



Chichester District Council

Annual Report

2022/2023

Introduction

Welcome to Chichester District Council's Annual Report for 2022/23.

Rising energy bills, inflation and the cost-of-living crisis have had a significant impact this year, particularly on our most vulnerable residents. Across the Council, our Services are committed to supporting local residents and businesses who find themselves in difficulty.

The Supporting You Team pilot launched in November 2022 alongside an extensive media campaign informing residents of the full range of help available. The Team have been working across Council services to deliver holistic support and ensure each person they work with receives individual, tailored help that addresses all their needs. Our Housing Solutions Team have also begun a pilot with Beam ([About Beam](#)) to support those experiencing homelessness into employment and opening up options for them to secure accommodation. The impact of both pilots will be closely monitored this year.

We have also worked to support Government interventions in the cost-of-living crisis, with our Revenues Team issuing the £150 energy rebate to over 34,000 eligible residents in April and May 2022.

With the lifting of COVID restrictions, our officers continue to support the reopening and recovery of our local businesses. Following completion of an extensive regeneration project, we have reopened units at St James Industrial Estate in Chichester, refurbished to a high standard. Our Estates and Economic Development Teams have secured tenants or offers for 21 of the 30 newly available units, following a marketing campaign and promotion events targeted at local businesses.

With our Registered Provider partners, building of affordable homes has accelerated this year with 376 units being delivered across the district; a huge increase on the previous year. A further 18 units, funded by the Local Authority Housing Fund, will be delivered this year with the primary purpose of providing homes for refugees settling in Chichester District.

Decarbonisation projects at some of our buildings have completed this year. An air source heat pump and solar panels were installed at the Westgate Leisure Centre and works to improve thermal comfort and energy efficiency at our Westward House temporary accommodation were completed. These projects are expected to contribute significantly to the Council's greenhouse gas emissions reduction target in the future.

The Local Plan reached a key stage this year. The Planning Policy Team have worked hard to gather evidence and research, particularly around the key issues of housing targets, roads, the environment, wastewater and water neutrality. The Plan was approved by the Council in January for a final consultation stage in February and March 2023. The next step will be to submit the plan for examination.

The district's cultural partners have also seen some recovery from the periods of closure during the pandemic. The Novium Museum and the leisure centres have begun to see attendance numbers increase this year and our cultural partners benefited from the first full season with no COVID restrictions since 2019.

We have built on this with the Culture Spark initiative, which has seen cultural partners come together to deliver events across the district. Over 1000 people participated in Culture Spark events this year and over 140 local creative artists were supported. Highlights of the programme included the Carnival of Lights lantern parade in Chichester, a Sand Drawing workshop in West Wittering and a community landscape art project in Petworth. In addition, Chichester hosted our first Christmas market in December 2022 and, working with partners, delivered a spectacular 2-day laser show at the Canal Basin. Further events are planned for this coming year and we will increase the focus on Chichester's evening and night-time economy and our offer for students and young people.

Some of these events have been supported by funding through the UK Shared Prosperity Fund and the Rural England Prosperity Fund. These Government funds were made available to Local Authorities in 2022 following submission of Investment Plans setting out how the money could be spent locally to benefit communities and businesses. Chichester District Council will receive £1.7m across both funds from 2022/23 until 2024/25. This funding will be used to support further events and work to enhance the visitor offer and evening and night-time economy. Funding will also be made available via a grants scheme to local organisations, communities, and businesses to deliver projects to improve local areas and support business growth.

With the nation, the Council mourned the death of Her Majesty The Queen in September. Our Facilities and Democratic Services Teams ensured the ceremonial and governance impacts of this were completed effectively and local people were able to pay their respects

More locally, several of our Services came together to support the Midhurst community after a devastating fire in March. Nominated staff across the Council were quick to set up a rest centre for those who had been displaced and support those affected in the immediate term. Our Economic Development Team worked with the businesses affected by the fire and subsequent road closure. In the coming year, the Council, will continue to support Midhurst as it recovers from the fire.

Following the elections in May, the new Council administration has started work on reviewing Council priorities and projects. The new council will prioritise our communities, the environment, housing, regeneration, and nature recovery whilst ensuring the Local Plan helps ensure the Council is plan led. A comprehensive budget review and efficiency programmes will continue to ensure the Council remains able to deliver the most important services to our residents.

A handwritten signature in black ink that reads "Adrian Moss". The signature is written in a cursive style and is underlined with a single horizontal line.

Cllr Adrian Moss

Leader of Chichester District Council

About Us

District Profile

The largest district in West Sussex, Chichester District is a unique area, boasting a historic city, glorious countryside, and the beautiful south coast. It has a population of 124,068 (Census 2021) and covers over 300 square miles, from Selsey in the south to Lynchmere in the north.

Chichester District Council is involved with many day-to-day services and activities that residents encounter – from emptying the bins, to dealing with planning applications. The Council's main office is based in the centre of Chichester.

