

Public Document Pack

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A meeting of **Cabinet** will be held in Committee Room 2, East Pallant House on **Tuesday 12 July 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** (Pages 1 - 8)
To approve as a correct record the minutes of the Cabinet meeting held on 7 June 2016.
- 2 **Urgent Items**
Chairman to announce any urgent items which due to special circumstances are to be dealt with under agenda item 15(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).

RECOMMENDATIONS TO COUNCIL

- 5 **Chichester District Council Annual Report 2015-16** (Pages 9 - 47)
To recommend the Council to approve its Annual Report 2015-16.
- 6 **Chichester in Partnership - Community Strategy 2016-2021** (Pages 48 - 66)
The current sustainable community strategy has been in place since 2009. Chichester in Partnership has completed a "light touch" review of the document. The Council is asked to adopt this revised strategy.
- 7 **A27 Contributions - Adoption of amendment to the Planning Obligations and Affordable Housing Supplementary Planning Document** (Pages 67 - 89)
Referring to minute 119 of 5 January 2016, to recommend the Council to approve a scheme for developer contributions to mitigate the impact of proposed Local Plan development on the A27 Chichester Bypass junctions.
- 8 **Chichester City Centre Management - Renewal of Chichester BID** (Pages 90 - 95)
Referring to minutes 29 of 5 July 2011 and 142 of 9 February 2016, to consider whether to support the renewal of the Chichester Business Improvement District

(BID) and, if so, to make arrangements for a ballot to be held of businesses in Chichester City Centre.

- 9 **Treasury Management Policy 2016-2017 - Update** (Pages 96 - 111)
Referring to minute 131 of 26 January 2016, to recommend the Council to amend the Treasury Management Strategy in order to fully implement the Council's approved investment strategy and to reflect the recent change in its banker.
- 10 **Review of the Constitution** (Pages 112 - 120)
Referring to minute 159 of 8 March 2016, to recommend the Council to adopt a revised Constitution.

KEY DECISIONS

- 11 **Public Spaces Protection Order Chichester City Centre** (Pages 121 - 123)
Referring to minute 186 of 12 April 2016, to consider the responses to consultation and to approve the making of a Public Spaces Protection Order (PSPO) for Chichester City Centre.

OTHER DECISIONS

- 12 **Shared Services** (Pages 124 - 131)
Referring to minute 143 of 9 February 2016, to consider a report on progress to date, and to agree to the development of full detailed business cases and implementation plans for shared service provision of Revenues and Benefits, ICT, Customer Services, HR & Payroll, Legal, and Internal Audit, and to contribute £25,000 towards the cost of a project manager for this purpose.
- 13 **Council Tax Reduction Scheme and review of Council Tax locally defined discounts and premia for 2017/18** (Pages 132 - 139)
Referring to minutes 80 of 3 November and 103 of 1 December 2015, to seek authority to consult on a draft Council Tax Reduction Scheme for 2017/18 and on changes to the council tax discount for properties in need of or undergoing structural repair.
- 14 **Chichester Rugby Football Club- Amendment to Parking Order** (Pages 140 - 144)
To approve the introduction of parking charges in the Chichester Rugby Football Club Car Park, Oaklands Park, Chichester, the receipts being used to cover its maintenance costs, with any surplus being used to help repay loans for recent improvements to the clubhouse.
- 15 **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
- 16 **Exclusion of the Press and Public**
The Cabinet is asked to consider in respect of the following items whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Parts I to 7 of Schedule 12A of the Local Government Act 1972, as indicated against the item and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information. **The reports dealt with under this part of the agenda are attached for members of the Council and senior officers only (salmon paper).**

- 17 **The Novium Museum Options Appraisal** (Pages 145 - 147)
Referring to minute 142 of 9 February 2016, to approve further work to investigate additional options for the future of The Novium Museum.
- 18 **Plot 21, Terminus Road, Chichester** (Pages 148 - 152)
By minute 7 of 6 June 2015, the Cabinet approved a budget for the demolition of the existing building and redevelopment of this site with a single unit, subject to a pre-let agreement being in place before the new unit is built. Unfortunately, marketing of the site has failed to secure such a pre-let agreement.
- To approve an alternative proposal to redevelop the site for a speculative five unit industrial buildings scheme, and to make financial provision accordingly.
- 19 **Land in Ellis Square, Selsey - Land Disposal** (Pages 153 - 158)
Referring to minute 691 of 4 December 2014, to consider two offers for council-owned land at Ellis Square, Selsey and to determine which, if any, to progress.

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of “exempt information” as defined in section 100A of and Schedule 12A to the Local Government Act 1972
2. The press and public may view the report appendices which are not included with their copy of the agenda on the Council’s website at [Chichester District Council - Minutes, agendas and reports](#). unless they contain exempt information.
3. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. (Standing Order 11.3)
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.



Minutes of the meeting of the **Cabinet** held in Committee Room 2, East Pallant House on Tuesday 7 June 2016 at 9.30 am

Members Present: 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

Members not present:

In attendance by invitation:

Officers present all items: Mrs D Shepherd (Chief Executive), Mr S Carvell (Executive Director), Mr P E Over (Executive Director), Mr M Allgrove (Planning Policy Conservation and Design Service Manager) and Mrs B Jones (Principal Scrutiny Officer)

200 **Minutes**

RESOLVED

That the minutes of the Cabinet held on Tuesday 3 May 2016 be signed as a correct record.

201 **Urgent Items**

Mr Dignum advised that agenda item 11 – Chichester Conservation Area - had been deferred to enable:

- (1) the further substantial representations received following publication of the cabinet agenda to be fully considered by officers and where appropriate, any suggested changes to the revised character appraisal document to be addressed; and
- (2) for representations in respect of the proposed changes to the conservation area boundary to be carefully considered.

There were no urgent items for consideration at this meeting.

202 **Declarations of Interests**

No interests were declared at this meeting.

203 **Public Question Time**

Mr John Coldstream asked the following question:

Will Cabinet please address with urgency the matter of how best to restore and protect Priory Park's historic and valuable Coadeststone statue which was subjected to vandalism last month?

Mr R Barrow (Cabinet Member for the Environment) replied as follows:-

I can confirm that we have approached a local specialist company to quote for the necessary repairs and are looking to re-site the statue to a secure location. The cost for the repairs will be in the region of £1,800 and we have been assured that the works can be completed by the end of June. In the meantime, we will carry on with our efforts looking at options for re-location of the statue.

In relation to the above question and with the Chairman's agreement Mr R Plowman was invited to speak. He advised that security in the park was important to the Friends of Priory Park and asked whether a calendar of events in the park could be published.

Mr R Barrow agreed to meet with Mr Plowman and other interested parties to discuss issues of security and the relocation of the statue.

204 **Making the Birdham, Tangmere and Wisborough Green Neighbourhood Plans**

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

RECOMMENDED TO COUNCIL

- (1) That the Birdham Neighbourhood Development Plan be made part of the Development Plan for Chichester District (excluding the area within the South Downs National Park).
- (2) That the Tangmere Neighbourhood Development Plan be made part of the Development Plan for Chichester District (excluding the area within the South Downs National Park).
- (3) That the Wisborough Green Neighbourhood Development Plan be made part of the Development Plan for Chichester District (excluding the area within the South Downs National Park).

205 **Chichester Site Allocation: Draft Development Plan Document (DPD): further consultation**

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

Mrs Hardwick raised her concern about the Lynchmere proposal, stating that this piece of land was subject to regular flooding from the River Wey. As the site was originally omitted from the consultation Mrs Hardwick asked what additional information was provided for it to now be included. Mrs Flitcroft confirmed that the additional information related to access which was the reason the site had been originally discounted. The site access was shared with Thames Water and additional information provided by the landowner confirmed that access to the site was available. It has been demonstrated that 10 units could be sited on the site away from the floodzone. Adopted Local Plan policies in conjunction with the policies in the Site Allocation DPD would apply to any future planning application brought forward for consideration on this site.

Mr Dignum reminded all that this was the first stage in a long process of consultation and representations could be made. Statutory consultees including the Environment Agency will be able to raise any concerns in their response.

Mrs Hardwick requested that the consultation should allude to adequate flood protection for sites and abstained from the vote.

RECOMMENDED TO COUNCIL

- (1) That further public consultation be approved on the Site Allocation: Preferred Approach Development Plan Document, as set out in Appendix 1 to the report, for eight weeks from 28 July until 22 September 2016.
- (2) That authority be delegated to the Head of Planning Services to enable minor editorial and typographical amendments to be made to the document prior to its publication.

206 Delivery of the Tangmere Strategic Development Location

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

In response to a question from Mrs Keegan, Mr Allgrove replied that the Council had limited experience of CPO work as it was a rare occurrence hence the requirement to engage a specialist lawyer and valuation advice to include technical advice on the approach to procurement of a developer as part of the CPO process to minimise the risk to the Council.

Mr Finch considered it essential to go ahead with this CPO as important work had been carried out in identifying site allocations in the Local Plan and it was essential that these were capable of being implemented.

RESOLVED

- (1) That a Registered Valuer be instructed to undertake a valuation of the site prior to further consideration of the potential to use compulsory purchaser powers to facilitate development.

- (2) That a specialist solicitor be instructed to advise on technical and legal matters relating to the compulsory purchaser order process including the transfer of land and procurement of a preferred developer.
- (3) Subject to the outcomes of (1) and (2) above, that consultants be appointed to prepare a masterplan for the site.
- (4) That a sum of up to £100,000 be allocated from the Planning Delivery Grant and General Reserve to fund the matters in (1) and (2) above.

207 **Southern Gateway Masterplanning - Project Initiation Document (PID)**

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

Mrs Taylor introduced the report by saying that the Cabinet had agreed to support this project in principle at its meeting on 3 May. Amendments were made to two dates on pages 40/41 of the appendix pack where the quotation deadline date should read 10 June.

Mr Dignum highlighted the three elements of this project – 1) the masterplan which will define the future of the area; 2) that there are two bids being progressed to the Local Enterprise Partnership (LEP) and the Homes and Communities Agency (HCA) and 3) negotiations with all other parties including West Sussex County Council (WSCC), HCA and landowners e.g. Royal Mail and Sussex Police.

Mr Over advised that it was intended to have Heads of Terms agreed with those parties as soon as possible, failing which a CPO would need to be commenced.

Mrs Hardwick asked how flexible the PID would be as the timescale was tight with a number of variables and constraints. Officers responded, advising that the main output of the PID was that the masterplan would be adopted by December 2016, with outcomes that flow from the entire project listed later in that document. It repeats and expands on the information provided to the Cabinet at the last meeting. There would be some flexibility in the masterplan around the design and future use of buildings.

Mr Dignum advised that there needs to be flexibility at this stage as we have yet to receive confirmation of the Council's bids for funding. Mrs Shepherd advised that regardless of whether funding is available the master planning exercise needs to take place so that the Council has a scheme in place in order to apply for future funding.

Mrs Keegan wished to know when the overall costs from the Heads of Terms would be known. Mr Over expected to know the outcome of both bids at the latest by December 2016, however we will know before then whether the LEP bid has been forwarded to Government for approval or not. A bid for funding will also be made to WSCC for funding and research needs to be carried out on other available funding streams to bid for.

RESOLVED

- (1) That the Southern Gateway Masterplanning Project Initiation Document and the consultant's brief be approved.
- (2) That funds of up to £50,000 be allocated from reserves to procure consultants to prepare a masterplan for the Southern Gateway area.

208 Chichester Wellbeing

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

Mrs Lintill introduced the report, advising that there had been a small reduction in WSCC funding from the previous year which would have little impact on the service. The partnership agreement is for three years with a notice clause. Funding is approved annually for that year.

Mrs Taylor agreed that this was a good service delivering preventative elements which ultimately saves money as ill health is reduced. Follow up approaches are carried out after three months and the proposal is to follow up again after six months. Public Health does not have a requirement for more frequent checks to be undertaken.

Mrs Keegan, referring to her role on the Western Sussex Hospitals NHS Trust Board of Governors, commented on the cost of diabetes to the public purse and asked whether there were any constraints in delivering the service and whether the outcomes could be increased if there was more funding. Mrs Thomas and Mr Hansford responded that the clear focus for this funding from WSCC is on cardiovascular initiatives. We are working in partnership with others as an enabler rather than a provider to sustain positive outcomes.

RESOLVED

- (1) That 2016-17 funding of £289,442 from West Sussex County Council be accepted to deliver the Wellbeing Service in line with the partnership agreement and agreed business plan.
- (2) That the Head of Community Services be authorised to finalise and sign the 2016-2019 Wellbeing Partnership Agreement with West Sussex County Council.

209 West Sussex Joint Minerals Local Plan Draft

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

Mr Dignum advised that residents would be pleased with this response as Mr M Hall led the campaign against greenfield encroachments to stop any gravel extraction from around the city.

Mrs Hardwick was pleased to see the reference to fracking at 5.4 in the report which reaffirms Government policy and that the Fernhurst site would be entrenched in the policy.

RESOLVED

That the comments in the report be endorsed as Chichester District Council's formal response to the consultation on the draft Joint Minerals Local Plan.

210 Review of Character Appraisal and Management Proposals for Chichester Conservation Area and implementation of associated recommendations

This item was deferred in order to enable:

(1) the further substantial representations received following publication of the cabinet agenda to be fully considered by officers and where appropriate, any suggested changes to the revised character appraisal document to be addressed; and

(2) for representations in respect of the proposed changes to the conservation area boundary to be carefully considered.

211 S106 Community Facilities - Chidham and Hambrook Village Hall

The Council considered the report circulated with the agenda (copy attached to the official minutes).

Mrs Lintill presented the report which was to provide a two storey extension to the Chidham and Hambrook village hall with a lift so that the upstairs area would become a more useable space.

RESOLVED

That £84,000 of S106 Community Facilities contributions be released to Chidham and Hambrook Village Hall Management Committee for identified enhancements to their building.

212 The Novium Forward Plan 2016-17

The Council considered the report circulated with the agenda (copy attached to the official minutes).

Mrs Keegan introduced the report advising that the first recommendation had been amended to 'note' instead of 'approve' and drawing members' attention to the answers provided to questions raised by the Overview and Scrutiny Committee. An options appraisal would come forward to Cabinet next month which would look at various alternatives for the future operation of the museum. She highlighted a number of the events being held at the museum e.g. Roman week, weddings in the

Guildhall and the Tim Peake exhibition which would start in November. A task and finish group would be set up following the options appraisal to develop proposals.

Mr Dignum confirmed that Mrs Keegan, Mr H Mall and Mr T Dignum were nominations from the majority party on the group with Mr R Plowman from the minority party. The Overview and Scrutiny Committee had nominated Mr N Galloway.

To a question from Mrs Taylor asking how travelling exhibitions were financed, Mrs Hakes replied that significant exhibitions were normally at the museum's cost however recently the Victoria and Albert exhibition had come in at a reasonable cost which could be recouped and a profit achieved.

RESOLVED

- (1) That the 2016-17 update of the Novium Museum's 2014-19 forward plan be noted.
- (2) That the responses to the questions raised by the Overview and Scrutiny Committee at their meeting on 15 March be noted.
- (3) That, following the options appraisal, a corporate Task and Finish Group be set up with membership agreed as Mrs Keegan (Chairman), Mr T Dignum, Mr R Plowman, Mr M Hall and Mr N Galloway (the Overview and Scrutiny Committee representative).

213 Report of Urgent Decision - Chichester Careline

The Council considered the report circulated with the agenda (copy attached to the official minutes).

RESOLVED

That the use of the urgent decision process to approve an exception to tender for the Careline monitoring equipment, maintenance and upgrade arrangements be noted.

214 Appointments to Panels and Forums

The Council considered the report circulated with the agenda (copy attached to the official minutes).

Mr Dignum presented the revised report which had been circulated as a supplement to the agenda. The changes he had made were to replace Mrs D Knightley with Mr J W Elliott on the Grants and Concessions Panel and to add Mrs E Lintill, representing the north of the district, on the Chichester District Parking Forum.

RESOLVED

That the membership of Panels and Forums for 2016-17 be agreed as set out in the report.

215 Appointments to Outside Bodies

The Council considered the report circulated with the agenda (copy attached to the official minutes).

Mr Dignum presented this report advising that, following a review of all external organisations, a number of organisations no longer needed representation by the Council. These were the Rolls Royce Liaison Panel and a Historic Buildings Champion on the Solent Forum.

Mrs Keegan advised that she had not had any communications from Tourism South East and would suggest that Mrs J Hotchkiss, Head of Commercial Services, is the representative on this body until further information is to hand.

RESOLVED

That the representatives as set out in the report be appointed to serve on the external organisations for 2016-17.

216 Exclusion of the Press and Public

The press and public were not excluded for any part of the meeting.

The meeting ended at 10.50 am

CHAIRMAN

Date:

Chichester District Council

CABINET

12 July 2016

Chichester District Council Annual Report 2015-16

1. Contacts

Report Author:

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2. Recommendation

2.1. That the Council be recommended to approve the Annual Report 2015-16.

3. Background

3.1. The Annual Report 2015-16 outlines the key achievements delivered during the year. Whilst the reporting of significant achievements and future work areas is the main focus for the report, it should also be acknowledged that there are many other work areas in relation to the Council's core services that may not be specifically mentioned. A comprehensive list of these services can be found on the Council website.

4. Outcomes to be achieved

4.1. The report focuses on work successfully delivered that supports the expected outcomes of projects contained within the Council's Corporate Plan and in relation to other significant work areas. In addition to these highlights, short summaries of major projects for 2015-16 have been included and are followed by end of year performance indicator outturns where the data is available. Please note these are un-audited figures.

5. Proposal

5.1. The Cabinet is asked to review the Council's performance and achievements over the last year as detailed in the Annual Report 2015-16 and recommend the report to Council.

6. Consultation

6.1. Each service has provided commentary for the report and the Senior Leadership Team has commented on the final draft version. Each Cabinet Member has had the opportunity to comment on the final draft version.

7. Community impact and corporate risks

- 7.1. A number of projects are noted in the Annual Report which demonstrate the Council's leadership or support role in reducing the impact of climate change, promoting safety and reducing levels of crime. A number of projects also highlight the Council's commitment to supporting vulnerable people and communities.
- 7.2. Addressing inequalities remains a key work area for the Council. Projects and work provided by our services are assessed to ensure our customers' needs continue to be met.

8. Appendix

- 8.1. Chichester District Council Annual Report 2015-16.

9. Background Papers

- 9.1. None.

Chichester District Council

Annual Report

2015-2016

Chichester District Council Annual Report 2015-2016

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Introduction



Welcome to Chichester District Council's Annual Report 2015/16. This report is a summary of the key achievements and progress that the Council has made over the previous year. It is not intended to describe our day to day functions; details of these can be found on the Council website.

2015/16 was certainly another busy year for the Council as a number of key projects were either completed or moved forward.

We continue to search for ways to generate savings. This year councillors decided to bring in an external management company to manage the Council's three Westgate Leisure sites and the sports development service. It is estimated to save the Council in excess of £1.4m per year over the 10 year contract when compared to current service costs, whilst maintaining the high quality service.

This year we began examining the possibility of sharing some of our support services with Arun District Council and Horsham District Council. The process is still in the early stages of development, but is intended to lead to increased efficiency of those services that are shared whilst increasing their resilience.

Our channel shift project, which focuses on moving customers away from expensive channels to more cost saving alternatives, made good progress in 2015/16 with 8% fewer telephone calls received and 12% fewer face to face visits. We also saw a 31% increase in customers choosing to pay by telephone and a 12% increase in customers paying via the Council website.

With assistance from our IT department, Contract Services now allow residents to use the website to book and pay for bulky household waste collections. This easy-to-use web page is proving popular with customers. Currently 60% of bookings are made this way and the percentage is likely to increase.

We continued to make positive progress during the year in meeting our affordable housing targets with 184 affordable homes delivered (85 for rent and 99 for sale). This total included the redevelopment of three garage sites to provide 21 rented homes.

Planning Policy this year saw the conclusion of a number of significant projects which have been underway for several years. In particular, the following were formally adopted by the Council: The Chichester Local Plan, The Community Infrastructure Charging Schedule, and the Planning Obligations and Affordable Housing Supplementary Planning Document.

The Chichester Careline, Chichester District Council's 24 hours a day, 365 days a year personal alarm service, celebrated its 30th birthday this year. Since the service was launched in 1985, Chichester Careline has given comfort, support and advice to over 1,000,000 vulnerable people and saved thousands of lives. The service now

supports almost 21,000 clients – from young carers to senior citizens. It is there for anyone who wants to live safely and independently.

Our communities will continue to be at the heart of everything we do. We will aim to be as efficient as possible and use our resources wisely, providing core services in the most effective way possible. We will continue to ensure our District remains an attractive place to live, work and visit whilst ensuring that we maintain a balanced budget in a time of ever-reducing central government grants.

A handwritten signature in black ink that reads "Tony Dignum". The signature is written in a cursive style with a large, sweeping initial 'T'.

Tony Dignum

Leader, Chichester District Council

About Us

District Profile

As the largest district in West Sussex, Chichester District is a unique area, boasting a historic city, glorious countryside and the beautiful south coast. It has a population of 114,500 and covers over 300 square miles, stretching from Selsey in the south to Lynchmere in the north.

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

There are 67 parishes in the District and 48 elected members of the Council. The political makeup of the Council is:

- Conservative: 42
- Independent: 3
- Liberal Democrat: 3

The next scheduled elections for Chichester District Council will be in May 2019.

How We Make Decisions

Council

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

Cabinet

The Cabinet meets on a monthly basis and involves seven of our councillors making key decisions on the plans, strategies and budget. The Council's Constitution determines which of these decisions are then subject to approval by the Council.

The current Cabinet is:

- **Cllr Tony Dignum** – Leader of the Council
- **Cllr Eileen Lintill** – Deputy Leader of the Council and Cabinet Member for Community Services
- **Cllr Roger Barrow** – Cabinet Member for Environment
- **Cllr Bruce Finch** – Cabinet Member for Support Services
- **Cllr Philippa Hardwick** – Cabinet Member for Finance and Governance
- **Cllr Gillian Keegan** – Cabinet Member for Commercial Services
- **Cllr Susan Taylor** – Cabinet Member for Housing and Planning

The Chairman and Vice-Chairman of the Council are:

- **Cllr Elizabeth Hamilton** – Chairman
- **Cllr Norma Graves** – Vice-Chairman

Overview and Scrutiny

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

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

Officer Support

Diane Shepherd, our Chief Executive, leads the Senior Leadership Team which includes two Executive Directors, Steve Carvell and Paul Over and the Head of Finance and Governance Services, John Ward. The Senior Leadership Team, along with our Heads of Service, support councillors while also managing the Council's day to day services.

Chichester in Partnership

Chichester in Partnership consists of public, private, voluntary and community organisations which all want to work together to plan for the future of the District. Over the past year they have worked on a variety of projects, including helping to get people back into work. Further detail on these projects is highlighted within this report.

Performance Management

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

As part of the service planning process, we also set Performance Indicators (PIs) and targets to help us track how we are delivering our services to our customers. A traffic light system helps us to monitor this and is used throughout this report.

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

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

Commercial Services

Key Areas of Responsibility

- Estates
- Commissioning
- Leisure Centres
- Car Parks and CCTV
- Museum and Tourist Information
- Economic Development

Estates

The Estates Service manages the Council's non-operational property portfolio, as well as having responsibility for some estates and valuation matters relating to operational properties.

In 2015/16 the residual effects of the recession were reduced but the depressed retail market had a very significant effect on the progress of the disposal of the site at the Grange and finding occupiers for the development at Barnfield Chichester.

Key achievements in 2015/16:

- Completion of the acquisition of the Woodruff Centre (7 industrial units) Terminus Road.
- Completed the sale of the public conveniences, East Street, Selsey.
- Achieved planning permission for the Enterprise Gateway proposal and appointed an employer's agent, architect and operator, and been out to tender for a design and build construction contract.
- Relet the units at St James Industrial Estate as they have become vacant.
- Consultation and tender for a new precinct market undertaken and operator selected.
- Completed the disposal of land at Selsey to the RNLI.
- Completed the disposal of 0.5 acre business land at Ellis Square, Selsey.
- Arranged sale of site in Parklands to Scouts, Chichester.
- Pursued the development of Plot 21, Terminus Road with planning permission obtained.
- Disposal of the former Museum at Little London for residential development.

Key areas of work for 2016/17:

- Progress Barnfield Drive Development.
- Progress Enterprise Gateway Development.
- Pursue the development of Plot 21, Terminus Road.
- Progress the disposal of the site for development at the Grange Midhurst for use as a supermarket.
- Portfield – progress disposal of land for residential development.
- Pursue opportunities for markets and street trading.
- Progress the Southern Gateway project.
- Develop options for the regeneration of St James Industrial Estate.

Leisure Centres

Key achievements in 2015/16:

- Operationally the Westgate Leisure Business Plan has been implemented. A key component of this was to achieve an increased number of Direct Debit (DD) memberships. At the end of March 2016, all 3 sites had exceeded membership targets. The provision of new equipment and refurbishment of the Gym at Westgate Leisure Bourne this year contributed to this increase.
- Following the Leisure management Options Appraisal a competitive dialogue procurement exercise for the outsourcing of the management of the Council's three leisure centres and sports development service was conducted. Following this process Sport and Leisure Management Limited (Everyone Active) were identified as the preferred bidder. Their appointment was confirmed by Cabinet and Full Council at the end of January and the mobilisation programme then commenced. The Contract was signed on Thursday 28 April and the contract commenced on Sunday 1 May. The contract is estimated to save the Council in excess of £1.4m per year over the 10 year contract when compared to current service costs.

Key areas of work for 2016/17:

- To monitor the key performance indicators (KPIs) for the operational management of the three leisure centres and sports development. These KPIs include financial return, customer satisfaction and Health and Safety issues.
- To agree the capital works at Westgate Leisure Centre and to manage the release of capital funding.
- To review and agree the sports development plan.
- To review and agree the marketing plan as required by the contract.

The Novium Museum & Tourist Information Centre

Key achievements in 2015/16:

- Won the Chichester Observer Readers' choice award and received a judge's recognition award for Leisure and Tourism.
- Visitor numbers have increased significantly to over 45,000
- Was shortlisted for the prestigious Museum and heritage awards.
- Won the Museums at Night competition 2015 and was awarded a grant to deliver the 24 hour inventive factory attended by Yinka Shonibare MBE.
- Launched wedding business at the Guildhall and secured 22 wedding bookings.
- Have over 30 volunteers working at The Novium and The Guildhall.
- Installed a serviced café area in the museum which is already boosting income and improving the visitor experience.
- Was awarded the Visit England visitor quality assurance certificate.

- Was awarded a Heritage Lottery Fund grant of £63,000 for the Admiral Murray project. A very successful exhibition has been installed and a project officer is delivering community activities.
- Successful in round one of the highly competitive Arts Council resilience fund and has now submitted an application for £54,000 to transform its learning service into a profitable and resilient business.

