

**Project Documentation**

**POST PROJECT EVALUATION DOCUMENT  
(PPE Version 4 31/8/16)**

**Proposed Multi-Agency Agreement for the Management of  
Encampments across West Sussex and the Provision of a  
Gypsy and Traveller Transit Site at Chichester, West  
Sussex.**

<b>Release:</b>	Final Draft
<b>Date:</b>	31st August 2016
<b>Authors:</b>	J Bacon and S Hansford
<b>Approved by:</b>	SLT 18 August 2016

Note: the completion of this document is only 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)
20/07/2016	1	Initial draft	JB
15/08/2016	2	Second draft	SH/JB
18/08/2016	3	Third Draft	SLT
31/08/2016	4	Final Draft	SH

### Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
15/08/16	Jenny Westbrook	Input given to report authors and changes made as discussed.

### Approvals

This document requires the following approvals:

Name of person, group or committee
Gypsy & Traveller Transit Site Project Group
CMT /SLT
Leader of the Council, Cabinet Members for Support Services and Community Services.
Council
Monitoring Officer (Legal & Democratic Services Manager)
Section 151 Officer

### 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 Tony Dignum	Leader of the Council
Cllr Eileen Lintill	Cabinet Member for Community Services.
Cllr Bruce Finch	Cabinet Member for Support Services
Nicholas Bennett	Monitoring Officer (Legal & Democratic Services Manager)
Gypsy & Traveller Transit Site Project Group	

## Glossary of Terms

CDC	Chichester District Council
WSCC	West Sussex County Council
HCA	Homes and Communities Agency
G & TTS	Gypsy and Traveller Transit Site
DG&TS (GPG)	Designing Gypsy and Traveller Sites Good Practice Guide (Communities and Local Government Publications 2008)
RRO (2005)	Regulatory Reform (Fire Safety) Order 2005
LPA	Local Planning Authority
LHA	Local Highway Authority
EA	Environment Agency
LPG	Liquid Petroleum Gas
CCS	Chichester Contract Services
RSA Stages 1 & 3	Road Safety Audit Stage 1 – Stage3
TPS	Transport Planning Statement
REC	Regional Electricity Company
NNDR	National Non- Domestic Rates
DCLG	Department for Communities & Local Government
UEs	Unauthorised Encampments
STAG	Sussex Travellers and Gypsy Group
FFT	Families Friends and Travellers
CDM 2012	Construction (Design and Management) Regulations 2012
JCT	Joint Contracts Tribunal

### 1. PURPOSE OF DOCUMENT

This document provides a review of how the proposed construction of a G&TTS at Westhampnett, Chichester, supported by a Multi-Agency Agreement between the West Sussex local authorities, Police and Trading Standards organisations and sponsored by the Homes and Communities Association (HCA) to facilitate the Management of UEs across West Sussex, performed against the original intentions set out in the Project Initiation Document (PID).

It allows lessons learned from the scheme to be passed on to other projects and ensure that provisions have been made to address all open issues and risks and highlights future actions and recommendations where appropriate.

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

### 2. ORIGINAL PROJECT DESCRIPTION

The essential statutory requirement for this project included the submission and award of full planning consent for the scheme. The planning application process would include consultation with the local and wider community and be subject to satisfactory compliance with the conditions imposed on the scheme by the LPA. The proposed development site was a brown field site with no dedicated vehicular or pedestrian access. Therefore it was essential to obtain LHA approval for the

construction of a new road junction to provide vehicular access to the site from Westhampnett Road.

As a preliminary task prior to the submission to the WSCC LHA of a formal road junction design proposal, a week long on-site traffic study was commissioned to collect road safety data. The subsequent report was sent to the LHA for consideration. In response the LHA were generally supportive and as part of the official planning process the LHA requested further detail from the Applicant (CDC), which would require a Road Safety Audit Stage1 to be commissioned which in addition would need to be supported by a Designers Response to the Audit.

To complete the design process the LHA received from the Project Group a TPS. The TPS provided supplementary information relating to the buried archaeology and live utility services located on the grass verge and pavement forming part of the highway adjacent to the proposed access to the site with details of the proposed site parking arrangements and a detailed specification of the new road construction.

