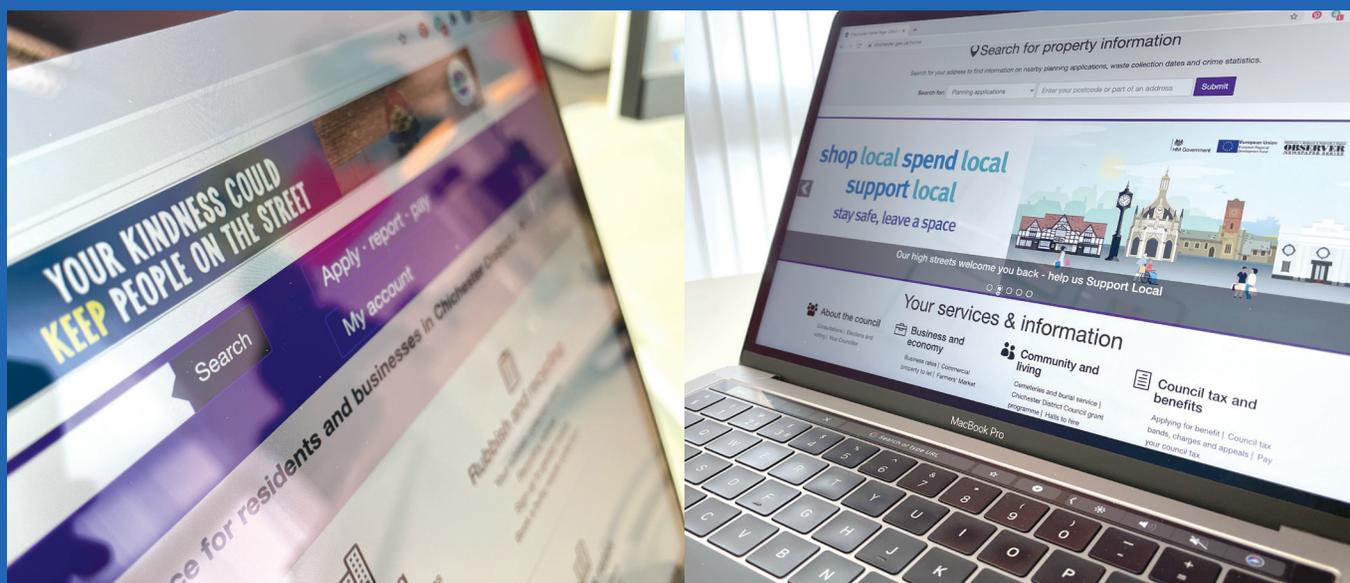
Being able to use digital services like website and apps is an important part of modern society. There are clear links between social isolation, poverty and digital exclusion.

We recognise that not everyone is able to participate digitally so we will support those who require it. Digital participation is more than just access to the internet - it is about the skills to use it safely and the confidence and motivation to do so.



# Cross-promotion

It is important that we improve the way that we cross-promote the services that users may be interested in. This needs to be achieved across all of our communication channels – particularly our digital channels. This cross promotion will help customers to access services faster, and also encourage them to choose us first when opting for paid for services.



## What we do now

We work with our partners to understand and respond to the barriers that people may face when getting online and have signed up to the Government's Digital Toolkit project.

We keep up to date with technological changes and make sure that these are integrated into our main website.

We work with our local communities to develop projects that tackle digital exclusion.

## What we plan to do in the future

We will create a focus group so that users can help shape our website to make sure it meets their needs.	Introduce by September 2022
We will continue to work with our partners to improve digital access across the district, including Web Sussex.	Ongoing
We will continue to use the Government's Digital Inclusion Toolkit.	Ongoing
We will promote the many benefits of accessing our services through our digital channels.	Ongoing
We will continue to work in partnership with councils across West Sussex to maximise digital infrastructure and improve connectivity across the district.	Ongoing

## What we do now

We use web advertising on our website to encourage people to access certain services, or find out more about our latest campaigns.

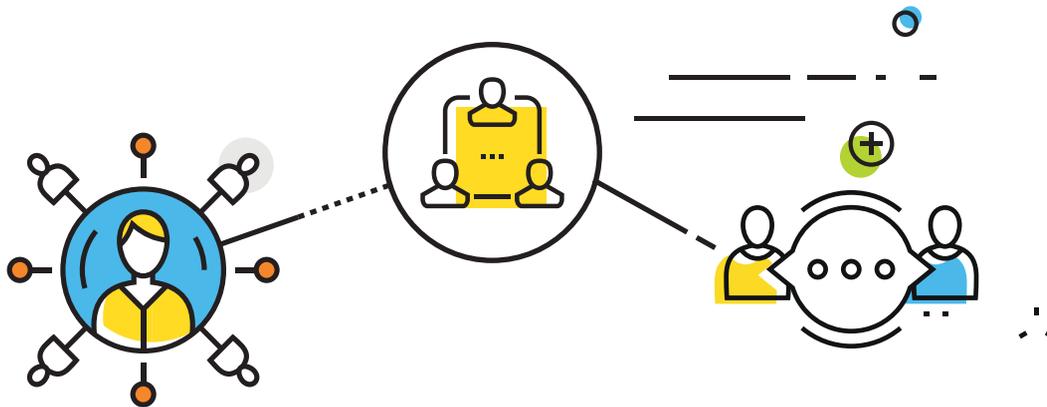
We have a campaign banner, promoting our latest campaigns and services.

We use web links on all of our social media posts to encourage people to move to our website.

## What we plan to do in the future

Cross promote relevant services on our web pages – for example planning and building control.	Review within the web improvement plan
Review and improve our web advertising and campaign banners.	Review every three months
Identify additional ways to promote key services across the site.	Review within the web improvement plan
Use Google-Adwords to promote our commercial services.	Trial this within relevant communication plans.
Use our social media data to improve click rates to the website.	Review data every three months

# Collaboration



**Collaboration, both internally and externally, is a necessity in today's digital world, as it offers more effective and affordable solutions. We must increase the pace and capacity of digital development and collaboration enables solutions to be re-used rather than built. We should not be trying to start from scratch if solutions are already available elsewhere.**

We have signed up to the Local Digital Declaration, which was initiated by the Ministry for Housing, Communities and Local Government and the Government Digital Services. It is a shared ambition for the future of local public services in the internet age, and our commitments to realising it. It commits us to work with other local authorities and public organisations to:



- design services that best meet the needs of citizens;
- challenge the technology market to offer the flexible tools and services that we need;
- protect citizens' privacy and security; and
- deliver better value for money.

## What we do now

We have signed up to the Local Digital Declaration and have made a commitment to ensure that our digital services are customer focused; increase self-serve and increase the amount of people accessing our services online.

We work closely with our Local Government colleagues both locally and nationally, sharing ideas and working collaboratively, including the West Sussex Web Group.

We follow guidance and training delivered by the Government Design Service.

We have created an innovation eform that encourages staff to submit their ideas.

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## What we plan to do in the future

We will meet the standards set by the Local Digital Declaration and to learn from projects completed by others signed up to the programme.

Attend regular training and webinars.

We will engage with national programmes run by the Government Digital Services.

Attend regular training and webinars.

We will work with the West Sussex Digital Leaders Group to identify areas to share best practice and increase collaborative procurement of technology solutions.

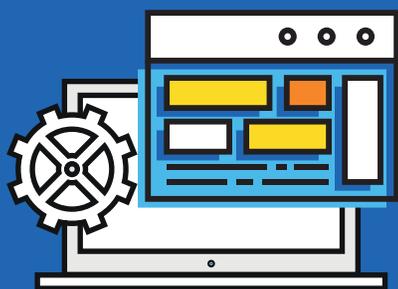
Attend regular meetings.

# Data driven

**Like the best technology companies, councils need to be lean, agile and data-driven.**

Better use of more accessible data will improve decision-making and policy development. It will also allow processes to be improved, and more effective and efficient services to be delivered.

We must also become smart purchasers, buying the most appropriate systems and finding systems that are already working elsewhere, allowing for faster implementation.



