

Public Document Pack

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A meeting of **Cabinet** will be held in Committee Room 1 - East Pallant House on **Tuesday 12 April 2016 at 9.30 am**

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

AGENDA Part 1

- 1 **Minutes**
To approve as a correct record the minutes of the special Cabinet meeting held on 31 March 2016 (to follow).
- 2 **Urgent Items**
Chairman to announce any urgent items which due to special circumstances are to be dealt with under agenda item 11(b).
- 3 **Declarations of Interests**
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 4 **Public Question Time**
Questions submitted by members of the public in writing by noon on the previous working day (for a period up to 15 minutes).

KEY DECISIONS

- 5 **Recycling Action Plan** (Pages 1 - 23)
To consider the recommendations of the Waste & Recycling Panel and to approve a Recycling Action Plan and a Communication Strategy, and specific initiatives arising therefrom.
- 6 **District Council Car Parks - Review of Payment Options** (Pages 24 - 41)
Further to minutes 657 of 14 October 2014 and 142 of 9 February 2016, to review various options for payment in District Council car parks, including pay on foot and various cashless options.

OTHER DECISIONS

- 7 **Public Spaces Protection Order Consultation Exercise: Chichester City** (Pages 42 - 58)
To consider authorising a consultation exercise relating to the behaviours to be included in, and geographical area of, a potential Public Spaces Protection Order

(PSPO) in Chichester City. A PSPO gives additional powers to the Council and Police to take enforcement action against individuals breaching the PSPO by carrying out specific identified types of nuisance, such as drinking in public areas and illegal street trading.

8 Asset Management Plan 2016-2021 (Pages 59 - 95)

To approve the Asset Management Plan (AMP), which is a key corporate document that describes the way in which the Council manages and maintains its property portfolios.

9 Budget Carry Forward Requests (Pages 96 - 98)

On the recommendation of the Corporate Governance and Audit Committee, to approve three requests totalling £88,600 for budgets to be carried forward to the 2016/17 financial year.

10 Exclusion of the Press and Public

There are no restricted items for consideration.

11 Consideration of any late items as follows:

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

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of "exempt information" as defined in section 100A of and Schedule 12A to the Local Government Act 1972
2. Restrictions have been introduced on the distribution of paper copies of supplementary information circulated separately from the agenda as follows:
 - a) Members of the Cabinet and Chairmen of Corporate Governance & Audit Committee and Overview & Scrutiny Committee and Senior Officers receive paper copies of the supplements (including appendices). Other members may request a copy of the supplementary information or a copy is available in the Members' Room, East Pallant House.
 - b) The press and public may view this information on the Council's website at [Chichester District Council - Minutes, agendas and reports](#) unless they contain exempt information.
3. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. (Standing Order 11.3)
4. A key decision means an executive decision which is likely to:
 - result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates or
 - be significant in terms of its effect on communities living or working in an area comprising one or more wards in the Council's area or
 - incur expenditure, generate income, or produce savings greater than £100,000.

Non-Cabinet member Councillors speaking at Cabinet

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

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

Chichester District Council

CABINET

12 April 2016

Recycling Action Plan

1. Contacts

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Cabinet Member:

Roger Barrow, Cabinet Member for Environment,

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2. Recommendation

2.1. The Waste & Recycling Panel recommends that Cabinet endorses the Recycling Action Plan (Appendix 1) and authorises:

(i) The introductory offer for new Garden Waste customers as set out in paras 5.5 and 5.6.

(ii) The appointment of two Recycling Project Officers at an annual cost of £60,000 to be funded from reserves for 2016/17 and subsequently added to the base budget for the duration of the project.

(iii) Funding of £37,000 from reserves for communication initiatives and recycling guidance, including the production of bin stickers for residents. That the Head of Contract Services be authorised to approve expenditure on communication initiatives.

2.2. That Cabinet approve the Communication Strategy (Appendix 2)

3. Background

3.1. A report was presented to Cabinet in January 2016 outlining the work of the West Sussex Waste Partnership (WSWP) and the Recycling 'Road Map' project. The aim of this project is to develop services that will enable the districts, boroughs and the county council to achieve the EU target of recycling 50% of household waste by 2020 and to work towards the 2030 target of 65%.

3.2. In order to inform the options, a detailed analysis has been carried out into the composition of materials from both waste and recycling bins.

3.3. The WSWP has also carried out an investigation into the services that are provided by high performing authorities throughout the UK. This work has produced a short list of options for consideration.

- 3.4. At the January 2016 meeting, Cabinet recommended that a Waste and Recycling Panel (W&RP) be formed to advise the Cabinet on the development of a medium term waste management strategy for the Council. The W&RP has now met twice and has also visited both the Materials Recycling Facility at Ford and the Mechanical Biological Treatment Facility at Brookhurst Wood. The initial Recycling Action Plan of the W&RP is included within this report (see Appendix 1).
- 3.5. The Food Waste Project scoping exercise will be completed by April 2016. A detailed, cost benefit analysis report is scheduled to be produced by WSWP in September 2016. The W&RP will review the report and report its findings to Cabinet in the autumn.

4. Outcomes to be achieved

- 4.1. This report seeks Cabinet endorsement of the overall Action Plan which will provide a framework to support the achievement of 50% recycling rate by 2020. Measures within the Action Plan include strategic outcomes (i.e. food waste collection) to be implemented by county and district councils in West Sussex and actions specific to CDC, which Cabinet is asked to approve.

5. Proposal

- 5.1. The draft Recycling Action Plan has been agreed by the W&RP. The key recommendations presented to Cabinet are:

Garden waste introductory offer

- 5.2. The collection of garden waste from domestic premises, provided by CDC, is a very successful service. Approximately 20% of households are signed up to receive the service. Garden waste tonnage currently accounts for 10% of the recycling rate performance.
- 5.3. It is proposed that an offer be introduced to encourage the sign up of new customers. For a fixed period, new customers that sign up on-line with a direct debit mandate will be offered three months free subscription.
- 5.4. The target for this introductory offer is that an additional 500 householders sign up to receive the service during 2016/17, over and above the normal growth trend (approximately 600 pa). For 500 additional customers, the value of the discount would be £6,125. This would not be a cost to the Council, as these will be additional customers and should eventually convert into additional income.
- 5.5. Using alternative initiatives in subsequent years, the aim will be to achieve an additional 800 households per year, which would equate to 30% take up of households by 2020. It is predicted that were these numbers achieved, the overall recycling performance would increase by 2.0%

Recycling project team

- 5.6. The current resources available to the CCS Waste Team will not be able to satisfactorily deliver the various projects within the Recycling Action Plan within

the defined timescale. Therefore Cabinet is requested to approve the recruitment of two Recycling Project Officers on scale 3/4 for the period from 2016 to 2020. Their roles will include:

- providing input into the West Sussex Communications Group
- assisting with the projects within the CDC Recycling Communications Plan
- developing initiatives to improve the recycling performance in flats
- door stepping in targeted areas
- delivering regular training updates for CCS frontline staff
- delivering initiatives, such as the bin sticker project
- analysing the effectiveness of all the recycling initiatives
- involvement with the delivery of various county-wide initiatives

- 5.7. The two posts will cost approximately £60,000 pa. However, it should be noted that the revision of the Recycling Support Payment model, identified in the report to Cabinet in January 2016, has produced additional income for the Council of £85,000 which has already been included within base budget. The payment model is performance based and therefore improvements to recycling rates should increase the amount received by the Council in future years.

Communications Strategy

- 5.8. It is important to issue consistent messages about waste and recycling. A Waste Communication Group of county, district and borough officers has been working on providing effective messages and has been successful in receiving external funding to assist with some initiatives. The W&RP are keen to develop a local communication strategy that will complement the work of the county-wide activities.
- 5.9. Several of the suggested initiatives will require funding, it is requested that a budget of £15,000 be provided for this purpose.
- 5.10. It is suggested that communication initiatives be introduced in 2 or 3 phases, co-ordinating with specific dates, such as Recycling Week. The requested budget could be spent on a mix of items such as: Pop up stands; Pull up stands; leaflets; postcards; posters; Car park banners; Web banners; Social media banners / assets; Media advertising; Promotional items such as fridge magnets and Welcome packs for students / new homes / housing associations.

Recycling Guidance

- 5.11. It has been identified that providing recycling guidance to households showing what materials should be placed in either bin can be very effective. The W&RP will assess the most appropriate application (i.e. bin sticker, pin board notice, fridge magnet). In order that this project can be pursued, it is requested that a budget of £22,000 be provided for this purpose.

6. Alternatives that have been considered

- 6.1. Many of the available alternatives have been considered by the WSWP and the W&RP. The W&RP is now in the process of reviewing the way forward and will

later report with recommendations to Cabinet.

- 6.2. The Council aspires to achieve the 50% target, but each project will be assessed on merit of cost versus potential performance improvement.

7. Resource and legal implications

- 7.1. It is not yet clear what the implications will be for authorities failing to achieve the 50% recycling target. It is possible that the Council may be subject to significant fines if the Waste Partnership fails to achieve the EU target by 2020.
- 7.2. Failure to provide recycle of sufficient quality and quantity will directly impact on the income received by the Council from the recycling support payment.
- 7.3. Effective delivery of the Recycling Action Plan will require additional resources identified within the report.

8. Consultation

- 8.1. A county-wide Waste Strategy is currently being drafted. Residents will be invited to comment on this document.

9. Community impact and corporate risks

- 9.1. Failure to achieve the 50% recycling target by 2020 has already been identified as a corporate risk to the Council. An important part of this project will be to seek to influence community behaviour towards a higher level of recycling performance.

10. Other Implications

Crime & Disorder:		None
Climate Change: Increasing recycling performance reduces waste sent to landfill and does therefore have a positive environmental impact.	Yes	
Human Rights and Equality Impact:		None
Safeguarding and Early Help:		None

11. Appendix

- 11.1 Recycling Action Plan 2016
- 11.2 Recycling Communications Strategy

12. Background Papers

- 12.1 None

Appendix 1

RECYCLING ACTION PLAN 2016

	Project	April	May	June	July	Aug	Sept	Oct	Nov	Dec
1.	County-wide food waste project Initial scoping Final report W&RP visits to other local authorities Cabinet report Possible implementation (2019/20)	XXXX	XXXX	XXXX	XXXX		XXXX		XXXX	
2.	County-wide street sweeping recycling Initial scoping Final report Possible implementation (2017/18)			XXXX	XXXX		XXXX			
3.	County-wide textile & WEEE collection Initial scoping Possible implementation (2017/18)			XXXX	XXXX		XXXX			
4.	CDC Green waste introductory offer Recommendation to Cabinet Logistics planning Introduction	XXXX	XXXX	XXXX	XXXX					
5.	CDC Recruit Recycling Project Officers Recommendation to Cabinet Recruitment process Induction	XXXX	XXXX	XXXX						
6.	CDC Communications Initiatives - Back to basics Recycling Week	XXXX					XXXX			

7.	CDC Recycling bin upsize Recommendation to Cabinet Logistics planning Introduction	XXXX	XXXX	XXXX	XXXX					
8.	CDC Recycling Guidance introduction Investigation Report to W&RP Production/introduction			XXXX	XXXX	XXXX	XXXX	XXXX		
9.	CDC Crew recycling training Recycling project officers to prepare script, etc. Deliver training Annual refresher					XXXX	XXXX	XXXX	XXXX	XXXX
10.	CDC Communal bin recycling Review of existing provision Engagement with landlords / managing agents Report to W&RP Possible implementation				XXXX XXXX	XXXX	XXXX	XXXX		

NOTES

County-wide initiatives

1. Food waste project

Anticipated outcome: Separate collection could achieve 8 - 10% increase on recycling rate

Cost of service to CDC could be £1.2 million pa

2. Street sweeping arisings - To develop a process to recycle material from street sweeping operations

Anticipated outcome: This could achieve 2.0% increase on recycling rate

Assumptions: Processing operation can be accommodated at existing waste disposal facilities

Minimal additional cost

3. Household collections of textiles and small WEEE (waste electrical and electronic equipment)
 - To develop service to collect additional material using existing freighters

Anticipated outcome: This could achieve 1 – 2% increase on recycling rate

Assumption: Material can be sent to reprocessors at minimal additional cost

CDC initiatives

4. Green waste introductory offer
 - Target: To increase households on service by a further 500 above normal growth trend 2016/17.
 - Target: To increase households on service to 30% by 2020
 - Anticipated outcome: This could achieve 2.0% increase on recycling rate
 - Assumptions: Cost neutral
 - Alternative promotions can be developed annually
5. Recycling Project Team
 - Proposal: To recruit 2 Recycling Project Officers by June 2016. Employment for minimum 4 years
 - To provide resources to deliver individual projects from Recycling Action Plan
 - Anticipated Outcome: Delivery of approved projects
 - Cost to Service est £60,000 pa
6. Communication Plan
 - Proposal Delivery of communication strategy
 - Anticipated Outcome: Public engagement and change in recycling behaviour.
7. Recycling bin upsize offer
 - To send out positive message to residents, to maximise the amount recycled
 - Assumption: To provide free upgrade for 10% of properties
 - Cost to supply 1,481 x 240 litre bins and 3,129 x 360 litre bins = £214,913

Anticipated outcome: Each of these properties would increase their recycling by 20% leading to increase of 0.5% on recycling rate

8 Recycling Guidance project

Anticipated outcome To provide permanent recycling guidance to residents to explain waste and recycling service
Every household to receive guidance pack

Assumption: Cost of project, estimate that bin sticker would cost 40p each. Therefore $55,000 \times 0.40 = \text{£}22,000$

9 Crew refresher training

Anticipated outcome: Frontline staff have improved and current knowledge about the Council's recycling policies and actions

10 Communal bin project

Proposal: To investigate the optimal provision of bins and signage including provision of budget estimates for potential costs (bins, bin lids, signage, etc.)

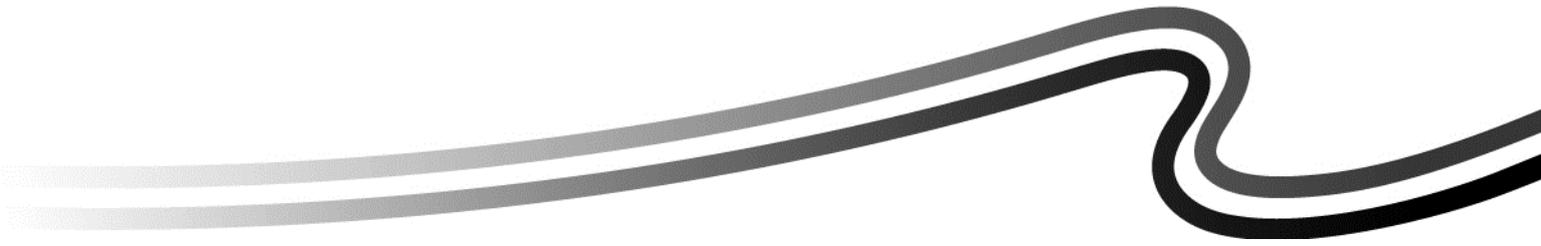
Recycling

Communications Strategy

By 2020, all local authorities across the UK are expected to be recycling at least 50% of all waste. It is likely that authorities failing to meet this target will be heavily penalised and expected to pay significant fines. It is vital that the council works with its residents and businesses in order to try and reach this target. At the moment, the average recycling rate is around 39%. This communication strategy aims to identify how we will work with residents to try and increase recycling in the district and to communicate new strategies that will contribute towards us reaching this target. This will be carried out in a staged approach, starting with a 'back to basics' campaign.

- General 'back to basics' campaign.
- A recycling road show during the first week of July (because 'recycling week' has now moved to September).
- A community campaign during 'recycling week' in September.
- Targeted work in specific areas and with people in flats.
- Work with community groups and businesses.
- Increasing membership of our garden waste service.
- Promoting our online services, such as green waste, trade waste and waste and recycling calendars.
- Considering if we will introduce a food waste service.

Two recycling offices will be employed to work with our communities to help increase recycling. We will also work closely with councillors and staff across the council to



give them the ability to answer questions and support our residents. In particular, we will work with:

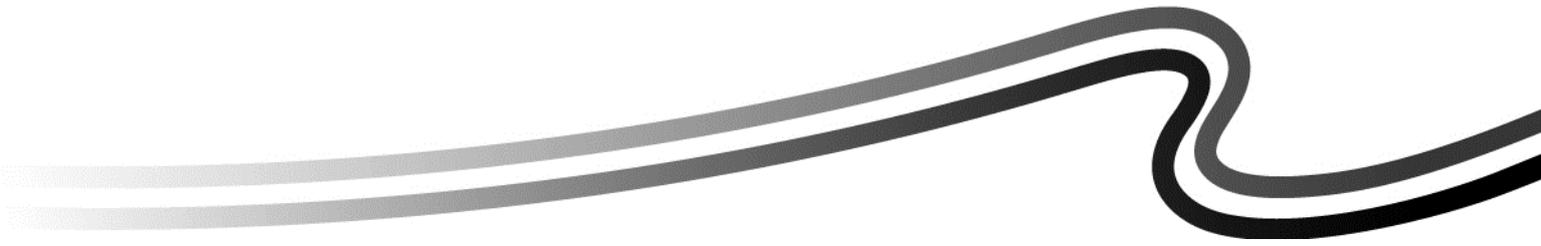
- our refuse crews;
- councillors;
- our customer care centre;
- our community wardens;
- our home finder service;
- our landlord accreditation scheme service;
- our youth engagement officers;
- our well being service; and
- staff who are regularly out in the community.

This strategy will highlight how the council intends to achieve this.

Communications aims

The first part of the process will focus on internal communications – making sure that staff and councillors are well informed.

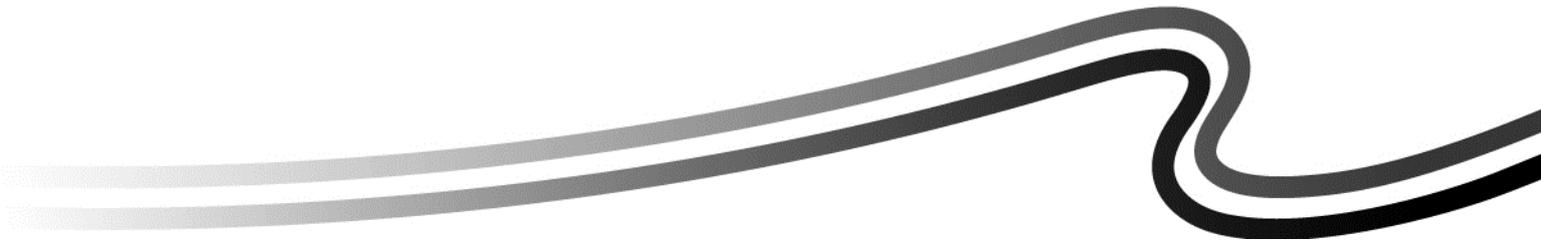
- We want to start by getting feedback from our refuse crews and asking their thoughts and ideas. We then need to explain why they are vital in our campaign to increase our recycling rates and the importance of this.
- We want staff and councillors to understand why it is so important that we increase our recycling rates.

