

14 November 2017.

Dear Councillor,

A meeting of the **SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY** will be held in the **Council Chamber** at these offices on **WEDNESDAY, 22 NOVEMBER 2017 at 7.00 p.m.**, when your attendance is requested.

Yours sincerely,

KATHRYN HALL

Chief Executive.

### A G E N D A

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1. To note Substitutes in Accordance with Council Procedure Rule 4 - Substitutes at Meetings of Committees etc.	
2. To receive apologies for absence.	
3. To receive Declaration of Interests from Members in respect of any matter on the Agenda.	
4. To confirm the Minutes of the meeting of the Committee held on 11 October 2017.	3 - 6
5. To consider any items that the Chairman agrees to take as urgent business.	
6. Leisure Centre Investment Report.	7 - 12
7. Scrutiny Committee for Customer Services and Service Delivery Work Programme 2017/18.	13 - 14

*Working together for a better Mid Sussex*



To: **Members of the Scrutiny Committee for Customer Services and Service Delivery** - Councillors M. Belsey, Bennett, Binks, Boutrup, Bradbury, Catharine, Ellis, Fussell, Holden, Anthea Lea, Llewellyn-Burke, Mundin, Page, Sweatman, Trumble.

**Minutes of the meeting of the Scrutiny Committee for Customer Services and Service Delivery held on 11 October 2017 from 7:00 p.m. to 8:05 p.m.**

**Present:** Anne Boutrup (Chairman)  
Margaret Belsey (Vice Chairman)

Liz Bennett*	Sandy Ellis	Judy Llewellyn-Burke
Michelle Binks*	Claire Fussell	Howard MUNDIN
Pete Bradbury	Colin Holden	Kirsty Page
Cherry Catharine	Anthea Lea	Dick Sweatman
Colin Trumble		

\* Absent

**Also Present:** Councillors Marsh, Thomas-Atkin, E. Belsey and Wall.

**1. SUBSTITUTES AT MEETINGS OF COMMITTEE – COUNCIL PROCEDURE RULE 4**

The Committee noted that, in accordance with Council Procedure Rule 4, Councillor Edward Belsey had replaced Councillor Bennett.

**2. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Bennett and Binks.

**3. DECLARATIONS OF INTEREST**

Councillor Bradbury declared a personal interest in Item 6 as he is a Member of West Sussex County Council.

Councillor Fussell declared a personal interest in Item 6 as she had involvement in a parking scheme at St Wilfrid's Primary School, Burgess Hill,

**4. MINUTES**

Cllr Trumble highlighted that he was in fact in attendance to the committee as he is not listed on the Minutes. The Minutes of the previous meetings held on 5 July 2017 were amended and then agreed as correct record and signed by the Chairman.

**5. URGENT BUSINESS**

None.

**6. PARKING SERVICES ANNUAL REVIEW 2016/17**

Rob Anderton, Divisional Leader for Commercial Services & Contracts, introduced the Report of the Parking Review for the period of 2016 to 2017. He outlined how the Report covers all aspects of parking from car parks to controlled parking zones in addition to looking at improvements to the service over the 2017/18 period by embracing more digital technology.

A Member queried if the 33% listed on Item 28 in the Report is the national average of

debt recovered by Enforcement Agents.

Claire Onslow, Business Unit Leader for Parking Services, confirmed it is the national average for recovered debts.

A Member enquired which long stay car park referenced in point 7 of the Report does not have season tickets available to its customers and asked why this was the case. He also asked why only 17 of the 34 public car parks have received the 'Park Mark' status from the British Parking Association.

The Business Unit Leader for Parking Services confirmed that it is Heath Road Car Park in Haywards Heath that does not have season tickets available and this is due to the demand for parking at that car park. In regard to his second query, she explained that not all car parks were promoted to receive the 'Park Mark' award as not all currently meet the standards required to receive the accreditation.

The Member followed up his enquires by asking where the income from parking discs goes and in relation to point 18 why some appeals are accepted and some not.