## What we do now

We analyse customer behaviour and analytics to make sure that our website is customer focused.

We have created an interactive data dashboard to help service areas identify future digital improvements and services.

We have collated customer insight data from across the organisation to help us identify how we can make it easier for customers to access our services and we use this information to set targets.

We monitor 'call to action' clicks.

We share customer insight data with services on a monthly basis to help improve the customer journey.

We use web analytics to review our top information transactions and will continue to improve these areas to provide fast track services.

## What we plan to do in the future

We will agree key metrics and Key Performance Indicators.	Reviewed within the website improvement plan
Staff will be able to request bespoke web reporting.	Ongoing
We will use data and investigate options to provide corporate business intelligence standards and tools, which will improve service planning.	Ongoing
We will make sure that we understand where our web visitors are coming from and what services and information that they are looking for. This information will be widely circulated in order to help us to improve the website in terms of both the structure and content.	Ongoing

# Future and evaluation

**Although communications and technology are constantly adapting and changing, ensuring that we put the 'customer first' will always be at the forefront of our approach.**

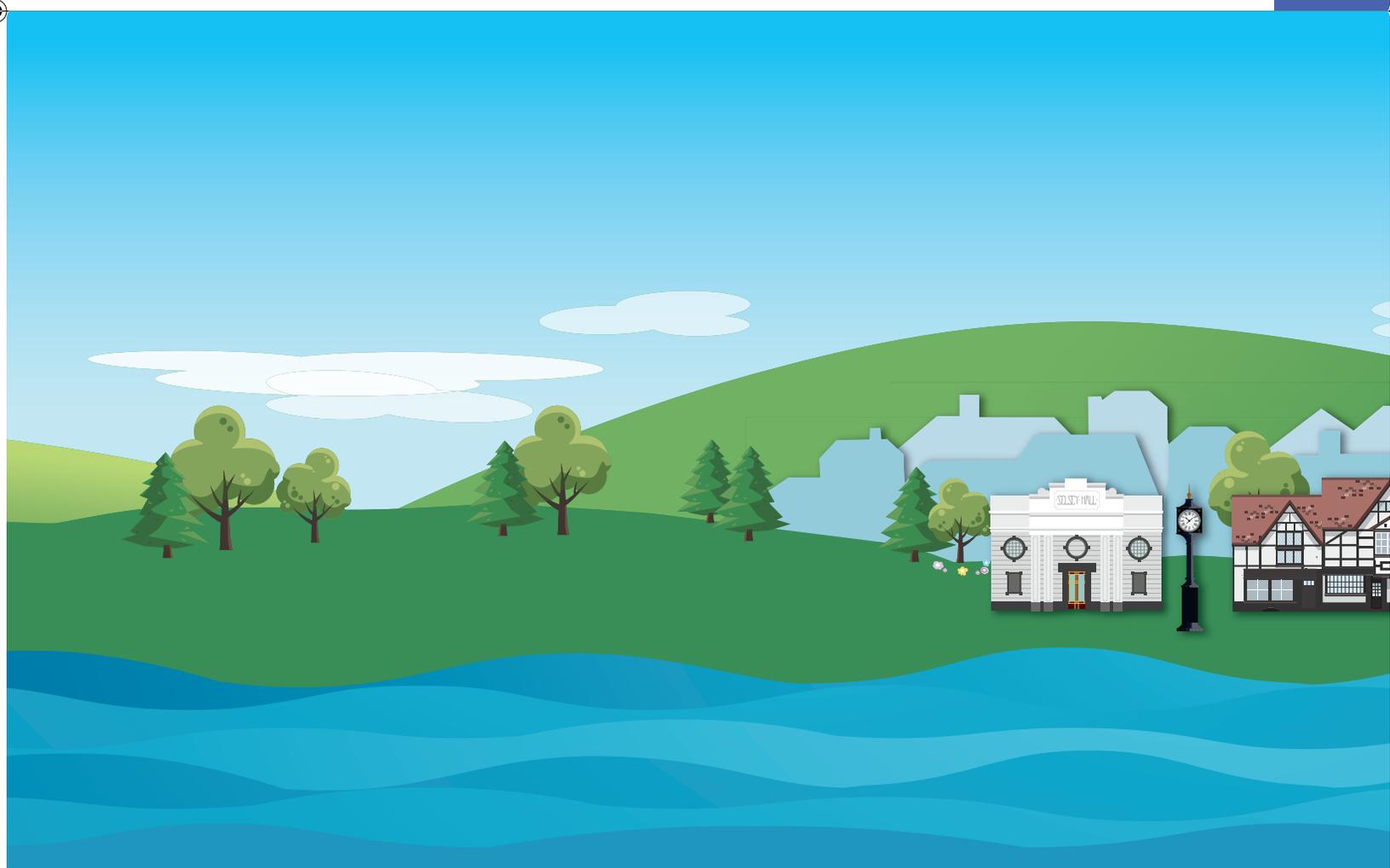
Considering the demographics of our district and the needs of our customers will be at the heart of our approach, so that we can continue to determine the most appropriate communication channels to use.

While our communication activity has both improved and increased in recent years, we need to adopt a more strategic approach to make sure that activity is clearly prioritised, monitored and evaluated against the council's key priorities.

We want to make sure that people have a clear understanding of Chichester District Council's operations, priorities and challenges, and that they recognise that the council is a reputable and innovative local authority.

We will measure not just our communication output, but also the outcomes – setting key objectives for our communication and digital activities and undertaking continuous evaluation to be sure that they are effective.

Our aim is to stay ahead of the pack by adapting and innovating to meet the expectations of our residents, our workforces and our stakeholders.







**Chichester District Council**

**CABINET**

**7 September 2021**

**Development Management Division**

**Workloads and Resourcing**

**1. Contacts**

**Report Author:**

Tony Whitty – Divisional Manager Development Management  
Tel: 01243 534875 Email: [twhitty@chichester.gov.uk](mailto:twhitty@chichester.gov.uk)

**Cabinet Member:**

Susan Taylor - Cabinet Member for Planning Services  
Tel: 01243 514034 E-mail: [staylor@chichester.gov.uk](mailto:staylor@chichester.gov.uk)

**2. Executive Summary**

This report outlines the need to provide further resourcing to meet the demand of a greater number, and complexity of, planning applications and to provide further resource agreed as part of Planning Performance Agreements. The report also identifies the need to engage additional temporary resource through Agency, to ensure that the current backlog of applications is dealt with in a reasonable timeframe.

**3. Recommendation**

**3.1 That Cabinet approves:**

- i) The creation of a further Senior Planning Officer post in the Major Applications and Business Team at a cost of £45,000 per annum as a result of the demand for Planning Performance Agreements (PPA) with developers on some of the Council's Strategic Development Sites, to be directly funded from an agreement with Graylingwell LLP in the first year and anticipated to be funded through further PPA's in subsequent years;**
- ii) The creation of a further Planning Assistant Post at a cost of £28,000 per annum to deal with the increased workload of the Development Management Service to be funded from reserves for the remainder of the financial year 2021/22 and incorporated into the 2022/23 base budget thereafter.**
- iii) The release of £20,000 from reserves to cover the cost of temporary agency staff to address the current backlog of applications.**

