

2 July 2018.

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, 11 JULY 2018 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 13 March 2018 and 9 May 2018. | 3 - 8 |
| 5. | To consider any items that the Chairman agrees to take as urgent business. | |
| 6. | Leisure Management Contract - Annual Report 2017/18 | 9 - 24 |
| 7. | Parking Services Annual Review 2017/18 | 25 - 31 |
| 8. | Scrutiny Committee for Customer Services and Service Delivery Work Programme 2018/19. | 32 |
| 9. | Questions pursuant to Council Procedure Rule 10 due notice of which has been given. | |

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

Minutes of the Meeting of the Scrutiny Committee for Customer Services and Service Delivery held on 13 March 2018 from 7:00 p.m. to 8:00 p.m.

Present: Councillors: Anne Boutrup (Chairman)
Margaret Belsey (Vice-Chairman)

Liz Bennett
Cherry Catherine*
Colin Holden
Howard Mundin

Michelle Binks*
Sandy Ellis
Anthea Lea
Kirsty Page

Pete Bradbury
Claire Fussell*
Judy Llewellyn-Burke
Dick Sweatman

*Absent

Also Present (Cabinet Members): Councillor Thomas-Atkin.

Also Present (Members): Councillor E. Belsey and Councillor Webster.

1. SUBSTITUTES AT MEETINGS OF COMMITTEE - COUNCIL PROCEDURE RULE 4

None.

2. APOLOGIES

Apologies had been received from Councillors Binks, Fussell, Catherine and Marsh.

3. DECLARATIONS OF INTEREST

In relation to Item 7, Councillors Bennet & Bradbury confirmed a personal interest as they are members of West Sussex County Council (WSCC) who administrate the waste disposal for Mid Sussex.

4. MINUTES

The Minutes of the meeting of the Committee held on 13 February 2018 were agreed as a correct record and signed by the Chairman

5. TO CONSIDER ANY ITEMS THAT THE CHAIRMAN AGREES TO TAKE AS URGENT BUSINESS.

The Chairman commended MSDC officers, Serco and IDVerde for their responsiveness to the adverse weather recently which did not have an effect on the quality of the service that was provided.

6. LANDSCAPE MANAGEMENT CONTRACTS – ANNUAL REPORT FOR 2017

Rob Anderton, Divisional Leader for Commercial Services & Contracts, introduced the report which outlines the work of the Landscape team, with a particular focus on the Grounds Maintenance Contract and the Arboriculture Contract. He added that the specification of both contracts will be reviewed over the coming 12 months, to ensure the contracts continue to be fit for the future and capable of meeting the demands of the service more appropriately.

A Member made reference to Para.21 in the report and enquired if this extended to the land on Harbour Road, East Grinstead.

The Divisional Leader for Commercial Services & Contracts advised that he was not aware of the specific area of land being referred to, but confirmed that the intention is that all MSDC owned land covered in the contract, which is also maintained by MSDC, will be mapped.

The Chairman enquired if there is an intention for a reporting system much like what is in place for faulty street lights.

The Divisional Leader for Commercial Services & Contracts outlined that there is currently a similar system in place for bins and in the future will also encompass other aspects of the park infrastructure, and this will enable the Council to instruct the contractors appropriately.

A Member noted that the Grounds Maintenance Contract is in place for 14 years but questioned how the Council knows that it still provides value for money.

The Divisional Leader for Commercial Services & Contracts clarified that it is the standard good practice for ground maintenance contracts to run for 10 to 15 years however the contract will be continually reviewed during that time.

The Cabinet Member for Customer Services described that she was on the Scrutiny Committee that debated the contract length and they felt that the duration was appropriate because it is the standard format for ground maintenance contracts, to allow for the level of investment required by an incoming contractor.

The Vice-Chairman, who also sat on the Committee that debated the contract length, added that they factored in the large and costly machinery that the contractors require to deliver the contract.

A Member noted that IDVerde are looking for sponsorship for the bedding area at Victoria Park but enquired what would occur if they do not find any sponsors.

The Divisional Leader for Commercial Services & Contracts confirmed that if they are unable to secure any sponsorship then they would consider financing it themselves.

A Member queried whether there is a plan to put recycling bins into the parks.

The Divisional Leader for Commercial Services & Contracts explained that it is a commitment set out in the report however the Council and its contractors must first carry out a feasibility study to create a business case.

A Member expressed her gratitude for the Friends Groups, as stated on P.9, Paragraph 11, who consist of only volunteers. She also questioned if she could have more information regarding the crowdfunding for future parks projects which is described on P.11, Paragraph 33.

Judy Holmes, Assistant Chief Executive, explained that crowdfunding was being considered by WSCC and is supported by the Cabinet Member for Resources and Economic Growth who wants to make the best use of all funding opportunities. She sought confirmation from the Solicitor of the Council as to which Scrutiny Committee would debate where the funding would be allocated.

Tom Clark, Solicitor the Council, confirmed that it will most likely be discussed at the Scrutiny Committee for Leader, Resources and Economic Growth.

A Member asked whether the dog waste bins are numbered as he has difficulties identifying certain bins. He also enquired at what stage the Council becomes involved when open spaces are created during housing developments.

The Divisional Leader for Commercial Services & Contracts clarified that the dog waste bins do have a reference number. Furthermore, he confirmed that the Landscapes Team are always consulted during the planning application stage to ensure the open space created by the developer meets the Council's expectations. If the final development is not to the Council's expectations then the developers are required to meet the Council's standards before it is adopted.

The Assistant Chief Executive stated that the Council is seeing more and more cases of developers creating Resident Trusts to manage the open space, which means that in some cases the Council is not always the owner of the open space.

A Member queried when the introduction of the recycling bins in communal parks will take place.

The Divisional Leader for Commercial Services & Contracts clarified that they are currently looking at the practical implications and will then pilot the initiative in a small number of parks before it is rolled out more widely.

A Member sought confirmation on when the master landscaping plan, mentioned on P.11, Paragraph 30, might appear.

The Divisional Leader for Commercial Services & Contracts confirmed that his team is currently going through a restructure which will address the areas where additional capacity and skills are needed.

A Member enquired what issues were highlighted that meant that the Park Satisfaction percentages, listed on Appendix 2, did not reach 100%.

The Divisional Leader for Commercial Services & Contracts explained that Month 5 and 10 were subject to flushes of grass growth which caused issues from the football and other sport facility users.

The Chairman noted that no member wished to speak so moved to recommendation which was agreed unanimously.

RESOLVED

The Committee noted the contents of the report.

7. WASTE MANAGEMENT, RECYCLING AND STREET CLEANSING SERVICES – CONTACT REVIEW

Rob Anderton, Divisional Leader for Commercial Services & Contracts, introduced the report for the 4th and final review of the year. He confirmed that much like previous reports it outlines the scope of the contract, details of key projects in the past year and future planned improvements to the service.

A Member drew attention to P.16, Para.8i and wondered if the figures have increased or decreased from last year.

Alex Donley, Acting Waste Services Team Leader, explained that the figure is quite static with it being around 324 over the last four years.

A Member enquired if the Members of the Committee could receive information on the location of the lockable bins that were issued to low performing bin stores. She also expressed her keenness on the recycling of textiles and fabrics and for schools becoming eco-schools.

The Divisional Leader for Commercial Services & Contracts confirmed that the location of the lockable bin stores can be shared with Members and expressed the importance of Members being aware of where the Council is focusing its efforts. In addition, he drew attention to a recent pilot scheme WSCC are implementing in Chichester in which customers receive tokens for clothes they donate where they can then buy other donated clothes with the tokens.

A Member enquired how frequently the A23 is being cleaned as it was an issue that was raised with her at a recent Parish Council meeting. She also questioned whether the Council could erect signs that discourage littering much like those being used by Horsham District Council.

The Divisional Leader for Commercial Services & Contracts clarified that it is a difficult challenge to get onto the A23 without traffic management. He outlined that they currently have a reactive service, working alongside Highways England's (HE) contractors; however the Council is working with Serco and HE to achieve a more proactive service.

The Assistant Chief Executive supplemented the Divisional Leader for Commercial Services & Contracts comments by explaining that as the Council must work with Highways England to get onto the A23 when they are maintaining the A23, this is not always satisfactory as their work programme is susceptible to changes and cancellations.

The Member sought clarification on the cost of cleaning up the waste on the A23.

The Divisional Leader for Commercial Services & Contracts confirmed that it ranges into the tens of thousands. He also confirmed that WSCC Waste Partnership is looking at what Horsham District Council have done with their litter signage and has provided funding to all boroughs and districts for such purposes.

A Member enquired as to what a Mobile Civic Amenity is and sought clarification on what made the British Heart Foundation different from other charities when considering them on the Waste Electrical and Textiles Recycling Project.

Alex Donley, Acting Waste Services Team Leader clarified that a Mobile Civic Amenity is a MSDC freighter which visits a local car park or centre allowing those who cannot attend a Waste and Recycling site to dispose of their extra waste. In response to his second query he confirmed that Serco had originally piloted the scheme in other areas with the British Heart Foundation and recommended them to the Council for piloting to Mid Sussex.

A Member questioned whether the issue about the keeping A roads, such as the A23 & A24, tidy is a UK wide issue or just a local issue.

The Assistant Chief Executive confirmed that it is a national issue.