The design brief for the G&TTS stated a preferred number of nine pitches. Each pitch would accommodate three parking spaces i.e. one caravan and two vehicles or one caravan, one trailer and one road vehicle. This is less than the four spaces required under the DG&TS good practice guide but it was agreed that this provision would suit most users. However, each of the three Local Authorities who responded to a design questionnaire confirmed that they provide four spaces per pitch.

Design advice does differ between providers and if the design scope had determined a minimum requirement for a four bay pitch, the site area would have needed to be enlarged or the number of pitches reduced. Enlarging the site was not a practical option due to the possible future provision of an Authorised Testing Facility on the retained Council Depot site and reducing the number of pitches would have made the scheme uneconomic.

To comply with Fire Safety requirements as recommended under the RRO (2005) each pitch would be located at least 3 metres from a site boundary with a 6 metre separation gap between caravans.

The means of security for the G&TTS included fully enclosing and screening the facility from the highway. This would be achieved by the construction of a new brick and flint panelled boundary wall. Security would be maintained by retaining the existing south and west brick and concrete blockwork boundary walls and by providing additional fencing to achieve extra height to the exposed boundaries. The new site entrance would be controlled by a barrier and gate configuration and access to the site would be restricted to prevent unauthorised entry. An additional site access for emergency services use only was also provided from the Council's depot.

Providing suitable amenity facilities and site management accommodation was an essential scheme requirement and each pitch would have access to separate amenity facilities on site. Amenity facilities would be provided either within a large site amenity block or in pairs using smaller buildings serving two pitches. The requirements of the guidance would be satisfied with either arrangement although capital building costs would be less with the larger, single amenity building, option. Evidence provided by other operators did suggest that long term maintenance costs can be reduced if the facility was designed to convey a degree of ownership to the

users, as the pitch and amenity facilities are then linked with a sole user family. A Manager's office building of sufficient size, sited close to the site entrance with essential services, including BT and broadband connections and individual welfare facilities would be required.

The site would require a new commercial three phase electrical service, a new water supply, a means of waste water disposal and a BT connection. The BT Broadband connection would provide a land line connection to the Manager's office.

Each pitch would therefore require the following utility services:

- Supplied from centrally metered electricity supply and be provided with a standard single phase domestic supply with electric meter;
- Supplied from a site metered water supply and provided with an individual domestic water supply to each pitch.

In addition the new site would require new foul and surface water drainage systems including the provision of petrol interception would be required. The EA did also express an interest in receiving a separate application relating to surface water disposal. However, as the site was relatively small the EA were content to be a consultee as part of the planning process.

Additional facilities on site included;

- CCTV. (With on-site monitored only)
- External car park/site lighting.
- A LPG storage facility.
- A designated refuse collection area

### **3. PROJECT OBJECTIVES**

#### **3.1 Outputs**

The key outputs this project included:

1. The provision of a County-wide multi-agency permanent nine pitch G&TT site with independent pedestrian and vehicular access located at Westhampnett, Chichester.
2. HCA grant approval based on an agreed figure of £70,000 per pitch.
3. Planning permission for the development of a Gypsy and Traveller Transit Site in Chichester District, West Sussex.

#### **3.2 Outcomes**

The aim of project is to reduce unauthorised encroachment on land and promote better relations with the settled community. The new G&TTS located at Westhampnett, Chichester, West Sussex meets the HCA's Authorised Site requirements and is configured and constructed in accordance with Government

framework initiatives and design good practice guidance. The benefit outcomes have been measured by the reduction in number of UEs in West Sussex and the related cost savings and reduction of time resources associated with their removal.