## 4. Background

- 4.1 Prior to the worldwide spread of Covid-19 the Development Management Division was operating with a number of vacancies in its professional planning staff, due to difficulties recruiting in what was a 'candidate dry' market. May and June 2020 saw a minor dip in the number of planning applications submitted, however this quickly rose to pre-covid levels and is currently approximately 10% higher than the number of applications submitted in 2019/2020. This includes a significant number of both planned and speculative major housing schemes, a number of which have been refused permission, but are now required to be defended on appeal, often through costly and time-consuming public inquiries. It should also be noted that as fee income does not cover application processing costs, the costs of any additional staff resources that may be required is not fully covered by the increased income. The Service has also sought to expedite those applications of a commercial nature that are key to the recovery of the local economy, following the impact of Covid.
- 4.2 It is also the case that the processing of applications has become more complex and time consuming with the greater expectation that the development management process delivers additional mitigation/benefits of development in areas such as climate change and biodiversity, across a wider spectrum of application types than previously required. Linked to these are a number of infrastructure related issues, such as water supply and wastewater disposal. The ever-increasing introduction of prior approval-type applications also requires navigation of a complex assessment process, including the need to reference continuously changing caselaw and appeal decisions to interpret the legislative provisions that control the process. All of these areas engender greater involvement and scrutiny from members as they seek to understand the current complex framework of planning assessment and influence (and in the case of the planning committee make) decisions.
- 4.3 As a result there is a need for greater long-term capacity in dealing with application workloads, but also a need to deal with a significant 'backlog' of applications that has arisen as a result of the issues identified above.
- 4.4 The Council is also attracting significant interest from developers wanting to enter into Planning Performance Agreements (PPA), following the success of recent examples in relation to Phase 1 of the West of Chichester and Tangmere Strategic Development Locations (SDL). These PPAs have proven to be beneficial to both developers, as they benefit from provision of a dedicated resource to progress the examination and processing of their applications in an expedient manner and to the Council in providing the necessary focus to secure significant improvements to proposals and significant community engagement. Developers involved in both Graylingwell and West of Chichester Phase 2 have both expressed an interest in undertaking PPAs for their upcoming development proposals and a draft agreement with developers for Graylingwell is in place for a

dedicated senior planning officer post for 1 year – to expedite completion of that development.

## **5. Outcomes to be achieved**

- 5.1 To secure the necessary resource to successfully implement and meet the requirements of future PPAs, and specifically in the short-term, the Graylingwell PPA, so that permitted schemes are subject to robust assessment to ensure high quality development.
- 5.2 To provide added capacity and resilience in the Development Management Teams to deal with the increase in application numbers and the current complexities present in the assessment process.
- 5.3 To resolve the backlog of applications that has arisen due to previous vacancies in the applications teams.

## **6. Proposal**

- 6.1 The creation of a further Senior Planning Officer post in the Major Applications and Business Team to allow for PPA work at a cost of £45,000 per annum. This would be fully funded in the first year (September 2021 to August 2022) by income from the PPA with Graylingwell LLP. Given the current interest in PPAs, it is anticipated that the post would be funded by additional PPA income in subsequent years, including the potential for a three-year PPA currently being negotiated by officers on Phase 2 of the West of Chichester SDL. If PPA funding is not forthcoming in subsequent years, staffing levels may need to be adjusted accordingly through staff turnover.
- 6.2 The creation of a further Planning Assistant post in the Applications Team, at a cost of £28,000 per annum. This follows the transfer of 0.5 FTE Planning Officer to the Majors Team and would serve partly to back fill that loss of resource from the Applications Team; it would also allow for greater capacity to deal with the increasing number of applications submitted for determination by the Council, and the further workload generated by the increasing complexity of issues that the teams are having to deal with in the processing of applications. The post also offers further opportunity to 'grow our own' planning professionals which in time will assist in filling officer posts with qualified staff. This post will need to be funded from reserves for the remainder of 2021/22 and then be added to the base budget for future years.
- 6.3 Lastly there is a need to deal with the significant backlog of applications, currently awaiting determination, within the applications teams. In order to deal with these expediently it will be necessary to engage temporary external professional assistance through agency planners. It is proposed that £20,000 is released from reserves to extend the contracts of two agency planners until January 2022, to assist with the determination of the backlog of applications in the Majors and Applications Teams.

## **7. Alternatives Considered**

- 7.1 PPAs provide an opportunity to supplement fee income and generate further funding to support staff resourcing. However, they also require the Council to operate in a way which prioritises the assessment and determination of specific major planning applications. The Council is not obliged to enter into PPAs with developers and the alternative would be not to do so, however the proposed planning applications will still be submitted and will be required to be determined in association with the application fee alone. PPAs are therefore an opportunity for the Council to provide an effective development management process with regard to those applications, which in turn will have the benefit of bringing forward housing towards the Council's 5-year housing land supply faster. Confidence in this process by developers is key to the ability to agree further future PPAs and for the Council to deliver on its obligations in the PPA.
- 7.2 Consideration has also been given to attempting to deal with the current backlog of applications within existing resources, without extending contracts with agency planners. Whilst this may be possible in the long run, unless there is a significant drop in applications being submitted to the Council, which is not forecast, it is likely that the backlog will exist for at least a further year on this basis, as there is no capacity in the applications teams to deal with it expediently alongside more recently submitted applications. The repercussions of this are not only dissatisfaction by applicants, but also staff morale, and possibly greater staff turnover in positions that may be difficult to refill, and a greater number of appeals against non-determination, with the added cost that will arise as a result.
- 7.3 It should be noted that the South Downs National Park Authority have agreed to part fund an agency planner to deal with the backlog of work in the CDC South Downs National Park Team for a similar period as proposed for the other two CDC applications teams.

## **8. Resource and Legal Implications**

- 8.1 Whilst it is anticipated additional funding from PPAs will cover the cost of the additional Senior Planning Officer post, there will be a need to include the cost of the further Planning Assistant post in base budget. There are no further resource or legal implications, beyond those set out in the body of the report. There may be an impact on legal team workloads and this will be monitored going forward.

## **9. Consultation**

- 9.1 No consultation has taken place or is necessary.

## **10. Community Impact and Corporate Risks**

- 10.1 The recommendations in this report are important to reducing the risks associated with the ability of the Council to deal with the planning

applications submitted to it, and to be able to work toward a position where it will be able to demonstrate a 5-year housing land supply.

- 10.2 Delays in the determination of planning applications can affect the viability of business as well as people’s choices of how and where they live. It is therefore important that the Council deals with the determination of applications in an expedient manner.

**11. Other Implications**

Are there any implications for the following?		
	Yes	No
<b>Crime and Disorder</b>		x
<b>Biodiversity and Climate Change Mitigation</b> - Further resources will ensure proper consideration of these matters as part of the application determination process	x	
<b>Human Rights and Equality Impact</b>		x
<b>Safeguarding and Early Help</b>		x
<b>General Data Protection Regulations (GDPR)</b>		x
<b>Health and Wellbeing</b> – Workload levels are currently unsustainable for case officers. The proposed measures will reduce the risk of stress related illness.	x	

**12. Appendices**

- 12.1 None

**13. Background Papers**

- 13.1 None

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Cabinet

August 2021

**Options to deter unauthorised vehicle encampments on CDC land.**

**1. Contacts**

**Report Author:**

Kevin Carter – CCS Divisional Manager e-mail  
Telephone: 01243 534697 E-mail: [kcarter@chichester.gov.uk](mailto:kcarter@chichester.gov.uk)

**Cabinet Member:**

Penny Plant - Cabinet Member for Environment and Chichester Contract Services  
Telephone: 01243 514034 E-mail: [pplant@chichester.gov.uk](mailto:pplant@chichester.gov.uk)

**2. Recommendation**

- 2.1 That Cabinet approve that officers focus on New Park and East Broyle sites to ensure that appropriate measures to deter unauthorised vehicle access are installed by the end of the financial year.**
- 2.2 That officers bring back worked up proposals, including budget implications for consideration at the October Cabinet meeting.**
- 2.3 That a programme of engagement and consultation with residents who live adjacent to the two sites and other impacted organisations commences.**

**3. Background**

- 3.1 This Council has taken a strong and active role in supporting authorised locations for travellers to reside within the District through its provision of an authorised transit site, work with partners and planning and other policies to support suitable homes for the Gypsy and traveller communities. Despite that, unauthorised encampments continue to be a feature of district life.
- 3.2 Unauthorised encampments on CDC and private land happen on an annual basis typically between May and September. The number and size of incursions vary year on year but on average 10 -12 such incursions of between 6 – 10 caravans happen each year.
- 3.3 There are 35 parks and open spaces within the district of which 13 have in the past 10 years have had an unauthorised encampment on it that affects the users or neighbours of those locations.
- 3.4 CDC parks and open spaces come in all shapes and sizes. Some sites already have low level deterrents in place, such as Florence Park (rail and post) and Oaklands Park, whereas some have no physical deterrents in place, such as New Park.
- 3.5 From experience it is very difficult to fully prevent incursions onto land such as parks without significantly changing their appearance and general public access. Incursions on both

Florence Road and Oaklands Park over the last few years, both of which already have deterrents in place, have demonstrated this.