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- We want staff and councillors to feel involved in the process and believe that they can help shape the way we will work in the future.
 - We want to encourage staff and councillors to ask questions and make suggestions.
 - We want to make sure that all staff and councillors are well informed and have the necessary tools to help them to answer questions in the community.

The second part of the process will be communicating with residents.

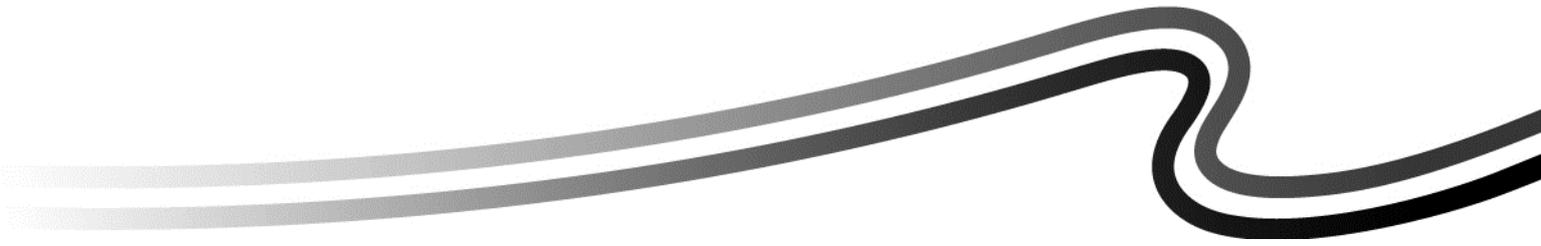
- We need to work with you to increase recycling rates. We are expected to recycle 50% of all waste by 2020, or face heavy fines. At the moment, we recycle around 39% of all waste; we need to work with you to increase this.
- Recycling and reducing waste is vital to protect our environment and to keep costs down. The money we receive from your recycling, keeps the cost of your waste service down. The average household pays around 75p a week for their waste and recycling service. If we do not meet our recycling targets this would be significantly affected.
- We know that 15-20% of the items in most black bins can be recycled and so we need to increase awareness and work with you to make sure that the right item is going into the correct bin.
- We want you to get involved and let us know how we can make things simpler for you.

We also need to work with the media, community groups and businesses and utilise the partnerships that we have in place.



Communications objectives

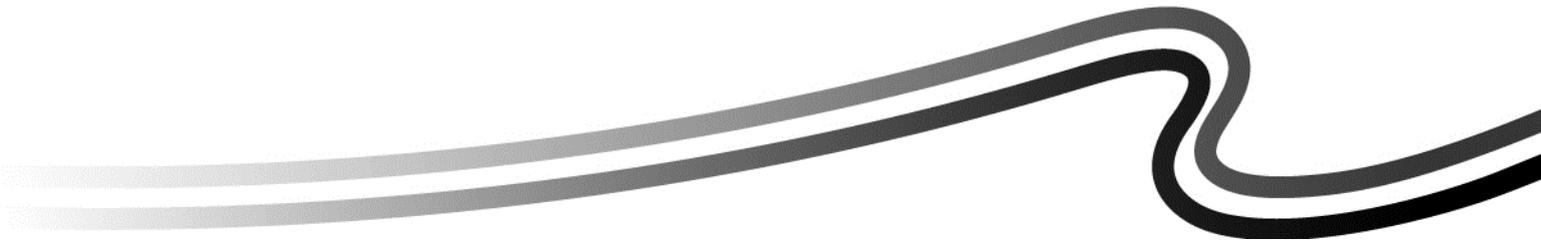
1. To provide a consistent message to all internal and external stakeholders.
2. To proactively identify any concerns to improve public and staff understanding, particularly on social media and through general feedback. To also identify frequently asked questions.
3. To engage directly with staff to explain how we aim to reach the target and possible future policy changes. To encourage them to share this information with residents.
4. To work closely with West Sussex County Council to make sure we are communicating the same messages and maximising use of resources.
5. To make sure that our Members are well informed and involved so that they can be communications champions internally and externally.
6. To develop key partnerships with local supermarkets, community groups, educational institutions and businesses.
7. To communicate that all stakeholders will be kept informed of our progress through the appropriate communication channels.
8. To promote the various ways people can communicate with us within all communications, including social media.



Message themes

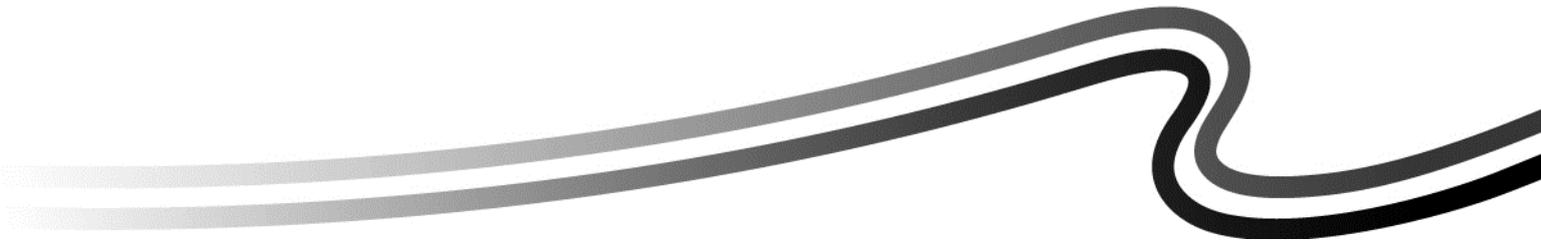
Communication activity should incorporate the following message themes, which will evolve as required.

1. We need to work with you to increase recycling rates. We are expected to recycle 50% of all waste by 2020, or face heavy fines. At the moment, we recycle around 39% of all waste; we need to work with you to increase this.
2. Recycling and reducing waste is vital to protect our environment and to keep costs down. The money we receive from your recycling, keeps the cost of your waste service down. The average residents pays 75p a week for their waste and recycling service. If we do not meet our recycling targets this would be significantly affected.
3. We know that 15-20% of most black bins can be recycled and so we need to increase awareness and work with you to make sure that the right item is going into the correct bin.
4. At the moment £8 million of recyclable material is going to land fill in West Sussex.
5. We want you to get involved and let us know how we can make things simpler for you.
6. Our priority is to protect our environment, while also continuing to provide value for money and quality services. We need you to work with us to recycle 50% of all waste, so that we can continue to achieve this.

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7. We will work with our partners to look at how we can work together to increase communications and make the process simpler for you.
 8. Garden waste is another way of increasing our recycling rate. Are you aware that we offer a fortnightly collection service for just under £1 a week? It's simple to join and you can even sign up online.
 9. We are exploring other services that we could possibly offer in the future, including a food waste collection service. However, this is at a very early stage, but we would welcome your thoughts.
 10. We will keep you well informed through a range of communication channels, including our members, website, and social media channels.

Audiences

- Staff.
- Members.
- Residents.
- Businesses.
- The media.
- Parish councils.
- Local media partners.
- Supermarkets.
- Schools.
- The College and University.
- Other partners.



Staffing structure and responsibilities

Head of Contract Services

- Strategic lead and responsible for communication with leaders of key partner organisations and groups.
- Stakeholder co-ordination and tactical plan.

Member champion

- Cllr Roger Barrow

CMT and Heads of Service

Information sharing with partners and groups.

PR Team and Contracts Manager

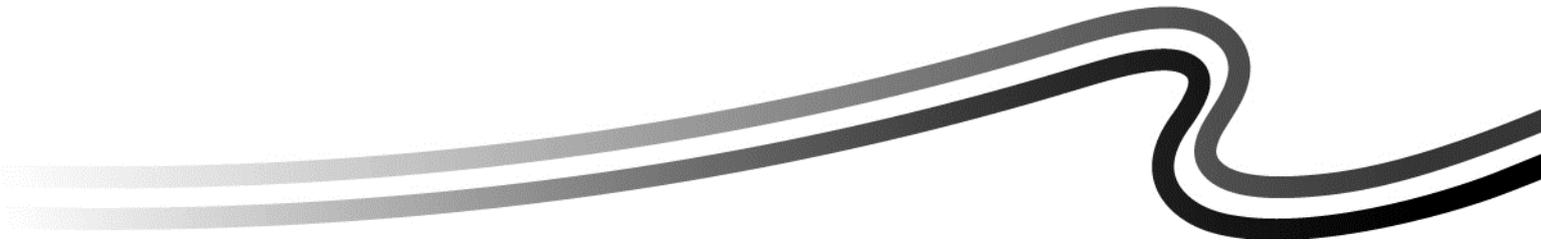
- Identify internal needs.

Contract Manager, PR and Member champion

- Member communication.

PR Team

- Message co-ordination and media activity.
- Co-ordinating internal messages.
- Social media engagement, proactive monitoring, direct engagement with commentators and releasing updates.
- Website.



Internal Group

- Identified staff from across the organisation who can directly assist out in the community.

Members

- Communication champions internally and externally.

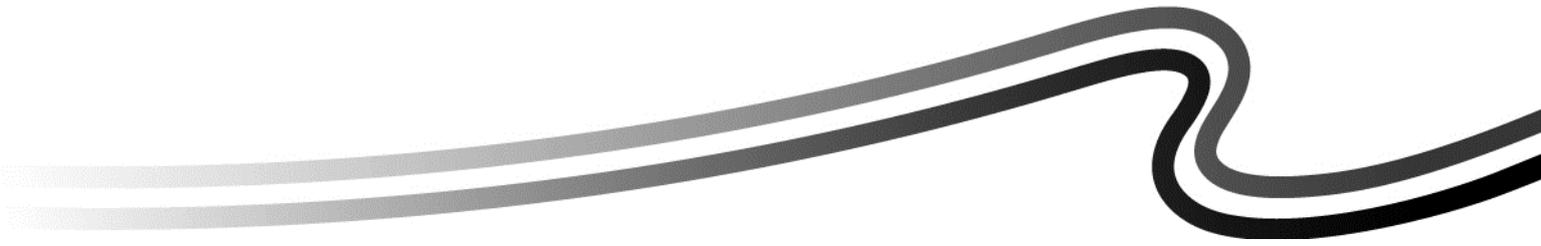
Cllr Roger Barrow

- Media spokesperson.

Tactical delivery

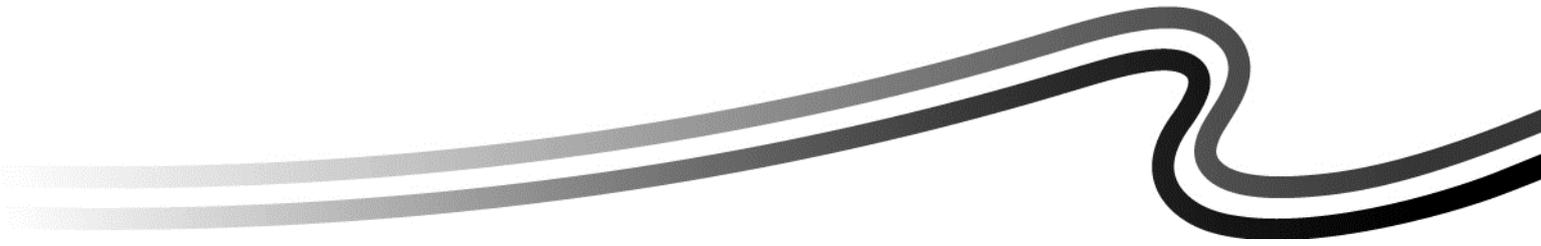
Tactical delivery in line with the communications strategy will be owned by individuals, as per the responsibilities above, with plans shared with those people. Ongoing priority tactics are:

- regular updates and briefings for staff.
- regular updates and briefings for members
- regular updates on the intranet, and through the internal news bulletin.
- proactive social media.
- timely accurate responses to any concerns or issues.
- regular updates and briefings to our local media partners.
- proactive work with our media partners.
- regular updates on the website – with pages dedicated to this piece of work.
- regular updates and briefings for partners.



Methods of communication

- We will adopt methods of communications that respond to the needs of different groups and communities, and will choose the most cost effective options.
- We will keep our staff well informed and encourage them to share our key messages with our customers. We will provide managers, staff champions and our staff with the tools to achieve this.
- We will let our refuse teams know how important their roles are in this process and encourage them to provide us with ideas, suggestions and feedback. They should be made to feel part of this project.
- We will encourage our Members to be communication champions within their local communities and we will give them the tools to do this.
- We will form a staff group who will act as champions for the project out in our communities and they will relay ideas, concerns and suggestions from their area.
- We will utilise our external and internal communication channels, such as initiatives, our email newsletter, our internal newsletter, social media channels, the intranet, our staff, partners and the website. We will also utilise our in-house services to produce and distribute communications material.
- We will work with our media partners and make sure that they are well briefed and understand our vision. We will keep them informed of our progress and encourage them to become actively involved.

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- We will encourage partners, groups and parish councils to share our messages and information, so that local communities are kept well informed. We will also encourage our partners to work with us and support our campaign.
 - We will encourage local supermarkets and key partners, such as the University, to work with us on delivering the objectives of this strategy.
 - We will work closely with West Sussex County Council and other local authorities who are attempting to meet the same target.

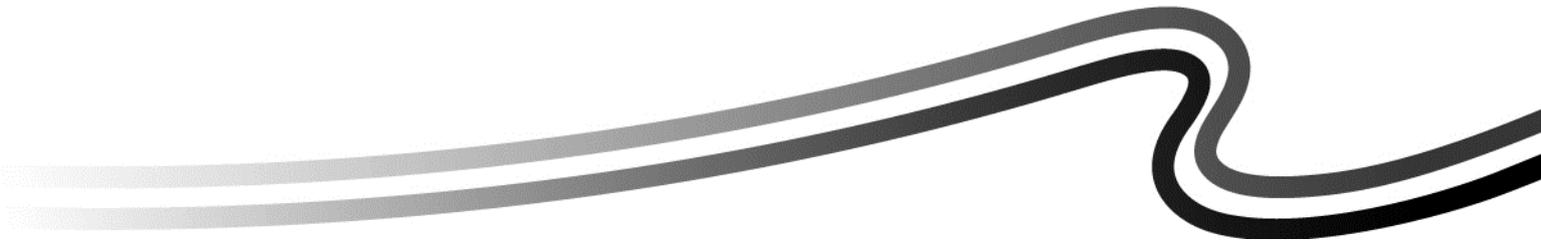
Back to basics – stage one

Briefings for refuse crews

We need to work with our refuse crews and encourage their views, opinions and ideas. It's also important that they receive training and information on what our expectations are going forward and that they understand the importance of their role.

All staff

We need to arrange briefings with staff from across the council so that they understand the importance of this campaign and their involvement. Many staff will live in the district and so it is important that we utilise their direct feedback, thoughts and ideas.



Internal group

To bring together key areas that could help us reach priority groups or areas. This will include community wardens, youth engagement officers, wellbeing, landlord accreditation scheme, Home Finder service and the customer service team.

Members

Members play a critical role in this campaign and so it is important that we get them on board. We need to know what tools would help them and find out how much support that they can provide, especially during our recycling road show in July and recycling week in September. We also need to provide regular briefings to update them on our progress and utilise the members' bulletin.

Production of key publicity material and information packs

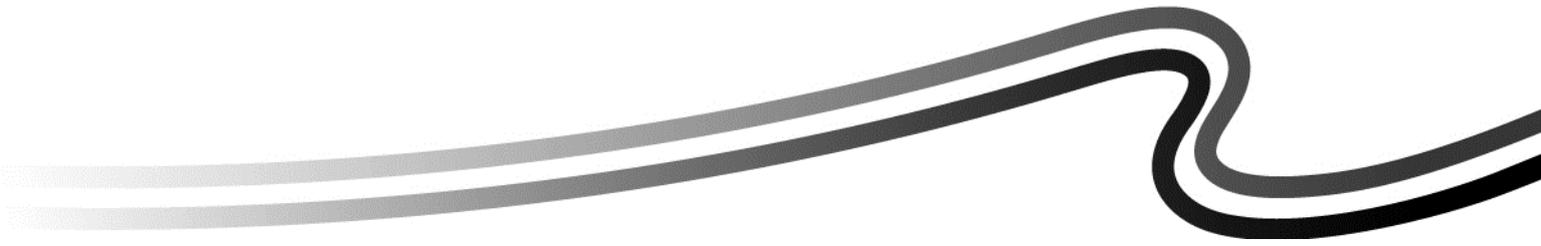
Promotional material will be created to promote the project and activities relating to it. These will be distributed across the community, utilising doctors and dental surgeries, shops, supermarkets, and other key focal points.

Meetings with local media partners

We will encourage the involvement of local media partners throughout the campaign, especially during our recycling road show and recycling week.

Meetings with local supermarkets and partners

It's vital that we get key partners on board and encourage their involvement. We will also try and attract sponsorship of the campaign to keep costs down. However, this may also be a case of accessing their space / communication channels. We have



already been in talks with Stagecoach, Tesco, Sainsburys Budgens, Waitrose and the University of Chichester. The University want to actively take part and support the campaigns. We are hoping that the students' union will be actively involved in 'recycling week.' Tesco, Sainsburys and Budgens are already on board. We are waiting to meet with Waitrose and have contacted Marks and Spencers. We are also planning to contact all of the other main supermarkets in the district including the Co-op in Selsey and Petworth.

Social media

Produce a social media plan and encourage people to ask questions and make suggestions. What would make this stronger is if we could get the refuse crews involved. We will also utilise 'boosting' on Facebook to directly target people within our district.