### **Management of Transit Site**

As from the 6<sup>th</sup> May 2015 the County Council, as part of the Multi agency Enforcement Protocol, have acted for all Districts and Boroughs in West Sussex in respect of Unauthorised Encampments. As part of the protocol WSCC also works very closely with Sussex Police and as a result will attend, at their request, to carry out assessment for illegal encampments on private land. Since that date, where possible, travellers have been directed to the transit site, either electing to go the site on a voluntary basis or being directed by the police. Since the opening the site has only been completely empty for 1 month in February. The site was closed for 1 week to allow defect work to be undertaken early March and for a further 2 days whilst we had to clean the site. On average over the year the pitch occupancy levels run at 61%.

All residents are required to pay £150 deposit which is refundable when they leave if the site is left clean and tidy. On all but 2 occasions this has been refunded, both retentions were for accidental damage. The rent is £70 per week and again this has been collected in full. Residents are also required to pay the site manager for the electricity that they use. To date all utility blocks have been left in a clean state and we have not had to instruct contractors to undertake cleaning. All residents are extremely happy with the site and the facilities provided

The traveller Education Officer attends the site when children of a school age are on site. The play bus from the children & families centre also attends, the library service provides books for both children and adults and the Health Visitor will attend as well as the Immunisation service.

There is a financial Agreement in place with the County Council and Districts & Boroughs for Capital contribution and towards the day to day management costs. In the first year there was a surplus of £43,000 which, at the request of all partners, is being held as a reserve towards any future running costs. The total rent collected was £17,000 and the electricity income £3500. Our largest expenditure was the emptying of the cess pits on site at £15,500 which when the site is full will be at least once a week.

The site has provided a safe environment for travellers to stay whilst in West Sussex and is now a very useful and essential tool for dealing with unauthorised encampments.

### **Management of Unauthorised Encampments in West Sussex**

A Multi-Agency protocol for the Management of Unauthorised Encampments was finalised in March 2015 and set out the role and responsibilities of the parties to the agreement i.e. WSCC, West Sussex District and Borough Councils and Sussex Police. A Financial Agreement enabling the sharing of the construction cost and then ongoing maintenance costs of the Transit site was also in place to facilitate the achievement of the HCA Grant and completion deadlines. A Transit site

Management Protocol and licences and conditions were also in place for the opening on 6/5/15.

The financial year 2015/16 was the first year of WSCC management of all Unauthorised Encampments (UEs) across West Sussex and therefore the first year for a single agency keeping detailed records of UEs including those on private land. The records prior to 2015/16 may not therefore be complete. However comparison charts for 2014/15 and 2015/16 have been prepared and are attached as Appendix 1 to this PPE. They show that the total number of UEs in the county has fallen from 116 – 68 and the number of days of the UEs being in situ has fallen significantly from 613 - 252. The numbers of UEs in different areas has been variable, for instance Worthing BC has fallen from 32 to 3. Though CDC has been consistent at 15 (bearing in mind it was 53 in 2013/14) the ‘dwell time’ appears to have increased but 49 of those days are attributable to one UE where there were medical issues preventing further action. Whilst the number of UEs in any given year is subject to a range of issues, the reduction in ‘dwell time’ is directly attributable to the Transit site and the additional powers of direction it gives to the police. There is also the beneficial effect of the consistency of approach and countywide view being taken by a single agency dealing with all UEs. The clear impact can be seen in the reduction of court time and costs as between 1/4/15 and 6/5/15 (before the Transit site opened) 6 UEs resulted in 6 court actions for eviction with minimum estimated costs of £1000 per case whereas between 7/5/15 and 31/3/16 55 UEs resulted in 1 court action.

## **Learning**

The management arrangement for UEs with WSCC lead has worked well and embedded as standard practise without issue. The existence of the Transit site has provided police with additional powers and options to deal with UEs, and those powers have been used regularly without issue. Nine pitches is considered the optimum size from a site management perspective and there have only been 4 occasions when the site was full or closed due to maintenance and so unavailable when new UEs have occurred.

Control of the access to the site will require on going monitoring and management as the height barrier which stops uncontrolled access of caravans does also exclude high roof ‘transit’ type vans which park outside the entrance.

Supervision of children and dogs on the site presents an ongoing challenge given the environment.