- 3.6 CDC Car Parks are also subject to regular incursions. On these sites effective deterrents are harder to implement as by their nature they are designed for ease of vehicle access.
- 3.7 Whilst many incursions are un-welcome they are often not too disruptive. However, recent incursions on East Broyle and New Park, by a group of very anti-social travellers, had a significant negative impact to the everyday lives of local residents. It has demonstrated that for the parks and green spaces that are in close proximity to local residents, deterrent measures should now be re-considered to reflect the additional level of impact caused to users and neighbours of those parks.
- 3.8 A review of all CDC parks and open spaces has been conducted and 23 out of the 35 sites have been identified as being potentially at risk of incursion either due to their location, size or general layout. Any existing deterrent measures that are present at these sites have been recorded and 7 sites have been identified as potentially requiring additional deterrent measures. For these sites indicative costings have been estimated to undertake the work based on an officer selected option although further work and engagement is required before these options and therefore costs can be confirmed. Appendix A refers.
- 3.9 A similar review of CDC car parks (focussing on Northgate) has commenced although deterrent measures are more difficult to install in car parks. Measures in car parks are likely to focus on limiting high sided vehicles using certain areas of the car park that will be more sensitive to un-authorized vehicle incursions such as the north west sections of Northgate car park.
- 3.10 A Senior Officer group has been established comprising Divisional Managers from Communities, Place and Chichester Contract Services and the Communication Manager with the objective to deliver the above stated outcomes.

#### **4 Outcomes to be Achieved**

- 4.1 To demonstrate to local residents that CDC are acting to achieve the right local balance to deter traveller incursions but maintain the spaces as parks for the enjoyment of all.
- 4.2 To provide an increased level of deterrent in key sensitive sites.
- 4.3 That any deterrent measures installed do not significantly restrict the current functionality of the space and wherever possible is in keeping with the current 'look and feel' of the site and complies with any relevant planning requirements.

#### **5 Proposal**

- 5.1 With the incursions onto New Park and East Broyle green space being the most recent and with New Park having suffered many previous incursions, it is proposed that these two sites are prioritised to receive additional deterrents.
- 5.2 New Park is located within an area of historic importance and as such will require additional considerations with respect to the type of deterrent that can be implemented. It is also used for sports pitches, any changes to which will require Sport England's input and approval. East Broyle is less sensitive and will just require normal planning permissions before anything can be implemented.

- 5.3 Pre-planning advice has been received from CDC Planning team to help identify what measures were unlikely to be supported for both sites. This has helped refine the options that can be considered for each site.
- 5.4 The Officer Group have decided that a focussed engagement plan with the affected neighbourhoods, impacted communities and other directly interested individuals and organisations is preferred rather than full district wide consultation. In doing so we would hold on-site meetings with these groups to illustrate the different deterrent options that can be considered. We would stress that these are only deterrents and not prevention measures. It is hoped these sessions will help those impacted, with an active interest in the open spaces, input into the deterrents to be implemented.
- 5.5 On completion, a financial estimate of preferred schemes will be undertaken and a revised Cabinet report prepared for October Cabinet. This report will request authority to proceed and to incur the necessary costs.
- 5.6 Following approval to proceed the following indicative timescales will follow
- Budget & approval to proceed 5<sup>th</sup> October
  - Appoint landscape architect 11<sup>th</sup> October
  - Prepare and submit planning application 1<sup>st</sup> November
  - Tender for works January
  - Planning approval Mid-February
  - Appoint contractor End February
  - Undertake works March 2022

## 6 Alternatives Considered

- 6.1 Do nothing:- Members and officers will be aware of the recent strong representations from many residents about the impact of recent unauthorised encampments During covid the Courts eviction process have been significantly delayed, meaning incursions may happen again and for potentially longer periods. These factors lead to a view that this option is inappropriate to the harms caused.
- 6.2 Protect all sites: Considering many of these sites have some low level or no protection already and have not had an incursion onto them, to protect these sites would not be good value to the public purse.
- 6.3 Undertake a full consultation: - Whilst initially considered it was felt this was not appropriate for engagement on two specific sites and may restrict our abilities to implement any measure before the Spring 2022.

## 7 Resource and Legal Implications

- 7.1 The contract will be managed by existing staff with support from external contractors.
- 7.2 Planning applications will require support from the planning department.
- 7.3 Legal challenge to the proposed works is possible.

## 8 Consultation

- 8.1 As part of the planning application process, input will be requested from the local community, Sport England and other interested bodies.

## 9 Community Impact and Corporate Risks

- 9.1 It is hoped the measures proposed will reduce the negative impact that traveller incursions have on the communities that are in close proximity to them.
- 9.2 It should be noted that the travellers themselves could be considered part of our community and any deterrents that restrict their nomadic lifestyle will have a negative impact on them and may be considered as traveller discrimination.

## 10 Other Implications

Are there any implications for the following?		
	Yes	No
<b>Crime and Disorder</b> – potential positive impact by restricting illegal or unauthorised access to CDC land and as such prevent potential crime and dis-order that may follow such incursions.	x	
<b>Biodiversity and Climate Change Mitigation</b>		x
<b>Human Rights and Equality Impact</b> – All decisions will need to be taken considering the duties of all sections of the community – residents in particular neighbours, legitimate users of the park as well as travellers and their Article 8 rights.	x	
<b>Safeguarding and Early Help</b>		x
<b>General Data Protection Regulations (GDPR)</b>		x
<b>Health and Wellbeing</b> – by preventing some incursions this will have a positive impact to the wellbeing of local residents.	x	

## 11 Appendices

A: - List of CDC parks and open spaces with proposed deterrents

## 12 Background

None.