Bin stickers

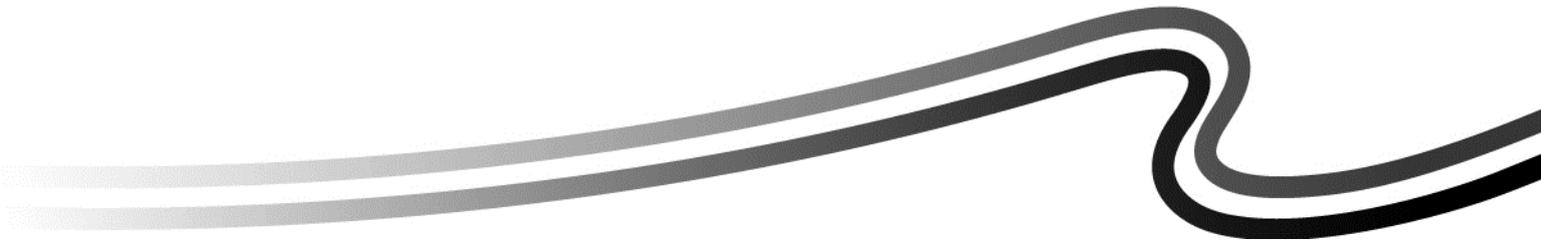
We want to introduce stickers on all recycling bins, reminding people of what can and can't be recycled.

Website

We will signpost people to the West Sussex website, but we will also make sure that our information on our website is informative and useful. We will also utilise our web advertising opportunities on our website.

Initiatives

We will use our council magazine to reach households directly. In the spring issue we have produced a four page pull out, setting the scene and looking at every day



activities and what can be recycled throughout the day. 63,000 copies are produced. Further issues will be used to promote the further stages of the campaign.

Email newsletter

We currently have over 8,000 people subscribed to our email newsletter and so we will make use of this throughout the campaign.

Internal communications - partner organisations

We will approach partners and ask if they will include our information within their communication channels.

Schools

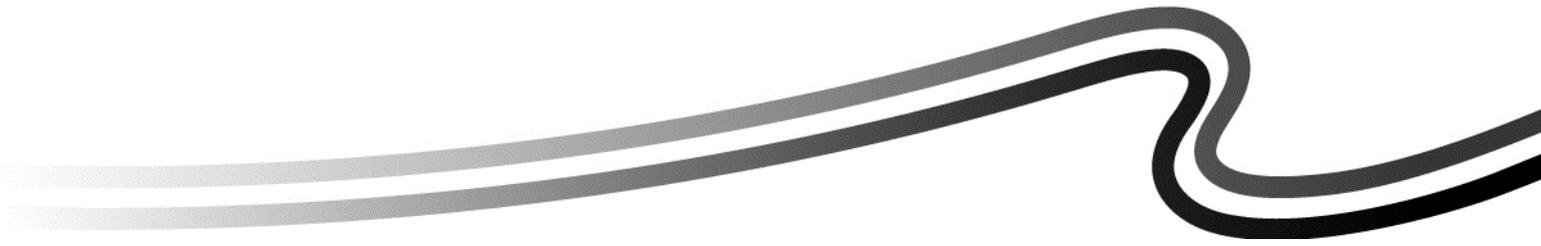
Working with our own youth engagement officers and the waste minimisation officers, we will raise awareness of the importance of recycling within local schools. We will also directly contact them to ask if they will take part in 'recycling week'.

Advertising opportunities

We will utilise our own advertising spaces to promote key messages and we will also explore advertising opportunities with other media outlets, including newspaper and radio.

Recycling road show - stage two

Recycling week was originally planned for June, which we thought was the perfect time to make a real impact within our local communities. This has now been moved to September because of the EU referendum. Instead, we have decided to organise



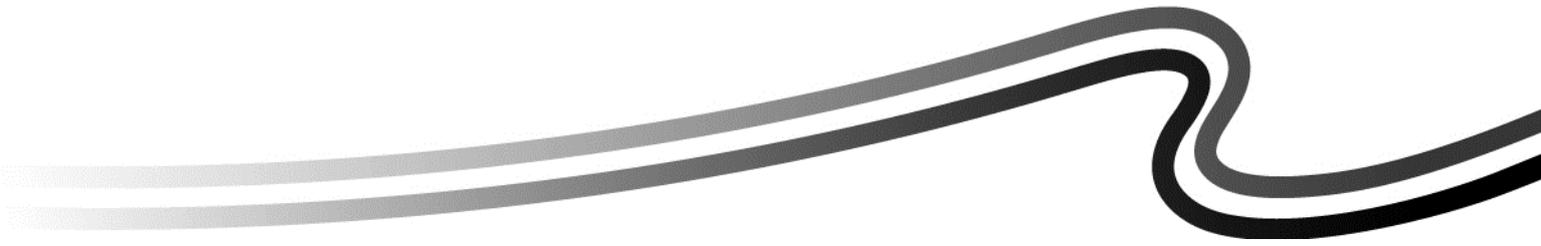
a recycling road show in July to carry our high impact activities, including those that are likely to attract media attention.

Key to this is the involvement of our councillors, local supermarkets, partners, the university, schools, the media and community groups.

Recycling week – September – stage three

We want councillors to treat the week as they would when they prepare for an election – getting out in their community and encouraging everyone to take part. Councillors would also help to pack bags in supermarkets, while talking to shoppers about recycling. They would literally be out on the ‘campaign trail’. We also plan to work with other partners such as Stagecoach, the University, College, Theatre, The Novium Museum and Pallant House Gallery etc. We will combine this with social media, promotional material and information packs. We will tour the district, utilising our leisure centres, our farmers’ markets, car parks, libraries and other community focal points. The University has already said that it would be keen to get involved and that they will help us reach their 5,000 students. We will also contact all local schools and ask if they will get involved in recycling week. This could involve running a competition to create a piece of art out of recycling, or designing a poster with key messages that could be displayed in the Novium Museum.

A key part of this will involve our local media organisations and giving them the sound bites, images and interviews that they need.



Garden waste – stage four

We will heavily promote our garden waste service as soon as the functionality on the website is up and running. This will involve many of the promotional and communication tools already identified, including a big push in initiatives and offering a promotion of three months free to new customers. We will also directly target those areas where our crews are already operating to try and increase membership of the service. This would also involve directly communicating with our existing customers and offering incentives to refer a friend. This will be promoted alongside our recycling activities and events.

Targeted campaign – stage five

This would be two-fold. Firstly, it will be about targeting hotspots, such as flats and other key areas to increase recycling rates. Secondly, it will be about targeting key areas to encourage them to use the garden waste service – especially areas where we already have customers. We will also work closely with local businesses, schools, the college, the university and other key establishments.

Online promotion – throughout the campaign

We will encourage people to sign up to our services online at www.chichester.gov.uk throughout the campaign, using our 'save time, do it online' strapline. We will also use social media to constantly promote our messages and utilise 'boosting' to reach people across our district.

Chichester District Council

CABINET

12 April 2016

District Council Car Parks – Review of Payment Options

1. Contacts

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2. Recommendation

- 2.1. That the options for Parking Payment as set out in Appendix 1 (Table 1) be approved for implementation**
- 2.2. Members consider, based on the review of the Pay on Foot scheme at the Avenue de Chartres car park (Appendix 1, Section 2), whether further work should be undertaken on the Pay on Foot system at the Cattle Market car park**
- 2.3. That the Head of Commercial Services be authorised to give appropriate notice of any revised changes to parking payment methods pursuant to the Off-street Parking Places (Consolidation) Order 2016 and the Road Traffic Act 1984.**

3. Background

- 3.1. Vehicle drivers are being offered an ever-growing range of ways to pay for parking. As in so many other areas of retail, parking transactions are going cashless. In January 2015 a 'pay on foot' method of parking was introduced in the Avenue de Chartres multi-storey car park. This report provides a review of the pay on foot project along with some considerations for the future of parking payment options.
- 3.2. Chichester District Council owns and manages 29 car parks in the district, with over 90 machines located in these car parks. Whilst coins are the current standard method of payment, debit card payments have been enabled in 9 of CDC pay and display machines since 2012. In addition, smart card payments can also be made within some car parks and were introduced at a time when payment by debit card was less reliable than today. In January 2015, with the introduction of Pay on Foot at the Avenue de Chartres car park, the 15 payment machines were replaced with 5 payment machines accepting cards and notes.

- 3.3. *Pay on foot* - the review of the Pay on Foot system (Appendix 1 Section 2) and feedback from customers (Appendix 2) has revealed that 60% of respondents stated that they found Pay on Foot parking more convenient and that they preferred it. In general customers confirmed that Pay on Foot had not changed the amount of time they stay in Chichester city. This is also evident in the income received from the Avenue de Chartres car park, which has not increased noticeably since it went live over 12 months ago. Feedback from the BID suggests a preference for a pay on foot style of parking to be introduced in the three major car parks in the city although no consensus on this matter was reached via the Parking Forum.
- 3.4. *Other payment options* – the Parking Forum are very supportive of payment methods by phone and support a variety of other enhancements to the parking service.

4. Outcomes to be achieved

- 4.1. To ensure Chichester District parking payment options remain attractive to customers and encourage the use of car parks.
- 4.2. To ensure car park payment options are cost effective.
- 4.3. That car parks owned and managed by Chichester District Council are customer-friendly and meet their needs.
- 4.4. That the best use of Council assets is maintained through the effective and efficient use of car parks, ensuring maximum potential.

5. Proposal

- 5.1. The proposed options as set out within Appendix 1 (Table 1) are recommended for approval.
- 5.2. Members are also asked to consider whether further more detailed work should be undertaken on the introduction of Pay on Foot to the Cattle Market car park.

6. Alternatives that have been considered

- 6.1 A series of options have been considered and are detailed in Appendix 1 together with reasons why they are not recommended for implementation where appropriate.

7. Resource and legal implications

- 7.1. It is expected that the proposed changes should not only assist with encouraging additional use of car parks but may also increase income received through the car parks. In that respect they should be self-financing. There will be minor costs associated with new signage as well as changes to back office software; these costs are contained within the service's revenue budget. The costs associated with replacing pay and display machines to ensure that card payments can be made are covered

within existing asset replacement budgets. A payment by phone system may require expenditure to replace the existing phones held by Civil Enforcement Officers; this is not expected to exceed £1,000 and can also be contained within existing equipment budget.

- 7.2. However, the expected cost of a Pay on Foot system for the Cattle Market car park is in the region of £170,000 and will require a full PID and business case to be developed if members wish to take this further. Based on the review of the ADC scheme there is unlikely to be a financial payback or return on investment.
- 7.3. The Parking Order will require amendment before the proposals are implemented, to ensure that the Order reflects all parking methods available.

8. Consultation

- 8.1. Public consultation was undertaken in January 2016 by the Corporate Information Team. The consultation asked for people's views and experience of the Pay on Foot in Avenue de Chartres car park and also included a number of questions about general car park use and payment options for all parking areas in Chichester City. A summary of the response received is included at Appendix 2.
- 8.2. The Chichester BID were asked for feedback from local businesses. This feedback is included within Appendix 1.
- 8.3. The proposed options were considered and discussed with the Chichester District Parking Forum on 15 March 2016, which supported additional payment methods being offered within car parks. The Forum had a good debate and noted that other forms of payment methods had become mature since Pay on Foot was introduced and supported other forms of payment such as payment by phone, card and virtual permits. The BID remain supportive of Pay on Foot in the remaining two gateway car parks.
- 8.4. Any recommended changes to parking payment options will be advertised and consulted on, before the Parking Order is amended.

9. Community impact and corporate risks

- 9.1. Any introduction of new parking payment methods must be based on sound evidence from customers that the methods are supported and will be used. As with any new option for payment there is a risk that these new introduced payment options may not be used.

10. Other Implications

Crime & Disorder:	None
Climate Change:	None

Human Rights and Equality Impact: Whilst there is no legislative requirement to provide designated disabled bays free of charge, this has been the case within the district for a number of years.	None
Safeguarding and Early Help:	None

11. Appendix

Appendix 1: Parking Payment Options Report

Appendix 2: Summary of Consultation

12. Background Papers

13.1 None

Appendix 1

Parking Payment Options

1) Ensuring that Chichester District parking payment options remain attractive to customers and customers are encouraged to use them.

At a national level, pay and display methods using cash are still the most common parking payment method. However, cashless and contactless payment methods are now becoming more widespread. Customers want to be able to pay for services as seamlessly as possible, using new technologies where appropriate. Customers expect a quick and effortless service, and one way of doing this is to have an online parking account where drivers are able to manage their details and automatically pay for a service as they use it.

However, many customers remain keen to use cash – this is partly due to it being perceived as ‘easier’ and more reliable. People are sometimes reluctant to set up a new payment account because this is unfamiliar. Any changes to parking payment methods must consider the customer base and demographics – i.e. an ‘evolution’ in parking payments rather than a ‘revolution’ – rolling out new payment options but retaining cash or other payment methods as an option to ensure good customer service for all.

1(a) Payment by Coins

Where coins are accepted there is the need to securely collect and process the income at a cost to the authority. There is also the risk of break-ins to payment machines with a potential loss of income. Reducing the amount of coins coming through the authority will decrease the cost of processing this income and loss from theft. Whilst the number of parking payment machines can be considered to determine whether a reduction can be made to generate a revenue saving on maintenance, unless the actual proportion of coins coming through the system is reduced there will not be a saving on the collection and processing costs. The new £1 coin which will be introduced in 2017 will require the existing machines to have an upgrade.

1(b) Payment by Credit / Debit card

Contactless card payments, unlike contact chip or chip and pin transactions, are designed to occur offline – i.e. the terminal doesn’t connect to the bank. This speeds up the transaction significantly. From January 2016 all card-payment machines being deployed within the parking industry must include contactless functionality. This will further reduce the cost and hardware support as well as potentially reduce transaction charges.

Work is currently being undertaken to replace some of the older Pay and Display machines with new machines – for which a large proportion will be capable of taking debit card payments. The recent survey of car park users has revealed that the popularity of paying with coins has decreased since 2012 when the previous survey was undertaken. This survey also revealed that customers would like to see more debit / credit card payment options within car parks and the introduction of payment by mobile phone (including apps – see 1(c) below).

1(c) Payment by Mobile Phones / Apps

Many people now manage their lives via their smartphones, so it is inevitable that mobile cashless parking is attractive. Parking using a cashless system is seen as quicker and more convenient by many customers, who do not have to stand in all weathers using a parking payment machine and can top up remotely if they stay longer than they had estimated when they first paid. 'RingGo', the largest provider of phone parking in the country, processed a record 2.5m parking sessions in September 2015, a rise of 150% on January 2014. Motorists paid a total of £12.4m to leave their vehicles at one of the 700,000 spaces where 'RingGo' is available.

Initial discussions have been held with companies who are able to provide a payment by phone method of parking. The first time a customer uses the service they call the telephone number displayed on the car park signs (a local rate number), provide their car details & credit/debit card information, a location number and how long they want to park for. The customer's credit/debit card is billed immediately and the funds sent directly to the Councils merchant account. Whenever the customer wishes to use the service again the system recognises their mobile telephone number and asks them to confirm the registration of the car they are parking (or lets them specify a different one) and the location code of the car park plus how long they wish to park, this call normally takes no longer than 30 seconds.

Customers can choose whether to receive a text reminder when their pre-paid parking is about to expire (at a cost of 10p) and they can extend their stay by making an additional call if they wish (assuming the particular car park terms and conditions allow it). Each call costs 20p which is described as a "convenience fee" and this is retained by the supplying company, with the parking fees being paid to the Council. Whilst there is a fee attached to this for the customer it is considered that customers are prepared to pay this for the convenience of the service.

Enforcement of the pay by phone service by Civil Enforcement Officers (CEO) is undertaken via a special application loaded on to a standard mobile phone, smartphone or integrated handheld device enabling the CEO to access details of all parking sessions in real-time. There may be an initial cost to the authority to provide the equipment to CEO should their existing devices not support the system.

The system can be accessed via an internet page so it is accessible from anywhere by anyone with a valid userid and password. Customers can view their accounts, print off receipts and change their personal details and preferences, with staff having access to a web-based back office system where all of the parking transactions can be viewed in real time or historically.

Introducing a payment by phone / app method of parking within the district would result in a reduction in the cost associated with coin payment collections and would also provide another method of payment for the customer, which could potentially result in an increased level of income. In addition, research consistently demonstrates that drivers are more likely to be compliant with parking regulations if

payment methods are made as easy as possible, which could result in a reduction in the amount of Penalty Charge Notices (PCN) being issued. The most quoted reason for taking a risk with not paying for parking is the lack of sufficient loose change.

It is also believed customers are more likely to purchase time not limited by available cash in their pockets, and therefore tend to purchase an over-estimated amount of parking time. A payment by phone / app method of parking will also eliminate the transfer of tickets from one vehicle to another which would assist with responding to challenges to PCNs and may also increase income. Payment by phone / app parking also provides a clear audit trail linking the purchase of a ticket to a particular registration.

Pay and Display machines inevitably suffer downtime due to coin jams, petty machine vandalism and coin box attacks. Where a payment by phone / method is introduced the customer can park without the need to use the machine. The Parking Forum are also very supportive of payment methods by phone.

1(d) Cashless parking

The parking industry has developed over recent years to include a number of other systems which provide parking using a 'cashless' system where the customer registers a parking activity using an online system and the car park is monitored by automatic number plate recognition (ANPR) cameras to track usage of the car park. These methods of parking payment are being actively considered by this authority. However, the Government has legislated against enforcement by CCTV cameras in some cases and it would mean moving away from the Traffic Management Act 2004 to operate.

This is therefore not recommended at this stage and instead a watching brief is suggested to determine whether there may be other methods of payment to implement at a later stage.

2 Pay On Foot – Review

The Pay on Foot system of parking was introduced to the Avenue de Chartres car park in January 2015 and has meant that approximately 23% of all car parking spaces owned and managed by Chichester District Council in the city are now Pay on Foot - approximately 15% of all spaces across the district. The Avenue de Chartres car park is a gateway car park into the city and the second largest car park (Cattle Market being the largest).

A Pay on Foot system enables users to park and not pay until they wish to leave. This means users do not need to worry about how long they stay and the possibility of receiving a Penalty Charge Notice. It is also suggested that the longer someone stays, the more they are likely to spend in the local economy. One of the other benefits of the new system is that the payment machines can be re-set remotely.