Key areas of work for 2016/17:

- Maintain and increase the visitor numbers, attract repeat visits and new audiences, and increase income generation by hiring out the Guildhall for weddings, developing the TIC services, restructuring the museum shop, increasing the frequency of room and venue hire, attracting business sponsorship, public donations and grant funding.
- The Novium is leading the first ever “Chichester Roman Week” in May 2016 working with the Chichester BID. This is aimed at increasing tourist and local visits to the city centre and district and boosting the local economy.
- The transformation of the ground floor gallery to launch in August 2016 as the dedicated Roman Gallery.
- New exhibitions for 2016/17 include: Tim Peake Chichester’s Local Hero— An extraordinary journey, Roman Chichester and the Chichester Canal.
- Conducting an option appraisal for the future operational management of the museum and tourist information service.

Economic Development Service

Key achievements in 2015/16:

- Directly assisted 461 businesses with responsive, informed support on a diverse range of issues including funding, planning, start-up support and help finding suitable premises.
- Contributed to the protection of 2,158 jobs in the district and the creation of 130 new jobs.
- Delivered 32 employability workshops in the rural areas of the District; 220 unemployed people mentored, coached and assisted with their CVs; and 85 placed into voluntary work experience placements.
- Organised three conferences this year to promote apprenticeships and provide information about incentives and support available. The team successfully co-organised the first ‘West Sussex Apprenticeship Graduation Ceremony’ at Chichester Cathedral.
- Twelve grant applications supported for funding which helped establish new business start-ups, enable economic use of vacant premises, and support independent local businesses.
- Organised a ‘Farmer & Growers Tour’ for councillors and officers to study our land-based industries, followed by ‘Plan to Grow’, a conference attended by 120 guests from local land-based industries, service providers and local authorities.

- Following the findings from the Tourism Task and Finish Group and the Coastal West Sussex Partnership tourism study, work to begin developing a new visitor economy strategy has commenced with wide-ranging visitor research commissioned.
- Working with partners and the community to develop the Chichester Vision, looking at the various factors affecting the City across retail, business, heritage, leisure, transport and demographics.
- A new developer and partner charter' to guide and encourage developers, suppliers and partners to employ and train local workers, and to use local supply chains, has been produced and adopted by the Council.
- Established a project to develop a new 'Selsey Haven' for the safety of fishermen, as a destination point for visitors, and to invigorate the coastal economy.

Key areas of work for 2016/17:

- Create and adopt a 'Vision' for Chichester.
- Plan and implement a strategy for the newly allocated employment land.
- In partnership with others establish a new Tourism Strategy focused on developing the visitor economy and the creation of jobs.
- Assist 110 unemployed people in Chichester District through the Choose Work programme.

Parking Services and CCTV

Key achievements in 2015/16:

- The Civil Enforcement Team has been restructured to reflect the service and community needs, and interviews with a number of ICT suppliers for a new back office ICT system have been undertaken.
- The service continues to generate additional income as a result of franchising opportunities (which include car washing) within car parks. In addition, the use of car parks for events, promotion and advertising has also resulted in an increase in income to the authority.

Key areas of work for 2016/17:

- A review will be undertaken of the CCTV service to ensure that best use is made of the resource. This will be part of a project to look at the potential to provide a CCTV service for other organisations.
- Implement a new IT system to support the back office function. The new ICT system will be implemented during summer 2016 and this will enable a number of improvements for the service and the customer – including an increase in the number of ways customers can self-serve and the introduction of virtual permits.
- Implement a new programme of replacement pay and display machines with card payments and contactless options.
- Implement pay by phone.
- Implement body cameras for Enforcement Officers.

Cabinet Member: Commercial Services

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Economic Development									
LPI 160	To increase Private sector employment from 70.01% to the South East average of 74.5%, reducing the district's reliance on public sector jobs	Higher is better	81.80%	79.20%	80.40% (Apr 15 – Sept 15)		n/a	2015/16 outturn refers to April 2014 to September 2015 period at 80.4%, against South East average of 79.6%. Source of data: Nomis. The most recent data available. The next round of data will be released by end of June 2016.	79.20%
LPI 163a	To increase the survival rates of companies at year 1 to align with the South East actual	Higher is better	91.6% (2013)	94% (2014)	92.4% (2014)		Better	The current value relates to 2013-14 period, which is the most up-to-date data available. Survival rates for Chichester district businesses is at 92.4%, which is a slight increase from the previous year, but lower than the South East average of 94%. Data is available a year in arrears and therefore 2015 data will not be released until end of Dec 2016.	South East Average
Page 21 LPI 163b	To increase the survival rates of companies at year 3 to align with the South East actual	Higher is better	57.1% (2013)	62.4% (2014)	64.3% (2014)		Better	The current value relates to 2011-14 period, which is the most up-to-date data available. A survival rate for Chichester district businesses is 64.3%, which is higher than the South East outturn at 62.4%. Data is available a year in arrears and therefore 2015 data will not be released until end of December 2016.	South East Average
LPI 230b	Choose Work - Increase the number of 'Chooseworkers' who secure employment at the end of the programme	Higher is better	n/a	40%	49%		n/a		40%
LPI 231	Support to Potential High Growth Businesses	Higher is better	12	10	11		Weaker	Business Support Officers continue to provide assistance to key high growth companies in our district, creating new and sustaining existing jobs.	10
LPI 237	Respond to 90% of business planning applications	Higher is better	100%	90%	98%		Weaker		90%
LPI 238	Where government policies allow, protect at least 50% of the business premises against change of use to residential	Higher is better	60%	50%	100%		Better		50%

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Economic Development (continued)									
LPI 252	Occupancy rate for our city and town centre shops	Higher is better	n/a	90.2%	92.6%		n/a	Occupancy rate for South East is 92.6% for January 2016, which has gone up 2.4% since July 2015. Chichester City and towns occupancy rate has been fairly consistent and higher than that of South East average.	90.2%
Parking Services									
LPI 34	Percentage of city centre car park spaces for which we have achieved Safer Parking Awards	Higher is better	100%	100%	100%		No change	Work is underway to roll this out to the rural car parks within the district.	100%
LPI 177a	Tuesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	815	No lower than 300- no higher than 952	865		No change	Target threshold for this indicator is set at no lower than 300 vacant spaces to ensure demand for car park spaces isn't higher than the number of space actually available, and no higher than 25% of the total parking stock to ensure income levels are not affected. Total capacity on a Tuesday is 3810 spaces, therefore threshold set at 952 spaces.	Greater than 300
LPI 177b	Wednesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	666	No lower than 300- no higher than 888	614		No change	Target threshold for this indicator is set at no lower than 300 vacant spaces to ensure demand for car park spaces isn't higher than the number of space actually available, and no higher than 25% of the total parking stock to ensure income levels are not affected. Total capacity on a Wednesday is 3554 spaces, therefore threshold set at 888 spaces.	Greater than 300
LPI 177c	Saturday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	882	No lower than 300- no higher than 993	957		No change	Target threshold for this indicator is set at no lower than 300 vacant spaces to ensure demand for car park spaces isn't higher than the number of space actually available, and no higher than 25% of the total parking stock to ensure income levels are not affected. Total capacity on a Saturday is 3974 spaces, therefore threshold set at 993 spaces.	Greater than 300
The Novium Museum									
LPI 219	The Novium - All admissions (including TIC)	Higher is better	25,402	32,496	45,433		Better	The number of events and exhibitions have increased which has resulted in significant increase in visitor numbers	50,000
LPI 220	The Novium - Total number of	Higher is	30,228	30,000	33,083		Better	The number of Tourism enquires has	30,000

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
	tourist information enquiries	better						remained constant with a slight increase on last year's figure	
The Novium Museum (continued)									
LPI 236b	The Novium - Total Income: Trading	Higher is better	£73,337	£120,000	£143,636		Better		£125,000
Westgate Leisure Centres									
LPI 213	Westgate Leisure Chichester - the number of Direct Debit members against budget	Higher is better	2,364	2,335	2,276		Weaker	Outturn figure represents average membership across the 12 month period.	2,335
LPI 214	Westgate Leisure Bourne - the number of Direct Debit members against budget	Higher is better	731	737	742		Better	Outturn figure represents average membership across the 12 month period.	775
LPI 215	Westgate Leisure The Grange - the number of Direct Debit member	Higher is better	744	800	811		Better	Outturn figure represents average membership across the 12 month period.	800
Estates									
LPI 53	Percentage of empty units within our commercial and Industrial property	Lower is better	7.5%	5%	6.01%		Better	The level of voids of 7.5% in March 2015 has reduced to 6.01% in March 2016, getting closer to the target of 5%. Industrial and retail units are now letting more readily but it is still taking time to arrange occupation of office premises.	5%
LPI 54	Percentage of rent and service charge arrears	Lower is better	1.47%	4%	1.14%		Better	The level of arrears has reduced from 1.47% in March 2015 to 1.14 % in March 2016 and is well within the target of 4%. Vigilant action is taken to deal with arrears and to chase up late payments.	4%

Environment

Key Areas of Responsibility

- Environmental Policy
- Environmental Health
- Licensing
- Farmers' Markets
- Emergency Planning
- Health Protection
- Coast Protection and Land Drainage
- Waste, Cleansing and Recycling Services
- Vehicle Workshops and MOTs
- Grounds Maintenance
- Parks and Open Spaces
- Public Conveniences

Health Protection

Key achievements in 2015/16:

- A nationally recognised initiative continued with our Environmental Health Officers lecturing to college students in Health and Safety and Food Safety matters. Areas covered included lectures to hairdressers on Dermatitis, Asbestos awareness to construction students, Food Safety to catering students and Event Safety to event management students.
- Launched a quarterly e-newsletter called Foodbites providing advice, articles of interest, Health and Safety information, current emerging issues and opportunities for training to food businesses within the district.
- Held a Food Fayre aimed at linking local suppliers with local retail and catering businesses. Feedback was very positive so in partnership with the Economic Development team it is hoped to repeat this on an annual basis.
- Launched a new Level 2 nutrition course.
- Investigated four serious accidents in the District in the last year.
- Now sharing with Arun District Council an Emergency Planning officer. In recent months we opened a Rest Centre and looked after evacuated residents following a serious gas leak in the district.

Environmental Management

Key achievements in 2015/16:

- Two responsible dog events have been held over the year relating to recreational disturbance in addition to various events and working parties with local schools and communities on local wildlife issues.
- Officers supported the Manhood Wildlife and Heritage Group in securing £36,000 from Heritage Lottery Funding for the Manhood FLOW Project (Fixing and Linking our Wetlands) to improve water management and wildlife.
- The Community Car Club set up by the Council has become self sufficient with 4 cars currently in the city centre.
- Phase 1 of the 5 year Beach Management Plan was completed to shore up our coast defences.
- Following a successful bid to the Coastal Communities fund, along with additional funds from the Council, an initial feasibility study for the Selsey Haven was completed.

Licensing

Key achievements in 2015/16:

- In conjunction with the Barnado's children's charity, free training sessions have been offered to licensed taxi drivers and private hire operators to identify and report concerns of Child Sexual Exploitation ('CSE'); an increasingly important issue following high profile cases in Rotherham and Oxford.
- Three major statutory policies have been revisited during the year all following public consultation exercise. The policies, critical to the delivery of the Council's licensing functions, were the Statement of Licensing Policy under the Licensing Act 2003, Statement of Principles under the Gambling Act 2005 and the local policy in relation to Sexual Entertainment Venues.
- The licensing team supported over 50 new and existing large event organisers through the Safety Advisory Group (SAG) with the aim of achieving successful and safe events across the district.
- A review of the current trading restrictions in place for Crane Street and part of St Martins Street was undertaken. Changes will see a potential economic boost and enhanced visitor experience by bona fide consent markets being able to take place at these locations.

Chichester Contract Services

Key achievements in 2015/16:

- Introduced new website functionality to book and pay for bulky household waste collections. The easy-to-use web page is proving popular with customers with 60% of bookings already adopting this new approach.
- A single system for managing the Trade Waste and Recycling service has been introduced. Fully integrated with the council's financial management system, results include streamline processes, reduced back office administration and accurate income reconciliation. The savings are reflected in a competitive pricing for the service.
- The garden recycling collection service continues to grow in popularity with 11,432 customers at the end of March 2016. This represents a 3% increase over the previous year.
- The quality of recyclate collected has improved over the last 2/3 years. The recycling sorting plant automatically sorts the material and cannot process wet paper/cardboard or items contained in plastic bags. Residents have clearly made considerable effort to ensure that materials are loose, clean and dry.
- A newly formed Waste and Recycling Panel of elected members and officers is charged with driving forward recycling initiatives to achieve 50% recycling of domestic waste by 2020. The Panel have agreed a Recycling Action Plan which has been approved by Cabinet.
- Parks and Gardens. Path refurbishment at Priory Park, New Park Road, Jubilee footpath/South Pond, College Lane & Selsey. A new footpath has been installed across Oaklands Park for access to the University/College Lane. Jubilee Park has been planted with 100% sustainable planting (bee friendly) and extensive tree works have been carried out across the District.

Cabinet Member: Environment

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Licensing									
LPI 117	To determine Licensing Act 2003 applications within 2 months unless mediation negotiations are continuing, there is a hearing or where the applicant has failed to make a complete or valid application.	Higher is better	100%	100%	100%		No change		100%
LPI 118	To determine Gambling Act 2005 applications within 2 months unless mediation negotiations are continuing, there is a hearing or where the applicant has failed to make a complete or valid application.	Higher is better	100%	100%	100%		No change		100%
Health Protection									
LPI 173	Number of level 2 foundation food hygiene certificates awarded	Higher is better	136	80	85		Weaker	It has been necessary to cancel courses due to lack of demand. The courses have been publicised in our recently released FoodBites newsletter to businesses and it is hoped that this will generate demand.	80
LPI 174	Percentage of food premises due for inspection that were carried out	Higher is better	98.52%	100%	98.86%		Better	Although "amber" this shortfall is only a couple of inspections out of around 800.	100%
LPI 179	Percentage of food businesses that are broadly compliant with statutory food safety requirements (score a rating of 3 or above in the National Food Hygiene Rating Scheme)	Higher is better	95.7%	93%	97.27%		Better		94%
Environmental Management									
LPI 133	To audit all premises with Environmental Permits that are due for an audit	Higher is better	100%	90%	90%		Weaker	All inspections undertaken as per the risk based inspection programme.	100%
LPI 135	To inspect all commercial and high risk domestic private water supplies in accordance with the risk based programme	Higher is better	11	34	35		Better		34

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Contract Services									
LPI 127	Cost of household waste collection per household	Lower is better	£33.87	£34.63	£32.28		Better		
LPI 184	Increase the amount of recyclable material collected from local businesses	Higher is better	n/a	n/a	490.04	n/a	n/a	The customer base for the trade waste service is currently being transferred to a new system (Bartec). Whilst the transfer is taking place the data will not be reported on. The new system will enable the data to be collated more efficiently.	
LPI 191	Residual household waste in Kg per household	Lower is better	434.02	400	321.69 (Apr 15 – Dec 15)	n/a	n/a	The data from Viridor for our Quarter 4 returns to WasteDataFlow, is being held-up due to problems with the calculation of the split of materials coming out of Ford MRF. Both WSCC and Viridor are working hard to resolve the issue as a matter of urgency.	400
LPI 192	Percentage of household waste sent for reuse, recycling and composting	Higher is better	40.41%	42.00%	39.67% (Apr 15 – Dec 15)	n/a	n/a	See above	42.00%

Finance and Governance

Key Areas of Responsibility

- Accountancy Services
- Audit
- Procurement
- Corporate Health and Safety
- Legal Services
- Insurance and Risk Management
- Elections
- Revenues and Benefits
- Business Continuity
- Member Services

Accountancy Services

Key achievements in 2015/16:

- Procurement of a new corporate banking service which was implemented by 1 April 2016 as required.
- A new hosted treasury management system and money market dealing portal were implemented, improving the use of staff resources undertaking this task.
- Specific training for all budget/service managers on how to use the Civica financial system and finance for non-financial managers training was delivered.
- Completion of the recruitment exercise necessary following the outcome of the service review and restructure of the team.

Key areas of work for 2016/17:

- Implementation of the e-budgeting and forecasting module of the Council's financial system (Civica), including delivery of specific training for budget managers to use this module for the 2017/18 budget cycle.
- Complete the implementation of the Civica module for fixed asset register.
- Complete the merchant acquiring service contract and achieve Payment Card Industry Data Security Standards (PCI DSS) compliance.

Internal Audit

Key achievements in 2015/16:

- Following the transfer of Benefit Fraud Investigators to the Department for Works and Pensions, one Fraud Officer was retained and has now transferred to Internal Audit to become the Corporate Fraud Officer.

Revenues and Benefits Service

Key achievements in 2015/16:

- Analysed our customer contact streams and procured the Northgate Citizens Access product (an online digital solution to provide customers with direct access to their Council Tax records) which has the potential to improve the customer experience and provide efficiencies.
- Commenced the rollout of Universal Credit transfers. This is a phased process and so far the impact has been minimal. It is anticipated that there will be

increased activity this year and are waiting for the Department for Work and Pensions (DWP) to confirm the next phase of the roll-out.

- Overseen the successful transfer of the housing benefit fraud team to the single fraud investigation service (SFIS) in December 2015.
- Successfully implemented the Council Tax Reduction scheme for 2016/17.
- Introduced the FERIS (Fraud and Error Reduction Incentive Scheme), a new DWP initiative to identify more reductions in housing benefit entitlement. Full roll-out is expected by the summer of 2016.

Key areas of work for 2016/17:

- Prepare for the Non Domestic Rates revaluation which will come into effect from 1 April 2017.
- Prepare for and implement the Council Tax Reduction scheme for 2017-18.
- Thoroughly review the locally defined Council Tax discounts in preparation for the 2017/18 taxbase setting.
- Prepare the business case for a shared services arrangement with Arun District Council and fully consider service delivery options which could provide an improved service to the customer and cost savings to the authorities.
- Contribute to the digital access strategy by further investigating online solutions that improve the customer experience and eases administration for the authority.

Member Services

Key achievements in 2015/16:

- Implemented the members' post-election induction programme following the election in May 2015. Eighteen of the 48 members were newly elected to the Council. Ensured members were developed, informed and supported to fulfil their roles effectively as quickly as possible.
- Supported the Independent Remuneration Panel in revising the Scheme of Members' Allowances.
- Prepared a scheme for dividing the district into wards for a 36 member council and submitted it to the Local Government Boundary Commission for England (LGBCE) in preparation for a reduction in the size of the Council from the 2019 elections.

Key areas of work for 2016/17:

- Continuing to develop our use of the new committee management software (modern.gov) and publishing recordings of council and committee meetings.
- Completing the electoral review of Chichester District, including managing the Council's response to the LGBCE's recommendations for District Council ward boundaries.
- Revising the Council's Constitution, reviewing how decisions are made and streamlining the way the Council operates its business so as to make it more effective.

Electoral Services

Key achievements in 2015/16:

- Conducted the combined Parliamentary, District and Parish Elections in May 2015.
- Completed the transition to Individual Electoral Registration (IER), and implemented a new Electoral registration computer system.
- A number of Neighbourhood Plan Referenda were also conducted during the year.

Key areas of work for 2016/17:

- The Police and Crime Commissioner (PCC) election in May 2016 and the European Union (EU) referendum in June 2016.
- The Chichester BID renewal ballot is likely to be held in the autumn 2016, and again a number of Neighbourhood Plan Referenda are expected.

Cabinet Member: Finance & Governance

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Legal Services									
LPI 70	Conveyancing - Industrial Estates - Percentage of draft leases prepared within 10 working days of receiving complete instructions from Estates	Higher is better	100%	80%	100%		No change	The focus of legal officers has been maintained on business critical matters such as industrial conveyancing in support of financial objectives. This is reflected in the strong performance in this area.	80%
LPI 71	Contracts - Section 106 Planning Agreements - Percentage of draft agreements prepared within 10 working days of receiving complete instructions from Planning	Higher is better	95%	80%	94%		Weaker	The move towards CIL has meant that remaining section 106 matters tend to be of a more complex nature so even though fewer 106 agreements have been dealt with they have been time consuming and required significant legal research and consideration. In addition planning have had additional officers dealing with a backlog which led to a surge which had an impact upon the legal element of this work.	80%
LPI 73a	Low / Medium Priority Enforcement Notices – Percentage of notices issued within ten working days of receiving complete instructions from Planning.	Higher is better	95%	90%	100%		Better	Changes in procedure by legal section and an increase in resilience by ensuring several staff are capable of carrying out enforcement notice work is behind this excellent performance.	90%
LPI 74	Prosecutions - Percentage of proceedings to be started within ten working days of receiving complete instructions	Higher is better	90%	90%	100%		Better	The litigation solicitor was in post for the whole year and as such the process is being consistently administered to maintain service delivery supported by administrative officers. It is also noteworthy that significant effort by departments to work with legal to improve workflow processes and evidence provided has enabled cases to be passed to Court more promptly.	90%
Revenues and Benefits									
LPI 140	Percentage of Council Tax collected	Higher is better	98.12%	98.20%	98.26%		Better	Improvement on previous year collection. Additional instalment dates have been added from 1/4/16 to maximise payment opportunities for customers	98.20%

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Revenues and Benefits (continued)									
LPI 141	Percentage of Non-domestic Rates Collected	Higher is better	98.08%	98%	98.20%		Better	See Previous comment	98%
LPI 235a	Time taken to process Housing Benefit new claims and change events	Lower is better	14 days	10 days	8 days		Better		10
LPI 235b	Time taken to process Council Tax Reduction claims and change events	Lower is better	7 days	10 days	8 days		Weaker		10
Financial Services									
LPI 156	Creditor invoices paid within 30 days	Aim to Maximise	n/a	92%	93.83%		n/a	It is currently not possible to capture the data for this measure. Following the introduction of Civica there is not the data nor report format to use. This is work in progress for the service to resolve.	92%
LPI 157	Creditor invoices paid within 10 days	Aim to Maximise	n/a	n/a	78.07%	n/a	n/a	See above	85%

Housing and Planning

Key Areas of Responsibility

- Housing
- Land Charges
- Development Management
- Design and Implementation
- Building Control
- Planning Enforcement
- Planning Policy
- Neighbourhood Planning

Housing

Key achievements in 2015/16:

- The Homelessness Strategy 2015-2020 was adopted. The strategy has a strong emphasis on homelessness prevention and ensuring that support is available for vulnerable people.
- The Private Sector Renewal Strategy 2016-2021 was adopted and it introduces the Chichester Warm Homes Initiative, which will provide assistance to the most vulnerable members of the community to tackle fuel poverty and to provide their homes with efficient heating systems.
- Introduced a weekly housing advice clinic at Stonepillow's facility at the Old Glassworks to ensure that rough sleepers are aware of their housing options.
- Put in place plans to work with West Sussex County Council and other partners to house refugees coming to the UK via the Syrian Vulnerable Person Relocation Scheme. Up to 60 families will be housed in West Sussex over the 5 years of the scheme.
- A mid-term review of the Housing Strategy 2013-18 together with available capital funds was undertaken and a more a flexible approach to housing delivery adopted to take account of the Housing and Planning Act. This includes working with community land trusts to delivery affordable homes and setting up a register for custom and self-build.
- Continued progress was made during the year in meeting our affordable housing targets with 184 affordable homes delivered (85 for rent and 99 for sale). This includes:
 - The final phase of the redevelopment of the Heritage Site, an outdated sheltered scheme in central Chichester, to provide 36 shared ownership homes including 29 one and two bedroom flats and 7 houses.
 - The redevelopment of three garage sites to provide 21 rented homes.
 - 1 new home to meet the needs of a household with a disabled person.
 - 64 rural homes for local people
- Over £1.45m of investment was secured by our registered provider partners from the Homes and Communities Agency.
- 115 of the affordable homes were provided on market sites.
- 69 of the new affordable homes were enabled by the Council working with our registered provider partners and partly funded by Council investment of £1.44m.
- £263k was received in commuted sums in lieu of affordable housing on site.

Planning Policy

Key achievements in 2015/16:

- Last year saw the conclusion of a number of significant projects which have been underway for several years. In particular, the following were formally adopted by the Council:
 - The Chichester Local Plan (July 2015)
 - The Community Infrastructure Charging Schedule (January 2016)
 - The Planning Obligations and Affordable Housing Supplementary Planning Document (January 2016)
- The Council also approved the first Infrastructure Business Plan prepared in liaison with West Sussex County Council, following engagement and consultation with infrastructure providers and the city, town and parish. The following neighbourhood plans were formally made:
 - Loxwood (July 2015) The Council successfully defended a legal challenge to the making of the Loxwood Neighbourhood Plan in the High Court, with its costs being paid by the claimant.
 - Southbourne (December 2015)
 - Fishbourne (March 2016)
- Progress was also made on the following planning policy documents:
 - Site Allocations Development Plan Document
 - Surface Water and Drainage Supplementary Planning Document
 - Proposed approach for securing development contributions to mitigate additional traffic impacts on A27 Chichester Bypass.

Key areas of work for 2016/17:

- Work to progress the documents which support the adopted Local Plan will continue in 2016/17.
- The coming year will also see the start of some major new projects, notably, the first stages of the Local Plan Review and working with nearby authorities in respect of strategic and cross boundary housing and transport issues.
- There are also some significant changes to planning policy at national level which will need to be considered, particularly around starter homes, brownfield registers, increasing permitted development rights and potentially amendments to local and neighbourhood plan-making processes.

Conservation and Design

Key achievements in 2015/16:

- An extended conservation area in Tangmere with the removal of some permitted development rights was implemented in July.
- The successful restoration of Sessions House in Selsey enabled that building to be removed from the Heritage at Risk List.

Key areas of work for 2016/17:

- For the year ahead, the consultation responses to the review of the Chichester and Selsey conservation areas, and the designation of a new conservation area at East Selsey, will need to be analysed and the character appraisals and management guidelines will need to be revised.

Development Management

Key achievements in 2015/16:

- 63 major planning applications were received during the year (outside of the South Downs National Park) which was a similar number to that submitted in 2014/15 and was largely influenced by sites coming forward through the Local Plan and Neighbourhood Plans.
- This year, major development schemes have been permitted in accordance with the neighbourhood plans for Southbourne, Fishbourne, Chidham & Hambrook, Loxwood, Wisborough Green, Tangmere and Birdham. 92% of major applications were determined within their target date of 13 weeks (or an agreed extension of time) which considerably exceeded the national performance target.
- 1,476 planning applications were submitted during the year within the CDC area. 72% of 'minor' and 84% of 'other' (mainly domestic) applications were determined within 8 weeks (or an agreed extension of time) and as a result, all three national application performance indicators were met. Appeal performance was also strong with less than 26% of all appeals in the year being allowed, below the national average.

Key areas of work for 2016/17:

- For the forthcoming year, a number of key areas of the Development Management Service are to be reviewed by a Member task and finish group including the use and discharge of planning conditions and the pre-application advice service. The Government is proposing the introduction of further performance measures and it will be important to ensure that the good performance that the Service has attained in the last year is continuously improved upon.
- Assist in the preparation of a masterplan for the Southern Gateway area.

Planning Enforcement

Key achievements in 2015/16:

- 48 formal notices were issued in 2015/16, 8 more than the preceding year. The service has also dealt with a number of high profile cases including a gypsy encampment at Birdham and a biogas development in Kirdford. Both cases have required unusually high levels of officer time and resources and remain ongoing due to the complexity of the issues involved.

