

Public Document Pack

JOHN WARD

Head of Finance and Governance Services

Contact: Graham Thrussell on 01243 534653

Email: gthrussell@chichester.gov.uk

East Pallant House

1 East Pallant

Chichester

West Sussex

PO19 1TY

Tel: 01243 785166

www.chichester.gov.uk



A meeting of **Cabinet** will be held in the Committee Rooms East Pallant House Chichester on **Tuesday 7 March 2017 at 09:30**

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

AGENDA

1 **Chairman's Announcements**

The chairman will make any specific announcements for this meeting and advise of any late items for consideration under agenda item 15 a) or b).

Any apologies for absence will be received at this point.

2 **Approval of Minutes** (pages 1 to 23)

The Cabinet is requested to approve as a correct record the minutes of its meeting on Tuesday 7 February 2017.

3 **Declarations of Interests**

Members are requested to make any declarations of disclosable pecuniary, personal and/or prejudicial interests which they might have in respect of matters on the agenda for this meeting.

4 **Public Question Time**

In accordance with Chichester District Council's scheme for public question time and with reference with to standing order 6 in Part 4 A and section 5.6 in Part 5 of the Chichester District Council *Constitution*, the Cabinet will receive any questions which have been submitted by members of the public in writing by 12:00 on the previous working day. The total time allocated for public question time is 15 minutes subject to the chairman's discretion to extend that period.

RECOMMENDATIONS TO THE COUNCIL

5 **Chichester Site Allocations Development Plan Document - Proposed Submission Update Report** (pages 24 to 42)

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

- (1) That the Site Allocation Development Plan Document: Proposed Submission, including the retention of the allocation to the rear of Sturt Avenue Lynchmere, and associated documents be approved for submission to the Secretary of State for examination;
- (2) That the Proposed Modifications to the Site Allocation Development Plan Document: Proposed Submission as set out in the schedule in appendix 1 be approved for submission to the Secretary of State; and
- (3) That during the examination into the Site Allocation Development Plan Document: Proposed Submission the Head of Planning Services, following consultation with the Cabinet Member for Planning, be given delegated authority to agree minor amendments to the Site Allocation Development Plan Document.

6 **Consideration of Consultation Responses and Modifications to Chichester District Council's Infrastructure Business Plan 2017-2022** (pages 43 to 65)

The Cabinet is requested to consider the agenda report and its two appendices* and to recommend to the Council that it:

- (1) Approves the proposed responses to the representations received and subsequent modifications to the Infrastructure Business Plan as set out in appendix 1 to this report;
- (2) Approves the amended Infrastructure Business Plan including the Community Infrastructure Levy Spending Plan in appendix 2.

*[Note In view of its length, appendix 2 is not being circulated with this agenda report in hard copy format (although a copy will be placed in the Members Room) but it may be viewed electronically on the committee papers page for this meeting via Chichester District Council's web-site or (in the case of members and officers) in the relevant final reports folder for this meeting]

7 **Revenues, Benefits and Customer Services Project** (pages 66 to 83)

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

RESOLVED BY THE CABINET

- (1) That the Revenues, Benefits and Customer Services Project Initiation Document in the appendix to the report be approved.

(2) That it be noted that from 2018-2019 the annual revenue budget will include savings estimated at £177,000 as a result of this project, rising to an estimated £224,000 by the 2020-2021 budget.

RECOMMENDED TO THE COUNCIL

That the Council approves a total budget of £327,000 to be allocated from reserves to fund the one-off delivery costs.

8 Senior Staff Pay Policy Statement (pages 84 to 102)

The Cabinet is requested to consider the agenda report and its ten appendices* and to recommend to the Council meeting that the Senior Staff Pay Policy Statement should be published.

*[**Note** The appendices take the form of a main appendix (the Senior Staff Pay Policy Statement) with nine sub-appendices thereto. Only some of the sub-appendices are being published in hard copy in the appendix to this agenda namely 1.1, 1.2, 1.5 and 1.8. The other sub-appendices (1.3, 1.4, 1.6, 1.7 and 1.9) may be viewed on Chichester District Council's web-site. The reason for this is explained in para 5.1 of the report, which contains a link to those sub-appendices.]

KEY DECISIONS

9 Chichester Contract Services - Review of Staff Grading Structure (pages 103 to 110)

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

That the introduction of the new grading structure for CCS grounds, streets and waste staff be approved at a total cost of £90,000 pa to be funded from efficiency savings.

OTHER DECISIONS

10 Allocation of Commuted Sum to Fund Affordable Housing (pages 111 to 113)

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

That an additional £51,000 commuted sum monies be allocated to The Hyde Group to fund partly three affordable rented housing units at Parsonage Estate Rogate.

11 Grant Application - St Wilfrid's Hospice (South Coast) "Dreambuilding" (pages 114 to 118)

The Cabinet is requested to consider the agenda report and its confidential Part II exempt* appendix and the two recommendations in section 2 of the report namely:

- (1) To consider the recommendation of the Grants and Concession Panel in respect of this application as at paragraph 5.1 of this report.
- (2) Should a further grant award be made, to determine that this should be funded from the New Homes Bonus reserve.

[Note *Paragraph 3 as stated in agenda item 16]

12 **Post Project Evaluation of the Financial Management System Project** (pages 119 to 156)

The Cabinet is requested to consider the agenda report and its two appendices with the recommendation that it notes the findings of the Post Project Evaluation and considers any comments and recommendations it might wish to make.

13 **West Sussex Joint Minerals Local Plan: Proposed Submission - Consultation Response** (pages 157 to 161)

The Cabinet is requested to consider the agenda report and to resolve to endorse the comments set out in paras 5.2 to 5.4 of the report to the West Sussex Joint Minerals Local Plan: Proposed Submission Draft (Joint Minerals Local Plan).

14 **Sussex Energy Tariff** (pages 162 to 165)

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

That the Head of Housing and Environment Services, following consultation with the Cabinet Member for Housing and Environment Services, be authorised to sign a letter of commitment for West Sussex County Council regarding Chichester District Council's participation in the Sussex Energy Tariff.

15 **Late Items**

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

16 **Exclusion of the Press and Public**

The Cabinet is requested to consider in respect of (a) the appendix to agenda item 12 (Grant Application – St Wilfrid's Hospice (South Coast) "Dreambuilding") and (b) the report and its appendix for agenda item 17 whether the public and the press should be excluded from the meeting on in each case the following ground of exemption in Schedule 12A to the *Local Government Act 1972* namely Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

[Note The aforementioned Part II papers are attached for members of the Council and relevant officers only (printed on salmon paper)]

17 **Acquisition of Additional Temporary Accommodation** (pages 166 to 172)

The Cabinet is requested to consider the confidential Part II exempt* report and its two appendices and to make the following recommendations to the Council:

- (1) That the Council approves the purchase of the property shown hatched black in appendix 1 on the terms set out in paragraph 4.7 of the report and that the Head of Commercial Services be authorised to conclude the purchase following completion of due diligence investigations.
- (2) That the Council approves the allocation of the sums in paragraphs 6.1 and 6.2 of this report from the Housing Investment Reserve to cover the costs of purchase, ancillary costs and the appointment of consultants to carry out a full options appraisal.

[Note *Paragraph 3 as stated in agenda item 16]

NOTES

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

The Leader of the Council intends to apply this standing order at Cabinet meetings by requesting that members should *normally* seek his consent in writing by email in advance of the meeting. They should do this by 12:00 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 Chichester on Tuesday 7 February 2017 at 09:30

Members Present Mr A Dignum (Chairman), Mrs E Lintill (Vice-Chairman), Mr R Barrow, Mrs P Hardwick, Mrs G Keegan, Mrs P Plant, Mrs C Purnell and Mrs S Taylor

Members Absent

Officers Present Mr M Allgrove (Planning Policy Conservation and Design Service Manager), Mr S Carvell (Executive Director), Mr M Catlow (Group Accountant (Technical and Exchequer)), Mr D Cooper (Group Accountant), Cunningham (MPP Project Officer), Mrs J Dodsworth (Head of Business Improvement Services), Mrs L Grange (Housing Delivery Manager), Mr S Hansford (Head of Community Services), Mrs J Hotchkiss (Head of Commercial Services), Mr A Howard, Mr J Kenny (Archaeology Officer), Mr J Mildred (Corporate Policy Advice Manager), Mrs A Miller (Planning Policy Officer), Mrs T Murphy (Parking Services Manager), Mr S Oates (Economic Development Manager), Mrs S Peyman (Sport and Leisure Development Manager), Mr B Riley (Contracts Manager), Mrs L Rudziak (Head of Housing and Environment Services), Mrs D Shepherd (Chief Executive), Mrs A Stevens (Environment Manager), Mr G Thrussell (Senior Member Services Officer) and Mr J Ward (Head of Finance and Governance Services)

317 **Chairman's Announcements**

Mr Dignum welcomed the members of the public, the two press representatives and Chichester District Council (CDC) members and officers who were present for this meeting.

Mr Dignum greeted Colin Hicks, Peter Wilding and Will Murphy. Mr C Hicks, who was the chairman elect of Chichester BID, was present for agenda item 14 (Developing a New Strategy for the Visitor Economy); Dr P Wilding was the chairman of Lurgashall Parish Council; Mr W Murphy was a Year 10 work experience student from Bishop Luffa School in Chichester.

There were no late items for consideration under agenda item 17 a) or b).

Save for Mr Over, no apologies for absence had been received. All members of the Cabinet were present.

[**Note** Hereinafter in these minutes CDC denotes Chichester District Council]

318 **Approval of Minutes**

The Cabinet received the minutes of its meeting on Tuesday 10 January 2017, which had been circulated with the agenda (copy attached to the official minutes).

There were no proposed changes to the minutes.

RESOLVED

That the minutes of the meeting of the Cabinet held on Tuesday 10 January 2017 be signed and dated as a correct record without amendment.

Mr Dignum then duly signed and dated the final (twenty-fourth) page of the official version of the aforesaid minutes as a correct record.

Mr Dignum referred briefly to minute 310 (Approval of Draft Chichester Vision for Consultation) (Vision) and pointed out that, contrary to what had been indicated in the agenda report for that item at the previous meeting, after the end of the consultation period the Vision document would be brought first to the Cabinet and then finally to the Council meeting for consideration and adoption.

319 **Declarations of Interests**

The following two declarations of interests were made, insofar as they were relevant, in respect of agenda item 12 (Selsey Haven):

- Mr P R Barrow declared a personal interest as the owner of a small marine business in Selsey albeit it was not one which would benefit from the proposed Selsey Haven.
- Mrs L C Purnell declared a personal interest as the chairman of the Manhood Peninsula Partnership.

320 **Public Question Time**

There had been no public questions submitted for this meeting.

[**Note** Minute paras 321 to 336 below summarise the consideration of and conclusion to agenda items 5 to 19 inclusive but for full details (excluding exempt agenda item 19 and the exempt sixth appendix for agenda item 7) please refer to the audio recording facility via this [link](#)]

321 **Budget Spending Plans 2017-2018**

The Cabinet received and considered the agenda report, its three appendices (appendix 1 consisted of appendices 1a to 1d) in the main agenda supplement, and the second agenda supplement (copies attached to the official minutes).

In addition to the public copies of the main and the second agenda supplements, hard copies of appendix 1b (pages 8 to 13) in the main agenda supplement were available to those observing the meeting.

The report was presented by Mrs Hardwick.

Mr Ward and Mr Cooper were available to answer members' questions on points of detail.

Mrs Hardwick explained that this report was a sequel to the approval by the Council in January 2017 of CDC's Financial Strategy and, ahead of setting the budget and council tax in March 2017, it focussed on the budget spending plans of each Cabinet portfolio and how these aggregated and with various funding streams underpinned the balanced budget now before the Cabinet.

She acknowledged at the outset that the budget process involved an impressive co-operation between individual budget managers and CDC's finance team, overseen by the Corporate Management Team, to ensure that service delivery priorities were met within the inevitably tough constraints of limited public sector financial resources.

The report identified CDC's current funding sources and set out the best estimate for funding going forward. The final details would not be received from central government until after 20 February 2017 as part of the local government annual financial settlement. However, given that CDC had accepted the government's offer of a four-year settlement prior to Christmas 2016, no significant change was anticipated in the final settlement.

CDC undertook balancing the revenue budget (an important statutory requirement) in the context of a five-year financial strategy. The key variables and issues that influenced the strategy included income from fees charges and rents and the use of reserves and council tax. As to council tax, it was considered correct to take up central government's offer of allowing, without a referendum, a rise in council tax by £5 (band D equivalent) to offset the continued withdrawal of central government funding. This would generate an extra £260,000 per annum and assist closing the budget deficit which would otherwise emerge in the medium term. That measure was taken alongside the continuing work on the deficit reduction plan with aims to generate further income and savings amounting to £3.9m over the next five years so as to minimise future council tax increases.

The budget process assessed whether and how CDC's actual performance differed from the year's budget. Para 9.1 of the agenda report (as amended by the second agenda supplement) highlighted that overall in 2016-2017 CDC was likely by the year end to underspend the budget by some £400,000. This was due largely to staff

vacancies (£505,000) and additional revenue generated from the Local Authority Property Fund (LAPF) investment (£360,000), which set off against car parks shortfalls (£360,000) and less housing benefit subsidy (£120,000).

Overall the 2017-2018 budget summarised in the income and expenditure statement on page 7 of the main agenda supplement showed a net revenue requirement of £12.363m (or £9.288m excluding the New Homes Bonus). If the final settlement differed from the provisional settlement, any increase or decrease would be dealt with by adjusting the transfer into the Investment Opportunities Reserve.

The budget process generated detailed variances by department and service area, the major ones of which were summarised on pages 8 to 13 of the main agenda supplement. She drew attention also to the budget summaries by portfolio, the capital and projects programme, the asset replacement programmes and the resources statement.

The statement of reserves, which was consistent with the strategy, remained robust and healthy. It highlighted the purpose of specific reserves and the respective authorisations for their use and demonstrated that the capital programme and asset replacement programmes were fully funded. Mr Ward had duly certified, as required by statute, that CDC's financial estimates were sound, the estimates robust and the reserves adequate.

At Mrs Hardwick's invitation Mr Ward commented on his assessment and the budget spending plans more generally. He said that all spending requests contained within other agenda items at this meeting were assumed to have been approved, and therefore were provided for in the draft budget. An increase of £5 in the council tax had been assumed in the financial strategy and the deficit reduction programme reports. A lower or no council tax increase would require an increase to the £3.9m of savings required in the deficit reduction programme. alternative source for funding the £12,363 budget requirement for 2017-2018. It was not known if there would be the latitude to increase council tax without a referendum in future years.

During the discussion members commended how the budget had been prepared and in so doing reflecting CDC principles of maintaining services and making efficiencies.

Mr Dignum highlighted several of the budget variations: (a) increases - tourism support, recycling project officers, Chichester Festival Theatre and Pallant House Gallery; (b) decreases – return on investments; (c) service efficiencies (achieved not by cutting at the frontline but in the most efficient manner eg the Westgate Leisure Centre outsourcing (which would achieve eventually a £1.5m per annum saving)). The element of uncertainty relating to, for example, scope for the current fiscal opportunity to raise modestly council tax in future years and Brexit should not be underestimated.

In concurring other members pointed out the importance of previous decisions to achieve a balanced budget; widening the range of investments defined as acceptable to include for example the LAPF; CDC's budgetary achievements against successive years of government funding cuts; the fact that only one of the

two new posts of recycling project officers was appointed externally with the other post being an internal appointment and so there was scope for further saving here (section 8 on page 10 of the main agenda supplement); the recent allocation to CDC from the government's Community Housing Fund was a government grant which would be held on the balance sheet and matched to expenditure when incurred. It had no impact on the draft revenue budget.

Mrs Hardwick and Mr Ward answered members' questions on points of detail with regard to NNDR appeals provision (para 6.3 of the agenda report) and the contribution to the Investment Opportunities Reserve (net movement) (section 22 on page 8 of the main agenda supplement).

Decision

At the end of the discussion members voted unanimously on a show of hands in favour of the budget spending plans as set out below.

Mr Dignum thanked Mr Ward and Mr Cooper for the work they and their colleagues had undertaken to prepare the draft budget.

RECOMMENDED TO THE COUNCIL

- (1) That a net budget requirement of £12,362,700 for 2017-2018 be approved.
- (2) That council tax is increased by £5 from £145.81 to £150.81 for a band D equivalent in 2017-2018.
- (3) That the Investment Opportunities Reserve is increased by £470,600.
- (4) That, should the final settlement differ from the provisional settlement, any increase or decrease be dealt with by adjusting the transfer to the Investment Opportunities Reserve above.

RESOLVED

- (1) That the capital programme including the asset renewal programme (appendix 1c and 1d to the agenda report) be noted.
- (2) That the current resources position (appendix 2) be noted.
- (3) That the budget variances included in the Draft Budget Spending Plan as set out in appendix 1b to the agenda report including growth items be noted.

322 Draft Treasury Management Strategy for 2017-2018

The Cabinet received and considered the agenda report and its four appendices in the main agenda supplement (copies attached to the official minutes).

In addition to the public copies of the main agenda supplement, hard copies of appendix 1 (pages 49 to 51) in the main agenda supplement were available to those observing the meeting.

The report was presented by Mrs Hardwick.

Mr Catlow was in attendance for this item.

Mrs Hardwick explained that CDC was required to approve a strategy and the relevant prudential indicators included in the report by 31 March 2017. The report had been considered by CDC's Corporate Governance and Audit Committee on 26 January 2017, as a result of which it had been amended to clarify how Community Infrastructure Levy monies were considered as part of treasury management (page 56 of the main agenda supplement) as well as other minor changes. The risk appetite statement (page 53) was unchanged.

The key updates to the strategy (which had been drafted to support the vision outlined to members in the previous month's treasury management session) were outlined in appendix 1 and were to identify (a) core cash requirements and invest those for security and liquidity and (b) long-term surplus funds and invest those for security and return. The core cash required for liquidity purposes was expected to be invested in a mix of local authority and money market funds in accordance with the limits and terms set out in tables 5 (page 59) and 7 (page 63). To facilitate the management of longer term pooled funds, the limit on investments in money market funds had been increased from £15m to £20m (still below the maximum amounts recommended by CDC's treasury management advisor Arlingclose Ltd ie 50% of total investments) and the funds were considered to represent a good balance of security (AAA rated) and liquidity, being available on demand. In consequence the previous target to maintain at least £10m cash available within three months had been removed (para 7.2 in the main agenda supplement), reflecting the improved systems and processes to forecast daily cash needs.

If required, funds could be borrowed for short term operational needs up to the limits in table 3 (page 57). Currently some £15m of funds were invested for periods greater than one year (table 1 on page 54), £10m of which was with the Local Authority Property Fund and earning a consistent return to support revenue balances of around 4.5%. Officers had focused on long-term cash flow forecasting over the last six months and had identified that CDC could invest between £7.5m and £10m in similar long-term pooled funds; this was consistent with the vision to invest surplus funds for security and revenue return. In order to facilitate such investment changes had been made to the Approved Investment Counterparties (table 5 on page 59), the Non-Specified Investment Limits (table 6 on page 62) and the Limits on Investments Periods (table 11 on page 66). A pooled fund selection day had been arranged in London with Arlingclose at which up to four fund managers would be invited to assist in selecting the most appropriate investment fund for CDC's surplus funds.

Mr Catlow commented on the very challenging nature of treasury management and CDC's focus on seeking to diversify in the most prudent way.

Mr Dignum, Mrs Lintill and Mrs Keegan commended the report and the immense value of the treasury management update briefing session for members held the previous month.

Decision

At the end of the discussion members voted unanimously on a show of hands in favour of making the recommendations to the Council meeting as set out below.

RECOMMENDED TO THE COUNCIL

- (1) That the Treasury Management Policy and Treasury Management Strategy Statement for 2017-2018 as contained in appendix 2 to the agenda report be approved.
- (2) That the Investment Strategy 2017-2018 as detailed in the Treasury Management Strategy Statement be approved.
- (3) That the Prudential Indicators and Limits for 2017-2018 included in appendices 2 and 4 to the agenda report be approved.
- (4) The Minimum Revenue Provision Statement for 2017-2018 in appendix 4 to the agenda report be approved.

323 Initial Project Proposals 2017-2018 and Corporate Plan

The Cabinet received and considered the agenda report and its six appendices in the main agenda supplement, the last of which was a Part II exempt item and which was considered after agenda item 19 (see minute 336 below) (copies of the report and appendices 1 to 5 only attached to the official minutes).

Mr Dignum began by emphasising the initial nature of these project proposals. He pointed out that the cost of each proposal had been included within the budget spending plans (agenda item 5) but that this was subject to the recommendations made by the Cabinet at the end of this item and the decision to be made subsequently by the Council meeting.

Mr Mildred, Mrs Hotchkiss, Mrs Dodsworth, Mrs Rudziak and Mr Kenny were in attendance for the Part I aspects of this item.

The Cabinet considered each of the initial project proposals (IPP) in turn. There was a brief officer summary and members' questions on points of detail were answered by the aforesaid officers.

The main points to arise were as follows:

Priory Park – Phase One Option Appraisal

There was a clear consensus that Priory Park was a very valuable asset and that the best possible use should be made of it without, however, permitting any fundamental change to its character.

The Cabinet agreed with Mr Dignum's proposal that the following text should be added to this IPP document (pages 81 to 82 of the main agenda supplement): 'The study should not affect the essential character of the park which is largely laid to grass and enclosed with the gates locked after dark (except when, as in the past, there is an approved evening use).'

Mr R E Plowman, the chairman of the Friends of Priory Park (FPP), addressed the Cabinet at the invitation of Mr Dignum. He said that there had been a very useful meeting between the FPP and two CDC officers: Mr A Howard (Green Spaces and Street Scene Manager) and Mr D Hyland (Communities and Partnerships Manager). The FPP were supportive of the need to upgrade Priory Park and the recent/prospective archaeological work. There was concern about the IPP being expressed in very broad terms including timescales and who would be consulted. The FPP were reassured by the clarification provided by the aforesaid extra text as to ensuring that the fundamental character of Priory Park should be preserved. There was a perceived loss of trust in the consultation process. He asked questions about the first and third bullet points in section 4 (page 82): the feasibility of deriving significant income from the wedding venue market and how to measure improved satisfaction from Priory Park users. With reference to section 8 (identify risks) he queried the prudence of spending up to £30,000 on engaging a consultant to undertake an options appraisal/design work.

Mrs Taylor asked about the project's timescale.

Mr Dignum and Mrs Hotchkiss each said that there would be appropriate consultation including with the FPP. As to the level of detail in the IPP, they both emphasised that the IPP was only an initial preliminary document. Mrs Hotchkiss explained the need to investigate carefully via a feasibility study the state of each of the buildings in Priory Park. She said that the first bullet point in section 4 related to all the clubs and activities in Priory Park; it did not have in view solely weddings in the Guildhall (which was used for functions and events other than weddings) but certainly that aspect had been and would be carefully considered. The centenary of Priory Park was in 2018 and CDC would work with the FPP on how to mark that important anniversary. The timescale would be identified in due course. The consultation would be held later in 2017 after initial work in summer 2017.

Mr Barrow said that it was important for the consultant to be given a wide brief and for wider users of Priory Park as well as, of course, the FPP to be consulted.

East Pallant House – Phase One Option Appraisal

No specific points arose.

Implementing Chichester Vision

No specific points arose.

Freeland Close

Mr Dignum emphasised the imperative of addressing the homelessness issue and hence this was precisely why a project such as this was important.

Investigation of Roman Buildings in Priory Park

This was a very exciting project in its own right and had the potential to attract many visitors; it was to be commended.

Review of the Careline Service 2017-2018

The IPP document (appendix 6 to the report) was a Part II exempt item and (as stated in minute 335 below) was considered by the Cabinet at the end of agenda item 19 (The Novium Museum Options Appraisal) (see minute 236 below).

Decision

At the end of the discussion members voted unanimously on a show of hands in favour of making the resolutions as set out below with regard to the IPPs in appendices 1 to 5 inclusive and also the recommendation to the Council as set out below.

RESOLVED

- (1) That the Initial Projects Proposals for 2017-2018 in appendices 1 to 5 inclusive to the agenda report be approved.
- (2) That £50,000 funding from Council reserves to undertake appraisals/feasibility work as indicated in para 5.2 of the agenda report be approved.

RECOMMENDED TO THE COUNCIL

That it be agreed that the Corporate Plan which was approved in December 2015 shall remain unchanged for the year 2017-2018.

324 Revised Local Development Scheme 2017-2020

The Cabinet received and considered the agenda report and its appendix in the main agenda supplement (copies attached to the official minutes).

The report was presented by Mrs Taylor.

Mrs Miller and Mr Allgrove were in attendance for this item.

Mrs Taylor summarised with reference to sections 3 and 4 of the report the nature and purpose of the Local Development Scheme (LDS). She gave an overview of the three principal areas where it was proposed to revise the LDS: Chichester Local Plan (CLP) Review (paras 5.2 to 5.6), Southern Gateway Masterplan paras 5.7 to

5.9) and Statement of Community Involvement (para 5.10). She also referred to neighbourhood development plans (para 5.11).

Mrs Miller did not wish to add to Mrs Taylor's presentation.

Mrs Taylor and Mr Allgrove answered a question by Mrs Hardwick about the likely impact of the Housing and Planning Bill, if enacted, on CDC's CLP Review and the LDS timetable. The Neighbourhood Planning Bill was proposing the requirement for a regular review of the Statement of Community Involvement and the current uncertainty about strategic planning arrangements might be clarified by the publication of a housing white paper which was due to be published on the day of this meeting.

Decision

At the end of the discussion members voted unanimously on a show of hands in favour of making the recommendations to the Council meeting as set out below.

RECOMMENDED TO THE COUNCIL

That the revised Local Development Scheme 2017-2020 be approved.

325 Community Led Housing Fund

The Cabinet received and considered the agenda report and its appendix and the fourth agenda supplement which reported a revised version of the second recommendation in para 2.2 of the report (copies attached to the official minutes).

The report was presented by Mrs Purnell.

Mrs Rudziak and Mrs Grange were in attendance for this item.

Mrs Purnell summarised the objective of the government's community-led housing development scheme and how CDC, which would be allocated £1,386,067 in two tranches, would be required to use the funds in the prescribed manner. The funds provided by this scheme would enable CDC to implement (as set out in para 3.3 of the report) the key priorities of its own Housing Strategy. The proposals for how the funds could be used were outlined in section 5 of the report.

Mrs Rudziak emphasised the opportunity afforded by the funding allocation to take forward CDC's Housing Strategy. Officers needed to advise the Department of Communities and Local Government (DCLG) as soon as possible of CDC's proposals for utilising the funds to support community groups with housing initiatives.

Mrs Grange commented that despite the fairly slow take-up of interest in Community Land Trusts (CLTs) during 2016, parish councils were beginning to be enamoured with the concept and so the advent of this scheme with its funding was very timely. CDC was in fact making good progress pleasing advances with CLTs compared with many local authorities and this scheme would enable it to augment the very important preparatory work undertaken by housing officers.

Mrs Grange replied to members' questions on points of details as to the period within which the funds had to be spent (it was not believed to be before the end of March 2017 but DCLG's advice was being sought); the need to indicate to DCLG at this stage only ideas rather than preferences as to how the funds might be spent (CDC would, for example, looking at what Cornwall Council (which was experienced in CLTs) was planning to do); para 8.2 of the report stated that the funding initiative was not restricted to areas with the highest second-home ownership and, in fact, currently the parishes expressing an interest in the scheme were not necessarily those with more second homes.

The Cabinet concurred that this was a very exciting grassroots opportunity but it was important to ensure that local communities were given as much assistance as possible to understand and implement the opportunities this scheme presented.

Decision

At the end of the discussion members voted unanimously on a show of hands in favour of making the recommendations (as amended by the fourth agenda supplement) to the Council meeting as set out below.

RESOLVED

That the allocation of funding of £1,386,067 for the 2016-2017 financial year from the government's Community Housing Fund to support community-led housing developments be noted.

RECOMMENDED TO THE COUNCIL

- (1) That the allocation of funding of £1,386,067 for the 2016-2017 financial year from the government's Community Housing Fund to support community-led housing developments be noted.
- (2) That authority be delegated to the Head of Housing and Environment Services, following consultation with the Leader of the Council and the Cabinet Members for Finance and Governance and for Housing and Environment Services, to approve the spend of the funds in para (1) above in line with government guidance issued with the notification of the award (appendix 1 to the agenda report) and Chichester District Council's Housing Strategy.

326 Overview and Scrutiny Committee Call-in of Evening Car Parking Charges

The Cabinet received and considered the agenda report and its appendix (copies attached to the official minutes).

The report was presented by Mrs Keegan.

Mr Hansford and Mrs Murphy were in attendance for this item.

Mrs Keegan remarked that any decision to increase car park charges invariably caused controversy. Such a decision was always carefully considered; in this case,

for example, the issue had been discussed by CDC's Chichester District Parking Forum (CDPF), residents and others in a consultation, the Cabinet, the Overview and Scrutiny Committee (OSC) at a special meeting as a result of the call-in procedure having been invoked with respect to the Cabinet's decision at its previous meeting and now again by the Cabinet at this meeting. The OSC's comments for the Cabinet's consideration were set out in para 2.1 of the report. The Cabinet's discussion and decision at its previous meeting were recorded in minute 311 on pages 16 to 19 of the agenda for this meeting.

In the light of the call-in she had re-examined all aspects of this issue. In the case of the New Park Centre car park (NPC), she considered that the free 20-minute drop off facility, the NPC's own parking spaces and the blue badge parking spaces were sufficient to offset the impact of the introduction of limited evening charges. In view of CDC's very clear decision to freeze car parking charges until 2018, it was not, in her opinion, open to CDC to raise daytime charges in order to avoid evening charges. The continued debate about car parking charges risked creating and perpetuating an unjustified perception that CDC was a high-charging authority in this respect: the reality was that it was one of the lowest charging authorities in the area. Currently it could be difficult to park in the NPC in the evening; the introduction of car parking charges would, it was hoped, ameliorate that by an effective management of the use of spaces. If a decision was now made to change the proposed charges, this would have to be subjected to a further consultation with a consequent delay and an impact on both expected revenue and capacity planning. The introduction of evening charges was consistent with CDC's policy that the user should pay, whereas to expect daytime users of all car parks to subsidise evening users of the NPC and Northgate car parks ran contrary to that important principle.

As to Northgate car park and the Chichester Festival Theatre (CFT), it was to be noted that in the past CFT had supported the principle of car park charges albeit on the basis that it would benefit from the income thereby generated. The CFT had written to CDC since the OSC's recent special meeting expressing two concerns: (a) the potential management problem of late arrivals for performances by patrons arriving by car after 19:00 in order to pay only for the second hour of the two-hour charging period and (b) its front of house staff would have to pay the charges out of their earnings. However, the charges could be avoided by parking in one of the 15 free evening car parks. More or less every theatre in the country charged for car parking and without losing custom, and although the point was noted about staff, any person working in the city was required to pay daytime parking charges in any car park. The proposal would raise revenue, which should be borne in mind in the light of the budget spending plans item discussed earlier in this meeting and CDC's deficit reduction plan. The proposal also had the merit of continuing the daytime tariff structure rather than introducing a new rate for the evenings which could cause confusion. The charges would be for a trial period after which the CDPF and the Cabinet would consider the outcome including consumer experience.

Mrs Murphy pointed out that the evening charges were for a trial period and would be carefully monitored by CDC staff, CCTV and customer feedback; CDC would work closely with the NPC and CFT to ensure adequate, effective publicity to alert and inform patrons and the trial would be reviewed by the CDPF. CDC had commenced on 23 January 2017 a pay-by-phone facility and the take-up rate so far

was much greater than anticipated with over 500 accounts already having been created and a very positive response to this innovation. This should reassure CFT as to its concern about patrons arriving late to beat the first hour of evening charging and there being queues then to pay near to curtain-up time. There were over ten machines in Northgate car park. On 6 March 2017 CDC would be introducing parking machines in Northgate and NPC car parks which would accept card, contactless and coin payments.

Mr Dignum said that Mrs Murphy's comments were very encouraging. He urged car park officers to take initially a lenient approach to users. Mrs Murphy confirmed that there would be sustained communication with the public to ensure that they were properly informed; there would be lots of new signs in place to alert and explain the new evening charges; the NPC and CFT would be encouraged to inform their customers by notices including, for example, printing information on tickets.

Mrs Hardwick alluded to the OSC's comments in para 2.1 of the report, with which she was unable to agree. As to 1), it was incorrect to say that the charges were unfair and targeted to the city – the two car parks were the busiest at that time of day and the evening charges would help to manage demand and uphold the user pays principle. The trial would be reviewed. As to 2), the point made there was in conflict with the user pays principle and the charges being proposed were not large increases and so it could not be said justifiably that the charges were not fair or equitable. In her opinion the Cabinet should adhere to its original decision.

Mrs Purnell mentioned the positive satisfaction levels among members of the public with CDC's car park charges. She had attended the OSC's special meeting and felt that the debate was very finely balanced. The trial should take place and the outcome then reviewed.

Mr Barrow said that due regard should be given to the OSC's comments. It was incorrect for critics of the Cabinet's decision to call it a cynical income-raising exercise and that the electors should be heard. This proposal would generate an income potential; if the decision were to be reversed, service savings would have to be found. The OSC's point in comment 2) could be considered during the review of all parking charges in 2018. He supported the Cabinet's original decision.

Mrs Plant concurred with Mr Barrow. She too had attended the OSC's special meeting. She did not agree that the charges were unfair and targeted at the city. These two car parks had been chosen because they were well-used. She applauded the introduction of new payment by phone technology. She remained of the view that a flat rate £1 charge for the evening was preferable regardless of arrival time but she would not allow that to affect her support for the proposal. There were free car park alternatives within easy reach of the NPC and Northgate car parks. The user should pay principle was very important to uphold. This was a trial and the outcome required careful scrutiny. She no longer had the concerns she had expressed at the Cabinet's previous meeting.