The approved PID for ADC estimated an increase in income as a result of the implementation of the Pay on Foot system of 15% – i.e. approximately £59,000 per annum. An analysis of the usage and income from the Avenue De Chartres car park has been undertaken, since the Pay on Foot system went live. There has been a

small increase in income within the car park since the system was introduced. Income received since the system went live is £410,018, which compares to £386,985 for the same period the previous year - an increase of £23,033. However, the fact that an increase in parking tariffs was introduced during the period and taking account of the cost of the handling calls through the intercom¹ means that no significant increase in income has occurred during the first 12 months of operation. An analysis of the average length of stay also suggests that this has not increased to date. The reason for the lower than expected increase in income may be due to a number of factors: driver behaviour can mean that people over-pay with pay and display; the number of season ticket holders who use the car park along with commuters and some customers prefer other car parks in the city.

The potential for re-allocation of patrolling hours of the CEOs to other areas that require enforcement was as expected, as was the removal of the requirement to replenish tickets in the 15 Pay and Display machines and to empty each machine of cash. This re-allocation of enforcement has occurred, although not initially as there was a noticeable amount of time spent by the CEOs in resolving installation issues. There has also been additional involvement from the administration team within Parking Services to deal with issues through the barrier intercom system, along with involvement of the Careline service to take out of hours calls. The number of calls being received initially was quite high but has now reduced. However, they are still a factor when considering whether a Pay on Foot system should be rolled out further including the impact of an increased workload for staff within Parking Services and Chichester Careline in dealing with these calls.

The Pay on Foot method of parking was new not only to our local residents in the city, but also to staff within Parking Services who have had to consider issues as they arise and deal with these accordingly. This has taken a significant amount of time within the team. A project such as this is not one which can be tested in parallel to another system in place – this must be tested once 'live'. Despite several notices placed within the car park advising customers of how the system operates, there have been a significant number of cases where members of the public have either attempted to pay upon arrival at the car park or who have arrived at the barrier believing that they are able to pay. This again has taken some time for staff to deal with but these types of occurrences have now reduced.

Cabinet agreed that Blue Badge Holders who previously did not pay to park at the ADC car park should pay for parking, as there was no feasible alternative method of providing parking free of charge within the car park once the system had gone live. There have been one or two customers who are not happy with this approach. However overall there would appear to be few issues and there are still a large

¹ The system implemented uses Automatic Number Plate Recognition (ANPR). This scans the vehicle registration and allows access to or exit from the car park. The industry expectation for accuracy of an Automatic Number Plate Recognition system is around 93%. The system in place within the Avenue de Chartres has been operating within or higher than this expected level (96% accurate at times). Given the number of spaces within the car park and the expected usage levels, there will therefore always be a number of vehicles where the system will not pick up the registration effectively. The drivers of these vehicles push the button at the exit of the car park for the barrier to be raised remotely or to provide instant support to customers.

number of free parking spaces designated for Blue Badge holders within the city and the ADC car park is not a popular choice for many Blue Badge holders.

The project itself demonstrated that capital cost is only one consideration as design, reliability and capacity all carry significant risk of loss of revenue and public support through the implementation process.

A survey has been undertaken of customers (which is summarised in Appendix 2). This has revealed that 63% of respondents rated their satisfaction with the pay on foot system at 7 or more out of 10. Popular suggestions for improvement included the introduction of more payment machines, more / better signage to help people find the payment machines and more reliable payment machines and barriers. Around 60% of respondents stated that they found pay on foot parking more convenient and that they generally preferred it. Generally, respondents said that pay on foot had not changed the amount of time they stay in Chichester city. However, 39% of customers who were surveyed in the ADC car park (as opposed to online), and who were not season ticket holders said they stayed longer in Chichester city because of pay on foot.

The Chichester BID was asked for feedback to represent their view and that of local businesses. Feedback suggests that there is concern that the ADC car park was not the most popular car park – as a result of the fact that surface car parks are generally preferred. The view of the BID is that changing the system of payment would not change that dramatically. The BID feel that the latest refurbishment works to the ADC are a great improvement but have stated that they feel that the change to a Pay on Foot system within the car park could have been better advertised, with better signage on the outside of the car park. The BID would also like to see additional signage within the car park and further payment machines. The BID's preference is for Pay on Foot to be installed in all three major car parks in Chichester city and would like incentives to be provided to encourage use of the car parks. Feedback from one restaurant in South Street in Chichester suggests that the number of guests who request to pay their bill quickly as their car park ticket is running out has declined since the Pay on Foot system was introduced. They also stated that their dessert sales have increased by 2%, which may be a coincidence or a direct result of the Pay on Foot system in place.

A Civil Engineer has produced designs of several car parks within Chichester city to consider whether they were suited for the best locations for the potential roll-out of the Pay on Foot system to other car parks.

3. Encouraging customers to use car parks owned and managed by Chichester District Council as they meet their needs and are user-friendly.

3 (a) Safer Parking Award

Car parks within Chichester city are all currently covered by the Park Mark Safer Parking Award, which is administered by the British Parking Association (BPA) and supported by the Home Office and the Association of Chief Police Officers. This accreditation is primarily aimed at the prevention of criminal behaviour within the parking environment, and therefore requires owners / operators to adopt an active management strategy to ensure that there is minimal occurrence of crime. The

existence of this accreditation assists with reducing crime and the fear of crime in car parks and provides assurance to the general public that measures have been introduced to ensure that the parking facility is a safe environment.

Work is currently underway to assess all rural car parks within the district with the ultimate aim that all rural car parks will eventually be covered by the Safer Parking Award. There will be a minimal revenue increase in budget required for this.

3 (b) Customer assistance

Many private car parks provide 'zoned' areas, numbered spaces / rows or sensors to assist customers to find a space. These options tend to be in place only in larger car parks and, whilst providing an easier mechanism for customers to locate their vehicles, do have an initial cost and an on-going revenue cost.

It is recommended that a system of zoning / numbering rows should be considered for the larger car parks in Chichester city.

3 (c) Data and Apps

There is currently no open, centralised database of parking spaces in the UK, although other European countries have implemented one. This is likely to change, and once implemented it will allow a better service to the motorist, along with benefits to parking providers who are able to feed information to a central app. Currently there are a number of car parks in the city which have real-time data on the number of vacant spaces. A link to the data is provided through the council's website.

Future expansion of this service should be considered, as part of the consideration of parking demand within the district. This will be subject to financial consideration and agreement with West Sussex County Council.

3 (d) Virtual Permits

With the introduction of a new ICT system within Parking Services later this year, there will be an opportunity to introduce a virtual permit (season ticket) system within the council's car parks. This could result in a potential cost and time saving, given that permits for car parks are currently printed and sent out to customers. One issue for consideration with virtual permits is that currently the majority of permits in the city's car parks are permitted to cover four vehicles. This would reduce to one vehicle if virtual permits were in place.

It is recommended that this is explored further once the new ICT system is in place.

4. Ensuring the best use of Council assets is maintained through the effective and efficient use of car parks, ensuring maximum potential.

4 (a) The use of car parks by third parties

Parking Services works very closely with both the Public Relations and Estates teams to consider opportunities for advertising, sponsorship, and the use of car parks by third parties for events, etc. Whilst revenue has been achieved through the

use of the ADC multi-storey car park for advertising, planning considerations have meant that advertising opportunities have not been rolled out to surface car parks.

Work to explore whether advertising can be provided within surface car parks should be undertaken.

4 (b) Making optimum use of the existing parking stock

West Sussex County Council has engaged a consultant to review parking spaces within Chichester city. This review is also giving some consideration to the number and location of spaces within council-owned car parks. Further consideration will be given to the number and location of car parks once the results from this study are provided.

In addition, a Civil Engineer was engaged by the District Council during 2015 to provide an assessment of a number of car parks to consider the possibility of introducing additional parking bays. There will be a cost to undertaking this work (in the form of lining works); however, it is considered that this will be paid back by the increased number of parking bays. Little London car park (one of the most popular car parks in the city) has the potential for additional bays and works will be ordered to provide this.

5. Summary of payment and enhancement options

Table 1 below provides detail of consideration of all council-owned car parks and the payment options considered most suitable. Where replacement of machines is suggested this can be undertaken as part of the capital budget using the asset replacement fund. A payment by phone method is likely to have minimal set-up costs as customers will pay the fee for the service upon use. Potential cost to the authority of around £1,000 to upgrade phones.

Table 1: Summary of Payment and enhancement options	
Car Park	Payment Options / Enhancements proposed
Avenue de Chartres, Chichester Currently five machines, Pay on Foot, card, coin, notes payment, season tickets	Pay on Foot already implemented. Virtual permits to be offered. Additional Signage. Further Marketing of car park to encourage use. Zoning of car park.
Northgate, Chichester Currently ten machines, Pay and Display. Coins accepted, cards	Pay on Foot not feasible at this time given the access issues and potential impact on the highway. Re-design of spaces to increase the number of bays in the car park and the number of designated Blue Badge bays. Explore the potential to direct traffic as a one-way flow into and out of the car park, when a Pay on Foot system may be

Table 1: Summary of Payment and enhancement options	
Car Park	Payment Options / Enhancements proposed
accepted in three machines. Season tickets	possible at a later date. A payment by phone / app solution to be introduced, along with additional card payment machines Virtual permits to be offered. Zoning of car park.
Cattle Market, Chichester Currently nine machines, Pay and Display. Coins accepted. Season tickets.	Exploration of Pay on Foot system of parking (estimated capital cost of £170,000 and an estimated net revenue cost of £20,000 per annum). This is subject to consideration of the future of car parks resulting from the outcome of the Roadspace Audit, Chichester Vision and the Place Plan. The experience of Pay on Foot at the ADC suggests that the payback for this project will be a significant period of time. Payment by phone to be introduced. Zoning to be introduced.
Basin Road Currently two machines, Pay and Display. Coin only. Season tickets.	Payment by phone / app and card to be introduced. Virtual permits to be offered.
Westgate Currently five machines, Pay and Display. Coin only.	Currently payment is made by coins. Payment options to be considered alongside the refund process currently in place.
Little London Currently three machines, Pay and Display. Coin accepted, card accepted in one machine.	Payment by phone / app and card to be offered. Re-lining to be undertaken to increase number of bays.
Baffins Lane Currently three machines, coin only.	Payment by phone / app and card to be offered. Potential for consideration of Pay on Foot at a later date.
Orchard Street	Payment by phone / app and card to be introduced.

Table 1: Summary of Payment and enhancement options	
Car Park	Payment Options / Enhancements proposed
Currently two machines, coin only. Season ticket.	Virtual permits to be offered.
St Cyriacs Currently two machines, coin only.	Payment by phone / app and card to be introduced.
South Pallant Currently two machines, coin only.	Payment by phone / app and card to be introduced.
East Pallant / Cawley Priory Currently six machines, coins, and cards accepted in two.	Payment by phone / app and card to be introduced.
Market Avenue / St John's Street Currently two machines, coin only.	Phone / app and card payments to be introduced, along with virtual permits.
Market Road Currently one machine, coin only. Season ticket.	Phone / app and card payments to be introduced, along with virtual permits.
Market Avenue / South Pallant Currently one machine, coin only. Season ticket.	Phone / app and card payments to be introduced. Virtual permits to be offered.
New Park Road Currently three machines, coin only.	Phone / app and card to payments be introduced.
Coach Park Currently one machine, coin only.	Phone / app and card to be offered payments to be introduced.
Grange Road, Midhurst Currently five machines, coin only.	Whilst the design and layout would suit a Pay on Foot system, the next stages of development on the site should be considered before this is undertaken, in addition to the payback period given the tariffs. Phone / app and card,

Table 1: Summary of Payment and enhancement options	
Car Park	Payment Options / Enhancements proposed
Season ticket.	along with virtual permits to be offered.
North Street, Midhurst Currently three machines, coin only. Season ticket.	Phone / app and card payments to be introduced, along with virtual permits to be offered.
Post Office, Midhurst Currently two machines, coin only. Season ticket.	Phone / app, card payments and virtual permits to be introduced.
Pound Street, Petworth Currently five machines, coin only. Season ticket.	Phone / app, card payments and virtual permits to be introduced.
Sylvia Beaufoy, Petworth	Free of charge car park.
Bosham Lane, Bosham Currently three machines, coin accepted. Card facility in two machines.	Phone / app, card payments and virtual permits to be introduced.
Bracklesham Lane, Bracklesham Currently three machines, coin only.	Phone / app, and card payments to be introduced. Designated Blue Badge bays to be introduced.
Crossfield, Fernhurst	Free of charge car park.
East Beach, Selsey Currently four machines, coin only. Season ticket.	Phone / app, card payments and virtual permits to be introduced.
East Street, Selsey Currently two machines, coin only. Season ticket.	Phone / app, card payments and virtual permits to be introduced.
Marine, Selsey Currently two	Phone / app and card payments to be introduced.

Table 1: Summary of Payment and enhancement options	
Car Park	Payment Options / Enhancements proposed
machines, coin only.	
Marine Drive, East Wittering Currently two machines, coin only.	Phone / app, card payments and virtual permits to be introduced.
Northern Crescent, East Wittering Currently two machines, coin only.	Phone / app, card payments and virtual permits to be introduced.

Pay on Foot at Avenue de Chartres Car Park - Consultation 2016

Introduction

In January 2015, the Chichester District Council Parking Services Team introduced a Pay on Foot system at the Avenue de Chartres Multi-storey car park. The Pay on Foot system allows users to pay for the time they have parked at the end of their visit, rather than when they first arrive. The system also includes automatic number plate recognition which reads number plates on entry, matches them to a database of season ticket holders and allows holders to enter the car park without a ticket being issued. The same system allows season ticket holders to exit the car park without being charged. A survey was designed to find out the impact Pay on Foot has had on those who use the car park.

The Corporate Information Team conducted a consultation project on behalf of Parking Services in January 2016. The consultation asked for people's views and experience of the Pay on Foot in the Avenue de Chartres car park since Pay on Foot has been introduced. The survey also included a number of questions about general car park use and payment options for all parking areas in Chichester City.

Methodology

The survey was issued online, with paper copies being made available on request. The survey was promoted on the CDC website, on Facebook and on Twitter. The survey link was sent by email to people who hold a season ticket for Chichester City car parks and who Parking Services hold email addresses for. There was also some local press coverage of the consultation. Members of the Corporate Information Team and Parking services also visited the Avenue de Chartres multi-storey car park at various times of the day and interviewed customers at the car park using iPads. In order to shorten the survey for mobile interviews, some questions were not asked to people completing the survey at the car park.

Some questions in this survey are repeated from a 2012 survey of ADC car park users, which achieved a similar level of response (449 responses) with a very similar methodology. This survey was issued prior to the introduction of Pay on Foot parking and season ticket holders represented a smaller proportion of respondents. Where possible, comparisons have been drawn with the results from this survey.

Executive Summary

- In total, 455 responses to this survey were received. Most of these were submitted online but 67 were completed on iPads in the Avenue de Chartres car park. Almost 2 thirds of respondents (64%) said they had season tickets for Chichester City car parks. Season ticket holders were seen as a large, key group of regular car park users so they were targeted specifically with an email inviting them to complete the survey.
- The most popular long-stay car parks were the Avenue de Chartres, Northgate and Cattle Market car parks. Around half of respondents used these occasionally and around a third used them most days.

- Although some people did say they use the ADC car park because it is pay on foot, these did not surpass the long-standing reasons for using this car park. Specifically, its location relative to shops and places of work and its size.
- Around a quarter of respondents are taking advantage of the new payment options introduced with pay on foot (notes and credit/debit cards). According to survey results, the popularity of paying with coins has decreased since 2012, but the new payment methods have not come close to surpassing the popularity of season tickets.
- Respondents were asked what other payment options they would like to see in Chichester's car parks; debit card machines were very popular and respondents were keen to see these in more car parks. Payment by mobile phone (including apps.) was also mentioned by around a quarter of those who answered this question.
- Opinion was very divided about the signage for the pay on foot system in the ADC car park. Around a third of respondents thought the signage was excellent/good, another third thought it was adequate and the remaining third thought it was poor/very poor. Those completing the survey in the ADC car park (who did not tend to be season ticket holders) were more likely to rate the signage as poor.
- Respondents were generally happy with how easy the pay on foot payment machines are to use; 56.6% of them rated this as good or excellent. However, the number and location of the machines came in for some criticism with more than a third rating these aspects as poor or very poor.
- Generally, respondents said that pay on foot had not changed the amount of time they stayed in Chichester City. However, 39.2% of those who completed the survey in the ADC car park (and who did not tend to be season ticket holders) said they stayed longer in Chichester City because of pay on foot.
- Overall, 37% of respondents had had issues using the pay on foot system. This figure was higher (46.5%) among season ticket holders and lower (25%) among those completing the survey in the ADC car park.
- The most common place to experience issues was the barrier when leaving the car park, although the barrier when entering and the payment machines were responsible for almost as many issues. The most common issues were payment machines not working, barriers being stuck and the system not recognising season ticket holders.
- Most respondents who had issues, had also used the intercom system to ask for help and the vast majority (71.7%) were satisfied with the service they received.
- 62.9% of respondents rated their satisfaction with the pay on foot system at 7 or more out of 10. Improvements that were suggested mostly concerned addressing problems with the existing system rather than adding new features. Popular suggestions were more payment machines, more/better signage to help people find the payment machines and more reliable payment machines and barriers.
- There was extensive familiarity with pay on foot systems; more than 3 quarters (77.7%) of respondents had used pay on foot systems, even if they hadn't used the ADC one. The ADC system compared favourably with respondents saying it was easier to use or the same as other systems respondents had used.

- Around 60% of respondents said they found pay on foot parking more convenient and that they generally preferred it. There was slightly less certainty that pay on foot systems are easier to use, although almost half (47.8%) still said they thought it was.
- When asked about the Pay on Foot system. 60 respondents said they liked the system as it was much more flexible than pay on display, although 29 respondents did report their issues with the system, mainly problems at the exit barrier.
- 20 respondents also mentioned that they feel parking in Chichester should be made cheaper.

Respondent Profile

In total, 455 responses were received to the survey; 388 online and 67 completed on the iPads at the car park.

Almost half of respondents (48.6% - 221 respondents) said they had a single 'X Roving' season ticket. This is a season ticket issued for one car only that allows the user to park at any of the 3 long-stay car parks in Chichester City (Avenue de Chartres, Northgate and the Cattle Market). A further 15.4% (70 respondents) said they had a shared 'X Roving' season ticket – the same ticket but shared between 2 or more cars, who cannot use it at the same time. Respondents who completed the survey on iPads in the ADC car park were far less likely to be season ticket holders – season ticket holders represented just 11.7% of this group while 86.7% of these respondents had no parking pass at all.