Site	Existing security	Previous incursions Y/N	Method	Options for additional deterrents	Meterage to secure	Bollards	Ditch and bund	Access gate	Total cost £
NEW PARK ROAD	Fence and hedge alongside Alexandra Road. Site can be accessed from highway on two sides.	Y	Drove onto site from highway.	Propose combination of ditch and bund and timber bollards. Vehicle access gate required for maintenance purposes.	420m	8m £240	420m £8400	£1,785	£10,425
EAST BROYLE	The site can be accessed on two sides from the highway.	Y	Drove onto site from highway.	Propose combination of ditch and bund and timber bollards. Vehicle access gate required for maintenance purposes.	730m	8m £240	730m £14,600	£1,785	£16,625
SHERBORNE ROAD	None. Site can be accessed on all sides.	N	N/A	Propose combination of ditch and bund and timber bollards. Vehicle access gate required for maintenance purposes.	580m	8m £240	580 £11,600	£1,785	£13,625
WHYKE OVAL	None. The site can be accessed on all sides.	Y	Drove onto site from highway.	Propose combination of ditch and bund and timber bollards. Vehicle access gate required for maintenance purposes.	480m	8m £240	480m £9,600	£1,785	£11,625
JUBILEE PARK GARDENS	None. Site can be accessed at various locations.	Y	Drove onto site from highway.	Propose bollards at 2m intervals. Vehicle access gate required for maintenance purposes.	400m	400m £24,000		£1,785	£25,785
WESTGATE FIELDS	The site can be accessed on two sides from the highway approx 300m	Y	Drove onto site from highway.	Propose combination of ditch and bund and timber bollards. Vehicle access gate required for maintenance purposes.	400m	8m £240	400m £8,000	£1,785	£10,025
KINGSWAY	The site can be accessed from various points on the highway.	Y	Drove onto site from highway.	Propose combination of ditch and bund and timber bollards. Vehicle access gate required for maintenance purposes.	500m	8m £240	500m £10,000	£1,785	£12,025
FLORENCE PARK	Perimeter post and rail fencing. Heavy duty metal vehicle access gates locked.	Y	Forced. Removed fencing. Removed hedges. Broke locks on gates.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
OAKLANDS PARK	Mature trees. Raised banks. Wooden bollards. Metal bollards. Heavy duty metal vehicle access gates locked.	Y	Forced. Removed bollards. Removed trees. Broke locks on gates.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
PRIORY PARK	City Walls. Mature trees. Perimeter railings. Heavy duty metal vehicle access gates locked at night. Metal bollards.	N	N/A	Site is already reasonably secure. No history of incursions.	N/A	N/A	N/A	N/A	N/A
AMPHITHEATRE	Majority of site enclosed by private properties. Two heavy duty gates and metal post and rail fencing provides security at access points.	Y	Grinded padlock off gate and drove onto site.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
BISHOPS PALACE	Site enclosed by private properties and city walls. Large metal gates for vehicle access at main entrance.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
EAST BEACH GREEN SPACE	Site enclosed by sea wall, wooden fencing and vehicle access barriers.	Y	Grinded padlock off gate and drove onto site.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
BISHOPS WALK	Site enclosed by city walls and River Lavant. Western end provides vehicle access. Wooden post and rail and five bar gate deters access.	Y	Removed wooden fencing.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
MALCOLM ROAD	Site enclosed by garages and fencing. Fence and gate provides vehicle access.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
BRANDY HOLE LANE/COPSE	Site enclosed by mature trees and fencing. Five bar gates provide vehicle access.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
CENTURION WAY	Metal barrier provides access to southern section. Drop bollards provide access to northern section.	Y	Bollard removed.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
SUMMERDALE COPSE	The site can be accessed on one side from the highway.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
KOSY KOTTS	Post and rope deters access from highway.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
MARINE CAR PARK	Post and rail fence deters access from highway. Gate for vehicle access.	Y	Broke lock on gate and drove on to site.	Site is already reasonably secure. Entry forced through damage in the past.	N/A	N/A	N/A	N/A	N/A
ST ANNES HILL	Wooden gate provides only vehicle access to site.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
CHICHESTER CEMETERY	Private property, walls and hedges surround site. Metal gates at two main entrances provide vehicle access.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A
HAMPERS GREEN PETWORTH	Farmers fields surround site. Metal gates at entrance provide vehicle access.	N	N/A	No additional security recommended.	N/A	N/A	N/A	N/A	N/A

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**Chichester District Council**

**The Cabinet**

**7 September 2021**

**2020-21 Treasury Management outturn report**

**1. Contacts**

**Report Author:**

Mark Catlow – Group Accountant, Financial Services  
E-mail: [mcatlow@chichester.gov.uk](mailto:mcatlow@chichester.gov.uk)

**Cabinet Member:**

Peter Wilding - Cabinet Member for Finance, Corporate Services and Revenues and Benefits. Telephone: 01428 707324 E-mail: [pwilding@chichester.gov.uk](mailto:pwilding@chichester.gov.uk)

**2. Executive Summary**

This report provides a summary of the Council's Treasury activities for 2020-21. It contains a summary of the Council's internal and external investments, confirms that the Council's Treasury strategy was complied with and looks ahead to proposals to update the regulatory framework covering Treasury activities.

**3. Recommendation**

**3.1 The Cabinet is requested to consider the Treasury activity summarised in this report.**

**4. Background**

4.1 This report provides the Committee with a summary of Treasury Management activity undertaken for the year to 31 March 2021. The objective is to provide Members with assurance over the effectiveness of Treasury activities undertaken during the reporting period and compliance with the Council's Treasury Management Strategy and Policy statement.

4.2 The Council's Corporate Governance and Audit Committee considered this report on 19 July 2021 and were content for the report to be presented to Cabinet with no additional comments.

**5. Treasury Activity during 2020-21**

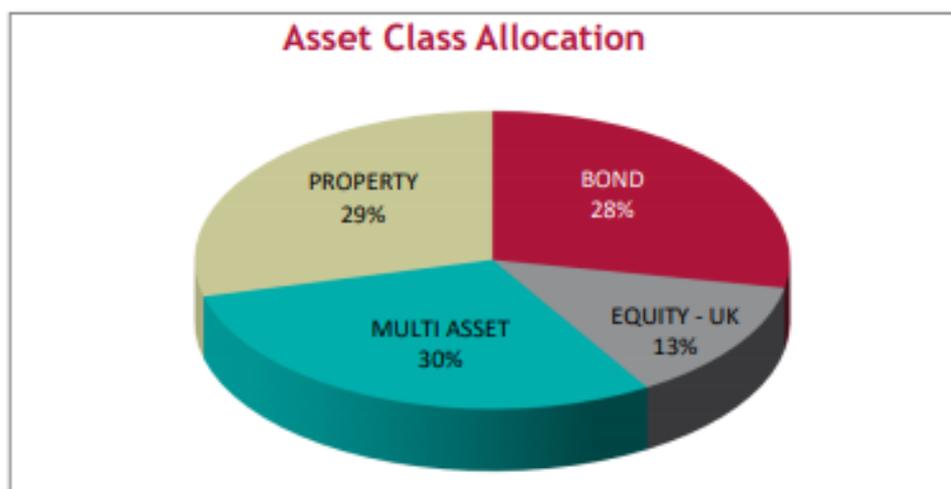
5.1 On 31 March 2020, the Council had investments of £75m with no external borrowing (table 1, below). Across the year, the investments managed varied between £75m and £120m, reflecting both the normal cyclical pattern of annual cash receipts and also temporary funding from Government for COVID reliefs and recovery grants. The Council's investments at 31 March 2021 stood at £88.5m

<b>Investments £000</b>	<b>Balance 01/04/2020</b>	<b>Movement</b>	<b>Balance 31/03/2021</b>
Short term Investments	35,000	14,500	49,500
Money Market Funds	6,050	(1,050)	5,000
<b>Total liquid investments</b>	<b>41,050</b>	<b>13,450</b>	<b>54,500</b>
Long term Investments	-	-	-
Pooled Funds – External	24,000	-	24,000
Pooled funds – Local Authority	10,000	-	10,000
Property fund			
<b>Total investments</b>	<b>75,050</b>	<b>13,450</b>	<b>88,500</b>

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

5.2 During 2020-21 the sheer scale of cash receipts from the Government for various COVID related measures meant that finding suitable high quality counterparties for liquidity investment was, at times, challenging. This issue has been addressed for 2021-22 with a relaxation in the overall investment ceiling for Money Market Funds.

5.3 The Council's allocation of external investments across asset class at 31 March 2021 is shown below.



5.4 The overall composition, performance and returns of our external pooled investments are shown in appendix A. A summary of the key metrics is presented below:

	Since purchase £000	Annualised %	2020-21 £000	Annual %
Income return	3,980	3.78	1,312	4.41
Capital return	(1,357)	(3.8)	2,848	9.6
Volatility		3.3		4.3