Mrs Keegan emphasised the trial nature of the proposal; how the blanket daytime increases suggested by the OSC would undermine the user pays principle; the use of new or improved technology to assist car park users; and the revenue benefit.

At the close of the debate Mr Dignum referred to the OSC's two comments. As to 1), he pointed out that the NPC and CFT car parks chosen were the two most heavily used in the evenings and so the proposal was neither unfair nor targeted at the city. As to 2), CDC had promised to review daytime charges before 2018. This was only a trial and the outcome would be carefully reviewed. The case for a flat rate evening charge could be considered as part of that overall review. If charges were not to be introduced then savings in other services would need to be identified. CDC had a policy to raise income from a wide-range of sources, which included its car parks. Chichester District car parks had modest charges and it was intended to maintain this distinctive position. He detected from the debate a clear consensus in favour of adhering to the decision reached at the previous meeting.

Decision

At the end of the debate members voted unanimously on a show of hands in favour of making the resolution set out below.

RESOLVED

That having considered the comments made by the Overview and Scrutiny Committee at its special meeting on 24 January 2017, the decision made by the Cabinet at its meeting on 10 January 2017 with respect to Off-Street Parking Charges (as set out in minute 311) be upheld and come into immediate effect.

[**Note** At the end of this item there was a short adjournment between 11:28 and 11:37]

327 Historic Environment Strategy and Action Plan

The Cabinet received and considered the agenda report and its two appendices in the main agenda supplement (copies attached to the official minutes).

The report was presented by Mrs Taylor.

Mr Allgrove was in attendance for this item.

Mrs Taylor referred to Chichester District's distinctive history and the quality of life it afforded to residents and visitors alike; the recent announcement of the exciting discovery of Roman remains in Priory Park was only the latest example of this area's rich historic legacy. The Historic Environment Strategy (HES) and Action Plan (AP) sought to manage change actively. Although it would not apply to the South Downs National Park (SDNP), the SDNP Authority would work in partnership with CDC to ensure a consistency of approach where appropriate. The wide-ranging ambit of the HES was set out in para 5.2 of the report. Following the Cabinet's approval on 4 October 2016 of the HES and AP for public consultation, that process took place between 28 October and 9 December 2016. The representations received and officers' responses thereto were set out in appendix 2. Once approved, the HES and AP would achieve the outcomes in section 4 of the report.

Mr Allgrove acknowledged the work on the HES and AP which had been undertaken by Lone Le Vay; Miss Le Vay had very recently retired from CDC. With reference to

section 2 (Completion of the Selsey Conservation Area Appraisal) in the AP summary in appendix 1 (page 164) he advised that it had not been easy to arrange a meeting with Selsey Town Council and so the target date of March 2017 should be amended to read May 2017.

During a brief discussion it was noted that both Mr Barrow and Mrs Keegan had suggested that it would be very helpful if CDC was able to provide general advice to potential purchasers of listed buildings.

Decision

Members voted unanimously on a show of hands to make the resolutions set out below.

RESOLVED

- (1) That the principles and approach to achieving protection and conservation of the historic environment within Chichester District as set out in the Historic Strategy and Action Plan in appendix 1 to the agenda report be agreed.
- (2) That the Historic Environment Strategy and Action Plan be approved and endorsed as part of the evidence base for the review of the *Chichester Local Plan: Key Policies 2014-2029* and be published on Chichester District Council's web-site.
- (3) That authority be delegated to the Head of Planning Services to enable minor typographical amendments to be made to the Historic Environment Strategy and Action Plan prior to publication.

328 Selsey Haven

The Cabinet received and considered the agenda report and its two appendices in the main agenda supplement (copies attached to the official minutes).

The report was presented by Mrs Purnell.

Mrs Cunningham and Mrs Stevens were in attendance for this item.

Mrs Purnell said that this partnership project had as its aim the construction of a small harbour with associated business units near East Beach Selsey so as to provide fisheries protection, economic opportunities, flood protection and a visitor focus on the Manhood Peninsula. An initial feasibility study had been undertaken; its findings were summarised in paras 4.2 and 4.3 of the report. A technical and economic feasibility study was now recommended and the Cabinet was requested to approve release of monies on a match-funding basis with Selsey Town Council and the Selsey Fisherman's Association. She pointed out that in para 9.1.3 of the report the names of two other CDC members had been omitted: Mr J W Elliott and Mr D Wakeham, who represented respectively the Selsey South and Selsey North wards.

Mrs Cunningham and Mrs Stevens did not wish to add to Mrs Purnell's introduction.

Mr Barrow said that this was potentially a very important project for Selsey and its fishery and tourism/leisure industry. The viability of the project, which could not be guaranteed, needed to be examined properly and this required funding for that purpose. He commended the project and supported the recommendations.

Mrs Taylor supported the proposal, recognising the importance of tourism to Selsey. She remained unsure whether a haven would have a long-term viability but this was a question for the further study to address and answer.

Mr Dignum and Mrs Lintill welcomed the match-funding pledged by the project's two partners. They and Mrs Plant acknowledged that this was a huge project but it was right to assess its viability. Mr Dignum highlighted the list of direct and indirect benefits which a haven was likely to bring (pages 208 and 209 of the main appendix bundle).

Mrs Purnell commented that a haven would greatly improve beach safety. Selsey was the biggest conurbation within the District outside Chichester city and needed to be made into a destination. This study would assess the viability of realising that aspiration in this particular way.

With Mr Dignum's permission, Mr J C P Connor, one of the three CDC members for the Selsey North ward, addressed the Cabinet in enthusiastic support of the project *per se* and the recommendations in the report. He also answered a question by Mrs Hardwick about the number of actual working fisherman in Selsey.

Decision

Members voted unanimously on a show of hands to make the resolutions set out below.

RESOLVED

(1) That given that partnership funding is in place the allocation of funding of £25,000 from reserves be approved for use towards:

- a) a technical and financial report that includes possible operational models and a five-year business case;
- b) a wider socio-economic assessment to assess the benefits of a haven to Selsey;
- c) legal advice and other ancillary project costs.

(2) That the Head of Housing and Environment Services be authorised to approve expenditure of the funds in para (1).

329 Closed Churchyards and Burial Grounds - Essential Repairs and Maintenance

The Cabinet received and considered the agenda report and its appendix (copies attached to the official minutes).

The report was presented by Mr Barrow.

Mr Howard and Mr Riley were in attendance for this item.

Mr Barrow summarised the report with reference to sections 3, 5 and 7 with regard how CDC could and in nine cases had already become liable to maintain closed churchyards in its area (there was in fact the prospect of its having to assume responsibility for a tenth churchyard); the legal duty of care imposed on it as occupier; and the resource implications which needed to be put in place to maintain churchyards to the required standard.

Mr Howard did not wish to add to Mr Barrow's introduction.

Mr Howard answered members' questions on points of detail. He advised that parish councils were not obliged to hand over churchyards and graveyards in a particular state of repair although CDC encouraged them to endeavour to put them into at least a fair state. His department would work closely with Legal Services when a parish wished to divest itself of responsibility. He indicated the locations in Chichester District of the current nine churchyards for which it had responsibility.

Decision

At the end of the discussion members voted on a show of hands unanimously in favour of the recommendations in paras 2.1 and 2.2 of the report.

RESOLVED

- (1) That £65,000 be allocated from reserves to carry out essential repairs to structures in Chichester District's closed churchyards and burial grounds.
- (2) That an annual maintenance budget of £10,000 be allocated to maintain structures to an acceptable standard.

330 Developing a New Strategy for the Visitor Economy

The Cabinet received and considered the agenda report and its appendix in the main agenda supplement and the fourth agenda supplement which circulated a written response by Visit Chichester to the proposals the subject of the report (copies attached to the official minutes).

The report was presented by Mrs Keegan.

Mr Oates was in attendance for this item.

Mrs Keegan explained that with so many outstanding tourist attractions in Chichester District there was a recognised need not only to attract more visitors to the area all year round but to identify ways of exploiting the substantial opportunities to encourage them to stay overnight or for short breaks. The report and its appendix summarised the research studies and surveys already undertaken, the anticipated outcomes of the visitor economy project via partnership working and how best to develop CDC's strategic direction for tourism. Central to realising this objective was

to establish a new Destination Management Organisation (DMO), preferably using Visit Chichester but if not the second of the two options set out in para 6.6 of the report. The next stage was to begin discussions on a service level agreement between the existing DMO, Visit Chichester, and CDC and Chichester BID. She drew attention to the fourth agenda supplement which contained Visit Chichester's written response to the proposals.

Mr Oates said that Chichester District had the potential to become one of the leading tourist locations in the UK. The nature of tourism had changed and the research undertaken in the past year (section 4 of the report) revealed *inter alia* that areas in which tourism flourished had very strong DMOs. It was critical for CDC with its partner Chichester BID to work closely with Visit Chichester, the current DMO, to see how it could be reconfigured to meet the challenge to develop Chichester's tourism potential. He alluded to the outcomes in section 5 of the report and how a revitalised visitor economy strategy was central to the growth of Chichester District's economy as a whole.

Having conferred together, Mr Dignum and Mrs Shepherd announced a revised set of recommendations for this item, the text of which appears in the resolutions set out at the end of this minute.

At Mr Dignum's invitation Mr C Hicks addressed the Cabinet in his capacity as the chairman elect of Chichester BID. Mr Hicks confirmed that BID would match the £50,000 pa as proposed to be allocated by CDC for five years.

During the discussion Mrs Purnell said that it was important that the project was a district-wide and not a city-wide one. Mr Dignum assured her that this was the case, as para 5.1 (a), (f) and (h) of the report made clear. Mrs Keegan added that the vast majority of the tourist attractions were spread throughout the Chichester District area.

In reply to Mr Barrow, Mr Oates provided reassurance that a first rate digital platform was essential to the success of tourism marketing.

Mr Dignum concluded the debate by thanking Mr Hicks for his comments and saying that the sum of £50,000 in the resolution (5) below might be only the start of a process in which CDC was looking very much to a collaborative partnership between the public and private sectors.

Decision

The Cabinet voted unanimously on a show of hands in favour of the revised recommendations read out earlier by Mr Dignum and Mrs Shepherd

[Note Mrs Lintill was not present for the vote as she had to leave the meeting at 12:23 for the remainder of its duration]

RESOLVED

- (1) That the fact that the Overview and Scrutiny Committee was supportive of the proposal and the recommendations as set out in the agenda report for this meeting be noted.
- (2) That the establishment of a DMO in line with the criteria set out in sections 6.1 and 6.2 of the agenda report be agreed.
- (3) That the opening by Chichester District Council and Chichester BID of negotiations with the board of Visit Chichester with a view to redevelop Visit Chichester to fulfil the functions and structure set out in sections 6.1 and 6.2 of the agenda report be agreed.
- (4) That if the negotiations in (3) above are unsuccessful then a report be brought back to the Overview and Scrutiny Committee and the Cabinet setting out how the arrangements will work and the timetable for implementation.
- (5) That the £50,000 annual partnership funding from Chichester BID be noted and £50,000 annual partnership funding for five years from April 2017 to assist the development of Chichester District's visitor economy be agreed.
- (6) That the sponsoring of a strategic review as to how Chichester District Council can facilitate or encourage additional overnight accommodation to be developed in Chichester District be agreed.

331 Public Spaces Protection Order - Control of Dogs Consultation Exercise

The Cabinet received and considered the agenda report and its three appendices in the main agenda supplement (copies attached to the official minutes).

The report was introduced by Mrs Purnell.

Mrs Stevens was in attendance for this item.

Mrs Purnell referred in particular to sections 4, 5 and 6 of the report to explain the timing for the proposal to replace by 30 September 2017 CDC's existing dog control orders (DCOs) with a public spaces protection order (PSPO) subject first to a public consultation. A further report would be presented to the Cabinet after the consultation and prior to the making of the proposed PSPO.

Mrs Stevens explained that the PSPO would contain the same controls as the extant DCOs. The PSPO would require a review once every three years. The terms of the draft PSPO could be revised as a result of the consultation responses received.

Mrs Stevens answered members' question on points of detail with regard to (a) in the case of the city's enclosed public parks, striking the balance between making them accessible to people walking their dogs and protection from public health aspects of dog faeces for families and children picnicking and playing in the city

parks, that there was a lot of available open green space in and around the City for people to take their dogs; (b) the crucial importance of educating dog owners and the general public about the responsible care and control of dogs which was a wider issue than only fouling; (c) the maps appended to the report; (d) the practicalities of enforcement: (i) CDC had only two dog wardens for the whole of Chichester District, hence the importance of public education and the effective use of social media and (ii) managing an area such as the beach area at West Wittering and East Head; and (e) the provision and emptying of red bins.

Decision

The Cabinet voted unanimously on a show of hands in favour of the resolutions set out below.

RESOLVED

- (1) That the Head of Housing and Environment Services be authorised to carry out a consultation exercise relating to the matters included in the draft Public Spaces Protection Order – Control of Dogs.
- (2) That the draft Public Spaces Protection Order – Control of Dogs and the schedules and maps in appendices 1 to 3 to the agenda report be approved for the purposes of that consultation.

332 Chichester Contract Services Efficiency Review

The Cabinet received and considered the agenda report and its appendix in the main agenda supplement (copies attached to the official minutes).

The report was presented by Mr Barrow.

Mr Riley was in attendance for this item. He was joined by Mr L Attrill, who was one of the authors of the consultant report (pages 279 to 301) produced by WYG UK in Southampton.

Mr Barrow highlighted the very pleasing and positive findings in WYG's assessment of the very high standard of excellence in performance delivery achieved by Chichester Contract Services (CCS), CDC's frontline service for waste and recycling and street cleansing and grounds maintenance.

Mr Attrill explained WYG's methodology and identified the headline results which showed how and why CDC was, in terms of cost effectiveness, among the top five of its clients which delivered an in-house service; CDC's commercial waste collection service was among the one of top authorities outside London. CDC excelled in overall standards of street cleanliness and had the cleanest subway (Oaklands Way) in the country. The challenges of litter clearance of the A27 were fully recognised. Its horticultural services were run to a very good standard. The dry recycle rate improvement was very much against the national trend. The key point to arise from the findings was how CDC could safeguard this highly successful standard for the future. WYG did not recommend that CDC (a) alter the CCS recycling programme, (b) introduce a food waste collection service at this point in

time or (c) reduce the frequency of residual waste collections. It had been an absolute pleasure to undertake this assessment of CCS and so to demonstrate to other councils the way forward in municipal excellence.

Mr Barrow highlighted three of the headline points in para 3.3 of the report, namely the first (recycling), second (dry recycling) and fourth (contamination rates) bullet points. He thanked Mr Attrill, Mr Riley and all the CCS staff, not forgetting the recently retired head of CCS, Rod Darton.

Members commended CCS and its staff for the very high standard of excellence for which it was already renowned and which was incontrovertibly demonstrated by WYG's report.

Mr Dignum stated that two additional recommendations would be put to the Cabinet, one congratulating CCS and the other requesting CDC's Waste and Recycling Panel to consider the findings of the WYG's report (see (1) and (4) respectively below).

Decision

The Cabinet voted unanimously on a show of hands to make the resolutions set out below.

RESOLVED

- (1) That Chichester Contract Services managers and officers be congratulated on the excellent results of the study.
- (2) That the good overall report for Chichester Contract Services be acknowledged and the independent advice that the service should remain in-house be accepted for the foreseeable future.
- (3) That the actions set out in para 5.2 of the agenda report be approved.
- (4) That the Waste and Recycling Panel be asked to consider the findings of the report as part of its ongoing work.

[**Note** At the end of this item Mrs Taylor left the meeting for the rest of its duration]

333 Late Items

As stated by Mr Dignum in his announcements at the start of this meeting, there were no late items for urgent consideration by the Cabinet.

334 Exclusion of the Press and Public

RESOLVED

That the public and press be excluded from the consideration of the sixth appendix (Careline Business Plan) to the report for agenda item 7 (Initial Project Proposals 2017-2018 and Corporate Plan) and the report and its appendices for agenda item

19 (The Novium Museum Options Appraisal) on the grounds that it is likely that there would be in the case of each of those items a disclosure to the public of 'exempt information' of the description specified in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A to the *Local Government Act 1972* 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 that information.

335 **The Novium Museum Options Appraisal**

The Cabinet received and considered the confidential report and its two appendices circulated with the agenda to CDC members and relevant officers only.

The report was introduced by Mrs Keegan.

Mrs Peyman was in attendance.

Mrs Peyman and Mr Ward responded to members' questions on points of detail.

Mr Dignum advised with the Cabinet's concurrence that there should be added to the first recommendation in the agenda report (para 2.1) the words 'save for the filling-in of the Roman remains'.

Decision

The Cabinet voted unanimously on a show of hands in favour of making the following resolutions.

RESOLVED

- (1) That the recommendations from the Overview and Scrutiny Committee be noted and that at this stage none of the options identified in section 5 of the agenda report be discounted save for the filling-in of the Roman remains.
- (2) That the recommendation in para 2.2 of the agenda report be approved.
- (3) That the recommendation in para 2.3 of the agenda report be approved.
- (4) That the Cabinet Member for Commercial Services establish a member task and finish group with representation from the Overview and Scrutiny Committee for the reasons stated in para 2.4 of the agenda report and to report back to the Overview and Scrutiny Committee and the Cabinet.

[**Note** At the end of this item Mrs Keegan left the meeting for the rest of its duration]

336 **Initial Project Proposals 2017-2018 and Corporate Plan**

The Cabinet received and considered the confidential Part II appendix 6 in the main agenda supplement to the report for agenda item 7 which was circulated to CDC members and relevant officers only.

Mr Hansford was in attendance and he explained the appendix.

Mr Hansford and Mrs Shepherd responded to members' questions on points of detail.

Decision

The Cabinet voted unanimously on a show of hands in favour of making the resolutions in respect of agenda item 7 (minute 323 above) in respect of the confidential appendix 6.

RESOLVED

- (1) That the Initial Projects Proposal for 2017-2018 in the confidential appendix 6 to the agenda report be approved.
- (2) That £50,000 funding from Council reserves to undertake appraisals/ feasibility work as indicated in para 5.2 of the agenda report be approved.

[Note The meeting ended at 13:35]

CHAIRMAN

DATE

Chichester District Council

THE CABINET

7 March 2017

Chichester Site Allocation Development Plan Document: Proposed Submission

1. Contacts

Report Author:

Tracey Flitcroft - Principal Planning Officer (Local Planning)

Telephone: 01243 534683 E-mail: tflitcroft@chichester.gov.uk

Cabinet Member:

Susan Taylor - Cabinet Member for Planning Services

Telephone: 01243 514034 E-mail: sttaylor@chichester.gov.uk

2. Executive Summary

The purpose of this report is to seek approval to submit the Site Allocation Development Plan Document: Proposed Submission (Site Allocation DPD) for independent Examination by the Secretary of State through the Planning Inspectorate.

The Site Allocation DPD was previously considered by Cabinet (1 November 2016) and Council (22 November 2016) and was subject to consultation between 1 December 2016 and 26 January 2017, following which, it was anticipated that the DPD and any minor changes would be submitted for independent Examination.

At Council it was agreed to add a further resolution in respect of the site at the rear of Sturt Avenue, Camelsdale concerning the completion of Environment Agency (EA) Flood Zone Modelling. The EA have advised that this work will not be completed in the near future and so Cabinet and Council now need to consider whether this site should remain in or be removed from the DPD.

Authority has previously been given to the Head of Planning Services in consultation with the Cabinet Member for Planning Services to make minor amendments to the Site Allocation DPD. Approval of major modifications is now sought (see details in Appendix 1). This is part of the plan-making process in order to ensure the DPD is 'sound' and the proposed modifications will be submitted to the Examination Inspector. They will also be subject to public consultation.

3. Recommendation

3.1. That the Cabinet recommends to the Council:

1. That the Site Allocation Development Plan Document: Proposed Submission, including the retention of the allocation to the rear of Sturt Avenue, Lynchmere, and associated documents be approved for submission to the Secretary of State for examination;

2. **That the Proposed Modifications to the Site Allocation Development Plan Document: Proposed Submission as set out in the schedule in appendix 1 be approved for submission to the Secretary of State; and**
3. **That during the examination into the Site Allocation Development Plan Document: Proposed Submission the Head of Planning Services, following consultation with the Cabinet Member for Planning, be given delegated authority to agree minor amendments to the Site Allocation Development Plan Document.**

4. Background

- 4.1. The Chichester Local Plan: Key Policies 2014-2029 was adopted in July 2015. It sets out the planning strategy guiding the location and level of development over the next 15 years. It provides the context for the site specific proposals contained within the Site Allocation Development Plan Document (DPD) and any other subsequent planning policy documents.
- 4.2. The Site Allocation Preferred Approach DPD was the first formal stage in the preparation of this document. The Council agreed the draft DPD for consultation and associated documents were made available for consultation during 7 January and 18 February 2016.
- 4.3. Following a resolution of Council, the Further Consultation DPD and associated documents were made available for consultation between 28 July and 22 September 2016 and 103 comments were received. The further consultation included new sites at Bosham, Lynchmere and the identification of a village centre at East Wittering.
- 4.4. Following the Council resolution on 22 November 2016 the Site Allocation Development Plan Document: Proposed Submission (Site Allocation DPD) was subject to consultation between 1 December 2016 and 26 January 2017. It was anticipated that the DPD and any minor changes would then be submitted to the Secretary of State for independent examination by the Planning Inspectorate.

5. Outcomes to be Achieved

- 5.1. The Site Allocation DPD will assist in delivering housing and other uses identified in the Chichester Local Plan: Key Policies 2014-2029.

6. Proposal

- 6.1. The purpose of this report is to seek approval for the Site Allocation DPD to be submitted for examination with the site at Land to the Rear of Sturt Avenue included and to approve the proposed Modifications to the Site Allocation DPD.

Land to the Rear of Sturt Avenue Lynchmere:

- 6.2. As part of the Site Allocation: Preferred Approach DPD consultation it was proposed to remove the housing requirement (10 units) from the parish of Lynchmere as a suitable site could not be found. However, through the consultation process, additional information was provided by the landowner of land to the rear of Sturt Avenue, addressing access and flooding issues.
- 6.3. Objections to the inclusion of the site in the Site Allocation DPD have been raised by local residents, Lynchmere Parish Council and local ward members. In light of concerns raised at Cabinet on 1 November 2016 and Council on 22 November 2016 in respect of the absence of an accurate map depicting the

fluvial flood plain, Council resolved the following in relation to the decision to submit the plan for examination:

“That the retention of the site to the rear of Sturt Avenue, Camelsdale be approved within the Site Allocation Development Plan Document: Proposed Submission for examination, subject to confirmation from the Environment Agency that there is no objection once the flood zone modelling has been completed”.

- 6.4. The Environment Agency has since confirmed that the flood zone modelling will not be finalised in the near future. Therefore the resolution referred to in paragraph 6.3 cannot be complied with.
- 6.5. The Council should now consider whether the site should remain in the Site Allocation DPD contrary to the previous resolution of the Council, or whether to remove it through a proposed modification to the DPD. This decision should be made on the basis of the available evidence. Additional information has been provided by the EA and West Sussex County Council (WSSCC) either through comments made in response to the recent consultation or as a result of further clarification sought by officers on the comments of consultees:
- 6.6. Fluvial Flood Risk: Full comments from the Environment Agency (EA) are included in Appendix 2. In summary:
- The EA confirms that the current flood mapping in this area is not aligned with the main river. They are currently undertaking remodelling work to better inform their understanding of flood risk in this area, but the results of this are not yet available. The result of this re-modelling work may result in changes to the Flood Map in this area.
 - However the EA recently reviewed a flood model for the site undertaken by a consultant acting for the landowner. Whilst the modelling provided by the consultant would not be appropriate to update the Flood Map, the EA is satisfied that the approach taken to assess flood risk on the proposed development site is sufficiently precautionary and provides a better representation of flood risk on the site than that which the current Flood Map shows.
 - This information could be used by Chichester District Council to give a better understanding of the flood risk on the site. It could also be used as the basis for the flood risk assessment that would need to be provided at the planning application stage.
 - Based on the modelling undertaken by the consultant the development site within the redline boundary is located in Flood Zones 1, 2 and 3. The majority of the site is shown to be within Flood Zone 1.
- 6.7. Based on this assessment, officers have concluded that there is inadequate evidence to justify the removal of the site from the Site Allocation DPD, based on the risk of fluvial flooding associated with the River Wey which is adjacent to the site.
- 6.8. Groundwater Flood Risk: The issue of groundwater impacting on the site has been raised by a number of local residents, the Parish Council and local Members. Comments have been received from WSSCC as Lead Local Flood Authority (LLFA) as part of the consultation process and further clarification has

been undertaken by officers. The comments from the LLFA are included in full in Appendix 3. In summary:

“Following recent correspondence regarding Sturt Avenue the comments on the Submission document remain as submitted, that at the time of the representation period with the information available alongside the plan, West Sussex County Council as LLFA had concerns as to the suitability of the Sturt Avenue site for allocation on flooding grounds. Since this time further evidence has been provided to the LLFA, reviewing this information the LLFA considers that there is sufficient evidence to satisfy the Exception test and to comply with paragraph 102 of the NPPF and that there is no impediment, solely on flood risk grounds, why the site cannot be allocated.

Evidence supporting the site should be made available to the Inspector examining the Plan to alleviate any concerns. Wholesale site level raising of the lower part of the site should be avoided, as this may increase flood risk to adjacent properties. If this advice can be followed and discharge to the stream maintained at existing runoff rates there should be no risk of increased flood risk to other properties”. (WSSCC).

- 6.9. It should be noted that policy 42 of the Local Plan, relating to flood risk and water management, would be applied to the consideration of any future application for planning permission for residential development notwithstanding the allocation in the DPD.
- 6.10. The evidence submitted by the consultant on behalf of the landowner and the information held by WSSCC demonstrates that the development on the site will itself be safe and that it will not increase the risk of flooding elsewhere. Officers have therefore concluded that there is no sound evidence to remove the site from the Site Allocation DPD, based on the risk of groundwater flooding.
- 6.11. Highway Safety: The issue of access to the site was raised by a number of local residents, the Parish Council and local Members. Particular concern, in light of previous appeal decisions, is the junction at Camelsdale Road/Moorfield and the width of Moorfield/Sturt Avenue. Comments have been received from WSSCC as Highway Authority as part of the consultation process and further clarification has been undertaken by officers. The comments from the Highway Authority, in full, are:

“Whilst the concerns of the Local Highway Authority (LHA) and Inspector in the decision taken back in 2003 are acknowledged, there has been significant changes to both national planning policy and highway infrastructure design guidance over the last 14 years.

The National Planning Policy Framework is now the national policy, and this sets the bar much higher than previous iterations of national policy when considering transport matters. Local authorities are directed that refusal on transport grounds should only occur when the impact is considered to be severe. The Department for Transport’s publication “Manual for Streets” 1 and 2 is now the primary guidance for the design and consideration of non-trunk roads. This document has been informed by extensive research, and places an emphasis on reduced standards for road widths and visibility splays than had previously been required through historic guidance/standards.

Having assessed the junction of Moorfield and Camelsdale, it is apparent that there is no accident history at this junction in the previous 60 months.

Visibility at the junction accords with the parameters and guidance set out in Manual for Streets 2. Road widths between the site and the access onto Camelsdale vary in width, but typically maintain a width of at least 4.8m. On-street parking does occur, which constrains the available carriageway, but 4.8m is sufficient to enable a large vehicle to pass a parked car. Vehicles will be required to wait while an oncoming vehicle passes, but such a manoeuvre is already required. There is no accident history to suggest that this is causing a safety issue in practice. Whilst a peak hour increase of circa 8 vehicular movements from 10 dwellings may lead to an occasional increase of this requirement, it is not considered to give rise to a safety concern. The LHA does not consider that the development will give rise to a 'severe' impact.

It may lead to an increase in occasional inconvenience to existing residents, who may be required to wait and give way to an oncoming vehicle – this is considered an amenity impact, and the LPA should consider the weight applied to this.

In summary, the County Council as Local Highway Authority does not object to the principle of 10 dwellings at this location”.

- 6.12. **Site Access:** Representations have been received from Thames Water outlining concerns about access to the adjacent pumping station. Thames Water does not believe it has been demonstrated that a satisfactory access can be provided to service the proposed housing site. The site owners have provided evidence to Thames Water and the Council in form of a consultation response demonstrating rights of access and that it can be achieved. Thames Water has suggested some amendments to the policy which if included will, in its view, make the plan sound.
- 6.13. Officers have therefore concluded that there is inadequate evidence to remove the site from the Site Allocation DPD, based on highways safety or access reasons.
- 6.14. **Conclusion:** The process of allocating a site in a development plan document involves establishing in principle that a suitable form of development can be located on a particular site, using a proportionate evidence base. More detailed consultation and evidence would be provided and considered as part of a future planning application i.e. Flood Risk Assessment, Transport Assessment etc.
- 6.15. All representations received will be forwarded to the independent Inspector for consideration at the examination. This includes comments received from the statutory consultees; however, none are considered to raise fundamental planning concerns which would provide a justification to remove the site from the DPD.

Modifications

- 6.16. During the consultation process, which was solely on the tests of soundness (see Appendix 4), representations were received from various bodies indicating that the DPD was unsound but suggesting modifications which in their opinion would make the DPD sound. Having carefully considered the comments, a schedule of proposed main modifications is attached as Appendix 1. This will be forwarded with the Site Allocation DPD to the Inspector for consideration as part of the examination. If accepted by the Inspector these and any further modifications will be subject to public consultation before the DPD is formally adopted by the Council.

6.17. An Independent Examination will be held to resolve any outstanding issues to be determined by an Inspector appointed by the Secretary of State. The Examination is likely to be in July 2017. It is likely that during the course of the Examination, the Inspector may suggest some minor changes to the Plan which will need to be agreed by the Council. Given that it may be difficult for the Cabinet and Council to convene to agree such changes at short notice, it is recommended that delegated authority be given to the Head of Planning Services, following consultation with the Cabinet Member for Planning, to agree any such minor changes. Subject to the recommendations of the Inspector the DPD is likely to be adopted by December 2017.

Next Steps

The timetable for the next steps in the production of the Proposed Submission DPD is set out below:

Key Milestones	Dates:
Submission to the Secretary of State	March 2017
Examination	July 2017
Adoption	December 2017

7. Alternatives Considered

- 7.1 The alternative is to propose a modification to remove the Sturt Avenue site from the Site Allocation DPD. This would require public consultation and the landowner would be invited to the public examination to make the case for the site's inclusion.
- 7.2 A further alternative is not to proceed with the DPD, however, this would be likely to have implications for delivery of the Local Plan strategy and would not be appropriate. It would also require an amendment to the Council's Local Development Scheme.

8. Resource and Legal Implications

- 8.1 The Site Allocation DPD follows on from the adoption of the Chichester Local Plan: Key Policies. It is part of the Planning Policy Team work programme and the costs of the preparation of the Site Allocation DPD are programmed in the existing budgets.
- 8.2 The process being followed meets the statutory requirements of the plan making process.

9. Consultation

- 9.1 The Site Allocation DPD has already been through three separate stages of public consultation. It will be formally submitted for examination where an Inspector appointed by the Secretary of State will consider issues related to the soundness of the plan and potentially recommend modifications to be made to the Site Allocation DPD prior to adoption. Any proposed major modifications will also need to be subject to public consultation.

10. Community Impact and Corporate Risks

- 10.1 Once approved, the Site Allocation DPD will provide certainty for small scale residential development in areas not progressing a neighbourhood plan as well as identifying land for employment development. The identification of the sites and the local centre may have an impact on local residents; however, the examination process will enable any issues raised to be considered by the Inspector conducting the Examination.

11. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder		✓
Climate Change		✓
Human Rights and Equality Impact		✓
Safeguarding and Early Help		✓
Other:		✓

12. Appendices

- 12.1 Appendix 1 - major modifications proposed following consultation
- 12.2 Appendix 2 – Comments from Environment Agency to the Proposed Submission Consultation – in full
- 12.3 Appendix 3 - CDC email to WSCC of 2 Feb 2017 re: Chichester Site Allocations Plan - Land to the rear of Sturt Avenue and WSCC note in response.
- 12.4 Appendix 4 – Tests of Soundness

13. Background Papers

None

Appendix 1 Schedule of Proposed Main Modifications to Site Allocation Development Plan Document

Modification Number	SAD PD Page No.	Para/ Policy	Modified text (deleted text shown as struck through and additional text shown in bold)	Reasons for modification	Source of modification (inc rep number as appropriate)
Chapter 1: Introduction					
M1	9	Table 1.1 3 rd column, 4 th row	Amend text for Chichester City to read "Land adjacent Tesco Petrol Filling Station, Chichester (91 35)."	Amendment to the type of development on the planning permission delivering 134 students beds not a mix of studio/clusters	Officer
M2	9	Table 1.1 4 th column, 4 th row	Amend text for Chichester City to read " 324 268 "	Factual update	Officer
M3	9	Table 1.1 5 th column, 4 th row	Amend text for Chichester City to read " 204 0 "	Factual update	Officer
Chapter 3: Bosham Parish					
M4	14	Policy BO1	Add additional bullet point to read: <ul style="list-style-type: none"> provide a connection to the nearest point of adequate capacity in the sewage network, in collaboration with service provider 	To ensure the policy is in line with others in the DPD	Southern Water (SAPS22)

Modification Number	SAD PD Page No.	Para/ Policy	Modified text (deleted text shown as struck through and additional text shown in bold)	Reasons for modification	Source of modification (inc rep number as appropriate)
			Planning Authority should be consulted on development proposals.		
M7	17	Map	Amend allocation to reflect the boundary as part of outline application BX/14/03827	Factual update	Bargate Homes (SAPS21)
Chapter 5: Chichester City					
M8	19	Table 5.1 2 nd column 1 st row	Amend text to read "Minimum 130 134 student bedrooms which is equivalent to 94 35 dwellings. This is in line with planning application (15/04163/FUL).The scheme only includes a number of cluster and individual student bedrooms which give an equivalent of 94 35 dwellings..".	Amendment to the type of development on the planning permission delivering 134 students beds not a mix of studio/clusters	Officer
M9	19	Table 5.1 2 nd column 5 th row	Amend text to read " 273 217 "	Factual update	Officer
M10	20	5.11	Amend the paragraph to read: " The Chichester Local Plan requires about 7.7ha There is a remaining requirement for 9.2ha of employment space land within or close to the city. The preference is to use brownfield sites first. Of the 9.2ha required an allowance for office floorspace, which would be equivalent to 5ha, has been made and this is expected to be developed within Chichester city on sites identified through work related to the Vision for Chichester and in the Southern Gateway	Typographical error and for reasons of clarity	Officer

Modification Number	SAD PD Page No.	Para/ Policy	Modified text (deleted text shown as struck through and additional text shown in bold)	Reasons for modification	Source of modification (inc rep number as appropriate)
			Masterplan. This leaves a total requirement of 4.2ha for industrial/warehousing. Details of the calculation are included”		
M11	21	Policy CC1	Amend text to read “... which is equivalent to 94 35 dwellings on ...”.	Factual update	Office
M12	21	Policy CC1	Amend bullet point to read: <ul style="list-style-type: none"> • investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning Authority, prior to the commencement of development • consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 	Clarification	West Sussex County Council (SAPS60)
M13	23	Policy CC2	Amend bullet point to read: <ul style="list-style-type: none"> • investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning Authority, prior to the commencement of development • consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 	Clarification	West Sussex County Council (SAPS63)
M14	25	Policy CC3	Amend bullet point to read: <ul style="list-style-type: none"> • investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning 	Clarification	West Sussex County Council

Modification Number	SAD PD Page No.	Para/ Policy	Modified text (deleted text shown as struck through and additional text shown in bold)	Reasons for modification	Source of modification (inc rep number as appropriate)
			<p>Authority, prior to the commencement of development</p> <ul style="list-style-type: none"> consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 		(SAPS61)
M15	27	Policy CC4	<p>Add additional bullet point to read:</p> <ul style="list-style-type: none"> provide a connection to the nearest point of adequate capacity in the sewage network, in collaboration with service provider 	To ensure the policy is in line with others in the DPD	Southern Water (SAPS23)
M16	29	Policy CC6	<p>Amend bullet point to read:</p> <ul style="list-style-type: none"> investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning Authority, prior to the commencement of development consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 	Clarification	West Sussex County Council (SAPS62)
M17	31	Policy CC7	<p>Amend bullet point to read:</p> <ul style="list-style-type: none"> investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning Authority, prior to the commencement of development consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 	Clarification	West Sussex County Council (SAPS59)

Modification Number	SAD PD Page No.	Para/ Policy	Modified text (deleted text shown as struck through and additional text shown in bold)	Reasons for modification	Source of modification (inc rep number as appropriate)
M18	33	Policy CC8	Amend bullet point to read: <ul style="list-style-type: none"> investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning Authority, prior to the commencement of development consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 	Clarification	West Sussex County Council (SAPS64)
M19	35	Policy CC9	Amend bullet point to read: <ul style="list-style-type: none"> investigate the extent of any minerals in consultation with West Sussex County Council, as Minerals Planning Authority, prior to the commencement of development consider the presence of minerals and the impact of sterilisation, as required by National Policy, and set out in the relevant safeguarding policy. The Minerals Planning Authority should be consulted on development proposals. 	Clarification	West Sussex County Council (SAPS57)
Chapter 8: Lynchmere Parish					
M20	40	Text	Add additional paragraph after 8.3 to read: As part of a planning application in order to provide a satisfactory means of access to the site, it is essential that Thames Water, as an adjacent landowner, is consulted in relation to the proposed access. It is also essential that Thames Water is consulted in relation to the foundation design and protection of water Source Protection Zone1 SP1.	Clarification	Thames Water (SAPS20)

Modification Number	SAD PD Page No.	Para/ Policy	Modified text (deleted text shown as struck through and additional text shown in bold)	Reasons for modification	Source of modification (inc rep number as appropriate)
M21	40	Policy LY1	Add additional bullet points to read: <ul style="list-style-type: none"> provide a water/supply drainage study to demonstrate how necessary infrastructure can be provided and existing infrastructure protected; 	Clarification	Thames Water (SAPS20)
M22	41		To amend the Settlement Boundary to the south of Camelsdale in order to reflect the boundary of the South Downs National Park Authority	Factual update	SDNPA (SAPS18)
Chapter 11: West Wittering					
M23	46	Para 11.2	Amend paragraph to read "... Parish Council is not working on in the early stages of drafting a neighbourhood plan. At the present time. However ...".	Factual update	Officer

Appendix 2

Comments from Environment Agency to the Proposed Submission Consultation – in full

Our current Flood Map for Planning shows that part of the site is within Flood Zones 2 (land assessed as having between a 1% and 0.1% annual probability of river flooding) and 3 (land assessed as having a greater than 1% annual probability of river flooding). The main River Wey also runs down the eastern edge of the site.

It is important to note that flood zones indicate indicative risk from tidal or fluvial flooding, in this case it is obviously fluvial flooding from the river. It is important that all aspects of flooding are considered and we would suggest that consultation is undertaken with West Sussex County Council as the Lead Local Flood Authority in this area to enable Chichester District Council to understand any potential risks posed from other sources of flood risk such as ground water, surface water and overland flow.

Given the flood zones associated with the site the sequential test should be applied. The National Planning Policy Framework (para 100-101) is clear that in plan making, Local Planning Authorities should apply a sequential approach to site selection so that development is, as far as reasonably possible, located where the risk of flooding (from all sources) is lowest. In an email dated 10th January 2017 Chichester DC have confirmed that the sequential test has been satisfied and that there are no sequentially preferable sites available to allocate.

The current flood mapping in this area is not aligned with the main river. We are currently undertaking remodelling work to better inform our understanding of flood risk in this area, but the results of this are not yet available. The result of this re-modelling work may result in changes to the Flood Map in this area.

We have however recently reviewed a flood model for the site undertaken by a consultant. Whilst the modelling provided by the consultant would not be appropriate to update the Flood Map, we are satisfied that the approach taken to assess flood risk on the proposed development site is sufficiently precautionary and provides a better representation of flood risk on the site than that which the current Flood Map shows. Therefore this information could be used by Chichester DC to give a better understanding of the flood risk on the site. It could also be used as the basis for the flood risk assessment that would need to be provided at the planning application stage. Based on the modelling undertaken by the consultant the development site within the redline boundary is located in Flood Zones 1, 2 and 3. The majority of the site is shown to be within Flood Zone 1.

The sequential approach should be taken on site and all built development proposed through this allocation should be in flood zone 1. A buffer zone adjacent to the river will also be required. We would suggest that the requirement for the sequential approach on site is added as a development criteria within this policy.

We have also noted that while the development may be able to be located entirely within flood zone 1, the access and egress from the development will be through flood zones. It is for the Local Planning Authority to make a judgment on the safety of access and egress from the site in discussion with the relevant emergency planners and if deemed necessary, the relevant emergency services.

Please note that a flood risk activity permit for any new or enlarged crossing of the River will be required from the Environment Agency. This will need to demonstrate that any new vehicular crossing will not have a detrimental effect on flood risk and the habitat(s) and species present, or that mitigation measures can be put in place to adequately reduce these effects. Our preference is for clear span bridges.

Part of this site is also located in a Source Protection Zone 1. This is designated in order to protect groundwater sources such as wells, boreholes and springs used for public drinking water supply. These zones show the risk of contamination from any activities that might cause pollution in the area. The closer the activity, the greater the risk. In this case it is not an issue that impacts on the principle of development on the site and therefore the allocation of the site, but it is important that this is borne in mind for how construction activity is undertaken. It will be imperative that this is addressed when any planning application comes forward for this site.

Appendix 3

Note in Response to CDC email to WSCC of 2 Feb 2017 re: Chichester Site Allocations Plan - Land to the rear of Sturt Avenue and WSCC note in response.

West Sussex County Council Lead Local Flood Authority has been asked to provide further details on the extent of the above site that is recorded as being at high risk to groundwater or surface water flooding (Figure 1). This note should be read in conjunction with the earlier document: *Chichester Site Allocation: Proposed Submission Development Plan Document* in which we commented on Housing Allocations in the context of groundwater flood risk to the land to the rear of Sturt Avenue.

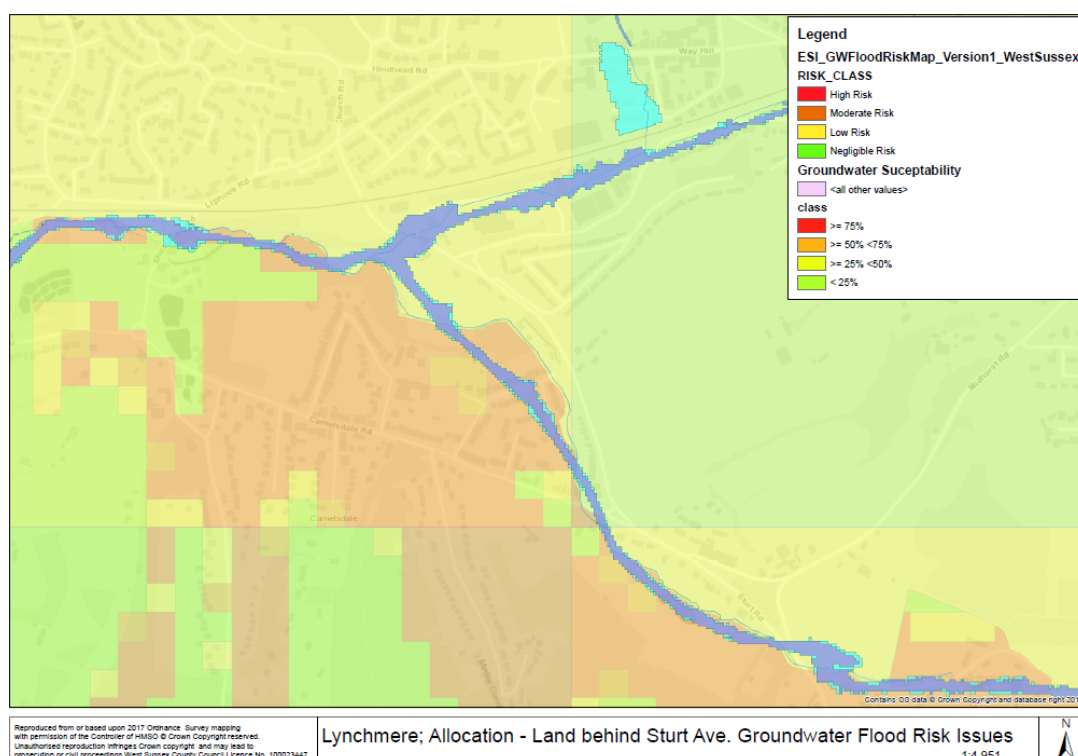


Figure 1 Risk to Groundwater Flooding

While the whole allocation site appears to be subject to a high risk category for groundwater flooding, it is not possible to provide any clear details to quantify the risk in terms of expected frequency and depth of flooding without localized groundwater monitoring, that we would require as part of a site-specific risk assessment for the site as a prerequisite for the flood risk assessment and drainage strategy to accompany a planning application.

What we can comment on is the following:

Geology

There appears to be little variation in superficial geology that comprises Head deposits, an unsorted mix of clay, silt sand and gravel. There is insufficient resolution in geology (Figure 2) to suggest that risk of groundwater flooding will vary by virtue of superficial geology.

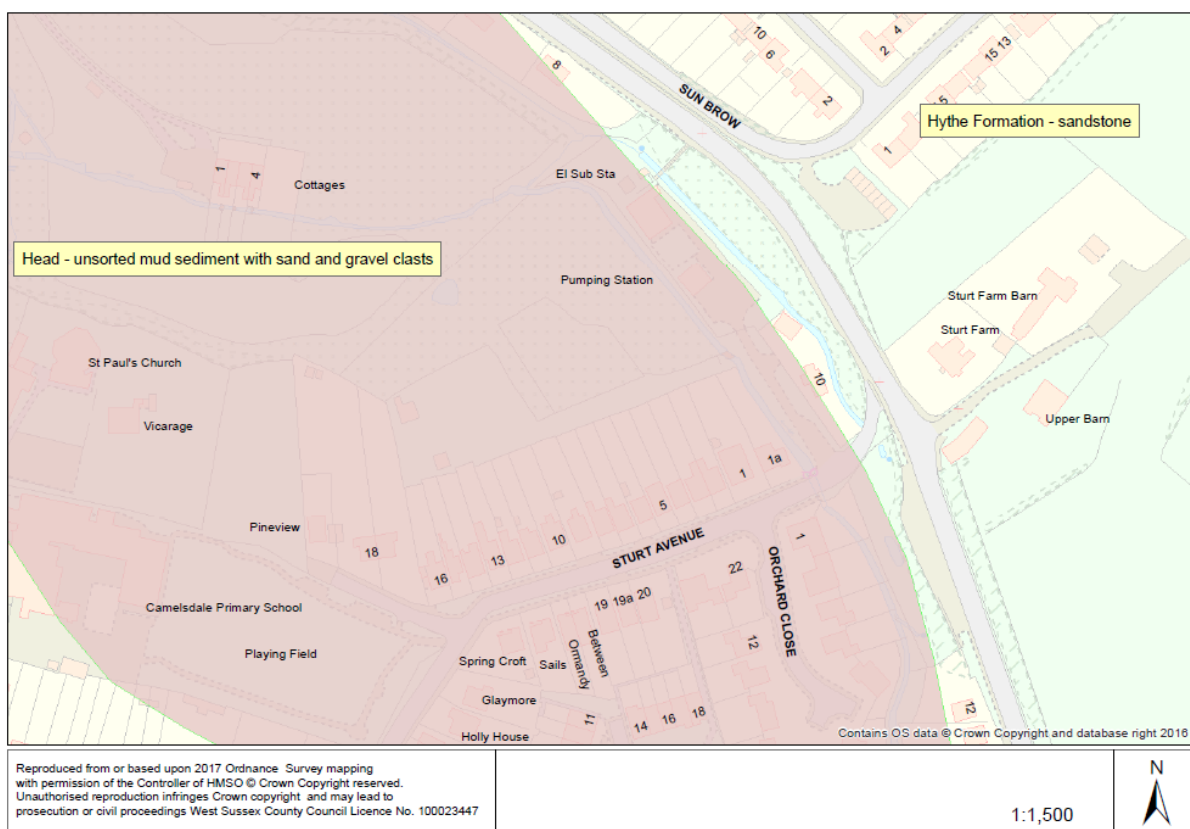


Figure 2 Superficial geology

Topography

The topographical survey included with the FRA confirms that the site falls generally from south west to north east. (The highest level noted is 128.06m AOD, at the south western corner, with the lowest being approx. 122.77m AOD, at the north eastern corner of the site. The deck level of the existing site access bridge is noted as being 124.65m AOD. Generally, there appears to be a fall of 3m or more across the site. This is further illustrated by the LIDAR data (Figure 3).

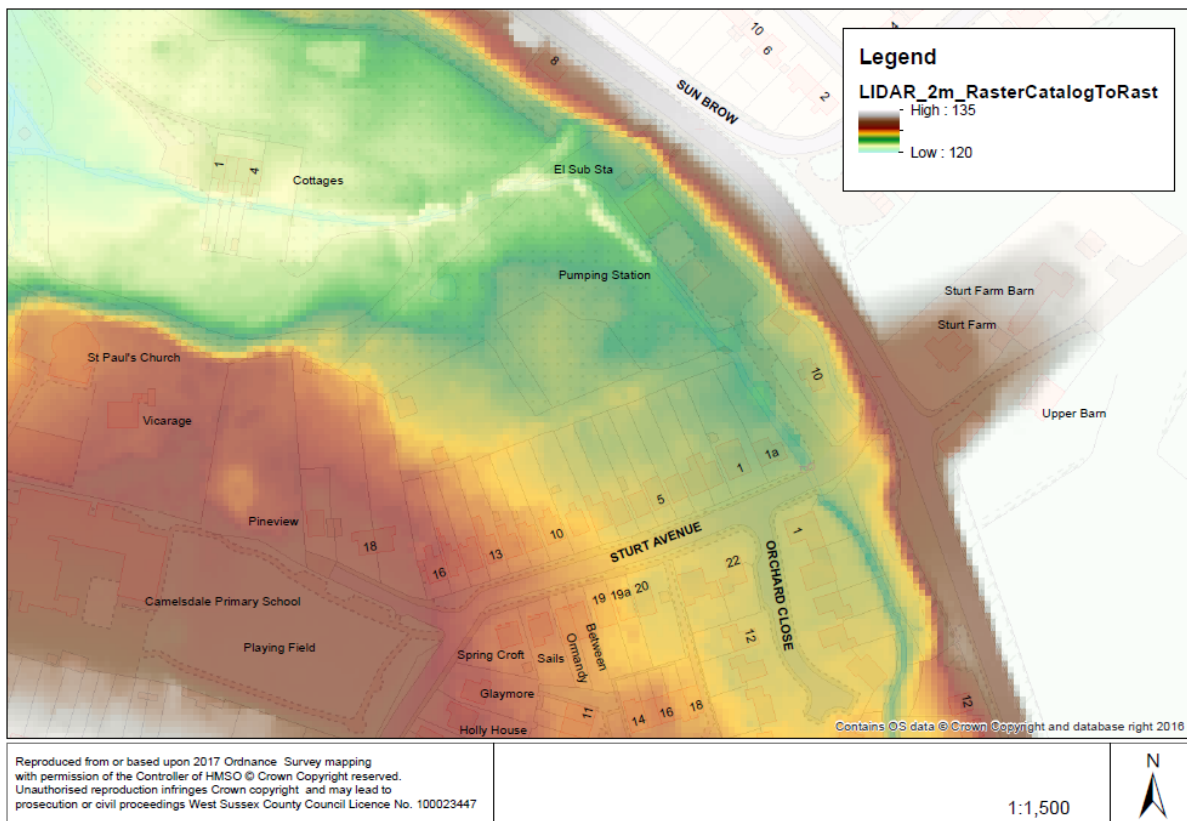


Figure 3 Elevation derived by LIDAR

Conclusion

It is envisaged that, were groundwater flooding to occur, it is likely that it would affect the lower elevations of the site first towards the stream at the eastern edge of the site. Given the site size of 0.66ha, there should be sufficient space towards the higher locations of the site (that are likely to be at reduced risk from groundwater flooding) to accommodate 10 houses. It is recommended, however, that the site layout diverges from that shown in Appendix E of the FRA to one that reflects elevated levels of possible risk either from the water course or from surface water / groundwater flooding by restricting the location of houses to higher levels on the site. The layout should take into consideration any existing flow paths and the incorporation of sustainable drainage features. Wholesale site level raising of the lower part of the site should be avoided, as this may increase flood risk to adjacent properties. If this advice can be followed and discharge to the stream maintained at existing runoff rates there should be no risk of increased flood risk to other properties.

Having reviewed the Flood Risk Assessment carried out by CASA COEVO dated September 2016, the Hydraulic Modelling Report by Waterco dated September 2016, which was not part of the evidence available to view at the Submission consultation stage, and further inquiries these indicate that with an appropriate site layout the risk of groundwater flooding to the proposed development is considered to be low. On this basis, the Lead Local Flood Authority considers that there is sufficient evidence to satisfy the Exception test and to comply with paragraph 102 of the NPPF and that there is no impediment, solely on flood risk grounds, why the site cannot be allocated.

Limitations

This advice has been provided without first-hand knowledge of the site or a site visit. It is requested that access to the site is made available so that a flood risk engineer, on behalf

of the County Council, can visit the site and ensure there are no concerns before the plan is submitted for examination.

West Sussex County Council 8 February 2017

Appendix 4 Tests of Soundness

NPPF paragraph 182

The Site Allocation DPD will be examined by an independent inspector whose role is to assess whether the plan has been prepared in accordance with the Duty to Cooperate, legal and procedural requirements, and whether it is sound. A local planning authority should submit a plan for examination which it considers is “sound” – namely that it is:

- Positively prepared – the plan should be prepared based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so and consistent with achieving sustainable development;
- Justified – the plan should be the most appropriate strategy, when considered against the reasonable alternatives, based on proportionate evidence;
- Effective – the plan should be deliverable over its period and based on effective joint working on cross-boundary strategic priorities; and
- Consistent with national policy – the plan should enable the delivery of sustainable development in accordance with the policies in the Framework.

Chichester District Council

THE CABINET

7 March 2017

**Consideration of Consultation Responses and Modifications to
Chichester District Council's Infrastructure Business Plan 2017-2022**

1. Contacts

Report Author:

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

Cabinet Member:

Susan Taylor - Cabinet Member for Planning Services
Telephone: 01243 514034 E-mail: staylor@chichester.gov.uk

2. Recommendation

That the Cabinet recommends to the Council that it:

- (i) Approves the proposed responses to the representations received and subsequent modifications to the Infrastructure Business Plan as set out in appendix 1 to this report;**
- (ii) Approves the amended Infrastructure Business Plan including the Community Infrastructure Levy Spending Plan in appendix 2.**

3. Background

- 3.1 The Infrastructure Business Plan (IBP) was subject to consultation (3 October to 14 November 2016) with the City, Town and Parish Councils, WSCC, Neighbouring Planning Authorities including the South Downs National Park Authority and key infrastructure delivery commissioners.
- 3.2. On 8 December, the Infrastructure Joint Member Liaison Group (IJMLG) considered the representations from the consultation and agreed modifications to the IBP. The Group agreed further modifications to the CIL Spending Plan whereby the primary school places projects: 330, 331, 536, and 332 CIL were reduced from 50% to 40% of the estimated costs subject to further evaluation once the actual costs are known.
- 3.3. The consultation resulted in responses being received from two Local Authorities: **WSCC and Arun District Council**; the following City, Town and Parish Councils: **Bosham; Chichester City; Earnley; Fishbourne; Oving; Selsey; Westhampnett; and Wisborough Green**; and the following key Infrastructure Commissioners: **Highways England; Southern Water; and Thames Water**. The consultation responses are summarised in Appendix 1 of this report. The majority related to minor textual changes; projects to be deleted (already delivered or are no longer required); updated details for the projects; and new projects to be added.

- 3.4. Since the implementation of the CIL on 1 February 2016, £547,250 has been collected to date. This includes £27,362.50 (5%) for monitoring, and £398,616 for District Council CIL spend. At the end of October £8,806.50 was passed to Chichester City Council, £5,760 to West Wittering Parish Council and £7,500 to East Wittering and Bracklesham Parish Council to spend on their CIL projects.
- 3.5. Project IBP/533 – the Chichester South Ambulance Community Response Post has been delivered. £45,000 was allocated to it in the 2016 – 2021 IBP. However, it actually cost £18,368.90. The balance (£26,631.10) has been rolled forward into year 2017/18.
- 3.6. A number of other projects have been delivered, via funding from other sources (these projects were either not selected for CIL funding, or were never intended to be funded from CIL). These projects are identified in the IBP (pages 49 and 50).
- 3.7. The Council defended a CIL appeal by Mildren Homes Ltd. The Inspector found in favour of the Council. Despite the appeal being dismissed the developer failed to pay the CIL on time. Early enforcement action was taken which resulted in full payment of the £398,220 debt on 23 November 2016.
- 3.8. The September 2016 IJMLG asked West Sussex County Council (WSSCC) to provide robust justification to its CIL request for 50% of the cost of providing school places. It was also asked to justify its funding request for Smarter Choices, to define the projects and explain how they would encourage modal switch. Members also asked that the West Sussex Coastal Commissioning Group justify their CIL request for the Medical Facility at the West of Chichester Strategic Development Location.
- 3.9. WSSCC presented a paper to the 8 December 2016 IJMLG (Background paper 1) regarding the cost of providing school places. Chichester District Council (CDC) Members felt that the request for 50% of these costs was too high, and that 40% may be a more reasonable estimate. Furthermore WSSCC was asked to provide CDC with a schedule of all unspent education related Section 106 payments and to examine which could be used to support the proposed school expansions. (To date this has not been received) The CIL spending plan has been amended to reflect 40% of the costs of providing school places from the CIL, to be reviewed once more information and more accurate costs are known for each school project.
- 3.10. WSSCC also put forward a paper to justify its requests for Smarter Choices (Background paper 2). These projects were accepted by the IJMLG as the paper evidenced that the measures could work with lasting results and support the delivery of new or improved infrastructure. WSSCC linked the Smarter Choices Bike It projects to the delivery of new strategic development locations which include improvements to sustainable transport infrastructure. However, DPIIP has asked for these projects to be deleted from the CIL spending plan on the following grounds: (a) they do not make the best use of CIL money; (b) they are revenue rather than capital projects; and (c) the money should be reallocated to capital projects to deliver new bicycle infrastructure. WSSCC has advised that the removal of these projects could mean that the modal switch anticipated by the Local Plan might not materialise resulting in a worsening of conditions on the highway network and potentially objections to future development allocations on highway capacity grounds; or require more expensive 'hard' measures that would reduce the amount of developer funding available for other types of infrastructure.

- 3.11 The West Sussex Coastal Commissioning Group (CCG) has not yet justified the amount of money it is seeking from the CIL. Officers from the District Council and WSCC will continue to engage with the CCG in an attempt to understand their needs and funding sources. At present the amount of CIL allocated to the Medical Centre West of Chichester Project 398 will remain at £1.3m for years 2020/21. This may need to be re-evaluated when further information on funding is provided.
- 3.12 WSCC has put forward 18 new projects for proposed funding from the CIL:
- 5 New Smarter Choices Bike It projects;
 - New project to be added, derived from the Chichester Road Space Audit, to reflect a city wide approach to parking management; and
 - 12 new Rights of Way projects across the Local Plan area.
- 3.13 WSCC has also asked for the following library projects: IBP/337 to the east of Chichester City and IBP/338 expansion of the services provided by Southbourne Library to be deleted. WSCC has also asked that IBP/582 – railway crossing improvements at Basin Road be deleted.
- 3.14 The effect of these changes to the IBP CIL Spending Plan and adjustments relating to the amount of CIL expected to be collected in relation to the updated housing trajectory are shown in the table 11 (IBP pages 50 and 51). It should be noted that although the table shows a shortfall in funds, there is potentially sufficient CIL in the pipeline (£834,244) in existing CIL liability notices to bridge this gap. Further liability notices will be issued as planning permissions are granted. This information is not shown as it is not known when, or if all of these developments will commence.

4. Outcomes to be Achieved

- 4.1 This IBP is a living document, which will be reviewed and rolled forward annually. It includes the key infrastructure projects within the Local Plan area, monitors their progress and identifies which infrastructure projects have been selected to be funded from the District Council's CIL, together with the City, Town and Parish Councils CIL spending plans. The IBP enables the Council to prioritise the infrastructure that will be delivered utilising CIL funds to meet community needs.

5. Proposal

- 5.1 The purpose of this report is to consider the responses received to the consultation and modifications to the IBP (Appendix 1) and to approve the IBP spending plan within appendix 2.

6. Alternatives Considered

- 6.1 The alternative is not to have an IBP, nor a formal process for CIL spend. Many local authorities allocate the CIL their Regulation 123 list projects without a formal process. The disadvantage is that it does not provide 'up front' certainty about which projects will be funded or if they will be provided in time. It also ignores the need to work in partnership with WSCC and parish councils.

7. Resource and Legal Implications

- 7.1 The projects selected for CIL funding must be in accordance with the Council's published draft regulation 123 list. This is to accord with the CIL Regulations.

8. Consultation

- 8.1 The projects in the IBP were identified in liaison with West Sussex County Council, key infrastructure providers, and the City, Town and Parish Councils. In the case of the latter workshop sessions were held in April 2016. The IBP was also subject to consultation with WSCC and the neighbouring planning authorities (including SDNPA), City, Town and Parish Councils and key infrastructure providers, to give them a chance to update, influence and comment on the IBP before it is finalised.

9. Community Impact and Corporate Risks

- 9.1 The IBP will identify which projects have been and will be funded from the CIL within the five year rolling plan period and which ones will be funded from other sources. It will enable the Council to have more control over the timing of infrastructure to accompany new development. The risks are as follows:
- That the rate of housebuilding changes from that projected;
 - That further changes are made to the CIL regulations which will remove types of development from paying the levy, creating a larger funding gap than identified in this IBP;
 - That other sources of funding fail to materialise;
 - That consensus is not reached over which projects should be prioritised for CIL funding;
 - That infrastructure delivery commissioner(s) funding priorities change;
 - That identified sources for part-funding are withdrawn;
 - That the parish councils do not spend their CIL within five years of receipt and thus the District Council as Charging Authority may ask for its return;
 - That the total amount of infrastructure provided is insufficient to mitigate the impact of development.

10. Other Implications

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

11. Background Papers

Background Paper 1: Meeting the Financial Demand for School Expansions in Chichester

Background Paper 2: Chichester Infrastructure Joint Member Liaison Group: Bike It Project

12. Appendices

Appendix 1: Summary of Representations and Proposed Modifications to the Infrastructure Business Plan

Appendix 2: Chichester District Council's Infrastructure Business Plan 2017-2022 as modified*

*[**Note** In view of its length, appendix 2 is not being circulated with this agenda report in hard copy format (although a copy will be placed in the Members Room) but may be viewed electronically on the committee papers page for this meeting via Chichester District Council's web-site or (in the case of members and officers) in the relevant final reports folder for this meeting]

Authority/or ganisation	Name of Contact	Email address	Representations	Recommended changes following consultation
WSSC	Nathan Elvery, Chief Executive Officer	Nathan.elvery@westsussex.gov.uk Darryl Hemmings, Lucy Seymour- Bowdery, Helen Loe	<p>Infrastructure Projects</p> <p>This section should set out the process for scheme progression once cost certainty has been obtained. It should clarify how projects to be funded by the CIL will be progressed with delivery partners as the projects move along the delivery pathway.</p> <p>Please include a 'delivery partner' column in Table 2.</p> <p>There are no currently no waste infrastructure projects in the 'list of all projects from all funding sources'. The existing waste infrastructure, its current and future capacities, usage, operation and configuration, will form an integral part of the Waste Infrastructure Review to be carried out by West Sussex County Council during 2016-17. This is due to start in the next few months. Any outcomes and impacts for Chichester District will inform the future identification of infrastructure projects.</p> <p>The flood risk management schemes that have been put forward by CDC are consistent and in line with what is expected, however costs and details may require further refinement in future. The list reflects, at this current time and detail of knowledge, what would be potentially suitable to attract CIL funding. As Lead Local Flood Authority the County Council would encourage early collaboration and engagement on any future scheme development brought forward from the IBP.</p> <p>IBP/337: Library provision as part of a new community facility for development to the East of the city – please delete this project. It was originally envisaged that a self-service terminal could be</p>	<p>A sentence will be added to the end of paragraph 1.10 to refer to the S106 and CIL protocol..</p> <p>This will be added to table 2</p> <p>This comment is noted.</p> <p>This comment is noted and will be passed onto CDC's drainage engineers.</p> <p>IBP/337 will be deleted</p>

			<p>provided to serve Graylingwell and other subsequent strategic sites to the east of the City. However, it is understood that there is no longer the opportunity to provide this as part of a new community facility at Graylingwell.</p> <p>IBP/338: Expansion of the services provided by Southbourne Library – please delete this project. There is no longer an intention to expand this library.</p> <p>IBP/346: Foot / cycle bridge across the A27 to Coach Road – this is duplicated as appears on pages 21 and 22; please remove one of them.</p> <p>IBP/355: RTPi screens at key locations – please note that there will be ongoing maintenance costs associated with this project that will be identified as the project is developed.</p> <p>IBP/376: Green links across the Manhood (GLaM project) Pagham to Medmerry Trail - please amend the funding source to 'WSCC'. This project is programmed for delivery in 2017/18 and therefore should be moved to the short term projects section.</p> <p>IBP/582: Railway crossing improvements at Basin Road and Southgate / Stockbridge Road – there is currently insufficient evidence to include this project.</p> <p>IBP/654&655: Chichester Road Space Audit - These entries refer to potential area-wide parking management in North East and West Chichester. The focus for CIL funding on the North East and West of the city, where housing growth is due to occur in the next five years, will help to manage the impacts of development on these areas. It does not necessarily mean that these are the only locations where this approach could be taken forward. For clarity it is suggested that a further entry is added to reflect the city wide approach.</p>	<p>IBP/338 will be deleted</p> <p>The duplicate of IBP/346 will be deleted</p> <p>IBP/355 comment is noted. A note will be placed on the database to this effect.</p> <p>IBP/376 funding source will be amended to WSCC, and project moved to short term projects section.</p> <p>IBP/582 – This project will be deleted</p> <p>New IBP/665 project will be added to reflect the city wide approach.</p> <p>All sections are updated where updates have been provided.</p>
--	--	--	--	--

			<p>This section should include updates to projects where S106 is the funding source. Any amendments to IBP projects should also be reflected in Appendix A.</p> <p>CIL Implementation Plan</p> <p>This table should clearly set out the projects that the CIL will be spent on to enable infrastructure providers to easily identify which of their projects will be receiving funding. There are currently projects in this table that do not have a clear case for inclusion, for example where the CIL contribution is £0 or the priority is 'desirable'.</p> <p>Cashflow and Spending Plan</p> <p>Tables 7, 8 and 9 appear to duplicate much of the information in tables 4, 5, and 6. It is suggested that this section is rationalised and the number of tables reduced.</p> <p>It is not clear in the tables in this section as to how and where the up to 5% monitoring /admin fee is applied. Please clarify what this will be used for and whether the full 5% is required.</p>	<p>This is not the purpose of Table 3, which shows the long list of short term projects put forward for CIL funding. The projects shortlisted from table 3 for CIL spend are shown within the CIL spending plan Table 11. All of the selected projects have costs against them.</p> <p>Table 7 shows the total amount of CIL to be collected in each Parish, whereas tables 8 and 9 show the amount of CIL to be allocated to each parish based on whether they have a Neighbourhood Plan or not. Table 8 and 9 will be merged. Parishes which have Neighbourhood Plans will be identified and their CIL share will be adjusted to show the 25% for those with Neighbourhood Plans and 15% with any caps for those which don't have a Neighbourhood Plan.</p> <p>The tables are duplicated in order to illustrate where different figures come from. This information will be put into an appendix in version 3 of the IDP, but will remain unchanged in this version.</p> <p>The 5% admin figures are shown in the third row of Table 11.</p> <p>The up to 5% monitoring fee is used to pay for the Exacom IT system used for managing the administration</p>
--	--	--	---	--