The high numbers of responses from season ticket holders can be attributed both to the popularity of season tickets among those who work in Chichester and the email that was sent to them specifically, inviting them to participate in the survey. Since season ticket holders are a large group of regular car park users, their views on the pay on foot system were seen as particularly important. One of the aims of this survey was to determine whether or not season ticket holders are more likely to have problems with the pay on foot system than more casual car park users so it was important these respondents were identified.

5.5% (25 respondents) said they had another kind of season ticket. Further information about what kind was not captured but could include season tickets that are issued for specific car parks (eg. 'B' season ticket, valid in the Avenue de Chartres car park only). Around a third (34.6% - 144 respondents) said they had no season ticket and just 2 respondents (0.4%) said they had a blue badge. The type of parking pass (or lack of one) that a respondent holds has been used throughout this report to analyse their responses to other questions.

7 respondents in 2016 gave an 'other' response for this question. 4 respondents said it was cheaper, 2 said they used it because it is pay on foot and 1 said it was close to Jury Service.

Chichester District Council

CABINET

12 April 2016

Public Spaces Protection Order Consultation Exercise Chichester City

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2. Executive Summary

Public Spaces Protection Orders (PSPO's) are intended to provide means of preventing individuals or groups committing anti-social behaviour in a public space where the behaviour is having, or likely to have, a detrimental effect on the quality of life of those in the locality; be persistent or continuing in nature and be unreasonable. An order, if granted, gives additional powers to the Council and Police to issue notices to individuals breaching the PSPO by carrying out specific identified types of nuisance. The initial view, based on primary discussion with partner agencies, is that any PSPO consultation should be focussed on the city centre and relate to drinking in public areas and concerns about illegal street trading.

3. Recommendations

- 3.1 That Cabinet authorise the Head of Housing and Environment to carry out a consultation exercise relating to the potential behaviours to be included in, and geographical area of, a potential Public Spaces Protection Order.**
- 3.2 That Cabinet approve the attached draft Public Spaces Protection Order and map (Appendices A & D) for the purposes of that consultation.**

4. Background

- 4.1. The Anti-Social Behaviour, Crime and Policing Act 2014 ('the Act') gained Royal Assent in April 2014. The Public Spaces Protection Order provision has been in operation since 20th October 2014. The Act is designed to put victims at the heart of the response to anti-social behaviour, and give professionals the flexibility they need to deal with any given situation.
- 4.2. PSPOs may be used to replace or update existing public space restrictions such as alcohol Designated Public Place Orders and Dog Control Orders. The proposed

PSPO could cover the area of the existing alcohol Designated Public Place Order and a plan of that area is included in Appendix A.

- 4.3. The power to make an Order rests with local authorities, in consultation with the police and other relevant bodies that may be affected and once made can be in force for any period up to a maximum of three years.
- 4.4. A local authority can make a PSPO in respect of any public space within its administrative boundary. The definition of public space is wide and includes any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.
- 4.5. Appeals against a PSPO can be made in the High Court within six weeks of issue by anyone who lives in, or regularly works in or visits the area. Further appeal can be made if a PSPO is varied by a local authority.
- 4.6. The restrictions and requirements included in a PSPO may be wide ranging or targeted on specific behaviours by particular groups and/or at specified times. It must be based on the evidence of that behaviour.
- 4.7. Orders can be enforced by a Police officer, a Police community support officer where authorised by the Police Authority, designated Council officers and authorised employees of other delegated organisations. The Council's Anti-Social Behaviour (ASB) Policy describes the Council's approach to enforcement and states that all cases will be addressed firmly, fairly and proportionately. The policy goes on to say that we will always seek to resolve cases at the lowest level of intervention, taking formal action when the ASB is serious or persistent or when it threatens people's safety or health.
- 4.8. The Council's ASB Policy and delegated powers for enforcement were approved by Cabinet at their meeting of 4 December 2014.
- 4.9. A breach of the PSPO can be dealt with through the issuing of a Fixed Penalty Notice of up to £100, or a Level 3 fine of up to £1,000 on prosecution. In establishing a PSPO, appropriate signage must be displayed in accordance with the requirements of the Act.

5 Outcomes to be achieved

- 5.1 That an exercise to gather the evidence and seek views on a PSPO is undertaken in order that a further report on a PSPO – including its area, and what behaviours should be included – is brought back to Cabinet.

6 Proposal

- 6.1 That the Council carries out a consultation exercise to establish whether behaviour meeting the statutory tests is evidenced within the proposed area, the views of statutory consultees, the public and partner agencies and whether the use of an order appears to be justified on that evidence. The proposed nuisances to be included in the order are that of drinking in public places and illegal street trading. To further consider what area within the city centre should be covered by any

PSPO.

7 Alternatives that have been considered

- 7.1 The Council is not required to consider a PSPO and may determine there is no need for a PSPO, but PSPOs are a relatively new tool which might assist the Council and other agencies to target nuisance behaviours. National guidance indicates that a PSPO is intended as a timely and effective tool which may be useful where other tools or remedies are slow or otherwise inadequate.

8 Resource and legal implications

- 8.1 Staff time will be required to undertake the consultation.
- 8.2 There are legal requirements in consulting on an order, the statute and guidance also set out in detail the further requirements if an order is to be made. This will be covered in the future report as to the making of an order which will also set out the consultation and evidence base. Further information about the legal framework is included at Appendix B.

9 Consultation

- 9.1 The Council's Legal Team has discussed the policy with Licensing Officers and reviewed the experiences of other councils which already have consulted on PSPOs.
- 9.2 Representations received from partner agencies to an initial consultation are attached to this report at Appendix C. Representations from some partner agency representatives have commented as to the potential to consider applying a PSPO across a larger area than that shown on Appendix A.
- 9.3 This report requests that a public consultation exercise is undertaken based on the draft PSPO at Appendix D.

10 Community impact and corporate risks

- 10.1 The Council's ASB Policy enables the Council to deal with nuisance in the District. It enables the Council to achieve its corporate objectives in situations where partnership working or discussion are not available or have been unsuccessful.
- 10.2 If a PSPO is considered by members to be appropriate then it would need to be based on evidence. Failure to gather and consider that evidence would place the Council at legal, financial and reputational risk.
- 10.3 A further risk of proceeding to a PSPO without an evidence gathering exercise is that the Council would not meet the required statutory consultation process.
- 10.4 The primary operational risk is the likely risk of nuisance behaviours being dealt with less effectively by the Council, and that operational activities are therefore hampered by out of date practices. These issues may lead to reducing this Council's effectiveness as an enforcing authority.

11 Other Implications

	Yes	No
Crime & Disorder: If supported a PSPO will directly address aspects of antisocial behaviour.	x	
Climate Change:		X
Human Rights and Equality Impact: See Appendix C	x	
Safeguarding:		X
Other (Please specify): e.g. Biodiversity		X

12 Appendices

Appendix A - Map of existing drinking control area (DPPO)

Appendix B - Legal framework including human rights & equalities

Appendix C - Summary of the initial submissions received from partner agencies

Appendix D - Draft Public Spaces Protection Order for consultation purposes

13 Background Papers

13.1 None

Public Space Protection Order – Appendix B Legislative Framework

Three pieces of legislation will need to be considered should the Council proceed with a PSPO. Some key points are summarised below for information:-

1; Anti-Social Behaviour, Crime and Policing Act 2014

Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 sets out the basis on which local authorities may make a PSPO. It provides as follows:

- (1) A local authority may make a public spaces protection order if satisfied on reasonable grounds that two conditions are met.
- (2) The first condition is that— (a) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or (b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.
- (3) The second condition is that the effect, or likely effect, of the activities— (a) is, or is likely to be, of a persistent or continuing nature, (b) is, or is likely to be, such as to make the activities unreasonable, and (c) justifies the restrictions imposed by the notice.
- (4) A public spaces protection order is an order that identifies the public place referred to in subsection (2) (“the restricted area”) and (a) prohibits specified things being done in the restricted area, (b) requires specified things to be done by persons carrying on specified activities in that area, or (c) does both of those things.
- (5) The only prohibitions or requirements that may be imposed are ones that are reasonable to impose in order (a) to prevent the detrimental effect referred to in subsection (2) from continuing, occurring or recurring, or (b) to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.
- (6) A prohibition or requirement may be framed (a) so as to apply to all persons, or only to persons in specified categories, or to all persons except those in specified categories; (b) so as to apply at all times, or only at specified times, or at all times except those specified; (c) so as to apply in all circumstances, or only in specified circumstances, or in all circumstances except those specified.
- (7) A public spaces protection order must— (a) identify the activities referred to in subsection (2); (b) explain the effect of section 63 (where it applies) and section 67; (c) specify the period for which the order has effect.

- (8) A public spaces protection order must be published in accordance with regulations made by the Secretary of State.

2; The Human Rights Act 1998

The Authority is also bound by the terms of the Human Rights Act 1998 and must not act in a way which is incompatible with a Convention right. Human rights are enforced through existing rights of review and may therefore be taken as points in any challenge to the validity of any Order made by the Authority.

If Convention rights are engaged (as they are with the making of a PSPO) any interference with them must be:

- (a) In accordance with the law (in other words the Council must be satisfied that the statutory conditions in S59 set out above are satisfied)
- (b) In pursuit of a legitimate aim (in this instance the control of activities which, if not controlled, would have a detrimental effect on the quality of life of those in the locality) and
- (c) A proportionate means of achieving the legitimate aim

The two issues which must therefore be addressed for every proposed restriction in the PSPO are whether the statutory criteria are met and whether the restrictions proposed are proportionate having regard to the legitimate aim of preserving the quality of life for everyone who lives or works in or who visits the area to be covered by the PSPO.

3; The Equality Act 2010

The Council must also have regard to the public sector equality duty at s149 of the Equality Act 2010, which is as follows:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in (1) above.

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to: (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. A full impact assessment will be undertaken should a PSPO be made.

Anti-Social Behaviour, Crime and Policing Act 2014 Register and Summary of Responses to initial partner consultation on potential introduction of a Public Spaces Protection Order ('PSPO') (Consultation Period between 4th and 18th March 2016)		
Ref	Respondent	Comments
1	Rodney Duggua Town Clerk Chichester City Council	<p>At officer level the potential control of issues associated with groups of peddlers, non-licensed buskers and dog fouling was welcomed.</p> <p>No real issues were highlighted in relation to street drinking during the “working day” however it was suggested that during evening “the character of the City Centre does change” with a number of highlighted drinking “incidents”.</p> <p>Again, at officer level, support to control ‘chuggers’ (charitable muggers) was welcomed.</p> <p>There was no desire to limit the area to be covered to that of the city centre. Particular emphasis was given to not limiting the area in connection with drinking but to include areas such as Henty Field (at the back of the West Sussex County Council Records Office) and school playing fields, public parks and open spaces.</p>
2	Anne Scicluna City Councillor	<p>Whilst fully endorsing the Town Clerk’s comment, especially about the pedlars, it was also suggested to include the Roman Amphitheatre in Whyke Lane/Velyn Avenue in the “no drinking rule”.</p>
3	Martyn Bell City Councillor	<p>The comments of the Town Clerk were endorsed with reference to ‘Public Parks and Open Spaces’ being included in a potential Order. Priory Park and Oaklands Park were specifically mentioned along with other locations (unspecified) not far ‘outside the walls’ and within the City boundary including the many ‘Twittens’”.</p>
4	Nigel	<p>Agreed with the Town Clerk's comments and would also endorse Anne Scicluna’s comment in</p>

	Galloway City Councillor	terms of including the Roman Amphitheatre site in view of Mr Galloway having allegedly “been told by residents there is a problem in this area”. It is assumed this relates to ‘street drinking’ in the specific location.
5	Trevor Tupper City Councillor	No specific comment offered other than agreeing with those previously made by the Town Clerk and Anne Scicluna.
6	Richard Plowman City Councillor	No specific comment offered other than agreeing with those previously made by the Town Clerk and Anne Scicluna but considered “ some reassurance” was needed about how enforcement would be carried out.
7	Sarah Sharp City Councillor	<p>A comprehensive and thorough reply.</p> <p>The respondent expressed concern about the “alacrity” with using Anti-Social Behaviour legislation via a possible Public Spaces Protection Order to apply to both street trading and drinking although was appreciative that Chichester District Council was intending to consult on this issue - unlike other councils.</p> <p>The respondent was uncertain how either drinking in public or peddling/hawking in Chichester city centre is causing a "misery" to any residents linking it to the broad definitions contained in the Home Office guidance.</p> <p>Peddling</p> <p>Could understand that restaurant and cafe owners would be upset that there are other food outlets without the overheads that they have to pay but at the same time emphasised that we are a free market, defending the right of these on street outlets to offer possibly cheaper alternatives.</p>

Sarah Sharp went on to say “choice and different offer can be precisely what makes the city centre more “lively” and less “dull” and encourage the odd impulse purchase” and “street trading and street food in most countries is seen as something lovely to enjoy”.

Balanced against the above comments was a note in reference to whether Councillors/officers are concerned about the image of these stalls suggesting dialogue with the operators may help to “raise standards”.

Under a section title ‘Community Protection Notices’ the respondent offered the following in relation to street traders/pedlars.

“Although our sensibilities might be offended with the quality of the goods on sale, or the smell of the fried food, I think it would be excessive use of this notice to ban these stallholders by saying the community's quality of life has been spoilt. These peddlers are doing their best to earn a living - another reason not to ban them without thoroughly thinking through the reasons why. They would either have to go elsewhere or would be out of a job if banned everywhere in the district.”

Public Drinking

In relation to the amphitheatre the respondent confirmed there have been a few incidents over the years but did not feel that groups of people who drink in the summer have caused her “harassment, alarm or distress”. There was reference to occasional noise, but this again doesn’t cause the respondent “misery” resulting in her not wanting to ban people from coming onto the amphitheatre with a drink. The main concern was litter and the need for greater focus on supporting people with drinking problems rather than banning them from more and more of the city.

The respondent was clear in terms of the cases of drinking on the bench or on the amphitheatre near Whyke Lane had not caused, in her opinion, “harassment, alarm or distress” however acknowledged that others may be caused more concern.

		<p style="text-align: center;">Chuggers</p> <p style="text-align: center;">References were made by the respondent to occasionally having been approached by representatives acting on-behalf of a variety of charities including Greenpeace/Cancer charities/Barnados etc – but not every day. The respondent highlighted charities dependency on donations and felt their presence in Chichester was not “a huge problem”.</p>
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8	Chief Inspector Justin Burtenshaw Chichester and Arun District Police Commander	<p>Chief Inspector Burtenshaw confirmed he was <i>“fully supportive of the implementation of a PSPO within Chichester”</i> however suggested it would be good to meet as <i>“for what is covered”</i>.</p> <p>He was keen that there should be some alignment with any PSPO powers in Arun District Council to prevent enforcement in one area displacing people to the other.</p> <p>Issues as to who enforces the PSPO powers were raised and that any introduction will need to come with accreditation of people from the Council to enforce as it was highlighted that local PCSO’s will not have all the required powers.</p>
9	Emily King Principal Manager Community Safety & Wellbeing Communities & Public Protection Directorate, WSCC	<p>Broadly in favour of the proposal for the PSPO however it was made clear that an opportunity to discuss the matter in more detail would be welcomed, particularly in regard to the behaviours to be included and the area covered. As with the previous DPPO a strong evidence base illustrating the impact of street drinking and illegal street trading is extremely useful in informing discussions with partners.</p>
10	CDC internal officer comments Communities & Wellbeing	<p>Broadly confirmed there was support for the introduction of a PSPO for the City. However, it was suggested that while the peddling and street trading are perceived to be a nuisance it was felt that there was some value to the wares they provide and contribution they make to the city centre. Further comments were offered in relation to an Order potentially proving an effective means of enforcement but also felt there was a need for clear guidance as to what street trading would be permissible (including buskers).</p> <p>Using the PSPO to curtail street drinking was also supported. From a Wellbeing perspective, the discouragement of street drinking is consistent with other messages regarding the harmful health impacts of alcohol consumption – however it might be useful to consider what activity it might</p>

	<p>Economic Development</p>	<p>inadvertently curtail and whether certain ideas were incompatible? i.e. the introduction of ‘piazza’ style areas and alcohol consumption.</p> <p>It was agreed that the CSP would be an appropriate forum for further discussion.</p> <p>Reference was also made to busking providing a positive contribution to the Chichester street scene. However, it was suggested that it might be appropriate to develop designated sites and slots (as per London Underground) which may assist with both compliance and enforcement with a caveat that landowners or parties pushing for a wider extension should not look to the PSPO as an alternative to their own land/estate management responsibilities and liabilities.</p> <p>1. Peddlers – Yes. Generally supportive of the Council introducing a PSPO to control peddling/illegal street trading in the city centre</p> <p>The main streets attract a range of peddlers and hawkers. Businesses note that there does not appear to be any cohesive management or control of these. Opinions will vary, but generally there is frustration and resentment from business owners that, while they pay considerable rent and rates for their premises, and operate under stringent H&S rules, peddlers do not.</p> <p>Peddlers sometimes obscure shop-fronts and entrances, and when they locate around the Market Cross thoroughfares become squeezed. There can be some associated litter and food smells, and some businesses question how this benefits the ‘ambience’ of the City. Some, however, feel that, well-controlled, some peddlers and street-food sellers can add to the vibrancy of the City – the key word is ‘control’ so there may need to be some separate licencing arrangement for times when we do wish to encourage such traders and, particularly, street food sellers.</p> <p>A BSO undertook a little ‘snap-shot’ survey in December 2014. A week before Christmas, 16 peddlers were counted inter-mingled with the Christmas market. On 23rd December 13 peddlers had established their own ‘mini-market’ around the Cross.</p>
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		<p>This is very relevant to the success of the City Centre, as doing business in Chichester is not always easy. Rents are high and sometimes just small changes in market conditions will mean a retailer moves from profit to loss.</p> <p>2. Street Drinking – No. Not supportive of the Council introducing a PSPO to control street drinking in the city centre</p> <p>Not perceived as a problem in the main streets. There may be the odd anecdote of some minor drunkenness, but there does not appear to be any regular, significant or sustained problem or issue to control. In a city such as Chichester, which needs to expand its events calendar, its night-time economy and its visitor economy, any ‘excessive’ controls under a PSPO may be detrimental to these objectives if the city gets tagged as ‘boring’ and the authorities as ‘kill-joys’.</p> <p>Occasionally there are people drinking perhaps excessively in parks and around the walls, but again not a major problem other than occurrences of litter.</p> <p>3. Buskers – Not seen as a problem and seen more as an opportunity.</p> <p>The main streets attract a range of buskers. Some are licenced and some are not and, again, opinions will vary, but generally buskers (if controlled) are considered to add to the street-scene and vibrancy of the City.</p> <p>The key word is ‘control’. Furthermore, from a visitor economy perspective, there may be a desire to encourage and manage busking to attract more visitors and shoppers to the City and retain them in the city for longer.</p> <p>Chuggers – Seen as a nuisance, but probably don’t need to come under a PSPO unless other councils ban them which might mean they all target towns and cities which do not ban them!</p> <p>4. The area to be covered - It would probably make sense if the area defined within any PSPO covers the area residents primarily use to serve their day-to-day needs – i.e. the retail, hospitality,</p>
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	<p>Environmental protection</p>	<p>transport, entertainment, social, heritage and cultural focal points of the City Centre. This is broadly how we are defining the area under consideration for the Chi Vision project.</p> <p>General comment offered in terms of additional consultees when the full public consultation exercise is undertaken. The following groups were highlighted: Chichester Visitors Group as their members include all of the cultural and visitor attractions in the City (Chichester Festival Theatre, Pallant House Gallery, Novium, Cathedral, Canal, etc.).</p> <p>The respondent also suggested they thought it would be useful to include Chichester University as <i>“they are keen to integrate further into the city and might give a perspective from a student’s viewpoint”</i>.</p> <p>It is difficult to say how many complaints are received about City Centre activity such as buskers or illegal traders. Generally we get a handful of complaints (3-4) a year about buskers but these are generally not deemed to be a nuisance.</p> <p>Dog fouling is currently covered by our Dog Control Order and will be transferred to a PSPO next year when we transfer all DCOs to PSPOs.</p>
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Appendix D

CHICHESTER DISTRICT COUNCIL
ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014
PART 4, SECTION 59
PUBLIC SPACES PROTECTION ORDER

DRAFT

Chichester District Council (the Council) in exercise of the power under Section 59 of The Anti-Social Behaviour, Crime and Policing 2014 (the Act), being satisfied that the conditions set out in Section 59 of the Act have been met, makes the following order:

The Order applies to the public areas shown delineated by the red line on the plan annexed to this Order (the 'Restricted Area'):

- a) No person shall refuse to stop drinking alcohol or hand over any container(s) (sealed or unsealed) which are believed to contain alcohol, when required, to do so by an authorised officer in order to prevent public nuisance or disorder.
- b) No person trading as a pedlar shall:
 - I. Remain in any location for more than 10 (ten) minutes unless it is to make a transaction;
 - II. Locate themselves within 50 (fifty) metres of their previous location;
 - III. Return to any location already occupied in the last 3 (three hours);
 - IV. Obstruct the highway or shop entrances.