A Member sought more information regarding food waste and questioned the likelihood of the Council getting fined as described on Paragraph 57.

The Divisional Leader for Commercial Services & Contracts confirmed that WSCC recycling rates are currently just under 45%. He added that WSCC have acknowledged that food waste is a key issue in being able to achieve the 50% recycling target set by the EU and have commissioned a feasibility study on the topic. The Council has expressed an interest in being considered for any trials if the business case can be made, however the Divisional Leader for Commercial Services & Contracts could not provide any further details at this stage. The Divisional Leader for Commercial Services & Contracts then addressed her second query confirming that the Government expressed their commitment to the target however due to 'Brexit' the fine may not be applicable.

The Assistant Chief Executive drew the Committees' attention to the fact that Councils who have achieved the 50% recycling target offer free garden waste and food waste collections.

The Chairman then noted that no Member wished to speak so moved the recommendation which was agreed unanimously.

RESOLVED

The Committee noted the contents of the report.

8. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN

None.

Meeting closed at 8:00pm.

Chairman

**Minutes of the Annual meeting of the Scrutiny Committee for
Customer Services and Service Delivery held on 9 May 2018 from
7:15 p.m. to 7:16 p.m.**

Present:

Margaret Belsey
John Belsey
Liz Bennett*
Michelle Binks
Anne Boutrup
Pete Bradbury

Cherry Catharine
Ginny Heard
Sandy Ellis
Claire Fussell
Bruce Forbes
Anthea Lea

Howard Muddin
Kirsty Page
Dick Sweatman

* Absent

1. ELECTION OF CHAIRMAN

Councillor Margaret Belsey nominated Councillor Boutrup as Chairman of the Committee for the 2018/19 Council year. This was seconded by Councillor Muddin and agreed.

RESOLVED

That Councillor Boutrup be elected Chairman of the Committee for the 2018/19 Council year.

2. APPOINTMENT OF VICE-CHAIRMAN

Councillor Boutrup nominated Councillor Margaret Belsey as Vice-Chairman of the Committee for the 2018/19 Council year, which was agreed.

RESOLVED

That Councillor Margaret Belsey be appointed Vice-Chairman of the Committee for the 2018/19 Council year.

3. URGENT BUSINESS

None.

Chairman.

6. LEISURE MANAGEMENT CONTRACT – ANNUAL REPORT 2017/18

REPORT OF: Divisional Leader – Commercial Services and Contracts
Contact Officer: Glen Wilkinson, Leisure Partnership Officer
Email: glen.wilkinson@midsussex.gov.uk Tel: 01444 477207
Wards Affected: All
Key Decision: No
Report to: Scrutiny Committee for Customer Services and Service Delivery
11th July 2018

Purpose of Report

1. The purpose of this report is to provide Members with an overview of the Leisure Management Contract operated on behalf of the Council by Places for People Leisure (PfPL) for the period April 2017-March 2018.

Recommendation

2. The Committee are recommended to note the contents of this report.
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Background

3. The Council's Leisure Contract with PfPL covers the management of the Council's three Leisure Centres and two Halls.
4. Following a tendering process, PfPL was awarded a 15 year contract to operate the Council's Leisure Contract commencing on 1st July 2014. This provides a return to the Council of just over £1.2m pa.

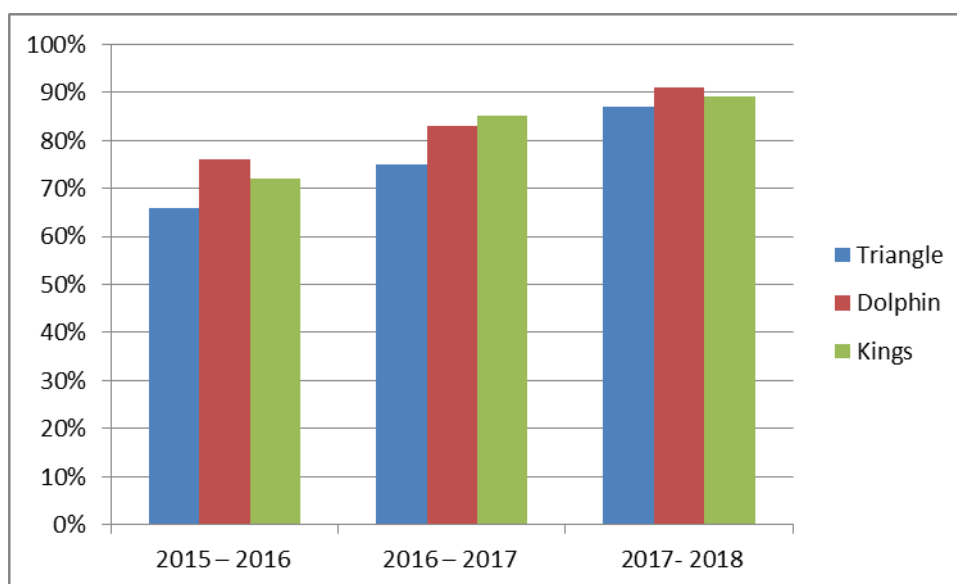
Contract Monitoring Regime

5. Formal monthly and quarterly meetings and regular ad hoc site visits are carried out which often involve participation in activities and attendance at classes held both midweek and at weekends. Quarterly meetings include the Cabinet Member and Senior Officers from both the Council and PfPL.
6. Following each formal site inspection a report is produced for PfPL outlining the findings of the visit with required actions listed. Follow-up site visits are undertaken to check that the actions outlined have been implemented.
7. Issues identified following onsite inspections are generally minor, and have included faults with lockers, toilets, hairdryers, lights, ceiling tiles, cleanliness, litter, air temperatures, equipment condition and facility check sheet completion.
8. Failure to operate the facilities to the standard specified can result in financial penalties being imposed on the operator.
9. The site inspection reports include a scoring system where 11 aspects of the service are rated using an agreed process.
10. Areas scored are:
 - (a) External areas

- (b) Reception and staffing
- (c) Changing rooms and showers
- (d) Toilets
- (e) Activity areas
- (f) Spectator areas
- (g) Lockers
- (h) Lighting
- (i) Corridors, notice boards and lifts
- (j) Environmental conditions
- (k) Customer care

11. A Performance Indicator target score of 75% was set for 2015/16.
12. As part of the aim to achieve continuous improvement in the level of service provided the target level was raised to 80% for 2016/17 and 85% for 2017/18.
13. The Dolphin and Kings Centre have achieved or exceeded the 85% target every month throughout 2017/18.
14. The Triangle failed to achieve the target on three occasions, scoring 82% in April, 84% in May and 80% in October. This was due mainly to problems with locker maintenance, missing ceiling tiles, cleanliness, general maintenance issues (including speed of response) and the rear compound area being untidy. The 14 month period of continuous building works within the Centre during 2017 certainly contributed to some of the issues as well as eventually resolving a number of them.
15. In the final five months of 2017/18 all of the Centres maintained scores of between 89-93%.
16. The average scores of the site inspections over the last three years of the contract show an improvement in performance over time, as follows:

Average Inspection Scores 2015-2018



Monthly Contract Reports / Meetings

17. PfPL's Contract Manager produces a detailed monthly report which includes information on:
 - (a) attendance figures for all facilities
 - (b) membership figures (including new sales and cancellation levels)
 - (c) income and expenditure figures
 - (d) maintenance issues
 - (e) facility closures
 - (f) accidents
 - (g) staff vacancies
 - (h) staffing changes
 - (i) customer satisfaction levels
 - (j) utility consumption etc.

Quarterly and Annual Partnership Board Meetings

18. Quarterly meetings are attended by senior officers from both the Council and PfPL and MSDC's Cabinet Member for Service Delivery. These meetings provide the opportunity to review performance over the three month period.
19. There is also an annual meeting which is held to evaluate the levels of performance achieved in the previous twelve months and how it compares with the previous year(s); as well as looking ahead and considering plans and expectations for the coming twelve month period and beyond. This includes continuous improvement initiatives such as Quest Accreditation and future development options aimed at refreshing the leisure offer and increasing attendances and membership levels.

Customer Satisfaction Levels

20. PfPL carry out regular customer satisfaction surveys using "Net Promoter Scores" (NPS). NPS is a system of measuring customer satisfaction, and is used by 65% of the top global companies. Customers are contacted at random and asked to score the service they have received out of ten and to say whether they would recommend the Centres to a friend.
21. Respondents scoring the service from nought to six are rated as detractors, those scoring seven or eight are considered to be passive and don't count, with those scoring nine or ten known as promoters. The NPS score is calculated by subtracting the percentage of detractors from the percentage of promoters with the aim being to achieve as high a positive score as possible.
22. The NPS system was introduced at the start of the contract in August 2014. All three Centres began with negative scores, and all three gradually achieved positive scores which The Triangle and Kings have been able to sustain.
23. Overall the contract score across all three Centres has been positive from April 2015 to March 2018 with the exception of September 2017. All of the scores are shown in **Appendices A, B, C & D**.
24. Complaints received directly by the Council are logged and reported on a monthly basis and are shown below:

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Tot
2015/16	5	6	5	4	3	1	0	1	1	1	3	6	36
2016/17	1	3	0	2	3	4	1	2	2	1	1	3	23
2017/18	1	1	1	7	0	4	1	1	2	3	4	3	28

25. To put the above into perspective one complaint was received by the Council per 50,573 attendances in 2015/16, per 82,028 attendances in 2016/17 and per 66,247 attendances in 2017/18.
26. Complaints have revolved around a variety of issues including cleanliness, maintenance, online booking system, ticket kiosks, room temperatures, closure of flumes and outdoor rapids.
27. Many of the issues reported had already been identified and were being addressed.
28. As of 31 March 2018 a total of £14,600 in financial penalties were imposed as a result of failures to open some leisure pool water features due to staff shortages. These have been utilised to finance the following improvement works at the Centres:
- i. Provision of ceiling hoist and adjustable wall mounted bench in the disabled changing room at the Dolphin.
 - ii. Removal of trees at The Triangle which have been lifting the paving slabs in the picnic bench seating area.
 - iii. Cost of one week extension of the operation of the splash pad at Victoria Park at the end of the summer of 2017.
 - iv. Additional cost of increasing the size of the new sauna cabin installed at the Dolphin.
 - v. Provision of soundproofing the wall between the new exercise studio and Health Suite and installing mirrors across the same wall at the Triangle.