Building Control

Key achievements in 2015/16:

- Whilst a proportion of market share has been diverted to the private sector (Approved Inspectors), the Service received 981 Building Regulations applications during this year, compared to 988 for 2014/15. Income was some £407,549 and as a consequence, the net cost of the chargeable account showed an overall deficit of £2,260.

Cabinet Member: Housing & Planning

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Housing									
LPI 2.1	Percentage of homeless applications decided within 33 days	Higher is better	55.1%	45%	49.1%		Weaker		45%
LPI 204	Homelessness Prevention	Higher is better	60.3%	60%	60.3%		No change	During the 2015/16 advice has been provided to 398 applicants threatened with homelessness and homelessness was prevented in 240	60%
LPI 239	Number of affordable homes delivered on market sites	Higher is better	164	110	115		Weaker	115 affordable housing units have been completed on market sites as part of the section 106 contributions.	110
LPI 240	Number of additional affordable homes enabled by the Council	Higher is better	113	30	69		Weaker	69 additional affordable homes have been enabled by the council working with its registered provider partners in 2015/16.	30
Land Charges									
LPI 48a	Percentage of all searches carried out within 10 working days	Higher is better	45.17%	100%	64.6%		Better	Since September all searches have been returned within 10 working days. However as the Performance Indicator is measured for the whole year instead of individual quarters, it will always show red.	100%
LPI 48d	The percentage of all personal search appointments offered within 72 hours	Higher is better	100%	95%	100%		No change		95%
Planning Services									
LPI 187a	CDC LPA Area - Processing of planning applications determined in 13 weeks: Major applications (excludes applications from the SDNP area)	Higher is better	88.1%	60%	92.3%		Better	Cumulative performance for the year was excellent – 32.3% above target (4% increase on 2014/15)	60%
LPI 187b	CDC LPA Area - Processing of planning applications determined in 8 weeks: Minor applications (excludes applications from the SDNP area)	Higher is better	75.47%	65%	71.7%		Weaker	Cumulative performance for the year was good – 6.7% above target, whilst this represents a 4% reduction on that achieved in 2014/15, in light of difficulties in recruitment this is an impressive accomplishment.	65%

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PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Planning Services (continued)									
LPI 187c	CDC LPA Area - Processing of planning applications determined in 8 weeks: Other applications (excludes applications from the SDNP area)	Higher is better	83.49%	80%	84.2%		Better	Cumulative performance for the year was very good – 4.2% above target, which represents a 0.7% increase on that achieved in 2014/15, in light of difficulties in recruitment this is an impressive accomplishment.	80%

Support Services

Key Areas of Responsibility

- Corporate Policy
- Public Relations
- Human Resources
- Customer Services
- Building and Facilities
- Information and Communications Technology
- Project Management
- Organisational Development
- Equalities
- Data Protection & Freedom of Information

Building & Facilities Service

Key achievements in 2015/16:

- The refurbishment of the Westhampnett Depot has continued to remove unused buildings and maximise space to support the daily operations of the Depot.
- The Avenue de Chartres multi-storey car park has been in the process of a refurbishment. The initial phases of repairing and cleaning the brick work have been completed, prior to tendering for the refurbishment of the barriers, lighting, surfacing and installation of charging points for electric cars.
- The Facilities Team possess trade skills and have undertaken a number of small building works resulting in a total savings of £36,000, e.g. the refurbishment of the Council's offices at Market Road and a replacement kitchen at Careline.

Key areas of work for 2016/17:

- The completion of the refurbishment of Avenue de Chartres car park.
- The replacement of a portion of the Council's heating and ventilation system.
- Enabling the relocation of CAB and Relate to CDC premises

Customer Services and ICT

Key achievements in 2015/16:

- These teams have worked together on the delivery of the Council's channel shift project to enable customers to self-serve. Particular achievements in this first year are a reduction in telephone calls of 8% and face to face visitors of 12%.
- Customers have also been offered the option to make payments online and through an automated telephone payment system which again has seen a good take up – with a 31% increase in customers choosing to pay via the telephone line and a 12% increase of customers using the website to make payments.
- The ICT service has awarded a tender for the replacement of the Council's telephone system to improve capabilities to support a modern work-force.

Key areas of work for 2016/17:

- More on-line services for customers.
- The installation of the new telephone system.
- Shared services initiative with Arun and Horsham District Councils to identify opportunities for efficiencies and improve customer services.

Human Resources

Key achievements in 2015/16:

- The team have continued to support managers during some major service reviews, in particular the Leisure Services' management contract.
- Increasing the scope for managers to access information directly has continued with the provision of a web recruitment module. This enables managers to access applications for jobs and shortlist, to do sickness absence reporting online and access staff records electronically.

Key areas of work for 2016/17:

- The service will participate in the shared services initiative with our partner authorities.
- With an increasingly flexible work-force, further self-serve functionality will be available for staff, e.g. a mobile application enabling staff to access their personal information from a mobile phone.
- A staff mentoring and development scheme will be available to support staff in their career and to facilitate advancement.

Corporate Improvement Services

Key achievements in 2015/16:

- Three Programme Boards were established to ensure resources are made available to meet the Council's key projects. They have been working successfully, supported by the Corporate Improvement Team. The channel shift achieved is one such example of the outputs from the Boards.

Key areas of work for 2016/17:

- The team will provide key support to the shared services initiative, providing project support and ensuring the outline business cases are robust and thorough.

Public Relations

Key achievements in 2015/16:

- The team continue to develop opportunities to use Council facilities and assets to enable outside organisations to advertise their services. This has provided additional income in excess of £100,000 to support the delivery of vital services.

Key areas of work for 2016/17:

- Supporting the Council's Recycling campaign aimed at achieving 50% recycling by 2020.
- Promoting the Council's Garden Waste service to gain new customers and support recycling.
- Supporting the Council in promoting its customer facing services and keeping the community informed about high profile initiatives.

Cabinet Member: Support Services

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Customer Services									
CS MPI 01	Percentage of enquiries to the Customer Service Centre that are resolved at first point of contact	Higher is better	85%	80%	85%		No change		83%
CS MPI 06b	Percentage of customers satisfied when calling the Customer Service Centre	Higher is better	95%	85%	100%		Better		85%
Personnel									
LPI 143	Working Days Lost Due to Sickness Absence	Lower is better	8.25	7.00	7.42		Better	The sickness statistics for the period 1.4.15 to 31.3.16 average per employee is 7.42 days per person Long Term Sickness = 4.50 days Short Term Sickness = 2.92 days	7.00

Community Services

Key Areas of Responsibility

- Health and Wellbeing
- Careline
- Grants
- Partnerships
- Culture and Arts Support
- Community Engagement and Development
- Family Intervention and Community Safety
- Leisure and Sports Development
- Voluntary Sector
- Foreshores

Chichester Wellbeing

Key achievements in 2015/16:

- The current partnership agreement with West Sussex County Council Public Health came to an end in 2015/16. Funding has been secured to continue the service for 2016/17 with a focus on increasing referral routes and better relationships with GP practices.
- During the year the service worked with more than 2000 clients, providing them with support to lead a healthy lifestyle and reduce their risk factors for heart disease and cancer through weight loss, exercise, quitting smoking or reducing alcohol consumption.

Key areas of work for 2016/17:

- Establish a new partnership arrangement with Everyone Active to ensure the service delivered from the Westgate Leisure Centre continues.

Community Wellbeing

Key achievements in 2015/16:

- A working group was established to develop the Council's role as a health promoting organisation.
- The team provided training for staff in our frontline services about how to provide a better service to people who live with dementia or have a mental health condition.
- Developed a new impact assessment to enable the council to take into account the health impact of new developments or projects.
- The Five Ways to Wellbeing project working with year 5 primary school children was delivered to 6 schools in the district. The children learn to increase their confidence and resilience through the 5 activities which are known to improve mental health and wellbeing.

Key areas of work for 2016/17:

- Continue to work with partners to ensure people living with dementia and their carers are able to access the services and support they need.

Community Interventions Team

Key achievements in 2015/16:

- Think Family Expansion Phase 2 continues and is currently supporting 4 families with a target set at 10 families per year. The criteria have widened to include domestic abuse, children who need help, and parents with physical and mental health issues. Families have been supported back into work, education and given advice on debt and housing issues. Think Family neighbourhoods have been supported by a schools project. This project has supported the building of a youth wing, planted trees in a local park, taken a group of elderly residents out for afternoon tea, and provided signs to remind the public not to drop litter or endanger wildlife.
- Child Sexual Exploitation (CSE) work has continued and awareness has been raised amongst CDC staff and Members. Training has been delivered to taxi drivers and the night time economy group. We continue to run and support the Community Safety Partnership (CSP) to deliver joint projects to reduce crime and Anti Social Behaviour (ASB).

Key areas of work for 2016/17:

- A hate crime awareness campaign is planned with a focus on disability and sexual orientation hate crime as these are currently underreported.

Community Wardens

Key achievements in 2015/16:

- The wardens have been involved in a number of events to celebrate their 10th anniversary, including the Chichester Police Station Open day in July and the FSN event in November.
- Community Wardens are supporting the Think Family Neighbourhoods work with a variety of projects including sports diversion and setting up a community hub. They have supported the “Ideas into Action Project” a schools project delivered by the Community Engagement Team.

Key areas of work for 2016/17:

- Clean for the Queen and other community celebrations for the Queen’s 90th Birthday.
- Supporting the Swanfield Youth Club opening July 2016.
- Developing the Neighbourhoods work in Chichester South and Tangmere.

Community Engagement

Key achievements in 2015/16:

- The “Ideas into Action” project continues to be successful in schools in Think Family neighbourhoods. Particular success has been achieved in Tangmere with joint working with the Parish Council.

- “Five Ways to Wellbeing” has been introduced as a project that develops the mental wellbeing of young people, and provides resilience for later in life. Short films of each school visit have been documented to help communicate the benefits of the programme.
- A review of New Homes Bonus (Parish Allocations) has ensured the continuance of this much valued funding source for Parish Councils, and looks to make closer links with the emerging Infrastructure Delivery Plan.
- The same review balanced the continuance of Council’s discretionary grants in the changing financial climate. The recommendations are now more specific about what the Council will, and by omission will not, fund in the future.
- Completed the provision of the Gypsy and Traveller Transit site located at Westhampnett and opened in April 2015. The aim of the site is to prevent unauthorised encroachment on land and promote better relations with the settled community.

Key areas of work for 2016/17:

- Support for major public consultations including the Chichester Vision and the review of the new Traders’ Market.
- Implementation of revised programmes for grants and New Homes Bonus (Parish Allocations), and specific funds to celebrate the Queen’s 90th birthday.

Sport and Leisure Development

Key achievements in 2015/16:

- Sport in the Community Holiday Courses reached a record number of participants during 2015-2016, with an increase in the variety of camps also helping towards an increase in the number of females participating. Discretionary places were awarded to individuals from Think Family neighbourhoods, allowing opportunities to be extended to those most in need.
- The first Chichester District Community Sports Forum took place in April 2015 involving over 70 representatives from local sports clubs and organisations.
- A record number of runners signed up to the Children on the Edge Chichester Half Marathon in October 2015. Some amazing aerial footage was captured and this can be viewed at www.chichesterhalfmarathon.co.uk/
- Workplace Health initiatives have been developed for staff, including a football tournament and a new lunchtime running club with over 50 members of staff from departments across the whole Council taking part.

Chichester in Partnership

Key achievements in 2015/16:

- Choosework provided 68 work experience placements and helped over 313 people, this far exceeded the targets set of 50 work placements and 120 people engaged. The project has funding until March 2017 and will be focussing on the more difficult to reach clients.

- A “Tackling Financial Exclusion” strategy has been published and this will be actioned over the coming years. This strategy looks at how we can help people with debt problems and was written with other partner organisations.
- Selseyworks now has a full time worker funded by the Town Council and working from their building. They have been recognised by Department of Communities and Local Government as an “Our Place” neighbourhood and in conjunction with them we will be developing a delivery plan.
- A Dementia Arts festival was sponsored by the Partnership; the event was very successful with over 200 participants and positive feedback. A second festival is happening in 2016 and is again sponsored by the partnership.

Key areas of work for 2016/17:

- Delivery of the Tackling Financial Exclusion Strategy.

Careline

Key achievements in 2015/16:

- The Careline celebrated its 30th birthday this year and the celebrations had a real impact on the local community. We have had a number of new clients from the day and received very positive feedback on the service.
- We now have our youngest client, aged only 3 years old, who has Downs syndrome. He is progressing really well and our service gives his family peace of mind, should he get up in the night and need reassurance.
- We were honoured to attend the graduation of ‘Bowsie’ from Canine Partners, a local charity in Midhurst, which specialises in assistive living. It is now national practice for these amazing dogs to raise the alarm so that we can coordinate the emergency service response.
- A ‘virtual care-home’ concept has been developed with a local Chichester firm, Guardian Angels. They specialise in day-to-day tasks for those in need. Our partnership enhances the client’s wellbeing, knowing that they are never alone and that we are available 24 hours a day.

Key areas of work for 2016/17:

- Complete the triennial Telecare Services Association (TSA) Audit to secure re-accreditation.

Cabinet Member: Wellbeing & Community Services

PI Code	Short Name	Assessment	2014/15 Outturn	2015/16 Target	2015/16 Outturn	Status	Trend - 2014/15 v 2015/16	Commentary	2016/17 Target
Careline									
LPI 210	Careline - Percentage of emergency calls answered within the TSA target of 1 minute	Higher is better	97.52%	97.5%	98%		Better		97.5%
LPI 211	Careline - Percentage of emergency calls answered within the TSA target of 3 minutes	Higher is better	99.5%	99%	99.6%		Better		99%
Community Safety									
LPI 212	All Reported Crime - Chichester	Lower is better	4.7%	0%	0.6%		Better	There has been a small increase in overall crime which reflects a very small increase in burglary Other Than Dwelling (OTD). The District remains the lowest for overall crime in the county.	0%
Health and Wellbeing									
LPI 201	Increase the number of referrals to the Wellbeing Hub	Higher is better	1,780	1,958	1,348		Weaker	One of the wellbeing advisors had two significant periods of sickness during the year which impacted on the number of clients we were able to see	80%
LPI 234	Percentage of people who are maintaining positive lifestyle changes as result of referral to the Wellbeing Hub after 3 months	Higher is better	83%	80%	78%		Weaker	There had been problems with the database corrupting which resulted in a loss of data. A process is now in place to prevent this from happening again.	80%
Leisure and Sports Development									
LPI 243a	Increased participation in Sport in Community Programmes	Higher is better	3,101	3,100	2,524		Weaker	Outturn in 2014/15 was an unprecedented uplift of 45% against the previous year, and therefore the target for 15/16 was to try and maintain that level. This was not achieved, but the level of participation is on trend at 10% increase year on year.	3,100
LPI 243b	Increased female participation in Sport in Community Programmes	Higher is better	489	538	489		No change	Similar to LPI243a, significant increase has not been sustained but as a percentage of all young people taking part, female participation has still significantly increased (15.8% of all participants in 2014/15 compared with 49.4% of all participants in 2015/16 is a 23% increase in the year).	592

Chichester District Council

CABINET

12 July 2016

Chichester in Partnership – Community Strategy 2016-2021

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2. Recommendation

- 2.1. **That the Council be recommended to adopt the Community Strategy 2016-2021.**
- 2.2. **That consideration is given to the recommendation from Overview and Scrutiny Committee to establish an emergency fund for Chichester in Partnership for the period 2016-2021 as set out at paragraph 4.4.**

3. Background

- 3.1. Chichester in Partnership (CIP) was formed as a Local Strategic Partnership (LSP) in 2002. The Local Government Act 2000 placed a duty on local authorities to prepare a Sustainable Community Strategy (SCS) to promote and improve the economic, social and environmental well-being of their areas, and contribute to the achievement of sustainable development. It was expected that this would happen *through* LSPs. In 2006 the Local Government and Public Involvement in Health Bill considered Local Strategic Partnerships as the overarching partnership to bring together key themes and deliver the priorities in the Local Area Agreement and Sustainable Community Strategy. The Creating Strong, Safe and Prosperous Communities Guidance in 2008 also provided an impetus for working in Local Strategic Partnerships.
- 3.2. The statutory guidance (*Creating Strong, Safe and Prosperous Communities*) that governed LSP's was rescinded by Government in 2012. Government also revoked the Duty to Involve and the Duty to Prepare a Sustainable Community Strategy in 2014. Therefore there is no legal obligation for the Council to have an LSP or a Sustainable Community Strategy. However, Chichester in Partnership's current SCS is a 20 year document and still in place until 2026. This document was published in 2009 and developed via a full public consultation that involved focus groups, citizen's panels, questionnaires and special themed events. The delivery of this strategy is the main ethos of the partnership and has influence over partners' service delivery and priority setting.

- 3.3. Although current government thinking may appear to place less emphasis on formalised local partnership arrangements, they still see collaboration and joint working as a key part of the national agenda on health reform, policing, and economic development. Support for the Localism and Devolution agenda remains. It is therefore considered good practice to maintain ways to encourage partner conversation and collaboration.
- 3.4. Over the years Chichester in Partnership has changed and developed. Partners have completed a number of reviews to ensure it is fit for purpose. The most recent review was in 2015. Partners raised interesting points such as:
- That this is the only meeting where strategic level people meet locally
 - Good place to discuss and debate the local issues
 - It adds to the knowledge base of organisations and strategic individuals
 - Only place that some partners get to meet
 - Wider meetings are highly valued for information and networking
 - Partners are positive about the partnership and the projects it has been able to deliver in recent years.

However, there were improvements to be made in specific areas such as:

- Setting a clearer vision and aims for the partnership
 - Improving communication between meetings and about the projects
 - Increasing strategic partner involvement
 - Improving strategic links within organisations
- 3.5. In recent years the partnership has become more focussed, with action plans and strategies being developed, priorities set, outcomes planned and projects delivered. The partnership now enables work to happen on cross cutting issues that can be integrated into partner plans (for example the Getting People into Work strategy). With the deep funding cuts that all partners face, there could be a tendency for partners to move away from the partnership to protect themselves. In some areas such as Horsham, Crawley, Havant and Gosport the LSPs have ceased or amalgamated with other partnerships. In Chichester the opposite is happening, partners are more engaged, and new partners including Chichester College, Festival Theatre, Department of Work And Pensions and Councillors from WSCC are participating.

4. Proposal

- 4.1. It was felt by the current partners that the Sustainable Community Strategy had become dated and did not reflect the work or ethos of the partnership or provide a clear vision. In December 2015 partners agreed to complete a light touch review consisting of consultation with the core and wider partnership and the development of a document that would include a new vision statement but would keep the same overarching themes of Economy; Environment; Health And Wellbeing; Housing And Neighbourhoods and Transport and Access as the original SCS.
- 4.2. The partners iterated their preferences for the new strategy as follows:
- (a) A document that accurately reflects the work of the partnership

- (b) An easy to read document with no jargon
- (c) Shorter document with fewer priorities

On this basis a new Community Strategy was drafted and approved by the partnership core group on 22 March 2016 (see Appendix).

- 4.3. All partners have been asked to take this through their own internal approval processes to ensure ownership and support.
- 4.4. The final draft Community strategy was reviewed by Overview and Scrutiny Committee on 14 June 2016 and recommended to Cabinet that it be endorsed and adopted by the council. They made a further recommendation: "That consideration is given to establishing an emergency fund for Chichester in Partnership for the period 2016-2021 to ensure its ability to function in times of hardship."
- 4.5. Currently Chichester in Partnership has no recurring budget except a small annual grant pot of £5000 from merger with the Healthy Chichester Partnership that is ring fenced for Health projects.

5. Outcomes to be achieved

- 5.1. The overall vision for the partnership, agreed by the Core group is: "*Chichester in Partnership – Working together to help and inspire the people, and communities within Chichester District to reach their potential*"
- 5.2. The original strategy had 21 priorities with 51 sub priorities. The new strategy has 16 priorities. The overall delivery of the strategy will be monitored by the CIP via their annual report.
- 5.3. Delivery on the outcomes will take place through task and finish groups set up under the partnership. These groups will be expected to develop and deliver sub-strategies and action plans on specific issues. Currently the task and finish groups have been established in respect of:
 - (a) Low level mental health
 - (b) Getting people into work
 - (c) Tackling financial exclusion
- 5.4. The work of the partnership will also be monitored internally by the Overview and Scrutiny Committee

6. Alternatives that have been considered

- 6.1. Do nothing – the current strategy remains in place until 2026.
- 6.2. Full consultation – To devise a new strategy through a full consultation would be expensive, time consuming and divert effort from project delivery.
- 6.3. Have no Community Strategy – we have no legal obligation to have such a document; however the partners feel the partnership and partners need a document that sets out the issues, agreed vision and direction to help focus their work and that of the partnership.

7. Resource and legal implications

- 7.1. Partnerships Officer time in managing delivery of partnership meetings and projects. Other Council teams may get involved in projects as needed.
- 7.2. The Community Strategy provides the local social context for the Local and Corporate Plans and review will ensure a relevant and contemporary context.
- 7.3. The recommendation by Overview and Scrutiny Committee to “establish an emergency fund for Chichester in Partnership for the period 2016-2021” will impact on the Council’s budget.

8. Consultation

- 8.1. A wider partnership event attended by a range of partners was held with a speaker from the Department of Communities and Local Government and a workshop exercise to discuss the priorities. The issues from the workshops were taken into account when drafting the Community Strategy.
- 8.2. The Strategy was sent to partners for comment, and feedback incorporated.

9. Community impact and corporate risks

- 9.1. The Strategy sets out the high level priorities and objectives for the area and the needs of the community. Consultation with a wide range of groups has taken place and a full analysis of demographics has been undertaken. Further impact assessments will need to be undertaken at the action plan stage.
- 9.2. The Strategy will encourage and provide focus for partnership working.

10. Other Implications

	Yes	No
Crime & Disorder: positive	✓	
Climate Change: positive	✓	
Human Rights and Equality Impact: positive	✓	
Safeguarding and Early Help: positive	✓	
Other (Please specify): eg Biodiversity		✓

11. Appendix

- 11.1. Appendix Chichester In Partnership Community Strategy 2016 -2021 (printed in black and white; available in colour on the Council’s website)

12. Background Papers

- 12.1 Chichester in Partnership Annual Report 2015 -2016



2016-2021

CHICHESTER IN PARTNERSHIP COMMUNITY STRATEGY

Working together to help and inspire the people and communities
within Chichester District to reach their potential



Foreword

Welcome to Chichester in Partnership's new Community Strategy. This document shows how organisations touching the lives of everyone in our district are working together to make Chichester a great place to live and call home. We want to create a place where residents take responsibility for their own lives, their community and their environment.

I'm proud to be part of a district which harnesses the collective energy of so many people from across the public, private, voluntary and community sectors. They all come together as Chichester in Partnership.

This Community Strategy shows just some of the things that Chichester in Partnership has achieved since the previous plan was published in 2009, as well as our vision and priorities for the district going forward.



I am grateful to the people and organisations that contributed to shaping this plan on behalf of the Chichester in Partnership

Finally, I think it's important to point out that this plan not only sets out the key achievements and priorities of Chichester in Partnership, it also tells you how we will be moving forward I hope you will find it an inspirational read.

Cllr Eileen Lintill

Chairman, Chichester in Partnership

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Introduction

Chichester in Partnership (CIP) is the strategic partnership for the district we bring together the voluntary, community, private and statutory organisations that work for the residents in the district. Chichester in Partnership has 6 distinct roles to play:



1. **Identifying, problem solving and leading on strategic issues** – The partnership can make a difference on key issues for the district which affect a range of partners and or residents. The Core Group needs to reach agreement on what and how to take forward those issues as projects, or how it can influence or champion as projects.
2. **Coordination, support and championing of local partnerships and projects** – Using a dedicated Partnerships officer the partnership liaises with partners and projects linking them up and ensuring good practice. Core group to monitor the progress of task and finish groups.
3. **Information Dissemination** – Ensuring information about the state of the district, about local services and projects gets out to partner organisations. This is done through our AGM, partnership events, website and newsletter.
4. **Network for local organisations** – To provide events where different organisations can find out about each other, communicate and find opportunities to work together.
5. **Coordination of local community engagement** – To ensure that local events/ consultations with the communities of Chichester are coordinated.
6. **Bringing together various different statutory partners, voluntary and community sector, private sector and elected members in partnership working** – Ensuring that elected members from tiers of local government are aware of partnership projects that are going on locally. Communication takes place through newsletters, community forums, website, partnership events.

This document sets out the vision and priorities of the partnership for the next 5 years. The Community Strategy for Chichester District has been developed to provide the framework for members of Chichester in Partnership, organisations, groups of people and individuals to work together to improve the quality of life in Chichester by 2021.

It sets out Chichester in Partnership's shared vision for the districts and its residents and how it will work together to achieve the vision. The Community Strategy is the overarching strategy for improving Chichester. It is the result of detailed analysis of the district's current position, and the challenges and opportunities that lie ahead the Strategy is simply a strategic overview, as there are a range of more specific and detailed plans and strategies that sit beneath it and identify what needs to be done (for example, in terms of health or community safety) to ensure that the overall vision for Chichester can be realised.

So, in summary, why have we developed a new Community Strategy?

- **We can't make the changes on our own** – there is a close relationship between our services and those provided by other organisations so we (public sector, voluntary sector and communities) have to work, plan and commission services together wherever possible.

- **We need communities to help us to identify who needs help and support** – and the problems that these people face, so that we can get to them before they need lots of services.
- **We need to support (build the capacity of) individuals, communities and voluntary organisations** to provide help to people who live in their local area or are part of their community of interest. This will mean we can get support to people earlier and stop their situations getting worse.
- **We need to make sure that our services reach the areas and people that need them most** - whilst doing all that we can to support everyone in Chichester to 'help themselves'.
- **We want to deliver the 'best possible services within the budgets available'** - This includes making sure that funding and other types of support (e.g. volunteer time) are available within communities.