The Business Unit Leader for Parking Services outlined how the discs are bought by the retailer for £1 and resold so there is no income from the discs to the Council. . She added that appeals are carried out by an independent adjudicator who may have a different judgement to that of the officers.

A Member raised concerns with faded lines along some roads and asked for a list of the roads that had received remedial works as part of the project with WSCC. The Member supplemented her question by asking how the total of 200 maximum residents for the Taxi Voucher Scheme was formulated as she notes that Mid Sussex has a growing older population.

Judy Holmes, Assistant Chief Executive, explained that the taxi voucher allows for a maximum of £30 of vouchers which are only available to those who can demonstrate that they are not able to use public transport. . She added that there is no fixed maximum number of vouchers and the number of 200 is based on historic demand.

The Chairman drew attention to point 13 of the Report and asked whether the Assistant Chief Executive could expand on the information.

The Assistant Chief Executive explained that any surplus from car parking is recycled into traffic management and complementary services.

A Member raised a number of concerns regarding the car parks in Burgess Hill specifically: whether a trolley store could be provided in the Station Road Car Park, and if to the Council could increase the number of electric car charging point and why the fence in Cyprus Road Car Park had not been removed.

The Business Unit Leader for Parking Services confirmed that there was a trolley park in Station Road Car Park, but she would check this. She confirmed that the fence in Cyprus Road Car Park helped to define the long and short stay parking areas. In relation to the charging points she directed the Member to the Cabinet Member for Service Delivery who had recently approved the release of S106 funds to upgrade existing provision to Fast chargers in car parks around Mid Sussex.

A Member highlighted his concerns with the car parks in his ward. He explained how the additional 7 car parking spaces at the Queensway Car Park were not sufficient and that he had received reports from residents that the discharge of water from the

nearby car wash was tearing up the tarmac on the car park. The Member also enquired how often the Civil Enforcement Officers (CEO) enforce parking in East Grinstead on Sundays.

The Business Unit Leader for Parking Services confirmed that she was aware of the demand of the car park and that the Road Space-Audit will provide more information as to what improvements could be made. In regards to the water issue she would ensure this was investigated. She also confirmed that the CEO contract with West Sussex County Council provides Monday to Saturday enforcement with one Sunday a month.

The Chairman queried if the Civil Enforcement Officers can be dispatched across the District on Sundays.

The Business Unit Leader for Parking Services explained that Sundays are worked on a voluntary basis but usually, there is one team that covers the area of East Grinstead and another team that covers the south of the District.

A Member queried if all of the income from Controlled Parking Zones is handed over to West Sussex County Council.

The Business Unit Leader for Parking Services confirmed that all the income received from the Controlled Parking Zone goes to WSCC.

A Member queried whether there is any possibility of issuing part-time season tickets and shorter timed tickets.

The Business Unit Leader for Parking Services confirmed that the Parking Services are considering such schemes but she indicated that they are difficult to manage.

A Member enquired if the Taxi Voucher Scheme applies also to the Blue Bird Dial-a-ride Scheme.

The Assistant Chief Executive explained how she did not think it did but stated she would discuss this possibility with Officers and the Portfolio Holder.

A Member raised concerns about the Road Space Audit as the public may be dismayed that the Council are merely identifying problems rather than solving them and asked for the Cabinet Member's comments.

The Cabinet Member for Service Delivery, outlined how he shared the Member's concerns and confirmed that the outcome would most likely be a Controlled Parking Zone such as the one in East Grinstead.

A Member enquired if the Council is planning for the impact of the New River development on parking during the development phase. She also enquired whether the control measure to prevent reckless construction vehicles parking would be managed by planning conditions or parking enforcement.

The Assistant Chief Executive detailed how all sites require a Traffic Management Plan including the New River development. She added that Mid Sussex District Council has and will continue to work with New River to relocate existing spaces to spaces on the Cyprus Road Car Park. The Assistant Chief Executive explained that it is anticipated that there will be pressure on parking in this area and that the Council will use all its available powers to manage the situation.