Attendance Levels

29. The Leisure Contract set a target of a year-on-year 1% increase in participation levels on an initial base line figure for attendances, which was established at the start of the contract based on a known annual performance for the facilities.
30. The last full year's attendance figures received from the previous operator were increased by 1% per annum to provide target figures for each year of the contract.
31. The recorded attendance levels against target for 2015/16, 2016/17 and 2017/18 are as follows:

	2015/16	2016/17	2017/18
Target	1,671,519	1,688,240	1,705,124
Actual	1,820,658	1,866,646	1,854,920
Variance	+149,399	+198,406	+149,796

32. All of the five facilities managed under the Leisure Contract have exceeded their target attendances. Attendances will continue to be monitored, recorded, reported on and discussed at the Monthly, Quarterly and Annual Meetings.
33. In addition to general attendances the number of attendances made by individuals eligible for concessionary usage is recorded and reported on a quarterly basis. Presently the number of people taking advantage of concessionary rates equates to 32 % of total usage which is in line with the target set.

Membership Levels

34. Leisure Centre Membership in July 2014 at the commencement of the contract totalled 7,833.
35. At the end of March 2018 the number had increased by 6,365 to the highest level recorded of 14,198 which was an increase of 81% on 2014.
36. **Appendix H** provides a graph depicting the membership increases over the period in question.

Mid Sussex Marathon 2018

37. As part of the contract PfPL have responsibility for the Mid Sussex Marathon. The event held in 2018 was once again a great success.
38. The overall level of entries for the Marathon and the Mid Sussex Mile races were 1,821, an increase of 113 (6.6%) on 2017.
39. It also saw the highest number of entrants for the marathon and each leg of the event resulting in the highest number of total entries since the event began in 2012.

Quest Accreditation

40. Quest is a nationally operated quality management scheme supported by Sport England to promote the achievement of continuous improvement in the delivery of services at leisure centres.
41. The scheme defines industry standards and good practice, and encourages their ongoing development and delivery within a customer focused framework. This is achieved by a self-assessment improvement programme followed by an external independent assessment.
42. All three Leisure Centres successfully achieved Quest Accreditation in late 2015 / early 2016, with all sites achieving a 'Good' rating when there were four assessment bandings of Unsatisfactory/Satisfactory/Good/ Excellent
43. Prior to the re-assessment of the Centres in late 2017 / early 2018 a fifth banding of Very Good was created in between Good and Excellent. All three Centres have been awarded a Very Good rating which shows an improvement in performance between 2015 and 2018.
44. Areas of operation inspected and graded were as follows:
 - (a) Cleaning and Housekeeping
 - (b) Maintenance and Equipment
 - (c) Environmental
 - (d) Customer Experience

- (e) Team and Skills Development
- (f) Planning to Improve
- (g) Community Outcomes
- (h) Financial Management and Performance
- (i) Health and Safety Management
- (j) Quality/Integrated Management Systems
- (k) Exercise Referral Programming
- (l) Safeguarding
- (m) Engaging with 0-11 years
- (n) Lifeguarding
- (o) Swimming Lessons
- (p) Programming for All
- (q) Sports Specific Development

45. Improvement Action Plans are being developed which include issues such as:

- i. Community Outcomes and Wellbeing Planning – a local action plan will be developed from the recently launched PfPL National Strategy.
- ii. New Key Performance Indicators to measure the impact of activities – new Healthy Communities Plan Performance Indicators will be developed.
- iii. Improved Business Planning – a consistent approach will be developed across the sites.
- iv. Refine the Junior Activities Programmes – involving the sharing of best practice from the Sports Programming Plan across the sites.
- v. Improve Telephone Answering – The Triangle phone system has been reviewed and new call monitoring software is planned to be introduced.
- vi. Improve Customer Feedback Reporting – the feedback process will be better promoted on site to increase the amount of feedback received, the information will be analysed and trends identified which will result in more effective actions/responses.

Halls

- 46. Clair Hall and Martlets Hall provided a wide variety of entertainment for people of all ages including film, tribute bands, comedy evenings and popular speakers. Whilst numerous local groups used the facilities for regular meetings and annual events including fund raising activities.
- 47. In June 2018 the Martlets Hall will close to make way for re-development of the Town Centre. The relocation of Martlets Hall user-groups to alternative premises has been successfully progressed with financial support given where appropriate via the Martlets Relocation Specific Reserve.
- 48. The Martlets Relocation Specific Reserve is a sum of £250,000 received from New River Retail Ltd to cover costs relating to the relocation of Martlets Hall user groups affected by the town centre redevelopment. A total of £71,746 was awarded to cover the relocation costs of Sussex Gymnastics Club, U3A, HAMSVA (now MSVA) and Clubbercise (an exercise group).

49. The Council is not aware of any groups who have been unable to secure alternative accommodation and is currently aware of only two more groups who may submit a grant application seeking financial support for their move to new premises. Officers continue to work proactively with these groups.

Leisure Investment Programme

50. Improvement works were undertaken over a 17 month period. £3.2m was jointly invested from October 2016 to February 2018 providing new and improved facilities at all three Leisure Centres. The Council invested £1.2m and negotiated a 5% annual return on its investment, the first payment of which will be received quarterly in arrears during the current financial year 2018/19.
51. At Kings Centre, the improvement works were - tiling the swimming pool, changing room floor and poolside and the refurbishment of the male, female and disabled toilets in the reception area.
52. At the Dolphin Leisure Centre the male and female Member's Changing Rooms were completely refurbished and upgraded and the Health Suite received a new larger sauna cabin, steam room and spa pool. In addition new lockers were installed in the wet changing rooms and the male and female dry side changing rooms.
53. The Triangle saw a new larger Gym provided on the first floor allowing the old gym area to be converted into a large exercise studio to better cater for the increasing demand for classes. A new Reception and Costa Cafe was then built in the area adjacent to the squash courts and Antics to allow a Clip n Climb facility to be provided in the old reception area. New lockers were provided throughout the Centre and there was a complete refurbishment of the male and female Members Changing Rooms.
54. A comprehensive programme of LED lighting installation at all three Centres was also implemented to significantly reduce energy consumption, improve lighting levels and increase the durability and reliability of the lights.
55. The improvements made were well received by existing users and helped to increase membership levels and attract new users to the facilities. In 2018/19 the Council will commence receipt of 5% per annum on the £1.2m investment which equates to £60k per annum for the remainder of the contract term and subject to annual indexation.
56. Further investment of over £800k in Leisure Pool improvements at The Triangle and an increase in car parking spaces, refurbished male and female toilets, wet change floor tiling and an upgrade of the cafe at The Dolphin are planned to be completed in 2018.

Financial Performance

57. In the first year of the contract it was in the Council's interests not to receive a management fee payment from PfPL. It was agreed that the outstanding amount would be paid over the last three years in addition to the annual contractual sum.
58. The basic annual management fee is just over £1.2m per annum, in 2017/18 the Council received a total sum of just over £1.6m which will reduce to just under £1.3m in 2018/19.

59. As is often the case in the early stages of contract of this type, the first four years of the Leisure Management Contract have been financially challenging for PfPL. Despite very strong performance on visitor and membership levels, there have been a number of cost pressures, which have been compounded by the inevitable disruption caused by the development work across all sites over recent years.
60. With the reduction in the annual management fee of approximately £300k, the new and improved facilities drawing in more customers and the completion of the current programme of works, a period of consolidation will enable PfPL to start to reap the benefits of the investment in the facilities and see the financial performance of the contract improve significantly.

Summary of the Year April 2017 to March 2018

61. As outlined above this year's performance shows positive improvements in service provision in terms of increased membership levels, attendances exceeding target, concessionary usage levels, income levels, site inspection scores and Quest assessment results.
62. In terms of improving the Centres, £3.2m of new and improved facilities have been successfully delivered in 2017 and progress is now being made on a further £800k of investment in 2018.
63. It is expected that the effects of the full Leisure Investment Programme, completed in 2017 and 2018, will be realised in 2019/20 in terms of improved service standards, operational statistics and financial performance.