Any person who, without reasonable excuse, fails to comply with the requirements of this Order commits an offence and shall be liable, on summary conviction, to a fine not exceeding Level 3 on the standard scale.

This Order shall come into force on and remain in place for a period of 3 (three) years.

Date

Signed

Chichester District Council

CABINET

12 April 2016

Asset Management Plan 2016-2021

1. Contacts

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2. Recommendation

2.1. That the Asset Management Plan 2016-2021 be approved.

3. Background

3.1. The Asset Management Plan (AMP) is a key corporate document which is due for review. It prescribes the way in which the Council arranges itself to manage and maintain both its operational and non-operational property portfolio. Public property assets are estimated to be worth over £370bn nationally and at Chichester the portfolio (operational and non-operational) is currently valued at £115 million, with rental income generated at £2.5m per annum, maintenance costs of circa £400k pa and asset replacement programme costing circa £3m over the next 5 years¹.

3.2. Whilst much of the former AMP remains relevant and useable there are some important issues that have occurred since the former plan was approved that have been given careful thought as part of this review:

- (a) A review of current best practice guidance e.g. RICS; CIPFA etc. has been undertaken to ensure that the new plan conforms
- (b) The Council's operating model has changed following the recent recession to one that emphasises commercial activity as a means to protect and develop services
- (c) Technological improvements have been made and a new financial system purchased that could improve data retrieval and knowledge management
- (d) Devolution and service sharing has grown in importance and this is likely to accelerate over the coming months/years
- (e) There is an accepted recognition that savings can be made from the public property portfolio
- (f) The Council is pursuing a New Ways of Working (NWOW) project and flexible working programme
- (g) The Council now acts as agent for Arun District Council in providing its property management service

¹ Pre Westgate transfer

4. Outcomes to be achieved

- 4.1. The AMP contains policies and procedures that will ensure the portfolio is effectively managed, that the Council's property remains fit for service needs and that non-operational property delivers an acceptable rate of return. The AMP contains specific outcome measures to monitor performance, indicate where improvement might be made and supports the delivery of the Council's priorities contained within the Corporate Plan.

5. Proposal

- 5.1. That the revised AMP, contained in the Appendix, is approved.
- 5.2. The AMP covers Organisational arrangements including linkages to Corporate Structure and Strategies and roles; Consultation; Data Management; Performance Management and Monitoring; Programme and Plan Development and Implementation including Property Review and Rationalisation, Shared use and/or co-location, Capital Programme, Repairs and Maintenance Programme, Acquisition Programme and Disposal Programme as well as Performance Information. The AMP includes an Action Plan that will be reviewed annually.
- 5.3. The revised AMP confirms the role of the Commercial Programme Board in relation to strategic property management and simplifies the process for identifying and planning for the service needs for property via the Service Plan/Corporate Plan.
- 5.4. It retains the role of Corporate Property Officer and proposes the integration of property and financial data to aid data collection and interpretation.
- 5.5. Finally, it proposes a new, simplified, suite of objectives for holding for holding property and their associated performance indicators to ensure that the Council's property assets remain fit for purpose.

6. Alternatives that have been considered

- 6.1. An AMP is not a statutory document and the Council could choose not to adopt one. However, with the increased emphasis being placed by Council on commercial activity, especially that associated with property assets, it is considered appropriate to have a strategic document that ensures this function is properly controlled and managed and subject to Member scrutiny.

7. Resource and legal implications

- 7.1. There are no specific implications for resources and the implementation of the AMP will be undertaken within existing staff resources, although specialist skills will be appointed to deliver project work where required. Effective asset management is designed to ensure that assets are held and managed to best financial advantage.

8. Consultation

- 8.1. A small group of officers comprising a representative from the Estates, Building Services, Corporate Improvement and Finance teams have led the review under the direction of the Executive Director and Commercial Programme Board. Relevant Heads of Service and managers have provided input into the review.
- 8.2. Both Portfolio Holders (Cllrs Keegan and Finch) have also been engaged and consulted throughout the process.
- 8.3. The revised draft has been considered by the Commercial Programme Board and approved for consideration by Cabinet.

9. Community impact and corporate risks

- 9.1. These are identified in the AMP together with the way in which community requirements are reflected in the asset management process.
- 9.2. The only risks are associated with not having an adequate AMP which leads to ineffective property management and an asset base that is not fit for purpose with inherent health and safety and financial risks.

10. Other Implications

	Yes	No
Crime & Disorder: Council property development follows “secure by design” principles and this will have a positive impact on crime levels	x	
Climate Change: there are measures within the AMP that focus on energy consumption which will have a positive impact.	x	
Human Rights and Equality Impact:		x
Safeguarding and Early Help:		x
Other (Please specify): eg Biodiversity		x

11. Appendix

- 11.1. Asset Management Plan 2016-2021.

12. Background Papers

- 12.1. None

Asset Management Plan

2016-2021

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1. The extent of the Council's Property Portfolio.
2. Service Strategy objectives and targets that involve property assets.
3. Performance Indicators: Relationship between Approved Property Holding Objectives, Property Performance Indicators and Local Performance Indicators.
4. Acquisition Programme
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6. Action Plan 2016/17

Foreword

The Asset Management Plan (AMP), as approved by the Cabinet and Council, provides the framework and procedures for Chichester District Council when dealing with landed property matters. The AMP takes account of the latest Government initiatives and guidelines for Local Authorities. The Council has, during the formulation and continuous review of its AMP, taken account of the recommendations contained in the former Audit Commission's publication; Hot Property - Getting the most from Local Authorities Assets and the former Department of Transport, Local Government and Regions (DTLR) (now Department for Communities and Local Government DCLG); Asset Management of Local Authority Land and Buildings - Good Practice Guidelines 2000 and RICS Guidance 2005.

The Guidelines and Procedures incorporated in the Asset Management Plan are reflected in Annual Service Plans and approved annually by the Cabinet and/or Full Council where required by the constitution e.g. major capital projects. Minor changes to the Plan are effected under delegated powers.

The AMP is a Strategic Council document, designed to assist both Members and officers when giving consideration to land and property in support of delivery of the Council's objectives and pledges to the community. The AMP should be considered in conjunction with, and informs, the Financial Strategy.

Public property assets are estimated to be worth over £370bn nationally and at Chichester the portfolio (operational and non-operational) is currently (October 2015) valued at £115m, with rental income generated at £2.5m per annum, maintenance costs of circa £400k pa and asset replacement programme costing circa £3m over the next 5 years. The financial figures are therefore compelling but the need to ensure the portfolio is effectively managed is also predicated on the need to ensure that the Council's property remains fit for service needs and that non-operational property delivers an acceptable rate of return. The AMP will be used to co-ordinate the management, maintenance and review of the Property Portfolio to ensure these objectives are met.

Cllr Gillian Keegan (Cabinet member for Commercial Services)

1. Organisational Arrangements

1.1 General Considerations

1.1.1 The Local Government Act provides local authorities with general powers to look after the social, economic and environmental well-being of its administrative area.

1.1.2 When considering property the Council has two distinct roles in Chichester:

- (a) Through the ownership of the portfolio it is a landlord/landowner.
- (b) It is a local authority.

The Council has a general power of competence contained within the Localism Act 2011 and in addition has specific statutory powers to acquire and hold property. These are:

- (a) A present or future operational purpose.
- (b) Proper planning of the District including the prevention of inappropriate development.
- (c) To facilitate strategic planning and appropriate economic development including fostering employment opportunities.
- (d) For the purposes of the prudent management of its financial affairs

1.1.3 While property is held for the above purposes, this Asset Management Plan (AMP) ensures the Council manages the portfolio to its best advantage.

1.1.4 The Commercial Programme Board (CPB) is responsible for the strategic management of the Council's assets via the implementation of the AMP. It makes recommendations to the Cabinet (and Council if required by the constitution) via the Senior Leadership Team (SLT) (which comprises the Chief Executive, two Executive Directors and the Head of Finance and Governance) on the approval/revision of the Council's AMP to co-ordinate with the requirements of the Council's Corporate Plan. The AMP provides a Strategy for the Council's present and future requirements for property assets. The AMP is dynamic and has and will continue to be revised, normally annually, to reflect the changing needs of the Council and the community.

1.2 The Council's Property Portfolio

1.2.1 The assets owned by the Council can be categorised into the following types:

Property Plant and Equipment (PPE) comprising:

Land and Buildings

Vehicles, Plant Furniture and Equipment¹

Infrastructure Assets

Surplus Assets

Assets under Construction

Assets Held For Sale

Investment Properties

Property is categorised as an Investment Property only if it is held solely for Investment purposes. The Council holds many properties that have been let on commercial leases but as these are held for purposes such as economic development, planning and community purposes they are categorised as PPE.

- 1.2.2 All landed interests are held corporately not by individual services. District Council objectives for holding property assets are set out in Appendix 3.
- 1.2.3 The makeup and value of the Council's Property Portfolio is summarised in Appendix 1.

1.3 Linkages to Corporate Structure

- 1.3.1 The Council's AMP has been developed in order to better deliver the Council's objectives that are set out within: The Sustainable Community Strategy; The Corporate Plan and Service Plans. In addition, a Local Strategic Partnership (LSP) (now known locally as Chichester in Partnership) was established in 2002 that will inform these Plans as and when they are reviewed. The AMP will respond to these reviews to ensure that its contribution to objectives remains effective. A summary of these Strategies and Plans is set out below and their relationship to the AMP is represented in Figure 1 below. The Council's Financial and Investment Strategy interrelates with the AMP. Internal Procedure notes, such as the one dealing with disposals, provide added guidance.
- 1.3.2 The Sustainable Community Strategy (2009-2026) involves all three tiers of Local Government - the County, District and Parish Councils and other partners. The Strategy supports detailed policy plans such as Education, Social Services, Housing and Economic Development. The priorities contained within the Strategy are: Economy; Environment; Health and Well-Being; Housing and Neighbourhoods and Transportation and Access.
- 1.3.3 The Corporate Plan (2015 - 2018) envisages: a place where businesses can flourish; where communities are active happy places; where residents and visitors can find good cultural, leisure and sporting activities; and where a good quality of life is open to all. The Corporate Plan is the District Council's contribution to the Sustainable

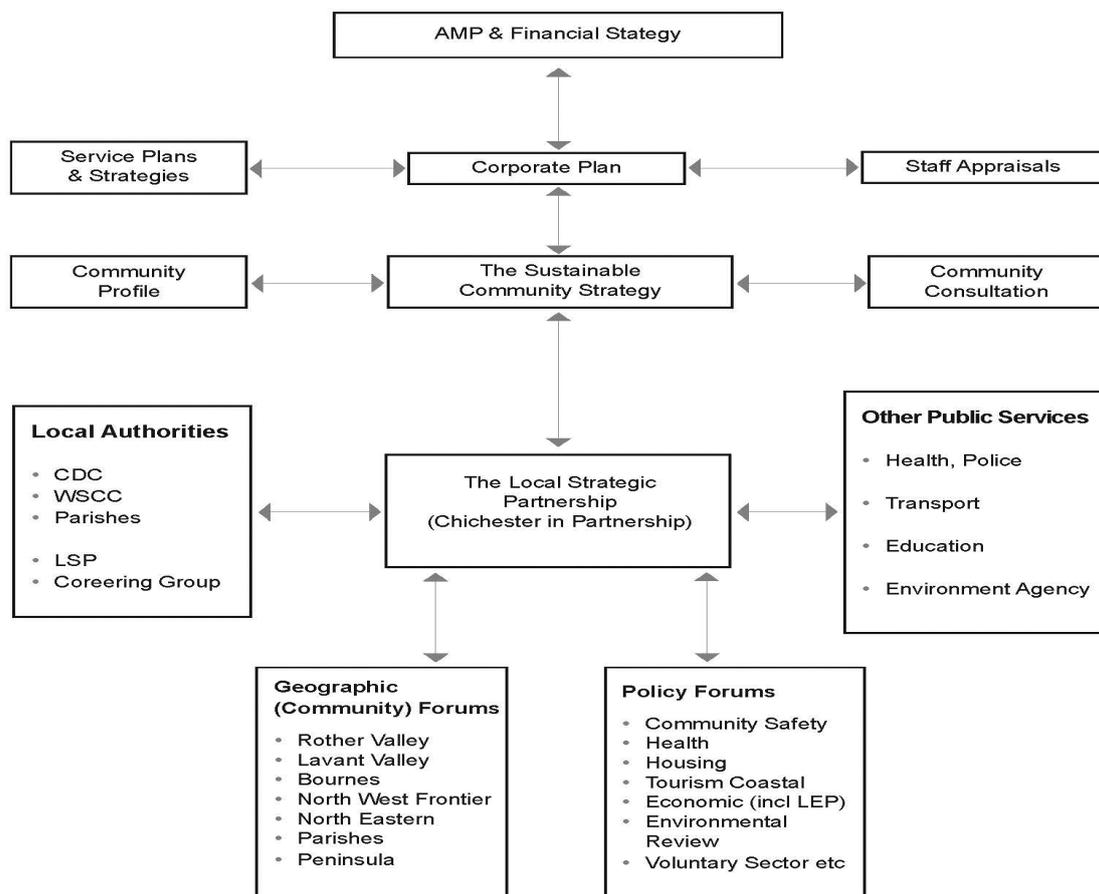
¹ Not considered as part of this Plan

Community Strategy. It contains a set of guiding principles and the following five priority themes:

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

Figure 1:

Relationship between AMP/Financial Strategy and other Corporate Strategies and Groups



1.3.4 The Council's overriding objective and operating model is to retain services; delivered in the most efficient way; generate income and be more commercial in the way that it operates.

1.3.5 Service Plans - these documents will incorporate any property asset requirements of the service. They are reviewed annually and will cover key issues such as:

- Maintenance standards;
- suitability and sufficiency of current property assets;
- future property needs and
- Surplus property.

1.4 Devolution and Service Sharing

1.4.1 The District Council, faced with growing financial challenges, is implementing new ways of working (NWOW) and exploring partnering with both the public and private sector to deliver services in the most effective and efficient way for the benefit of its communities. It is also (March 2016) engaged with public sector partners across East and West Sussex and Surrey to request additional devolved powers from central government in order to deliver growth more quickly and appropriately. These initiatives could have a direct impact on the Council's property portfolio, including the possibility of a centrally managed public sector estate. The implications of all of these initiatives on the Council's property assets will be regularly reviewed as the position develops.

1.5 Service Strategies

1.5.1 Service Strategies/Plans exist in the following areas and contain specific property related objectives which, following an options appraisal and prioritisation are, or will be, included within the Corporate Plan, subject to the availability of resources:

- Air Quality Action Plan (2015-2020);
- Climate Change Strategy (2008-2013);
- Coastal Defence Strategies (Pagham to East Head; North Solent Shoreline Management Plan and Beachy Head to Selsey Bill Shoreline Management Plan);
- Strategic Community Assessment (2015-2016);
- Destination Management Plan/Tourism Strategy (under review);
- Economic Development Strategy (2013-2019);
- Digital Access Strategy (2015-2018);
- Health Improvement Strategy;

- Chichester District Council Housing Strategy 2013 -18 (Reviewed 9/2/16)
- Chichester District Council Homelessness Strategy 2015 - 2020;
- Local Plan (2015-2029);
- Contaminated Land Strategy (June 2015);
- Private Sector Renewal Strategy
- Waste Minimisation Strategy

1.5.2 As new strategies are developed or existing strategies are reviewed the Corporate Property Officer and CPB will consider the implications on the corporate estate.