Note 1: Annualised return since purchase

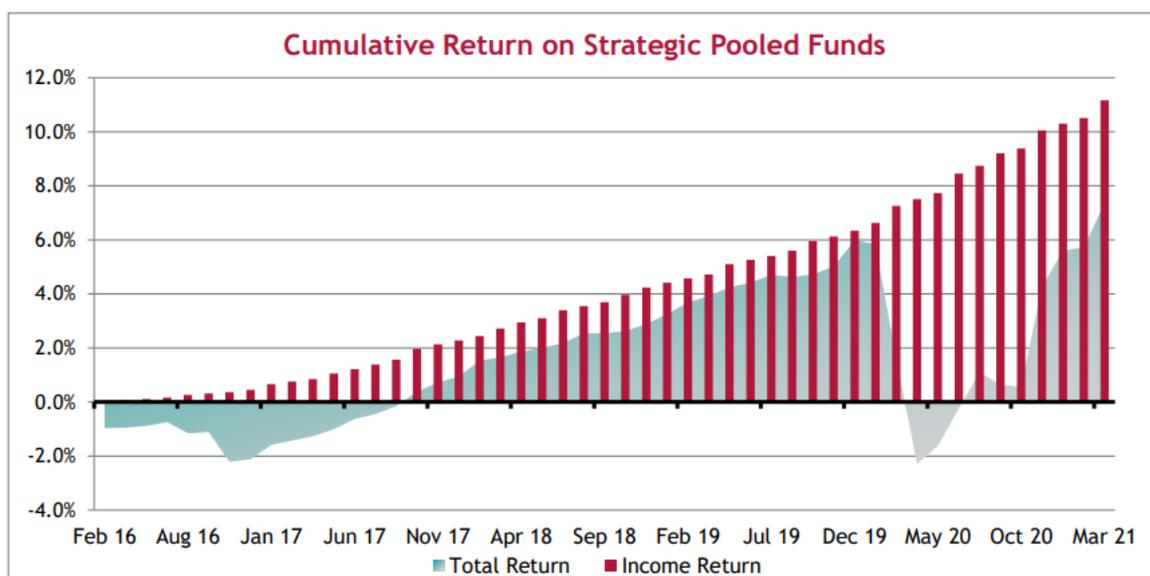
5.5 During the initial phase of the pandemic in March 2020, the sharp falls corporate bond and equity markets had a negative impact on the value of the Council's pooled

fund holdings and was reflected in the 31st March 2020 fund valuations. Since March 2020 capital values have recovered to some extent however our investments had carried loss of £1.36m at 31 March 2021. The most significant factors in this appear to be the lag in the recovery in UK equities compared to US and European markets and the impact of COVID on the property sector.

5.6 Members will be aware that changes in capital values are not presently required to be charged against the Council’s General Fund, although this arrangement is due to expire on 31 March 2023. The risk to Council budgets is further mitigated by the Council’s investment risk reserve (£1.016m at 31 March 2021) which has been established to help offset any future fair value losses that are required to be charged against Council resources.

5.7 In common with other property funds, dealing in the CCLA Local Authorities’ Property Fund was suspended by the fund in March 2020 and lifted in September. There was also a change to redemption terms for the CCLA Local Authorities Property Fund; from September 2020 investors are required to give at least 90 calendar days’ notice for redemptions.

5.8 The Council’s approach to these investments has been to develop a balanced portfolio of investments that delivers a stable revenue return each year. The graph below shows that, despite volatility in prices due to the factors discussed above, the income return is achieving this aim and to date has generated just under £4m to support Council services.



5.9 Future returns from most of the Authority’s externally managed funds could be lower as the corporate world is still adjusting to the economic shock of COVID-19. It may yet be too early to see the effect on distributions of the economic damage in the short- to medium-term. The outlook for returns on internally managed funds is also not promising. Following the cut in Bank rate from 0.75% to 0.10% in March 2020, rates on term and call investments are now close to zero percent.

5.10 To account for these risks, the budget for 2021-22 Treasury income has been reduced as follows:

	BUDGET 2020-21 £k	ACTUAL 2020-21 £k	BUDGET 2021-22 £k
Internally managed	346	100	35
Property Fund dividends	480	420	347
Other external fund dividends	691	892*	786*

- 21-22 Budget and 20-21 outturn reflects the full year effect of further investments made in late 2019-20

5.11 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.

## 6. Other Non-Treasury Holdings and Activity

6.1 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.

6.2 The Authority continues to hold approximately £13.6m of investments in directly owned property.

6.3 Further information on the performance of the Council's non-treasury investments in contained in appendix D.

## 7. Compliance Report

7.1 How Treasury activities complied with the Council's main 2020-21 Treasury limits is disclosed at Appendix C. There are no exceptions for the reporting period.

## 8. Other issues

8.1 This section updates the Committee on other matters relevant to Treasury activity.

### Proportionality of Commercial Income

8.2 During 2020-21 the Council reviewed potential indicators to measure the proportionality of commercial income generated by Chichester District Council. The Council determined that it expected income from commercial properties to remain below 10% of the Council's net cost of services.

8.3 In 2020-21 the Council's income from its commercial investments, net of direct costs but before changes in fair value was £878k, or 4.3% of the Council's budgeted net cost of services (£20,448k).

### Treasury workshop for Members

8.4 A Treasury workshop for all Members was delivered on 3 December 2020 to help inform Members of the issues facing the Council in advance of approving the 21-22

Treasury and Investment Strategy. A similar event will be held in December 2021 in advance of the Council’s consideration of the same for 22-23.

## **CIPFA consultations**

8.5 CIPFA consultations: In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These follow the Public Accounts Committee’s recommendation that the prudential framework should be further tightened following continued borrowing by some authorities for investment purposes. These are principles-based consultations and will be followed by more specific proposals later in the year.

8.6 Proposed changes to the Treasury Management Code, relevant to the Council, include:

- Q1 to Q4: requiring job specifications and “knowledge and skills” schedules for treasury management roles to be included in the Treasury Management Practices (TMP) document
- Q5: preparing a new TMP 13 on Environmental, Social and Governance Risk Management
- Q6: forming a specific treasury management committee for MiFID II professional clients (which would include Chichester).

8.7 The Council has responded to the consultation on the Treasury Management Code and a copy of the Council’s submission is included at appendix E

## **9. Community impact and corporate risks**

9.1 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.

## **10. Other Implications**

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

## **11. Appendices**

- 11.1 A - Movements in Fund fair values and income – Pooled Funds
- 11.2 B - Benchmarking indicators
- 11.3 C - Compliance report
- 11.4 D - Non Treasury investments
- 11.5 E - Response to CIPFA Consultation on Treasury Code

## **12. Background Papers**

12.1 None.

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

### All Funds – cumulative

STRATEGIC POOLED FUND PORTFOLIO				CHICHESTER				From:	29/02/2016	To:	31/03/2021
FUND NAME	ASSET CLASS	No of Units Held in Period	Current Value £	Capital Growth £	Dividends Earned £	Holding Period (yrs)	Capital Return	Income Return	Total Return	Volatility	
AEGON (KAMES) DIVERSIFIED MONTHLY INCOME FUND	MULTI ASSET	4,418,978	4,803,292	-196,708	281,609	1.3	-3.93%	5.63%	1.70%	6.4%	
CCLA - LAMIT PROPERTY FUND	PROPERTY	3,268,201	9,447,715	-552,286	2,058,704	4.8	-5.52%	20.59%	15.06%	3.3%	
M&G OPTIMAL INCOME FUND	BOND	1,101,193	0	11,150	126,837	2.6	0.68%	7.69%	8.36%	2.2%	
M&G STRATEGIC CORPORATE BOND FUND	BOND	356,976	4,047,189	47,189	147,822	1.3	1.18%	3.69%	4.86%	3.1%	
NINETY ONE (INVESTEC) DIVERSIFIED INCOME FUND	MULTI ASSET	4,771,540	4,898,634	-101,366	635,758	3.2	-2.03%	12.72%	10.69%	2.8%	
SCHRODER INCOME MAXIMISER FUND	EQUITY - UK	10,341,778	4,340,444	-659,556	371,360	1.3	-13.19%	7.43%	-5.76%	13.1%	
THREADNEEDLE STERLING SHORT-DATED CORPORATE BOND FUND	BOND	2,180,373	2,363,768	13,768	62,839	1.4	0.59%	2.67%	3.26%	1.8%	
THREADNEEDLE STRATEGIC BOND FUND	BOND	2,578,812	2,730,188	80,188	295,183	3.9	3.03%	11.14%	14.16%	2.9%	
<b>GRAND TOTAL</b>			<b>32,631,231</b>	<b>-1,357,621</b>	<b>3,980,112</b>	<b>2.8</b>	<b>-3.81%</b>	<b>11.16%</b>	<b>7.35%</b>	<b>3.3%</b>	
				Unrealised capital loss:	<b>-1,368,813</b>	Annualised income return:	<b>3.78%</b>				