A Member queried as to why when the machines were being upgraded to accept the new pound coins were they not also upgraded to give change.

The Cabinet Member for Service Delivery, confirmed that as part of the previous strategy it was decided not to give change and made reference to Cornwall and Chichester who use the same system.

A Member enquired whether the Road Space Audit encompassed just motor vehicles or all vehicles like bicycles.

The Business Unit Leader for Parking Services explained how the Audit is applicable to all users of the highway not just motor vehicles.

The Chairman noted that no more Members wished to speak so moved to the recommendation to note the content of the report which was agreed unanimously.

### **RESOLVED**

That the Committee notes the content of the report.

## **7. SCRUTINY COMMITTEE FOR CUSTOMER SERVICE AND SERVICE DELIVERY WORK PROGRAMME 2017/18**

Tom Clark, Solicitor to the Council, updated Members on the Leisure Contracts Update scheduled for the next meeting and outlined how it would look at the Leisure Investment Programme and how there will be the inclusion of a new item on the Work Programme to encompass new data protection laws. The waste contract report would come to the March meeting.

A Member suggested that in regards to the Playing Pitch Strategy Update the Whitemans Green Playing field site could be looked at.

The Assistant Chief Executive, explained how the Council will be reviewing a number of strategies to encompass into a single strategy.

A Member enquired as to whether they will get an update on the Triangle and Dolphin improvements.

The Solicitor to the Council confirmed that Members will get an update at the next meeting.

### **RESOLVED**

The Committee noted the Committee's Work Programme as set out at paragraph 5 of the report.

The Chairman closed the meeting at 8:05 p.m.

Chairman.

## 6. LEISURE CENTRE INVESTMENT REPORT

REPORT OF: Divisional Leader- Commercial Services & Contracts  
Contact Officer: Glen Wilkinson – Leisure Partnership Officer  
Email: glenw@midsussex.gov.uk Tel: 01444 477207  
Wards Affected: All  
Key Decision: Yes  
Report to: Scrutiny Committee for Customer Services and Service Delivery  
22<sup>nd</sup> November 2017

### Purpose of the Report

1. The purpose of this report is to provide a progress report on the programme of investment projects approved by the Council in 2016 and to outline proposals for future investment and associated costs.
2. In 2016, the Council created a reserve of £1.2m to fund further investment. This supported delivery of a 100 station gym and a new indoor climbing facility aimed at refreshing the leisure offer, providing new activities and maintaining the momentum of continuous improvement in service provision. This investment also generated an increased contract payment to the Council of £60,000pa. There is £300k remaining in the reserve for spending in 2018/19. In addition, PfPL provided a further £1.9m funding to finance further improvements listed in paragraphs 12 to 16.

### Recommendations

The Committee is requested to recommend to Cabinet that

- (a) **£150,000 is allocated from the General Reserve to add to the £300k currently in the reserve to support enhancement of The Triangle leisure pool with new attractions; and**
- (b) **£100,000 is allocated from General Reserve to create additional car parking spaces at The Dolphin Leisure Centre.**

### PfPL Investment Programme 2014-15

3. Places for People Leisure Limited (PfPL) were awarded a fifteen year contract to operate the Council's leisure services commencing on 1<sup>st</sup> July 2014.
4. In the period July 2014 to February 2015 PfPL financed a £2.7m investment at the leisure centres and halls as follows:
5. **The Triangle** – Refurbished reception area including new flooring and reception desk; refurbished, extended and re-equipped gym; refurbished café area including new flooring, display counter and furniture; new spin studio; new sauna cabin and steam room; Poolview underwater cameras installed.
6. **The Dolphin** – Refurbished reception area including new flooring and reception desk; refurbished and re-equipped gym; refurbished café area including new flooring, display counter and furniture; new spin studio; Poolview underwater cameras installed.
7. **Kings Centre** - Refurbished reception area including new flooring and reception desk; new significantly larger gym created in the old café area; café, soft play area and meeting/party room created in the old gym area; extended male and female dry changing rooms; Poolview underwater cameras installed.
8. **Clair Hall** – 350 new seats.