Financial Implications

64. There are no direct financial implications as a result of this report.

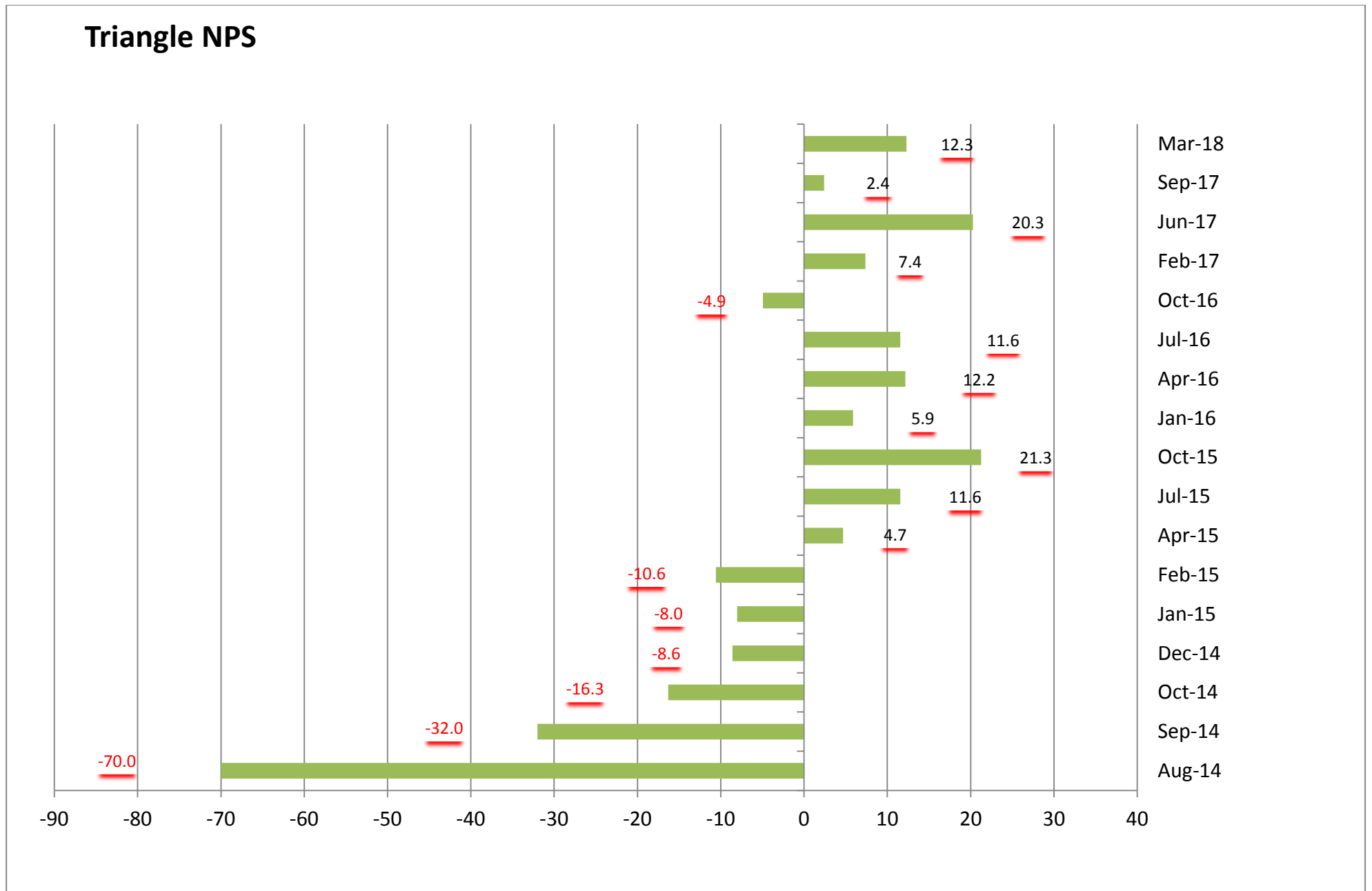
Equality and Customer Impact Implications