Our vision is as follows

Working together to help and inspire the people and communities within Chichester District to reach their potential

Setting the scene

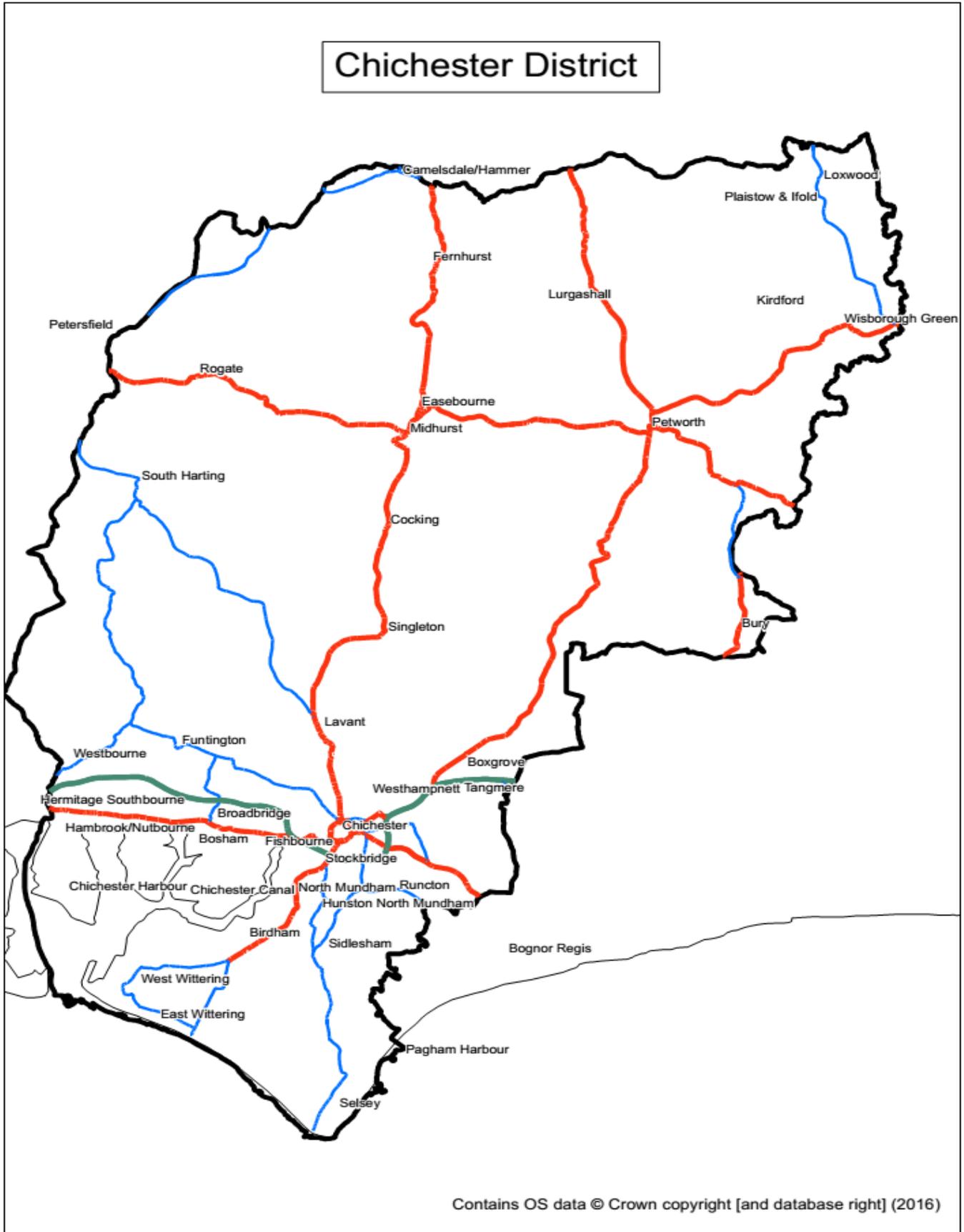
Chichester District has a unique blend of city, coast and countryside with many different communities that are full of character. Chichester has a rich history and varied amount of natural assets that all add to the character that is quintessentially Chichester. People visit the area for its historical buildings, our beautiful countryside which is part of the South Downs National Park, our beaches on the coast and for the major events such as the Goodwood Festival. It is because of this variety and the high quality of life that people can have here that people decide that they want to stay.

Even with the natural and rich character of our district, our communities and our services still face challenges, the rural nature of our district that attracts people here can be isolating when there is no transport, we have an increasingly ageing population who in turn create a demand on public services at a time when public services are continually looking for cost savings and even though we have high levels of employment we still have areas of deprivation hidden within our communities. However our communities are very active we have a city council, 3 town councils and 61 parish council/ meetings who are all active in their local areas and trying to ensure that the needs of their communities are met.



What Chichester looks like now in 2016

- The population of Chichester District has grown from 106,450 in 2001 to 113,794 in 2011 which is an increase of 7,344. This makes Chichester District the fourth largest local authority in West Sussex (out of 7 local authorities) for size and growth.
- Children aged 0-15 years have fallen by -1.41% which is in line with county, regional and national averages. In West Sussex, only Crawley, Worthing and Mid Sussex have seen increases.
- Almost 1 in 4 people are over 65 (24.5%) This puts the district in the top 5% in the Country
- Chichester has the highest student population in West Sussex with 6266. The student population has grown by 27.5% .
- The population of Chichester is estimated to be 116,654 in 2015 and is predicted to increase to 133,743 by 2021 which is an increase of 17,089 or 14.6%.



The Themes

To realise the vision for Chichester district requires all agencies and stakeholders from all sectors of the community to come together. No one agency or service can alone achieve the vision. Chichester in Partnership has chosen to structure this strategy and the partnership around the shared national and local government priorities and cover the major challenges that face Chichester today. These priorities provide a framework for how Chichester in Partnership will respond to the major challenges and deliver the overall vision for Chichester District.

The vision and themes set out in this document describe what Chichester will be like in 2021, and the strategic priorities set out the framework for how Chichester in Partnership will achieve the goals that it has set.

This chapter of the Community Strategy is divided into five sections, one for each theme:

- The Economy
- Health & Wellbeing
- Housing & Neighbourhoods
- Environment
- Transport & Access

Each section follows a similar structure and sets out the following information:

Aim - Taking the wider vision for Chichester as a starting point, this section articulates what the vision for Chichester District means in terms of the particular theme and describes the aspirations for the future in respect of the relevant theme.

What Chichester looks like now in 2016 - This section describes in summary the key facts and figures relating to the theme, sets out the challenges facing Chichester and provides the context to the strategic priorities.

Achievements – This is just a highlight of some of the successes the partnership has had over the last six years. Details of other projects we have delivered can be found in our annual reports

Priorities - Through continuously assessing its performance and identifying where it is doing well and making progress where it is not, Chichester Partnership is able to identify a clear and evidenced set of strategic priorities for action – around which thematic partnership structures ensure that Chichester continues to focus on its vision for 2021. The strategic priorities identify the main challenges facing the district.

How Chichester Partnership will achieve its vision - The Community Strategy is the key over-arching strategy for the district, and sets the overall strategic direction to promote and improve the well-being of Chichester. The Community Strategy takes into account other local and (sub) regional plans; therefore, it is not intended to repeat the detail in these supporting plans. This section therefore describes generally the approach the partnership will take to achieve the vision and strategic priorities.

The Economy

Aim

To improve and support the local economy to grow, while encouraging businesses to become part of the local community.

What Chichester looks like now in 2016

- Highest percentage of self-employed in West Sussex (14.5%) and is in the top 10% in the country.
- Chichester average salary by place of work is £22,865, which is below the county average of £26,067 and the national average of £27,891. Chichester is also third lowest in West Sussex.
- 85.7% of businesses in Chichester District are micro units of 0-9 people. This is in line with the regional average and is joint 3rd highest in West Sussex.
- As at November 2015 there were 520 JSA claimants in Chichester District, this is 4th highest in West Sussex and is 0.8% of the population; this is below the regional and national average.

Achievements



Chosework is our employment project that we set up in 2013. The ethos behind the project is to support Chichester residents back into work through good quality work experience, mentorship and guidance. Over three years Chosework has helped 519 unemployed people in the district with mentoring and career guidance, 160 people have been helped into work experience and approximately 63 people have been helped into work or training and 41 local businesses have been involved in the project.

Priorities

- Maintain low levels of unemployment in the district
- Prepare people of all ages and abilities for the work place and support the development of life skills
- Develop a local workforce that meets the needs of local employers
- Support local businesses to grow and become engaged with local communities

How Chichester in Partnership will achieve its vision

- Through the task and finish group we will ensure that related services are signposted
- Chichester in Partnership has a three year strategy called Getting People into Work 2015-18 this will be delivered by a task and finish group over the next few years. This strategy can be found on our website at www.chichesterinpartnership.org.uk

Health & Wellbeing

Aim

To help all our residents to be happy, healthy and active and to be able to access support services when they are in need.

What Chichester looks like now in 2016

- Over 4 out of 5 people have very good or good health in the district. This is generally in line with county, regional and national averages.
- Highest percentage in West Sussex for unpaid care (1-19 hours a week) this is in the top 10% in the Country.
- As at 2015 Chichester is estimated to have 2,329 people aged over 65 suffering with dementia, which is second highest in West Sussex. This is also predicted to rise to 3,685 by 2030, which is also the second highest behind Arun District.
- As at 2015 Chichester is estimated to have 10,440 people aged 18-64 with a common mental health disorder. By 2030 this is predicted to rise to 10,626.

Achievements

Dementia Arts Festival - The Chichester Cultural Learning Partnership is formed of seven organisations and was established in 2014 to offer a range of local arts events. The group identified the need to tailor existing activities and offer new events for those living with dementia, to give



them the chance to enjoy the arts with friends and family. In 2015 in conjunction with Chichester in Partnership the Dementia Arts Festival was delivered. Feedback from participants was very positive: *'We loved it. I was surprised my Mum stayed for the whole thing. I thought she would get tired but she enjoyed the surroundings and the stimulation. The multi-sensory aspect was*

great.'

Priorities

- Promoting and developing a dementia friendly district
- Encourage and support people who live and work in the district and to adopt healthy and active lifestyles
- Coordinate and promote services that help those living with low level mental health conditions
- Protect and support the most vulnerable in society including the elderly, young, carers, families in crisis and the socially isolated.

How Chichester in Partnership will achieve its vision

- Chichester in Partnership is working with the Chichester Dementia Alliance in the delivery of identified actions while working with the Cultural Learning Partnership to develop the Arts Festival for future years.
- The partnership will continue to support and promote the work of the Chichester Wellbeing hub and ensure it is linked to all our other projects.
- We will develop a local strategy to help people with low level mental health need and ensure that local services are signposting to each other

Housing & Neighbourhoods

Aim

To support our local communities to ensure they are active and safe places to live now and in the future.

What Chichester looks like now in 2016

- 14.0% of all dwellings in the Chichester District are 2nd addresses – This puts Chichester 8th in the Country (authorities outside City of London) – Highest number and percentage in West Sussex
- As at Census 2011 there were 1300 people without central heating, this equates to 2.61% of the total population, which is third highest in West Sussex.
- Since the Community warden scheme was introduced in January 2005, they have dealt with almost 40,000 incidents

Achievements

Selseyworks was a community hub idea born out partnership working, the aim of the hub was to get people into work by offering them the advice that they needed, a facility that offers the training that they need and the opportunity to grow their own businesses while also supporting the current



local businesses. While in 53 High street (1 year), they helped 431 clients. It gave business support (35) housing advice (41) and benefits advice (67). Selseyworks is now funded and run by

Selsey Town Council with support from CIP.

Priorities

- Increase the number of volunteers and trustees in the community / voluntary sector
- Maintain the low levels of crime in the district in the light of reducing resources
- Support and empower communities and people to help themselves and develop resilience.
- Support communities to meet their own housing needs

How Chichester in Partnership will achieve its vision

- The Tackling Financial Exclusion Strategy will be delivered in partnership over the next three years.
- The Chichester Community Safety Partnership will work jointly with Arun Community safety Partnership on issues that affect both districts such as Street communities, organised crime.
- The Chichester Community Safety Partnership will continue to work to keep crime figures low in the district.
- Chichester in Partnership has developed a neighbourhood assessment tool as way to engage areas in conversation and to monitor progress made; this will be used in other areas of Chichester identified as Think Family areas.

Priorities we can influence.

The following two themes are areas where the partnership is not in a position to deliver outcomes but is in a position to influence what happens in these areas. Therefore our priorities reflect the influencing role we as a partnership can play.

Transport & Access

Aim

To ensure that residents can access work, leisure and support services in the district.

What Chichester looks like now in 2016

- 86.4% of all parishes in the district have a village hall, community centre or church hall / room in their parish (Communities Facilities Audit 2011).
- Each parish in the district has access to a Church (Communities Facilities Audit 2011). Despite post office closures, over 20 of the district's village shops and villages have post offices or offer postal services (Chichester District Council 2012).
- There are 265 more households (3.53%) without access to a car or a van since 2001. This is the 4th highest increase in West Sussex and is in line with regional and national averages.
- There are 21 community transport providers in Chichester District, this is the joint highest in West Sussex which has vast coverage of the district.
- More than 90% of properties in West Sussex will have access to fibre-based broadband infrastructure

Priorities

- Encourage partner organisation to work together to deliver rural projects and ensure that our communities are not isolated
- Support and promote initiatives that encourage alternative forms of transport and encourage the use of online services.

How Chichester in Partnership will achieve its vision

- To continue to support and promote local car clubs and community transport and alternative forms of transport initiatives especially those that are inclusive to the whole community.
- Partners to work together in how they can make their services more accessible, by working together and delivering online or outreach services.
- To work with WSCC and local transport providers to improve transport links throughout the district, and influence any future plans.

The Environment

Aim

To manage and protect our built and natural environment

What Chichester looks like now in 2016

- The South Downs National Park (SDNP) covers at least part of 14 Wards in Chichester District out of a total of 29. This represents 48.3%. The SDNP covers at least part of 47 parishes in Chichester District out of a total of 67. This represents 70.1%.
- There are nearly 290 Sites of Nature Conservation Importance in West Sussex, of these 123 are in Chichester District (West Sussex County Council).
- Kingley Vale is one of the most ancient yew forests in Western Europe
- The district is a high carbon emissions area, in part due to the rural nature of the district increasing travel need and distances, but also due to an old and inefficient housing stock and the presence of some energy intensive businesses in the horticultural sector. Our CO2 emissions have reduced by 17% between 2005 and 2013 (Department for energy and climate change), but the District remains in the top 25% for per capita emissions.

Priorities

- Promote and increase sustainable, environmentally friendly initiatives in the district
- Influence local policies in order to conserve and enhance the qualities and distinctiveness of our area

How Chichester in Partnership will achieve its vision

- To continue to support local environment initiatives such as Transition Chichester and Manhood Peninsula Partnership
- To support local communities to protect their local environment.
- To encourage more recycling and the use of green technology in the district.

How will we deliver the strategy?

The Core group of the partnership will decide which priorities will be actioned every year and task and finish groups will be set up to deliver upon these. These task and finish groups will include relevant partner organisations that can take the work forward. These task and finish groups will develop strategies and action plans that will be approved and monitored by the Chichester in Partnership Core group. Other partnerships such as the Chichester Community Safety Partnership and the Chichester Cultural Learning Arts Partnership will also deliver on certain priorities and expected to report to the Chichester in Partnership core group on progress made. Current task and finish groups include:

- Getting People into work
- Tackling financial exclusion
- Supporting people with low level mental health needs

The partnership publishes an Annual report on its work every year and this will include an action plan for the future year. This strategy alongside the annual report will be reviewed by the Chichester In Partnership core group every year.

Previous Annual reports can be found on our website at www.chichesterinpartnership.org.uk



Play your part.

Seeing our vision turn from words on the page to actions on the ground is all about working together and contributing to the Community Strategy. So how can we make this Community Strategy as inclusive and representative as possible? That's easy, join us and give us your ideas, support and enthusiasm so we can make Chichester a great place, to live, work and enjoy.

Join Us. If you are an organisation or voluntary group working towards improving your local community join Chichester in Partnership and work with us, we have the core group that makes strategic decisions and a wider partnership for task and finish groups and network meetings. To join contact our Partnerships officer, Amy Loaring at aloaring@chichester.gov.uk

Chichester In Partnership Core group includes the following organisations:



Chichester District Council

CABINET

12 July 2016

**A27 Contributions - Adoption of amendment
to the Planning Obligations and Affordable Housing
Supplementary Planning Document**

1. Contacts

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2. Recommendations

2.1 That the Cabinet approves the proposed responses to the representations received, as set out in Appendix 1.

2.2 That the Cabinet recommends that the Council:

- (i) determines that, due to there being no adverse comments from the Statutory Bodies and for the reasons set out in the Criteria and screening opinion set out in Appendix 2 to this report, a Strategic Environmental Assessment is not required in respect of the proposed amendment to the Planning Obligations and Affordable Housing Supplementary Planning Document (SPD); and**
- (ii) agrees the approach for securing A27 contributions proposed in the consultation, and formally adopts amendments to the Planning Obligations and Affordable Housing Supplementary Planning Document (SPD) by including the additional wording set out in Appendix 3.**

3. Background

3.1 At its meeting on 26 January 2016, the Council resolved to undertake public consultation on a proposed methodology for securing financial contributions from the major housing developments proposed in the Chichester Local Plan to mitigate their traffic impact on the A27 Chichester Bypass junctions, and

potentially contribute to the wider A27 improvement scheme currently being developed by Highways England. Subject to the outcome of the consultation, it was intended to amend the Council's Planning Obligations and Affordable Housing Supplementary Planning Document (SPD) to enable the Council to use S106 agreements to require that, prior to commencing housing construction, the relevant developers would need to enter into a S278 agreement with Highways England to provide for a specified financial contribution proportionate to the development's expected traffic impact on the A27 junctions.

- 3.2 Public consultation was undertaken over a 6-week period from Friday 29 January to Friday 11 March 2016. Draft wording to be added to the Planning Obligations and Affordable Housing SPD was published for comment, along with the technical transport study¹ that underpins the methodology used to calculate the contribution to be sought each of the relevant housing sites.
- 3.3 Representations were received from 13 separate organisations and individuals. This low response rate reflects the fact that the proposed financial contributions would only affect a very small number of housing developments (those of 50 or more dwellings). The consultees that did respond included the promoters of the strategic developments at West of Chichester, Westhampnett/North East Chichester and Tangmere, and also Highways England and West Sussex County Council. Appendix 1 presents a summary of all representations received, together with a proposed Council response to each of the main points raised.
- 3.4 Following consultation with the Statutory Bodies (Natural England, Historic England and the Environment Agency), officers consider that a Strategic Environmental Assessment (SEA) of the amendment to the Planning Obligations & Affordable Housing SPD is not required. Appendix 2 presents the SEA Screening Assessment.
- 3.5 The Council must now consider the representations received and decide whether to proceed with the suggested approach for A27 developer contributions, and whether any amendments are needed to the wording proposed to be added to the SPD.

4. Outcomes to be achieved

- 4.1 To ensure that the additional traffic impacts of development proposed in the Chichester Local Plan are mitigated and do not further accentuate the existing problems of congestion on the A27 Chichester Bypass and on local roads linked to the A27 junctions.

¹ A27 Chichester Bypass - Developers Contribution Analysis for Strategic Development Options and Sustainable Transport Measures (report by Jacobs, October 2015)

5. Proposal

- 5.1 Having reviewed all representations received, officers do not consider it necessary to alter the general approach or proposed methodology for securing A27 contributions. However, some minor updates are proposed to the proposed SPD wording. Appendix 3 presents the amended wording, highlighting these minor changes.
- 5.2 Subject to any views and comments, Members are asked to approve the responses to representations, and to recommend to Council that the wording presented in Appendix 3 be added to the Planning Obligations and Affordable Housing SPD as a formal amendment to that document. It is proposed that the new text will be added into the 'Transport and Highways' section of the SPD, as a new sub-section immediately following Paragraph 4.45 of the current SPD document.

6. Alternatives that have been considered

- 6.1 Alternative approaches for obtaining A27 development contributions were considered when formulating the current approach. These included the possibility of using CIL or seeking direct payments through S106. However, these approaches raised issues of compliance with the CIL Regulations, which were set out in the earlier January 2016 report.
- 6.2 A further alternative open to the Council would be not to seek developer contributions towards the A27, but to rely entirely on the delivery of a Highways England scheme for the A27 at Chichester funded by central Government. However, there would be some risk in that approach, since the Highways England/Department for Transport proposals are still at an early stage of consideration. A preferred A27 scheme has not yet been announced. In addition, the timetable for delivering a major scheme may be subject to further slippage.
- 6.3 Set against this, the Council is now actively considering planning applications for the strategic sites allocated in the Local Plan. It is important to establish a methodology for obtaining developer contributions at this stage, irrespective of whether the Highways England scheme goes ahead. The proposed developer contributions would be directly related to the cost of improvements required to mitigate the traffic impacts of new housing proposed in the Local Plan, and have been calculated independently of any Highways England scheme. The contributions would address the additional traffic impacts resulting from the Local Plan, but do not seek to address the wider issues of traffic congestion on the A27.
- 6.4 It is considered that the Council's proposed approach and methodology for seeking A27 contributions meets the tests for planning obligations set out in the CIL Regulations. Therefore, it is recommended that the Council proceeds with the proposed approach.

7. Resource and legal implications

- 7.1 Following the inclusion of the proposed additional wording, the amendment to the Planning Obligations and Affordable Housing SPD will be published, along with a statutory adoption statement. Parties involved in the process will be notified and there will be a period of six weeks for any legal challenge. The amendment to the SPD would remain in effect pending the outcome of any challenge.

8. Consultation

- 8.1 As noted above, the proposed wording to be added to the Planning Obligations and Affordable Housing SPD setting out the approach for securing A27 developer contributions, has been subject to a six week period of public consultation. The representations received and responses to them are attached at Appendix 1 to this report.
- 8.2 The members of the Development Plan and Infrastructure Panel have been consulted on this report and appendices and any comments received will be reported at the meeting.

9. Community impact and corporate risks

- 9.1 Road congestion is widely recognised as a major issue affecting Chichester city and the surrounding area, particularly related to the impact of traffic on the A27 junctions. The developments proposed in the Local Plan will generate traffic that will further add to these existing pressures. Securing proportionate financial contributions from major housing development will mitigate the impact of the additional development and/or contribute to funding a larger Highways England scheme (assuming that this progresses as expected).
- 9.2 The proposed amendment to the wording of the Planning Obligations and Affordable Housing SPD sets out a fair and transparent approach for securing contributions from major housing developments to mitigate these additional traffic impacts on the A27 junctions. This will benefit all road and transport users in and around the city and will provide wider environmental benefits (e.g. helping to address problems of air pollution).
- 9.3. As noted in paragraph 7.1 above, the amended SPD will be subject to a statutory six week period for potential legal challenge.

10. Other Implications

	Yes	No
Crime & Disorder		✓
Climate Change	✓	
Improvements to traffic movement on the A27 will benefit all		

road and transport users in and around the city and will provide wider environmental benefits (e.g. helping to address problems of air pollution).		
Human Rights and Equality Impact		✓
Safeguarding and Early Help		✓
Other (Please specify)		✓

11. Appendix

Appendix 1 - Representations received in respect of public consultation with the proposed responses

Appendix 2 - Strategic Environmental Assessment (SEA) Opinion Screening Assessment

Appendix 3 – Proposed additional wording to be added to the Planning Obligations and Affordable Housing SPD

12. Background Papers

A27 Chichester Bypass: Developer Contribution Analysis for Strategic Development Options and Sustainable Transport Measures (report by Jacobs, October 2015)
<http://www.chichester.gov.uk/CHttpHandler.ashx?id=25922&p=0>

APPENDIX 1

A27 Contributions consultation (Jan-Mar 2016) Summary of representations and proposed Council responses

<i>Name/Organisation</i>	<i>Main points raised</i>	<i>Proposed response to comments</i>
Mr David Akerman	<p>Proposals no longer relevant due to forthcoming Highways England scheme.</p> <p>If an offline route is preferred, no changes may be needed to some/all of existing junctions.</p> <p>Calculation methodology should take account of all development over a longer period (say 25 years). Current calculations should be withdrawn until HE scheme finalised.</p>	<p>The proposed developer contributions are directly related to the projected cost of improvements required to mitigate the traffic impacts of new housing proposed in the Local Plan on the A27 Bypass, and have been calculated independently of any HE scheme to deal with existing traffic congestion. The Council is already considering planning applications for sites allocated in the Plan and needs to establish the methodology for obtaining developer contributions at this stage - irrespective of whether the HE scheme goes ahead or the timetable for the HE improvements.</p> <p>HE is now no longer considering offline options for improvements to the A27 at Chichester.</p> <p>The proposed contributions relate to mitigation required to address the traffic impacts of Local Plan development over the period to 2029. The modelling work undertaken has not assessed the potential impact of additional development beyond or outside the Local Plan. Therefore the current proposed methodology cannot be used to assess what further mitigation may be required or the level of contributions from additional developments. Future development and its impact will be considered as part of the Local Plan review.</p> <p>No change to SPD required.</p>

Name/Organisation	Main points raised	Proposed response to comments
Mr Philip Linsell	<p>A27 funding should be provided by central Government, not the responsibility of CDC. If northern A27 route preferred, contributions would be redundant.</p> <p>Developer contributions should be provided for local transport improvements rather than trunk road.</p>	<p>The proposed developer contributions are directly related to the projected cost of improvements required to mitigate the traffic impacts of new housing proposed in the Local Plan on the A27 Bypass, and have been calculated independently of any HE scheme to deal with existing traffic congestion.</p> <p>HE is now no longer considering offline options for improvements to the A27 at Chichester.</p> <p>Development contributions are being sought for local transport improvements as well as for the A27 - full details are set out in the Infrastructure Delivery Plan and Infrastructure Business Plan.</p> <p>No change to SPD required.</p>
Mrs A Griffiths	<p>Contributions should be required for every new home, not just schemes of 50+.</p>	<p>Planning applications for schemes of <50 dwellings fall below the threshold where the County Highways Authority would normally require a detailed transport assessment, and individually are unlikely to have a significant traffic impact on the A27. It would therefore be difficult to demonstrate that a development contribution is necessary to make the development acceptable in planning terms, which is one of the tests to justify seeking planning obligations. However, smaller residential developments will be liable for CIL which will be used to help fund local highway and transport improvements that will coordinate with improvements to the A27 junctions.</p> <p>No change to SPD required.</p>
CCAAC	<p>Developer contributions should also apply to schemes of <50 dwellings.</p>	<p>Planning applications for schemes of <50 dwellings fall below the threshold where the County Highways Authority would normally require a detailed transport assessment,</p>

Name/Organisation	Main points raised	Proposed response to comments
		<p>and individually are unlikely to have a significant traffic impact on the A27. It would therefore be difficult to demonstrate that a development contribution is necessary to make the development acceptable in planning terms, which is one of the tests to justify seeking planning obligations. However, smaller residential developments will be liable for CIL which will be used to help fund local highway and transport improvements that will coordinate with improvements to the A27 junctions.</p> <p>No change to SPD required.</p>
Natural England	No comments	Noted.
Historic England	No comments	Noted.
Terence O'Rourke for Goodwood Estate	<p>Support general principle of developer contributions. Improvements to A27 junctions need to be aligned with measures to alleviate congestion on local road network which should also form part of the overall package.</p> <p>Proposals do not take account of HE proposals and will have to be revisited when HE scheme is agreed.</p>	<p>Noted.</p> <p>Agree. The A27 improvements will form part of a wider package of local transport improvements for the Chichester city area. The Council is continuing to work closely with HE and WSCC to ensure a coordinated approach.</p> <p>The proposed methodology for calculating contributions is based on the traffic impact from each development on the A27 Bypass junctions in cumulative terms (rather than assessing each junction separately). HE is no longer considering offline options for improvements to the A27 at Chichester and it is considered unlikely to be necessary to revisit the contributions methodology when the preferred Government scheme is announced.</p> <p>No change to SPD required.</p>
Lavant Parish Council	Funding proposals & methodology premature ahead	The Council is already considering planning applications