## **Arrangements for Liaison with Key Stakeholders**

The Transit Site Liaison Group meets quarterly and comprises representatives from Westhampnett Parish Council, WSCC , CDC and Sussex Police. The group focusses on the swift investigation and resolution of any Transit Site related issues which arise. The group has been expanded to include Chichester Park Hotel and Barnfield Harvester. Links are currently being developed with NFU (Woodhorn Farm), Chichester University and Cowdray Estate. Positive outcomes have included regular traveller movement and transit site updates, Police liaison at Inspector level and dedicated G&T PCSO level, enhanced perimeter security, CCTV incident

review, traveller advice to Chichester University, security advice to Chichester Park Hotel and Barnfield Harvester.

These arrangements have assisted in reducing the number of complaints about the Transit site and those using it from residents in the surrounding area. Similarly the number of complaints from other parishes and residents about unauthorised encampments on prominent public space in their communities has significantly declined because of the reduction in the total number of encampments and particularly those which occur on parish or community land outside the city. This has significantly reduced the opportunities for tension between the Traveller community and the settled communities. The Community Tensions Monitoring Group under the Community Safety Partnership has not received any reports involving GT UEs since the Transit site opened. Anecdotally there were previous reports of confrontations between village residents at the site of UEs on prominent community land in parish areas. The Transit Site Liaison Group has not had any reports of confrontations.

### **Comments of Partners and Stakeholders**

As part of the post project evaluation process for the West Sussex County Council GT Transit Site each District and Borough were invited to comment on the impact of the site on unauthorised encampments and community issues in their area. Key stakeholders were also invited to comment and extracts from those responses are set out below:

“The initial concerns about the design and impact of the site have been resolved through the flint panels, gates and additions to the security of the front wall. There are on-going management issues which arise from time to time but the liaison that has been established and the regular meetings with Police and WSCC site management and CDC are able to address these in a timely way.” - **Chair of Westhampnett Parish Council**

“The county wide management system is working well and WSCC seem to be doing a good job and deal with most instances very quickly and sometimes before we are aware of the travellers. Dealing with unauthorised encampments on Council land in the past was very time consuming, particularly high profile sites like the seafront in Littlehampton, where dealing with the complaints and the court processes could eat up several days’ worth of time which then meant other work was delayed as a consequence. From the statistics it does seem as though the number of traveller occurrences actually increased in Arun over the first year although the stays were on average shorter.” - **Arun DC Senior Environmental Health Officer**

“From our point of view things are going well - as you say length of stay is down very significantly, with few if any overnight stays” - **Worthing Borough Council Director for Communities**

“I have discussed these issues with respect to the Horsham District with both the Council’s Planning Compliance team and Strategic Planning team. The Planning Compliance team have confirmed that the number of unauthorised encampments has remained relatively static this year, and moreover, that the Gypsy and Traveller count has remained relatively stable also” - **Horsham DC Planning Department.**

“During the first few weeks there were some concerns about unsupervised children from the site getting into the depot. However controls were improved and this has



not been an on-going issue. The depot facilities team were called on for assistance with 'maintenance' teething problems, however this soon settled down and there has been no significant impact on our operation" - **Contracts Manager CCS**

"The countywide protocol for managing unauthorised encampments has been effective in achieving a consistent and timely approach across the whole of West Sussex. Whilst Chichester District may not have seen a significant drop in the number of unauthorised encampments the duration of the encampments has been significantly shorter due to the availability of the powers of direction facilitated by the Transit facility. The reduced duration of the encampments has meant that there has been less potential for any tension with local communities and less policing time required responding to complaints and monitoring the encampments and surrounding areas. The number of encampments outside of Chichester city area in rural communities – especially in high profile community locations, such as village greens and recreation areas, has significantly reduced.