65. There are no direct equality or customer impacts as a result of this report.

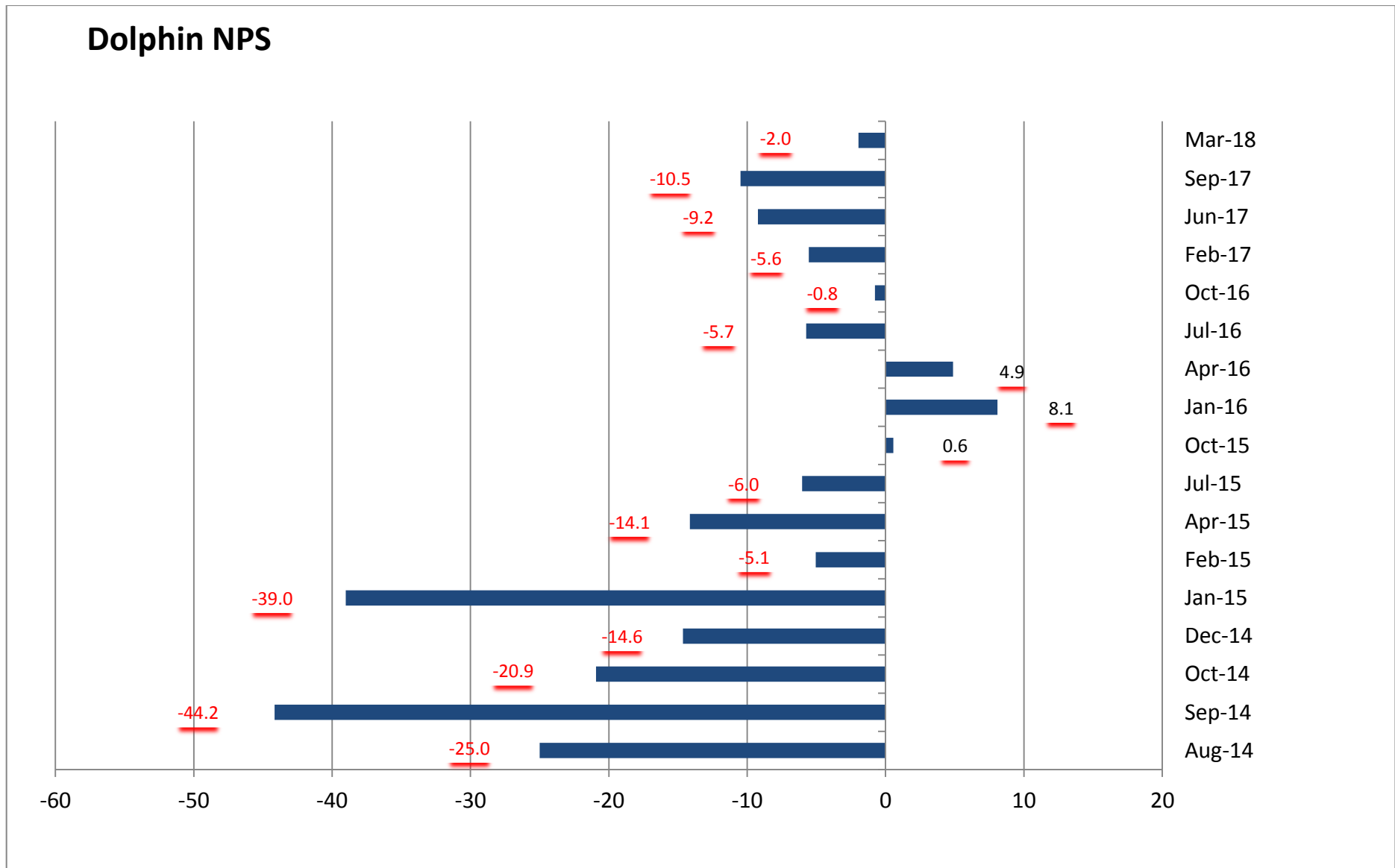
Background papers

66. Reports to Scrutiny Committee on 25th November 2015, 22nd November 2016 and 5th July 2017

Appendix A

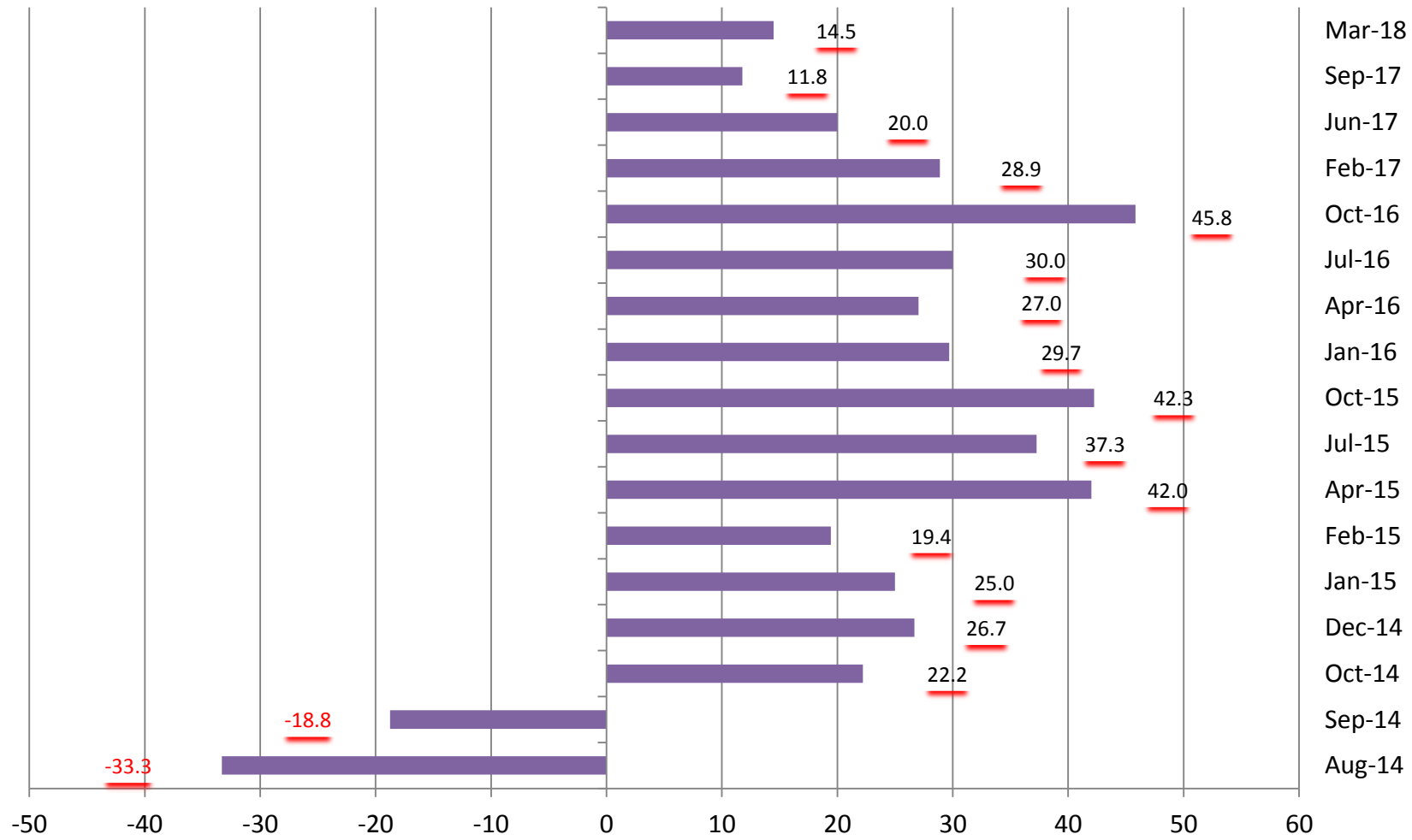


Appendix B

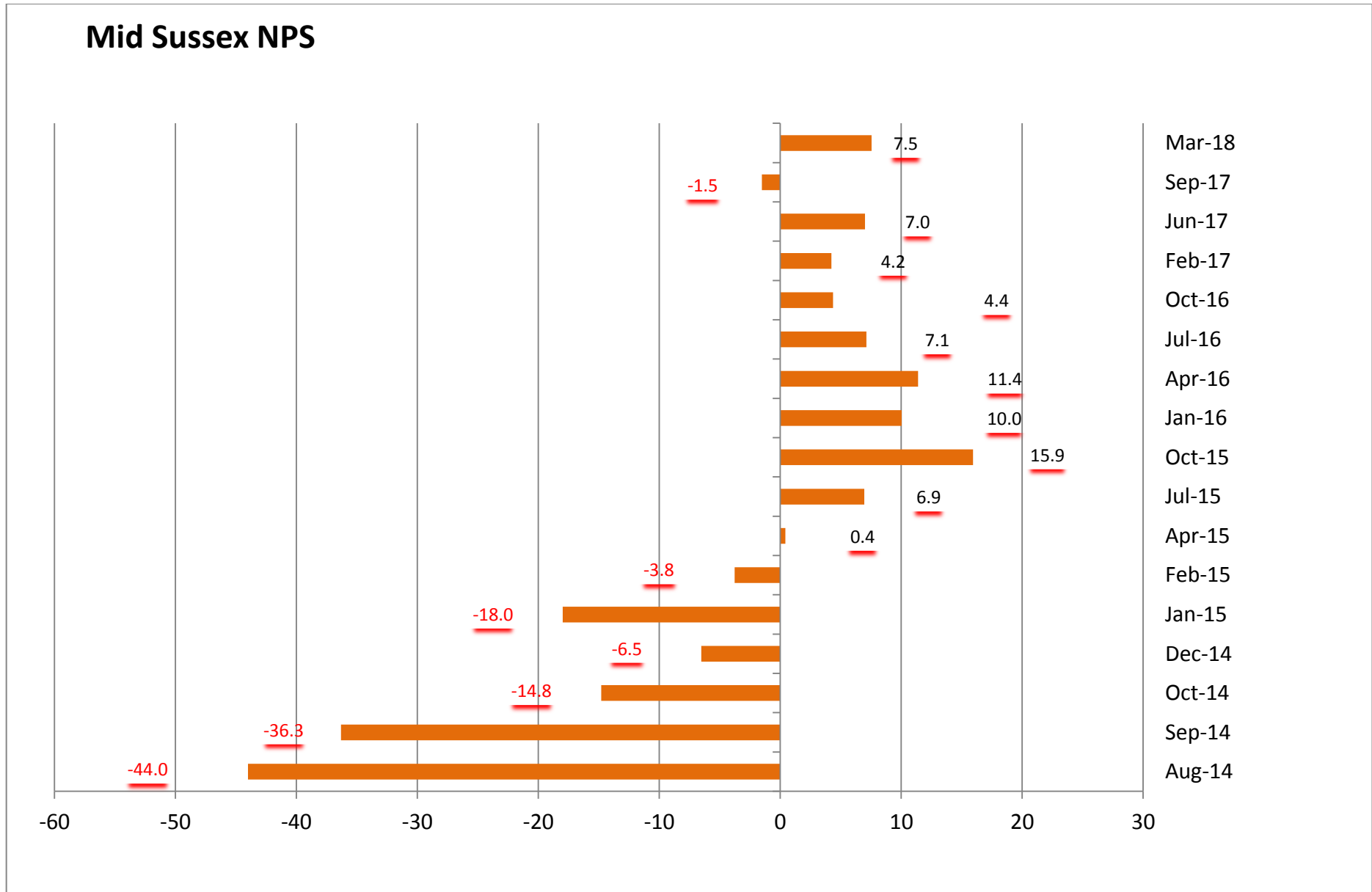


Appendix C

Kings NPS

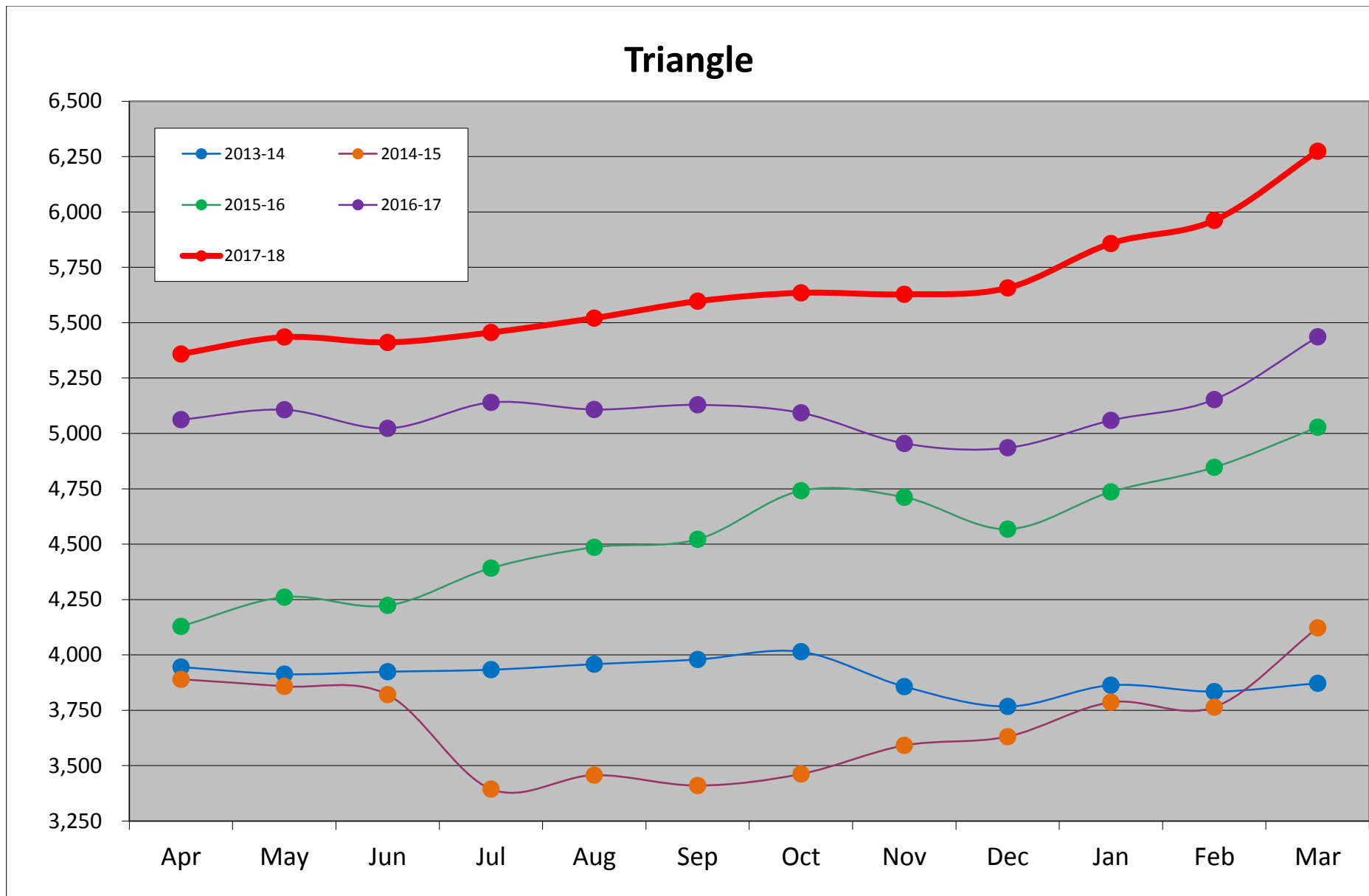


Appendix D

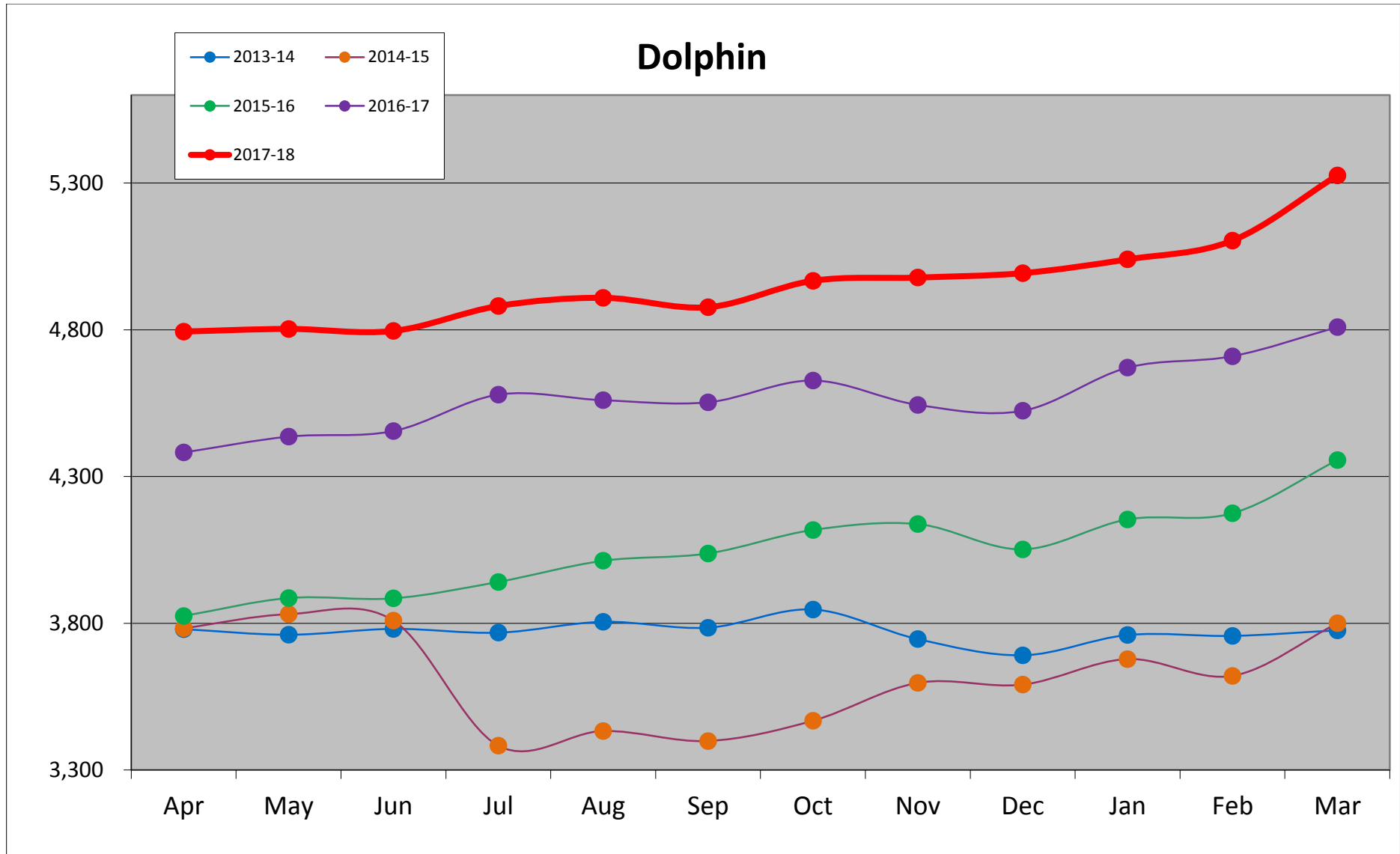


Appendix E

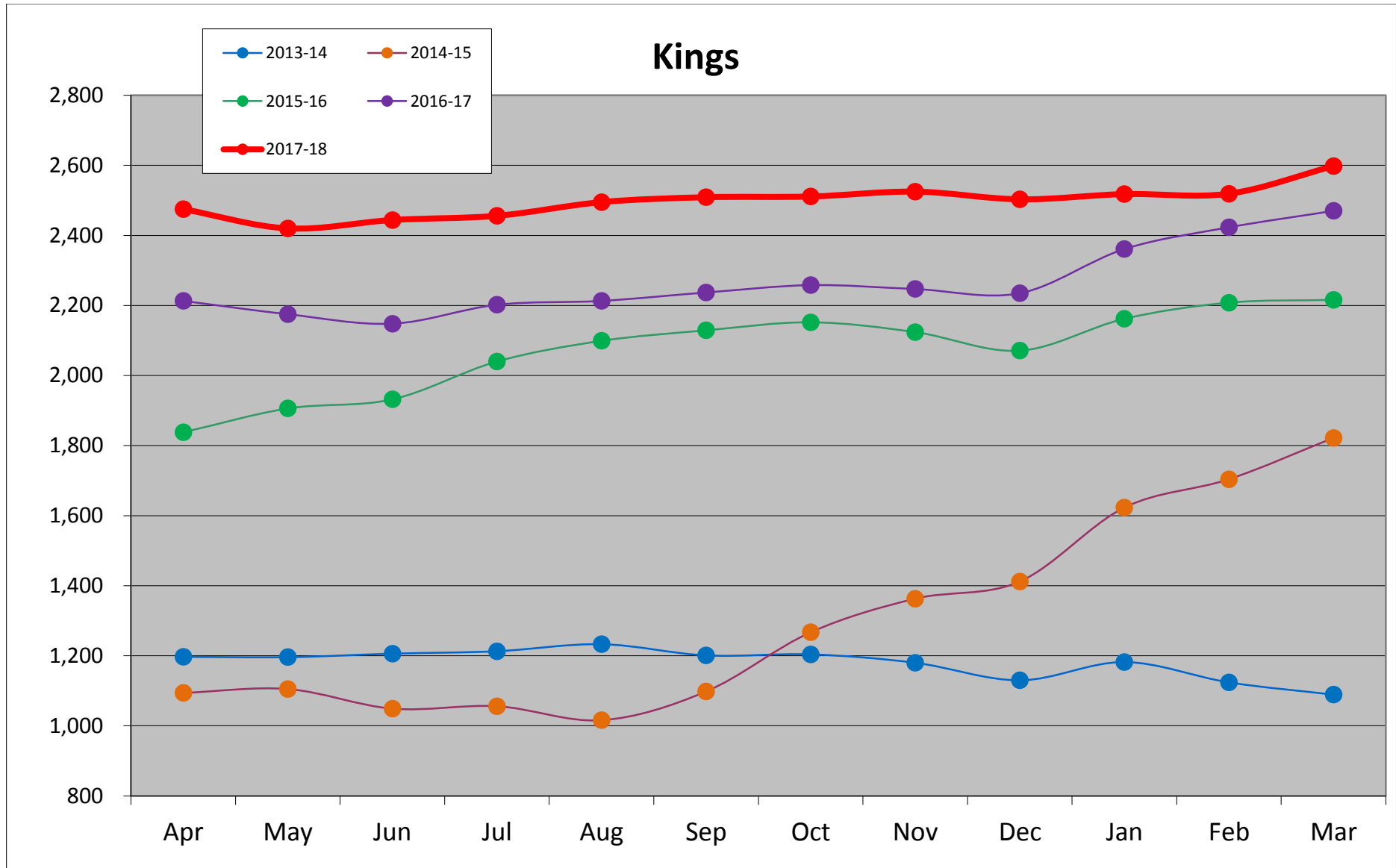
Triangle



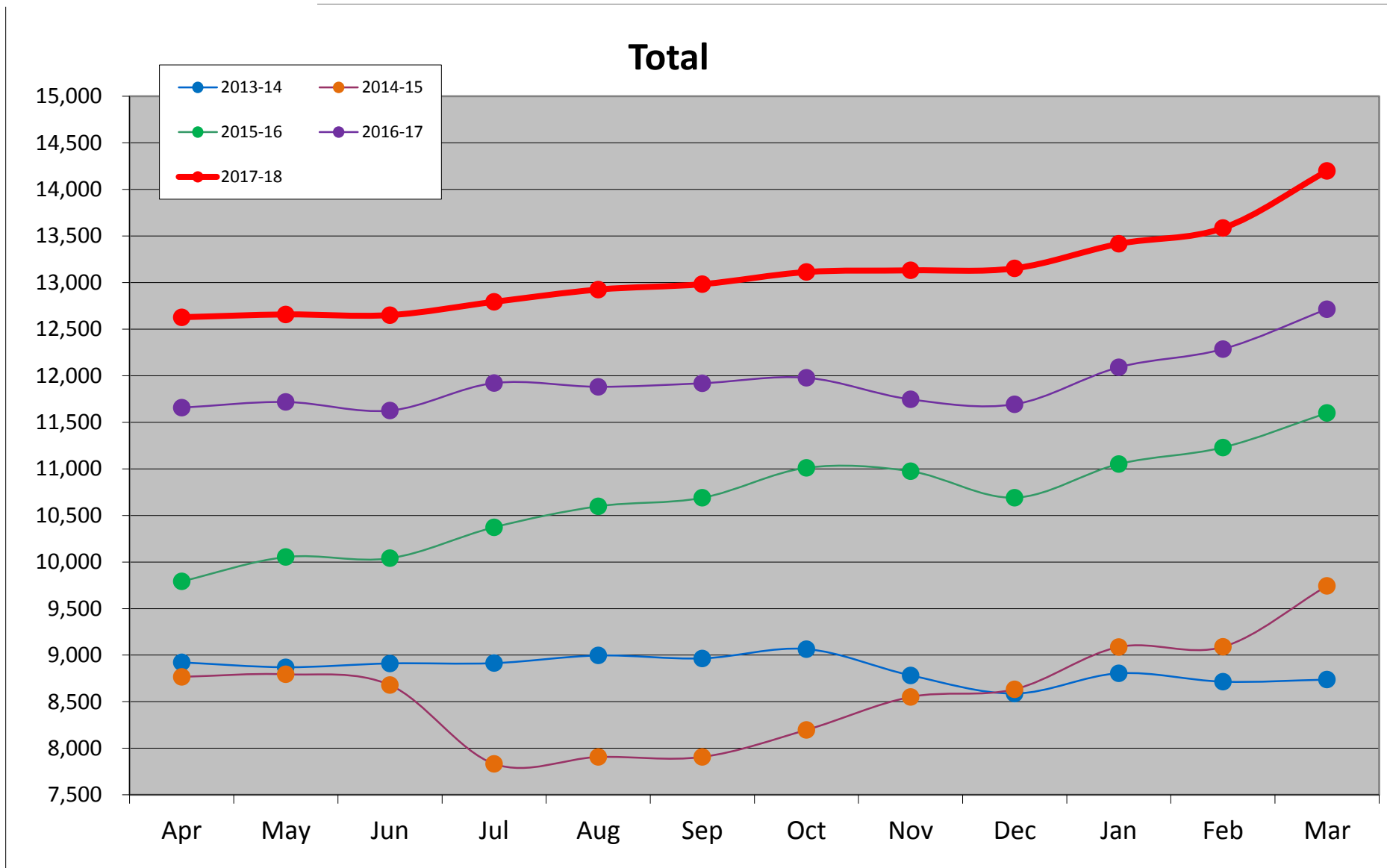
Appendix F



Appendix G



Appendix H



7. PARKING SERVICES ANNUAL REVIEW 2017/18

REPORT OF: Divisional Leader – Commercial services & Contracts
Contact Officer: Claire Onslow
Email: claire.onslow@midsussex.gov.uk Tel: 01444 477586
Wards Affected: All MSDC Wards
Key Decision: No
Report to: Scrutiny Committee for Customer Services and Service Delivery
Date: 11 July 2018

Purpose of Report

1. The purpose of this report is to provide the Scrutiny Committee for Customer Services and Service Delivery with an overview of Parking Services' activity in 2017/18, including the enforcement contract the Council operate on behalf of West Sussex County Council.

Recommendations

2. **The Committee are asked to note the contents of this report.**
-

Background

3. The Council's Parking Services Team manages the District's 34 public car parks (22 town and 12 rural with a total of 2,800 spaces) and since January 2006 has provided the enforcement for both on and off street parking.
4. The Council administers the enforcement of on-street parking restrictions on behalf of West Sussex County Council (WSSCC), but the provision of on-street parking and restrictions is the responsibility of WSSCC.
5. The service also manages the administration of the WSSCC's Controlled Parking Zone (CPZ) in East Grinstead and the Council's concessionary taxi voucher scheme for residents unable to use public transport.

Monitoring and performance

Car Parks