Name/Organisation	Main points raised	Proposed response to comments
	<p>of knowing HE preferred scheme.</p> <p>Not clear how developer contributions would be used if an offline/northern route is preferred.</p> <p>A27 upgrade likely to be completed before developer funding has been collected.</p>	<p>for sites allocated in the Plan and therefore needs to establish the process and methodology for obtaining developer contributions through planning obligations at this stage - irrespective of whether the HE scheme goes ahead or the timetable for the HE improvements.</p> <p>HE is now no longer considering offline options for improvements to the A27 at Chichester.</p> <p>The proposed methodology for calculating contributions is based on the traffic impact from each development on the A27 Bypass junctions in cumulative terms (rather than assessing each junction separately). HE is no longer considering offline options for improvements to the A27 at Chichester and it is considered unlikely to be necessary to revisit the contributions methodology when the preferred Government scheme is announced.</p> <p>No change to SPD required.</p>
WYG for Linden Homes & Miller Strategic	<p>Support principle of contributions & consider contribution per trip is reasonable.</p> <p>SPD should be flexible to allow for reduced contributions or repayment of contributions if other funding sources become available.</p>	<p>Support noted.</p> <p>The proposed contributions are directly related to the projected cost of improvements required to mitigate the traffic impacts of new housing proposed in the Local Plan on the A27 Bypass, and have been calculated independently of any HE scheme to deal with existing traffic congestion. Should sufficient funding become available and committed from other sources, the SPD may need to be reviewed.</p> <p>No change to SPD required.</p>
West Sussex County Council	<p>Suggest SPD should set out approach for seeking contributions for non-residential sites - based on same principles as for residential.</p>	<p>The Local Plan does not allocate non-residential sites except for B1-B8 uses, where development contributions are likely to be severely restricted by viability</p>

Name/Organisation	Main points raised	Proposed response to comments
		<p>considerations (B1-B8 development is zero-rated for CIL for viability reasons). In practice, much of the employment provision in the Local Plan already has planning permission or forms part of a strategic residential allocation (as at the West of Chichester SDL).</p> <p>No change to SPD required.</p>
<p>Nexus for CEG and DC Heaver & Eurequity</p>	<p>Support general principle of developer contributions.</p> <p>Seek further clarification on calculations, including:</p> <ul style="list-style-type: none"> - why sites of <50 dwellings & non-residential development not included - why model only looks at AM peak (not also PM peak) - further details of select link analysis - why model does not take into account improvements to Westhampnett Rd double mini roundabout. <p>SPD should provide appropriate approach for phasing of contributions and priority list for delivery of A27 mitigation schemes.</p>	<p>Support noted.</p> <p>Planning applications for schemes of <50 dwellings fall below the threshold where the County Highways Authority would normally require a detailed transport assessment, and individually are unlikely to have a significant traffic impact on the A27. It would therefore be difficult to demonstrate that a development contribution is necessary to make the development acceptable in planning terms, which is one of the tests to justify seeking planning obligations. However, smaller residential developments will be liable for CIL which will be used to help fund local highway and transport improvements that will coordinate with improvements to the A27 junctions.</p> <p>The greatest pressure on the network is generally experienced during the AM peak which is the reason this was used in the traffic modelling. Including PM flows in the modelling would make the calculation of contributions over-complicated. The Council disagrees with the assertion that the methodology could unfairly penalise sites</p> <p>Details of the select link analysis have been provided to the consultee.</p> <p>The proposed improvements to the Westhampnett Road roundabouts have not yet been finalised. Since they are not yet a firm commitment, it is not appropriate to include</p>

Name/Organisation	Main points raised	Proposed response to comments
		<p>them when modelling the 2031 'baseline' scenario. They form part of the wider package of Local Plan transport mitigation measures identified in the Infrastructure Delivery Plan (along with the A27 junction improvements). Transport Assessments should take account of more recently planned improvements as they come forward.</p> <p>It is not proposed that the phasing of contributions or priorities for delivery of the A27 improvements will be specified in the proposed S106 agreements between the Council and developers. The S106 agreement will identify the amount of the developer contribution towards the A27 and require that the developer enters into a S278 agreement directly with the HE. Details relating to the phasing of payments etc, will need to be agreed between the developer and HE and specified within the subsequent S278 agreement.</p> <p>No change to SPD required.</p>
Highways England	Generally support proposed approach & methodology. Council will need to ensure that flexibility to recalculate contributions if dwellings numbers differ at planning applications does not lead to overall funding shortfall.	<p>Support noted.</p> <p>Developer contributions sought through planning obligations are subject to tests that they are necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind. To comply with these tests, the scale of contributions sought must be proportionate to the level of traffic impact generated by the relevant development. Therefore, it is necessary to allow flexibility to adjust contributions to reflect the number of dwellings proposed when planning applications come forward.</p> <p>No change to SPD required.</p>

Name/Organisation	Main points raised	Proposed response to comments
Savills for Bloor Homes & Seawards Properties	<p>Don't object to general principle of developer contributions to A27.</p> <p>Consider that A27 contributions should be clearly 'ring fenced' - question if using developer contributions for wider strategic road network complies with CIL regulations.</p> <p>Consider it premature to determine level of contributions until HE proposals for A27 have been fully consulted on.</p> <p>Consider that contributions should be determined on case by case basis at planning application stage. Raise concerns about impact on overall viability at Tangmere, since SPD contributions are much higher than those previously assumed at CIL examination.</p>	<p>The proposed contributions are directly related to the projected cost of improvements required to mitigate the traffic impacts of new housing proposed in the Local Plan on the A27 Bypass, and have been calculated independent of any HE scheme to deal with existing traffic congestion. This approach is considered to meet the planning tests required for planning obligations.</p> <p>The Council's methodology for calculating contributions is based on the amount of traffic from each development likely to use the A27 Bypass (rather than assessing traffic impacts for each junction individually). HE is no longer considering offline options for improvements to the A27 at Chichester and it is considered unlikely to be necessary to revisit the contributions methodology when the preferred Government scheme is announced.</p> <p>The proposed methodology for calculating contributions is based on the traffic impact from each development on the A27 Bypass junctions in cumulative terms (rather than assessing each junction separately). HE is no longer considering offline options for improvements to the A27 at Chichester and it is considered unlikely to be necessary to revisit the contributions methodology when the preferred Government scheme is announced.</p> <p>The Council will consider any viability issues at the planning application stage, but does not consider that the scale of contribution proposed will make development at the Tangmere SDL unviable.</p> <p>No change to SPD required.</p>

Amendment to the Planning Obligations & Affordable Housing Supplementary Planning Document - Approach for securing development contributions to mitigate additional traffic impacts on the A27 Chichester Bypass

Strategic Environmental Assessment (SEA) Screening Opinion Determination under Regulation 9 and Schedule 1 of the Environmental Assessment of Plans and Programmes Regulations 2004

The Planning Obligations & Affordable Housing Supplementary Planning Document (SPD) was formally adopted by the Council in January 2016. Its contents were subject to a SEA Screening Procedure undertaken in August 2014. The Council is seeking to amend the SPD to include additional wording that would enable financial contributions to be secured from major housing developments proposed in the Local Plan to mitigate the additional traffic impact on the A27 Chichester Bypass.

This SEA Screening Opinion addresses whether an environmental assessment is required in relation to the amendment to the SPD in order to comply with EU obligations.

On the basis of the content of the amendment to the Planning Obligations & Affordable Housing SPD, and subsequent consultation with the relevant statutory agencies in accordance with Regulation 9(2) of the Environmental Assessment of Plans and Programmes Regulations 2004, the following determination can be made.

The screening determination is that **an environmental assessment of the amendment to the Planning Obligations & Affordable Housing SPD is not required** due there being no adverse comments from the Statutory Bodies and for the reasons set out in the Criteria and response of screening which are attached as part of this Opinion.

As such it is the opinion of Chichester District Council that the Planning Obligations & Affordable Housing SPD as amended is in accordance with the provisions of the European Directive 2001/42/EC as incorporated into UK law by the Environmental Assessment of Plans and Programmes Regulations 2004.

This decision has been based on the information provided. If the contents of the SPD are revised and/or there is a material change in the environmental characteristics in the locality (e.g. any additional nature conservation or other environmental designations), then the comments contained in this decision would need to be reconsidered in order to take account of the changes.

1. Introduction

1.1 This Screening Assessment and Statement of Reasons has been prepared to:

- Determine whether the amendment to the Planning Obligations & Affordable Housing Supplementary Planning Document (SPD) requires a Strategic Environmental Assessment (SEA) in accordance with the European Directive 2001/42/EC and associated Environmental Assessment of Plans and Programmes Regulations 2004 (the 2004 Regulations).
- State the reasons for the determination (Statement of Reasons), as required by Regulation 9 of the 2004 Regulations.

1.2 The purpose of the amendment to the SPD is to provide guidance on the approach that the Council intends to use to secure financial contributions from housing developments proposed in the Local Plan to mitigate the additional traffic impacts on the A27 Chichester Bypass. The guidance relates to the implementation of policies in the adopted Chichester Local Plan: Key Policies 2014-2029 and provides clarity and guidance for developers, residents and consultants when preparing planning applications.

1.3 The legislative background set out below outlines the legislation that requires the need for this screening exercise.

2. Legislative Background

2.1 A Sustainability Appraisal (SA) is a tool that is used to improve the sustainability of planning policy documents. It uses a range of sustainability objectives and indicators to test whether the plans, policies and proposals can deliver sustainable development. An SA can be viewed as a yardstick against which the social, economic and environmental effects of the plan can be tested. Integrated into an SA are the requirements of the Directive 2001/42/EC in relation to the environmental assessment of the effect of certain plans and programmes. However, the sustainability appraisal covers wider social and economic effects of plans, as well as the more environmentally-focused considerations in the Directive.

2.2 The Planning and Compulsory Purchase Act 2004 required Local Authorities to produce Sustainability Appraisals (SA) for all local development documents including DPDs (now local plans) and SPDs. However the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2009 has now removed the need for an SA of an SPD. This is because SPDs do not normally introduce new policies or proposals or modify planning documents which have already been subject to Sustainability Appraisal. Paragraph 008 of the National Planning Practice Guidance (NPPG) confirms that SPDs do not require a sustainability appraisal but may in exceptional circumstances require a strategic environmental assessment if they are likely to have significant environmental effects that have not already have been assessed during the preparation of the Local Plan.

- 2.3 The Council must consider the 2004 Regulations, which incorporate the requirements of the Directive. Regulation 5 of the Directive sets out the types of plans that require an environmental assessment, which includes those that set the framework for future development consent. Regulation 5 (6) provides an exemption and states that an environmental assessment need not be carried out: (a) for a plan or programme which determines the use of a small area at local level; or (b) for minor modification to a plan or programme unless it has been determined that the plan, programme or modification, as the case may be, is likely to have significant environmental effects.
- 2.4 Detailed guidance of the 2004 Regulations can be found in the Government publication 'A Practical Guide to the Strategic Environmental Assessment Directive' (ODPM 2005).
- 2.5 The Council is required to consult with the prescribed statutory bodies (Natural England, Historic England and the Environment Agency).

3. Screening assessment

- 3.1 The amendment to the SPD does not determine the use of land or constitute a minor modification to a plan. It does not give rise to significant environmental effects. It is unlikely there will be any significant environmental effects arising from the amended SPD that were not covered in the Sustainability Appraisals of the parent development plans. Therefore it is not necessary to carry out a full SA/SEA.
- 3.2 Following the consultation with the prescribed statutory bodies, all confirmed that the amendment to the Planning Obligations & Affordable Housing SPD does not require an SEA to be undertaken.
- 3.3 The consultation period was from 9th to 27th May 2016. The responses received from the prescribed statutory bodies can be seen in the table below.

Statutory Body	Response
Natural England	<p>I understand that the new proposals of the A27 are evolving and have been (and/or will be) subject to necessary assessments and appraisals.</p> <p>Alternative small proposals (that may be required if the full scheme for the A27 is not implemented in a timely manner) are in the Local Plan and have been tested by the associated SEA.</p> <p>On this basis, and given that the funding options are, in themselves, unlikely to result in environmental impact, it is my view that no further SEA work should be needed.</p>

Historic England	<p>We were asked for our opinion on whether the SPD itself should be subject to SEA in September 2014. It was our opinion that the SPD would not give rise to any significant environmental effects that had not been formally assessed in the context of the new Local Plan and that therefore a full Strategic Environmental Assessment was not needed.</p> <p>We do not consider that the proposed amendment to the SPD is likely to give rise to any significant environmental effects, certainly any that have not already been formally assessed in the context of the Local Plan.</p> <p>We are therefore of the opinion that a full SEA is not required to support the proposed amendment to the SPD.</p>
Environment Agency	<p>With regards to the SEA Screening opinion for the proposed SPD amendment, we do not feel that this change would have significant environmental effect and as such would not require SEA in relation to the issues in our remit.</p>

Screening Report for amendment to the Planning Obligations & Affordable Housing SPD - Approach for securing development contributions to mitigate additional traffic impacts on the A27 Chichester Bypass
Criteria and response of screening

Criteria (from Annex II of SEA Directive and Schedule I of Regulations)	Relevance in context of this screening report
1. The characteristics of plans and programmes	
(a) the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources;	The SPD amendment will provide additional guidance on the implementation of existing Local Plan policies that have already been subject to SA and SEA. It will specifically help mitigate the traffic impacts of development sites that are already allocated or proposed in the Local Plan. It does not set a framework for additional projects or activities in terms of location, nature or size, but may have some minor effect on operating conditions and allocation of resources.
(b) the degree to which the plan or	The SPD carries less material weight

Criteria (from Annex II of SEA Directive and Schedule I of Regulations)	Relevance in context of this screening report
programme influences other plans and programmes including those in a hierarchy;	than the Local Plan and its role is limited to that of providing guidance on the implementation of already adopted Local Plan policies. As such, the SPD amendment will not alter or influence existing plans and programmes.
(c) the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;	The SPD amendment will assist the delivery of Local Plan policies and contribute towards the wider transport objectives of the Council, West Sussex County Council, and Highways England. It will promote sustainable development by ensuring that development is supported by necessary infrastructure. The financial contributions obtained through the SPD amendment will help fund improvements to the A27 junctions that will benefit all road and transport users in and around the city, and will provide wider environmental benefits such as helping to address problems of air pollution.
(d) environmental problems relevant to the plan or programme; and	The SPD amendment is intended to address the potential environmental problems that will arise from additional traffic generated by developments in the Local Plan. The proposed mitigation of these traffic impacts addresses adverse environmental impacts identified in the SA of the Local Plan.
(e) the relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).	The SPD amendment will provide further details on the implementation of Local Plan policies that already comply with the regulations.
2. Characteristics of the effects and of the area likely to be affected	
(a) the probability, duration, frequency and reversibility of the effects;	The SPD amendment is expected to provide positive benefit to the local area by ensuring that the potential adverse traffic impacts of Local Plan development are mitigated. The proposed measures to improve the A27 junctions have been assessed by detailed transport modelling

Criteria (from Annex II of SEA Directive and Schedule I of Regulations)	Relevance in context of this screening report
	undertaken during Local Plan preparation and are considered sufficient to address the traffic generated directly by development over the Local Plan period to 2029.
(b) the cumulative nature of the effects;	The SPD amendment will supplement existing Local Plan policies and will help address the potential adverse impacts of development that is already planned and has been subject to SA during Local Plan preparation. The cumulative nature of its effects on the environment are expected to be positive, by helping to reduce traffic congestion, noise and air pollution, improving road safety and access to local services, and assisting local economic development.
(c) the transboundary nature of the effects;	The SPD amendment is intended to help address localised issues of traffic congestion associated with the A27 Chichester Bypass junctions. Its effects will be limited to the immediate area in and around Chichester city, and are not expected to result in significant environmental effects beyond those identified in the Local Plan SA.
(d) the risks to human health or the environment (for example, due to accidents);	None - improvements to the A27 junctions facilitated by the SPD amendment will assist in improving road safety and reducing air pollution.
(e) the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected);	As noted in 2c, the effects will be limited to the immediate area in and around Chichester city.
(f) the value and vulnerability of the area likely to be affected due to: (i) special natural characteristics or cultural heritage; (ii) exceeded environmental quality standards or limit values; or (iii) intensive land-use; and	The SPD amendment will supplement existing Local Plan policies and will help address the potential adverse impacts of development that is already planned and has been subject to SA during Local Plan preparation.
(g) the effects on areas or landscapes which have a recognised national, Community or international protection	None – the SPD amendment is intended to help mitigate the traffic impacts of development sites that are already

Criteria (from Annex II of SEA Directive and Schedule I of Regulations)	Relevance in context of this screening report
status.	allocated or proposed in the Local Plan. Development proposals will be required to satisfy the relevant policies for protection of the character of the area before planning permission is granted.

(Additional wording to be added to the Planning Obligations & Affordable Housing SPD)

A27 Chichester Bypass Junction Improvements

1.1 The A27 is part of the Strategic Road Network and is therefore the responsibility of Highways England. Major housing development proposed in the Local Plan will generate additional traffic impacts on the A27 Chichester Bypass junctions which will require mitigation.

1.2 Policy 8 makes provision for a coordinated package of improvements to junctions on the A27 Chichester Bypass that will increase road capacity, reduce traffic congestion, improve safety, and improve access to Chichester city from surrounding areas. The [Transport Study of Strategic Development Options and Sustainable Transport Measures \(2013\)](#)⁽¹⁾ identified an indicative package of measures for the six junctions⁽²⁾ on the Bypass costing £12,817,000. These measures were identified as being sufficient to mitigate the impact of development proposed in the Local Plan and capable of being funded by that development.

1.3 An element of the identified package of measures for the A27 junctions has already been secured from planning permissions granted. This includes proposed works to the Portfield and Oving Road junctions that are required as part of the planning permission granted for development at Shopwyke⁽³⁾. The remaining requirement amounts to £11,165,000, to provide for improvements to the other four A27 Chichester Bypass junctions (Fishbourne, Stockbridge, Whyke and Bognor Road).

1.4 This remaining sum will be met from financial contributions provided by the outstanding housing developments proposed in the Local Plan. This includes the Strategic Development Locations (SDLs) and the other locations where substantial housing identified in the Local Plan is not yet subject to planning permission⁽⁴⁾.

1.5 The Council, in partnership with Highways England and West Sussex County Council, has commissioned traffic modelling work to assess the number of trips generated by each of the Local Plan developments above that would be expected to impact the A27 Chichester Bypass junctions. The resulting report, [A27 Chichester Bypass Developers Contribution Analysis for Strategic Development Options and Sustainable Transport Measures \(October 2015\)](#), sets out a detailed methodology to calculate contributions from each development location towards the A27 mitigation package. The methodology is summarised below.

-
- 1 Study commissioned by Chichester District Council, Highways England, West Sussex County Council and major development promoters.
 - 2 The six junctions are Fishbourne, Stockbridge, Whyke, Bognor Road, Oving Road and Portfield.
 - 3 Secured through planning conditions attached to the outline planning permission granted for development on Land on the north side of Shopwhyke Road (O/11/05283/OUT).
 - 4 These locations are at Chichester city, East Wittering/ Bracklesham and Southbourne.

1 . Proposed additional wording

- Number of trips generated by each proposed housing development of 50 or more dwellings⁽⁵⁾ in the AM peak hour
- Total number of trips from the assessed housing developments that use the junctions on A27 Chichester Bypass (1,343 trips in total)
- Outstanding cost of A27 junction mitigation package (£11,165,000)
- Individual cost per trip (£11,165,000 / 1,343) = £8,317 per trip
- Financial contribution for each development = number of trips using the A27 Chichester Bypass junctions x cost per trip (£8,317)

1.6 Based on this calculation, the table below sets out the financial contribution that will be sought from each of the outstanding housing developments identified in the Local Plan.

Development zones	Dwellings proposed in Local Plan (outstanding at June 2015)	Trips using A27 Chichester Bypass junctions	Total contribution required per development ⁽¹⁾	Cost per dwelling
Strategic development locations				
West of Chichester SDL – Phase 1 (Northern access)	750	123.9	£1,030,613	£1,374
West of Chichester SDL – Phase 2 (Southern access)	850	184.2	£1,532,303	£1,803
Westhampnett/NE Chichester SDL Phase 1 (Westhampnett)	300	140.3	£1,166,677	£3,889
Westhampnett/NE Chichester SDL Phase 2 (NE of Chichester)	200	24.3	£202,447	£1,012
Tangmere SDL	1,000	711.0	£5,913,584	£5,914
Other housing development				
Chichester City North ⁽²⁾	130	21.9	£182,230	£1,402
Other Chichester city ⁽³⁾	201	63.2	£525,590	£2,615
Southbourne (parish)	105	22.8	£189,328	£1,803

5 Smaller parish housing allocations were excluded as they are considered unlikely to generate a substantial additional traffic impact on the A27 Chichester Bypass junctions.

1 . Proposed additional wording

Development zones	Dwellings proposed in Local Plan (outstanding at June 2015)	Trips using A27 Chichester Bypass junctions	Total contribution required per development ⁽¹⁾	Cost per dwelling
East Wittering/ Bracklesham	130	50.8	£422,228	£3,248

- Note: Some of the figures in the table have been rounded
- Planning Committee (14/10/2015) has resolved to permit an application of 160 dwellings on this site subject to a S106 agreement (CC/15/00743/OUT). The financial contribution sought for A27 mitigation will be adjusted upwards to reflect the extra 30 dwellings based on the cost per dwelling figure (£1,402 per dwelling). **Outline planning permission (CC/15/00743/OUT) has been granted for 160 dwellings, with the financial contribution adjusted upwards to reflect the extra 30 dwellings based on the cost per dwelling figure (£1,402 per dwelling).**
- May include sites adjoining the Chichester city settlement boundary in neighbouring parishes.

1.7 The Council will apply the cost per dwelling figures shown in the table to calculate the financial contribution that will be sought for each location at the planning application stage. Should the housing numbers proposed at the planning application stage vary from those assumed in the table, the financial contribution sought will be adjusted accordingly based on the cost per dwelling figure for the relevant site / development zone.

1.8 Section 106 agreements will be used to require developers to provide mitigation for the A27 through the mechanism of Section 278 agreements between the landowner/developer and Highways England. On the grant of planning permission, the Council will include a clause in a s106 agreement requiring that, prior to commencing any housing construction, the developer has entered into a s278 agreement with Highways England providing for a specified financial contribution, which will be based on the relevant cost per dwelling figure in the table above.

1.9 The A27 junction measures identified in the Local Plan are designed only to mitigate the impact of the development proposed in the Plan. However, the Government's June 2013 Spending Review has identified the A27 at Chichester as a priority for capital investment and Highways England is undertaking work to bring forward a scheme for A27 Chichester improvements during the period 2015-2019. It is recognised that there will be a need to coordinate the Local Plan measures with the Highways England proposals when these are finalised. This will potentially involve development contributions for mitigation obtained through s278 highways agreements being used to contribute towards the wider package of A27 improvements.

Chichester District Council

CABINET

12 July 2016

Chichester City Centre Management - Renewal of Chichester BID

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2. Executive Summary

Chichester City Centre Business Improvement District (BID) is nearing the end of its five-year term and wishes to seek renewal for a further term of five years. This report sets out the background to the BID, the renewal process and the financial implications, and recommends that Cabinet support the continuation of the BID for a further term.

3. Recommendation

- 3.1. That the 'Renewal Business Proposal' prepared by Chichester Business Improvement District (BID) be agreed and, accordingly, renewal of the BID for further term of five years be supported.**
- 3.2. Subject to 3.1, that the Council be recommended to delegate to the Leader the authority to vote in accordance with Cabinet's decision in relation to the ballot to renew the BID.**
- 3.3. That the Ballot Holder (Chief Executive) be instructed to hold a BID ballot.**

4. Background

- 4.1. BIDs are business led partnerships operating within a defined area, in which a levy is charged on all business rate payers to fund projects and services which will benefit the BID levy paying businesses. BIDs are created through a ballot process whereby levy-rate payers vote to determine whether the BID goes ahead. The maximum period that a BID levy can be charged is 5 years. Once the term is completed the BID will automatically cease. However, if it wishes to continue its activities it can hold a new ballot to renew the BID for a further five years. The local authority covering the BID area manages the ballot process. A successful

vote is one that has a simple majority both in votes cast and in rateable value of votes cast.

- 4.2. In 2010, the Council's Economic Development Service worked with Chichester Chamber of Commerce and city centre businesses to propose the establishment of a Business Improvement District (BID) for Chichester City Centre. The BID was set up to undertake a programme of beneficial works and services.
- 4.3. In 2011, Cabinet (Executive Board) agreed to support the establishment of a City Centre BID. Following a successful ballot, Chichester BID was established from April 2012, with all BID levy payers paying a levy of 1% of their rateable value. The BID is now established as a community interest company - Chichester City Centre Partnership CIC – trading as Chichester BID. The Council's Cabinet Member for Commercial Services has a seat on the board.
- 4.4. Since 2012, Chichester BID has provided increased marketing and promotion of the City Centre and improvements to its physical organisation and general safety and security, through:
 - Christmas lights and festivities
 - Events support for BID members and local authorities
 - City way-finding, side street and public realm improvements
 - Flags and national celebration events
 - Crime reduction and improved safety through ChiBAC
 - Comprehensive footfall, retail and city performance measurement
 - Member website, support and business directory
 - Advocacy for change and improvement in the organization of the City
- 4.6 Chichester BID is one of over 200 BIDs in place across the country. As it nears the end of its five-year term, Chichester BID wishes to continue. Accordingly it has undertaken extensive consultation with BID levy payers and has prepared a business plan and its Renewal Business Proposal (see Appendix 1) for the next five years. While the BID did not achieve everything it set out to do in its first term, overall it has been a success. It has learnt a lot and, for its second term, proposes to build on those successes. Further details of the BID's successes and lessons learnt are included in their Renewal Business Proposal at Appendix 1.

5. Proposal

- 5.1. The BID is proposing to be far more proactive in its next term and will focus on:
 - Strategic partnerships with CDC, the Chamber and Visit Chichester
 - Improved communications and advocacy on behalf of businesses
 - Marketing and events across the year
 - Developing the City's visitor economy

- Better support to businesses through data provision and other activity
 - Public realm improvements and city centre safety
- 5.2. The Cabinet is requested to agree the BID's Renewal Business Proposal (Appendix 1) and accompanying appendices and confirm the Council's support for a further term. The BID's Renewal Business Proposal is in line with the Council's strategic objectives, and complements our emerging strategy for the visitor economy and the Chichester Vision.
- 5.3. To achieve a greater emphasis on marketing the City and developing the visitor economy, the BID propose to increase the levy on the business community by 0.25% to 1.25 %. This additional funding will be ring-fenced for these purposes.
- 5.4. Cabinet is further requested to
- (a) Note the proposed draft timetable as set out in 8.3 below and, accordingly, to instruct the Ballot Holder (Chief Executive) to hold the Renewal Ballot.
 - (b) Recommend to full Council to delegate to the leader the authority to vote on behalf of the Council in the BID election.