			<p>The County Council has undertaken further work to support the inclusion of Smarter Choices projects in the CIL spending plan. Officers are preparing a paper to set out the evidence to support Smarter Choices measures including the benefits of Bike It, which is a project that has had recent success in increasing cycling levels for school children in Chichester District. The paper will be presented to members at the next Infrastructure Joint Member Liaison Group. Please amend the Smarter Choices projects in the CIL spending plan (Table 11) to the following:</p> <p>Year 2018/19: Smarter Choices Bike It project £60,000</p> <p>Year 2019/20: Smarter Choices Bike It project £75,000</p> <p>Year 2020/21: Smarter Choices Bike It project £75,000</p> <p>Year 2021/22: Smarter Choices Bike It project £80,000</p> <p>It is also requested that £80,000 is allocated for this project for 2022/23, but it is understood that this would be outside of the five year rolling programme.</p>	<p>of CIL and for the annual license to the company. It is also used to recover the salary and on-costs of the officer appointed to undertake the admin work. It is used to cover the cost of dealing with CIL appeals, legal fees and all costs involved in the recovery and spending of CIL. The 5% will be monitored through the Authority's Monitoring Report (AMR) and no more will be taken than necessary to recover administration costs.</p> <p>The Bike It projects have been rejected for the following reasons: (a) they do not make best use of the CIL; (b) are revenue rather than capital projects.</p> <p>WSCC will be asked to re-allocate these funds to provide new bicycle infrastructure.</p> <p>These amendments will be made under project references IBP/350; IBP/679; IBP/680; IBP/681; IBP/682</p> <p>This is an item to be discussed at the JMLG rather than a request for an</p>
--	--	--	--	---

			<p>Implementation, Monitoring & Governance</p> <p>In some cases, the annual IBP review is not of sufficient frequency to accommodate changing assumptions regarding the number of pupils attending primary schools in the localities. Paragraph 7.13 explains that if the need arises for major changes to the IBP to be made outside of the decision-making cycle, the Joint Member Liaison Group will be consulted and CDC’s normal decision making procedure can be followed. Further consideration should be given to how this process can link to better inform key decisions regarding investment in school expansion projects in a timely way, for example linking to the County Council’s ‘Planning Places Board’.</p> <p>Paragraph 7.14 states that the IBP will be monitored through the Authority’s Local Plan Monitoring Report, which will include a record of payments through S106 and CIL. As projects are delivered, there should be clearer links between the IBP and Monitoring Report to enable stakeholders to understand which projects have been completed and how the money has been spent.</p> <p>The County Council has identified a list of projects to improve Public Rights of Way (PROW) infrastructure for walkers, cyclists and equestrians. Please see the attached list of potential projects with supporting evidence. Discussion on these projects is welcomed at the next officer group to consider their inclusion in the ‘list of projects from all funding sources’ and subsequent prioritisation.</p>				<p>amendment to the IBP</p> <p>Future AMR’s will include this information, and the IBP will also include this information.</p> <p>These will be added as new IBP projects, but WSCC will need to include information about when it would like the projects to be delivered.</p>
<p>Loc atio</p>	<p>Cat ego ry</p>	<p>Supporting evidence</p>	<p>Scheme</p>	<p>Fun ding Sou</p>	<p>Total Max Cost £</p>		

			n				rces		
									This will be added as IBP/666
			Manhood Peninsula	Transport	Development already consented on land NE of Beech Avenue. Use of Clappers Lane for access to/from Medmerry is not attractive due to lane being narrow and carrying increasing vehicle traffic volume	Green Links across the Manhood. (GLaM project). Bracklesham to Medmerry Trail - provision of public bridleway route between B2198 and access track that circles the new Environment Agency tidal bund	CIL	£190k	This will be added as IBP/667
			Manhood Peninsula	Transport	Part of route already agreed through planning consent to be dedicated as bridleway. Remainder of route is already public footpath in need of uplifting to bridleway status. Will support connectivity of seasonal visitors particularly to and from Medmerry, so supporting local economy	Green Links across the Manhood. (GLaM project). North Selsey to Medmerry Trail - provision of public bridleway route from Paddock Lane, along Golf Links Lane to access track that circles the new Environment Agency tidal bund	CIL	£100k	This will be added as IBP/668
			East West Corridor	Transport	Existing local horseriders are deterred from using bridleways due to high volume of traffic on Vinnetrow Road. Links can be created to benefit cyclists travelling to/from Chichester, also employees of local businesses who are known to walk to work along Vinnetrow Road. A user controlled crossing of Vinnetrow Road is possible but	Green Links across the Manhood. (GLaM project). Public bridleway connection between bridleways 192_1 and 2792 across Vinnetrow Road	CIL	£250k	

					likely will be determined by Highways England review of A27 and associated local network				
			East West Corridor	Transport	Will provide NMUs with greater connectivity in local network and realise the value of new A27 bridge, e.g. circular cycle route using existing cycle access alongside canal. Route will also allow horseriders access to brideways east of B2145 which are currently inaccessible. Path could also be used as part of recently proposed Chichester - Selsey commutable cycle route	Provision of public bridleway from B2145 along public footpath 190 to new A27 foot and cycle bridge	CIL	£100k	This will be added as IBP/669
			East West Corridor	Transport	Proposed development does not include an off-road link to Salthill Road, which residents will benefit from to visit Bosham and elsewhere around Chichester Harbour	Provision of cycle route between Whitehouse Farm development (west of Chichester) and Salthill Road	CIL	£65k	This will be added as IBP/670
			East West Corridor	Transport	Provide a largely off-road cycle link between Chichester and entry to the South Downs National Park east of A286. A known ambition of	Provision of cycle route between Summersdale and East Lavant	CIL	£150k	This will be added as IBP/671

					SDNPA, who may be able to find funding to develop and deliver.				
			Man hood Peni nsul a	Tra nsp ort	Secure a new public access to beach, which otherwise is only lawfully accessible from the car park at southern point of B2198. An ambition West Sussex Local Access Forum (WSLAF)	Provision of footpath linking East Bracklesham Drive to beach (opposite FP4)	CIL	£10k	This will be added as IBP/672
			Man hood Peni nsul a	Tra nsp ort	An ambition of GLAM and WSLAF. Will support cycle connectivity of seasonal visitors particularly to and from Medmerry, so supporting local economy	Provision of public bridleway along public footpaths 75 and 3662	CIL	£60k	This will be added as IBP/673
			Man hood Peni nsul a	Tra nsp ort	An ambition of WSLAF. Will enhance the local off-road network for cyclists and euestrians to and from Medmerry, so adding value to those works, supporting the local tourist economy and encouraging sustainable access	Provision of cycle and equestrian link between Keynor Lane and Highleigh along public footpath 64	CIL	£50k	This will be added as IBP/674
			Man hood Peni nsul a	Tra nsp ort	Whilst a number of routes for cyclists have been created, or are in the process of being created, or proposed, these are north - south routes. There needs to be an east - west link so that connectivity and integration is realised.	Provision of bridleway link between South Mundham and Birdham, possibly along existing public footpaths	CIL	£400k	This will be added as IBP/675

					This could possibly be achieved along FPs 44, 86, 85, 82						
			East West Corridor	Transport	Upgrading FP251 to bridleway would provide cyclists and equestrians a safer alternative to the local road network and safer access to and from the South Downs National Park. WSLAF ambition.	Improve links between the communities of Hambrook and Woodmancote by upgrading FP251 to bridleway	CIL	£120k		This will be added as IBP/676	
			East West Corridor	Transport	The canal towpath is an ever increasing popular route for access to and from Chichester for walkers and cyclists. It is now also designated part of NCN2. The pressure on the surface has increased greatly from extra use and needs improvement so the route can continue to be enjoyed	Improve the surface of the Chichester Canal towpath for walkers and cyclists	CIL	£170k		This will be added as IBP/677	
Arun DC	Karl Roberts	Karl.roberts@arun.gov.uk Tel: 01903 737600 Roger Spencer Karl Roberts	The IBP is a useful document for setting out short and medium to long term projects within Chichester District, however, we have some points of clarification which would be useful to submit to the consultation from an officer point of view. Short Terms Projects (2016 – 2021): We have noted that they include IBP/339 A27 Chichester Bypass improvements under S.278 - £12.8m in the short term (2016 – 2021). Does CDC’s development trajectory predict that this level of funding will be delivered by 2021?				CDC’s development trajectory does not predict this level of funding will be delivered by 2021.				

			<p>It is useful to know that there is a planned upgrade to IBP/397 Tangmere Wastewater Treatment Works. Could the capacity at the works provide an opportunity for sites at Pagham and Bersted? What level of additional capacity will be provided and what is the timing of the upgrade?</p> <p>Medium to Long Term (2022 – 2029): IBP/354 Bus lane along A259 approaching Bognor Road Roundabout. This is a scheme which could have a positive impact upon Arun District. We feel that this should be a high priority in terms of CIL.</p> <p>Arun District Council will be investigating, through the Arun Transport Study, whether this scheme could come forward earlier/may be included as part of a mitigation package which may deliver improvements for both Arun and Chichester.</p> <p>We note that you have identified a new visitor centre at Pagham Harbour Local Nature Reserve IBP/586 but no cost outlined and it is still to be confirmed. It would be useful to have some more information on this.</p>	<p>The upgrade to the Tangmere WWTW has been planned to accommodate the growth in the Chichester adopted Local Plan. Arun District Council would need to investigate with Southern Water any future upgrades to accommodate growth in connection with the Arun Local Plan.</p> <p>This will be considered once we have details of the proposed A27 Chichester bypass improvements</p> <p>There is a “visitor centre uplift” project underway at present and continuing into next year. This retains and improves the visitor reception and classroom buildings but re-builds the toilet block. This does not draw on CIL funds it is being funded by WSCC RSPB, lottery and landfill tax.</p>
Parish Councils				
Bosham	Lisa Roberts, Clerk	parish.clerk@boshamvillage.co.uk 01243 576464	Bosham Parish Council has considered the Plan and feel that the comment alongside our projects as: Not selected for IBP years 2016-2021 as little planned development in this cycle is a little ingenious. Whilst the building of the Hospice in Walton Lane will not incur S106 or CIL money this development will have a huge impact on the village especially the safety of the pedestrian’s in	These projects were not selected to be funded from the District Council’s share of the CIL as they were all categorised as being desirable, and thus of lower priority than the projects selected for District Council CIL

Summary of representations and proposed Modifications to the IBP 2017-2022

APPENDIX 1

			<p>Walton Lane. Thus we would like to see IBP/20 Broadbridge parking bays, IBP/15 Pinch Points in Delling Lane, Taylors Lane & Walton Lane, IBP/16 20mph Village, IBP/10 A259 Pelican Crossing, IBP/9 Walton Lane Footpath school safety, & IBP/18 Improve provision of cycle/footpaths to include Taylors Lane Extension of footpath all prioritised for funding applications to ensure continued safety.</p> <p>Bosham Parish Council is currently working with WSCC on a solution to IBP/9 to make permissive Bridle way from A259 down to Crede Lane and Walton Lane.</p>	<p>spend. The Parish Council could use any future money it receives from the CIL to progress these projects with WSCC.</p> <p>The Parish Council is thanked for this update and a note will be made on the project file to reflect this.</p>																					
Chichester City Council	Kim Martin Finance Manager	clerk@chichestercity.gov.uk 01243 788502	<p>Please remove the following projects from Chichester City Council list of projects in the IBP:</p> <p>IBP/582 – City Centre Partnership IBP/583 – City Centre Partnership IBP/32 IBP/29 IBP/31 IBP/30 IBP/27 IBP/26</p>	<p>The list will be amended as suggested by the City Council as these are no longer being pursued.</p>																					
Earnley	Mrs Louise Chater, Clerk	clerk@earnleypc.org 01243 203040	<p>Please add Parish CIL projects to the IBP:</p> <table border="1"> <thead> <tr> <th>Infrastructure Category</th> <th>Scheme</th> <th>Justification</th> <th>Phasing</th> <th>Total estimated cost</th> <th>Sources of funding,</th> <th>Delivery lead</th> </tr> </thead> <tbody> <tr> <td>Social Infrastructure</td> <td>Village Meeting Room and office space</td> <td>Following the loss of Earnley Concourse there is no community meeting facilities</td> <td>2016-2021</td> <td>100,000</td> <td>CIL, New Homes Bonus and Precept</td> <td>Earnley Parish Council</td> </tr> <tr> <td>Transport</td> <td>Village Gateways</td> <td>To reduce speeding through parish and in</td> <td>2016-2021</td> <td>5,000</td> <td>CIL</td> <td>Earnley Parish Council</td> </tr> </tbody> </table>	Infrastructure Category	Scheme	Justification	Phasing	Total estimated cost	Sources of funding,	Delivery lead	Social Infrastructure	Village Meeting Room and office space	Following the loss of Earnley Concourse there is no community meeting facilities	2016-2021	100,000	CIL, New Homes Bonus and Precept	Earnley Parish Council	Transport	Village Gateways	To reduce speeding through parish and in	2016-2021	5,000	CIL	Earnley Parish Council	<p>These projects will be added to the list of parish projects in Appendix A.</p> <p>New IBP/684</p> <p>New IBP/685</p>
Infrastructure Category	Scheme	Justification	Phasing	Total estimated cost	Sources of funding,	Delivery lead																			
Social Infrastructure	Village Meeting Room and office space	Following the loss of Earnley Concourse there is no community meeting facilities	2016-2021	100,000	CIL, New Homes Bonus and Precept	Earnley Parish Council																			
Transport	Village Gateways	To reduce speeding through parish and in	2016-2021	5,000	CIL	Earnley Parish Council																			

					particular in the two conservati on areas as per recomme ndation in conservati on area appraisal						
			Green Infrastruct ure	Village Green	To provide central focal point for the parish to enable communit y events	2016-2021	10,000	CIL, New Homes Bonus and Precept	Earnley Parish Council		New IBP/686
Fishbourne	Ms Rachel Huskisson, Clerk Lisa Roberts Locum Clerk/RFO	fishbourneparishcouncil@gmail.com 01243 888506 01243 788563	<p>Whilst there is no projected development in Fishbourne for the period concerned it should be NOTED that the Fishbourne community will be highly affected by the Whitehouse farm development, impacting on the roads and transport links.</p> <p>Thus, we would like to see some of the projects prioritised in this five-year financial period with alternative funding for: IBP/56 road colouring & 30 mph roundels at village entrances IBP/57 bus shelter in Salthill Road IBP/58 Vehicle activated speed sign Salthill Road – northern end IBP/66 Seating around village & at the childrens playground IBP/68 Bridge over ditch from Fishbourne Centre parallel with Blackboy Lane. IBP/69 Lighting of footpath southwards from Fishbourne Centre parallel with Blackboy Lane.</p> <p>Please could we amend IBP57 from Bus Shelter in Salthill Road to Bus Shelters throughout the village.</p> <p>IBP/59 has been considered by Highways and been found not to be feasible for technical reasons; and IBP/67 has now been funded from New Homes Bonus grant 2016.</p>								<p>This comment is noted.</p> <p>These are not strategic projects which are essential for delivering the Local Plan, and the parish may wish to consider funding these from their share of the CIL</p> <p>This amendment will be made</p> <p>IBP/59 will be deleted. IBP/67 will be recorded as delivered and removed from the list of future</p>

Summary of representations and proposed Modifications to the IBP 2017-2022

APPENDIX 1

				projects.
Oving	Sjoerd Schuyleman, Chairman	ovingclerk@gmail.com 07976 868606	<p>Many of the tables still show Oving Parish (Including Shopwyke Lakes) as receiving Zero CIL funding for the entire period of the Plan. The reality is that we know the population of Oving Parish will at least double during this period and if other current Planning Applications are approved, our population could treble. With the recently approved additional 85 houses in the Shopwyke Lakes development, we would then expect to receive CIL funding. It therefore seems pointless to provide additional comments on this version of the IBP at the moment.</p> <p>In view of the expected increases in our population, we have carried out a survey of all our current residents in conjunction with CDC. We are currently evaluating the results from the questionnaires in order to publish a Parish Plan as soon as possible. The intention is to prioritise the facilities, amenities and infrastructure required over the next 10 years. Oving Parish Council may be able to pay for some of these amenities from our budget, but once the bigger infrastructure requirements are clear, OPC will be lobbying CDC and WSCC to include these in the next version of the IBP.</p>	<p>The tables can only show the strategic housing allocations shown within the Local Plan. Windfall housing sites are not included until they have planning permission and we know the commencement date.</p> <p>This comment is noted.</p>
Selsey	Becky White, Town Clerk	enquiries@selseytowncouncil.gov.uk 01243 605803	The draft IBP 2017-2022 was considered by STC's planning committee on Wednesday 9 th November and the document was noted but the committee had no comments to make; a reflection of the fact that Selsey has no CIL revenue due in this cycle.	This comment is noted.
Westhampnett	Mr Greg Burt, Clerk	westhampnettclerk@gmail.com 01243 862287	Westhampnett would like to provide an allotment site in due course.	The IBP will include this new project as IBP/687
Wisborough Green	Mrs Louise Davies, Clerk	clerk@wisboroughgreenpc.org 01403 701102	<p>Wisborough Green Parish Council has reviewed the draft Chichester Infrastructure Business Plan and would like to submit the following comments for inclusion:</p> <ol style="list-style-type: none"> 1. Wisborough Green's Neighbourhood Plan was 'made' by Chichester District Council on 19th July 2016 and as such, notation is required (Page 47/53). 2. Wisborough Green Parish Council has always responded to CDC's request for information relating to potential projects within the Parish which have been identified through our Neighbourhood Plan process. The Council is therefore 	<ol style="list-style-type: none"> 1.The IBP will be amended as requested to reflect that the Neighbourhood Plan has now been made. 2.The projects IBP/224; IBP/226; IBP/227; IBP/228; and IBP/229 which were deleted were from the County

			<p>surprised that only 3 of these projects are mentioned in the document. We have therefore attached an updated list of all the projects currently being investigated and ask that they be included for consideration. (This list has been included at the end of this appendix)</p>	<p>Council's Community Issues List, and were deleted at the request of the County Council. The IBP will now reinstate the former Community Issues List projects as parish projects, except for Projects IBP/323 and 322 which are CDC projects and thus will not be duplicated in the IBP. Amendments will be made as suggested by the parish (see the end of this appendix)</p>												
Infrastructure Commissioners																
Highways England	David Bowie	David.bowie@highwaysengland.co.uk	<p>Having reviewed the draft document we have no comments to make at this time but did observe that on page 85 IBP/96 of the document Highways Agency is referred to as the lead organisation for the A27 Bypass Improvements. As Highways Agency has been replaced by Highways England this reference will need updating in the final document.</p>	<p>The reference will be amended accordingly.</p>												
Southern Water	Charlotte Mayall	Planning.Policy@southernwater.co.uk	<p>Southern Water seeks minor amendments to Appendix A of the draft Business Plan as indicated on the attached table.</p> <table border="1"> <thead> <tr> <th>IBP Id</th> <th>Scheme</th> <th>Justification</th> <th>Funding Sources</th> </tr> </thead> <tbody> <tr> <td>IBP/178</td> <td>New sewage system improvements</td> <td>Lack of current provision To support new development and ensure that the risk of flooding to existing properties is not unacceptably increased.</td> <td>Southern Water Developer</td> </tr> <tr> <td>IBP/179</td> <td>New Surface water system measures</td> <td>Lack of current provision To support new development and ensure that the risk of flooding to existing properties is not unacceptably increased.</td> <td>Southern Water Developer</td> </tr> </tbody> </table>	IBP Id	Scheme	Justification	Funding Sources	IBP/178	New sewage system improvements	Lack of current provision To support new development and ensure that the risk of flooding to existing properties is not unacceptably increased.	Southern Water Developer	IBP/179	New Surface water system measures	Lack of current provision To support new development and ensure that the risk of flooding to existing properties is not unacceptably increased.	Southern Water Developer	<p>Appendix A will be amended accordingly.</p>
	IBP Id	Scheme		Justification	Funding Sources											
	IBP/178	New sewage system improvements		Lack of current provision To support new development and ensure that the risk of flooding to existing properties is not unacceptably increased.	Southern Water Developer											
IBP/179	New Surface water system measures	Lack of current provision To support new development and ensure that the risk of flooding to existing properties is not unacceptably increased.	Southern Water Developer													
	Will Warner	Will.warner@southernwater.co.uk														
	Paul Kent	Paul.kent@southernwater.co.uk														
Thames Water	Katherine Jones David Wilson	ThamesWaterPlanningPolicy@savills.com	<p>Comments In Relation to Sewerage/Wastewater Infrastructure Thames Water seeks to co-operate and maintain a good working relationship with local planning authorities in its area and to provide the support they need with regards to the provision of sewerage and wastewater treatment infrastructure.</p> <p>Wastewater infrastructure is essential to any development. Failure to ensure that any required upgrades to the infrastructure network are delivered alongside development could result in adverse</p>	<p>This comment is noted.</p> <p>This comment is noted.</p>												

		<p>impacts in the form of internal and external sewer flooding and pollution of land and water courses.</p> <p>Thames Water support the section on how utility companies are funded and the use of conditions to infrastructure is delivered ahead of development coming forward on pages 157-158.</p> <p>As part of Thames Water’s five year business plan they advise OFWAT on the funding required to accommodate growth at all their wastewater treatment works. As a result Thames Water base our investment programmes on development plan allocations which form the clearest picture of the shape of the community as set out in the National Planning Policy Framework (paragraph 162) and the National Planning Practice Guidance.</p> <p>The time to deliver solutions should not be underestimated. For example, local network upgrades take around 18 months and Sewage Treatment Works upgrades can take 3-5 years.</p> <p>Thames Water understands that it cannot require that Section 106 Agreements be used to secure wastewater infrastructure upgrades. However, it is essential to ensure that such infrastructure is in place to avoid unacceptable impacts on the environment such as internal and external sewer flooding of residential and commercial property, pollution of land and watercourses. Thames Water therefore support the section on utilities at pages 157-158 and the following paragraph in particular: <i>“Where there is a capacity constraint and no improvements are programmed by the utility company, the Local Planning Authority should require the developer to provide for appropriate improvements which must be completed prior to occupation of the development. Such improvements should be secured through phasing or by the use of Grampian style conditions attached to planning permission.”</i></p>	<p>This comment is noted.</p> <p>This comment is noted.</p> <p>This comment is noted.</p> <p>This comment is noted.</p>
--	--	---	---

Summary of representations and proposed Modifications to the IBP 2017-2022

APPENDIX 1

Changes requested by Wisborough Green Parish Council

CDC INFRASTRUCTURE BUSINESS PLAN CONSULTATION – 3 RD OCTOBER TO 14 TH NOVEMBER 2016															
Black = existing entry in IBP <u>Underlined</u> = updated information to reflect current position.															
Org Name	IBO ID	Category	Project Type	Scheme	Justification	Phasing	Term Time	Cost Range	Funding Sources	Delivery Lead	CIL S106 Other	Planning Ref	Priority Category	Project Status	Parish Area
Wisborough Green Parish Council	IBP/590	Green Infrastructure	Playing fields, sports pitches, related build and children's play areas	Village Green drainage	To reduce water logging <u>to improve surface for sports and community use</u>			<u>£65K</u>			CIL		4 Desirable	Parish may wish to consider funding from CIL	Wisborough Green
Wisborough Green Parish Council	IBP/589	Social Infrastructure	Community facilities	Improvements to public toilets	Modernisation and DDA compliance						CIL		4 Desirable	Parish may wish to consider funding from CIL	Wisborough Green
Wisborough Green Parish Council	IBP/588	Social Infrastructure	Community Facilities	Improvements to the Village Hall	Current building needs modernisation, improved accessibility for all and storage	Within next 5 years	Short term (2016 – 2021)	<u>£500k</u>		<u>Village Hall Management Committee/ Parish Council</u>	CIL <u>S106</u>		4 Desirable	Parish may wish to consider funding from CIL	Wisborough Green
<u>Wisborough Green Parish Council</u>	<u>IBP/323</u>	<u>Green Infrastructure</u>	<u>Playing fields, sports pitches, related build and children's play areas</u>	<u>Reserve football and cricket playing areas</u>	<u>Reduce pressure on the village green</u>			<u>£150k</u>		<u>Sports Association</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider funding from CIL</u>	<u>Wisborough Green</u>
<u>Wisborough Green Parish Council</u>	<u>IBP/688</u>	<u>Green Infrastructure</u>	<u>Playing fields, sports pitches,</u>	<u>Trim trail exercise path and associated</u>	<u>Reduce pressure on the village green and</u>					<u>Parish Council</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider</u>	<u>Wisborough Green</u>

Summary of representations and proposed Modifications to the IBP 2017-2022

APPENDIX 1

			<u>related build and children's play areas</u>	<u>wild flower meadow</u>	<u>creation of new public open space</u>									<u>funding from CIL</u>	
<u>Wisborough Green Parish Council</u>	<u>IBP/322</u>	<u>Social Infrastructure</u>	<u>Community Facilities</u>	<u>Improvements or rebuild to Sports Pavilion to create community sports facility</u>	<u>Community, social and health improvements. Current Pavilion inadequate – needs update. Improved appearance, storage, DDA compliance and improve and enhance character of area and environment</u>	<u>Within next 5 years</u>	<u>Short term (2016 – 2021)</u>	<u>£500k</u>		<u>Sports Association</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider funding from CIL</u>	<u>Wisborough Green</u>
<u>Wisborough Green Parish Council</u>	<u>IBP/689</u>	<u>Transport</u>	<u>Local road network</u>	<u>Highways alterations</u>	<u>Village centre – to improve safety and reduce speed at the junction</u>	<u>Within next 5 years</u>	<u>Short term (2016 – 2021)</u>	<u>£85k</u>		<u>Parish Council</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider funding from CIL</u>	<u>Wisborough Green</u>
<u>Wisborough Green Parish Council</u>	<u>IBP/229</u>	<u>Transport</u>	<u>Local road network - WSCC Community issues list</u>	<u>Lengthening double yellow lines outside the Cricketers Arms</u>	<u>Village centre – to improve safety at the junction</u>	<u>Within next 5 years</u>	<u>Short term (2016 – 2021)</u>			<u>Parish Council</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider funding from CIL</u>	<u>Wisborough Green</u>
<u>Wisborough Green Parish Council</u>	<u>IBP/690</u>	<u>Transport</u>	<u>Local road network</u>	<u>Built out in Durbans Road</u>	<u>Reduce speed through centre of village (linked with new Winterfold development)</u>	<u>Within next 5 years</u>	<u>Short term (2016 – 2021)</u>			<u>Parish Council</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider funding from CIL</u>	<u>Wisborough Green</u>
<u>Wisborough Green</u>	<u>IBP/228</u>	<u>Transport</u>	<u>Local road</u>	<u>Creating a</u>	<u>Reduce speed</u>	<u>Within</u>	<u>Short</u>			<u>Parish</u>	<u>CIL</u>		<u>4</u>	<u>Parish</u>	<u>Wisborough</u>

Summary of representations and proposed Modifications to the IBP 2017-2022

APPENDIX 1

Parish Council			<u>network</u>	<u>buffer zone before the 30 mph zone on A272 west side of village</u>	<u>on A272 – road and pedestrian safety</u>	<u>next 5 years</u>	<u>term (2016 = 2021)</u>			<u>Council</u>	<u>Other</u>		<u>Desirable</u>	<u>may wish to consider funding from CIL</u>	<u>Green</u>
Wisborough Green Parish Council	<u>IBP/226</u>	<u>Transport</u>	<u>Local road network</u>	<u>Provision of laybys in Durbans Road</u>	<u>Increase safe parking areas around the Green and for also use by school</u>	<u>Within next 5 years</u>	<u>Short term (2016 = 2021)</u>			<u>Parish Council</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>Parish may wish to consider funding from CIL</u>	<u>Wisborough Green</u>
Wisborough Green Parish Council	<u>IBP/227</u>	<u>Transport</u>	<u>Local road network - WSCC Community issues list</u>	<u>School Safety Zone</u>	<u>Create drop off area in School Road to improve safety and improve onsite parking at school</u>	<u>Within next 5 years</u>	<u>Short term (2016 = 2021)</u>			<u>Parish Council</u>	<u>CIL Other</u>		<u>4 Desirable</u>	<u>CDC has made provision of £55,000 for North East parishes</u>	<u>Wisborough Green</u>

Agenda Item 7

Chichester District Council

THE CABINET

7 March 2017

Revenues, Benefits and Customer Services Project

1. Contacts

Report Author:

Andy Buckley – Corporate Improvement Officer
Extn 4785 Email: abuckley@chichester.gov.uk

Cabinet Member:

Penny Plant - Cabinet Member for Business Improvement Services
Telephone: 01243 575031 E-mail: pplant@chichester.gov.uk

Philippa Hardwick - Cabinet Member for Finance and Governance Services
Telephone: 01428 642464 E-mail: phardwick@chichester.gov.uk

2. Recommendations

- 2.1. **That the Cabinet approves the Revenues, Benefits and Customer Services Project Initiation Document (Appendix 1).**
- 2.2. **That the Cabinet notes that from 2018-2019 the annual revenue budget will include savings estimated at £177,000 as a result of this project, rising to an estimated £224,000 by the 2020-2021 budget.**
- 2.3. **That the Cabinet recommends to the Council to approve a total budget of £327,000 to be allocated from reserves to fund the one-off delivery costs.**

3. Background

- 3.1. During 2016 Chichester, Arun and Horsham District Councils worked together to explore the possibility of delivering services on a shared basis. The work undertaken was valuable in analysing and comparing resources, operating methods and productivity. However, Members and Officers considered that the projected scale and timing of savings and the degree of difference in the Councils operating models, resource levels and systems did not justify the costs and risks of implementation.
- 3.2. At its meeting on 10 January 2017 Cabinet resolved not to proceed with any of the shared service business cases, but instead to undertake an in-house project for those services within the shared services programme to make efficiency and financial savings to off-set the deficit reduction target for support services.
- 3.3. This Project Initiation Document (PID) provides information and detail to define the in-house project for Revenues, Benefits and Customer Services.

4. Outcomes to be Achieved

- 4.1. This project will deliver the following outcomes:

- (a) Through the enablement of e-solutions customers will be able to update their own accounts/claims directly in the back office database. These processes will ensure the turnaround of work is increased, resulting in bills and benefit claims being processed in a timely manner and with a higher degree of accuracy.
- (b) The transfer of customer-facing staff from Revenues and Benefits to Customer Services.
- (c) The redesign of staffing structures based on a modernised service provision, achieving an overall reduction in staffing levels across both services.
- (d) A reduction in revenue costs to support the Council's Deficit Reduction Plan.
- (e) One-off delivery costs to procure new software, second temporary staff, and fund possible staff redundancies.

5. Proposal

5.1. The project can be broken down into three key work-streams:

- (a) The transfer of Revenues and Benefits customer contact from the back-office into Customer Services.
- (b) A review of Revenues and Benefits processes to identify improvements, generate efficiency savings and maximise performance.
- (c) The identification of future year reductions in Customer Services staffing levels through proactively managing how customers interact with the Council.

5.2. The successful delivery of each of these work-streams will be supported by the investment in new software that will significantly increase self-serve functionality for the customer.

6. Alternatives Considered

6.1. The alternative option would be to retain the existing operating models for Revenues, Benefits and Customer Services. The shared services programme has demonstrated opportunities to improve in-house processes and operating models to allow services to continue to provide a good quality service, whilst meeting the overall £408,000 savings target across all service areas.

6.2. If this project is not undertaken, the savings target will need to be achieved through efficiency savings in other service areas across the Council, and the online availability of the Revenues and Benefits service will be restricted to its current level.

7. Resource and Legal Implications

7.1. Section 7 of the PID sets out the estimated costs for the Revenues, Benefits and Customer Services project, both to the delivery costs and the on-going impact on the Council's annual revenue budget.

- 7.2. The total delivery costs are estimated to be £327,000. The majority of these costs relate to IT investment and potential staff redundancies. Whilst estimated redundancy costs have been identified at £144,000, it is only when an internal restructure and recruitment process has taken place that final redundancy costs will be known.
- 7.3. The estimated annual revenue saving from this project is £224,000, of which £177,000 will be realised by the 2018/19 budget cycle. The payback period on the initial investment comes within 3 years of project initiation.
- 7.4. The Project will be managed and primarily delivered in-house, with some external support required for the proposed implementation of new IT software. Staffing requirements and responsibilities for this project are listed in Section 12 of the PID.

8. Consultation

- 8.1. Regular staff briefings have been held for all Revenues, Benefits and Customer Services staff and a formal staff consultation document will be provided detailing the options and the preferred approach.
- 8.2. The union has been, and will continue to be, engaged throughout the process as part of their periodic meetings with senior management, and updates will also be provided to each of the Joint Employee Consultative Panel (JECP) meetings.

9. Community Impact and Corporate Risks

- 9.1. Revenues, Benefits and Customer Services are all customer-facing services. The proposed changes mean that customers will more readily be able to access information online should they wish to do so. Contacting the Council by telephone or face to face visits will still be available so there will be no detrimental impact on the customer, but instead greater choice will exist in how customers choose to interact with the Council.
- 9.2. A schedule of risks is included in Section 13 of the PID.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder		X
Climate Change		X
Human Rights and Equality Impact Enhanced online provision would have a positive impact on the accessibility of council services	X	
Safeguarding and Early Help		X

11. Appendix

- 11.1. Revenues, Benefits and Customer Services Project Initiation Document

12. Background Papers

- 12.1. None

Project Documentation

PROJECT INITIATION DOCUMENT (PID)

Revenues, Benefits and Customer Services

Release:	Version 1.2
Date:	6 th February 2017
Author:	Andy Buckley, Project Manager
Approved by:	John Ward, Head of Finance & Governance Jane Dodsworth, Head of Business Improvement

Note: the completion of this document is required for medium and large projects as defined by the Project Type Matrix. The final version should be saved in a sub folder on the x drive under project management / project documentation.