6. The total number of pay and display transactions in town centre car parks for 2017/18 was 1,663,899. This represents a 1% decrease on the previous year. Haywards Heath and Burgess Hill saw a small decline in transactions whilst East Grinstead reported growth.
7. As per the previous year, analysis of pay and display transaction behaviour demonstrates that overall, 82% of pay and display transactions related to stays of less than two hours.
8. Season tickets are available in all but one of the Council's eighteen long stay town centre car parks offering a significant reduction on the daily tariff for local workers, businesses and commuters. Season Ticket demand continued to grow in all three towns during the year. As at the end of March 2018, waiting lists are now in operation in all of the Hayward Heath season ticket car parks and two of the three East Grinstead season ticket car parks. Burgess Hill currently has capacity following the recent extensions to Cyprus Road & Queens Crescent car parks.

9. The car parking estate is managed in partnership with the Corporate Estate and Facilities team. Regular inspections are made to ensure they are fit for purpose and emerging health and safety issues are addressed. A rolling programme of resurfacing and maintenance is undertaken, along with reactive repairs to address issues of vandalism or accidental damage. During 2017/18 Dale Avenue, Franklynn Road, and Gower Road car parks were resurfaced at a total cost of £80,475. An additional £13,000 was spent on resurfacing the ground floor of the Martlets multi storey car park to address the deterioration of the surface and respond to the need to secure a further 12 months of usage.
10. In 2017/18 seventeen of the District's car parks retained their 'Park Mark' status after inspection by the British Parking Association. Due to the high standard of the car parks this accreditation has been awarded for three years instead of the usual two years. Park Mark is a recognised industry accreditation giving confidence that car parks are well designed and safer for users. The 2018/19 Service Plan includes the plans to invest in infrastructure improvements to increase the number of car parks that receive the Park Mark accreditation.