The transit site facility itself has not created any additional policing demand. There was obviously a period of settling in with the local community but the regular liaison meetings have ensured that any issues or local concerns arising have been quickly responded to and resolved. There has been no discernible change in local crime patterns in the district. – **Sussex Police Inspector, Neighbourhood Policing Team, Chichester District.**

### 3.3 Outcome Measures

The Cabinet report dated 3 December 2013 authorised the Proposed multi Agency Agreement for the Management of Encampments across West Sussex and the Provision of a Transit Site and set the Outcomes to be achieved as:

- The introduction of a multi-agency partnership to reduce considerably the number of unauthorised encampments in West Sussex but, where they do occur, to reduce significantly the time taken to evict unauthorised campers.
- To develop a permanent Transit Site for County-wide use that meets the basic standards set out in the DCLG Guidance for Developing Transit Sites.

### 3.4 Dis-benefits

There was initial resistance to the building of the site from the local community of Westhampnett and from time to time issues are reported via the Parish Council however the close liaison through regular multi agency meetings has led to the effective and timely resolution of issues raised.

No other dis-benefits identified

## 4. PROJECT COSTS

Under agreement with the other local Authority partners to this scheme CDC provided the site location for the G&TTS. A 60 year and 6 months lease agreement with WSCC, which included 5 year rent reviews, was signed on the 26<sup>th</sup> March 2015 for an agreed rent of £21,000 per annum.

A preliminary construction budget for a nine pitch transit site was estimated to be in excess of £800,000. Due to several unknown factors relating to both design and ground conditions a design contingency of an additional 20% was considered not unreasonable at pre planning award stage. CDC would expect the value of the land to form part of the total capital cost of the scheme. The initial budget submitted to the HCA was £1.15m. However, as the scheme developed the total estimated cost of the scheme rose to £1.2 - £1.3m. This figure did not initially allow for internal resources to support the full cost of this project. These costs were later added to the scheme.

Tenders were invited from seven contractors and three compliant tenders were received. Following negotiations with the preferred tenderer the contract was awarded to Brymor Contractors Limited for an agreed contract sum of £1,024,999.

On final completion of the works in March 2016, following the one year defects/rectification period, the closing account figure to be paid to the Contractors including utility companies was £1,081,691. This figure included certain specialist fixtures and fittings including internal and external stainless steel door sets supplied to all units and BT cable diversionary work necessary as part of the construction of the new road junction, but excludes all statutory, specialist surveys and audits RSA stage 1 and stage 3, professional design team fees and internal project management and legal costs totalling £129,176 (12% of the construction cost). The final scheme cost was £1,210,867 against a maximum budget of £1.3m.

The total cost of the scheme payable by all of the schemes partners was £1,210,867 less the £630,000 grant received from the HCA. The final cost to the partners was £580,867 with each partner contributing £72,608 to the cost of the scheme; compared to an estimate of £83,750 should the final cost reach £1.3m.

## 5. PROJECT PLAN

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
<b>Stage1- Consultation with WSCC (Highways and Waste Management Team)</b>			
<b>A-</b> County Joint Leaders' commitment sought to County-wide approach	20 November 2013	November 2013	Achieved
<b>B-</b> CDC Cabinet considers the PID	3 December 2013	December 2013	Achieved
<b>C-</b> CDC Council considers the Cabinet's recommendations	17 December 2013	December 2013	Achieved
<b>D-</b> Design consultants invited to express interest in the project	December 2013	January 2014	Achieved
<b>E-</b> Obtain costs and lead times from utility providers (water and electricity)	December 2013	Electricity and Water supply costs - Achieved. Water disposal consent refused. BT costs finally	Finally Achieved