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
06/02/17	1.1	Review of draft PID prior to Business Improvement Programme Board	Jane Dodsworth / John Ward
14/02/17	1.2	Cabinet approval brought forward to March 2017	BIPB

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
03/02/17	Joe Mildred	Minor amendments now incorporated into PID

Approvals

This document requires the following approvals:

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

Distribution

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

Name	Job Title
John Ward	Head of Finance and Governance
Jane Dodsworth	Head of Business Improvement
Diane Kirkham	Revenues & Benefits Manager
Fiona Delahunty	Customer Services Manager
Luke Johnson	Applications Support Analyst

Glossary of Terms

PID – Project Initiation Document

CSC – Customer Service Centre

R&B – Revenues and Benefits Service

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

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

Table of Contents

1. Purpose of Document.....Page 4

2. Project Description.....Page 4

3. Background.....Page 4

4. Project Objectives and Success Criteria.....Page 5

 4.1. Outputs.....Page 5

 4.2. Outcomes.....Page 5

 4.3. Outcome Measures.....Page 5

 4.4. Dis-benefits.....Page 7

 4.5. Out of Scope.....Page 7

5. Project Constraints.....Page 7

6. Project Assumptions.....Page 7

7. Project Costs.....Page 7

 7.1. Project Delivery Costs.....Page 7

 7.2. Ongoing Costs Following Project Completion.....Page 8

8. Options Summary.....Page 9

9. Project Approach.....Page 11

10. Communication / Consultation.....Page 11

11. Project Plan.....Page 12

12. Project Team.....Page 13

13. Risk Log.....Page 14

1. PURPOSE OF DOCUMENT

This Project Initiation Document (PID) defines the Revenues, Benefits (R&B) and Customer Services (CSC) project. It sets out the aims of the project, why the project should go ahead, who is involved and their responsibilities. This PID will provide the baseline for the project's management and for an assessment of its overall success.

2. PROJECT DESCRIPTION

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

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

3. BACKGROUND

Chichester District Council explored, with Arun District Council, during 2016 the viability of shared revenue, benefits and customer services provision across both authorities. The decision was made by Cabinet on 10th January 2017 not to pursue this shared service, but instead to proceed with an in-house review of the current operating model. The Council's Deficit Reduction Plan includes a target of £408,000 to be achieved in-house from those services previously looked at under shared services.

The shared business case proposed a new operating model, whereby new customer self-serve modules be procured to enable reductions in customer contact, and that the customer contact element of revenues and benefits be transferred into customer services. This approach is consistent with other major customer-facing services and is the preferred model to be implemented in-house. This supports the Corporate Plan priorities to support our communities and the prudent management of the Council's finances.

Not proceeding with this project would mean the revenues and benefits service is not designed to meet current and future customer requirements to self-serve, and that the resulting opportunity to modernise processes and generate budget savings will be missed.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

The expected outputs of this project are as follows;

- New Northgate self-serve software modules.
- Transfer of customer support role from revenues and benefits to customer services.

- Revenues and benefits process redesign.

4.2. Outcomes

The Customer / Community:

- Through the enablement of e-solutions customers will be able to update their own accounts/claims directly in the back office database. These processes will ensure the turnaround of work is increased, resulting in bills and benefit claims being processed in a timely manner and with a higher degree of accuracy.

People (CDC staff):

- Transfer of customer-facing staff from R&B to the CSC.
- Reduction in overall staffing levels across both services.
- Redesign of R&B back office structure and service delivery.

Service Performance:

- Maximise business rates collection performance.
- Maximise council tax collection performance.
- Maximise benefits processing performance.

Financial:

- Cashable efficiency savings to support the Council's deficit reduction plan.
- One-off setup costs to procure new software and pay for possible staff redundancies.

Environment:

- None.

4.3. Outcome Measures

Service Performance:

The table below proposes targets for the R&B service, and compares those to the 2015-16 national, local, and shire averages, as well as the current Chichester baseline. It should be noted that the 2015-16 baseline has been significantly improved upon following a service restructure in June 2016 that repurposed resources towards the handling of new benefits claims.

The target measures in the table below are proposed for 2018/19 onwards to allow time for project implementation.

Measure	Measure Criteria	Averages 2015-16				Target Measure
		National Average	Shire District Average	West Sussex District Average	CDC	
Council Tax Collection Rate	Percentage collected	97.2%	98.0%	98.2%	98.2%	98.2%
NDR Collection Rate	Percentage collected	98.2%	98.5%	97.9%	98.2%	98.2%
Benefits Processing – New Claims	Average days taken	22 days	18 days	18 days	26 days	15 days
Benefits Processing – Change Events	Average days taken	9 days	8 days	6 days	7 days	7 days

The table below proposes targets for customer services. Unlike R&B there is no national set of performance indicators for customer services. This creates the opportunity for Chichester to develop new indicators in line with what is important for its customers. These targets are proposed from 2018/19 onwards to allow time for project implementation.

	Target Measure
We will aim to see our customers within 10 minutes of arrival	80%
Minimise the number of abandoned calls	5%
Respond to CSC emails within two working days	100%

Financial:

The projected annual budget savings are as follows;

Financial Year	Annual Change to Revenue Budget	Cumulative Change to Revenue Budget (against 2017/18 base)
2017/18 (year 1)	£42,528	£42,528
2018/19 (year 2)	-£219,368	-£176,840
2019/20 (year 3)	-£24,240	-£201,080
2020/21 (year 4)	-£22,528	-£223,608
Total	-£223,608	

In addition annual savings of £65,631 have already been identified through a restructure of the R&B service. These savings have been removed from the 2017/18 base budget.

4.4. Dis-benefits

Financial:

- One-off setup costs of £326,543 to procure new IT software, fund potential staff redundancies and provide temporary support during project implementation.

4.5. Out of Scope

The shared service business case recommended that face to face benefits enquiries be retained in the back office rather than transfer to the CSC; the complexity of the enquiries and the specialist skills required suggested it would create inefficiencies and double-handling should they transfer.

However, should the process-mapping demonstrate that some of this work can appropriately sit within the CSC then that will also transfer as part of this project.

5. PROJECT CONSTRAINTS

This project is bound by the following restrictions or limitations:

- Procurement rules when renegotiating software contracts.
- Availability of budget to procure new software modules that enhance self-serve capability.
- Employment law when considering staff redundancies.
- Timing of any transfer dates need to be considered alongside the annual billing timetable and the further rollout of Universal Credit in the district from April 2018.

6. PROJECT ASSUMPTIONS

In developing this PID the following assumptions have been made:

- Sufficient internal resources will be made available to undertake the project.
- Sufficient budget is made available to procure new software modules, backfill key staff to support the project, and to fund any potential staff redundancy costs.

7. PROJECT COSTS

7.1. Project Delivery Costs

The estimated cost to deliver this project is £326,543 and includes a 10% contingency allowance. This cost is broken down into two major categories; IT and Staffing.

IT – investing in new technology to enhance customer self-serve; this directly feeds through into cashable efficiency savings through reduced customer contact. Investing in the development of the third party printing software to improve processes and achieve back office and channel shift savings (see Appendix 1 for details of targeted channel shift reductions).

Staffing – redundancy costs will be kept to a minimum through the use of vacant posts and temporary contracts, but provision has been made within the delivery costs to allow for potential staff redundancies based on an average cost for current employees. In addition some temporary support will be required to back-fill two R&B staff for 6 months.

The payback period on this combined delivery cost is expected to be within 3 years.

One-off Delivery Costs

	Estimated Cost
R&B IT	
- Northgate software and additional licences	£43,150
- Northgate service days	£10,000
- Upgrading print software	£20,000
	£73,150
CSC IT	
- Additional R&B licences	£6,850
- Contact+ MacFarlane phone software	£22,150
- IT Equipment – screens and scanner	£7,038
- Additional telecommunications capacity	£7,000
	£43,038
Staff costs	
- Staff redundancies (based on average staff redundancy cost)	£144,081
- 6 month secondment to project for 2 R&B staff	£32,588
	£176,669
Other	
- Training	£4,000
- 10 % contingency	£29,686
	£33,686
Total estimated one-off delivery cost	£326,543

7.2. On-going Costs Following Project Completion

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

The proposed staff savings are based upon the savings identified through the shared service process; applying best practice and building in channel shift targets to future staffing structures. How the final structures look will be dependent upon how the back office processes are redesigned, but a prerequisite of each of the proposed structures will be that as a minimum they achieve the targeted level of savings included below.

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

2017/18	2018/19	2019/20	2020/21
---------	---------	---------	---------

On-going costs				
- Additional Northgate support, maintenance and licences	£27,500	£27,500	£27,500	£27,500
- Existing support contracts not included in base budget	£11,620	£11,620	£11,620	£11,620
- Print software maintenance	£2,000	£2,000	£2,000	£2,000
- Asset Replacement	£1,408	£1,408	£1,408	£1,408
	£42,528	£42,528	£42,528	£42,528
On-going savings				
- Customer services channel shift staffing savings	£0	£-71,010	£-95,250	£-117,778
- Revenues and Benefits back office staff restructure	£0	£-148,358	£-148,358	£-148,358
	£0	£-219,368	£-243,608	£-266,136
Total on-going costs / savings	£42,528	£-176,840	£-201,080	£-223,608

The savings above are in addition to the £65,631 annual saving removed from the 2017/18 budget following a restructuring of the R&B service. If these were also taken into account the total annual saving is £289,239 when compared to the 2016/17 base budget.

8. OPTIONS SUMMARY

Option 1 – Do nothing

Continue to operate the current software with no investment in new modules. Retain back office processes as they currently operate and keep R&B customer contact in the R&B back office.

Pros:

- No new capital investment required.
- No redundancy costs.
- No disruption to service delivery.
- Staff stability and skills retention.

Cons:

- Does not generate any cashable efficiency savings.
- Does not maximise service performance.
- Limits the online availability of R&B services to its current level.
- Previous capital investment in customer services infrastructure not fully utilised.
- Does not provide for future known changes to service delivery e.g. further rollout of Universal Credit from April 2018.
- Lack of opportunity to develop service and customer delivery.

Option 2 – Review processes, structures and drive channel shift

Review back office processes and staffing structures to identify areas for improvement and proactively manage channel shift reductions.

Pros:

- Minimises upfront investment costs.
- Limited disruption to service delivery.
- Generates cashable efficiency savings.
- Staff stability and skills retention.

Cons:

- Does not maximise cashable efficiency savings.
- Limits the online availability of R&B services to its current level.
- Increased setup costs for temporary staffing and possible redundancy costs.
- Limited opportunities to develop service for the future.

Option 3 – Upgrade software and transfer to CSC (this is the preferred option)

As in Option 2 but with additional investment in new Northgate software modules and the transfer of customer contact from the R&B back office into Customer Services.

Pros:

- Maximises efficiency savings by procuring new software that enables additional customer self-serve options.
- Significantly increases the online accessibility of R&B services.
- Performance management software to provide better management information that highlights inefficiencies and targets areas for improvement.
- Corporate standard to deliver all customer contact through customer services.

Cons:

- Requires significant internal resources during implementation.
- Service performance and productivity may be negatively impacted upon during project delivery.
- Increased setup costs to procure software modules, temporary staffing, and to pay for possible staff redundancies.

The table below shows a financial summary of the three options.

	Option 1	Option 2	Option 3
Revenue Impact	£11,620	-£189,342	-£223,608
Delivery Costs	£0	£211,149	£326,543

It should be noted that in addition to the three options above there is a further option to implement the software in a commercially hosted environment by a third party, with technical issues and upgrades handled entirely by the software vendor. In this scenario the Council would neither purchase nor maintain either the server hardware or software required to host the system.

The quoted cost for this service is £125,000 with corresponding savings of approximately £40,000, giving a net cost of £85,000 per annum. This option does not help achieve the objectives for this project, but should be considered as part of a wider corporate strategy to be analysed within the ICT review.

9. PROJECT APPROACH

It is recommended to proceed with Option 3; transferring the customer contact element of R&B into the CSC and investing in new self-serve technology, thereby modernising service delivery and maximising efficiency savings. The project will be broken down into three distinct areas;

- The transfer of customer contact for R&B into the CSC.
- The redesign of processes and policies within the R&B back office to deliver an improved service at a reduced cost.
- Improved access to online services to achieve reductions in customer contact across more expensive channels.

The project will be managed and primarily delivered in-house. Internal resource will be allocated from the Corporate Improvement Team and from within R&B, the CSC and IT, with some backfilling required of two R&B staff that will be temporarily seconded to the project.

External support will be required to upgrade the Revenues and Benefits (Northgate) and Customer Services (MacFarlane) IT systems. These upgrades will be crucial in delivering a service that meets the changing demands of how councils must interact with their customers, whilst also generating revenue savings to support the deficit reduction programme.

10. COMMUNICATION / CONSULTATION

The Project Team will look after the day to day management of the project. Progress will be updated monthly by the Project Manager and reported by exception to the Corporate Management Team. Additionally, the Business Improvement Programme Board, attended by the Chief Executive and the Portfolio Holder for Support Services, will receive updates on an exception basis at each of its meetings.

Regular staff briefings for Revenues, Benefits and Customer Services teams will be provided to keep them informed on project progress and a formal staff consultation document will be provided subject to Cabinet and Council approval in March 2017.

Unison have been and will continue to be engaged throughout the process as part of the periodic meetings with management and the Joint Employee Consultative Panel (JECP) will receive updates to each of their meetings.

11. PROJECT PLAN

Task No.	Task / milestone	Completion Date	Responsible Owner	Dependency
1	PID to Business Improvement Programme Board	14-Feb-17	Andy Buckley	
2	PID and funding request to Cabinet	7-Mar-17	Andy Buckley	1
3	PID and funding request to Council	7-Mar-17	Andy Buckley	2
4	Finalise Revenues and Benefits software support contract	31-Mar-17	Diane Kirkham	3
5	Citizens Access go-live	1-May-17	Diane Kirkham	
6	Install new telephony lines and upgrade server and software	30-Jun-17	IT Ops	3
7	Map existing R&B Processes	30-Jun-17	Project Team	3
8	Map proposed R&B processes once in Customer Services environment	31-Jul-17	Project Team	7
9	Install virtual server and upgrade MacFarlane	31-Jul-17	IT Ops	3
10	Rollout Macfarlane Customer Service telephone solution to R&B (to include IVR)	31-Jul-17	Fiona Delahunty	3, 9
11	Staff consultation (as appropriate)	Tbc	Project Team	
12	Revenues staff transfer to Customer Services	30-Sep-17	Project Team	8
13	Revenues enquiries transfer to Customer Services	31-Oct-17	Project Team	12
14	Benefits staff transfer to Customer Services	28-Feb-18	Project Team	8
15	Benefits enquiries transfer to Customer Services	31-Mar-18	Project Team	14
16	New Northgate modules implemented	31-Mar-18	Diane Kirkham	3
17	Customer services staff reduction (phase 1)	31-Mar-18	Fiona Delahunty	5, 13, 15, 16
18	Revenues and Benefits back office staff reduction	31-Mar-18	Diane Kirkham	5, 16
19	Customer services staff reduction (phase 2)	31-Mar-19	Fiona Delahunty	
20	Customer services staff reduction (phase 3)	31-Mar-20	Fiona Delahunty	
21	Post Project Evaluation to Cabinet	31-Dec-20	Andy Buckley	

12. PROJECT TEAM

Senior Responsible Owner (SRO)

Jane Dodsworth – Head of Business Improvement

John Ward – Head of Finance and Governance

Responsibility:

- A joint role that is responsible for the overall delivery of the project.
- The SRO will attend monthly briefings with the Project Manager.
- Refer issues by exception to the Corporate Management Team and Business Improvement Programme Board.
- Report to the relevant Cabinet Member, Cabinet, Overview and Scrutiny Committee, Corporate Governance and Audit Committee as required.
- Ensure the relevant Cabinet Member is engaged in the development and agreement of the PID and PPE.

Project Team

Diane Kirkham – Revenues and Benefits Manager

Fiona Delahunty – Customer Services Manager

Andy Buckley – Project Manager

Luke Johnson – Applications Support Analyst

Responsibility:

- Produce project documentation including the PID and PPE.
- Meet at the required frequency to effectively manage the project.
- Manage the project delivery including the project budget and outcomes.
- Ensure effective completion of the project as specified in the PID.
- Keep the SRO regularly informed of progress and of any significant deviation from the project plan (realised and anticipated).
- Carry out tasks in accordance with the PID.

Additional Project Support

Chris Christie – Revenues and Performance Manager

Paul Jobson – Lead Revenues Officer

Marlene Rogers – Lead Benefits Officer

Victoria Stapleton – Lead Customer Services Officer

Craig Duffy – Senior Benefits Officer

Janet Hooker – Senior Revenues Officer

HR / Legal / Procurement / Systems

Responsibility:

- Attend meetings, provide advice, and complete tasks as requested by the Project Team.

13. RISK LOG

The following risks have been identified together with an assessment of their severity and actions that can be taken to mitigate/reduce the risk.

Risk No	Risk Description	Likelihood Unlikely Possible Probable Certain	Impact Minor Significant Serious Major	Planned Actions to Reduce Risk	Responsible Officer
1	Sufficient resource (people / money) not made available to undertake project	Possible	Major	Monitor costs and resources and escalate issues as they arise	Andy Buckley
2	Software does not deliver reductions in Revenues and Benefits customer contact	Possible	Serious	Monitor customer interactions. Proactively push channel shift.	Fiona Delahunty
3	Expected changes in customer behaviour to more online contact does not materialise	Possible	Serious	As above	Fiona Delahunty
4	Revenues and benefits process redesign does not identify expected level of efficiencies	Unlikely	Serious	Include service management to widen savings opportunities	Diane Kirkham
5	Staff unwilling to transfer into Customer Services	Probable	Significant	Staff consultation to explain impact on both services	Project Team
6	Project delivery adversely impacts on performance	Probable	Serious	Use temporary external R&B support	Diane Kirkham
7	Ongoing structure changes do not deliver performance targets	Possible	Major	Monitor performance and manage resources	Diane Kirkham
8	Redundancy estimates prove insufficient to cover costs	Possible	Serious	Include 10% contingency in setup costs	Andy Buckley
9	Negative impact on staff morale	Probable	Significant	Regular staff engagement	Project Team
10	Full benefit of IT costs not realised if future procurement selects alternative provider	Possible	Serious	Ensure payback on investment is achieved in life of current contract	Andy Buckley

Appendices

Appendix A – Customer Interaction Volumes and Targeted Reductions

Appendix A

Channel Shift Targets

The table below shows the targeted reductions in customer interactions that support the proposed reductions in Customer Services staffing

	Number of Interactions					
	Existing Customer Services		Revenues & Benefits		Total	
	% Reduction	Revised Target	% Reduction	Revised Target	% Reduction	Revised Target
Base Position (2015-16 Outturn)		160,206		59,357		219,563
Year 1 (2017/18)	-5%	152,196	-20%	47,486	-9%	199,681
Year 2 (2018/19)	-5%	144,586	-10%	42,737	-6%	187,323
Year 3 (2019/20)	-5%	137,357	-10%	38,463	-6%	175,820
Year 4 (2020/21)	-5%	130,489	-10%	34,617	-6%	165,106
Combined Reduction Against Base	-19%	-29,717	-42%	-24,740	-25%	-54,457

Note: No reductions in staffing during year 1, combined effect of years 1 and 2 taken from 2018/19

Chichester District Council

THE CABINET

7 March 2017

Senior Staff Pay Policy Statement

1. Contacts

Report Author:

Tim Radcliffe - Human Resources Manager

Telephone: 01243 534528 E-mail: tradcliffe@chichester.gov.uk

Cabinet Member:

Penny Plant - Cabinet Member for Business Improvement Services

Telephone: 01243 575031 E-mail: pplant@chichester.gov.uk

2. Recommendation

- 2.1. That the Council be recommended to publish the Senior Staff Pay Policy Statement.**

3. Background

- 3.1. Since 2012 the Council has been required by section 38 (1) of the *Localism Act 2011* (the Act) to publish an annual pay policy statement concerning its statutory and non-statutory Chief Officers and senior staff immediately reporting to them. This statement must be approved by Full Council in accordance with guidance published by the Department for Communities and Local Government under section 40 of the Act

4. Outcomes to be Achieved

- 4.1. Complying with the employment requirements of the Act so as to demonstrate transparency in relation to pay policies affecting statutory and non-statutory Chief Officers and their deputies

5. Proposal

- 5.1. That the Council publishes the attached Senior Pay Policy Statement as the Appendix and the associated appendices. Senior staff, for Localism Act purposes, constitutes the Chief Executive, Executive Directors, the statutory officers and those senior officers reporting to them. The bases for pay and other forms of remuneration for the above staff, including at recruitment and in redundancy situations, are included in this document and its appendices. All the appendices will be published as part of the Statement but where they are unchanged (this applies to appendices 1.3, 1.4, 1.6, 1.7 and 1.9) since last year's approved report to Council on 9 February 2016, they are not being re-printed here but can be viewed online on the Council's website:

<http://www.chichester.gov.uk/article/24175/Transparency-of-Senior-salaries>

5.2. The implications of the senior management restructure currently being undertaken by the Chief Executive are not reflected in this statement but will be picked up in subsequent years statements.

6. Alternatives Considered

6.1. Not applicable as this is a legislative requirement.

7. Resource and Legal Implications

7.1. None.

8. Consultation

8.1. Consultation with Staff and Employers Side representatives of the Joint Employee Consultative Panel (JECP) took place prior to the inaugural Statement in 2012. All officers within the scope of the statement have been advised of this.

9. Community Impact and Corporate Risks

None

10. Other Implications

Crime and Disorder		None
Climate Change		None
Human Rights and Equality Impact An impact assessment has been carried out by the HR section. The impact of the statement is neutral. However it will further ensure that all decisions made about senior staff pay and benefits are made in a fair, transparent and accountable way.	Yes	
Safeguarding and Early Help		None

11. Appendices

- 11.1. Appendix: Senior Staff Pay Policy Statement.
- 11.2. Appendix 1.1 to Statement: Chief Officers & Deputies Pay and Benefits Schedule
- 11.3. Appendix 1.2 to Statement: Salary tables for grades 1/2 to 12
- 11.4. Appendix 1.3 to Statement: Hay Job Evaluation process – summary (viewable on website only – see para 5.1)

- 11.5. Appendix 1.4 to Statement: Honorarium Payments criteria (October 2007) (viewable on website only – see para 5.1)
- 11.6. Appendix 1.5 to Statement: Car Allowances Table (Cash Alternative and Essential User)
- 11.7. Appendix 1.6 to Statement: Relocation Policy (viewable on website only – see para 5.1)
- 11.8. Appendix 1.7 to Statement: Assisted House Purchase Scheme (viewable on website only – see para 5.1)
- 11.9. Appendix 1.8 to Statement: link to LGPS & Early Termination of Employment Discretions Policy
- 11.10. Appendix 1.9 to Statement: link to Training & Development Policy section 11 Qualification Training (viewable on website only – see para 5.1)

12. Background Papers

- 12.1. Human Rights and Equality Impact Assessment



Chichester District Council Senior Staff Pay Policy Statement

This statement was approved by Cabinet on the xx and by Council on the xx

1. In line with the requirement to publish an annual policy statement for Chief Officers this statement outlines the Council's approach to senior staff pay. The statement includes reference to the relationship and ratio between the pay for the highest paid staff and the lowest paid staff in the Council. This statement is effective from the 1st April 2017.
2. The attached Appendices to this statement contain Council policies and other documents that determine elements of senior officer rewards and remuneration.
3. The Localism Act 2011(The Act) seeks to examine the pay and benefits of statutory and non-statutory Chief Officers and senior staff immediately reporting to them.
4. This statement focuses on the items and obligations outlined in chapter 8 of the Act.
5. The Council has five Chief Officers in terms of the Act, comprising the Chief Executive, two Executive Directors, Section 151 Officer and Monitoring Officer. The Chief Executive and Executive Directors are paid in line with pay awards determined by the Joint Negotiating Committee (JNC) for Chief Executives and JNC for Chief Officers of Local Authorities as applicable. With the exception of apprentices on an official government sponsored apprenticeship, all other staff in the Council are paid in line with National Joint Council for Local Government Services (NJC) pay awards. Base salaries for all NJC staff are decided by the Hay grading system (see section 7 below) however this does not include Chichester Contract Services (CCS) which is not part of NJC.
6. The lowest paid NJC member of staff is paid Salary Point 6, £7.78 per hour minimum, which is £15,014 p/a, and the highest paid member of staff (the Chief Executive) is paid within 10 times this amount at £60.60 per hour which is £116,925 p/a. The Chief Executive's pay has been within this 10 times multiple over the last 10 years. In 2006 the Chief Executive earned a total of £54.33 per hour which was £104,814 p/a (inclusive of £5,376 p/a car allowance). This compared to the lowest paid NJC staff member who earned £5.8016 per hour (£11,193 p/a). The Council considers this a reasonable and justifiable ratio to maintain. The ratio between the median paid employee of the Council at £22,725-p/a and the Chief Executive's salary is 5.14.

7. The two Executive Directors below Chief Executive are paid on the basis of comparative salary data for local authority chief officers of similar sized councils in this region provided by South East Employers and advice from Hay Group reward consultants about the validity of the pay level proposed. The current level of salary, effective from the 1st April 2017, is £93,646 per annum. Executive Directors do not receive a separate car allowance. This salary will increase in line with JNC awards for Chief Officers. Staff, other than the Chief Executive and Executive Directors, are graded in line with the Hay Job Evaluation scheme. The grading structure developed by Hay reward consultants remains in force and embraces 11 grades from 1/2 to 12 incorporating a salary range starting at £7.78 per hour minimum (£15,014 p/a) rising to £31.80 per hour (£61,349 p/a) and a spinal column range starting at 6 and rising to 68. Every grade consists of between 3 and 8 spinal points. Spinal point increases within grades are subject to satisfactory performance and the positive recommendation of the staff member's manager. Heads of Service receive a fixed point salary determined by Hay Job Evaluation supplemented by advice from South East Employers, with the addition of a consolidated car allowance.
8. In order to ensure that pay equality is maintained across the Council, particularly for staff with a Protected Characteristic as defined by the Equality Act, the Council regularly produces reports reviewing and analysing equalities data.
9. The Council currently have 16 staff that fall under the Act's definition of senior staff and their direct reportees. Of these 8 are female. This group currently constitutes the Chief Executive, two Executive Directors, the Section 151 Officer (Head of Finance & Governance Services), the Monitoring Officer (Legal & Democratic Services Manager) and senior officers who report to any of the aforementioned (see Appendix 1, Chief Officers and Deputies Pay & Benefits Schedule).
10. Staff on any grade may be awarded an Honorarium payment (see criteria shown in Appendix 4) or a Responsibility Allowance if they meet the criteria for either payment. A Responsibility Allowance may be paid, either on a temporary or permanent basis, where an officer is carrying out significant additional duties, usually of a higher level nature, in excess of the duties of their post and evaluated pay grade. For any officer defined under section 9 above as being senior staff, the payment of a Responsibility Allowance must be approved by the Senior Leadership Team.
11. Payments made to staff working during local, parliamentary or European elections or national referendum are made in line with the pay scales set by the Electoral Commission and applied equally to all staff irrespective of their grade.
12. Premia payments are paid in response to market forces and are paid as market supplements. A Premia payment can be paid to staff at any grade if there is clear evidence that without it suitable staff cannot be recruited and / or

retained for a given post. Once a Premia payment has been allocated it does not increase in line with pay awards.

13. Staff categorised in this document are not normally entitled to any performance related payments or bonuses unless agreed by Full Council. The Council may make performance related payments to some other staff in the year 2017/2018 or honoraria in accordance with its approved scheme.
14. The Council operate two car allowance schemes (the Cash Alternative and Essential User schemes). Senior staff, with the exception of Chief Executive, Executive Directors and Heads of Service, receives an allowance in line with the provisions of the Cash Alternative scheme that is applied to all other staff on Hay Scale 9 and above. The Council doesn't operate a lease car scheme.
15. The Council will normally pay one professional subscription per staff member on an annual basis if membership of the professional body concerned is either a pre-requisite of the job or viewed as necessary to fulfill the role. Exceptionally however more than one may be paid where the role justifies this and membership of the professional body is judged as being integral to the job. This must be agreed by the staff member's line manager in each case.
16. Where appropriate senior staff, in the same way as other Council employee's, may be offered the opportunity to undertake relevant professional qualification training where there is a strong business case for doing this (see Appendix 9).
17. When senior staff are recruited they will be paid at a rate commensurate with the agreed rate for the job and wherever possible they will commence on the minimum spinal column point for the post if the grading of the post contains more than one spinal column point. Rarely however, may a market supplement (Premia payment) be paid, with Senior Leadership Team approval, if necessary to secure the appointment (see section 12 above). The provisions of the Relocation Package are potentially available to staff at all grades and those of the Assisted House Purchase Scheme to staff on Hay Scale 7 and above. Where the overall remuneration package of the officer is over £100,000, approval will always be subject to agreement by Full Council.
18. On termination, redundancy payments and any discretion exercised in relation to retirement or redundancy will be paid in line with the LGPS & Early Termination of Employment Discretions Policy¹ that applies equally to staff at all grades. Where the overall severance costs are over £100,000 approval of the employment termination will always be subject to approval by Full Council. Where this applies all components making up the total severance costs will be set out clearly in the report provided to Members.

¹ This policy has been amended to reflect the requirements of the Public Sector Exit Payment Cap Regulations under the Enterprise Act 2016 expected to be implemented during 2017. The cap will place a limit of £95,000 on the total payments in relation to a termination of employment including pension access costs.

19. This statement explains the Council's policy on staff remuneration, particularly for staff categorised as senior staff. The statement will be updated annually but may be amended during the year, with agreement by Council, if the need arises.

Appendices

1. Chief Officers and Deputies Pay & Benefits Schedule
2. Salary tables for grades 1/2 to 12
3. Hay Job Evaluation process – summary
4. Honorarium Payments criteria (October 2007)
5. Car Allowances Table (Cash Alternative and Essential User)
6. Relocation Policy
7. Assisted House Purchase Scheme
8. LGPS & Early Termination of Employment Discretions Policy
9. Training & Development Policy section 11 Qualification Training

Chief Officers & Deputies Pay & Benefits Schedule for 1st April 2017

Job Title <i>(full-time unless hours shown)</i>	Salary	Car Allowance	Responsibility Allowance/ Market Supplement	Total
Chief Executive	116,925			116,925
Executive Director	93,646			93,646
Executive Director	93,646			93,646
Head of Finance & Governance Services	64,866		10,426	75,292
Head of Planning Services	64,866			64,866
Head of Business Improvement Services	64,866			64,866
Head of Community Services	64,866			64,866
Head of Housing & Environment Services	64,866			64,866
Head of Commercial Services	64,866			64,866

Contracts Manager (Contract Services)	55,109			55,109
Accountancy Services Manager	55,796	3,528	2632	61,956
Revenues & Benefits Manager	48,419	3,528		51,947
Legal & Democratic Services Manager	54,880	3,528	5,050	63458
Principal Solicitor	48,419	3,528	1,500 4761	58208
Elections Manager (29.6 hours per week)	42,899 (£34,326 pro rata)	3,108 (£2,487 pro rata)		46,007 (£36,813 pro rata)
Principal Auditor	37,306	1,239		38,547



CHICHESTER DISTRICT COUNCIL

LOCAL HAY GRADES and POINTS & NATIONAL SALARY TABLES

KEY TO SPINAL COLUMN POINT NUMBERS – BASIC AMOUNTS AS AT 1st April 2017

Grade	Spinal Point	£	Hourly Rates £
1 and 2	6	15,014	7.78
	7	15,115	7.83
	8	15,246	7.90
	9	15,375	7.97
	10	15,613	8.09
	11	15,807	8.19
	12	16,123	8.36
	13	16,491	8.55
	14	16,781	8.70
	15	17,072	8.85
	16	17,419	9.03
3	17	17,772	9.21
	18	18,070	9.37
	19	18,746	9.72
	20	19,430	10.07
4	21	20,138	10.44
	22	20,661	10.71
	23	21,268	11.02
	24	21,962	11.38
	25	22,658	11.74
5	26	23,398	12.13
	27	24,174	12.53
	28	24,964	12.94
6	29	25,951	13.45
	30	26,822	13.90
	31	27,668	14.34
	32	28,485	14.76
7	33	29,323	15.20
	34	30,153	15.63
	35	30,785	15.96
	36	31,601	16.38
	37	32,486	16.84

Grade	Spinal Point	£	Hourly Rates £
8	38	33,437	17.33
	39	34,538	17.90
	40	35,444	18.37
	41	36,379	18.86
9	42	37,306	19.34
	43	38,237	19.82
	44	39,177	20.31
	45	40,057	20.76
	46	41,025	21.26
	47	41,967	21.75
	48	42,899	22.24
	49	43,821	22.71
10	50	44,742	23.19
	51	45,658	23.67
	52	46,575	24.14
	53	47,497	24.62
	54	48,419	25.10
	55	49,360	25.58
11	56	50,271	26.06
	57	51,195	26.54
	58	52,102	27.01
	59	53,025	27.48
	60	53,952	27.96
	61	54,880	28.44
	62	55,796	28.92
12	63	56,731	29.41
	64	57,654	29.88
	65	58,588	30.37
	66	59,509	30.85
	67	60,426	31.32
	68	61,349	31.80

Colour	Annual leave entitlement
	25 days
	27 days
	30 days

Appendix 5 – Car Allowances Table

Monthly Cash Alternative or Essential User Payments (as of 01.04.17) – new appointments		
	Gross Monthly Amount Payable	Mileage Rate (pence per mile)
Grades 10 - 12	294	18.28p (petrol) 16.87p (diesel)
Grade 9	259	ditto
Essential Users	103.25	46.9p



CHICHESTER DISTRICT COUNCIL

EMPLOYMENT POLICY STATEMENT

Policy title: LOCAL GOVERNMENT PENSION SCHEME (LGPS) AND EARLY TERMINATION OF EMPLOYMENT DISCRETIONS POLICY

Date: October 2016

Revision: Tenth Issue

Policy Statement

Under various regulations, the Council is given authority to exercise certain discretions regarding pensions and early termination of employment and is required to issue a statement to indicate the policy of the Council in exercising those discretionary provisions. This policy sets out the Council's decisions in exercising such discretions.