1.6 The Corporate Property Officer (CPO)

1.6.1 The CPO has defined responsibilities that collectively enable the Council to implement:

- Strategic Asset Management
- Tactical Asset Management
- Day-to-day Property Management

1.6.2 The CPO is the Executive Director (with responsibility for the estates and building services functions) who has the following roles and responsibilities associated with the AMP:

- (a) Implementation of the AMP.
- (b) To Chair the Commercial Programme Board meetings.
- (c) To communicate to Members and SLT/CMT on progress in delivering the AMP.
- (d) Assess the results of data analysis and determine what action is necessary to ensure the Council's property continues to contribute to the Council's objectives and priorities.
- (e) Assist with the preparation and review the Council's SCS, Service and Corporate Plan (including the Finance Strategy) and determine the ability of the Property Portfolio to effectively achieve delivery of the identified property requirements.
- (f) Identify future property requirements and regularly review under-used or void property to ascertain whether they are able to meet future property needs or should be earmarked for disposal or investment.
- (g) Develop and co-ordinate property reviews.

- (h) Assist Heads of Service to develop their strategies and Service Plans so as to incorporate asset management.
- (i) The CPO is accountable to the Cabinet via the Commercial Programme Board and SLT; in turn the Cabinet is accountable to the local community.

Responsibilities

- (a) Obtain the required data from Heads of Service, analyse the data and produce the required statistics for the performance indicators. Ensure performance indicators remain relevant to measuring the Council's objectives set for managing and holding property and review as necessary.
- (b) Ensure the Valuation and Estates Manager maintains a Property and Maintenance Management System with cross-service capabilities to enable the compilation of data for the formulation of all property performance indicators and benchmarking statistics.
- (c) Direct the day-to-day management of the Property Portfolio via the Estates Service except where such responsibility is devolved to service managers.
- (d) Co-ordinate necessary training related to Asset Management for officers and members.
- (e) The CPO acts within the requirements of legislation, Council procedures and Standing Orders. The CPO will submit reports for decision by the Cabinet/Council on all landed property unless the proposal can be dealt with under his delegated powers.

1.6.3 The CPO is also a member of the SLT and therefore is able to maintain a strategic understanding of the Council's property requirements.

1.7 The Commercial Programme Board

1.7.1 The Commercial Programme Board (CPB) is responsible, amongst other things, for the coordination of strategic property planning via the AMP. The CPB provides a cross service, high-level strategic overview of the requirements for land and property necessary for the delivery of services to the community that has been identified through Council approved Corporate and Service Plans. Membership of the CPB includes:

- The Corporate Property Officer (Executive Director).
- SLT which includes the Chief Executive and S.151 officer
- Cabinet Member with responsibility for the Commercial Portfolio

- The Head of Commercial Services
- Valuation and Estates Manager (as required)
- The Building and Facilities Manager (as required)
- Corporate Policy team member

1.7.2 Objectives of the CPB:

1. Identify and exploit potential revenue and capital opportunities
2. Identify and access potential revenue savings
3. To develop the commercial acumen and skills across the council
4. To ensure that the service delivery mechanism is appropriate
5. To ensure the Council has sufficient and suitable premises to meet its corporate objectives
6. It is also responsible for the implementation and periodic revision (subject to SLT and Council approval if required) of the Council's Asset Management Plan. In doing so it will maintain a strategic overview of the following Council documents:
 - Asset Register
 - Property Disposal programme (3 year plan)
 - Repair and Maintenance Programme (5 year plan)
 - Asset Replacement Programme (5 year plan)
 - Property Performance indicators
 - Property Reviews
 - Acquisition Programme (5 year plan)

1.7.3 Information provided by Corporate and Strategic Plans, together with information obtained through the collection of data from Service Managers (no less than annually), comment and advice from District Audit, the requirements contained within Service Plans, performance indicators and benchmarking will be available to the CPB to inform and periodically recommend revisions to the AMP. The CPB meets at least four times a year.

1.7.4 In this way Members have been, and will continue to be, fully involved in the formulation of the AMP and progress with its delivery. They will be able to interpret feedback received from stakeholders so as to ensure continuous improvement.

- 1.7.5 A comprehensive list of actions is contained within the 'Programme and Plan Development and Implementation' section of the AMP.

1.8 The Estates and Building Services

- 1.8.1 In progressing the aims and objectives of the AMP the Council will ensure that it will employ appropriately qualified property professionals (including Registered Valuers) (whether employed internally or via external consultants) and will retain the Strategic Asset Management function within the authority.
- 1.8.2 The Council will retain up to date procedure notes to ensure that it deals with case work in a professional and consistent manner.

2. Consultation

2.1 External

2.1.1 The Council's decision-making process is firmly underpinned by in house resources within the Community and Partnerships Support Team. Officers have developed a Consultation Charter and Toolkit, resources that are available to colleagues to provide guidance in how to engage with relevant stakeholders and outline the support available to them. The team also maintain a calendar of consultations being undertaken to ensure transparency and avoid consultation fatigue.

2.1.2 The Charter and Toolkit include a variety of methodologies designed to gain feedback that informs the direction of the Authority, Service Strategies and specific projects. Methods include: User Questionnaires; Formal Consultation; Targeted Consultation; Stakeholder Forums (such as the Council's Car Parking Forum); the Local Strategic Partnership – Chichester in Partnership; Community Forums & All Parish meetings and Council Media such as the Initiatives Magazine.

2.2 Internal

2.2.1 Members – as well as their involvement on the groups and bodies involving external partners described above, the Council's internal structures are designed to ensure that Members are centrally involved in the formulation, delivery, monitoring and review of the AMP. In order to facilitate this role Members will receive regular monitoring reports on performance indicators to demonstrate progress in ensuring property continues to contribute to service and property holding objectives. The scrutiny role is covered by reports to the Overview and Scrutiny Committee on request. Membership of the CPB by the Commercial Services Portfolio Holder and their attendance at training seminars ensures regular key member input and skills development. In addition, a workshop session and tour, which brings to life the key aspects of AMP delivery, is provided frequently to Members.

2.2.2 Officers – Heads of Service, inform the CPO of their requirements for operational land and property via their approved Service Plans. These Plans are reviewed annually and will enable progress to be monitored and requirements to be incorporated within related strategies, for example, the Repairs and Maintenance Programme, Acquisition and Disposal Programme and Capital programme. In addition via the Council's Management Forum occasional reports are made to ensure that the asset management message reaches as wide a range of staff within the organisation as possible. The Management Forum is made up of approximately 50 managers that meet quarterly to receive presentations on topical issues.

- 2.2.3 Prior to receiving a capital proposal affecting Council land and property resources it will be a pre-requisite that Heads of Service shall have undertaken and completed consultations with internal (including appropriate portfolio holders where the project exceeds £175,000 in cost) and appropriate external stakeholders. The community may have already nominated their interest in the asset through the “Community Right to Bid” and the Asset may have been listed on the Councils Register of Community Assets. If this is the case, then legislation ensures that the community have up to six months to negotiate purchase of the Asset before the Council could pursue disposal on the open market. The community may also, in response to initial consultation, look to immediately nominate the building which would confer the same Right.
- 2.2.4 In addition community groups can exercise a “Community Right to Challenge” in relation to shaping and running services that have previously been delivered by the Council, which may have implications for land or property resources. Such a scenario should have been considered or highlighted through appropriate consultation at an early stage. Any such requests should be considered in accordance with the requirements of the Constitution.

3. Data Management

3.1 Background

3.1.1 The Council recognises that in order to manage the portfolio effectively the availability of appropriate, accurate and up-to-date data is essential. The Council has maintained a property database since 1990 and will continue to do so. The data is held on a Property Management System (PMS) that contains both textual and map based information (known as the “property terrier”). The details of these systems are set out below together with the ways in which the systems are updated and enhanced to enable improved access to the data which will assist officers and Members in the delivery of the AMP.

3.2 Current Software Systems:

3.2.1 The Council uses an electronic property terrier database for holding details of its property portfolio. The system, supplied by CAPS, is highly flexible and holds data in both a textual and map format. Details can be easily retrieved via a search function which enables officers to locate information quickly.

3.2.2 The CAPS software is a corporate integrated system linking many Service modules together and is centred on a Gazetteer Management System (GMS) with unique property record numbering (UPRN) within the authority. The Council will retain a BS7666 compliant UPRN so as to be consistent with the National Land Information Service (NLIS). Respective CAPS modules include; land and buildings (PMS), development management (planning), building control, environmental health (including contaminated land), land charges, housing and licensing.

3.2.3 ESRI Arc view, GIS - a windows based system that comprises a digital map record of all the Council’s land and property assets. The polygons created are capable of seamless insertion to the CAPS PMS geographical layer.

3.2.4 Valuation Software – The Estates Service use KEL Sigma, Delta and DRC valuation Software™ to support its valuation functions. Once base data is loaded onto the system the software enables repeat valuations to be effectively undertaken. A Development feasibility program is utilised (which calculates land values) that works for all property types e.g. commercial (retail, office, industrial, technology etc.), residential, hotels, leisure, land development etc. The software can also be utilised for insurance and asset valuations based on a Depreciated Replacement Cost (DRC) basis.

3.2.5 All of the above systems are managed by staff within the Estates Service

3.2.6 Property Condition Data - held electronically by the Building Services team and will be integrated within the bespoke property management systems described above. This data will be maintained and will be used to inform

the Repair and Maintenance Programme and Asset Replacement Programme.

3.2.7 Financial Data - Sundry debtors such as rent due together with operational data such as energy bills and management costs, are held on a financial system (Civica) maintained by the Exchequer team.

3.3 Future Software Systems and Developments

3.3.1 The current financial data (held on Civica) is not integrated with the property data making portfolio analysis difficult. The integration of these systems to allow comprehensive reporting drawing data from both systems has been technically proven and will be introduced in 2016/17.

3.3.2 The Council maintains a record of its own land ownership but often better outcomes can be obtained for the community by considering the public sector estate collectively. As the opportunity arises the Council will consider joining any collective public sector data record to enable such initiatives to be better exploited in the future.

4. Performance Management and Monitoring

4.1 Performance Management and Benchmarking

4.1.1 The Council will manage and monitor the use of its property resources to ensure that the Portfolio continues to meet the objectives set for holding that property and delivers performance improvements linked to corporate and service objectives. The Council uses a selection of CIPFA Property Performance Indicators (covering maintenance; environment (including energy); suitability; sufficiency, capacity and utilisation) together with bespoke indicators for the non-operational portfolio. These are set out in Appendix 3 together with the property aim and objectives that it is monitoring. These indicators are measured (with the results reported annually to the CPB) to give an indication as to whether the objective is being met or progress made towards achieving it.

4.1.2 The results will be discussed by CPB culminating in decisions being taken on the future of these assets i.e. retain within the portfolio, dispose, co-locate, re-use (following investment) or pursue partnership opportunities. A full review of the portfolio will be planned into future workplans. Heads of Service and Managers will also report on the performance of their assets against the objectives set in their Service Plans, including stakeholder views, and this data will be used to inform the Repairs and Maintenance and Asset Replacement Programmes. Comparison will be made against best practice to indicate where investment decisions should be directed. The Council has previously approved a programme of actions to address performance including:

- Funding approval to eradicate backlog and maintain pressure on reactive repairs which eradicated the backlog of essential repairs.
- Establish an appropriate target rate of return and analyse data on a property by property basis to identify poor performers within the portfolio.
- Management costs appeared very competitive but approved further benchmarking.
- Repair and Maintenance costs were analysed to deliver a reduction of R&M costs by 10% pa in real terms between 2004-2009. This target was achieved.

4.2 Monitoring

4.2.1 Annual reports will be provided to Council, via its CPB on the performance of the property portfolio. Management systems exist to provide this information including Covalent project management software.

- 4.2.2 The Council's Corporate Objectives are a regular item on Management Forum meetings. Via this Forum the contribution that the Estates and Building Services make to the delivery of these objectives will be considered and monitored. The CPB will be made aware of the property needs for the various services within the Council via Service Plans.
- 4.2.3 Via these various methods set out above and the ongoing analysis of benchmarking information examples of poor performance, under utilisation, investment needs and partnership or sharing opportunities are considered and acted upon via the CPB to ensure that the Council's objectives for holding property continue to be met.
- 4.3 Capital Programme (within the Financial Strategy)
 - 4.3.1 Reports are regularly provided to the CPB and Cabinet, via the Financial Strategy, in order that they are continually up-to-date with regard to the current position in relation to the budget and progress with capital projects. A Project Management Process is used to assist members consideration and approval of capital proposals (see 5.1 below).
 - 4.3.2 In delivering capital projects the Council will follow its own contract standing orders (CSOs), procurement guidelines and statute. These CSOs allow flexibility in the use of Frameworks up to full OJEU procedures dependent upon the size and nature of the project and will be selected so as to minimise management time and exerts downward pressure on project costs.

5. Programme and Plan Development and Implementation

5.1 Option Appraisal/Project Appraisal

5.1.1 A Project Proposal Scheme has been established and approved by the Council to enable the prioritisation of all capital projects exceeding £50,000 in value. The process is consistent with PRINCE2 principles. All project proposals must include an options appraisal, project objectives (incorporating project specific outcomes), links to Corporate and Service Plans, revenue costs analysis (including whole life costs) and a points based prioritisation analysis. All property related capital proposals are assessed by the Corporate Policy Team and the CPB prior to being considered by the SLT, senior members and the Cabinet for inclusion within the Council's Capital Programme (contained within the Financial Strategy). Should the Initial Project Proposal (IPPD) be approved a Project Implementation Document (PID) is prepared for approval (to identify milestone tasks and risks, and ensure effective allocation of resources during project implementation). Following project completion a Post Project Evaluation (PPE) is undertaken to assess whether the project has satisfied the objectives initially set, including budget and time indicators and users needs. The Council uses "Covalent" software to coordinate the project planning to monitoring process.

5.1.2 Guidance and training has been provided to staff. The Project Management process is continually reviewed. As part of the PPE process any lessons learnt will be disseminated to all managers via the Management Forum, CPB and CMT.

5.2 Property Review and Rationalisation

5.2.1 Full property reviews of all Council landholdings were completed in 1995 and during 2001/2. A further light touch review was undertaken in 2014 which identified assets suitable for inclusion in the Council's Asset Realisation Programme and to drive the Council's commercial and economic aspirations. The cumulative outcome has been a significant reduction in the amount of property used to deliver services, particularly in administrative offices. Heads of Service are required to relinquish any property held vacant for more than six months and to advise the CPO of any property requirements in emerging or approved strategies and plans.

5.2.2 A comprehensive review of all Council assets is included within the Action Plan included in Appendix 6 to ensure that the portfolio is suitable for the future needs of services.

5.3 Shared Use and/or Co-location

5.3.1 The Council has been successful in identifying opportunities for shared use with the local community or co-location with other services where this

meets joint objectives. It is a requirement of every Service Review and Project Proposal that such opportunities are explored and reported upon for full consideration by CPB and Members.

- 5.4 Capital Programme (as contained within the Financial Strategy)
 - 5.4.1 The property elements of the current Asset Replacement Programme and other property related investments e.g. The Enterprise Gateway are included in the Capital Programme approved annually by Council within the Financial Strategy.
 - 5.4.2 The Programme includes all known property requirements over a three to five year horizon via the Council's Acquisition Programme, Disposal Programme and major works involving capital expenditure via the Asset Replacement Programme (25 year plan). The Programme is reviewed annually and considered by Members to reflect the changing needs for property within the community it serves as reflected in approved Strategies and Service Plans. Prior to inclusion within the Capital Programme proposals will have been appraised, options analysed and opportunities for partnership working and/or re-use of assets explored.
- 5.5 Repairs and Maintenance Programme
 - 5.5.1 The Council has pursued a ring-fenced forward-funded Repairs and Maintenance Programme since 1995. This practice will continue as it has ensured that occupied properties are maintained to a good or satisfactory condition. Within the context of the resources available the programme will be reviewed annually to ensure that a backlog of repair work doesn't develop whilst eradicating any 'poor' condition properties. The Repairs and Maintenance Programme has, since 1995, successfully reduced the amount of reactive maintenance.
 - 5.5.2 Suitability and Sufficiency Surveys will be undertaken in conjunction with service managers every three years. The surveys incorporate a grading system, which identifies high priority work and distinguishes it from medium and low priority work. This enables work to be scheduled within the five-year rolling Repair and Maintenance Programme.
- 5.6 Acquisition and Property Development Programme
 - 5.6.1 With reductions in service budgets and the transfer of the housing stock to Hyde Martlet the need for service generated acquisitions has been very limited and re-use of existing assets is a more likely scenario.
 - 5.6.2 Nevertheless, the Council will actively seek to acquire property for investment purposes with preference given to purchases that also provide a community or economic development benefit. An Investment Protocol is being developed and this will provide guidance when selecting and

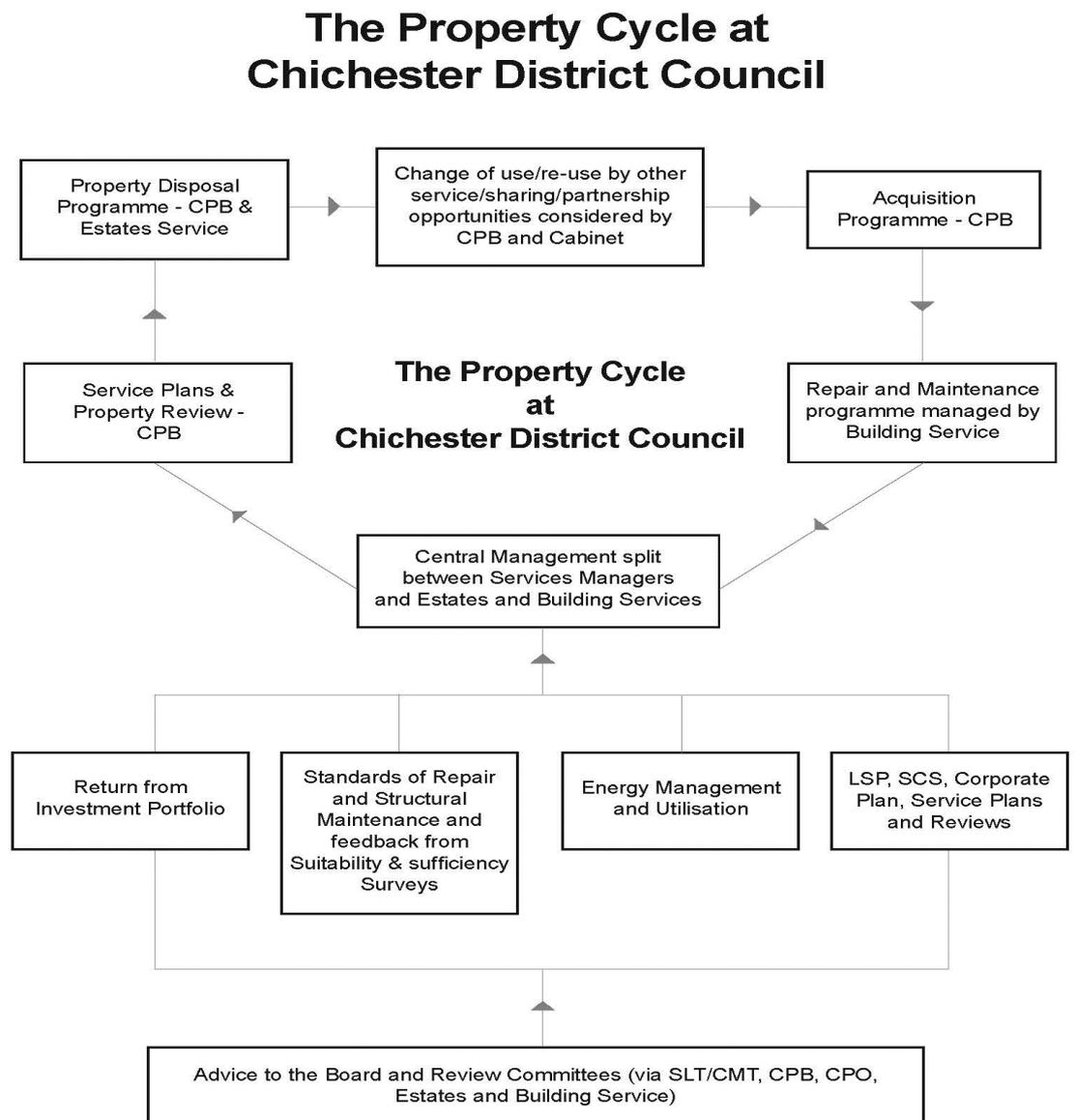
proceeding with prospective acquisitions. Opportunities for investment acquisitions were greater during the recession when competing demand for the properties had reduced but opportunities to acquire suitable properties have now reduced considerably.