Chichester District Council

		concluded Jan 2015	
<b>F-</b> Prepare legal documentation providing WSCC with legal interest in land, to enable grant application	December 2013	March 2015	Achieved 25 March 2015 60.5 year lease signed
<b>G-</b> Tender for Design consultants	December 2013	January 2014	Achieved
<b>H-</b> Tender for Design consultants	December 2013 / January 2014	Consultant interviews and tender returns - 20th January 2014	Achieved
<b>Stage 2 – Full Engagement</b>			
<b>A-</b> HCA	May 2014	May 2014	Achieved- Detailed proposals and works programme agreed.
<b>B-</b> Parish Council	May 2014	May 2014	Achieved- Local meeting 6 <sup>th</sup> February 2014 and ongoing dialogue
<b>C-</b> Public Bodies	May 2014	May 2014	Achieved
<b>D-</b> G&T Community	May 2014	May 2014	Achieved -STAG and FFT Groups.
<b>E-</b> Commercial Businesses	May 2014	May 2014	Achieved – Viridor and Jewson and ongoing dialogue.
<b>F-</b> Local Residents	May 2014	May 2014	Achieved and ongoing dialogue.
<b>G-</b> Multi Agency groups	May 2014	May 2014	Achieved and ongoing dialogue.
<b>H-</b> Other Groups	May 2014	N/A	N/A
<b>Stage 3 – Detailed Design and Planning Consent</b>			
<b>A-</b> West Sussex authorities to have given approval	January 2014	January 2014	Achieved
<b>B-</b> West Sussex authorities to have confirmed commitment of funds	January 2014	January 2014	Achieved
<b>C-</b> Appoint Lead Consultant & Design Team.	February 2014	February 2014	Achieved Contract sealed 6 <sup>th</sup> June 2014
<b>D-</b> Complete RIBA Stages A-D. Prepare Detailed Design Proposals	February 2014	February 2014	Achieved Planning Application submitted 28 <sup>th</sup> February 2014
<b>E-</b> Grant application to be made to HCA (4-6 week lead time for decision)	March 2014	March 2014	Grant application with outline design proposals sent to

Chichester District Council

			HCA. Grant approved by HCA for full amount (£630,000)
<b>F-</b> Planning Consent.	April 2014 (June 2014 subject to Dependency)	Award of planning Consent 30 <sup>th</sup> April 2014	Achieved
<b>G-</b> Complete RIBA Stages E- F Prepare Final Proposals and Production Information.	June 14	June 2014	Achieved
<b>H -</b> Building Regulations Approval	June 14	30 <sup>th</sup> May 2014	Achieved
<b>I-</b> Complete RIBA Stages G- H Prepare Tender Documents and Tender Action.	July 14	Invite tenders 17 <sup>th</sup> June 2014. Tender returns 25 <sup>th</sup> July 2014	Achieved
Award Works Contract.	July/August 2014	Issue Letter of Intent 11 <sup>th</sup> August 2014 Sealed Contract 22 <sup>nd</sup> September 2014	Achieved
<b>Stage 4 - Construction</b>			
<b>A-</b> Complete RIBA Stage J. Mobilisation (lead in – 6 weeks)	September 2014	September 2014	Achieved Start on Site 22 <sup>nd</sup> September 2014
<b>B-</b> Complete RIBA Stage K. Contract Works (20 working weeks)	February/ March 2015	March 2015	Achieved
<b>C-</b> Practical Completion	February/ March 2015	March 2015	Achieved 17 <sup>th</sup> March 2015
<b>D -</b> Apply To Draw Funding From HCA.	March 15	March 2015	Full Grant from HCA received £630,000
<b>E-</b> Rectification Period (12 months)	March 2016	March 2016	Achieved
<b>Stage 5 – Project Evaluation</b>			
<b>A -</b> Complete RIBA Stage L Making good defects (Completion)	March 2016	June 2016	Minor redecoration due to drying shrinkage, additional fixings to roof flashings and servicing of external door furniture.
<b>B -</b> PPE Report	June 2016	August 2016	

## 6. PROJECT MANAGEMENT PROCESS

The Project Management Group was comprised of the following:

Project Sponsor	Diane Shepherd
Project Leader	Steve Hansford (leading on Multi Agency Agreement between the partners)
Contract Administrator	John Bacon (leading on the Construction Contract)
Surveyors (site works)	Chris Field (Building Services)
Procurement	Phil Pickard
Legal	David Stewart – Contracts
Financial Services (section 151)	John Ward
Accountant	Victoria Savory
Client Project Team Members	Hazel Long (CDC) & Esther Quarm (WSCC)

The project team required an externally appointed Lead Consultant and Design Team, a Traffic Planning and Infrastructure Consultant and a consultancy to undertake the RSA stage 1 and RSA stage 3 audits. In addition surveys and site inspections were required by an internally appointed Archaeologist an externally appointed Ecologist (bat and nesting bird's surveys) and Geotechnical consultants (land contamination and landfill gas surveys)