### All Funds – 2020-21 Financial Year

STRATEGIC POOLED FUND PORTFOLIO				CHICHESTER				From:	31/03/2020	To:	31/03/2021
FUND NAME	ASSET CLASS	No of Units Held in Period	Current Value £	Capital Growth £	Dividends Earned £	Holding Period (yrs)	Capital Return	Income Return	Total Return	Volatility	
AEGON (KAMES) DIVERSIFIED MONTHLY INCOME FUND	MULTI ASSET	4,418,978	4,803,292	763,051	200,078	1.0	18.89%	4.95%	23.84%	8.6%	
CCLA - LAMIT PROPERTY FUND	PROPERTY	3,268,201	9,447,715	-67,652	420,270	1.0	-0.71%	4.42%	3.71%	3.2%	
M&G STRATEGIC CORPORATE BOND FUND	BOND	355,988	4,047,189	434,590	115,597	1.0	12.03%	3.20%	15.23%	5.4%	
NINETY ONE (INVESTEC) DIVERSIFIED INCOME FUND	MULTI ASSET	4,771,540	4,898,634	442,761	182,922	1.0	9.94%	4.11%	14.04%	4.0%	
SCHRODER INCOME MAXIMISER FUND	EQUITY - UK	10,341,778	4,340,444	810,795	279,011	1.0	22.97%	7.90%	30.88%	19.7%	
THREADNEEDLE STERLING SHORT-DATED CORPORATE BOND FUND	BOND	2,180,373	2,363,768	167,684	42,282	1.0	7.64%	1.93%	9.56%	3.0%	
THREADNEEDLE STRATEGIC BOND FUND	BOND	2,578,812	2,730,188	296,821	72,361	1.0	12.20%	2.97%	15.17%	4.0%	
<b>GRAND TOTAL</b>			<b>32,631,231</b>	<b>2,848,050</b>	<b>1,312,521</b>	<b>1.0</b>	<b>9.56%</b>	<b>4.41%</b>	<b>13.97%</b>	<b>4.3%</b>	
				Unrealised capital gain:	<b>2,848,050</b>	Annualised income return:	<b>4.41%</b>				

## **Appendix B: Treasury Management – Benchmarking indicators**

### **Return**

Measure	Qtr 1 20-21	Qtr. 2 20-21	Qtr 3 20-21	Qtr. 4 20-21	Non-met districts Q4 average	Rating
Internal investment return %	0.47	0.12	0.12	0.11	0.13	GREEN
External funds – income return %	3.97	3.90	4.13	4.4	3.88	GREEN
External funds – capital gains/losses %	-8.09	-8.17	-4.93	9.56	5.64	AMBER
Total treasury Investments – income return %	1.89	1.64	1.55	1.72	1.38	GREEN

Although external fund values have recovered over the final quarter, the Council's investments in external funds are still showing an unrealised loss overall and this justifies an amber rating.

### **Security**

	Average Credit Score Time weighted (lower = better)	Average Credit Rating Time weighted	Bail-in exposure (lower = better)	
31 March 2020	3.85	AA-	29%	
31 March 2021	4.54	A+	27%	GREEN
Similar Local Authorities	4.70	A+	65%	

The average credit rating has dropped due to a general worsening in credit quality over the course of the pandemic, and in particular:

- A fall in the average credit quality of UK Local Authorities as this is linked to the UK Sovereign rating which was downgraded in October.
- The maturity of some stronger credit quality investments during the year

The above factors do not represent a significant worsening of the overall credit quality of our portfolio.

### **Liquidity**

	7 day liquidity	100 day liquidity	Average maturity	
31 March 2020	13%	43%	52 days	
31 March 2021	11%	33%	103 days	GREEN
Similar Local Authorities	44%	61%	40 days	

The liquidity measure used is a value weighted average and reflects new 364 day duration investments with Local Authorities to secure marginally increased returns.

## **Appendix C – Compliance report**

### **Compliance with investment limits**

	<b>2020/21 Limit</b>	<b>Complied/ Exception Ref</b>
Banks unsecured, total	£30m	<b>Complied</b>
Corporates, total	£10m	<b>Complied</b>
Local Authority property fund, total	£10m	<b>Complied</b>
Other pooled investment funds, total	£30m	<b>Complied</b>
Council's own bank, total max 7 days	£2.5m	<b>Complied</b>
Money market Funds, total	£24m	<b>Complied</b>
Counterparty ratings	various	<b>Complied</b>

### **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).

	<b>31/3/21 Actual</b>	<b>2020/21 Limit</b>	
Upper limit on one-year revenue impact of a 1% change in interest rates	£0.39m	£3m	<b>Complied</b>

The risk of interest rate exposure faced by the council is relatively low as the council's investments are still primarily short duration fixed interest or overnight money market deposits.

### **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:

		<b>2021/22</b>	<b>2022/23</b>
Actual principal invested beyond year end	£34.0m	£34.0m	£34.0m
Limit on principal invested beyond year end	£50m	£50m	£50m
	<b>Complied</b>	<b>Complied</b>	<b>Complied</b>

## **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	31 March 2021
Commercial income to net service expenditure	This indicator measures the Council's dependence on income from its commercial property investments as a proportion of the net cost of services	See paragraph 7.3 of main report
Net operating surplus	This indicator measures the contribution received from the investment portfolio at a net level (income less costs) over time.	The Council's investment property portfolio generated £950k rental income and incurred £72k direct costs leaving a surplus of £878k before any changes in fair value.
Vacancy levels and tenant exposure	Monitoring vacancy levels to ensure the property portfolio is being managed productively.	Voids at 31st March 2021: <ul style="list-style-type: none"> <li>• Industrial 3/15</li> <li>• Retail 4/26</li> <li>• Offices 1/8</li> </ul> Total 8/49 = 16.33% (19/20 14.3%)
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	None
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.	<p>Commercial investment valuations were prepared as at 31st March 2021 and the Council's statement of accounts discloses a value of £13.66m for the Council's investment properties on that date. This value remains the latest valuation</p> <p>As we enter into the recovery stage it may still be too early to understand the full impact of Covid19 on the commercial property market, or how long the recovery will take. This is dependent on the continued relaxation of restrictions plus ongoing support to businesses by Government. It remains challenging to predict the full impact on our investment properties with any certainty or tangible evidence to support it.</p> <p>The anticipated challenges to the commercial property market have been mitigated to some extent by the continued Government support packages and grant funding. Nonetheless, downward pressure on rents and increasing risk of tenant default continue, with investment yields needing to reflect the added risk to future income streams and will ultimately result in lower capital values. These values may well fall below the original purchase price of the investment properties, although we should not lose sight of the income received since the acquisition when comparing to the original purchase price.</p>



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## Treasury Management Code Consultation

Chichester District Council is pleased to present its comments on the Treasury Management Code consultation issued by CIPFA on 1 February 2021.

<https://www.cipfa.org/policy-and-guidance/consultations/treasury-management-code-consultation>

Any questions arising from this submission should be directed to:

Mark Catlow  
Chichester District Council  
East Pallant House  
1 East Pallant  
Chichester  
PO14 3RN

Tel: +44 (0)1243521076

Email: [mcatlow@chichester.gov.uk](mailto:mcatlow@chichester.gov.uk)

## Responses

Q1 to 4 **We do not agree.**

This appears to be an unworkable and unnecessary imposition which would add further burdens on Local Government bodies.

Our strong view is that the revised Code should avoid setting unrealistic job descriptions, especially as the majority of authorities undertake relatively simple treasury activities.

Even where an authority is classified under MIFID2 as a professional client, proscribing core skills are unnecessary; the existing Code paragraphs, alongside the MIFID 2 accreditation processes operated by Financial Institutions appear suitable.

**Q5- We agree in principle, but the current proposals do not tackle the core tension between ESG and SLY.**

Our key concern with the proposal as drafted is that it does absolutely nothing to clarify the tension between Security/ Liquidity and Yield (SLY) and ESG which we feel is the cornerstone issue to be resolved.