Scope

This policy relates to all staff employed on contracts of employment of more than 3 months by the District Council.

This policy does not confer any contractual rights and is subject to amendment at any time in the future. Only the current pension discretions policy applies at the time of any event except for scheme members who ceased active membership before the 1st April 2014, where discretions under previous pension discretions policies will apply unless superseded by this policy or later policies or scheme regulations. Where costs to the Pension Fund are referred to these are costs that when incurred will be met by the employer unless otherwise stated.

This policy statement will be brought to the attention of all Chichester District Council employees.

Legislation

Enterprise Act 2016

Local Government Pension Scheme Regulations 2013 [prefix R]

Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 [prefix TP]

Local Government Pension Scheme (Administration) Regulations 2008 [prefix A]

Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (as amended) [prefix B]

Local Government Pension Scheme (Transitional Provisions) Regulations 2008 [prefix T]

Local Government Pension Scheme Regulations 1997 (as amended) [prefix L]

Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 [prefix E]

Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011 [prefix D]

Policy Standards

The Council has resolved that, in each of the areas listed below, it will be guided in its discretionary powers by the policy shown.

Cap on public sector exit costs

With effect from early 2017 a financial cap on public sector exit costs is expected to apply under the Enterprise Act 2016 initially set at £95,000 per employee. This includes redundancy pay or other compensation for loss of employment plus pension strain costs (that enable early access to pension without any actuarial reductions being applied).

Where the Statutory Redundancy amount plus the pension strain cost exceeds the cap, the pension payable on redundancy or efficiency of the service termination will be limited by applying the actuarial reduction necessary to bring the cost within the cap. There is however the provision to allow the employee to pay all or part of the pension strain cost exceeding the cap his or herself in order to receive an unreduced pension.

The cap also covers any other payments made as a consequence of or conditional on the termination of the employment such as pay in lieu of notice, whether contractual or not. Some payments are excluded from the cap such as untaken contractual leave and contractual bonuses.

The cap will only be able to be waived for a given employee by vote of full Council.

- a) **Redundancy Calculations Generally.** Power to calculate an employee's redundancy payment using his/her actual week's pay rather than the statutory capped limit (*under prefix E regulation 5*).

This Council's Decision: To calculate redundancy on the basis of the actual week's pay.

The calculation of a week's pay is as defined by the Employment Rights Act 1996.

- b) **Redundancy.** Power to pay increased redundancy compensation to a maximum of 104 actual weeks' pay to staff with at least two years' service (*under prefix E regulation 6*).

(i)Compulsory Redundancy

This Council's Decision: To pay a one-off lump sum based on 2.2 times the statutory redundancy formula (calculated according to length of service and age) to a maximum of 66 actual week's pay.

(ii)Voluntary Redundancy

This Council's Decision: To pay a one-off lump sum based on 2.2 times the statutory redundancy formula (calculated according to length of service and age) to a maximum of 66 actual weeks' pay.

(iii)Strain on the Pension Fund

Staff aged 55 and above have the automatic right to access their accrued pension if their contract of employment is terminated on the grounds of redundancy. Where an individual is under their Normal Pension Age (NPA), which is the same as their State Pension Age or 65 if greater, then the Council is required to make a payment to the Pension Fund known as 'strain on the fund' to offset the early access costs incurred by not applying any actuarial reductions that would otherwise reduce the benefits payable. The Council, if it wishes to do so, can offset these costs against any non-statutory compensation paid to an individual. The Council must still pay any statutory redundancy payment that is due.

NB the pension payable may however be limited by the cap on costs applied by the Enterprise Act 2016. Please see section above 'Cap on public sector exit costs'.

This Council's Decision: Where there is a 'strain on the fund' the Council will deduct the costs payable to the Pension Fund from any non-statutory compensation payment made to an individual.

After deducting the 'strain on the fund' costs any remaining balance of the non-statutory compensation, together with all of the statutory redundancy pay, will be paid to the employee. For avoidance of doubt statutory redundancy pay is based on the statutory cap limit and not actual week's pay.

(iv) TUPE

For clarification, any staff transferred to this authority under the Transfer of Undertakings (Protection of Employment) Regulations 2006 and as amended 2014, i.e. under TUPE, or on an equivalent basis, that are made redundant for any reason following the transfer would receive redundancy compensation calculated on the basis of their terms and conditions immediately prior to the transfer. This would apply even if the compensation were less beneficial than that usually provided by this authority.

- c) **Efficiency of the Service.** Power to pay up to a maximum of 104 actual weeks' pay to staff whose contract of employment is to be terminated in the efficiency of the service (*under prefix E regulation 5 & 6*).

This Council's Decision: To pay a one-off lump sum, based on the merits of each individual case, up to a maximum of 104 actual weeks' pay where the contract of employment is terminated for the efficiency of the service. Factors to be taken into account in awarding compensation would include:

- Employee relations considerations
- The likely and foreseeable financial loss to the employee taking into account all circumstances including any other form of compensation and benefit being received
- Overall reasonableness, including benefits to the Council Tax Payer by the employee leaving the Council.
- Direct financial savings to be incurred by the employee leaving the Council.

The calculation of a week's pay is as defined by the Employment Rights Act 1996.

Strain on the Pension Fund

Staff aged 55 and above have the automatic right to access their accrued pension if their contract of employment is terminated on the grounds of the efficiency of the service. Where an individual is under their Normal Pension Age (NPA), which is the same as their State Pension Age or 65 if greater, then the Council is required to make a payment to the Pension Fund known as 'strain on the fund' to offset the early access costs incurred by not applying any actuarial reductions that would otherwise reduce the benefits payable. The Council, if it wishes to do so, can offset these costs against any non-statutory compensation paid to an individual.

NB the pension payable may however be limited by the cap on costs applied by the Enterprise Act 2016. Please see section above 'Cap on public sector exit costs'.

This Council's Decision: Where there is a 'strain on the fund' the Council will deduct the costs payable to the Pension Fund from any non-statutory compensation payment made to an individual.

After deducting the 'strain on the fund' costs if there is any compensation payment remaining then the Council will pay the balance to the individual.

- d) **Conversion of Lump Sum Compensation Payment into Additional Pension Entitlement.** Power to convert lump sum compensation in excess of any statutory redundancy payment, on the employee's request, into additional annual pension entitlement of up to £6,755 (1st April 2016 figure).

This Council's Decision: To allow the employee to convert the lump sum compensation in excess of any statutory redundancy payment into additional pension entitlement as above.

- e) **Power of employing authority to grant additional pension**

Power to grant a member on redundancy or efficiency of the service termination of employment an additional pension of not more than £6,755 a year (1st April 2016 figure) payable from the date of retirement (*under prefix R regulation 31*).

This Council's decision: That this discretion not be used.

- f) **Power of employing authority to share the purchase cost of additional annual pension**

i) Where the staff member wishes to purchase additional annual pension of up to £6,755 a year via Additional Pension Contributions (APCs), the power for the employing authority to share the cost of this. This would be via a Shared Cost Additional Pension Contribution (*under prefix R regulations 16(2)e & (4)d*).

This Council's Decision: That this discretion not be used.

- g) **Voluntary Early Retirement before age of 60** – Staff aged between the ages of 55 to 59 can choose voluntarily to retire and draw their pension with immediate benefits without the the employer's consent, subject to actuarial reductions for early payment. Power to apply the *85 year rule (see below) if the employee meets its requirements (termed switching the 85 year rule back on) (*under prefix TP schedule 2,1(1)c*).

This Council's Decision: That this discretion not be used.

- h) **Voluntary Early Retirement before age of 60** – Staff aged aged 55 or over can choose voluntarily to retire and draw their pension with immediate benefits without the the employer's consent, subject to actuarial reductions for early payment. Power to waive any actuarial reductions (*under prefix R regulation 30 [5]*).

This Council's Decision: That this discretion not be used.

- i) **(i) Flexible Retirement:** Subject to the employer's consent power to allow a member of the scheme to draw all or part of their pension after the age of 55 and to continue to work for the Council providing the staff member either reduces their hours or grade (*under prefix R regulation 30 [6]*).

This Council's Decision: To allow staff to draw all or part their pension after the

age of 55 providing the staff member either reduces their hours or grade / salary by a minimum of 20%, the arrangement meets the operational requirements of the Council and where there is no cost to the Pension Fund. The pension will be actuarially reduced if it is taken before the employee's Normal Pension Age.

(ii) Flexible Retirement: Power to waive, in full or in part, any actuarial reduction that is applied to the early payment of those benefits.

This Council's decision: This power may be used exceptionally where a strong business case exists for doing so and where the cost of this will be recouped within 2 years by the savings made for the Council due to the Flexible Retirement.

- j) **Shared Cost Additional Voluntary Contribution (SCAVC)** - Power to assist employees in "topping-up" pension benefits by sharing with them the cost of Additional Voluntary Contributions. This discretion might be used as another form of inducement in the recruitment process (*under prefix R regulation 17*).

This Council's Decision: That this discretion not be used.

- k) **Power to grant an application for reinstatement of a suspended tier 3 ill health pension on or after age 55 and before age 60.**

This Council's Decision: That this discretion not be used.

- l) **Power to include any regular lump sum payment received by the employee in the preceding 12 months when calculating assumed pensionable pay when the employee is** (*under prefix R regulation 21*):

- on reduced contractual pay or no pay due to sickness or injury, or
- absent during ordinary maternity, paternity or adoption leave or during paid additional maternity, paternity or adoption leave, or
- absent on reserve forces service leave, or
- retires with a Tier 1 or Tier 2 ill health pension, or
- dies in service

This Council's Decision: That this discretion not be used.

- m) **Power to make an injury award to those who sustain an injury or contract a disease as a result of anything they were required to do in performing the duties of their job and in consequence of which they** (*under prefix D regulation 3-7*):

- suffer a reduction in remuneration, or
- cease to be employed as a result of an incapacity which is likely to be permanent and which was caused by the injury or disease, or
- die leaving a surviving spouse, civil partner or dependant

This Council's Decision: That this discretion not be used.

- n) **Transferring non-LGPS pension entitlements to the LGPS:** Staff with accrued non-LGPS pension entitlements who join the LGPS for the first time, or if previously a member of the LGPS acquired these subsequently, have 12 months from joining to transfer them. This period may be extended at the discretion of the council where there is available evidence that the employee formally commenced a transfer within the 12 months period which has not been completed (*under prefix R regulation 100 [6]*).

This Council's Decision: That this discretion is used.

- o) **Transferring previous LGPS pension entitlements:** Staff with previous LGPS pension entitlements from non-West Sussex authorities have 12 months from joining (or rejoining) the WSCC scheme to elect **not** to have these aggregated with future pension entitlements accrued (i.e. to decide to keep them separate). This period may be extended at the discretion of the council where there is available evidence that the employee formally requested this within the 12 months period but that this was not actioned (*under prefix R regulation 22 [7] & [8]*).

This Council's Decision: That this discretion is used.

- p) **Pension contribution bands:** The correct pension contribution band for each employee is calculated using the Employee Contribution Table (England and Wales) issued by the LGPS annually. The table is tiered, with higher contribution rates for higher earning staff. Staff pay the rate applicable to them on the whole of their gross pay including any overtime. It is based on actual pay earned not Full Time Equivalent salary. The Council's policy is that if an employee's pay rises during the course of the year into a higher contribution band then he or she would be required to contribute the increased rate on all of their pay from that date (and vice a versa if their pay decreased). Where this situation applies following the backdating of a salary increase, the employee would be required to make backdated contributions at the higher rate (*under prefix R regulations 9 & 10*).

All continuous service with bodies listed under the Modification Order will be included in all of the redundancy and compensation payments listed above.

Explanatory Note - 85 year rule

The 85 year rule was a test to calculate whether pension benefits should be actuarially reduced if a pension is paid to a member of the scheme before they reach 65. If the sum of the scheme member's age plus their LGPS membership (for part-time staff, scheme membership towards this rule counts at its full calendar length) was equal to at least 85 years then their pension was not reduced. Where less than 85 years then their pension benefits would be actuarially reduced. The earliest a member of staff can choose to draw their pension is age 55.

Since the 1st April 2008 the 85 year rule has been in the process of being phased out. There are transitional protection arrangements in place. Scheme members who were 60 or over prior to the 31st March 2016 will receive full protection on all their pensionable service accrued before the 1st April 2016 if they meet the terms of the

rule. Pensionable service accrued after this date up to their Normal Pension Age would be subject to actuarial reduction.

Scheme members who reach 60 between the 1st April 2016 and the 31st March 2020 will receive at least partial protection of their pensionable service accrued between the 1st April 2008 and the 31st March 2020, as well as full protection of all earlier service, if they meet the terms of the rule.

If you were under age 60 as at the 31st March 2016 and choose to retire before the age of 65, then, provided you satisfy the 85 year rule when you start to draw your pension and were a scheme member as at 30th September 2006, the benefits you have built up to the 31st March 2008 will not be reduced.

Please note that the above Explanatory Note on the 85 year rule is for information purposes only and does not form part of this corporate policy or of itself confer any entitlements on staff.

October 2016

Chichester District Council

THE CABINET

7 March 2017

**Chichester Contract Services -
Review of Operational Staff Grading Structure**

1. Contacts

Report Author:

Bob Riley - Contracts Manager

Tel: 01243 534615 E-mail: briley@chichester.gov.uk

Cabinet Member:

Roger Barrow - Cabinet Member for Contract Services

Tel: 01243 601100 E-mail: rbarrow@chichester.gov.uk

2. Recommendation

- 2.1. That the Cabinet approves the introduction of the new grading structure for CCS grounds, streets and waste staff at a total cost of £90,000 pa to be funded from efficiency savings.**

3. Background

- 3.1. In recent years it has become increasingly difficult to recruit and retain suitable staff for the grounds, streets and waste teams within Chichester Contract Services (CCS).
- 3.2. CCS pay is determined via a local agreement, albeit annual inflation pay increases are linked the national agreement. Existing pay rates at CCS are on a fixed rate, with no incremental progression.
- 3.3. In January 2014, following negotiations with union representatives, these staff received an additional 1.2% increase, with HGV drivers receiving a 2.2% increase. Although this award was well received, the rates paid at CCS remain low when compared to other neighbouring local authorities delivering similar services, either in-house or contracted out.
- 3.4. During 2015 problems with recruiting and retaining HGV drivers had become critical, and a report was taken to the October 2015 Cabinet where Members agreed to provide a pay supplement for HGV drivers only.
- 3.5. In the autumn of 2016 the staff made a formal representation to management, requesting that the CCS pay rates be urgently reviewed. CCS management subsequently met with staff representatives to discuss possible changes to the pay structure. One concern expressed by both sides was that the existing structure offered no recognition for staff demonstrating positive, responsible behaviour and there was little opportunity of progression within the service.

4. Outcomes to be Achieved

- 4.1. The pay review must deliver an affordable and sustainable outcome for the Council and lead to an improvement in recruitment and retention.
- 4.2. The new grading structure should benefit experienced, trained staff willing to take on additional responsibility.
- 4.3. Improved opportunities for progression should encourage staff to remain working for the Council, build more reliable teams and reduce the reliance on agencies to supply staff.

5. Proposal

- 5.1. The proposed scheme (see appendix 1) links CCS grades to prescribed spinal points within the National Joint Council for Local Government grading system. Within each grade there will be opportunities to progress, allowing staff members the opportunity of career development.
- 5.2. The starting salary, in most cases, will be higher than the existing rate. Progression to a higher scale would be dependent on a positive appraisal; taking into account experience, relevant qualifications achieved, responsibility, attitude and attendance record.
- 5.3. At least 12 months satisfactory service would be required before consideration for promotion to the second increment. Opportunities for promotion to the highest level within each grade will be dictated by service need and such posts will be limited to a defined number.
- 5.4. Each grade includes specific salary bar points. There are two types of bar point and staff can only be paid these as set out below:
 - a) either by meeting or surpassing specified performance, training and/or qualification criteria. Assessment will be carried out by line manager via Job Chat appraisalor
 - b) by application and selection for a limited number of more senior posts via recruitment interview, tests if appropriate and meeting the stated essential criteria for the role.
- 5.5. If approved by Cabinet, the new grading structure will be introduced for the start of the 17/18 financial year.

6. Alternatives Considered

- 6.1. To do nothing was not considered an option as this would not address the underlying issues of recruitment and retention.
- 6.2. An alternative would have been to simply seek an increase to the basic pay rates. This would not have provided the important positive reward for experience and responsibility.

7. Resource and Legal Implications

- 7.1. It is estimated that the implementation of this grading structure for the grounds, streets and waste teams will cost £90,000 per annum, including establishment costs.
- 7.2. It is proposed that this will be funded initially from savings within CCS budgets as identified by the Accountancy service and explained below.
- 7.3. £40,000* additional income from the garden recycling service
£30,000 additional income from the trade waste service
£22,600 removal of the vacant Vehicle MOT tester / apprentice post
£92,600

* The additional income from the expansion of the Green Waste service is already identified in the deficit reduction plan from 2018/19, but additional unbudgeted income anticipated for 2017/18 can be utilised for other purposes during 2017/18.

The 2018/19 budget will be drafted to accommodate these salary revisions, and if necessary utilise part of the £300,000 that has been identified in the 5 year financial model.

8. Consultation

- 8.1. Staff and union representatives have been consulted through the development and have expressed support of this scheme. The Council's HR Manager has contributed to the development of the proposed new structure.
- 8.2. The proposals have been presented to the Joint Employee Consultative Panel and received a positive response..

9. Community Impact and Corporate Risks

- 9.1. Failure to recruit and retain suitable front line staff would have serious implications for the delivery of the various high profile services delivered by the Council.

10. Other Implications

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

11. Appendices

11.1. CCS Staff Grading Structure

11.2. Local Hay Grades and Points National Salary Table

12. Background Papers

12.1. None

Current Grades / Salaries

	Waste	Streets	Grounds
Grade 2	Loaders -£16,026	Litter pickers - £16,026	
Grade 3	7.5t drivers - £16,476	Non HGV driver - £16,476	Trainees - £15,876
Grade 4			Grounds staff - £16,476
Grade 5	HGV drivers - £21,500 (incl. 2015 supplement)	Sweeper drivers - £19,660 (incl. 2015 supplement)	Specialist staff - £17,072
Supervisor	Supervisor - £23,141	Supervisor - £23,141	Supervisor - £23,141

Proposed Grades/Salaries and Competencies

Page 107

Grade	Increment	Salary	Waste	Streets	Grounds
1	1 (sp 13)	£16,191	<u>Loader - probationary</u> Induction/probation/basic training	<u>Litter picker - probationary</u> Induction / probation / basic training	<u>Grounds - probationary</u> Induction / probation / basic training
	3 (sp 15)	£16,772	<u>Loader</u> 12 mths/Bartec/risk assessment understanding and compliance / conduct / attendance	<u>Litter picker</u> 12 mths/risk assessment understanding and compliance / conduct / attendance	Not available
	4 (sp 16)	£17,169	Not available	<u>Streets - Driver</u> 12 mths/3.5t driver/risk assessment understanding and compliance/basic equipment and hand tools/highway litter picking/fly tips/dog bins/conduct/attendance	<u>Grounds - Driver</u> 12 mths/3.5t driver/risk assessment understanding and compliance/basic equipment and hand tools/assist with cemetery work/conduct/attendance
	5 (sp 17)	£17,547	<u>Senior loader</u> First aid / team leader training / assist with induction training / act	Not available	Not available

			as staff rep and attend operational meetings / assist with Bartec issues / flexible / conduct / attendance		
Grade	Increment	Salary	Waste	Streets	Grounds
2	1 (sp 18)	£17,891	<u>7.5t driver - probationary</u> Induction /probation / basic training / 7.5t licence / CPC / conduct / attendance	<u>7.5t driver - probationary</u> Induction/probation / basic training / 7.5t licence / CPC/ conduct / attendance	<u>Grounds – Skilled</u> Induction/probation/ basic training/ specialist equipment and tools/ trailer licence/ pesticide application/ routine play area inspector/ conduct/attendance
	2 (sp 19)	£18,560	<u>7.5t driver</u> 12mths / Bartec / risk assessor/conduct / attendance	<u>7.5t driver TM</u> 12mths/ traffic management/ risk assessor/team leader/ conduct/attendance	<u>Not available</u>
	3 (sp 20)	£19,238	Not available	<u>Streets Specialist</u> 7.5t & traffic management/ precinct sweeper training inc. mechanical repairs and maintenance/ risk assessor/ team leader/ conduct/attendance	<u>Grounds Specialist</u> Level 3 qualifications; horticulture/ tree work/mini digger driver/ team leader training/ H&S training/ supervisory cover
Grade	Increment	Salary	Waste	Streets	Grounds
3	1 (sp 23)	£21,057	<u>HGV driver - probationary</u> Induction /probation / basic training / HGV/ CPC / Bartec / team leader / risk assessor/conduct/attendance	<u>Sweeper driver - probationary</u> Induction/probation/basic training/ HGV/CPC/ sweeper training inc. mechanical repairs and maintenance/ schedules, risk assessor/ conduct/attendance/ supervisory cover	Not available
	2 (sp 24)	£21,745	<u>HGV driver -team leader</u> 12mths / enhanced H&S training/ team leader / risk assessor / conduct / attendance	<u>Sweeper driver – traffic management & team leader</u> Sweeper training with traffic management/conduct/attendance/ supervisory cover	Not available

	3 (sp 25)	£22,434	<u>HGV driver -trainer</u> Driver assess / train others / management training / NEBOSH / Bartec / Supervisor cover / conduct / attendance	Not available	Not available
Grade	Increment	Salary	Waste	Streets	Grounds
4	1 (sp 28)	£24,717	<u>Supervisor</u> Deliver induction training / job chats / use all standard computer software (i.e. Lagan/Bartec) / produce monitoring plan/NEBOSH / driver assessment / recruitment / issuing management instructions and assisting with disciplinaries / train the trainer/contract manage agency performance	<u>Supervisor</u> Deliver induction training / job chats / use all standard computer software (i.e. Lagan/Bartec) / produce monitoring plan/ NEBOSH / driver assessment / recruitment / issuing management instructions and assisting with disciplinaries / train the trainer/contract manage agency performance	<u>Supervisor</u> Deliver induction training / job chats / use all standard computer software (i.e. Lagan/Bartec) / produce monitoring plan/ NEBOSH / driver assessment / recruitment / issuing management instructions and assisting with disciplinaries / train the trainer/contract manage agency performance
	2 (sp 29)	£25,694	<u>Senior Supervisor</u> Qualification in leadership (i.e. ILM grade 3) Plus appropriate industry-based qualification	<u>Senior Supervisor</u> Qualification in leadership (i.e. ILM grade 3) Plus appropriate industry-based qualification	<u>Senior Supervisor</u> Qualification in leadership (i.e. ILM grade 3) Plus appropriate industry-based qualification
	3 (sp 30)	£26,694	<u>Lead Supervisor</u> Competent to act up to cover role of Cleansing Manager	Not available	Not available



CHICHESTER DISTRICT COUNCIL

LOCAL HAY GRADES and POINTS & NATIONAL SALARY TABLES

KEY TO SPINAL COLUMN POINT NUMBERS – BASIC AMOUNTS AS AT 1st April 2016

Grade	Spinal Point	£	Hourly Rates £
1 and 2	6	14,514	7.52
	7	14,615	7.58
	8	14,771	7.66
	9	14,975	7.76
	10	15,238	7.90
	11	15,507	8.04
	12	15,823	8.20
	13	16,191	8.39
	14	16,481	8.54
	15	16,772	8.69
	16	17,169	8.90
	17	17,547	9.10
3	18	17,891	9.27
	19	18,560	9.62
	20	19,238	9.97
	21	19,939	10.34
4	22	20,456	10.60
	23	21,057	10.91
	24	21,745	11.27
	25	22,434	11.63
5	26	23,166	12.01
	27	23,935	12.41
	28	24,717	12.81
6	29	25,694	13.32
	30	26,556	13.76
	31	27,394	14.20
	32	28,203	14.62
7	33	29,033	15.05
	34	29,854	15.47
	35	30,480	15.80
	36	31,288	16.22
	37	32,164	16.67

Grade	Spinal Point	£	Hourly Rates £
8	38	33,106	17.16
	39	34,196	17.72
	40	35,093	18.19
	41	36,019	18.67
	42	36,937	19.15
9	43	37,858	19.62
	44	38,789	20.11
	45	39,660	20.56
	46	40,619	21.05
	47	41,551	21.54
	48	42,474	22.02
10	49	43,387	22.49
	50	44,299	22.96
	51	45,206	23.43
	52	46,114	23.90
	53	47,027	24.38
	54	47,940	24.85
11	55	48,871	25.33
	56	49,773	25.80
	57	50,688	26.27
	58	51,586	26.74
	59	52,500	27.21
	60	53,418	27.69
	61	54,337	28.16
12	62	55,244	28.63
	63	56,169	29.11
	64	57,083	29.59
	65	58,008	30.07
	66	58,920	30.54
	67	59,828	31.01
	68	60,742	31.48

Colour	Annual leave entitlement
	25 days
	27 days
	30 days

Chichester District Council

THE CABINET

7 March 2017

Allocation of Commuted Sum to Fund Affordable Housing

1. Contacts

Report Author:

Linda Grange - Housing Enabling Manager

Tel: 01243 534582 E-mail: lgrange@chichester.gov.uk

Cabinet Member:

Carol Purnell - Cabinet Member for Housing and Environment Services

Tel: 01243 605927 E-mail: cpurnell@chichester.gov.uk

2. Recommendation

- 2.1. That the Cabinet approves the allocation of an additional £51,000 commuted sum monies to The Hyde Group to fund partly three affordable rented housing units at Parsonage Estate Rogate.**

3. Background

- 3.1. The Housing Strategy 2013-2018 sets a target to deliver 700 affordable homes, 150 of which are to be delivered through registered provider redevelopment opportunities and through council funding.
- 3.2. The recently approved Housing Strategy Review considered the use of affordable housing commuted sums received in lieu of affordable housing. It was agreed that these could be used:
- to convert shared ownership to rented units;
 - to attract investment to meet specific local needs, e.g. bungalows, disabled units, redevelopment of outdated or difficult to let housing;
 - to make small schemes viable, e.g. rural schemes, those with high design costs or with additional amenity requirements;
 - where grants would reduce rents to affordable levels, particularly in the case of larger family rented homes.
- 3.3. In May 2016 Cabinet approved the allocation of commuted sum monies to fund 43 affordable rented housing units, including £140,000 towards four units to be developed by Hyde at Parsonage Estate, Rogate. Planning permission has since been granted for only three units and Hyde has advised that the scheme is no longer financially viable without additional grant funding. Factors include:
- revenue lost through the rent reduction of 1% on all affordable rented tenancies;
 - increased building costs;
 - additional drainage costs to meet planning conditions.
- Hyde has advised that it now requires a total contribution of £191,000 to enable the scheme to be built out.

4. Outcomes to be Achieved

- 4.1. Delivery of one one-bedroom bungalow and two two-bedroom houses for affordable rent. These will meet the needs of local people and contribute to the council's housing strategy target and five year housing supply.
- 4.2. Investment from the Homes and Communities Agency (HCA) of £97,500 and from Hyde of over £400,000. As this site will be developed as 100% affordable rented housing there will be no cross-subsidy from shared ownership or market homes so the additional council funding is required to secure grant funding from the HCA.

5. Proposal

- 5.1. To allocate an additional £51,000 of commuted sums (total £191,000) to The Hyde Group to deliver three affordable rented homes. This is needed as without financial support from the council these units cannot be delivered. This is a small rural site which is relatively expensive to deliver compounded by the government's rent reduction policy. There are also issues of contamination, extensive drainage works and escalating build costs which contribute to the need for additional grant.

6. Alternatives considered

- 6.1. Grant from the HCA is on a fixed per unit basis and so without additional grant The Hyde Group is unlikely to deliver the affordable homes.

7. Resource and Legal Implications

- 7.1. The council currently holds £435,000 in commuted sums still to be allocated which can be used for this purpose. A further £1,230,000 of commuted sums is expected from current section 106 agreements. Monies must be spent on affordable housing delivery within the specified timescales stated in the section 106 agreements of the donating sites. If a deadline is missed the developer may apply to have the agreement varied and the contributions returned.

8. Consultation

- 8.1. The Housing Strategy Review considered the future use of commuted sums following discussions with the Chichester Housing Delivery Partnership, the corporate management team and at a Cabinet strategic briefing day. Consultation included the housing operations, planning policy and, economic development teams and other relevant officers.
- 8.2. On 12 January 2016 the Overview and Scrutiny Committee considered the Housing Strategy review. It recommended that Cabinet supports the options for future housing delivery and for capital investment.

9. Community Impact and Corporate Risks

- 9.1. An equalities impact assessment has been undertaken for these proposals and concludes that they will have a positive impact. The proposals will increase the

supply of, and access to, affordable housing, particularly to local households unable to access the market due to low family incomes.

- 9.2. The grant will be paid on completion of the units and following the submission of evidence of the contract sum and contractual completion to ensure probity.
- 9.3. All commuted sum spending is monitored by the council's Planning Obligations Monitoring and Implementation Officer. Progress of projects and expenditure are reported to Corporate Governance Committee annually.

10. Other Implications

Crime and Disorder		None
Climate Change		None
Human Rights and Equality Impact see paragraph 9.1 above	Yes	
Safeguarding and Early Help		None

11. Appendix

None

12. Background Papers

None

Chichester District Council

THE CABINET

7 March 2017

Grant Application - St Wilfrid's Hospice (South Coast) "Dreambuilding"

1. Contacts

Report Author:

Steve Hansford – Head of Community Services

Telephone: 01243 534789 E-mail: shansford@chichester.gov.uk

Cabinet Member:

Eileen Lintill - Cabinet Member for Community Services

Telephone: 01798 342 948 E-mail: elintill@chichester.gov.uk

2. Recommendation

2.1. To consider the recommendation of the Grants and Concession Panel in respect of this application as at paragraph 5.1 of this report.

2.2. Should a further grant award be made, to determine that this should be funded from the New Homes Bonus reserve.

3. Background

3.1. St Wilfrid's Hospice (SWH) provides specialist palliative and end-of-life care to adults suffering from any life-limiting illness. It is a well-established local charity that has been in the same premises for 30 years. It operates primarily through community fundraising. SWH plan to build a new hospice which they believe will better meet the increasing and changing needs of their beneficiaries.

3.2. In November 2015 SWH was granted planning permission for a site in Bosham and purchased the land in January 2016. The new site offers the hospice 50% more usable space. It is an ambitious project with a total cost of £15,585,000. The grant requested is 0.3% of the total project costs. At the time of the Grants and Concessions Panel (GCP) meeting on 19 January 2017 SWH had raised 79.1% of the total cost (over £12m). It hopes to start building in summer 2017.

3.3. A grant application has been received requesting the sum of £50,000 towards the new build project. The application (see Part II exempt appendix for full details) was considered by the GCP at its meeting on 19 January 2017.

3.4. The Grants and Concessions Policy explains how Chichester District Council (CDC) can financially support third parties' projects when they meet CDC priorities. The priorities for grant funding are confirmed annually by the Cabinet and are a key part of the GCP's consideration of bids.

- 3.5. When assessed against CDC's Priorities and Principles of funding the GCP decided that it met their expectations of an 'exceptional' project (on the basis of community benefit, scale of community support and the size of project making the request a relatively small proportion of the total cost). It awarded a £25,000 grant (the maximum allowed under the GCP chair's delegation) but as the total value of the request is over the normal maximum grant size stated in the guidance it is referred to the Cabinet for consideration of the additional £25,000.

4. Outcomes to be Achieved

- 4.1. The application has been submitted under the priority "*Improving Living Places and Spaces – improvements to publicly owned space or built assets that enhance the wellbeing of District residents...*" The bid also highlights the project's contribution to the other two priorities: they will take on more staff as they grow and will also better support those who are "*most in need*".
- 4.2. The project aspires to create a hospice that will meet the needs of the local community for at least the next 30 years. Referrals are anticipated to rise by at least 17% over that period and SWH estimates that the service will support at least 50,000 patients and their friends and family in that time.
- 4.3. The new site will provide a 29% increase in bed space, with an improved layout also helping to provide greater privacy and dignity for patients. Other improvements highlighted will benefit staff, volunteers and families of patients.
- 4.4. The fundraising programme has a target to reach 80% of the total project cost by the end of March 2017. This looks ambitious but achievable given SWH progress. SWH has finalised floor plans, selected a contractor, and anticipate completing construction in October 2018 to be operational January 2019.

5. Proposal

- 5.1. The Cabinet is recommended to consider the recommendation of the GCP "*that Cabinet consider provision of an additional £25,000 funding towards this application*".
- 5.2. The Cabinet can approve this request in whole, award a different sum or reject the request. The Cabinet can also determine whether it is funded from the existing grants balance or fund it from New Homes Bonus (NHB) or Capital Reserves (see 7.1 below).

6. Alternatives Considered

- 6.1. The Grants and Concessions Panel considered the full range of options available to them on this bid, including whether the bid met the criteria for funding and if funding over £15,000 was warranted.

7. Resource and Legal Implications

- 7.1. The grant request was presented to the third of four GCP meetings planned for the current financial year. The unallocated balance (with £25,000 awarded by

the GCP to this bid) is £40,253 to meet any further fast track bids and bids received for the GCP's March 2017 meeting. Should the Cabinet consider supporting the request for an additional £25,000 for this project it is not recommended to use this unallocated balance. The alternatives are to utilise CDC's own NHB or Capital Reserves. As the NHB Reserve is where grants are normally funded from it is proposed to utilise this fund.