## 7. FURTHER ACTION

Monitor ongoing site maintenance requirements  
Monitor ongoing site usage and costs  
Monitor ongoing unauthorised encampment activity

## 8. REVIEW PLAN

### **Construction Project Management review:**

Due to central government imposed time pressures on the HCA to approve the scheme and authorise grant funding for this challenging project by the critical grant funding closure date of 31<sup>st</sup> March 2014, strict adherence to key critical dates identified in the project programme was essential if the project was to achieve practical completion and a submission by WSCC to release the grant by 31 March 2015.

To meet these restrictions it was agreed that design stages would not follow on sequentially if future key dates identified in the programme would be put at risk.

Enabling the final design work and preparation of the invitation to tender documentation to progress as a cost risk to the partners enabled the project to meet key procurement dates and achieve the evaluation of tenders to be concluded with the award of contract allowing adequate contractor lead-in time to commence work on site as set out in the initial project programme.

### **Report by exception:**

Due to the high volume of tasks involved in delivering, planning, scheduling, dealing with issues arising and risks associated with this project. Agreeing key parameters or tolerances at the outset of the project for the various stages of delivery was used to simplify reporting on the project. The key tolerances in project delivery are generally

those relating to time, cost and quality. The overriding factor in delivering this project was a time deadline. However, tolerances would be acceptable on budget, as the budget of £1.3m was relatively flexible and the cost risk would be mitigated due to government grant funding for the project and several partners would share cost risk. A tolerance could also be applied to quality issues which were important. However the project would be fully designed and quality issues would only relate to workmanship unless delivery of key components became a problem. The primary concern was therefore time, as the project had to be delivered by 31 March 2015.

Therefore simple reports highlighting progress and actions taken were used to reduce the time required to update the project team on the current status of the project relating to time, cost and quality.

Secondly, actual face to face exception reporting which addressed issues and risks that fall outside the scope of the agreed tolerances, particularly relating to delivering the project programme on time, resulting in an exception report, for consideration and immediate action was adopted by the project team in order to affect a change control procedure.

Using Highlight and Exception procedural reporting made significant savings in officer time required by the project team to deliver this project.

#### **The Construction (Design and Management) Regulations 2012 (CDM 2012) - Initial review of Pre Construction Information (PCI):**

The arrangements needed to comply with the considerations and management requirements of Chichester District Council as the client and be compliant under CDM 2012 to ensure that the project was carried out without risk to health and safety. This included collating available relevant information prior to commencement of the design process and the assimilation of additional survey and relevant information and reports required. This was to assist the contractor in the preparation of their tender and eventual preparation of a Construction Phase Plan. Specific site information can be difficult to source and time consuming and producing this information during the design process and not before, tends to overlap with other resource demands linked to the project. Addressing the needs and resource implications of PCI at the very outset of the project would greatly assist in the time required to complete the Invitation to Tender documentation.