- 5.6.3 The Council is also seeking to undertake property development to provide the dual benefits of generating revenue income at an acceptable rate of return and providing economic development benefits or facilities for potential occupiers. Currently (Mar 2016) the minimum acceptable return on investment is 4.7% which is the return available via the Property Investment Fund. Projects currently being pursued include the Enterprise Gateway located at Plot 12 Terminus Road.
- 5.6.4 The Council also undertakes development for its own operational purposes such as the Gypsy and Traveller transit site at Westhampnet Depot.
- 5.6.5 Any Council property that has been vacated because of their unsuitability or to reduce service costs will be either retained if the return on investment from rents or licence fees is greater than the current 4.7% benchmark or considered for disposal. The Council will continue to pursue its New Ways of Working Programme (NWOW) in order that it keeps its administrative floor space to a minimum.
- 5.6.6 The Council will consider the use of compulsory purchase powers to assist land assembly where there is a clear public interest test that has been met. The current Acquisition Programme is included in Appendix 6.
- 5.7 Under-utilisation and Disposal Programme
 - 5.7.1 It is the firm intention and policy of the Council to raise revenue through property rents, income or disposal. All property with potential to provide an acceptable return will therefore be retained by the Council. There will also be cases where it is in the interests of the Council to retain ownership for strategic or estates management purposes. For example at Terminus Road and Quarry Lane the Council is freehold owner of a high proportion of the land and the Council has added control of land use and development through the leases. It would therefore not be in the interests of the Council to sell individual freeholds which would then fall outside of these controls. The Council will not, however retain vacant property in its portfolio without good reason and land suitable for housing development, in particular, will be more suitable for disposal than retention for letting
 - 5.7.2 Any property declared surplus to requirements is placed in the Council's Property Disposal Programme (see Appendix 5). Major disposals, beyond the level of delegation of the Executive Director or Head of Commercial Services will be reported individually to the Cabinet for approval.

5.8 The Property Cycle

5.8.1 Figure 2 below identifies the various control and monitoring mechanisms and their relationship to each other and the Programmes described above and identifies responsibilities. The contribution made by feedback from performance indicators is also identified, as is the fact that the process is cyclical thereby ensuring continuous improvement.

Figure 2:



5.9 Action Plan

- 5.9.1 The Action Plan set out in Appendix 6 is a summary of those actions identified within the Asset Management Plan for implementation and development during the life of the AMP. Implementation of these Actions will further progress the Council's desire to ensure that its property assets continue to contribute to the effective delivery of services.

Property occupied or used by the Council for the delivery of services:

	Number of Properties/Agreements
Offices	1
Foreshores Premises	1
Depot	1
Leisure Centres	3
Car Parks	33
Public Conveniences	22
Museum and Heritage Properties	3
Parks and Open spaces	49
Homeless Hostel	1
Residential Properties associated with operational property	2
<u>Other Properties:</u>	
Industrial units	49
Commercial and industrial ground leases	72
Shops	40
Offices	17
Sports clubs, community and voluntary organisation premises	27
Kiosks and concessions (inc Chichester Traders Market)	7
Town centre commercial access agreements	17
Non-operational residential properties	2
Residential vehicular and pedestrian access agreements	84
Miscellaneous lettings such as the crematorium and bus station	4
Income received (before concessions and other allowances)	circa £2.5m pa.
Total asset Value	£113m (wef October 2015)

Service Strategy objectives and targets that involve property assets

(TBC following review of plans)

Performance Indicators: Relationship between Approved Property Holding Objectives, Property Performance Indicators and Local Performance Indicators

Performance Indicator 1: Property Condition and Required Maintenance			
OBJECTIVES:			
i. To measure the condition of the asset for its current use			
ii. To measure changes in condition			
iii. To measure the annual spend on required maintenance			
PURPOSE:			
i. To show the severity and extent to which maintenance problems affect the portfolio			
ii. To assist in development of detailed information on required maintenance			
iii. To encourage authorities to invest in planned maintenance			
iv. To show year on year changes in required maintenance			
v. To show the annual spend on repair and maintenance			
Property Holding Outcome	CIPFA Property Performance Indicators	Local Performance Indicator	Service/Officer Responsible for Collection
Minimise costs in use	Indicator A: % gross internal floor-space in condition categories A-D	No operational properties will be in Categories C (poor) or D (bad)	Business Improvement/ Buildings & Facilities Service Manager
	Indicator B: Required maintenance by cost expressed: <ul style="list-style-type: none"> Overall cost per square metre GIA 	Cost per square metre for all CDC premises is below average when compared to BCIS benchmark or other appropriate data	Business Improvement/ Buildings & Facilities Service Manager
	Indicator C: Annual percentage change to total required maintenance figure over previous year	Reduce R&M costs by 3% ² (in real terms) over 5 years Retain reactive	Business Improvement/ Buildings & Facilities Service Manager

² Provisional figure to be considered by Commercial Programme Board

		maintenance to less than 20% of total spend	
<p>DEFINITIONS:</p> <ul style="list-style-type: none"> • Required maintenance is defined as ‘The cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at the standard’. This should exclude improvement projects, but include works necessary to comply with new legislation e.g. asbestos and legionella; • Spend on Maintenance covers the total repair and maintenance programme (reactive and planned) including any associated fees for the work. It should also include any capital spending on repair and maintenance; • Include all Freehold and Leasehold property where the authority has a direct repairing obligation • Condition Categories: <ul style="list-style-type: none"> A. Good – performing as intended and operating efficiently B. Satisfactory – performing as intended but showing minor deterioration C. Poor – showing major defects and/or not operating as intended D. Bad – life expired and/or serious risk of imminent failure 			

Note: indicator D in the CIPFA suite (total spend) is not proposed for use by CDC.

Performance Indicator 2: Environmental Property Issues			
OBJECTIVE: <ul style="list-style-type: none"> To encourage efficient use of assets over time and year on year improvements in energy efficiency 			
PURPOSE: <ol style="list-style-type: none"> To reduce environmental impacts of LA operational property To highlight areas of poor or mediocre energy and water efficiency/performance and act as a catalyst for improvement To compliment the process for 'Energy Certificates' To support the LA's assessment of property performance together with condition and suitability within the framework of Asset Management Planning 			
Property Holding Outcome	CIPFA Property Performance Indicators	Local Performance Indicator	Service/Officer Responsible for Collection
Minimise energy costs and carbon emissions in use	Indicator A: Energy consumption (gas, electricity, oil, solid fuel) to be reported by property category in £ spend per m ² GIA and by kwh per m ² GIA	tbc	Business Improvement/ Buildings & Facilities Service Manager
	Indicator B: Water Consumption: to be reported by property category in £ spend per m ² GIA and by volume m ³ per m ² GIA	tbc	Business Improvement/ Buildings & Facilities Service Manager
	Indicator C: CO ₂ emissions: to be reported by property category in tonnes of carbon dioxide per m ² GIA	tbc	Business Improvement/ Buildings & Facilities Service Manager

Performance Indicator 3: Suitability Surveys

OBJECTIVE:

- To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service delivery i.e. are they fit for purpose?

PURPOSE:

- To ensure that Local Authorities are undertaking Suitability Surveys
- To enable the Local Authority to understand their Asset Base
- To ensure that the property meets the needs of the user
- To enable key decisions to be made

Property Holding Outcome	CIPFA Property Performance Indicators	Local Performance Indicator	Service/Officer Responsible for Collection
Ensure the property is fit for purpose	Indicator B: The annual change to the percentage of the property estate (m ² GIA) classified as good or satisfactory	See PI 1(a)	Business Improvement/ Buildings & Facilities Service Manager

Performance Indicator 4: Sufficiency (Capacity and Utilisation) Office Portfolio			
OBJECTIVE: <ul style="list-style-type: none"> To measure the capacity and utilisation of the office portfolio. There is an implicit assumption that services should be delivered in the minimum amount of space as space is costly to own and use. For a similar reason an authority should occupy a minimum of administrative accommodation. 			
PURPOSE: <ol style="list-style-type: none"> To identify the intensity of use of space To assist councils to identify and minimise assets which are surplus or not in use To minimise costs of assets (or avoidance of costs from acquiring more space) through intensification of use To measure the level of usage 			
Property Holding Outcome	CIPFA Property Performance Indicators	Local Performance Indicator	Service/Officer Responsible for Collection
Effective use of floorspace	Indicator B1: Average office floor space per number of staff in office based teams (NIA per FTE)	tbc	Business Improvement/ Buildings & Facilities Service Manager
	Indicator B2: Average floor space per workstation (not FTE) using NIA	Tbc Ratio of workstations per FTE (7:10)	Business Improvement/ Buildings & Facilities Service Manager
	Indicator B3: Annual property cost per workstation (not FTE)	tbc	Business Improvement/ Buildings & Facilities Service Manager

Notes:

- 1) CIPFA Indicator A1 (Operational office property as a percentage of the total portfolio and Office space per head of population); Indicator A2 (Office space as a percentage of total floor space in operational office buildings using NIA) and Indicator A3 (The number of office or operational buildings shared with other public agencies & The percentage of office or operational buildings shared with public agencies) are not considered necessary given the nature of the CDC portfolio.
- 2) Other Services will develop their own space utilisation targets within their service plans

Performance Indicator 5: Non-Operational Property			
<p>OBJECTIVE: To measure the effectiveness of the property held by the authority that is not used for service delivery. These assets will either be retained to deliver a return or they will be surplus to requirements and held pending disposal. There is an implicit assumption that these assets should maximise their financial return or be disposed of as quickly and effectively as possible.</p>			
<p>PURPOSE: 1. Ensure a rate of return acceptable in the prevailing economic climate 2. Account for management costs and ensure they remain competitive 3. Dispose of under- performing property</p>			
Property Holding Outcome	CIPFA Property Performance Indicator	Local Performance Indicator	Service/Officer Responsible for Collection
1. Ensure a rate of return acceptable in the economic climate		% voids & arrears Rate of Return for Retail Rate of Return for industrial	Valuation & Estates Manager Valuation & Estates Manager
2. Account for management costs and ensure they remain competitive		Management Costs pm ²	Valuation & Estates Manager
3. Dispose of under-performing property		Property Disposal Programme	Valuation & Estates Manager

Acquisition Programme

Year	Property
2016/2017	Horticultural Development Area land
	Investment opportunities
	City Vision purchases (tbc)
2017/2018	Investment opportunities
2018/2019	

Disposal Programme

Year	Property	Expected receipt (annual figure)
2016/2017	Barnfield Drive (Phase 1)	
	Former Portfield FC Ground, Church Rd, Chichester	
	Land at Ellis Square (Stage 1)	
Total		£6m
2017/2018	Barnfield Drive (Phase 1 & 2)	
	The former Grange site, Midhurst	
	Land at Ellis Square (Stage 2)	
	2 Industrial plots near Plot 12, Terminus Road	
	Ex public conveniences and grounds maintenance site, Priory Road	
Total		£3m
2018/2019	Barnfield Drive (Phase 2)	
2019/2020	Land at Malcolm Road, Tangmere	

Action Plan 2016/17

Task	Action Description	Milestone date for completion	Responsible officer
1	Annual review of the AMP	31 st March 2017	CPO
2	Review Service Plans to identify any property asset requirements	30 th June 2016	PL
3	Monitor progress with devolution and implications for a centrally managed public sector estate.	On-going	CPO
4	Review new and existing strategies to identify the implications on the corporate estate	On-going and by 30 th June 2016	PL
5	Annual review of data from performance indicators and benchmarking (including report to members)	30 th September 2016 (for 2015/16 data)	PL/JB
6	Deliver member's tour	30 th October 2016	JH
7	Integrate the Property Condition Data held electronically by the Building Services team into the CAPS property management system	30 th September 2016	JB
8	Integrate the Civica financial system with the CAPS property data system to allow comprehensive data reporting and analysis	30 th October 2017	MD/JB/PL
9	Utilise reports on asset performance to inform the Repairs and Maintenance and Asset Replacement Programmes	31 st December 2016	JB
10	Establish an appropriate target rate of return and analyse data on a property by property basis to identify poor performers within the non-operational property portfolio.	30 th September 2016	PL
11	Conclude Post Project Evaluation (PPE) reports for NWOW (Phase 2) and Gypsy and Traveller site – including reporting of lessons learnt to the Management Forum	12 months following practical completion	JD & JB/SH
12	Advise the CPO of any property requirements in emerging or approved strategies and plans	On-going	All HOS
13	Comprehensive review of all Council assets	TBC	TBC
14	Undertake suitability and sufficiency surveys	TBC	JB/All HOS
15	Approve the Investment Protocol	31 st July 2016	TJ/PL
16	Develop utilisation targets for operational property e.g. homeless hostel; public conveniences; Novium Museum; Depot; car parks etc.	30 th September 2016	All HOS

Chichester District Council

CABINET

12 April 2016

Budget Carry Forward Requests

1. Contacts

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2. Recommendation

2.1. As recommended by the Corporate Governance and Audit Committee at its meeting on 22 March 2016, that the requests totalling £88,600 for budgets to be carried forward in 2016-17 be approved in principle, subject to the funds being available and unspent at the year end.

3. Background

3.1. In accordance with Financial Regulations, at the end of each financial year the Cabinet may determine that unspent balances of a specific nature may be carried forward into the following financial year.

3.2. Unspent balances at the year-end normally revert to general balances and are taken into account when considering the budget strategy for future years. Exceptionally, however, the Cabinet may take the view that an underspend arises from circumstances outside the control of the budget manager and that it is in the Council's best interests to carry forward a budget.

4. Main Report

4.1. The new financial system implemented in April 2014 provides the Council's budget managers with easy access to the financial data relating to their approved budgets. As a result, these managers no longer need to rely on the accountancy service to provide them with up to date financial information as they are able to self-serve the system for themselves. As a result, budget managers are now better placed to be able to forecast their year-end budgetary position earlier than before.

4.2. Previously, carry forwards requests were considered after the year-end and submitted to the Corporate Governance and Audit Committee in June. It is now considered appropriate to bring forward their approval process.

- 4.3. Earlier approval will not only assist the Accountancy Service with the year-end closure process, but will also benefit budget managers as approved carry forwards will now be available in their budgets in April as opposed to having to wait until after the Cabinet meeting in July.
- 4.4. All carry forward requests agreed by the Cabinet are agreed in principle, subject to the funds being available and unspent at the year end. It may be necessary to claw-back the approval if it is found that the budget requested to be carried forward has been spent or the income not received when the Council's outturn position is established.
- 4.5. The carry forward requests in the Appendix have been received from budget managers. The Cabinet is asked to consider the reasons behind each carry forward requested to satisfy itself that the underspends have not arisen due to poor performance, and approve their carry forward into 2015-16. These requests are supported by the Corporate Governance and Audit Committee.

5. Background Papers

- 5.1. None.

6. Appendix

- 6.1. Schedule of Carry Forwards Requests from 2015-16 to 2016-17.

Carry Forward Requests from 2015-16 To 2016-17

Appendix

Community Services

A new fund has been created to support Cabinet's intention to make funding available to Parishes for events that celebrate the Queen's 90th Birthday. The fund will be promoted to Parishes shortly but it is anticipated that funds will be released to Parishes retrospectively, so the budget will need to be available in the coming financial year.

Finance and Governance

Currently there is 1.5 FTE assistant accountant roles vacant in the new Accountancy Services structure. It is envisaged that recruitment for these roles will take place in March. The forecast underspend for the Accountancy Service is requested to be carried forward to fund additional staff resources for project work on Civica asset register and budget modules, plus supporting the move to a new bank provider with effect from 1 April 2016 and the implementation of a new treasury management system. Procurement underspend due to post being part time with a full time budget provision, to cover the cost sharing arrangement with Arun District Council. Underspend requested to be carries forward to fund temporary staff in Accountancy Service to implement the contract module in the Civica system.

Information Communications Technology Business improvement professional services

This carry forward request is to extend the temporary senior analyst role for two days per week from 1st April 2016 to 31st March 2017 to support the shared services agenda and also assist with the key deliverables around the Digital Access

For example integration of Bartec and Civica to implement Paperless Direct Debits for identified services.

Trade Waste Integration with Civica. Upgrade of Civica and implementation

Implementation of Civica Budget Module

Information sharing and Reporting across the organisation(s)

Shared service system support and development

Total Carry Forwards

Budget Manager	Amount
	£
David Hyland	15,000
Helen Belenger	58,600
Jane Dodsworth	15,000
	88,600