CIPFA, as author of the Code, needs to clearly set out where ESG fits within the existing SLY risk hierarchy. Without this, Local Authorities cannot properly be certain that, in considering ESG factors, they are complying with the wider code requirements.

Outside of this, the new code needs to be careful not to set unrealistic requirements. As an example, the present draft requirement in TMP13 that “The responsible officer will establish, implement and monitor all arrangements for the identification, management and control of Environmental, Social and Governance risks” appears over broad and unworkable.

Finally, it is not clear why the draft TM13 strays into financing and derivative arrangements in its final paragraph. This does not appear to be pertinent to ESG.

**Q6. We do not agree.**

This matter should be left to local discretion and the judgement of the Section 151 officer. There is already extensive oversight of the Treasury function carried out by Corporate Governance Committees and Cabinets, as well as by Full Council. It is not clear for the majority of Councils what a specific Treasury Committee would add to this process given that, even for MIFID2 professional clients, the majority of relevant transactions requiring professional status are simple call investments with Money Market Funds.

Where more complex investments are envisaged, it is already normal practice to form working parties comprising both officers and Members to consider the proposals.

**Q7 No comment**

**29 March 2021**

**Chichester District Council**

**The Cabinet**

**7 September 2021**

**Award of Contracts for Insurance Services**

**1. Contacts**

**Report Author:**

Mark Catlow – Group Accountant, Financial Services  
E-mail: mcatlow@chichester.gov.uk

**Cabinet Member:**

Peter Wilding - Cabinet Member for Finance, Corporate Services and Revenues and Benefits. Telephone: 01428 707324 E-mail: pwilding@chichester.gov.uk

**2. Recommendation**

**That the Cabinet:**

**2.1 Approve the award of the Council's insurance contract(s) to the bidder(s) with the highest evaluated score as set out in section 5 and exempt appendix 1**

**2.2 Delegate authority to the Director of Corporate Services to:**

**2.2.1 conclude the contractual arrangements and implement the relevant contracts to be effective from 1 November 2021;**

**2.2.2 approve the extension period beyond the initial contract period where appropriate; and,**

**2.2.3 arrange for continued marine insurance cover as set out in paragraph 3.6.**

**2.3 Where the above arrangements are not able to be finalised and successfully implemented before 30 October 2021, delegate authority to the Director of Corporate Services to make alternative insurance arrangements as necessary after consulting with the Cabinet Member for Finance, Corporate Services and Revenues & Benefits.**

**3. Background**

**3.1 The Council's current long term agreement for insurance services with Zurich Municipal is due to end on 30 October 2021. To secure continuity in the Council's insurance cover arrangements, this report seeks Cabinet approval for the award of contracts for the Council's insurance programme commencing on 1 November 2021.**

**3.2 A competitive tender exercise was issued through the Crown Commercial Services Framework RM6138 Dynamic Purchasing System for the following areas::**

- Lot 1: Property (including Computers, Contract Works, Business Interruption, Money and All Risks)
- Lot 2: Commercial and Industrial Properties
- Lot 3: Casualty (Combined Liability including Claims Handling)
- Lot 4: Motor Fleet
- Lot 5: Engineering Insurance & Inspection
- Lot 6: Crime
- Lot 7: Group Personal Accident

3.3 The bidders were asked to submit their tenders based on an initial insurance period of 3 years and 5 months from 1 November 2021 to 31 March 2025, with the option to extend for one further period of two years ending 31 March 2027. The new contract periods will be financial years (rather than November to October) for simplicity and to match Council budget periods. Paragraph 7.1 provides both the tendered 17 month insurance costs and an estimate for the annual 12 month cost for comparison against current budgets

3.4 Five insurers responded to the invitation to tender. Bids were evaluated using the criteria stipulated in the invitation to tender which was generally based on either 55% of 60% price weighting. The quality criteria assessed included general and underwriting services, claim handling and other services offered, e;g; access to on line websites for policy and risk management.

3.5 The Council's insurance broker, Arthur J Gallagher Ltd, completed the initial evaluation the tenders and their summary is attached as exempt appendix 2. This forms the basis of the recommendations in section 2 and of the detail in section 5.

3.6 For marine insurance, our insurance broker has compared our insurance and pricing from Navigator and General (N&G) against other specialist insurers and have confirmed the premiums paid by the Council for this insurance represent value for money. They have recommended we continue with N&G for marine insurance cover.

#### 4. Outcomes to be Achieved

4.1 To have appropriate comprehensive insurance cover in place for the Council over the medium term.

#### 5. Proposal

5.1 Upon completion of the evaluation, the recommendation is to award the following contracts to the bidders set out below which represent the most economically advantageous tenders received.

Table 1: Evaluated tender scores (%) (NQ = No quote)

Lot	Company A	Company B	Company C	Company D	Company E	Recommendation
1	79.8	90.5	66.7	67.2	NQ	Company B
1a						Company B
2	91.0	87.1	76.9	80.9	NQ	Company A
2a						Company A
3	79.0	90.0	77.0	NQ	73.0	Company B
4	86.7	88.5	66.14	92.0	72.6	Company D

5	NQ	NQ	89.0	NQ	71.3	Company C
6	NQ	NQ	99.0	NQ	80.1	Company C
7	NQ	NQ	100.0	85.3	93.4	Company C

- 5.2 Lots 1a and 2a represent cover for Terrorism for lots 1 and 2 respectively.
- 5.3 Further details of the tender evaluation can be found in exempt appendices 1 and 2. Cabinet members may also wish to review the detailed comments made by our insurance broker against each lot which support these recommendations.

## 6. Alternatives Considered

- 6.1 The recommendation here is made to ensure continuity of insurance cover for the Council. Self-insurance beyond the voluntary excesses included in our insurance specification is not a realistic option given the potential liabilities involved.

## 7. Resource and Legal Implications

- 7.1 The Council's insurance contract has been tendered in accordance with the Contract Procedure Rules and the tenders have been evaluated by the Council's broker under the contract let by this Council in February 2021. The choice of CCS framework RM 6138 was approved by the Council's Section 151 and the Monitoring Officer.
- 7.2 The impact on revenue resources of the tendered lot awards if based on the recommendation in this report are set out below in table 2.

Table 2: Insurance lot tender price

Lot	Tender figure: 17 months to 31-3-23	12 months equivalent	Expiring premium	Net saving (12 months, 1 <sup>st</sup> year)
1	£56,458	£39,853		
1a	£14,227	£10,043		
2	£129,502	£91,605		
2a	£14,144	£10,005		
3	£117,733	£81,086		
4	£127,486	£90,179		
5	£17,846	£12,237		
6	£6,678	£4,713		
7	£2,754	£1,944		
Total	£486,828	£341,665	£393,054	
IPT*	£57,068	£40,074	£46,322	
Total	£543,897	£381,739	£439,376	£57,637

\* Insurance Premium Tax

\*\* see paragraph 7.3

- 7.3 Table 2 of the exempt appendix 2 provides more information and compares the proposed new annual cost of insurance cover against present costs for individual insurance lots. The figures in table 2 (above) and in appendix 2 are adjusted to reflect any discounts to premiums awarded for placing multiple lots with insurers.
- 7.4 The marine insurance cost is expected to be below £5,000 and is subject of a specific recommendation at 2.2.3 above.

## 8. Consultation

8.1 Not applicable

## 9. Community Impact and Corporate Risks

9.1 This item is not identified separately on the Council's strategic risk register however ensuring continued provision of insurance is a business critical activity and the risk of not having insurance cover in place is considered unacceptable. Self-insurance during any period where external insurance cover is not active is considered unaffordable

9.2 For these reasons, recommendation 2.3 has been added to ensure that the Council's s.151 officer can arrange either emergency insurance cover or make changes to the cover sought or insurance providers used to ensure continuity of insurance provision.

## 10. Other Implications

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

## 11. Appendices

1: Exempt: Tender Award summary

2: Exempt: Evaluation summary and commentary provided by the Council's Insurance broker

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of the Local Government Act 1972.

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