7.2. Chichester City Council has awarded £25,000 from its NHB fund and the outcome of a bid to West Sussex County Council is awaited.

8. Consultation

8.1. The GCP on 19 January 2017 considered the application and formed the proposal outlined above.

9. Community Impact and Corporate Risks

9.1. The SWH application (see Part II exempt appendix) is supported by evidence showing its level of activity, local support from volunteers, projections for increasing demand and expansion of services. The exempt appendix also assesses the application against the Grants and Concessions priorities.

9.2 Keeping £25,000 as the maximum grant award is one of the main ways the GCP has managed grant applicants' expectations and also how the reduced grants pot (reduced to £175,000 from 2016/17) is able to meet demand. A grant award of over £25,000 from this source could set a precedent for further larger applications.

10. Other Implications

	Yes	No
Crime and Disorder		X
Climate Change		X
Human Rights and Equality Impact CDC's discretionary funding has a positive impact; the benefits of this particular application are assessed in the Part II exempt appendix.	X	
Safeguarding and Early Help		X

11. Appendices

11.1. Grant Application Summary Details – Part II exempt status

[Paragraph 3 of Schedule 12A to the *Local Government Act 1972* (Information relating to the financial or business affairs of any particular person (including the authority holding that information))]

12. Background Papers

12.1. None

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

Document is Restricted

Chichester District Council

THE CABINET

7 March 2017

Post Project Evaluation of the Financial Management System Project

1. Contacts

Report Author:

Helen Belenger - Accountancy Services Manager

Telephone: 01243 531045 E-mail: hbelenger@chichester.gov.uk

Cabinet Member:

Philippa Hardwick - Cabinet Member for Finance and Governance Services

Telephone: 01428 642464 E-mail: phardwick@chichester.gov.uk

2. Recommendation

- 2.1. That the Cabinet notes the findings of the Post Project Evaluation and considers any comments and recommendations it may wish to make.**

3. Background

- 3.1. The Cabinet considered a report and Project Initiation Document (PID) at its meeting on 12 June 2012, which assessed the business case for the proposal to replace the Council's core financial system, along with a view to obtaining an integrated solution for both a purchasing ordering system and a fixed asset register system.
- 3.2. The reason for this proposal was that the Oracle Financials system being used at the time was nearing the end of its supported life (November 2013) and in order to move to the latest version of Release 12, would have meant a major re-implementation which could not have been achieved without buying in external support and training. There was also a high annual cost of maintaining all of the different systems which made up the Council's financial suite.
- 3.3. Members were also informed that the existing Sun/Solaris platform on which the Oracle system sat would also reach the end of its supported life in January 2014, and therefore this needed to be incorporated in the ICT Strategy 2012-15 server replacement programme.
- 3.4. Due to the estimated value of the contract, an open OJEU tender procedure was implemented on 31 July 2012. The Council received 14 completed tenders by the closing date of 21 September 2012, which were evaluated in accordance with the Council's contract standing orders and EU procurement regulations.
- 3.5. The outcome of the tender process and recommended contract award to the preferred supplier, Civica Ltd was approved by Cabinet at its meeting on 8 January 2013. A budget of £268,300 was approved for the project with anticipated annual costs of £16,583, realising a net annual saving of £53,817; so paying back the estimated capital investment within a 5 year period, as required

in the Council's Financial Strategy.

4. Outcomes to be Achieved

- 4.1. The PPE provides an opportunity to review how the implementation of the new financial management system has performed against the original objectives and success criteria for the project as set out in the PID.
- 4.2. The PPE process also allows lessons to be learned from this project, which can be passed onto other projects and to ensure that any open issues or risks are addressed, and highlight any future actions and recommendations where appropriate. It also provides the opportunity to assess the expected outcomes already achieved and/or provide for any outcomes yet to be realised. Plus give an opportunity to highlight any indirect or unforeseen benefits from the project not previously identified in the PID.

5. Proposal

- 5.1. The original proposal set the outcomes as:
 - To select a cost effective and appropriate integrated financial management system that achieves a reduction in the total cost of ownership.
 - To replace the necessary financial systems in a timely manner to ensure continuity of service.
 - To simplify and have better integration with other third party systems e.g. income and property management.
 - To enable a move towards using a more cost effective platforms for the delivery of council systems.
 - To provide a financial system with an easy to use interface that will allow managers to access real time financial information.
 - To provide a system that can be accessed remotely and will be suitable for deployment to council staff that are not office based.
- 5.2. The PPE has shown that the implementation of the core financial system was achieved on the required date of 1 April 2014, and the Council was able to access its financial data for budgets and expenditure on the general ledger, raise invoices for the goods and services that it delivered to its customers, and had an integrated purchasing system which linked to the creditors module which paid the Council's suppliers.
- 5.3. All staff are able to access the financial system (subject to their security permissions to tailor their views of data etc.) and the information is in real time as it is refreshed every 15 minutes. The system is also accessible to staff working remotely.
- 5.4. A primary objective was to reduce the total cost of ownership through amalgamating systems and having a solution better suited to the functions of the Council. The estimated capital investment including contingency provision was set at £268,300 along with anticipated ongoing revenue costs of £16,583. This gave anticipated savings of £53,817 pa against the ongoing costs of the original financial suite of systems used by the Council. The final scheme cost of this

project was £215,729 and so £52,571 will be returned to the Council's usable reserves. Also the ongoing revenue costs are £14,583 as an annual upgrade support fee option was not taken up, so the actual annual savings achieved are £55,817. The new system also works on a more cost effective platform and so contributed to the savings realised by the ICT Replacement Server Programme.

- 5.5. This project was also the catalyst for a service review undertaken for the Accountancy Service, which was expected to deliver further savings as part of the Council's original deficit reduction plan. The restructure of the team to take account of improved business processes, and the ability for budget managers to self-serve obtaining financial data directly, meant ongoing staff cost savings of £75,000 have been achieved. Essentially the type and standard of service delivered by the team has moved to one of added value and qualitative skills due to increased technical skills and knowledge, rather than information provision and less quantitative skills. Also as the business objects reporting tool licences, previously used by accountancy to provide financial reports to budget managers, were no longer required for the new system; this realised a saving of £25,000 that had not previously been identified as a consequence of this project.
- 5.6. Two new modules included in the original Civica system were implemented in 2016 for payroll budgeting and ebudgeting, which replaced 2 in-house developed databases that were previously used by Accountancy Services to deliver the budget. The ebudgeting module enables budget managers to use the system to review their controllable budgets and is linked to the change in service delivery by accountancy. All budget managers were given training to use the system by the Accountancy team in September/October 2016 and reminded about good financial management. This is seen as a further enhancement of the skills and knowledge for the wider financial management role all managers have a part to play.
- 5.7. In conclusion the project was a major step forward in improving the accessibility to financial information within the Council, improving associated workflow and business processes, and has more than achieved the savings targets set as a consequence. Plus the new core financial system was delivered on time.
- 5.8. It should also be noted that the Accountancy Services team continue to invest time training and developing the financial skills and understanding of budget managers in order to enhance their financial system self-service experience. This ongoing support is delivered via training updates and the offer of drop-in sessions which all budget holders can attend.
- 5.9. The way in which the team provides accountancy support to the Council has been transformed due in part to the implementation of the new financial system, but also due to the creative problem solving ideas implemented as the team sought out ways to become more efficient in the delivery of the service as part of the impact of the service review.

6. Alternatives Considered

- 6.1. Alternative options were considered as part of the original PID reported to the IT Advisory Group (ITAG) in May 2012 and Cabinet in June 2012. These were:

- Do nothing
 - Do Minimum - Upgrade to Oracle Release 12
 - Replacement system – Managed in-house
 - Replacement system – hosted
 - Shared service
- 6.2. The preferred route approved by both ITAG and Cabinet was to test the market for a new FMS.
- 6.3. Following the outcome of the tender process the preferred option was to implement a replacement system managed in-house.
- 6.4. The PPE looks at how the project fared in relation to the original objectives and success criteria. The PPE shows that these were achieved and the items which are still in progress at the time of this report.

7. Resource and Legal Implications

- 7.1. The resources and finance required over the life of this project were identified at the outset of the project and as stated have been managed within the approved project budget and ongoing revenue budget. However, the impact of undertaking such a large scale project of this nature should not be under estimated as it is a significant draw of staff resources and has been achieved by key team members having to work additional hours to ensure that both this project and the delivery of the normal routine service objectives i.e. budget and final accounts.
- 7.2. However, some additional staffing resources were required in the past year in the Accountancy Services team to assist with the implementation of other project work (new treasury system) plus the implementation of the new fixed asset module and the budgeting modules. The costs of which are funded by an approved staffing budget carry forward into the 2016-17 budget.

8. Consultation

- 8.1. The PPE was circulated to SLT and all the project team for their comments which are incorporated in appendix 2.
- 8.2. During 2016 additional hands on end user training was delivered to address any gaps in skills and knowledge of staff using the financial system for the accounts payable and accounts receivable modules. All services now have a number of lead users who should be able to train any new staff and deal with simple queries. This was arranged after feedback from managers.
- 8.3. It should also be noted, that during a clarification meeting with the preferred supplier at the start of the project a number of budget managers were invited to see the potential self service capabilities of the system, where the feedback was very positive. Since the implementation of the new system all budget managers have now received two hands on training sessions on how to use the system and specific training of Finance for Non-Financial managers to aid their knowledge of financial management and jargon busting finance terminology. After these sessions the response from budget managers on using the system has been welcomed.

8.4. This approach was taken to ensure that the delivery service standard agreed for the Accountancy Service was achievable and did not increase the exposure to financial risks for the Council by having this wider financial management approach.

9. Community Impact and Corporate Risks

- 9.1. At the outset of the project the Council had to do something to ensure that it maintained a robust financial system. This was a large project that could not impact on the ability of the Accountancy Services team to be able to complete the Council’s statutory financial accounts, nor prevent it from being able to bill for the goods/services it provided to the community, or to pay its own suppliers.
- 9.2. The risks associated with the project were carefully managed in terms of cost control and ensuring that the system implemented was as set out in the contract, the tender specification and the tender response submitted by the successful supplier.
- 9.3. As the system has been in place since April 2014, and is supported and maintained by in-house staff for any upgrades, any risks associated with the implementation have now been closed.

10. Other Implications

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

11. Appendices

- 11.1. Appendix 1 – Original Project Implementation Document.
- 11.2. Appendix 2 – Post Project Evaluation Document.

12. Background Papers

None



Project Initiation Document

Version 5

Financial Management System

Author

M J Dolan

Project Identification

12/13 IT01

Document History

Version	Date	Remarks	Reviewers
1	02-Feb-12	Considered by working group	HB, JD, PO, JW, DC
2	12-Mar-12	Considered by Finance Group	HB,DC
3	13-Apr-12	IT Review	DH, KJ, DB, KT
4	18-Apr-12	Considered by Working Group	HB, JD, JW, DC
5	24-Apr-12	Financial Services Review	HB, MD

NOTE:

The completion of this document is only required for projects within the Electronic Government programme or others involving in excess of £20,000 capital cost to the Council

Contents

Introduction	3
Project Definition	5
Success Criteria	5
Project Scope	6
Options Appraisal Summary	7
1 Do Nothing	7
2 Do Minimum (Upgrade to release 12)	7
3 Replacement System - Managed in-house	8
4 Replacement System – Hosted	10
5 Shared Service	10
Corporate Policy Compliance	13
Project Team Structure & Job Definitions	13
Project Management Process	13
Project Plan & Resources.....	15
Project Budget.....	17
Risk Assessment.....	18

Introduction

The Council's financial suite comprises the following systems:

System	Function
Oracle Financials 11i	General Ledger Accounts Payable Accounts Receivable
EGS IDeA Marketplace	Purchase ordering Procurement
Real Asset Management Asset 4000	Fixed Asset Accounting
SAP Business Objects Xlr3	Financial/HR Payroll Reporting
MidlandTrent	HR Payroll
CAPITA AIM/Axis	Cash receipting streams
TRACE	Stock control

The current system in the present configuration is considered to be expensive, and unintuitive with limited capabilities.

Accounting

The Oracle Financials system used by the Council since 1994 is a forms based application designed for use by a dedicated centralised finance team. Reporting and analysis of financial information is accomplished using the Council's Business Objects business intelligence tools. Reports are periodically generated by the system and directed to Managers via email either as PDF documents or spreadsheets. While the quality of this information is good more effective financial management by budget holders could be accomplished with live access to financial data published directly to desktops.

Procurement

For procurement the Council uses IDeA Marketplace a hosted combined eMarketplace and procure to pay solution. Participation in e-procurement throughout the Council is good with approximately 200 buyers and approvers using the system. The software is an effective e-ordering system that tightly controls ordering and invoice payment in accordance with the Council's financial regulations. However the system is hosted and shared with other organisations and does suffer from performance issues particularly during peak usage times. The system integrates invoice approval and payment with Oracle Financials however commitment accounting is not available and although this could be rectified at a cost there would be an on-going increase in system administration within both financial and front line services.

Having separate procurement and creditor systems also leads to duplication of effort when creating and maintaining suppliers, the Council's workflows and costing schemas.

Asset Management

Asset 4000 from Real Asset Management is an asset register and asset accounting systems that was purchased as a cost effective, supported and IFRS compliant solution. However most modern accounting systems include asset accounting as part of their core financials package (This does include Oracle Financials but not under the Council's current licence terms). A fully integrated and better suited asset accounting system will be both cheaper and require less administration.

Software Support

The Council's existing Oracle Financial System is nearing the end of its supported life. The support arrangements are as follows:

Support Type	Status
Premier Support	Ended
Extended Support	Nov 2013
Sustaining Support	Indefinite (at present)

Premier and extended support represent the complete Oracle Applications support package except that in the case of extended support Oracle will not certify financials for use with certain third party systems. The difference between these support levels presents no impact or risk to the Council.

Sustaining Support provides access to existing patches and fixes but no new patches or fixes will be issued. Oracle will, however, assist the Council with workarounds for any technical issues encountered. No legislative updates will be issued.

Risks associated with Sustaining Support

1. Although the Council does not use any legislatively sensitive module such as HR Payroll, future changes to the UK tax or accounting legislations could have an impact.
2. The unlikely event that a major bug or compatibility issue is discovered.
3. The product may not work with and will not be supported on future versions of the Oracle database. This could affect the medium term supported status of the database giving rise to security and COCO compliance issues.

Hardware Support

The hardware platform upon which the system is hosted will cease to be supported in January 2014. However, due to improvements in hardware and software technologies the Council would not replace this server on a like for like basis. The Council will need to incorporate any specification for the provision of an appropriate hardware / software platform into a unified hardware replacement program during the summer of 2012.

The council is committed to moving toward more cost effective application delivery platforms (I.T. Strategy 2012-15) this will be key when consideration the best option for the future delivery of financial systems.

Joint working

Several West Sussex district councils may need to review and possibly replace their financial management systems in the medium term. Any solution procured as a result of this exercise should support the concept of joint working. This could be achieved by tendering for products or services as a framework that other councils could join at a later date and a discounted rate. This would facilitate possibilities for closer working arrangements in the future.

At this point we have an opportunity to improve the current arrangements with a more integrated solution that will contribute to more inclusive financial management and reduced costs to the Council.

Project Definition

1. Continue the delivery of a robust, properly supported and cost effective financial management system.
2. Improve integration between system functions, removing the need for ancillary systems, principally IDeA Marketplace and Asset 4000.
3. Improve quality of and access to financial information for members, senior officers and budget managers.
4. Reduce the total cost of ownership through amalgamating systems and procuring a solution better suited to the functions of the Council.
5. Implement a solution that will in the future allow for the incorporation of further Council integrated systems such as HR Payroll and stock control and corporate financial reporting.
6. Simplified and more efficient administration with less duplication of work.

Success Criteria

1. Selection of a cost effective and appropriate financial management system.
2. Implementation of core financials equivalent to the existing Oracle Financials product by 1st April 2014.
3. Replacement of the existing asset management system by 1st Apr 2015
4. Replacement of the existing purchasing system by November 2014.
5. Reduction in the total cost of ownership.
6. Simplified / better integration with third party systems such as the Income and property management systems.
7. Facilitate the movement towards more cost effective platforms for the delivery of council systems.

Project Scope

Project includes:

1. Selection of software or solution provider for the replacement or upgrade of the existing financial management system.
2. Procurement of financial management system software to be either directly implemented by the Council or hosted by either a commercial or public sector partner.
3. Procurement of any hardware infrastructure necessary to deploy the system.
4. Procurement of consultancy and training services necessary to implement any new system and train key staff.
5. Integration with the current CAPS Uniform property system.

Project excludes:

1. Re-design of hardware and software schema specifically to reduce the cost of the existing Oracle database license.
2. Replacement of the Midland Trent HR Payroll system (though this project may facilitate this at a later date).
3. Replacement of the current Solaris servers configuration except where that may be influenced by the requirements of this project.
4. Replacement of the property management system.

Options Appraisal Summary

1 Do Nothing

Continue with Oracle 11i under the Sustaining Support arrangement.

Oracle 11i is nearing the end of its supported life. At this point no further patches or updates will be released for this system. Under the existing support arrangements the Council has access to a large database of existing patches and fixes, additionally Oracle will provide arm's length advice to help resolve technical difficulties.

The existing Solaris hardware platform will reach the end of its supported life in January 2014 and would need to be incorporated into the ICT Strategy 2012-15 server replacement program.

Pros:

1. No immediate disruption to existing services.

Cons:

1. Oracle 11i will not continue to be supported indefinitely. Heavy reliance on skills of one member of IT staff to resolve any problems.
2. Current configuration is expensive.
3. The software is considered complex and unintuitive making it difficult to deploy further.
4. Reliance on third party solutions such as IDeA Marketplace, Asset 4000, Midland Trent HR Payroll and Business Objects.
5. Future versions of the database platform that underpin the system are unlikely to work with this software. This will ultimately be in breach of the Government's Code of Connection (COCO) and lead to more obsolete systems being de-supported and eventually an upgrade equivalent to Option 2 being forced upon the Council.

2 Do Minimum (Upgrade to release 12)

The currently fully supported version of the Oracle Financials system is Release 12. To continue using Oracle Financials in a properly supported environment we are required to upgrade to this version.

Pros:

1. Data and system continuity.
2. Fully supported by Oracle

Cons:

1. Upgrade testing and evaluation has revealed a difficult upgrade path that would require extensive assistance from external consultants.

2. Difficult to support in-house as the system is far more complex than Oracle 11i. There are risks associated with retaining specialised in-house skills that could increase the cost of ownership.
3. Does not fit the organisation well, it is difficult to represent the Council's business processes within the system.
4. Upgrading may involve moving to Oracle's new licensing metric. This would mean the number of users who access the system will either need to be reduced or more licenses would need to be purchased.
5. This option offers nothing to improve engagement with members and budget managers.
6. A significant investment in training will be required to support the new system.
7. Will continue to be an expensive solution.

3 Replacement System - Managed in-house

There are a number of alternative systems available to the Council the majority of which have a lower cost of ownership than the current system configuration.

The capabilities, supplier relationship, usability and potential scope of following systems have been investigated using a combination of presentations by vendors and site visits.

System	Site visit	Vendor Presentation
Agresso (Unit 5)	Waverley BC	Completed
Technology One Financials.	Scarborough (Video conference)	Completed
Civica Authority Financials.	Brighton and Hove City Council	Pending
eFinancials (Formerly Cedar)	Pending	Completed
Microsoft AX Dynamics	Suitable reference site yet to be identified.	Initial contact and discussion with Microsoft partner.

Pros:

1. Selected system will more closely match the Council's requirements.
2. Significant cost savings in the medium term.
3. Simplified administration by removing the need to integrate third party systems.
4. Better management information with wider deployment across the Council and real time delivery of financial information to managers' desktops.
5. Potential to replace further third party systems in the future as contracts come to an end. This could result in further reductions in system administration, license fees and hardware costs and improve management information.
6. Opportunity to use a more cost effective platform.
7. Ability to share the system with a neighbouring Council should the opportunity arise.
8. Potential to incorporate further systems such as HR Payroll or disaster recovery at a later date as part of a further procurement exercise.
9. Facilitate the move towards more cost effective hardware/software platforms as part of the 2012-15 I.T. strategy

Cons:

1. Major system change will require internal resources and may lead to some disruption in services during transition
2. Need to retrain all the users of the system.
3. Likely need to redesign some of the Council's business processes to fit the new systems methodology and improve efficiency.
4. Service delivery may suffer in the short term.

4 Replacement System – Hosted

It is possible to implement one or more of the above systems in an environment commercially hosted by a third party with technical issues and upgrades handled entirely by the software vendor. The Council would neither purchase nor maintain either the server hardware or software required to host the system.

The pros and cons are the same as option 3 except for the following.

Pros:

1. No need to procure or maintain a hardware or software platform.
2. Potential for further savings above option 3 particularly in internal support costs.
3. Potentially better access for more flexible working.
4. Improve business continuity arrangements (Problems affecting CDC's internal network will not prevent external access to the financial system).

Cons:

1. Quality of the service is reliant on the quality of the hosting package and would be exposed to performance problems associated with connecting to services over the internet.
2. Certain aspects of some 'thick client' (desktop) software may not be well suited to this approach.
3. Higher direct costs.
4. Could be difficult to reduce the cost of internal support services and maintain a robust service.
5. Reliance on internet connectivity will require a backup circuit (second internet connection) however any problems with our service provider could still result in the financial systems being unavailable

5 Shared Service

Two options have been explored.

1) An agreement with a neighbouring Council to share or host an implementation of Oracle Financials.

Portsmouth City Council currently uses the same Oracle Financial system as Chichester and has indicated interest in exploring a solution where Portsmouth could provide Oracle Financials for Chichester.

Portsmouth is committed to Oracle Financials and is currently undergoing a transition to release 12.

2) A similar shared service arrangement with Waverley Borough Council has been explored the difference being the software platform would be Agresso rather than Oracle. Waverley currently only implement core financials and have not implemented and have no experience of certain modules that we would require within Agresso namely Procurement, and Fixed Assets.

Initial discussions have taken place.

Pros:

1. A hosted Oracle solution would provide data and system continuity.
2. Fully supported solution
3. No need to procure or maintain hardware or software.
4. Potential for savings in internal support costs.
5. Potential for joint working in other Council services, particularly transactional services.

Cons:

1. Quality of the service would be exposed to performance problems associated with connecting over the internet.
2. Cost of software licenses unlikely to reduce.
3. Charges for providing the service could be prohibitive.
4. Could be difficult to reduce the cost of internal support services and maintain a robust service.
5. Would need to keep third party software solutions or source alternatives.
6. Portsmouth City Council is currently upgrading Oracle to release 12. This commitment will lengthen the time it will take to implement a shared service with Chichester DC. So far Portsmouth has not responded to Chichester's requests for outline costs and timescale.
7. Loss of control over how the system is managed. The host organisation may not be able to focus on the needs of Chichester District Council.
8. Reliance on internet connectivity will require a backup circuit (second internet connection) however any problems with our service provider could still result in the financial systems being unavailable

6 Shared System (Arun DC)

Arun District Council has indicated willingness to share their bespoke financial system which they would provide to us at no cost. The system has been developed in house using Embarcadero's rapid application development Delphi tools.

This is not a shared service arrangement as both Councils would run the system independently on their own hardware. The benefit to Arun would be to build in robustness to their system currently has no third party or external support.

Pros:

1. System software is free to use and develop.
2. Relatively simple to use

Cons:

1. No third party or external support if problems are encountered.
2. No reporting tools
3. Knowledge of programming required to support the system (Delphi).
4. No debtors' sub-ledger. Arun use a de-supported third party system that would be unavailable to CDC. Having investigated further it is unlikely that Chichester could procure a standalone debtors module as this type of functionality is generally only available as part of wider financial systems. The only other solutions are to have a bespoke debtors system developed for Chichester or to

develop a debtors' module in-house. However developing such a complex system could be very costly with questionable on-going support.

5. Not cost free – The system will still require hardware/software platform (Windows server) and a database server (currently no longer supported by the manufacturer).
6. Presents a major business continuity risk.

Corporate Policy Compliance

Financial Regulations and Contract Standing orders.

The system must be sufficiently configurable so that business processes and workflows comply with the Council's financial regulations and contract standing orders.

Information Technology Systems.

The system and deployment methodology must comply with all relevant internal policies and external connectivity requirements such as the GSI code of connection.

Project Team Structure & Job Definitions

Project Sponsor:	John Ward
Project Leader:	Helen Belenger
Project Manager:	Mark Dolan
I.T. Project Coordinator:	Daniel Bramley
Procurement:	Phillip Pickard
Project Support	David Cooper Katie Tucker J Nicholson
Assistant Director Info Communication Technologies and Customer Services:	Jane Dodsworth
Applications and Database:	David Hatch/ Karen James
Corporate Policy Representative:	J Mildred
Corporate Governance:	Kevin McLafferty
Contracts and Legal issues:	David Stewart
Access Client and Security	Michael Cannings
Web Policy Liaison	Harvey Monaghan
Fixed Asset Support	Sue Shipway Victoria Savory
Exchequer Services Functions	Carol Anderson-Towner Tracie Cottingham

Project Management Process

1. Frequency of Project Team meetings - Monthly.
2. Frequency of Status report preparation – Monthly
3. Project folder P:\Financial Services\Replacement Financial System
4. Proposed date for Project Evaluation report – April 2015

5. Proposed date for post-Project Assessment Report – Jun 2014

Project Plan & Resources

The project plan will be determined by which option is ultimately pursued. In the event of that being either the preferred option 3 or option 4 then a full project plan will be developed in conjunction with the selected software vendor or their appointed partners following an analysis of the Council's business processes by the vendor. This cannot be prepared in advance as the requirements and sequence of events will be different for each vendor's solution.

The following is a draft plan indicating the likely key stages in the implementation of Option 3 with indicative figures for the use of ICT Staff resource.

Phase	TASK NO.	TASK/MILESTONE	COMPLETION DATE	RESPONSIBLE	IT Resource
Tender	1	Specification and preparatory work	Aug-12	M Dolan H Belenger D Cooper P Pickard	
	2	Supplier Selection I.T. Panel Cabinet	Dec 12 Jan 13	All	
Procurement	3	Contract Negotiation Signed	Jan-13	Legal	
	4	Contract Agreed			
	5	Contract Signed / Order Raised			
Design	6	Scoping	Feb-13	M Dolan Vendor	
Preparation				D Bramley	
	7	Source Hardware (If Needed)	Mar-13	D Hatch Vendor	
Install	8	Install Hardware / Software	May-13	D Bramley D Hatch Vendor	Operations 15 Days Applications 3 Days
Training Admin				M Dolan	
	9	Administrator Training	Jun-13	K Tucker +	
Configuration	10	Design GL	Jul-13	D Cooper M Dolan	
	11	Design AP	Aug-13	Exchequer M Dolan	
	12	Design AR	Aug-13	Exchequer M Dolan M Dolan	
	13	System Interface Design	Sep-13	D Hatch D Bramley Vendor	Applications 30 Days
	14	Supplier / Vendor Conversion - Design Dataload	Dec-13	M Dolan D Hatch	

			Vendor	
Implementation	15	System Configuration	Jan-14	D Bramley D Hatch Vendor Applications 2 Days
	16	GL Implementation	Mar-14	M Dolan D Hatch
	17	AR Implementation	Feb-14	M Dolan Exchequer Applications 2 Days
	18	AP Implementation Including Cheque Printing	Feb-14	M Dolan D Hatch Exchequer
	Pilot Testing	19	Interface Testing	Feb-13
User Training	20	GL/AR/AP User Training	Feb-14	M Dolan K Tucker D Cooper
Purchasing Design Corporate Testing	21	Purchasing design and implementation	Jun-15	M Dolan J Nicholson
	22	UAT Sign Off		
Deployment Launch	23	Go Live Core Financials	Apr-14	All
Purchasing System	24	Purchasing Roll-out	Nov-14	M Dolan J Nicholson
Fixed Asset System	25	Fixed Asset configuration	Dec-14	M Dolan VSavory S Shipway
	26	Fixed Asset testing and data conversion	Jan-15	M Dolan S Shipway V Savory
	27	Fixed Asset go-live	Feb-15	M Dolan S Shipway V Savory

Project Budget

Indicative figures based on option 3

Replacement System Baseline Costs	£
Capital Costs	
Purchase Cost	110,000
Implementation Consultancy	110,000
Database Server	13,000
Other IT Hardware and Software	5,000
Platforms training for operations staff	4,000
Total Capital Costs	<u>242,000</u>
Effect On Annual Revenue Budget	
Savings resulting from removal of existing provision:	
Solaris Server Replacement	7,500
Oracle Financials License	42,000
Marketplace License	24,000
Asset 4000 License	3,500
Total Savings	<u>77,000</u>
Revenue Budget For Replacement System	
Annual System Maintenance/License	24,000
Provision for upgrade support	5,000
Total Revenue Budget Requirement	<u>29,000</u>
Net Annual Revenue Saving	<u>48,000</u>

Capital investment payback period is 6 years

No contingency provision has been made.

Risk Assessment

Risk	Likelihood (H/M/L)	Impact (H/M/L)	Mitigating Action
Depending on the option chosen and the procurement method used there may be a small increased risk relating to the supported status of the hardware platform.	H	L	Third party support for the existing hardware may need to be procured or the existing software platform temporarily shared with other systems.
The final solution might not meet the Council's requirements.	L	H	A carefully constructed specification and a program of supplier presentations and site visits will be required.
Staff using the system will need to have the appropriate training and administrators the skills necessary to support the system. Additionally external support may be needed periodically to resolve technical issues and perform upgrades.	M	M	The contract for the delivery of the new system will require appropriate provision for on-going system support and delivery of user training as part of the implementation project.
The vendor supplying the software solution will need to demonstrate a sufficiently secure financial position to ensure delivery of continued support for the system	L	H	Three years accounts will be requested and scrutinised as part of the procurement process.
Additional staff resources might be required to implement project.	M	M	Vendor contract will include sufficient support to implement project. Budget contingency could be used to backfill posts if needed.
May need to redesign some of the Council's business processes to fit the new system,	L	M	System selection process will focus on the functional capabilities of the system and suitability for deployment within the Council. Some changes in business processes may lead to efficiency gains.
Service delivery may suffer in the short term post implementation, particularly budget monitoring, reporting and procurement management	H	L	It is important that the system meets the councils basic reporting requirements at the go live date. This will form part of the consultancy/project plan formulated with the successful vendor. Training of Exchequer Services staff will be a key part of a successful procurement deployment. Financial Services Systems Team may need to retain a greater role in this area for a period of time after deployment.

Appendix Options Appraisal

Options Appraisal

Project Form D

Section 1 : Project Details

Project Name	Financial Management System	
Project Description	Provide Chichester District Council with access to a robust financial management system.	
Project Sponsor	John Ward	
Project Leader	Helen Belenger	
Total Periods	5	Years

Section 2 : Options

	Short Title	Preferred Option	Description
Option 1	Do nothing	<input type="checkbox"/>	Continue with existing Oracle 11i Financials system.
Option 2	Do minimum (Upgrade)	<input type="checkbox"/>	Upgrade Oracle Financials to release 12 and replace existing hardware on a like for like basis.
Option 3	Replacement (In house)	<input checked="" type="checkbox"/>	Replace the existing Oracle financials system, ancillary systems and hardware with a more cost effective system better suited to this council.
Option 4	Replacement (Hosted)	<input type="checkbox"/>	Replace the existing Oracle financials system, ancillary systems and hardware with a hosted system managed by a third party.
Option 5	Shared Service (Oracle)	<input type="checkbox"/>	Enter into a shared services agreement with a neighbouring public sector body for the provision of a Financial Management System.
Option 6	Shared System (Arun FMS)	<input type="checkbox"/>	A mutually beneficial agreement with Arun DC to separately run but jointly support Arun's bespoke FMS

Section 3 : Cost/Benefit Summary

	Do nothing	Do minimum (Upgrade)	Replacement (In house)	Replacement (Hosted) *1	Shared Service (Oracle) *2	Shared System (Arun FMS) *3
Benefit Score	53	26	349	383	225	43
Risk Score	193	172	78	120	180	380
Net average revenue costs/(income)	77,034	93,034	91,310	130,310	134,734	67,783
Net current revenue costs/(income)	77,034	77,034	77,034	77,034	77,034	77,034
Proposed change in revenue costs	0	16,000	14,276	53,276	57,700	(9,251)
Flexed sensitivity maximum cost	0	22,000	11,516	79,716	66,107	(18,291)
Flexed sensitivity minimum cost	0	14,800	7,036	46,196	57,700	16,789
Effect on Band D Council Tax	0.00	0.30	0.27	1.00	1.08	(0.17)
Cost NPV (Net Present Value)	0	80,000	86,790	267,601	274,606	(34,244)

Discount Rate

Number of Band D Council Tax Payers

Figures to be provided by financial services.

Notes:

*1 Replacement system (Hosted) does not include any internal systems support savings that might be achievable by externally hosting the system.

*2 Shared Service: The figures are based on current Oracle licensing cost (that are unlikely to differ significantly) and a loose estimate of system administration charges as

Portsmouth have not provided any costings. Savings in internal systems support are not included.

*3 Shared System: Includes a very rough estimate for the provisions of a bespoke Debtors module (1 developer x 6 Months) however without engaging a consultant for a full scoping study and quotation the true cost cannot be known at this stage. There would be significant risks and possibly on-going costs associated with this approach.

Project Documentation

**POST PROJECT EVALUATION DOCUMENT
(PPE)**

Financial Management System

Release:	Version 3
Date:	14 November 2016
Author:	Accountancy Services Manager – Helen Belenger
Approved by:	<Name and date>

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
14/11/16	1	Initial Draft	HB
23/12/16	2	comments	MD
03/01/17	3	Update following comments by FMS Project team	HB

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
12/01/17	Andy Buckley	PPE reviewed - nothing to add

Approvals

This document requires the following approvals:

Name of person, group or committee
John Ward – Project Sponsor
SLT
Cabinet Member for Finance and Governance
FMS Project Team

Distribution

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

Name	Job Title
Diane Shepherd, Paul Over, Steve Carvell & John Ward.	SLT
Cllr Philippa Hardwick	Cabinet Member for Finance & Governance
Cllr Penny Plant	Cabinet Member for Business Support
FMS Project Team	

1. PURPOSE OF DOCUMENT

This document provides a review of how the purchase and implementation of a new Financial Management System (FMS) project performed against the original intentions set out in the Project Initiation Document (PID).