#### **Review of supply chain:**

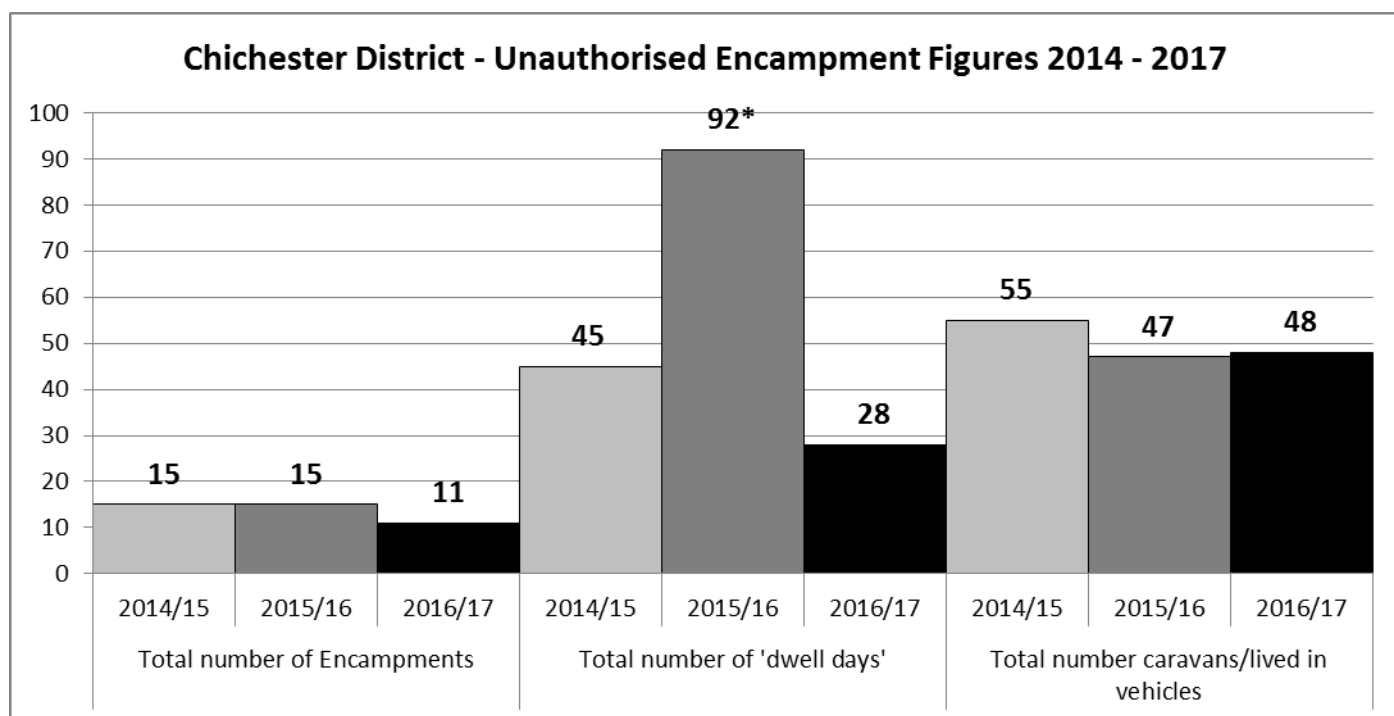
The Invitation to Tender quality evaluation included an assessment of the tenderers use of sub- contractors and robustness of their supply chain. The evaluation confirmed that the preferred contractor had the required assessments and procedures in place in order to assess the resource capability and quality of their supply chain in order to deliver this project in line with the Client's programme.

#### **Procurement Review of legal Contract Conditions:**

The project value was budgeted in excess of £1m and there were important key elements of the project where the appointed contractor and/or sub-contractor have a design responsibility requiring individual sub contract agreements. The JCT Intermediate contract with contractors design (JCT ICD 2011) provided the best option to meet the council's legal requirements. Applying time and resources to match the "Works" with a specifically drafted and tested standard form of construction contract provides a safer route to completing the procurement process. It is important that the standard form of building contract best matches the works being carried out and the anticipated spend.

## Chichester and West Sussex Unauthorised Encampment Figures 2014 - 2017

District	Total number of Encampments			Total number of 'dwell days'			Total number caravans/lived in vehicles		
	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
Chichester	15	15	11	45	92	28	55	47	48
Adur	29	17	4	125	41	8	137	105	27
Arun	8	15	2	40	32	7	25	77	9
Crawley	2	2	3	8	9	16	7	20	13
Horsham	20	7	4	162	54	12	49	34	22
Mid Sussex	10	9	3	28	17	4	66	39	8
Worthing	32	3	3	203	7	3	133	17	0
West Sussex									
<b>Total</b>	<b>116</b>	<b>68</b>	<b>30</b>	<b>611</b>	<b>252</b>	<b>78</b>	<b>472</b>	<b>339</b>	<b>127</b>



**\*In Chichester in 2015/16, one encampment was on site for 49 days due to one person recovering from an operation.**