6. Outcomes to be Achieved

- 6.1 The BIDs Renewal Business Proposal (Appendix 1) seeks to achieve a number of outcomes which can be summarised as follows:
- (a) Improved partnership working with local authorities, local services, business groups, community organisations, City Centre businesses and external agencies
 - (b) Increased profile nationally, higher footfall across the year, and increased consumer spend in the City
 - (c) A better organised, better maintained and safer City
 - (d) Chichester is attractive as a key place to do business
 - (e) The continuation of a sustainable fund that will deliver support and improvements to Chichester City Centre and all its users

7. Alternatives that have been considered

- 7.1. Do nothing. This is not appropriate as, under the governing regulations, the Council is required to oversee a renewal ballot and to instruct the Ballot Holder accordingly.
- 7.2. To veto the BID proposals. This is not considered necessary as the BID Renewal Business Proposals do not conflict with any Council policies

- 7.3. Not to support the BID. The Council transferred a number of city centre functions to the BID in 2012. As the BID already carries out these and other activities, and is now proposing to undertake additional activities, this is not considered appropriate.

8. Resource and legal implications

- 8.1. The legislative framework under which Business Improvement Districts are established, renewed and governed is contained in Part 4 of Local Government Act 2003 and The Business Improvement Districts (England) Regulations 2004.

- 8.2. The Council has been working with the BID on the procedure for renewal. Under the regulations, the Council as 'relevant billing authority' is responsible for instructing the 'Ballot Holder' to hold the renewal ballot. The Ballot holder is *"the person the relevant billing authority has appointed under section 35 of the Representation of the People Act 1983(a) as the returning officer for elections to that authority"*. i.e. the Chief Executive

- 8.3. The BID is proposing the following timescale, although this will be for the Ballot Holder to determine:

14 September	Notice of the ballot from the Ballot Holder to the Levy Payers
3 October	Ballot papers sent out to eligible voters
21 October	Deadline for appointments of proxy
3 November	Ballot Day: voting closes at 5pm
4 November	Ballot count and announcement of the result

- 8.4. For the BID to proceed to another term, more than 50% of those who vote must vote 'Yes'. Of those positive votes, the total rateable value must be higher, when added together, than the rateable value of those who voted 'No'. If a 'Yes' vote is secured, all businesses within the BID levy geographical area are legally obliged to pay the BID levy for the next five year BID term.

- 8.5. There are 796 hereditaments within the BID area which are owned and/or controlled by 450 businesses who are eligible to vote. 120 businesses have been visited to date by the BID renewal team. So far, the majority have confirmed they will vote 'Yes', although more work needs to be done to ensure a positive vote to renewal for a further five years.

- 8.6. Once the BID is in place again for a further term, neither the BID area nor the BID levy percentage can be altered during the BID Term, without an Alteration Ballot.

- 8.7. In the event that the result of the Ballot is negative, the BID will cease from 31st March 2017. A number of City Centre management, organisational and promotional functions would then need to be stopped or re-allocated to other bodies. Such items may include Christmas lights and festivities, events and promotions, ChiBac and city centre safety, advocacy and

support to businesses. In addition the proposed activities listed in 4.1 above for the next five years will not happen.

- 8.8. A 'Yes' vote will require the Council to pay an annual levy of £10,352 (at current rates and as a non-domestic ratepayer in its own right). This will be a small increase on the current levy of £8,281 in the Council's revenue budget.
- 8.9. The Council's Ballot Holder, i.e. the Chief Executive, will be required to conduct the ballot.

9. Consultation

- 9.1. Since its inception, the BID has developed a programme of communication and consultation with BID levy payers, the local authorities and other bodies. The BID's work is reviewed at the Council's Overview and Scrutiny Committee each year.
- 9.2. In seeking to renew for a further five years, the BID has carried out extensive consultations with BID levy payers, the Council and other relevant bodies to develop its plans for the next five years (see Appendices 2 and 3).
- 9.3. The BID will undertake further consultation in the period leading up to the ballot.

10. Community impact and corporate risks

- 10.1. If the BID is approved, £1.57 million over five years will be available to deliver the programme of events, partnership working, public realm improvements, marketing, co-ordination, and safety initiatives.
- 10.2. The establishment and continuation of the BID supports Objective 3 under the Economy section of the Corporate Plan, i.e. Promote the city and town centres as vibrant places to do business. If the BID is unsuccessful a number of functions carried-out by the BID in the City Centre will cease as indicated in 6.5 above.

11. Other Implications

	Yes	No
Crime & Disorder: £170,100 will be invested into crime and safety initiatives over the lifetime of the BID.	X	
Climate Change:		X
Human Rights and Equality Impact:		X
Other (Please specify):		X

12. Appendices

(printed in black and white; available in colour on the Council's website)

12.1. Appendix 1 - Chichester BID Renewal Business Summary – Term 2, 2017-2022

12.2. Appendix 2 – Chichester BID Baseline Statements – Term 2, 2017-2022

12.3. Appendix 3 - Chichester BID Members Consultation - Term 2, 2017-2022

12.4. Appendix 4 – Chichester BID Research - Term 2, 2017-2022

13. Background Papers

None

Chichester District Council

CABINET

12 July 2016

Treasury Management Strategy 2016-17 - update

1. Contacts

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2. Recommendation

2.1. That the Council be recommended to approve the revised Treasury Management Strategy 2016-17.

3. Background

3.1. The Council approved its Annual Investment Strategy on 26 January 2016. This Strategy provided for a diversification of Council investments into more secure and/ or higher yielding asset classes during 2016-17, including the Local Authority property fund, covered and corporate bonds.

3.2. The Council has also recently changed its banker to National Westminster Bank Plc. Day to day operational cash balances are held in a deposit account with the Council's banker where it is uneconomic to invest them elsewhere for a very short period.

4. Outcomes to be achieved

4.1. Investment limits specified in the Council's Treasury Management Strategy enable the efficient management of the Council's investments

5. Proposal

5.1. Appendix 1 sets out the proposed amendments to the Council's Treasury management strategy and provides a rationale for each amendment.

5.2. Appendix 2 contains an updated Treasury Management Strategy that incorporates the proposed changes.

6. Alternatives that have been considered

6.1. Not applicable

7. Resource and legal implications

7.1. Any amendment to the Council's Treasury Management Strategy requires the approval of Full Council.

8. Consultation

8.1. The changes are based on officers' professional judgement supported by advice from the Council's treasury management advisors.

8.2. The report has been duly considered and approved by the Council's **Corporate Governance and Audit Committee** which met on 30 June 2016. The Cabinet is requested to endorse the revised Treasury Management Strategy 2016-17 and submit it to full Council for ultimate approval.

9. Community impact and corporate risks

Not applicable

10. Other Implications

Crime & Disorder	None
Climate Change	None
Human Rights and Equality Impact	None
Safeguarding	None

11. Appendices

11.1. Proposed amendments to 2016-17 Treasury Management Strategy

11.2. Updated Treasury Management Strategy with highlighted changes (printed in black and white; available in colour on the Council's website).

Appendix 1 Treasury Management Strategy – proposed amendments

Reference	Comment
16, table 4	<p>1. BBB+ Banks Unsecured.</p> <p>ADD: A stand-alone limit of “£2.5m/7days for the Council’s own banker”.</p> <p>REASON: That the Council’s own banker be excluded from the limits for banks rated BBB+, but to maintain capacity to allow the day to day management of cash within the Council’s own bank account – the present limit of £1m is insufficient to accommodate very short-term cash fluctuations.</p> <p>2. Pooled funds.</p> <p>ADD: Covered bond funds to pooled funds category limit.</p> <p>REASON: To allow for investment in Bond funds.</p>
18	Update text to “National Westminster Bank plc” to reflect the Council’s new bankers
30 table 5	<p>Non-specified investments:</p> <p>1. AMEND: The limit for ‘total investments without credit ratings or rated below A-’ to £20m (+£10M).</p> <p>REASON: The investment in Local Authority Property Fund (LAPF) and Nat-West bank maximum balances means the present limit is inadequate. The increase is to re-instate previous flexibility to invest in suitable institutions (including unrated building societies).</p> <p>2. AMEND: Total limit on non-specified investments to £40m (+£10m), and Limit for Total medium and long-term investments to £35m (+£15m)</p> <p>REASON – as 1 above</p>

31 table 6	<p>Investment limits</p> <p>1 AMEND: ‘Any single organisations, except the UK central government and <u>Local Authority Property Fund</u>’:</p> <p>REASON: to accommodate total investments with the Local Authority Property Fund.</p> <p>2. AMEND money market funds limit to £15m:</p> <p>REASON: This will allow better management of short-term cash surpluses. The individual limits on funds will remain at £5m.</p> <p>3 REMOVE: “Max of £5m in covered bonds” from Negotiable instruments line.</p> <p>REASON: Judged unnecessary given the wider sector and counterparty limits and its inclusion would restrict the Council’s ability to invest in both covered bonds and pooled covered bonds.</p>
33 table 7	<p>Voluntary credit rating measure</p> <p>1 AMEND to ‘A’ from A+.</p> <p>REASON: At present A+ is above that employed commonly by other Local Authorities and a target of A would be more in line with sector practice.</p>
33 table 9	<p>Principal sums invested for periods longer the 364 days</p> <p>1 AMEND: Increase the figures in this table across the board by the expected level of available for sale investments (£10m LAPF and £5m for pooled bond funds) reflecting the open maturity of such whilst still highlighting the potential for capital losses if sold.</p> <p>REASON At present the tiered limits in table 9 do not take into account the long-term nature of Investments in variable net asset value pooled funds.</p>

Appendix 2 Treasury Management Strategy – updated

Treasury Management Policy Statement, Treasury Management Strategy Statement and Annual Investment Strategy for 2016-17

1. Treasury Management Policy Statement

Chichester District Council defines its treasury management activities as:

- The management of the organisation's financial investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
- The investment policy objective for this Council is the prudent investment of its treasury balances. The Council's investment priorities are security of capital and liquidity of its investments so that funds are available for expenditure when needed. Both the CIPFA Code and the DCLG guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The generation of investment income to support the Council's spending plans is an important, but secondary objective.
- The Council's borrowing objective, being debt free and with relatively substantial resources still available for its capital investment spending plans, means that it does not intend to borrow any monies, except for short term cash flow purposes for revenue and capital commitments.

2. Treasury Management Strategy Statement

The Treasury Management Strategy details the expected activities of the treasury function in the forthcoming year 2016-17. The publication of the strategy is a statutory requirement.

3. The Treasury Management Strategy Statement including the Annual Investment Strategy are underpinned by the CIPFA Code of Practice and Treasury Management Practices (TMPs) which provide prescriptive information as to how the treasury management function should be carried out.

4. Risk Appetite Statement

As a debt free authority with substantial balances to invest the Council's highest priority in its treasury management function is the security of those investments in accordance with the priorities set out in the CIPFA Code. The investment returns are generally used to fund one-off expenditure or capital investment. Sums are invested with a diversified range of

counter parties using a wide range of instruments consistent with avoiding the risk of the capital sum being diminished through movements in prices.

The Council whilst fundamentally risk adverse, will accept some modest degree of risk. It will consider first the range of risks as set out specifically in the Treasury Management Practices (TMP 1), and secondly how prudently to manage those different risks. It will ensure that priority is given to security and liquidity when investing funds before seeking to optimise yield. The use of different investment instruments and diversification of high credit quality counter parties along with country, sector and group limits, as set out in the Strategy, enables the Council to control the nature and extent of the different risks. One risk not set out in TMP1 which also needs to be considered when placing longer term investments is the political risk, such as in relation to a possible change of Government, any EU referendum, and their effect on the treasury management function.

When investing surplus cash, the Council will not necessarily limit itself to making deposits with the UK Government and local authorities, but may invest in other bodies including certain unrated building societies and money market funds. The Council may also invest surplus funds through tradable instruments such as gilts, treasury bills, certificates of deposit and corporate bonds. The duration of such investments will be limited so that they do not have to be sold (although they may be) prior to maturity, thus avoiding the risk of the capital sum being diminished through movements in prices.

External Context

5. Economic background

Domestic demand has grown robustly, supported by sustained real income growth and a gradual decline in private sector savings. Low oil and commodity prices were a notable feature of 2015, and contributed to the annual CPI inflation falling to 0.1% in November. However, this was tempered by an increase in transport costs in December which meant CPI rising to 0.2% by the end of 2015. Wages growth has slightly weakened at 2% a year from 3%, whilst the unemployment rate has now dropped to 5.1%. Mortgage approvals had risen to over 70,000 a month during most of 2015, with a dip to just 43,975 in December, but with annual house price growth nationally around 4.4%; these factors have boosted consumer confidence, helping to underpin retail spending and hence GDP growth, which was an encouraging 2.2% for 2015. Although speeches by the Bank of England's Monetary Policy Committee (MPC) members sent signals that some were willing to countenance higher interest rates in the latter part of 2015, the MPC continues to hold policy rates at 0.5% and maintains quantitative easing (QE) at £375bn, the level it has been since July 2012.

The outcome of the UK general election, which was largely fought over the parties' approach to dealing with the deficit in the public finances, saw some big shifts in the political landscape and put the key issue of the UK's relationship with the EU at the heart of future politics. Uncertainty over the outcome of the forthcoming referendum could put downward pressure on UK GDP growth and interest rates.

China's growth has slowed and its economy is performing below expectations, reducing global demand for commodities and contributing to emerging market weakness. US domestic growth has accelerated but the globally sensitive sectors of the US economy have slowed. Strong US labour market data and other economic indicators however suggest recent global turbulence has not knocked the American recovery off course. In December 2015 the Federal Reserve raised its key interest rate by 25 basis points to between 0.25% and 0.50%, a move which was widely expected by the markets. Any future increases are expected to be gradual because their concerns about the global economy and low inflation. In contrast, the European Central Bank finally embarked on QE in 2015 to counter the perils of deflation.

6. Credit outlook

The varying fortunes of different parts of the global economy are reflected in market indicators of credit risk. UK Banks operating in the Far East and parts of mainland Europe have seen their

perceived risk increase, while those with a more domestic focus continue to show improvement. The sale of most of the government's stake in Lloyds and the first sale of its shares in RBS have generally been seen as credit positive.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the UK, USA and Germany. The rest of the European Union will follow suit in January 2016, while Australia, Canada and Switzerland are well advanced with their own plans. Meanwhile, changes to the UK Financial Services Compensation Scheme and similar European schemes in July 2015 mean that most private sector investors are now partially or fully exempt from contributing to a bail-in. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain stubbornly low.

7. Prospects for Interest Rates

The Council's treasury advisor Arlingclose projects the first 0.25% increase in UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside.

A shallow upward path for medium term gilt yields is forecast, as continuing concerns about the Eurozone, emerging markets and other geo-political events weigh on risk appetite, while inflation expectations remain subdued. Arlingclose projects the 10 year gilt yield to rise from its current 2.0% level by around 0.3% a year. The uncertainties surrounding the timing of UK and further US interest rate rises are likely to prompt short-term volatility in gilt yields. For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.75% for 2016-17.

8. The table below shows the November 2015 HM Treasury Survey Medium Term forecasts for the average annual Official Bank Rate.

Table 1: HM Treasury Survey Medium Term Forecasts for Average Annual Official Bank Rate

	Average Annual Official Bank Rate %				
	2015	2016	2017	2018	2019
Highest	0.60	1.20	1.80	2.50	3.10
Average	0.50	0.80	1.40	2.10	2.50
Lowest	0.40	0.60	1.20	1.40	1.60

Source: HM Treasury Forecasts for the UK economy: November 2015.

For the purpose of setting the budget, it has been assumed that new investments will be made yielding an average rate of 0.75% for 2016-17.

9. Current Portfolio Position

The Council's treasury portfolio position as at 8 January 2016 comprised:

Table 2: Current Investment Portfolio Position.

Investments	Actual Portfolio £m	Annualised Average Rate %
Call Accounts	12.865	0.41
Short Term investments	34.000	0.50
Medium Term Investments	12.000	1.52
Long Term Investments	3.000	1.85

Total Investments	61.865	0.60
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Forecast changes in these sums are shown in the balance sheet analysis in Table 3 below.
Definitions of investment periods are:

- (i) Short Term - up to one year (excluding call accounts with immediate access to funds)
- (ii) Medium Term - One to four years
- (iii) Long Term - Over four years

Table 3: Balance Sheet Summary and Forecast

	31.3.15 Actual £m	31.3.16 Estimate £m	31.3.17 Estimate £m	31.3.18 Estimate £m	31.3.19 Estimate £m	31.3.20 Estimate £m	31.3.21 Estimate £m
General Fund CFR	-1.440	-1.316	-1.341	-1.367	-1.396	-1.427	-1.440
Less: Other Debt Liabilities	-0.124	0.025	0.026	0.029	0.031	0.013	0.0
Borrowing CFR	-1.316	-1.341	-1.367	-1.396	-1.427	-1.440	-1.440
Internal borrowing	0	0	0	0	0	0	0
Usable reserves	-34.700	-31.995	-33.822	-29.947	-29.565	-28.737	-28.415
Working capital	-4.685	-2.679	-2.505	-2.779	-2.803	-2.879	-2.933
Investments	40.700	36.015	37.694	34.122	33.795	33.056	32.788

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

The Council is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to fall to £ 32.788m as capital receipts and other revenue resources are used to finance capital expenditure, and reserves are used to finance specific projects and one off revenue expenditure.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 3 shows that the Council expects to comply with this recommendation during 2016-17 as it maintains its debt free status.

10. Borrowing Strategy

As part of the Council's Financial Strategy the Resources and Capital Principles are stated as: "Borrowing could be used for "invest to save" projects providing the cost of servicing the debt is contained within the revenue savings/income the project generates. The payback period for invest to save projects should be shorter than the life of the asset.

- (a) There are no plans to borrow to finance new capital expenditure in the current 5 year plan but this remains an option if deemed to be prudent. Short term internal borrowing (for schemes that pay back within the 5 year time frame of the capital programme) can be accommodated without incurring external interest charges, provided the resulting savings are recycled into reserves. Longer term pay back periods will have to accommodate both the external interest and a minimum revenue provision (MRP) in accordance with the Council's MRP policy, which links repayment of the debt to the life of the asset.

- (b) Borrowing would add pressure on the revenue budget as MRP and interest would become payable. The capacity to make these payments would need to be identified in advance, namely the further efficiency savings generated by the investment in the assets.”

11. Borrowing Objectives:

If it considers it necessary to borrowing money, the Council’s chief objective is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council’s long-term plans change is a secondary objective.

12. Borrowing Sources

The Council may need to borrow money in the short term to cover unexpected cash flow shortages, (normally up to one month) within the approved operational boundary limit of £5m. Sources: The approved sources of long-term and short-term borrowing are:

- Public Works Loans Board (PWLB) and any successor body
- Any institution approved for investments (see below)
- Any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except the West Sussex Pension Fund)

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Operating and finance leases
- Hire purchase
- Private Finance Initiatives
- Sale and leaseback

13. Investment Strategy

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council’s financial investment balance has ranged between £37.5 and £60.95 million, but this is expected to reduce to lower levels in the forthcoming year due to the anticipated capital spending programme including any property investment commitments.

14. **Objectives:** The Council has a duty to safeguard the public funds and assets it holds on behalf of its community. Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council’s objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

15. **Strategy:** Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2016-17. This is especially the case for the estimated £20m that is available for longer-term investments. The majority of the Council’s surplus cash is currently invested in short-term unsecured bank deposits, and other local authorities. The new investment options that may be undertaken by this strategy would now include covered bonds, Government Agency Bonds, Supranational Bonds and Corporate Bonds. This diversification will represent a continuation of the new strategy adopted in 2015-16, in order to manage the bail-in risk and spread the investment of surplus funds in a wider range of investment types.

16. The Council may invest its surplus funds with any of the counterparties in table 4 below, subject to the cash limits (per counterparty) and time limits shown.

Table 4: Approved Investment Counterparties

Sector Limits/ Credit Rating	Banks Unsecured ¹ £20m	Banks Secured ¹ Unlimited	Government Unlimited	Corporates £10m
UK Govt	n/a	n/a	£ Unlimited 15 years	n/a
AAA	£2.5m 5 years	£5m 10 years	£5m 10 years	£2.5m 10 years
AA+	£2.5m 5 years	£5m 7 years	£5m 7 years	£2.5m 7 years
AA	£2.5m 4 years	£5m 5 years	£5m 5 years	£2.5m 5 years
AA-	£2.5m 3 years	£5m 4 years	£5m 4 years	£2.5m 4 years
A+	£2.5m 2 years	£5m 3 years	£2.5m 3 years	£2.5m 3 years
A	£2.5m 13 months	£5m 2 years	£2.5m 2 years	£2.5m 2 years
A-	£2.5m 6 months	£5m 13 months	£2.5m 13 months	£2.5m 13 months
BBB+	£1m 100 days	£2.5m 6 months	n/a	£1m 6 months
BBB	£1m next day only	£2.5m 100 days	n/a	n/a
None	£1m 6 months	n/a	£5m 10 years	£2m 5 or 10 years
Council's Own Bank	£2.5m/7 days	n/a	n/a	n/a
Pooled Funds	£5m per money market/ covered bond fund and a maximum £10m in the Property Fund			

This table must be read in conjunction with the detailed notes below and limits stated in Table 6.¹ Note: The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

17. **Credit Rating:** Investment decisions are made by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.
18. **Current Account Bank:** Following a competitive tender exercise held in 2016, the Council's current accounts are held with National Westminster Bank plc which is currently rated above the minimum rating in table 4.
19. **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of capital loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

20. **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the banks' assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
21. **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to the bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts up to 15 years.
22. **Corporates:** Loans, bonds and commercial paper issued by companies other than banks. These investments are not subject to bail-in, but are exposed to the risk of the company becoming insolvent.
23. **Pooled Funds:** Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee which can range between 0.10% and 0.20% per annum are deducted from the interest paid to the Council. Short-term Money Market Funds that offer same-day liquidity and very low volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
24. Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into further asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
25. **Risk Assessment and Credit Ratings:** The Council uses long-term credit ratings from the three main rating agencies Fitch Ratings, Moody's Investors Service and Standard & Poor's Financial Services to assess the risk of investment default. The lowest available counterparty credit rating will be used to determine credit quality, unless an investment-specific rating is available. Credit ratings are obtained and monitored by the Council's treasury advisor, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty
- If in the case of a decision to recall or sell an investment at a cost which is over the approved virement limits, the Council's urgent action procedure in its Constitution would be invoked by officers.
26. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn in a timely manner will be made with that organisation until the outcome of the review is announced. This policy

will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating. Any counterparty downgrades must be included in the monthly monitoring reports sent to the members of the Corporate Governance & Audit Committee.

27. **Other Information on the Security of Investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

28. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council’s cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

29. **Specified Investments:** The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The Council defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AAA. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

30. **Non-specified Investments:** Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to medium and long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 5 below.

31.

Table 5: Non-Specified Investment Limits

	Cash limit
Total medium and long-term investments	£35m
Total investments without credit ratings or rated below A-	£20m
Total Limit on non-specified investments	£40m

32. Use of Specified and Non-Specified Investments

The selection of specified and non-specified investments will be undertaken by the Head of Finance and Governance Services who will keep the making of such investments under continuous review in the light of risk, liquidity and return and the framework set out in this Strategy.

Investment Limits: The Authority's uncommitted revenue reserves available to cover investment losses are forecast to be £19.5m million on 31st March 2016. These uncommitted reserves include the following items; General Fund Balance £5m, Revenue Support £1.3m, New Homes Bonus £4.9m and currently £8.3m uncommitted resources as stated in the current estimated Resources Statement. In order that no more than 25% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. A group of banks under the same ownership or a group of funds under the same management will be treated as a single organisation for limit purposes. Limits will also be placed on investments in brokers' nominee accounts, foreign countries and industry sectors as set out in Table 6. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 6: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government and the Local Authority Property Fund	£5m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker (£5m per fund)
Foreign countries	£5m per country
Unsecured investments with Building Societies	£5m in total
Loans to unrated corporates	£2m in total
Money Market Funds	£15m in total
Property Funds	£10m in total

33. **Liquidity management:** The Council uses spread sheets for cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on medium and long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

34. Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

- a. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

Table 7: Portfolio Average Credit Rating	Target
Portfolio average credit rating	A

- b. **Liquidity:** The method for cash flow forecasting is set out in paragraph 31.

The Council seeks to maintain its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments and minimising the use of its overdraft facility of £350,000.

The liquidity measure is to have a minimum of £10m available within 3 months.

- c. **Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. Under the TM Code the upper limits on fixed and variable rate interest rate exposures, should be expressed as the amount or proportion of net principal borrowed or interest payable, with investments counting as negative borrowing. As the Council is debt free and to provide a meaningful indicator the limits on fixed and variable rate interest rate exposures are expressed as an amount and percentage of net principal of investments: Strictly this is contrary to the TM Code definition.

Table 8: Upper Limits on Interest Rate Exposures

	2016/17	2017/18	2018/19
Upper limit on fixed interest rate exposure of net investment principal	£28m /40%	£24m /40%	£22m /40%
Upper limit on variable interest rate exposure of net investment principal	£70m /100%	£60m /100%	£55m /100%

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. Instruments that mature during the financial year are classed as variable rate.

- d. **Maturity Profile of Borrowing**

As the Council is debt free it currently holds no fixed long term borrowing for which a maturity profile exists.

- e. **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

Table 9: Principal Sums Invested for Periods Longer than 364 days

	2016/17	2017/18	2018/19
Limit on principal invested beyond year end	£35m	£30m	£25m

Table 9 sets out the upper limit for each forward financial year period for the maturing of investments for periods longer than 364 days up to their final maturities beyond the end of the financial period. The limit for 2016-17 equals the total medium and long term investment limit stated in table 5. The next two financial year limits are smaller, effectively limiting the investments that can be made for longer than 2 years and 3 years. In essence this reflects a maturity pattern of the medium and long term debt, in that £5m should mature in 2016-17, and another £5m in 2017-18. The remaining balance would mature beyond 2018-19, up to maximum period of investments allowed as set out in Table 4.

35. Other Items

There are a number of additional items that the Authority is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

36. Policy on Use of Financial Derivatives:

Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and

to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

The use of any derivative will be explicitly explained to the Corporate Governance & Audit Committee in relation to the risk being managed, except in relation to forward deals, as these are undertaken as part of cash flow management.

37. Investment Training:

Member and officer training is an essential requirement in terms of understanding roles, responsibilities and keeping up to date with changes and in order to comply with the CIPFA Treasury Management Code of Practice.

The training needs of the officers involved on treasury management are identified through the annual performance and development appraisal process, and additionally when the responsibilities of individual members of staff change. Staff attend relevant training courses, seminars and conferences.

To address the training need of members, training will be provided to members of both Cabinet and the Corporate Governance and Audit Committee in advance of them considering the forthcoming year's strategies. The training was provided by the Council's treasury adviser in October 2015.

38. Treasury Management Advisers:

The Council currently contracts with Arlingclose Limited as its treasury management adviser and receives specific advice on investment, debt and capital finance issues. However, responsibility for final decision making remains with the Council and its officers.

The quality of this service is controlled and monitored against the contract by the Accountancy Services Manager, which is in place until the 30th June 2018.

39. Reporting Arrangements

The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities and on the performance of the treasury management function.

The Council/Cabinet will receive as a minimum:

- An annual report on the strategy and plan to be pursued in the coming year and on the need to review the requirements for changes to be made to the Treasury Management Strategy Statement.
- A mid-year review
- An annual report on the performance of the treasury management function, on the effects of decisions taken and the transactions executed in the past year, such reports to be submitted by 30th September in the succeeding financial year, including any circumstances of non-compliance with the organisation's treasury management policy statement and Treasury Management Practices.