11. It is difficult to monitor the usage and performance of the District's rural car parks which are either free or operated by a disc system. Discs are available for £1 from local retailers.
12. The year end outturn position for the off-street parking account was £1,228,417 not including Capital expenditure. In line with the Road Traffic Regulations Act (1984) if no further investment is required into off-street parking in that year, any surplus can be reallocated for the purposes of environmental improvements in the local area. As part of the Commercial Services & Contracts Division this parking surplus supports the provision of improved car parking services, parks and open spaces, waste management and street cleaning.

Enforcement

13. All enforcement and notice processing procedures are set out by the Traffic Management Act 2004.
14. This Council carries out Monday to Saturday on and off street enforcement on behalf of West Sussex County Council, with occasional Sunday patrols (on-street only). MSDC and WSCC have a Service Level Agreement (SLA) which recommends that 70% of overall enforcement duties are carried out on street and 30% off street. This is monitored by the Parking Operations Manager.
15. Civil Enforcement Officer (CEO) teams are deployed daily to cover each town and its surrounding areas. Whilst a regular schedule of deployment is undertaken every day, the team also strives to provide an intelligence led, reactive enforcement service responding to requests made.
16. During 2017/18 15,259 Penalty Charge Notices (PCNs) were issued by the enforcement team, an 8% increase on the previous year. With the data available from other West Sussex Districts PCN issue rates range between 12,000 – 26,000 PCNs subject to the size of the authority and their enforcement operations.
17. Of the PCNs issued in Mid Sussex during 2017 /18, 30 appeals (0.19%) were taken to the Traffic Penalty Tribunal for a decision by an independent adjudicator. During the year 9 cases were allowed by the adjudicator. Comparative data with other West Sussex authorities shows that around 0.20% is average number of cases taken to TPT.