9. **All 5 facilities** - new IT cabling, hardware and software installed and new telephones.
10. These improvements significantly contributed to the record membership levels, and saw attendance exceeding targets and improved customer satisfaction levels across all centres.
11. At the commencement of the contract in July 2014 membership levels were at 7,833 and the attendance levels for 2013-14 were 1,638,589. By July 2016 membership levels had risen to 11,921 (an increase of 4,088 or 52%) and attendance levels for 2015-16 were 1,820,658 (an increase of 182,069 or 11%).

### **Investment Programme 2016/17**

12. The 2016/17 investment programme brought further improvements across all three Leisure Centres, as follows:
13. **At The Triangle** the following projects were agreed to be implemented:
  - (a) the creation of a new 100 station first floor gym (MSDC financed);
  - (b) new first floor toilets by the gym;
  - (c) a new indoor climbing facility (MSDC financed);
  - (d) a new Costa kitchen / servery;
  - (e) large open plan café / spectator area;
  - (f) a new larger exercise studio;
  - (g) LED lighting in the sports hall, pool hall and wet changing room;
  - (h) new banks of higher quality lockers throughout the centre;
  - (i) the refurbishment of the male and female members' changing rooms.
14. **Kings Centre** benefitted from major investments in the first two years of the contract; the following further works were agreed for this facility:
  - (a) new floor tiling in the swimming pool changing area and pool surround,
  - (b) LED lighting in the pool hall and sports hall;
  - (c) an upgrade of the male and female toilets in the reception area.
15. **At The Dolphin** there was an identified need to carry out the following projects:
16. LED lighting in the sports hall,
  - (a) new floor tiling, lockers, bench seating and refurbished toilet and shower areas in the members changing rooms;
  - (b) new steam room, sauna cabin and spa pool.
17. It was agreed that following completion of these works a further report would be presented to this Committee to recommend to Cabinet any further investment for 2018/19.
18. All of the above works have now been completed with the exception of the refurbishment of the members changing rooms at The Triangle (which are due for completion in December 2017) and toilets in the Kings Centre reception area.
19. The total investment by the Council and PfPL up to 2017/18 has been £6m ( £4.8m by PfPL and £1.2m by MSDC). The Council has identified a reserve of £1.5m for investment in the Leisure Centres. This means there is £300k available for further investment in 2018/19.



20. The full benefit of the above works in terms of attendances and membership levels is not expected to be felt until 2018-19. However membership levels have already increased from 11,921 in July 2016 to 12,793 in July 2017 and attendances have increased from 1,820,658 in 2015-16 to 1,886,646 in 2016/17.

### **Future Investment Options**

21. The Cabinet Report in July 2016 identified the following options for potential future investment in 2018/19 to provide new facilities and further improvement :
- (a) Leisure Pool enhancements at The Triangle,
  - (b) Creation of additional car parking spaces at The Dolphin
  - (c) Conversion of existing tennis / netball courts into 3G 5-a-side football pitches at The Triangle.
22. The Triangle Leisure Pool has been a major attraction for people over a wide geographical area beyond the District boundaries since the facility opened in 1999. The leisure waters presently comprise a shallow water area for young children, two enclosed flumes, a single Falling Rapids ride, an indoor and outdoor rapids section and a lido.
23. The outdoor rapids, lido and the two flumes continue to be very popular. However the shallow water area for younger children is beginning to look tired and in need of a complete refresh with new interactive features and a new safer more attractive pool surround surfacing. The single Falling Rapids ride is similar in design to the enclosed flumes but has a much lower gradient making it a significantly slower and a much less popular feature.
24. The proposal is to:
- (a) remove the Falling Rapids ride and replace it with a new multi-person family slide which introduces a different experience to that already available and is suitable for people of all ages;
  - (b) transform the current children's shallow water area into a highly interactive play area for children of all ages and abilities, featuring a water ball with cannon water jets, fill'n'spill tipping buckets, interactive water channels and hand wheels;
  - (c) introduce a Shark Shower Arm and Fish Squirt to add visual impact, and;
  - (d) replace the existing ageing poolside tiles with modern colourful wet pour safety flooring similar to that provided at Victoria Park Splash Pad.
25. There is confidence in the new facilities boosting the attraction, generating additional attendances and income whilst simultaneously improving the customer experience.
26. The cost of the above scheme is estimated to be £450,000 and PfPL are confident that it will generate sufficient additional income to allow them to pay the Council an increased contract payment of £22,500 over the remaining years of the contract.
27. The Dolphin has insufficient car parking at various times throughout the week which is at least in part due to non-Centre users parking on site. This continues despite the best efforts of the Council's Civil Enforcement Officers and PfPL staff.