The body responsible for scrutiny, Corporate Governance and Audit Committee has responsibility for the scrutiny of treasury management policies and practices.

The Cabinet member for Finance and Governance, and the members of the Corporate Governance & Audit Committee receive monthly monitoring reports of the investments held. The monthly reports should include any negative outlook for investment vehicles used by the Council and appropriate benchmarking.

The Council reports their treasury management indicators as detailed in the sector specific guidance notes; which are set out in an appendix to the Treasury Management Strategy Statement for the Prudential Indicators and Treasury Management Indicators of this report for the forthcoming year, and reported for the out turn in the June after the year end.

40. **Investment of Money Borrowed in Advance of Need:** As the Council does not anticipate the need to borrow in the foreseeable future, except in the short-term for cash flow purposes only, it is therefore not expecting to borrow in advance of need, and so does not need to set out any operational criteria for this situation in the 2016-17 Strategy.

41. Financial Implications

The budget for investment income in 2016-17 is £0.270million, based on an average investment portfolio of £36.015million at an interest rate of 0.75%. If actual levels of investments and actual interest rates differ from those forecast, performance against budget will be correspondingly different and may impact the intended use of investment income as set out in the Council's Financial Strategy.

Chichester District Council

CABINET

12 July 2016

Review of the Constitution

1. Contacts

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2. Executive Summary

This report proposes revisions to the Constitution. Changes of significance or principle have been considered by and are recommended by the Task and Finish Group set up by the Council in March. These are reported in this report and its appendices. Other changes are shown in a track changed version of the whole Constitution, which is published but not printed as a Background Paper. This is the version the Council is to be invited to approve.

3. Recommendation

- 3.1. That the Council be recommended that the revised Constitution, as set out in the background paper, including the significant alterations described in section 6 below, be approved.**

4. Background

- 4.1. The Constitution is a large document and not an easy read. It is, largely, a work of reference. It consists of 7 parts as follows:

Part 1 – Summary and Explanation

Part 2 – Articles of the Constitution (an overview of the way the Council conducts its business)

Part 3 – Responsibility for Functions (essentially the scheme of delegation to committees and officers)

Part 4 – Rules of Procedure (including Procedural Standing Orders, Rules on Access to information, the roles of the Executive (Cabinet) and Overview and Scrutiny, Complaints Scheme, Financial Regulations, and Contracts Standing Orders)

Part 5 – Codes and Protocols (including Members Code of Conduct and arrangements for handling complaints against members, Code of Conduct, Petition Scheme, Public Question Time, and Protocol on Task & Finish Groups)

Part 6 – Members Allowance Scheme

Part 7 – Management Structure

- 4.2. At their meeting on 31 March 2016, the Council made a number of decisions about the timing of Council meetings and, among other things set up a Task and Finish Group (TFG), comprising Mrs Hardwick, Mrs Apel, Mrs Lintill, Mr Ridd and Mrs Tull, with the following terms of reference:

“To review the Council’s Constitution and advise Cabinet and Council on any changes. In particular:

- How decisions are made
- The effective operation of the Council’s business.”

- 4.3. In addition, the Constitution is periodically reviewed by officers and such a review was already in progress.
- 4.4. The TFG did not support a fundamental re-structuring of the Constitution to improve readability and eliminate duplication. This would risk sacrificing precision and introducing ambiguity. It would also make it more difficult to compare the Council’s Constitution with those of other authorities who have retained the standard format.
- 4.5. The TFG also decided that they should not replicate a line-by-line review of the Constitution, as officers would do this. However, officers would seek the TFG’s views on any matters of significance or principle arising from their review.
- 4.6. This report follows similar principles. It reports the TFG’s views on matters of significance or principle, for Cabinet’s recommendation and Council’s decision. Matters which are not of significance or principle are not recorded in this report, but a marked up copy of the whole Constitution in track changes is available electronically as a background paper.

5. Outcomes to be achieved

- 5.1. The outcomes will be to improve and set out clear rules for the effective operation of the Council’s business.

6. Proposal

- 6.1. The remainder of this report draws attention to proposed changes of significance or principle.

Part 1 – Summary and Explanation

- 6.2. No changes are proposed to this three page introduction to the Constitution.

Part 2 – Articles of the Constitution

- 6.3. Article 1 - The Constitution: In Article 1.03, the out-dated first two sentences of the following paragraph should be deleted and the third sentence incorporated into the next paragraph:

“The Constitution recognises the Council’s role as a Community Leader and its strategic responsibility for community planning and for the efficient and effective delivery of services. Its overall objective is, therefore, to organise all of its activities in such a way as to ensure that they demonstrably contribute to agreed community outcomes as identified through the community planning process. The Council believes in the importance of partnership working in order to effectively discharge its community role, achieve value for money and to seek continuous improvement in all its endeavours.”

- 6.4. The TFG noted that the Constitution was generally written in the masculine, although attempts have been made in places to update the gender slant. Rather than undertake the substantial task of going through the whole constitution to eliminate gender bias, they agreed that wording similar to that of the Interpretation Act should be incorporated in Article 1.04:

“In this Constitution, unless the contrary intention appears,

(a) words importing the masculine gender include the feminine;

(b) words importing the feminine gender include the masculine;

(c) words in the singular include the plural and words in the plural include the singular.”

- 6.5. Article 4 – The Full Council: (see Appendix 1). This Article, which sets out the role of the full Council, was considered in detail by the TFG and a marked up copy is attached. Some significant points considered by the TFG were:

(a) In recognition of the new and untried Community Infrastructure Levy (CIL), the Infrastructure Business Plan, incorporating the CIL Spending Plan, should be added to the list of Policy Framework documents that require approval by the full Council.

(b) The wording of 4.03 (b) and (c). The latter clause in particular was considered imprecise as worded and revised wording taken from elsewhere in the Constitution is recommended.

(c) Paragraph 4.03 (l), and a corresponding provision in the Cabinet’s terms of reference, require the Council to be given the opportunity to express its views before the Cabinet resolves to make a Compulsory Purchase Order (CPO). Making a CPO is, by law, an executive decision to be made by the Cabinet, not the Council. However, the TFG considered the Council should continue to have the right to express its views before the Cabinet resolves to make a CPO.

(d) Paragraph 4.03 (q) requires the Council to approve documents associated with the Local Plan before public consultation on them, as well of course as finally approving them. This means that the Council frequently considers the same document twice, before and after public consultation, which lengthens the preparation time. The suggested revised wording follows the requirements of Government Regulations in clarifying which documents need this double consideration.

- 6.6. Article 5 – Chairing the Council: The current Constitution contains the following clause, which the TFG recommend should be deleted:

“The Chairman may promote a Chairman’s Charity appeal for the charity or charities of his choice during his term of office.”

This has not been used and could cause contention over the Chairman’s choice of charity.

- 6.7. Article 7 – the Cabinet (see Appendix 2): The TFG recommends:
- (a) Delete paragraph 7.03 relating to Panels and Forums.
 - (b) Amend paragraph 7.05(d), and corresponding provision in Part 3 of the Constitution, so that the Leader is required to consult Cabinet Members before appointing Special Advisers to assist them
 - (c) Remove Table 2 listing the names and portfolios of Cabinet Members.
- 6.8. Article 8 – Regulatory and other Committees; Article 9 – The Standards Committee; Article 10 – Area Committees (see Appendix 2): The list in Article 8.01 includes all the main committees. There are other Panels and Forums, but rather than list them in the Constitution, which implies a degree of permanence and formality, the TFG recommends that a reference is made to the Council’s power to appoint other Committees. The list in paragraph 8.01 includes the Standards Committee, and Article 9, therefore seems redundant as it largely duplicates the terms of reference of that Committee set out in Part 3. Since the abolition of the North Area Development Management Committee, this Council has no Area Committees (as legally defined). Article 10 is no longer required. A reference to the power to appoint such committees is included in Article 8, as amended.

Part 3 – Responsibility for Functions

- 6.9. The TFG considered the terms of reference of the Cabinet and suggested some minor changes. Other issues are set out in the following paragraphs.
- 6.10. The Boundary Review Panel: The Boundary Review Panel consists of six members. It is appointed by the Cabinet and its broad objectives are stated to be:

“To consider and advise the Cabinet on matters relating to electoral areas as and when the need arises.”

The functions dealt with by this Panel are matters to be determined by the full Council, and the TFG supported the view that the Cabinet, as a single-party committee, should have no part to play in considering these matters. The TFG recommends that the Panel should report directly to the full Council, and its membership should be appointed by the Council.

- 6.11. The Joint Employee Consultative Panel: The staff side membership of this Panel currently makes provision for representation from Westgate Leisure Centre. Since the out-sourcing of Leisure Services such staff are no longer employees of the Council. The JECP was, therefore, asked to review its constitution.

- 6.12. The JECP recommended the following:

- Remove the Westgate Leisure Staff Side Representative
- Reduce the CCS membership from two members to one with the flexibility that this member is not named and discretion is used as to whether a representative is sent dependent on item relevance
- Staff Side Membership therefore made up of five East Pallant House representatives, one Careline representative and one CCS representative
- Reduce the quorum requirement for Staff Side to three
- Keep the quorum requirement for members at two

6.13. The TFG had reservations about JECF bullet points 2 and 3. They agreed that the employee side should be reduced to seven, by removing the Westgate Leisure representative and the change to the quorum. Given the proportion of total staff at the Depot, they felt the existing wording: “where possible to be two from Chichester Contract Services” should be retained (accepting the caveat in bullet point 2). Bullet point 3 was not clear whether it was deliberately intended to increase the number of EPH representatives from four to five. The TFG did not support this. Since the TFG meeting, the Senior Leadership Team has suggested that the Council’s other outpost (The Novium Museum) should be mentioned, and the recommended wording is:

“Employees - Seven, where possible to be two from Chichester Contract Services, and five from East Pallant House, including Careline and The Novium Museum. The staff representatives must be serving employees but not necessarily accredited representatives appointed by the recognised trade unions.”

6.14. Other Panels and Forums etc. A number of Panels and other bodies are not explicitly referred to in the Constitution. These include: The Business Routeing Panel; Waste and Recycling Panel; Chichester District Parking Forum; Infrastructure Joint Member Liaison Group; the three Programme Boards, which consist of officers but include the relevant Cabinet Member. The TFG felt that Inclusion in the Constitution implies a degree of formality and permanence. They did not therefore consider it appropriate to include these other panels, forums and bodies.

6.15. Delegated Powers of Staff: This part lists powers delegated to officers by previous decisions of the Council or Cabinet. The TFG supported a number of recommendations for change:-

(a) Head of Commercial Services: This officer has powers delegated relating to property, some of which are subject to financial limits. It is recommended these should be revised to take account of inflation as follows:

- To approve leases, licences, wayleaves and easements of land up to an annual income level or consideration of £50,000 in value in each case. Suggest increase to £60,000.
- To approve sales and easements of land which has been declared surplus by the Cabinet up to a consideration or market valuation of £200,000 in each case. Suggest increase to £250,000.
- To agree rent reviews and re-gearing up to a maximum annual rental of £50,000. Suggest increase to £60,000.

- To negotiate terms on behalf of the Cabinet to take a lease, licence or to acquire the freehold of land or premises where a service need has been identified and budgetary provision made up to a maximum annual expenditure or consideration of £50,000. Suggest increase to £60,000.
 - To authorise the service of notice of the Council's intention to determine leases, with a view to their renewal on fresh terms if the premises are not required for use by the Council (terms to be approved by the Cabinet if exceeding an annual value of £50,000). Suggest increase to £60,000.
 - To take appropriate action including expenditure up to £10,000 to deal with land owned by the Council which is contaminated within the meaning of the Environmental Protection Act 1990 or in respect of other pollution and the management of air quality – such action to be taken following consultation with the Head of Housing & Environment Services. Suggest increase to £15,000.
- (b) Head of Housing & Environment Services: The TFG noted that the environmental health and other delegations to the Head of Housing & Environment Services require significant legal research to ensure that they are all entirely consistent with the current law. The legal team is actively investigating the alternatives to ensure that delegations do not need to be constantly reviewed when legislation changes.
- (c) Head of Planning Services: Some minor changes are proposed to this officer's delegated powers to:
- delegate operational powers relating to the Community Infrastructure Levy
 - enable inflationary increases to be made to S106 obligations proposed by the Solent Recreation Mitigation Partnership
 - remove the requirement for ward member consultation where it is proposed to object to HGV operators licenses
 - make a minor addition to neighbourhood planning to cover Publicity Statements
 - delegate new requirements associated with Supplementary Planning Documents
 - Respond to consultations by other local authorities on minor and/or urgent policy documents, following consultation with the Leader and Cabinet Member.

Part 4 – Rules of Procedure

6.16. The TFG considered the Procedural Standing Orders and suggested some minor changes, which are shown in Appendix 3. These include:

- (a) In order to give the Chairman of a meeting a degree of flexibility in how the meeting is conducted (and to protect the Council from the risk that a Court may consider it has not complied with its own procedures), it is suggested that SO 3.2 should be amended to read:

“3.2 The chairman of the meeting shall be entitled to give a final ruling on the interpretation of these procedural Standing Orders *or to vary processes*

for particular meetings or circumstances within the general framework of these Standing Orders.”

- (b) Senior staff salaries are now discussed in public, which conflicts with SO 8.9. The TFG agreed that SO 8.9 should be deleted and reliance placed on the Access to Information Rules in Part 4.2 of the Constitution.
- (c) The TFG felt that the special entitlement of the Chairman of the Council to sit and speak at the Committee table of all meetings of committees of which he is not a member should be withdrawn, and SO 13.4 deleted accordingly.
- (d) SO 22 entitles all members to attend meetings of committees of which they are not members, and to speak with the chairman’s consent. The TFG suggest that it should be clarified that such participation must be related to items on the agenda. They also agreed that a note of the way the current Leader applies this to Cabinet meetings should be included.

6.17. Part 4.5 Overview and Scrutiny Procedure Rules - Call-In Procedure (see Appendix 4)

A review of the call-in procedure was requested following the last call-in received and heard by the Overview and Scrutiny Committee in July 2015. Amendments are suggested around the requirement for the member calling in the decision to prove any breach of the criteria for call-in and not to delay the provision of evidence to demonstrate the alleged breach.

6.18. Part 4.9 Contract Standing Orders: Contracts Standing Order 6 relates to exceptions to the necessity for obtaining tenders. As currently worded it is confusing because there are exceptions that relate both to particular circumstances and to financial thresholds. It is suggested that some simplification would be helpful and re-wording is proposed in Appendix 5.

Part 5 – Codes and Protocols

- 6.19. It is suggested that the recently issued “Guidance to members on the offer, acceptance and declaration of receipts of gifts and hospitality” should be added to this part of the Constitution immediately after the Members Code of Conduct.
- 6.20. Part 5.3 – Code of Conduct for Employees and Part 5.4 – Protocol on Member/Staff Relations are both overdue for review. These have been referred to the JECF for consideration, but any changes will need to be considered outside the timetable for the current review. In any event, it is suggested that the recently issued “Protocol on members’ contacts with staff” should be added to Part 5.4

Part 6 – Members’ Allowance Scheme

- 6.21. This has been updated following the recent review of the Scheme.

Part 7 – Management Structure

6.22. Heads of Service have been asked to update their sections of these three pages.

7. Alternatives that have been considered

- 7.1. Some of the changes shown in the revised Constitution have already been approved by the Council. The Constitution could continue to be updated piecemeal as the Council approves changes or as the Monitoring Officer uses delegated powers to make necessary changes to comply with the law, to reflect decisions of full Council, or to correct errors or clarify ambiguities. However, this seems an appropriate time to review the Constitution and obtain the Council's approval for a revised version.
- 7.2. Many of the individual changes proposed could be expressed differently, or indeed be left unchanged. The recommendations in this report reflect the TFG's opinion and officers' assessment of most appropriate practice.

8. Resource and legal implications

- 8.1. There are no resource implications, except for the cost of re-formatting for display on the website and printing a few copies of the revised Constitution.
- 8.2. The Council by law has to comply with relevant regulations and guidance from the Secretary of State about local authority constitutions. The Monitoring Officer confirms that this is the case.

9. Consultation

- 9.1. This review has been carried out by the Head of Finance and Governance Services, the Monitoring Officer and the Member Services Manager, and the TFG appointed by the Council for this purpose. There has been no external consultation. Staff teams and Heads of Service have been invited to suggest changes and improvements. The Joint Employee Consultative Panel has been consulted about membership changes.
- 9.2. Members of the Council who have queries are encouraged to raise them with the Monitoring Officer or Member Services Manager before the Council meeting on 19 July.

10. Community impact and corporate risks

- 10.1. The changes should make the Council's practices clearer and more streamlined, but generally do not in themselves impact on the community.

11. Other Implications

Crime & Disorder	None
Climate Change	None
Human Rights and Equality Impact	None
Safeguarding and Early Help	None

12. Appendices

(printed in black and white; available in colour on the Council's website)

Appendix 1 – Part 2 Article 4 The Full Council

Appendix 2 – Part 2 Articles 7 to 10

Appendix 3 – Part 4.1 Procedural Standing Orders

Appendix 4 – Part 4.5 Overview & Scrutiny Committee Call-in Procedure

Appendix 5 – Part 4.9 Contract Standing Orders; Exceptions to the necessity for obtaining tenders

13. Background Papers

Parts 1 to 7 of the Constitution with changes marked up

Chichester District Council

CABINET

12 July 2016

**Public Spaces Protection Order
Chichester City Centre**

1. Contacts

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2. Executive Summary

To provide the Cabinet with an overview of the consultation responses in respect of a potential Public Spaces Protection Order (PSPO) and subject to the consideration of the responses to approve the making of a PSPO.

3. Recommendation

- 3.1 That a Public Spaces Protection Order be made relating to the behaviours and geographical area set out in appendices 2 and 3.**
- 3.2 That the current delegation to the Head of Housing and Environment Services and the Head of Community Services be amended to authorise the use of all enforcement powers included in the Anti-Social Behaviour, Crime and Policing Act 2014, including the use of Community Protection Notices and Fixed Penalty Notices for breaches of a Public Spaces Protection Order.**

4. Background

- 4.1. The legal and procedural background was set out in the previous report dated 12 April 2016.
- 4.2. Members will recall that PSPOs may be used to replace or update existing public space restrictions such as alcohol Designated Public Place Orders and Dog Control Orders and that 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.

- 4.3. 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.
- 4.4. 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 and an analysis of the consultation which is attached at Appendix 1.

5 Outcomes to be achieved

- 5.1 That members consider the consultation evidence and decide which behaviours they consider to require control by way of a PSPO, including its geographical area, so that the public benefit from a safe, protected environment, free of nuisance behaviour.

6 Proposal

- 6.1 That a PSPO be approved to control street drinking and illegal street trading as set out in the draft PSPO attached at Appendix 2. That members confirm the area within the city centre shown at Appendix 3 should be covered by that PSPO.

7 Alternatives that have been considered

- 7.1 The Council is not required to consider a PSPO and may determine in light of the consultation responses that there is no need for a PSPO to control street drinking or illegal street trading.
- 7.2 The Council could rely upon the existing Designated Public Place Order ('DPPO'). However that order ceases in October 2016 and further control is considered necessary by officers and Police following verbal consultation.
- 7.3 Members will note representations as to potentially widening the area of any PSPO with the greatest support for addition relating to Chichester College. However, the playing fields are subject to alternative statutory powers of control due to their ownership by a College.

8 Resource and legal implications

- 8.1 The legal framework was included at Appendix 2 of the Cabinet report dated 12 April 2016 and the position has not changed since that report.
- 8.2 Enforcement of a PSPO would primarily be a matter for the Council in accordance with the current Anti-Social Behaviour Policy and related policies.

9 Consultation

- 9.1 In conjunction with the Council's Corporate Information Team a full public consultation was carried out between 13 April and 24 May 2016. In addition Licensing and Legal Officers met with representatives of Police, Chichester City Council, WSCC and CDC's Community Safety colleagues to discuss agency views.
- 9.2 Attached at Appendix 1 is a detailed analysis of the consultation responses provided by the Council's Corporate Information Team.

10 Community impact and corporate risks

- 10.1 The Council's Anti-Social Behaviour 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 The law gives the Council powers to deal with nuisance behaviour adversely affecting the community. The primary operational risk of not having a PSPO is that operational activities might be hampered if the Council is unable to utilise PSPO related powers. The consultation gives a breakdown of public views on whether the behaviours which the draft PSPO covered should be seen by the Council as being so serious as to require those additional powers. The risk of proceeding with powers which are beyond those which the public considers are required are that those powers are seen to be unfair or unreasonable to the detriment of the reputation and effectiveness of the Council.

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 4	x	
Safeguarding:		X
Other (Please specify): e.g. Biodiversity		X

12 Appendices

- Appendix 1 – Public Consultation Analysis Report
Appendix 2 – Proposed Public Spaces Protection Order
Appendix 3 – Proposed geographical area of Public Spaces Protection Order
Appendix 4 – Human Rights & Equalities Assessment

13 Background Papers

- 13.1 None

Chichester District Council

CABINET

12 July 2016

Shared Services

1. Contacts

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2. Executive Summary

This report provides an outline business case for the sharing of six support services with Arun and Horsham District Councils with indicative revenue savings and requests Cabinet to agree that this work be progressed to a detailed business case.

3. Recommendations

- 3.1. **That detailed business cases and implementation plans be developed for all of the six service proposals.**
- 3.2. **That a contribution of £25,000 from reserves be made towards the cost of a Project Manager and project support to develop the detailed business cases and implementation plan.**

4. Background

- 4.1. Arun, Chichester and Horsham District Councils continue to face financial challenges as government grants reduce over the coming years. By the financial year 2019/20 Councils will no longer receive revenue support grant and most, including Arun/Chichester/Horsham, will have to pay a levy to the government, commonly referred to as “negative RSG”. This means all district councils need to seek efficiencies to ensure they can continue to provide quality services to residents, businesses and visitors.
- 4.2. At their meeting on 9 February 2016 Cabinet approved decisions to investigate the business case for a shared service of Revenues and Benefits, ICT, Customer Services, HR & Payroll, Legal, Internal Audit and transactional Financial Services with Arun and Horsham District Councils. All three authorities share a common objective to “use our resources well and innovatively” and already share some services either with each other or with other Councils within West Sussex. In addition to the benefits to the authorities in terms of reduced costs and resilience from larger delivery teams and access

to expertise that may not be available in house, experience of shared services in the public and private sector demonstrates that they typically can provide career opportunities for staff and the sharing of best practice to improve service quality through transformation of service delivery; a key reason why this type of delivery approach is now so widely used

- 4.3. The work to prepare outline business cases took place between February and the end of May 2016. The three Councils shared the lead for developing the business cases as follows:

- (a) Arun – Revenues & Benefits and Customer Services
- (b) Chichester – ICT, Human Resources & Payroll and Transactional Finance
- (c) Horsham – Legal and Internal Audit.

The project leads were supported by a project assurance officer from a different council and the relevant heads of service from all three councils formed part of the project team. Horsham was not involved in the work on ICT or Revenues & Benefits due to its existing CenSus partnership with Mid Sussex and Adur & Worthing for these services.

- 4.4. The development of the business case preparation was overseen by a Steering Group of the Chief Executives and relevant Portfolio Holders of the three councils. The day to day work of preparing the cases was directed by a Project Board comprising the Project Leads/Director level representatives from the Councils, the project assurance officers and the Chief Financial Officers of the three councils.
- 4.5. In April the Steering Group stopped further work on investigating a shared transactional finance service. This decision was based on the fact that the number of staff involved (less than 10) and the fact that all three Councils have different financial systems meant that a shared service could not provide economies of scale and was not therefore viable.

5. Outcomes to be achieved

- 5.1. With reduced government funding and each authority's objectives to use our resources well and effectively, the sharing of services can achieve reduced revenue and investment costs, provide resilience in service delivery through the sharing of infrastructure and staff expertise and support improved career opportunities and stability for staff within a larger service base.

6. Proposal

- 6.1 Having considered the outline business cases the Steering Group recommend that these be progressed to a detailed business case for further consideration and approval by Cabinet. The outline business cases have considered what efficiencies and benefits might be achieved and how a shared service would impact on customers, staff and users of the services. Managers of the services were members of the work-stream groups and their knowledge and expertise was key in analysing service data, performance and processes and advising on

the requirements for any future shared service. This work has provided indicative revenue savings within a 5 year period across the partners as follows:

Service	Partners	Annual Savings
HR & Payroll	Arun/Chichester/Horsham	£324,000
ICT	Arun/Chichester	£485,000
Customer Services	Arun/Chichester	£305,000
Revenues & Benefits	Arun/Chichester	£338,000
Legal	Arun/Chichester/Horsham	£403,000
Audit	Arun/Chichester/Horsham	£169,000
Total Projected Opportunity		£2,024,000

These projections are based on the need to provide some initial investment, the sharing of systems and infrastructure and a reduction in staffing numbers through joint management, service redesign and economies of scale. The detailed business case will specify the savings allocation model with partners paying for the proportion of the service they use and associated indirect costs such as accommodation. Savings derived from the sharing of services will contribute towards the Council's deficit reduction programme.

6.2 The outline business cases clearly demonstrate the potential opportunity to deliver in excess of the targeted savings, particularly by adopting an integrated model of all six services being shared. Members are requested to consider these indicative savings and advise whether to progress all or some of the work streams to a detailed business case. The next stage of the project is due to take up to six months and will develop the strategic approach and detailed business case detailing:

- a) The recommended operating model and how this compares with other alternatives for each authority if shared services were not progressed
- b) The employing authority
- c) Systems to be shared/used
- d) Staffing protocols to be applied
- e) An equalities impact assessment
- f) A community impact assessment
- g) Detailed investment costs
- h) Cost savings profile
- i) Cost sharing profile and recharge mechanisms
- j) Any procurement implications
- k) The potential for accelerated delivery over a shorter timescale

Members will also be provided with a project implementation plan, identifying priorities, dependencies and timescales for full implementation and the delivery of savings.

6.3 Structured governance is fundamental to the success of shared services and the future governance model will be a key part of the next stage of development. It will be necessary therefore to ensure any constitutional arrangements support a shared governance arrangement.

7. Alternatives that have been considered

7.1 In the current financial climate there are clear choices to be made and Members will be aware of the spectrum ranging from do nothing to full outsourcing. Wider experience in the public and private sector demonstrates that there is opportunity in a shared services model and the initial business case phase concentrated on identifying the potential opportunity in a shared service arrangement but did consider high level alternatives for each work stream. These alternatives will need to be considered further once the future proposed shared service operating model is defined to ensure Members have sight of the potential alternative options for future development of support services for each authority. In addition, each work stream will need to demonstrate to their respective Cabinets whether an enhanced 'as is' in-house service i.e. a leaner in-house service could deliver comparable savings to a shared arrangement and how this model would compare in terms of cost, quality and resilience. The alternatives considered to date were:-

7.2 Do Nothing

The Councils could continue to operate as at present. This would require future contributions to savings to be identified from service reviews, but would leave little opportunity for service transformation and would not enhance career opportunities and resilience.