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

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

2. ORIGINAL PROJECT DESCRIPTION

In 2012, the Council operated 7 different systems to complete its financial suite as shown in table 1.

Table 1:

System	Function
Oracle Financials 11i	General Ledger Accounts Payable Accounts Receivable
EGS IDeA Marketplace	Purchase ordering Procurement
Real Asset Management Asset 4000	Fixed Asset Accounting
SAP Business Objects Xlr3	Financial/HR Payroll Reporting
Midland/Trent	HR Payroll
CAPITA AIM/Axis	Cash receipting streams
TRACE	Stock control

The council had used Oracle Financials as its core financial systems since 1994, undergoing upgrades as necessary, and more recently using the business intelligence tool, business objects, for reporting and financial information analysis. The Oracle financial system was mainly used by the core accountancy team and only a few people in service departments. The cost of the configuration was considered to be expensive and unintuitive with limited capabilities.

In 2012 the version of Oracle being used was nearing the end of its supported life, and so a major upgrade implementation would have been required to move to the new version. Unlike previous major upgrades using in house expertise, this upgrade would not have been possible without buying in external support and additional training to some end users.

Also the server platform which the Oracle system sat on was also due to be de-supported from January 2014, and one aim of the ICT strategy was to move onto more cost effective platforms.

Due to the high annual cost of maintaining all of these different systems and the need to undertake a major re-implementation for Oracle, it was felt that officers should review what other options were available for an integrated FMS, that provided the opportunity to seek efficiencies both in terms of cost but also business processes, and how financial information was delivered to budget managers.

In 2012, approval was given to undertake an open EU compliant procurement exercise to seek to replace the Financial Management System (FMS) with a view to achieving ongoing revenue savings in relation to the cost of ownership of the financial systems used.

3. PROJECT OBJECTIVES

3.1 Outputs

Project included:

1. Selection of software or solution provider for the replacement or upgrade of the existing financial management system – *Achieved by procuring a new financial management system.*
2. Procurement of financial management system software to be either directly implemented by the Council or hosted by either a commercial or public sector partner – *Achieved. New system was implemented and using an in-house installation.*
3. Procurement of any hardware infrastructure necessary to deploy the system – *Achieved via ICT server replacement programme.*
4. Procurement of consultancy and training services necessary to implement any new system and train key staff – *Achieved using software supplier consultancy days as part of procurement process for new financial management system.*
5. Integration with the current CAPS Uniform property system – *Achieved.*

The project excluded:

1. Any re-design of hardware and software schema specifically to reduce the cost of the existing Oracle database license.
2. The replacement of the Midland Trent HR Payroll system (though this project may facilitate this at a later date).
3. The replacement of the current Solaris servers configuration except where that may be influenced by the requirements of this project.
4. The replacement of the property management system.

3.2 Outcomes

1. Continue the delivery of a robust, properly supported and cost effective financial management system – *Achieved by the required date of 1 April 2014.*
2. Improve integration between system functions; removing the need for ancillary systems, principally IDeA Marketplace and Asset 4000 – *Achieved as both these systems are now part of the integrated Civica financial system.*
3. Improve quality of and accesses to financial information for members, senior officers and budget managers – *Achieved as all council staff have access to the system with security permissions to tailor their views of the financial data and which tasks they can perform.*
4. Reduce the total cost of ownership through amalgamating systems and procuring a solution better suited to the functions of the Council – *Achieved as reduced costs have realised annual revenue savings of*

£55,817.

5. Implement a solution that will in the future allow for the incorporation of further Council integrated systems such as HR Payroll and stock control and corporate financial reporting:
 - a. *HR Payroll – Civica do not have an integrated HR Payroll solution, however the improved integration between MHR iTrent and Civica financials provides full secured drilldown for managers to detailed payroll data (where security permissions allows).*
 - b. *Stock Control – While integration with Civica financials purchasing is possible this was an optional item at an additional cost. After assessing the costs/benefits relating to the CCS stock control system and discussions with the service it was decided not to proceed.*
 - c. *Council wide access to the live Civica financials application has replaced the need for the vast majority of corporate ‘flat’ financial reports previously generated using Business Objects. As a result those licenses have now been cancelled resulting in the Council achieving an additional saving of £25,000pa not previously identified as part of its deficit reduction plan.*

6. Simplified and more efficient administration with less duplication of work – *Achieved as service efficiencies were expected as part of the service review in accountancy, along with re-engineering processes for ordering goods and services to improve service department administration. Also as financial information is available to all users directly from the finance system, including drill down facilities and scanned invoices. This has changed the type of service delivered to the budget managers and improved the use of accountancy staff resources to a more technical added value service rather than the delivery of information.*

3.3 Outcome Measures

Success Criteria

1. Selection of a cost effective and appropriate financial management system – *Achieved following an open tender process that was compliant to EU procurement regulations.*

2. To replace the necessary financial systems in a timely manner to ensure continuity of service. So specific targets set were:
 - *Implementation of core financials equivalent to the existing Oracle Financials product by 1st April 2014 – Achieved by the due date with the Council able to manage its financial data, pay its suppliers and raise invoices for the goods and services it has given to its customers as required.*

 - *Replacement of the existing purchasing system by November 2014 – Achieved by 1st April 2014, so 7 months ahead of schedule for over 250 end users.*

- Replacement of the existing asset management system by 1st Apr 2015 – *Implementation to be achieved in February 2017.*
3. Reduction in the total cost of ownership – *Achieved as savings realised of £55,817 pa, plus a further £25,000 saving per annum due to other licence changes as a result of this project.*
 4. Simplified / better integration with third party systems such as the Income and property management systems – *Reporting integration between CAPS and CIVICA for the purpose of property KPI monitoring is nearing completion with draft reports under review by the Estates team. The cash receipting interfaces have been improved, as Civica is able to store more detailed granular and searchable information passed from AIM that can be accessed by service managers using drill down queries.*
 5. To provide a financial system with an easy to use interface that will allow managers to access real time financial information – *Achieved as data is refreshed every 15 minutes from any interfaces, plus transactions undertaken and approved will feed through the system in this time frame.*
 6. To provide a system that can be accessed remotely and will be suitable for deployment to council staff that are not office based – *Achieved as the system can be accessed remotely via vpn.*
 7. Facilitate the movement towards more cost effective platforms for the delivery of council systems – *Achieved as the new system operates on a SQL server.*

3.4 Dis-benefits

1. A service review of the accountancy team was to be undertaken following the implementation of the new system, which included a business process review and agreement of a revised delivery standard for support service provision to the council.
Due to the timescale for implementing a new system there was a long lead in time before the review took place which some staff felt was unacceptable and unsettling. But as the service was expected to find savings as part of the approved deficit reduction plan, the Head of Finance & Governance agreed that this linked project should be communicated at the outset.
2. Service delivery standard for accountancy needed to be changed as budget managers would be able to self-serve using the new financial system which gave them the financial tool in line with the competencies of budget managers. There was some resistance to this change which the Accountancy Service has tried to overcome by delivering specific training sessions, which were not identified at the outset for this project and were funded by the contingency provision in the approved project budget.

4. PROJECT COSTS

Project Budget

The indicative figures for the PID budget were based on Preferred Option - Replacement System Managed In house. The approved budget reflects the budget required following the outcome of the tender process.

Table 2 – Capital Budget

	PID Budget*	Approved Budget	Actual Costs	Variances
	£	£	£	£
Capital Costs				
Purchase Cost	110,000	50,100	50,100	0
Implementation Consultancy	110,000	97,200	97,200	0
Data base Server	13,000	-	-	-
Other IT Hardware & Soft ware	5,000	800	601	(199)
Platforms training for operations staff	4,000	-	-	-
Contingency (20%)	-	29,600	41,431	11,831
TOTAL CAPITAL COSTS	242,000	177,700	189,332	11,632
Legacy System Costs				
Oracle Financials Licence to 29/05/2015	48,713	48,710	26,397	(22,313)
Marketplace Licence to 09/11/2014	14,334	14,340	0	(14,340)
Asset 4000 License	3,500	3,500	0	(3,500)
Extended server maintenance to 31/12/14	2,000	2,000	0	(2,000)
Oracle Server Licenses	-	7,000	0	(7,000)
Contingency	-	15,050	0	(15,050)
TOTAL LEGACY SYSTEM COSTS	68,548	90,600	26,397	(64,203)
TOTAL CAPITAL BUDGET	310,548	268,300	215,729	(52,571)

Table 3 – Revenue Budget Position

	PID Budget	Approved Budget	Actual Costs	Variances
	£	£	£	£
Revenue Savings – Removal of Existing Provision:				
Solaris Server Replacement ¹	7,500	-	-	-
Oracle Financials License	42,000	42,000	42,000	0
Marketplace License	24,000	24,000	24,000	0
Asset 4000 License	3,500	3,500	3,500	0
TOTAL REVENUE SAVINGS	77,000	70,400	70,400	0
Revenue Budget for Replacement System				
Annual system maintenance/License	24,000	14,583	14,583	0
Provision for upgrade support	5,000	2,000	0	(2,000)
TOTAL REVENUE BUDGET REQUIREMENT	29,000	16,583	14,583	(2,000)
NET ANNUAL SAVINGS	48,000	53,817	55,817	(2,000)

Notes

*When the PID was submitted no contingency provision was requested, following the tender exercise this position was corrected.

¹ It should be noted that the hardware on which to run the new FMS was considered to be outside the scope of this project prior to undertaking the tender process, as this was agreed to be part of the ICT server/infrastructure replacement programme instead.

The required platform for Civica Financials was less expensive than replacing the platform for the Oracle financial system. So the new system fitted in well into the Council's infrastructure and IT platforms strategy. Any savings realised from this change, was absorbed into the IT server/infrastructure replacement programme, and are not counted as a saving against this project.

5. PROJECT PLAN

Table 4

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
Tender			
Tender - Specification & preparatory work	August 2012	1 August 2012	Completed on time
Supplier Selection	January 2013	8 January 2013	Completed on time
Procurement			
Contract Agreed	January 2013	1 May 2013	Delayed as general T&C's used in ITT so some changes required reflecting an ICT software contract. CDC should have its own standard ICT software T&C's available.
Design			
Scoping	February 2013	15 May 2013	Delayed by contract documentation completion but initial meeting took place to set out preparation work which would be required over the life of the project.
Preparation			
Source Hardware (if needed)	March 2013	9 May 2013	Delayed whilst scanner solutions explored by Project Team
Install			
Install hardware & software	May 2013	31 May 2013	Completed on time
Training Admin			
Administrator	June 2013	10 June 2013	Completed on time

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
training			
Configuration			
Design GL	July 2013	29 July 2013	Completed on time
Design AP	August 2013	30 August 2013	Completed on time
Design AR	August 2013	30 August 2013	Completed on time
System Interface Design	September 2013	18 October 2013	Completed on time
Supplier vendor conversion – data load	December 2013	5 July 2013	Completed ahead of schedule as preparation work undertaken earlier during contract delay.
System Configuration	January 2014	11 December 2013	Completed prior to Christmas break.
Implementation			
AR Implementation	February 2014	31 March 2014	Completed latest possible date to ensure outstanding debtor balances correct in new system.
AP Implementation incl. cheque printing	February 2014	28 March 2014	Completion slightly delayed due to live system configuration not as per Council's requirements.
GL Implementation	March 2014	19 March 2014	Completed on time
Pilot Testing			
Interface testing	February 2014	18 October 2013	Completed ahead of schedule as certain interfaces were already available with software supplier and other third party systems used by the council.
User Training			
AR/AP user training	February 2014	26 March 2014	Completed – slight delays due to training room changes
GL user Training	February 2014	19 March 2014	Completed – slight delay due to training room changes
Purchasing Design			
Purchasing Design & Implementation	June 2014	30 August 2013	Completed ahead of schedule to improve end user experience

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
			wef 1 April 2014.
Corporate Testing			
UAT Sign off	March 2014	11 March 2014	Completed on time.
Deployment Launch			
Go Live Core Financials	April 2014	1 April 2014	Achieved –key milestone met by the project team.
Purchasing System			
Purchasing Roll-out	November 2014	1 April 2014	Brought forward and implemented on 1 April 2014 otherwise over 250 users would have had to use 2 systems leading to inefficiency and potential errors.
Fixed Asset System			
Fixed Asset Configuration	December 2014	22 December 2014. New configuration commenced in 2016 – completed September 2016	Configuration required twice as system issues addressed in later versions so new implementation restarted in 2016.
Fixed Asset testing and date conversion	January 2015	December 2016	In 2014 testing revealed issues with the accounting treatment for certain asset types. System work arounds not available so project implementation was put on hold awaiting future releases. Also due to other work priorities for final accounts deadlines and effect of staffing review as vacancies in the team, added to a delayed implementation until a new capital accountant was appointed.

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
Fixed Asset Go Live	February 2015	Consultancy day booked for Go Live February 2017.	Further testing using version 17.5 was required as system was not upgraded to latest version in November 2016. Go Live delayed now until the live system is upgraded from version 16 to version 17.5 which is scheduled for late January 2017.

6. PROJECT MANAGEMENT PROCESS

The project progressed very well once the contract documents were signed. To avoid this sort of delay in future any terms and conditions included in the Council's tender documents do need to cover the industry standard items, rather than just generic general terms and conditions. The preference is to have Council conditions in the invitation to tender where appropriate to do so.

During the implementation and the training of end users in February and March 2014 (just before the Go Live date), the project team were unable to deliver hands on training as expected, due to the North Wing being leased to a third party, removing the large training rooms in that extension. Lecture style presentations were given to all relevant staff but this is not the best way to help all staff to learn a new system. This was despite receiving assurances that the rooms would be available for the agreed training dates.

During 2016, to address this training need across the organisation, an external company was employed to deliver hands on training to all staff using the purchasing, creditor and debtor modules. The approach taken was that all high level service users and a number of lead users in each service area were given training for each of the modules, on the basis that they are to train new staff and act as the lead user to answer simple queries in their service team. The cost of providing this training was funded by contingency provision within the approved budget.

A general lesson from this project is to ensure that adequate training is built into any major system change for the end user, as the training delivered by the software supplier was more in relation to the configuration and set up of the system and not end user training. The initial training was delivered by the expert user in the project implementation team.

After the implementation of the finance system, a full scale service review of the accountancy team was undertaken and a standard of service delivery was agreed by the Corporate Management Team. This standard set out how the Accountancy Service would support the service and budget managers now they had the tool to monitor their own budgets by using the system directly rather than rely on accountancy providing them with business object reports.

To aid this change in service delivery, budget managers were given Finance for Non-Financial managers training by the public sector accountancy body, the Chartered Institute for Public Finance and Accountancy (CIPFA). All 60 managers were also given hands on training by an external training company on how to use the finance system for monitoring their budgets and undertaking corrective action using virements and code corrections. This training was also funded from the contingency provision in the approved project budget. Giving this type of training was seen as essential to ensure that budget managers were fully aware of their responsibilities for managing their budgets and ensuring they had the skills and knowledge.

Additional work has been delivered by the Accountancy team, not included in the original project objectives, as the Civica finance system also gave the Council the opportunity to replace two in-house developed bespoke databases used in accountancy to deliver the budget process i.e. the manpower data base and budget working papers. Both these systems were supported by one individual which was a potential risk should they have left. The team have used in the 2017/18 budget cycle the Payroll budgeting and ebudgeting modules for achieving the production of the budget.

The ebudgeting module was also set up to enable budget managers to use this system to review their controllable budgets during the 2017/18 budget cycle. This has meant that the accountancy team were implementing and training the same 60 budget managers during September/October 2016 to enable them to use the system as part of the budget process being reported to Cabinet in February 2017.

7. FURTHER ACTION

The Civica system has a contract module which needs further investigation but could be used to manage some of the Council's contracts and assist officer's monitoring the payments against those contracts e.g. utilities etc. This module could also maintain the Council's contract register rather than in a separate application using a spreadsheet or word document.

Officers are also aware that the bank reconciliation module is also due to have a major upgrade in the coming year, which could be linked to a review of the Council's cash management system set up. Any proposal for change or an upgrade may have cost implications that will have to be considered as part of the business case.

8. REVIEW PLAN

All the major objectives and outcomes of this project have been achieved. One area of development is in relation to the reports and dashboards that could prove to be useful. Some of which have already been developed using tools as part of the Civica system as well as a Business Intelligence tool available at the council which could improve reporting and monitoring for end users.

9. CONCLUSION

The Council implemented a new core financial management system that was delivered on time and within the approved budget. The capital cost was

approximately £52,000 lower than anticipated, and so this sum will now go back into the council's uncommitted resources.

The project achieved its key milestones of a more cost effective solution which achieved direct savings of £55,827 pa, and the Council now has an easy to access integrated financial management system that staff have been fully trained to use. This has enabled a service review to be undertaken, which has changed the service delivery standard for the Accountancy Services Team to the Council, and its budget managers. This review achieved staff savings of £75,000, whilst increasing the technical skills and knowledge in the team enabling accountancy to added value and qualitative skills as part of the financial management of the council.

Both elements of these key projects thereby enabled the achievement of the overall savings target of £130,000 required as part of the Council's original deficit reduction plan. Plus an additional £25,000 ongoing revenue savings due to ceasing the Business Object licences which are no longer required due to the improved availability of financial data for end users via the new system.

Chichester District Council

THE CABINET

7 March 2017

**West Sussex Joint Minerals Local Plan:
Proposed Submission Draft - Consultation Response**

1. Contacts

Report Author:

Tracey Flitcroft - Principal Planning Officer (Local Planning)

Telephone: 01243 534683 E-mail: tflitcroft@chichester.gov.uk

Cabinet Member:

Susan Taylor - Cabinet Member for Planning Services

Telephone: 01243 514034 E-mail: sttaylor@chichester.gov.uk

2. Recommendation

2.1. That the Cabinet endorses the comments within this report to the West Sussex Joint Minerals Local Plan: Proposed Submission Draft (Joint Minerals Local Plan) as set out in paragraphs 5.2 - 5.4 below.

3. Background

3.1. West Sussex County Council (WSSCC) and the South Downs National Park Authority (SDNPA) are working in partnership to prepare a Joint Minerals Local Plan for West Sussex for the period up to 2033. This Plan will replace the existing Minerals Local Plan (2003). A copy of the Joint Minerals Local Plan has been placed in the Members' Room.

3.2. The Joint Minerals Local Plan has been published for comments on the Plan's 'soundness' and legal compliance, prior to its submission to the Secretary of State. The consultation period is open for an eight week period from the 16 January until 13 March 2017.

3.3. The Council previously made comments at an earlier consultation stage of the Joint Minerals Local Plan which was reported to Cabinet on 7 June 2016.

3.4. The Joint Minerals Local Plan has four key components:

- Vision and strategic objectives for future mineral development in West Sussex;
- Specific policies to achieve the strategic objectives for different mineral supply activities (Policies M1-M10);
- Specific development management policies to ensure no unacceptable harm to the environment and communities of West Sussex (Policies M12-M26); and
- Two site allocations that will make an important contribution to satisfy the need for minerals (Policy M11).

- 3.5. **Proposals within Chichester District** subject to development management policies, most existing minerals sites can be extended or an extension of time granted, if they are to maintain supply. However this is not encouraged inside the Area of Outstanding Natural Beauty (AONB) or the South Downs National Park (SDNP). Within the Chichester Local Plan area, this would apply to existing Sharp Sand and Gravel sites with planning permission.
- 3.6. There are no proposed allocations for additional mineral sites within the Chichester Local Plan area.
- 3.7. There is a proposal to safeguard minerals supply infrastructure including existing rail depots and wharves. Policy M10 retains Chichester Railway Sidings (adjacent to Via Ravenna) as a safeguarded site for its minerals transportation purposes.
- 3.8. **Minerals Safeguarding** The Joint Minerals Local Plan recognises that mineral resources are finite which must be protected for future generations to meet their own needs.
- 3.9. The 'safeguarding' strategy within the Joint Minerals Local Plan is to ensure that the sand and gravel, chalk, clay and sandstone resources are protected and not sterilised by other land uses. Within the Chichester Local Plan Area only sand and gravel are within a Minerals Safeguarding Area (MSA) as shown in Appendix 1.
- 3.10. Should proposals for development e.g. housing, be submitted that potentially impact on an MSA it is proposed that the application cannot be determined by the District Council until WSCC/SDNPA have been given the opportunity to comment. These proposals are supported.
- 3.11. Further explanation on when District/Borough Councils are required to consult WSCC/SDNPA on proposals for non-mineral development in a MCA is provided in a separate document 'Minerals Safeguarding Document', which has been published in addition to the Joint Minerals Local Plan.
- 3.12. The Council previously made comments suggesting amendments to the MCA consultation process which have been taken account of. Subsequently the changes made to the Minerals Safeguarding Guidance are supported.
- 3.13. The Development Plan and Infrastructure Plan Panel (DPIP) considered the Plan at their meeting on 19 January 2017. Their suggested amendments and comments are set out in paragraph 5.1 – 5.4 below. Following the meeting of DPIP it was confirmed that all the Council's previous comments relating to exemptions to the Minerals Consultation Area have been made to the Draft Minerals Safeguarding Guidance.

4. Outcomes to be Achieved

- 4.1. The Council's response to the consultation will assist WSCC/SDNPA in considering appropriate amendments to the Joint Minerals Local Plan. If accepted, the amendments will result in more efficient and effective planning application consultation arrangements with WSCC; the satisfactory supply of minerals, clarify the interpretation of policies and lead to less onerous demands on parish councils in the production of neighbourhood plans.

5. Proposal

- 5.1. The purpose of this report is to outline the response that Chichester District Council wishes to make to the Joint Minerals Local Plan Consultation, which are outlined below:

Comments to be made to WSCC on the Joint Minerals Local Plan

- 5.2. The Council supports the inclusion of the suggested size thresholds to be applied as an exception to the consultation criteria in Mineral Consultation Areas as outlined in the Minerals Safeguarding Guidance.
- 5.3. It is considered that Policy M9 as drafted is confusing with the use of 'not' making some of the statements a double negative. It is suggested that the wording of the policy is reconsidered.
- 5.4. Minerals Safeguarding Document: Section 4 refers to 'Consulting the Minerals Planning Authority on proposed allocations in the Local Plans and Neighbourhood Plans'. It is considered that this is too onerous for Parish Councils preparing a neighbourhood plan. All neighbourhood plans are already forwarded to the WSCC as part of the statutory consultation process at Regulation 14 and 16 stages. It is suggested that WSCC could make comments on whether potential sites are within an MCA and propose any policy wording at Regulation 14 stage. Section 4 of the guidance should be amended to reflect this approach.

6. Alternatives Considered

- 6.1. As minerals extraction is a contentious issue the option not to comment on the Joint Minerals Local Plan Consultation is not considered to be appropriate. It is important for the Council to contribute to the drafting of policies/strategy of the Joint Minerals Local Plan and shape its contents.

7. Resource and Legal Implications

- 7.1 None

8. Consultation

- 8.1. This report is the response to consultation.

9. Community Impact and Corporate Risks

- 9.1. While mineral extraction is a contentious issue the Council by commenting on the Joint Minerals Local Plan Consultation document is providing clarity to the process and minimising risk and the impact of policies/strategy as drafted.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime and Disorder		✓
Climate Change		✓
Human Rights and Equality Impact		✓

Safeguarding		✓
Other		✓

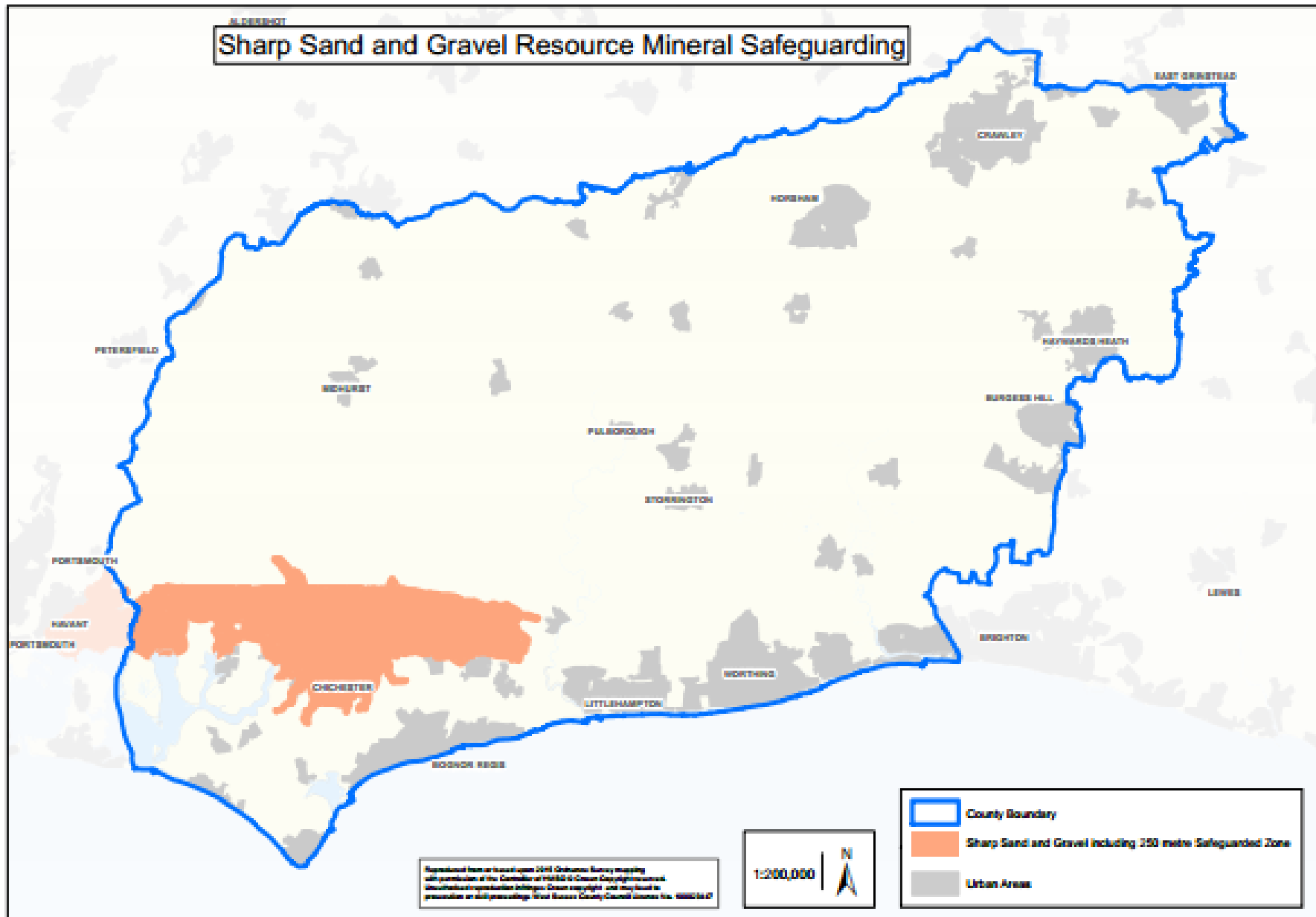
11. Appendix

11.1 Appendix 1: Sharp Sand and Gravel Resource Minerals Safeguarding Map

12. Background Papers

None

Appendix 1: Sharp Sand and Gravel Resource Mineral Safeguarding



Chichester District Council

THE CABINET

7 March 2017

Sussex Energy Tariff

1. Contacts

Report Author:

Tom Day - Environmental Co-ordinator

TELEPHONE: 01243 534854 E-mail: tday@chichester.gov.uk

Cabinet Member:

Carol Purnell - Cabinet Member for Housing and Environment Services

Telephone: 01243 605927 E-mail: cpurnell@chichester.gov.uk

2. Recommendation

- 2.1. That the Head of Housing and Environment Services, following consultation with the Cabinet Member for Housing and Environment Services, be authorised to sign a letter of commitment for West Sussex County Council regarding Chichester District Council's participation in the Sussex Energy Tariff.**

3. Background

- 3.1. Chichester District Council (CDC) is a partner in Your Energy Sussex (YES). West Sussex County Council (WSSCC) is leading a project, on behalf of the partnership, to procure an Energy Supply company to deliver a Sussex Energy Tariff available to residents and businesses from late 2017. As part of the procurement WSSCC is asking all partners to indicate their support for the scheme by providing a letter of commitment, which is in the appendix hereto.

4. Outcomes to be Achieved

- 4.1. YES partners expect the Sussex Tariff to deliver the following outcomes:
- reduction in the number of householders in or at risk of fuel poverty;
 - support for the local economy;
 - help in meeting local carbon reduction and renewable energy targets;
 - increased investment in local energy generation;
 - the latest Smart metering technology for customers;
 - influence over the types of tariffs on offer, tailored to maximise the benefit for customers in the area;
 - support for job creation, training and apprenticeships;
 - income generation to cover costs - cost neutral to the Partnership;
 - use surplus income to establish a local fund to support energy and fuel poverty projects; and
 - access to energy consumption and demographic data in order to identify and target further projects

- 4.2. The existing YES Board, which includes a CDC representative, will monitor the performance of the contract once it is let.

5. Proposal

- 5.1. It is proposed to utilise the greater trust in a local authority partnership to encourage residents, particular those who have never or only very rarely switched energy suppliers, to switch. This group is most likely to save money by doing so. Reduced energy costs will help tackle fuel poverty and improve the local economy by increasing disposable income. Beneficiaries will include district residents who are able to save money by switching.
- 5.2. Procurement of a delivery partner on behalf of YES will be undertaken by WSCC. In order to support the procurement process, all the District and Boroughs across West and East Sussex have been asked to indicate their willingness to support the scheme by providing a letter of commitment. A draft has been circulated (see the appendix) which commits CDC to making free or low cost publicity and communication channels available to promote the scheme and to refrain from promoting other energy tariffs.
- 5.3. WSCC is asking for letters of support by the end of March 2017, when the OJEU procurement will begin. The intention is that WSCC will award the contract in July and all partners will then prepare for the launch of the scheme in the winter of 2017-2018.

6. Alternatives Considered

- 6.1. The main alternative is not to participate and to risk reduced take up compared to other areas, and hence reduced benefits for our residents. A scheme just for Chichester District has not been considered as it would not generate the scale of customer referrals necessary to sustain a scheme.

7. Resource and Legal Implications

- 7.1. No direct financial contribution is required – commitment will be of staff time and existing promotional methods and resources.
- 7.2. The procurement process will be undertaken by WSCC – and they will hold the contract – our role will be to promote the scheme.
- 7.3. A small amount of existing staff time will be needed later in the year to help promote the scheme to residents. This can be found from within existing resources.

8. Community Impact and Corporate Risks

- 8.1. The main community impact is to encourage householders to switch energy tariffs in order to save money and energy. For those who switch this will help support local energy generation, including renewable energy generation.
- 8.2. The main corporate risk is that, in backing the tariff, customer service then becomes substandard with complaints reflecting back to CDC. However the

procurement specification requires the energy provider to be in the top 25% for customer service according to *Which?* customer surveys for each year of the 5-year contract. This allows for the arrangement to be terminated should there be a deterioration in customer service standards.

- 8.3. A further risk relates to the need to maintain a reasonable level of marketing effort across all partners to promote the scheme and ensure its success.
- 8.4. CDC is not at financial risk as it will not be the contracting partner.
- 8.5. The Tariff will be initially for domestic customers only, with the option to add a tariff for small businesses only from year three. Therefore, support for this scheme will not affect CDC's own energy procurement arrangements.

9. Other Implications

	Yes	No
Crime and Disorder		X
Climate Change the scheme aims to reduce energy consumption within the District.	X	
Human Rights and Equality Impact		X
Safeguarding and Early Help		X

10. Appendix

- 10.1. Draft Letter of Support for the Sussex Energy Tariff.

11. Background Papers

- 11.1. None

Dear ...

Re: Letter of Support for the Sussex Tariff Scheme

This letter confirms Chichester District Council's support for the Sussex Tariff Scheme, which will offer a set of local energy tariffs to the residents and businesses across Sussex ("**the Scheme**"), and our commitment to promote and market the Scheme, making use of our established resident and staff communication channels, following its commencement.

We are aware that West Sussex County Council (WSCC) is leading on the OJEU procurement process to find a suitable energy supply partner to deliver the Scheme across Sussex at no cost to partner local authorities.

We recognise that the Scheme will support our own local authority targets and aims by delivering the following outcomes:

- Reducing the number of householders in or at risk of fuel poverty;
- Supporting the local economy;
- Helping to meet local carbon reduction and renewable energy targets;
- Increasing investment in local generation;
- Offering the latest Smart metering technology for customers in advance of the national roll out by 2020;
- Establishing a local fund to support Sussex energy and fuel poverty projects ; and
- Providing access to customer and energy consumption data in order to identify, target and support further projects.

We recognise the importance of the role our local authority can play in the successful delivery of the Scheme and we also recognise the benefits the Scheme will bring to residents and businesses within our local authority area and more widely in Sussex.

We are aware that the Scheme will provide us with an opportunity to sell any locally generated energy, including that generated by community groups, to local residents and businesses at competitive rates to stimulate and support local energy generation.

We agree to work cooperatively with WSCC in order to promote the tariff to our residents. We understand that WSCC will be able to support us by creating content, producing materials and designing campaigns if we would like.

We are committed to making our no cost existing communication and marketing channels, such as websites, social media channels, resident publications and media relations available to promote the Scheme and will provide a dedicated contact within the local authority that can coordinate any marketing activity promoting the Scheme.

For the avoidance of doubt, this letter is not intended to be legally binding between WSCC and Chichester Council but is intended to evidence our current commitment to promote and market the Scheme.

....Sign off by authorised officer/member

Agenda Item 17

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

Document is Restricted

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

Document is Restricted

Document is Restricted