28. Alternative practical effective methods of managing usage of the car park are being investigated with PfPL which, when combined with a small increase in the number of spaces, would be expected to result in a marked improvement for customers.
29. It is felt that the creation of 12-14 additional spaces on site at a cost of approximately £100,000 would be the most pragmatic and cost effective approach. As the changes proposed would not necessarily result in any significant increase in attendances / income PfPL are not able to offer an increased contract payment to the Council on this proposed project.
30. The potential conversion of the existing four netball / tennis courts into four 3G 5-a-side football pitches would introduce a popular new facility that would expect to generate greater usage than at present. However this would also have the effect of removing tennis and netball provision from the site which would be opposed by existing users and would also result in the loss of usage and income from those activities.
31. In July 2017 PfPL replaced the full size Artificial Turf Pitch with a new surface at a cost of £176,000 which is suitable for hockey as well as for football and is expected to attract more football bookings than in the past.
32. In light of the above, investment in a conversion scheme, estimated to cost around £200,000, is not considered by PfPL be financially viable at this time.
33. Usage patterns and levels of both the full size Artificial Turf Pitch and the netball / tennis courts will be monitored with a view to determining whether such a scheme may be appropriate in the future.

### **Assessment of Proposals**

34. The Council established five criteria to guide the investment:
  - Increase revenue (including to this Council)
  - Retain / increase market share
  - Target non users (increasing participation)
  - Increase utilisation
  - Enhance the value of the assets
35. A table which provides an analysis of the potential future schemes is attached in **Appendix A**.

### **Financial Implications**

36. The council previously identified an investment sum of £1.5m, £00k of which remains unallocated in the reserve. Members are requested to approve an additional £250,000 from General Reserve to fund the further enhancements detailed in this report.
37. As a result of further anticipated income PfPL will be required to increase their contract payment by an estimated £22,500 pa following completion of the improvements furtherance to their right to operate the facilities. This is in addition of the £1,270,122 contract payment due to be received from PfPL in 2018/19.

## **Risk Management Implications**

38. The risks involved with implementing the proposed projects are low as PfPL are delivering the project with a well-established, experienced company and Council officer input into the delivery to further safeguard the process.
39. PfPL operate over 130 Leisure Centres in the country and have extensive experience in delivering numerous projects of this nature and a track record of delivering projects on this contract over the last four years.
40. PfPL have an experienced dedicated team of officers who aim to deliver schemes on time, in budget and to the required standard.
41. The works identified do not require any building demolition and should therefore not present any unexpected issues, additional costs or time delays resulting in a low risk of the project costs exceeding the available budget.
42. If money is not invested in refreshing and improving the leisure pool offer at The Triangle the Centre is at risk of losing existing customers and failing to attract new users resulting in a reduction in attendances, income and the financial viability of the Contract.
43. Similarly increased car parking capacity at The Dolphin should at least maintain, and possibly increase, present membership and attendance levels.
44. The Contract is financially challenging for PfPL and all of the investment schemes are aimed at improving the facilities, providing better value for money and building upon the existing impressively high membership and attendance levels of physical activity.

## **Equalities Statement**

45. The facilities will be designed to ensure that they comply with disability legislation and the Council requires the operator of the facilities to ensure that the services are accessible to all protected groups.