18. The services of Euro Parking Collections (EPC) are engaged to trace unpaid PCN fines for foreign vehicles. Working across most European countries, EPC have successfully managed to close 7 cases out of the 127 referred to them, with 44 returned as unable to trace. Whilst this is a relatively small collection rate, these debts would otherwise have been written off. This demonstrates a zero tolerance policy in Mid Sussex. Adur & Worthing are the only other Borough to use EPC in West Sussex.
19. The on and off street enforcement budget is ring fenced. In 2017/18 there was an operational surplus of £78,376.40. MSDC receive 30% of the surplus which is required to be reinvested into supporting the enforcement service. The £23,512.93 from 2017/18 is being used to invest in tablet technology and an additional patrol vehicle to improve deployment performance and service delivery in 2018/19.
20. The CEO team remained stable during the year with 11 officers.
21. During 2017/18 there were four serious incidents of aggression / violence against a CEO reported to the Police. One case was pursued by the Police and resulted in a formal apology to the CEO. Body Worn Camera Footage was supplied to the Police in all cases.
22. The WSCC SLA monitors the overall PCN cancellation rate due to statutory exemptions and mitigating circumstances (e.g. evidence is provided of unloading, valid blue badge, valid pay and display ticket). The current benchmark is to achieve no more than 12% cancellations moving to 7% by 2020. At the end of 2017/18 the cancellation figure for mitigating circumstances in Mid Sussex was 7.92%.
23. In line with MSDC customer service standards, the Parking team has a commitment to respond to PCN challenge correspondence within 10 working days. At the end of 2017/18, 93% of challenges were responded to within the target deadline. Unfortunately during the first quarter of the year, the team experienced a prolonged period of sickness absence coinciding with a staff vacancy which impacted performance.
24. MSDC continues to work with WSCC to carry out remedial work to faulted on-street lines and signs across the District. Phase three of this project addressed issues in East Grinstead, Burgess Hill, Haywards Heath and Hurstpierpoint to ensure the areas remain enforceable. A rolling programme of remedial repairs is developed with WSCC who fund these works.
25. The Parking Services Team employs two Enforcement Agents to recover bad debts as a result of unpaid PCNs. During 2017/18 the Enforcement Agents recovered a combined total of £31,503, which equates to 36% of the enforcement contract bad debt. Comparable data with other West Sussex District & Boroughs demonstrates that around 35% is an average recovery rate. Enforcement Agents are required to comply with the Ministry of Justice Taking Control of National Goods standards. No formal complaints were investigated for regarding the behaviour of the Enforcement Agents during the year.

Controlled Parking Zone

26. As part of the SLA with West Sussex County Council, this Council administers resident and non-resident permits on behalf of WSCC for the Controlled Parking Zone (CPZ) in East Grinstead. The on street CPZ restrictions are implemented and managed by WSCC. All income generated from the sale of permits is returned directly to WSCC.
27. As at the end of March 2018, 734 active permits were issued to both Zones A and B of the CPZ. This is similar to the previous year resulting in 15% combined capacity remaining in both zones. It is acknowledged that specific streets in the immediate vicinity of the town centre are facing parking capacity issues.

Initiatives and Events

28. As in previous years, the Council supported the three towns during the Christmas period by offering two parking incentives;
 - (i) Free parking was offered after 1pm in short stay car parks on the day of each Christmas light switch on events
 - (ii) A flat tariff of £1 was offered in specific long stay car parks on Saturdays during December up to Christmas.
29. Support was also provided for the East Grinstead leg of the Mid Sussex Marathon by offering participants a free parking voucher in short stay car parks to encourage patronage of the town after the event. The Haywards Heath and Burgess Hill legs of the event took place on the Sunday and Bank Holiday Monday when parking charges did not apply.
30. The team continued to support the West Sussex School Safety and Highways teams with initiatives to help improve safety around schools, mainly caused by inconsiderate parent parking. The Council's support included targeted enforcement supported by school staff and restricted time permits for parent parking in designated MSDC car parks, during drop off / pick up times to reduce cars parking on the highway.
31. At the request of WSCC, additional on-street enforcement took place on Good Friday and Bank Holiday Monday of the Easter weekend 2017 for the arrival of the 'Flying Scotsman' at the Bluebell Railway. The special event planning anticipated an increase of vehicle movement in the area and the team were required to patrol the Temporary Traffic Regulation Order created for the event.

Taxi Vouchers

32. The Parking Services Team has administered the discretionary taxi voucher service since 2014/15. The Council currently offers up to 200 residents who are no longer able to use bus passes due to mobility issues, the option of a maximum of £30 taxi vouchers per annum.
33. There are currently 16 local taxi and community transport operators, including community transport buses registered to participate in the scheme and they are reimbursed on production of the vouchers. Customers may pay up to half of their fare with the vouchers.

34. At the end of March 2018, there were 131 customers using the scheme, at a cost of £2770 to the Council.
35. A presentation was made to the Mid Sussex Wellbeing Network to promote the service to key community groups that can signpost and outreach to potential users to make an application.
36. Mid Sussex is believed to be the only West Sussex authority to continue to offer this discretionary service. Our nearest neighbours to offer the service are Brighton & Hove City Council with an annual allowance of £70.

Service Highlights in 2017/18

37. During 2017/18 additional capacity of 32 short stay spaces was created in Haywards Heath by acquiring land adjacent to Heath Rd car park to expand the estate. Usage trends are being monitored to inform future parking strategy work in the town.
38. In January 2018, a new IT platform - Chipside - was installed. The project was funded by the 2016/ 17 enforcement surplus and a 50:50 contribution between MSDC and WSCC of £5900 each. This enforcement platform includes new handheld technology for the CEOs and an integrated notice processing system. As well as improving day to day operations for the enforcement and back office teams, the new system will provide capacity for service developments including heat mapping to improve CEO deployment patrols and self-service challenges, enabling customers to view PCN evidence and make a challenge online.
39. In September 2017, the existing electric car chargers were replaced with six fast chargers in the Cyprus Road, Hazelgrove and Chequer Mead car parks. Fast chargers enable drivers to charge their vehicles in a quicker time. As part of the Councils wider Sustainability Strategy project, the chargers and five year maintenance costs were funded by Section 106 monies at a cost of £17,912. The charging service is managed by a third party – chargeyourcar.com, which requires a subscription fee. In the first six months of operation, a total of 563 sessions using 3456kwh of electricity occurred, at a cost of £525 to the Council. There is scope for the Council to implement a charge for the electricity used, and it may be appropriate to look at doing so if usage continues to increase in future.
40. For the first time, fifteen of the seventeen car parks awarded a Park Mark award also received Disabled Parking Accreditation. This accreditation is awarded to car parks that can demonstrate they meet strict criteria, which includes the provision of disabled spaces, accessibility and clear enforcement of disabled bays. Advice has been provided as to how the other two Park Mark car parks can be adjusted to achieve the Disabled Parking Accreditation.
41. In partnership with WSCC, two Road Space Audits were commissioned for East Grinstead and Burgess Hill to respond to the changing landscapes in each town and the need for a strategic overview of on and off street parking provision. The final reports should be delivered by mid-July with the anticipation that the emerging themes will be shared with Members at autumn workshops.
42. During the year the enforcement team piloted different deployment patterns to utilise resources more efficiently. A fourth team was regularly deployed to specifically focus on rural areas. This enabled regular 'hot spots' to have a concentrated focus and the smaller rural areas with fewer restrictions to get attention. The pilot was a success and as indicated earlier in this report, a fifth enforcement vehicle will be acquired in 2018/19 to fulfil this role on a more permanent basis.

43. In March 2018, one of the CEOs received the Councils 'Make A difference' Award in recognition of excellent customer service whilst on patrol when assisting a distressed customer who had recently experienced bereavement. The award not only demonstrates the exemplary behaviour of the CEO but also demonstrates the important role that CEOs play in the community.
44. In July the Parking Team were shortlisted for a PATROL PARC award following the submission of the 2015/16 annual report. The team were awarded a Certificate of Excellence in the Outstanding Concise Report category at a presentation in the House of Commons. The PATROL (Parking and Traffic Regulations outside London) Joint Committee annual awards recognise the importance of information on civil enforcement processes being made available to the public.

Focus for 2018/19

45. Looking forward, the focus for Parking Services in 2018/19 will be to further modernise the service by embracing digital technology, and to continue to gather evidence to inform the Parking Strategy refresh in 2020.
 - A key project for 2018/19 will be the introduction of cashless parking options into all of the Councils pay and display car parks, and the replacement of the parking disc system with an electronic parking solution at the Kings and Dolphin Leisure Centres. A phased implementation programme will take place during the summer, involving the replacement of all pay and display machines on a town-by-town basis, as follows:
 - W/c 2 July- New machines installed and new payment options launched in Haywards Heath.
 - W/c 9 July New machines installed and new payment options launched in East Grinstead.
 - W/c 6 August- New machines installed and new payment options launched in Burgess Hill.
 - W/c 3 September- Implement and launch new parking solution at Kings and Dolphin Leisure Centres.
 - The machines will continue to accept coin payments but will also accept card and contactless payments, alongside a pay by phone option.
 - WSCC will be introducing Regulation 10 enforcement from April 2018. This makes the provision for PCNs to be served by post provided there is approved evidence that a CEO has been prevented from issuing a PCN in the usual way.
 - As part of the regeneration of Burgess Hill town centre, the team will be preparing for the closure of the Martlets multi story car park in early 2019, and ensuring that a good communication plan promotes alternative parking locations.
 - A Parking Review of Haywards Heath will be undertaken during the year in conjunction with West Sussex County Council.

- As explained in Paragraph 19, in 2017/18 there was an operational enforcement surplus of £78,376.40. MSDC receive 30% of this surplus and are required to reinvest it into supporting the enforcement service. The surplus from 2017/18 is being invested in seven new tablet devices and the hire of an additional patrol vehicle to improve deployment performance and service delivery in 2018/19.

Financial Implications

46. Any financial implications as a result of car parking and enforcement activities are highlighted within the report.

Risk Management Implications

47. There are no direct risk management implications as a result of this report.

Equality and Customer Service Implications

48. There are no direct equality and customer service impacts as a result of this report.

Background papers

None

8. SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2018/19

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

Purpose of Report

1. For the Scrutiny Committee for Customer Services and Service Delivery to note its Work Programme for 2018/19.

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.**
-

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 2018/19 is set out below:
None.

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.