7.3 Work in Collaboration

The three Councils could continue as they are but collaborate more with each other. This could enable the sharing of specific expertise such as Auditors experienced in ICT or specialised legal knowledge to avoid employing external advice at a greater cost. Generally collaboration should improve resilience and might improve quality through closer working, but is unlikely to enhance career opportunities or contribute in any significant way towards savings on its own since neither costs, incentives, accountability or management for delivery are shared

7.4 Join Larger Partnerships

Many authorities have been sharing services for a number of years. The Appendix provides an analysis recently completed by the Local Government Association summarising those currently in existence. The work streams have contacted some of these local partnerships, particularly Audit, ICT and HR which has informed some of the decisions made in considering the initial business cases, for example, the Audit work stream contacted another publicly owned internal audit service provider. This larger partnership would have offered better career opportunities and greater resilience. However the total indicative savings from the partnership were £50,000 lower than those achievable from a shared team. Therefore the Steering Group did not consider this a viable option going forward. There are a significant number of existing partnerships at varying stages of maturity and development; therefore although it could potentially be possible to negotiate joining these partnerships, the opportunity to shape the service delivery would be

extremely limited and indeed, some of the larger partnerships have evolved to a point where they are no longer in a position to accommodate new partners.

7.5 Outsource

There are many examples of authorities outsourcing support services with varying degrees of success. The challenge for smaller district councils to successfully outsource services to the private sector is their lack of scale and therefore lack of attractiveness to providers. Without entering into a formal procurement process, it is not possible to attain a costed model to enable a detailed comparison of cost and quality against other options available. Therefore, to date, statement savings in the region of 20% have been indicated by outsource providers but no further detail is to hand. Due to the scale of large providers and smaller public authorities, the challenge would be in negotiating a robust charging model to accurately forecast longer term contractual costs. In 2013 Chichester District Council employed external consultants to review their internal ICT service and specifically asked the consultants to advise on whether an outsourced model would be a viable option. Due to the size of the authority, the advice at that time was that savings would be more likely derived from a sharing of services with other district councils compared to an outsourcing contract.

7.6 There are however recent examples of larger private providers combining existing district council contracts and delivering services from a centralised hub to gain efficiencies. An example of this is the five Councils with existing services outsourced to Capita (Havant, Vale of White Horse, South Oxfordshire, Hart and Mendip). This type of model can provide career opportunities for staff but would also have significant implications in terms of their place of employment.

7.7 Members are requested to consider whether they wish to pursue more detailed analysis of how an outsourced model would compare for any of the proposed business cases going forward.

8. Resource and legal implications

8.1 To date, delivery of the outline business cases has been undertaken with existing staff resources across all partner sites with some advice from external consultants. To date each authority has contributed £20,000 to fund external consultancy and specific project costs. However, it is recognised that there is a need for dedicated project resource and external expertise to deliver the detailed business cases and project plan. Members are requested to authorise an allocation of £25,000 as Chichester's share of a £75,000 project budget to fund this additional resource during the next phase.

8.2 For the period to production of the final business cases the governance arrangements will remain largely as at present:

Project Steering Group (Chief executives & portfolio holders)

|

Project Board (Individual authorities' Lead Officers, Chief Financial Officers and appointed Project Manager)

Project Work streams (Project Manager, Project expertise from Finance, ICT and HR)

- 8.3 In developing the final business cases procurement issues will arise, specifically in respect of systems provision. Once the operating model is defined and services/systems required are agreed, procurement implications will be identified within the detailed business case and factored into the implementation plan, taking into account the Contract Standing Orders of each participating authority.
- 8.4 To date, service managers have provided detailed input to developing the initial business cases. As part of defining the operating model that would be required to deliver a shared arrangement, careful consideration will be given to the implications for staff. TUPE (Transfer of Undertakings (Protection of Employment) Regulations does not technically apply to inter-public transfers under the regulations. However, the Cabinet Office Statement of Practice (COSoP) overrides this and requires the public sector to treat such transfers as if TUPE fully applies. Therefore, if a final business case is approved, the Councils will carry out a TUPE type transfer to the employing authority. In addition, the project implementation plan will include staff protocols to reduce staff displacement through wider re-deployment opportunities and vacancy management as well as any joint disturbance allowance schemes for transferring staff.

9 Consultation

- 9.1 There is no need for public consultation on sharing between local authorities.
- 9.2 Staff were briefed about the start of this work in February 2016. They have received written updates from the Project Board and briefings on the content of this report took place in mid-June with staff in the affected areas and Joint Employee Consultative Panel on Monday 13 June. The future project will require a communications plan to ensure staff continue to be kept informed.
- 9.3 A meeting, led by the Chief Executive of Horsham District Council and the Project Board leads from each Council took place with the three Unison Branches on 17 June 2016. On-going consultation will take place during detailed business case development and implementation stage. Members have agreed to monthly joint meetings during the next phase.
- 9.4 An update was provided to Overview and Scrutiny Committee on 5 July 2016 on the content of this report and officers will provide a verbal update to Cabinet on the outcome of this at this meeting.

10 Community impact and corporate risks

- 10.1 If the Revenues and Benefits Service and Customer Services work streams progress, it will be necessary to undertake a community impact assessment as part of the detailed business case as these are direct customer facing services

and the business case will need to clearly identify the impact on customers and any mitigating measures to ensure services are not diminished.

- 10.2 The outline business cases considered risk and issues in detail but there is limited impact on corporate risks at this stage other than staff resources to support the project. To address this in the short term, the appointment of dedicated project resource will mitigate this to a great extent. However, each individual business case will be required to identify specific corporate and service risks associated with their recommended model. The implementation plan will need to collate these risks and provide mitigating actions to satisfy Cabinet that savings will be achieved on time, staff impact will be minimised and legal implications such as procurement, TUPE and Constitutional requirements are met.

11 Other Implications

Crime & Disorder:	None
Climate Change: Shared services are likely to involve more officer travel during the development of the full business case and certainly should a case be approved	Yes
Human Rights and Equality Impact: A TUPE type transfer and potential redundancies will lead to the need of an equalities impact assessment on employees alongside each full business case.	Yes
Safeguarding and Early Help:	None
Other (Please specify): eg Biodiversity	None

12 Appendices

- 12.2 Appendix – Examples of Shared Services in operation

13 Background Papers

None

Appendix – Councils/Services involved in shared services

Legal Services	226
Environmental Protection, Waste & Regulatory Services	211
Finance	100
Community Safety (including Fire)	88
Procurement & Commissioning	78
ICT	74
Human Resources	69
Property & Facilities	53
Planning & Building Control	48
Children & Young People	41
Library Services	33
Health & Social Care	32
Shared Management	19
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Agenda Item 13

Chichester District Council

CABINET

12 July 2016

Council Tax Reduction Scheme and review of Council Tax locally defined discounts and premia for 2017/18

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2. Recommendation

- 2.1. That the Head of Finance and Governance Services be authorised, following consultation with the Cabinet Member for Finance and Governance, to prepare and consult upon a draft 2017/18 council tax reduction scheme as proposed in appendix 1, to be brought back to Cabinet in November for recommendation to Council.
- 2.2. That the Head of Finance and Governance Services be authorised, following consultation with the Cabinet Member for Finance and Governance, to consult on the changes to the Prescribed Class D discount for 2017/18 as proposed in appendix 2.
- 2.3. That council tax discounts proposed in appendix 3 be brought back to Cabinet in November for the 2017/18 financial year.
- 2.4. That the principle of making a grant to Parish Councils in relation to the council tax reduction scheme be continued in 2017/18.
- 2.5. That Parish Councils be advised that it is our intention to phase out the grant over the years 2017/18 to 2019/20.

3. Background

- 3.1. The Welfare Reform Act and Local Government Finance Acts of 2012 abolished the national council tax benefit scheme and put in place a framework for local authorities to create their own local council tax reduction (CTR) schemes from April 2013. This is funded out of government grant but the amount is not ring-fenced and it is for each council to set a scheme within its budget.

- 3.2. The Government legislated that people of pensionable age would continue to receive support based on national rules so local schemes only apply to working age claimants.
- 3.3. The Chichester District Council local scheme has broadly followed the rules of the predecessor council tax benefit scheme and the current housing benefit scheme, so that claimants have continued to enjoy a reasonable level of support. Claimants on the very lowest incomes have their full council tax liability met by CTR.
- 3.4. This Council's scheme has remained unchanged since 2013, apart from the annual uprating of applicable amounts and state benefits in line with the housing benefit scheme.
- 3.5. In the current economic climate it is necessary to review the CTR scheme to ensure that it continues to provide a safety net for those on low incomes whilst at the same time incentivising work and providing good value for the Council. Financially there is no immediate imperative to adjust the scheme but we must be mindful of future funding pressures. If no changes are made the cost of the current scheme will rise year on year in line with the increase in council tax liability.
- 3.6. As any scheme for 2017 is likely to be at least partially different from the current one there is a need to consult with the community and other interested parties.
- 3.7. When local CTR schemes were introduced in April 2013 the Government gave local billing authorities grants in respect of losses in taxbase to local parishes. The decision made by this Council was to allocate the grant of £194,000 in full to the parishes and top it up by £4,272 to ensure no parish was worse off as a result of the changes to their taxbase. This principle ensured that parishes had their net loss due to the CTR scheme and the changes to council tax for second and empty homes fully offset.
- 3.8. The proposed changes to the prescribed class D local discount (properties in need of or undergoing structural repair) as detailed in appendix 2 could be used to partially off-set the annual increase in CTR costs as described in para 3.5.
- 3.9. The grant to parishes was a specific amount for 2013/14 (£194,000). However, from 2014/15 the amount has been subsumed into our overall grant. Since then the payment of the grant to parishes has continued but is reduced each year by the same percentage as the reduction in general grant funding for the Council. In previous years the autumn budget has provided an indication of the likely reduction in funding for the District Council for the forthcoming year, but we will not know final allocations until around December 2016 or January 2017. However we do know that the Revenue Support Grant (RSG) to this council will go altogether after 2017/18. It is therefore appropriate that we review now whether or not to continue to fund Parishes in the same way, or at all after the withdrawal of RSG.

4. Outcomes to be achieved

- 4.1. Preparation of and consultation on an affordable CTR scheme for 2017/18 that will enable the Council to continue to support those most in need in our community.

- 4.2. Payment of grant to the Parish Councils to mitigate the effect on their taxbase but acknowledging the fact that this Council's government funding is being reduced, and in terms of RSG withdrawn altogether over the next two years.

5. Proposal

- 5.1. That officers consult on a CTR scheme options as proposed in appendix 1.
- 5.2. Payment of the grant to Parish Councils to mitigate the effect on their tax base, but at a reduced rate to reflect the withdrawal of government funding, and to give notice to the Parishes that the grant will be tapered down in each year and withdrawn altogether by the end of 2019/20. This will give parishes the opportunity during that period to look to gradually replace the funding stream from other sources such as increasing their precepts, or via efficiency measures.
- 5.3. That officers consult on the proposal to amend the percentage award for the locally defined prescribed class D discount (as detailed in appendix 2).
- 5.4. That following the consultation on the changes to the prescribed class D locally defined discount the council tax discounts proposed in appendix 3 be brought back to Cabinet in November for the 2017/18 financial year.
- 5.5. That the 2017/18 CTR scheme is reported to November Cabinet for recommendation to Council and the grants to Parish Councils for 2017/18 are reported to Cabinet in December as part of the taxbase calculation.

6. Alternatives that have been considered

- 6.1. There is no alternative to consultation on next year's CTR scheme as it is inevitable that there will be changes.
- 6.2. The prescribed class D locally defined discount could remain at its current level of 100% discount for up to 12 months.
- 6.3. Payment of the grant to local parishes could be maintained at current levels, increased or decreased. As the grant will not be a defined amount within the Council's overall grant from government, it is considered equitable to reduce the grant to parishes for 2017/18 in a proportional way. Since RSG for this council will end altogether after 2017/18 the Council could choose to phase the grant out by the end of 2017/18. However, giving parishes three years notice will give them more time to consider and plan to either reduce their budgets or generate additional income for example through their precepts.

7. Resource and legal implications

- 7.1. The introduction of a local CTR scheme has meant a switch from a fully funded scheme to one where the funding forms part only of the central grant. The level of funding has not been protected at its previous level. In order to retain levels of support for claimants this deficit has been offset by council tax charged on second homes and empty properties.

- 7.2. If the proposed changes are made to the CTR scheme but it is decided to keep the locally defined prescribed class D discount at 100% for up to 12 months, resources to fund the increased costs of the CTR scheme will need to be found from elsewhere.
- 7.3. In previous years the autumn budget has provided an indication of the likely reduction in funding for the District Council in 2017/18, but we will not know final allocations until around December 2016 or January 2017.

8. Consultation

- 8.1. Consultation on the CTR scheme and prescribed class D discount will be required with West Sussex County Council and Sussex Police and Crime Commissioner as our major preceptors and with other members of the community, both individuals and organisations.

9. Community impact and corporate risks

- 9.1. No implications for the CTR scheme at this stage. If, following consultation, the scheme is changed then there will be a financial impact on most or all working age claimants in the district. This could be mitigated by creating a discretionary hardship fund.
- 9.2. Since April 2013 we and the precepting authorities have seen a reduction in tax base resulting from the implementation of the council tax reduction scheme. The income generated from locally defined discounts has helped to off-set this loss.
- 9.3. With the withdrawal of RSG funding at the end of next year it is appropriate to now determine whether the grant payments should continue, or whether as proposed they should be phased out. Giving advance notice of a phased withdrawal should minimise the potential adverse impact on parish budgets.
- 9.4. The impact on the Parish Councils will be a reduction in grant in line with any reduction the Council receives. This may result in Parishes increasing their precept.

10. Other Implications

	Yes	No
Crime & Disorder:		X
Climate Change:		X
Human Rights and Equality Impact: Equalities impact assessment not required at this stage but will be required before the scheme is finalised.	X	
Safeguarding:		X

11. Appendices

- 11.1 Proposed changes to the CTR scheme for the 2017/18 financial year
- 11.2 Proposed changes to the locally defined prescribed class D discount for the 2017/18 financial year
- 11.3 Summary of proposed locally defined discounts for the 2017/18 financial year

12. Background Papers

12.1. None

Council Tax Reduction Scheme and review of Council Tax review of locally defined discounts and premia for 2017/18

Appendix 1: Proposed changes to the CTR scheme for the 2017/18 financial year

- 1.1. Officers are seeking authority to consult on changes to the base liability used in the CTR calculation. This can be achieved by restricting the band of property on which a claim can be made and/or restricting the percentage liability to be used.
- 1.2. The option of restricting the band means that CTR entitlement would be calculated on the basis that the claimant's liability was based on either a band C or D depending on the option chosen. If their council tax liability falls into higher valuation band they would be required to make up the shortfall. This option means that only those claimants who reside in a property with a valuation band above the threshold would have their CTR restricted. It would not affect all working age CTR claimants and some would still receive 100% CTR.
- 1.3. A change to the base liability is a fairer way of restricting entitlement. The CTR calculation will be based on 90% or 95% of the claimant's council tax liability with every claimant being required to make up the shortfall.
- 1.4. Another option is to combine both restrictions (restrict both the base liability and the valuation band) which would mean that all working age CTR claimants would be required to pay some council tax.
- 1.5. This table shows the financial effects of the various options on which officers are seeking authority to consult.

Proposal	Total Cost of CTR Scheme	Overall Effect
Opening Figures	£6,619,698	
Restrict to Band C	£6,599,093	-£20,605
Restrict to Band D	£6,610,903	-£8,795
Based on 90% of the liability	£6,239,877	-£379,821
Based on 95% of the liability	£6428,534	-£191,165

- 1.5 It is acknowledged that in asking all residents to make minimum payments there may well be a disproportionate cost of collection. Officers are exploring the policy of setting up a discretionary hardship fund and the possibility of having an amended recovery cycle for CTR claimants who fall into arrears.

Council Tax Reduction Scheme and review of Council Tax review of locally defined discounts and premia for 2017/18

Appendix 2: Proposed changes to the locally defined prescribed class D discount for the 2017/18 financial year

The Local Government Finance Act 2003 provided devolved powers for billing authorities to make decisions on council tax discounts for certain dwellings based on local circumstances such as second homes and long term empty dwellings. Additional freedoms have been added by the Local Government Finance Act 2012 extending the range of discounts that can be awarded to second homes, allowing for an 'empty home premium', and allowing charging up to 100% council tax for some properties that were previously exempt.

Since 2013 the locally defined discount for prescribed class D has been set at 100% for up to 12 months. Prescribed class D relates to properties in need of or undergoing major repair to render them habitable or which were undergoing structural alterations, or less than six months has elapsed since the completion of such works.

It is proposed the 100% award for prescribed class D discounts could be varied to fund or partially fund anticipated increase in cost of the CTR scheme. Officers are seeking authorisation to consult on a variation to the discount on this basis.

The proposed variations to the discounts are as follows;

Assumed cost of 100% discount for 2017/18	£197,883.14
75% discount	£148,412.35
50% discount	£98,941.57
25% discount	£49,470.78
Potential increase in revenue	
75% discount	£49,470.78
50% discount	£98,941.57
25% discount	£148,412.35
0% discount	£197,883.14

Council Tax Reduction Scheme and review of Council Tax review of locally defined discounts and premia for 2017/18

Appendix 3: Summary of proposed locally defined discounts for 2017/18

Locally defined discounts and premia	2016/17	Proposal for 2017/18
Prescribed class A and B second homes to include those with planning restrictions	Nil discount	Nil discount
Prescribed class C vacant, unoccupied and substantially unfurnished properties to include properties that would previously have qualified for Class C exemption (vacant, unoccupied and substantially unfurnished properties up to a maximum of 6 months).	Nil discount	Nil discount
Prescribed class D properties that would previously have qualified for a Class A exemption (properties in need of or undergoing major repair).	100% discount for up to 12 months	To be determined following consultation
Empty homes premium (properties that have been vacant for more than 2 years)	50%	50%

Prescribed classes A and B relate to unoccupied, furnished properties, i.e. second homes. The discount was reduced from 10% to nil for 2013/14. It is proposed to set the discount to nil for 2017/18 as the Council does not accept that there is a valid reason for treating second homes more favourably than first homes.

Prescribed class C relates to unfurnished properties, which have been unoccupied for more than six months for which the discount may be between 50% and nil. Since 2004/5 the Council has set the discount for these long term empty properties at nil and it is proposed to continue this. The old Class C exemption included vacant (unoccupied and substantially unfurnished) properties up to a maximum of 6 months which now fall into Prescribed class C and at its meeting on 4 December 2014 the Cabinet resolved that for the 2015/16 financial year a zero discount should apply for unoccupied and unfurnished properties. It is proposed to set a discount of nil for the 2017/18 financial year, meaning full council tax will be payable, since local authority services continue to be provided and in order that owners are encouraged to keep valuable housing stock in use by bringing them back into full occupancy as swiftly as possible.

Prescribed class D relates to properties in need of or undergoing major repair to render them habitable or which were undergoing structural alterations, or less than six months has elapsed since the completion of such works. It is proposed that the discount for the 2017/18 financial year be brought back to Cabinet in November for a final decision. The purpose of this review is to encourage owners to bring properties back into the available housing stock as quickly as possible by refurbishing properties in need of major work or repair in a timely manner.

In addition to these local discounts, the 2012 Act gave Councils the power to impose an Empty Homes Premium on properties that have been vacant for more than 2 years. It is proposed to continue to charge a premium of 50% for the financial year 2017/18. Bringing empty properties back into use forms part of the Council's 2013-18 Housing Strategy and the extra cost of an empty homes premium may encourage owners of long term empty properties to bring them back into use.

Chichester District Council

CABINET

12 July 2016

Chichester Rugby Football Club – Amendment to Parking Order

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2. Recommendation

- 2.1. That consent is given to Chichester Rugby Club introducing charges for parking in the Chichester Rugby Football Club Car Park, Oaklands Park, Chichester.**
- 2.2. That the Head of Commercial Services be authorised to give appropriate notice of any revised changes to the Off-street Parking Places (Consolidation) Order 2016 and the Road Traffic Act 1984.**

3. Background

- 3.1. Chichester Rugby Football Club has recently invested in improving the Rugby Club Car Park. The Rugby Club are seeking to manage the car park and to introduce charging to cover the maintenance costs of the facility with any surplus income being used to repay loans for the recent improvements to the main clubhouse. The Rugby Club's full repairing and insuring lease from the District Council, commenced on 1 January 2007 and expires 31 December 2036, with the next rent review date of January 2017. The lease does not allow us to prevent the Rugby Club from applying parking charges. The Club can terminate their lease giving 6 months' notice in writing in the event the Council withdraws financial support towards payment of the rent or in the event that the Council ceases to permit the Club to use Oakland's Park.
- 3.2. Currently the car park is not advertised for public use. The car park is included within the lease with the Chichester Rugby Football Club and therefore is currently not within direct Council control.
- 3.3. A payment by phone method of parking payment is being introduced for the authority's own car parks. This will offer an additional method of payment for customers and will permit the customer to extend their stay within the car park. In addition, a system of virtual permits (where a

season ticket is not displayed within the vehicle but is registered on the parking system) is to be introduced in the coming months as a result of the new ICT system which is being introduced. Both these facilities will require an amendment to the existing Parking Order.

4. Outcomes to be achieved

- 4.1. To assist Chichester Rugby Football Club in covering the costs of some of the expenditure on the car park and other related infrastructure.
- 4.2. To provide additional parking provision in the area.

5. Proposal

- 5.1. It is proposed that the Rugby Club car park should be included in the Council's Parking Order. If approved it is anticipated that they will come into effect from September 2016. The proposed charges are set out in Appendix 1.
- 5.2. The proposed payment method is pay and display, using solar powered machines. The car park has a capacity for around 100 vehicles, and the proposals include provision for two designated spaces for blue badge holders, as well as five free limited waiting bays for the users of Oaklands Park. It is proposed to allow parking in the free limited waiting bays for up to 30 minutes free of charge with no return within two hours. In addition to the two dedicated spaces for Blue Badge holders the tariff proposal is to allow Blue Badge holders to park for free, for as long as necessary, throughout the car park.
- 5.3. The car park is intended to be used for long stay use during the day to attract daily commuter parking with provision for season ticket parking to attract students from the nearby University campus.
- 5.4. It is proposed that Chichester District Council will undertake enforcement in the car park on behalf of the Rugby Football Club. A contract will be drawn up between the two organisations and any income from Penalty Charge Notices which are issued will be retained by Chichester District Council.

6. Alternatives that have been considered

- 6.1 Consideration has been given to not introducing charges in this car park but it is felt that this will not achieve the expected outcome of assisting with covering the costs of provision in the area and will not assist with the parking issues in the area.

7. Resource and legal implications

- 7.1. The Parking Order will require amendment before the proposals are implemented. There may be some effect on the income received in the Northgate car park but this is considered to be minimal.

7.2. No additional resources are required from the authority.

8. Consultation

- 8.1. Before exercising their powers to introduce charges in an off-street car park under Section 35 Road Traffic Regulation Act 1984 (RTRA), a District / Borough Council must first obtain consent from the County Council under Section 39 RTRA. Chichester District Council has requested consent and this has been granted through the County Local Committee on 14 June.
- 8.2. Local Ward Members have also been consulted on the proposals. Staff at the University and Festival Theatre fully support the additional parking capacity.
- 8.3. The proposals will be advertised and opportunity provided for feedback from the public and local stakeholders before any amendments are made to the Parking Order.

9. Community impact and corporate risks

- 9.1. The new car park will increase the off-street parking capacity to the north of Chichester and will help to alleviate displacement of commuter vehicles into residential streets outside the Residents Parking Scheme.

10. Other Implications

Crime & Disorder:	None
Climate Change:	None
Human Rights and Equality Impact:	None
Safeguarding and Early Help:	None

11. Appendix

Appendix 1: Draft Notice of proposed charges for Rugby Club Car Park

Appendix 2 (exempt): Additional Financial Information to Accompany Part 1 Report

12. Background Papers

13.1 None

**THE CHICHESTER DISTRICT COUNCIL (OFF STREET PARKING PLACES) (CONSOLIDATION)
(VARIATION No. 3) ORDER 2016**

NOTICE IS HEREBY GIVEN that Chichester District Council (“the Council”) has resolved to make the above Order under Sections 32, 33(4)(b), 35, 124(1) and Part IV of Schedule 9 of the Road Traffic Regulation Act 1984, as amended (“the 1984 Act”).

The Order is intended to come into operation on (date to be added) 2016 and its effect will be as follows:

- (a) to vary Schedule 7 - Scale of Current Charges of the Chichester District Council (Off-Street Parking Places) (Consolidation) Order 2012 (as subsequently varied by The Chichester District Council (Off Street Parking Places) (Consolidation) (Variation) Order 2014, The Chichester District Council (Off Street Parking Places) (Consolidation) (Variation No. 2) Order 2014), The Chichester District Council (Off Street Parking Places) (Consolidation) (Variation No. 1) Order 2016) and The Chichester District Council (Off Street Parking Places) (Consolidation) (Variation No. 2) Order 2016) by:
- (i) The addition of the Rugby Club car park, Chichester, as a “pay and display” car park to the Consolidated Order (to be operated by the leasehold owner Chichester Rugby Football Club Limited) as a long stay car park and the introduction to the fees and charges described in accordance with the particulars described in the Schedule to this Notice;
 - (ii) The introduction of season ticket charges for the use of the Rugby Club car park, Chichester in accordance with the particulars described in the Schedule to this Notice;
 - (iii) Two parking places will be available at the Rugby Club car park, Chichester for a concessionary free parking period of 30 minutes for users of the Oaklands Park children’s play area and parents with toddlers; and
 - (iv) To include the provision of a permit holder system.

SCHEDULE

CHICHESTER CITY – Long Stay			
Parking Place	Proposed Days & Hours of Charging	Proposed Period of Parking	Proposed Charge
Rugby Club car park, Oaklands Park	9.00am to 5.30pm Monday to Saturday inclusive	Up to 1 hour	50p
		Up to 2 hours	£1.00
		Up to 3 hours	£1.50
		Up to 4 hours	£2.00
		Up to 5 hours	£2.50
		More than 5 hours	£3.00
CHICHESTER CITY – SEASON TICKET CHARGES			
Parking Place	Days and Hours of Validity	Proposed Charge	
Rugby Club car park, Oaklands Park	9.00am to 5.30pm Monday to Saturday inclusive	£500.00 per year £150.00 Quarterly Season Ticket	

A copy of the draft Order, together with the Council’s reasons for proposing to make such an order, are available for inspection at East Pallant House, East Pallant Chichester, PO19 1TY; and at the Council’s Area Offices at Midhurst Help Point, Grange Centre, Bepton Road, Midhurst, GU29 9HD; and Selsey Area Office, 55 High Street, Selsey PO20 0RB from 9.00am to 5.00pm on weekdays (excluding weekends and public holidays).

Objections must be made in writing to Members Services, East Pallant House, East Pallant, Chichester, PO19 1TY, or by email: kjeram@chichester.gov.uk and specify the grounds on which they are made. All objections must be made by (date to be added) 2016

East Pallant House, East Pallant
Chichester, West Sussex, PO19 1TY
KLJ/H/2/26

Paul Over, Executive Director

(date to be added) 2016

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

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Agenda Item 18

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

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