**ASSESSMENT MATRIX**

**APPENDIX A**

	<b>Project</b>	<b>Score</b>	<b>Increase revenue</b>	<b>Retain / increase market share</b>	<b>Increase usage</b>	<b>Target non-users</b>	<b>Enhance value of the assets</b>
1.	<b>The Triangle</b> Leisure Pool Enhancement  <b>Recommended</b>		An upgraded and enhanced children’s water area and an additional new activity suitable for people of all ages would add to the ‘Day Out’ offer. Replacing existing underutilised facilities there would be an expected increase in revenue sufficient to allow An additional payment to the Council.	The refreshing of the children’s area and the addition of a slide suitable for people of all ages will help to retain and increase market share.	The introduction of this new activity is expected to result in a marked increase in casual attendances.	The introduction of this new activity is likely to attract new users to the Centre.	The investment in this facility will greatly enhance the value of the asset.
		<b>21/25</b>	5/5	4/5	4/5	3/5	5/5
2.	<b>The Dolphin</b> Provision of Additional Car Parking  <b>Recommended</b>		An upgrade of the existing facilities should ensure retention of existing revenue levels and potentially generate a slight increase but not sufficient to allow a financial return to the Council on its investment.	An upgrade of the existing facilities should ensure retention of existing market share and potentially generate a slight increase.	An upgrade of the existing facilities should ensure retention of existing usage levels and potentially generate a slight increase.	The proposed upgrade is not expected to attract a significant number of existing non-users.	No enhancement in value of the asset as creating additional car parking would result in the loss of some green open space and a number of trees.
		<b>14/25</b>	3/5	3/5	4/5	3/5	1/5
3.	<b>The Triangle</b> Conversion of 4 x netball / tennis courts into 4 x 3G football pitches  <b>Not recommended</b>		Replacing the existing facilities with the proposed new ones would be expected to achieve a net increase in revenue but probably not sufficient to allow a financial return to the Council on its investment.	This should enable an increase in market share.	The introduction of this new activity would be expected to achieve a net increase on attendances.	Additional customers would be attracted but a significant number of existing users would be lost.	The investment in this facility will enhance the value of the asset.
		<b>12/25</b>	2/5	3/5	3/5	1/5	3/5

## 7. SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2017/18

REPORT OF: Tom Clark, Head of Regulatory Services  
Contact Officer: Alexander Austin, Member Services Officer  
Email: [alexander.austin@midsussex.gov.uk](mailto:alexander.austin@midsussex.gov.uk)  
Tel: 01444 477067  
Wards Affected: All  
Key Decision: No

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### Purpose of Report

1. For the Scrutiny Committee for Customer Services and Service Delivery to note its Work Programme for 2017/18.

### Summary

2. Members are asked to note the attached Work Programme. The Work Programme will be reviewed as the final piece of business at each meeting, enabling additional business to be agreed as required.

### Recommendations

3. **The Committee are recommended to note the Committee's Work Programme as set out at paragraph 5 of this report.**
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### Background

4. It is usual for Committees to agree their Work Programme at the first meeting of a new Council year and review it at each subsequent meeting to allow for the scrutiny of emerging issues during the year.

### The Work Programme

5. The Committee's Work Programme for 2017/18 is set out below:

13 February 2018	Reason for Inclusion
Playing Pitch Strategy Update	To provide Members with a progress update on the three inter-related strategies
Play & Open Space Strategy Update	
Community Assets Strategy Update	
Digital Programme 2018/19	To update Members on the Council's digitalisation programme.

13 March 2018	Reason for Inclusion
Landscapes Annual Report	To update Members on the Council's Landscaping operations.
Waste Management, Recycling and Street Cleansing Services – Contract Review	To update Members on the Waste Management, Recycling and Street Cleansing Services.

**Policy Context**

6. The Work Programme should ideally reflect the key priorities of the Council, as defined in the Corporate Plan and Budget.

**Financial Implications**

7. None.

**Risk Management Implications**

8. None.

**Background Papers**

None.