There are 67 parishes in the district and 36 elected members of the Council, representing 21 District Wards. The political makeup of the Council on 31 March 2023 was:

- Conservative: 17
- Liberal Democrats: 11
- Independents: 3
- Green Party: 2
- Labour: 1
- Local Alliance: 2

In May 2023, following District Council Elections, the political make-up of the Council changed to:

- Liberal Democrats: 25
- Conservative: 5
- Local Alliance: 4
- Green Party: 2
- Independents: 0
- Labour: 0

How We Make Decisions

Council

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

In 2022/23, Cllr Elizabeth Hamilton was Chairman of the Council, with Cllr Henry Potter as Vice-Chairman. For 2023/24, the Chairman of the Council will be Cllr Clare Apel, with Cllr John Cross as Vice-Chairman.

Cabinet

The councillors who make up the Cabinet meet monthly and make key decisions on plans, strategies, and budget. The Council's Constitution determines which of these decisions are then subject to approval by the Full Council.

In 2022/23, the Cabinet was made up of:

- **Cllr Eileen Lintill** – Leader of the Council
- **Cllr Susan Taylor** – Deputy Leader of the Council and Cabinet Member for Planning
- **Cllr Roy Briscoe** – Cabinet Member for Community Services and Culture
- **Cllr Tony Dignum** – Cabinet Member for Growth, Place and Regeneration
- **Cllr Alan Sutton** – Cabinet Member for Housing, Communications, Licensing and Events
- **Cllr Penny Plant** – Cabinet Member for Environment and Chichester Contract Services
- **Cllr Peter Wilding** – Cabinet Member for Finance, Corporate Services and Revenues and Benefits

Following the May 2023 District Council Elections and change in control of the Council, membership of the Cabinet changed. From May 2023 the Cabinet was made up of:

- **Cllr Adrian Moss** – Leader of the Council and Cabinet Member for Regeneration
- **Cllr Jonathan Brown** – Deputy Leader and Cabinet Member for Environmental Strategy
- **Cllr Mark Chilton** – Cabinet Member for Finance, Corporate Services and Contract Services
- **Cllr Tracie Bangert** – Cabinet Member for Communities and Wellbeing
- **Cllr David Betts** – Cabinet Member for Housing, Revenues and Benefits
- **Cllr Bill Brisbane** – Cabinet Member for Planning
- **Cllr Jess Brown-Fuller** – Cabinet Member for Culture and Events
- **Cllr Harsha Desai** – Cabinet Member for Growth and Place

As this report is mainly backward looking, it is arranged by Cabinet portfolios, as they were for 2022/23.

Overview and Scrutiny

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

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





Officer Support

Diane Shepherd, our Chief Executive, leads the Strategic Leadership Team (SLT) which includes four Directors of Service. SLT, along with Divisional Managers, support councillors while also managing the council's day to day services.

Performance Management

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

As part of our service planning process, we also set Performance Indicators and targets to help us track our performance. A traffic light system for monitoring this is used throughout this report.

Icon	Performance Indicator Status
	5% target variance or an individually set threshold
	1% target variance or an individually set threshold
	PI is on target
	Data Only – no target

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

Cabinet Portfolio: Community Services and Culture

Key Areas of Responsibility

Communities, Customer Services and Wellbeing	Culture and Sport
<ul style="list-style-type: none">• Community Engagement• Safeguarding• Choose Work• Grants and Voluntary Sector• Partnerships• Community Safety and CCTV• Health and Wellbeing (inc. Social Prescribing)	<ul style="list-style-type: none">• Leisure and Sports Development – Contract Management• The Novium Museum and Tourist Information Centre• Chichester Festival Theatre, Pallant House Gallery and The Great Sussex Way – Service Level Agreements

Communities, Customer Services and Wellbeing Division (Customer Services items appear under the Corporate Services, Finance, Revenues and Benefits portfolio)

Community Engagement

Key Achievements in 2022/23:

- The Grants and Concessions Panel awarded a total of £171,700 across a variety of schemes and embedded the new principle of considering the environmental impact of proposed projects into their determination of grants from April 2022.
- A Coronation grants pot was administered to Parish Councils and will be funding a range of activities and commemorative items. Emphasis was given to community events and volunteering.
- A film about climate change has been developed with Chichester Free School and will be screened in New Park cinema later in 2023.

Key Areas of Work for 2023/24:

- Supporting allocation of the UK Shared Prosperity and Rural England Prosperity Fund grants.

Community Projects and Community Safety

Key Achievements in 2022/23:

- Continued support around the violence against women and girls agenda, continuing training and safeguarding patrols in the city centre at night.
- Safeguarding level 2 training was delivered to over 200 Chichester District Council staff.
- Secured funding for 3 years to ensure the Community Warden service can continue to operate.
- The multi-agency response to city centre arsons led by the Joint Action Group (part of the Community Safety Partnership) resulted in regular agency checks on premises, advice given around placement of bins and no further arsons reported since the implementation of this work.

Key Areas of Work for 2023/24:

- Continue support for refugees, particularly those from Ukraine under the “Homes for Ukraine” scheme.
- Support for the Governments Asylum dispersal scheme, which will see more asylum seekers placed in Chichester district.
- An in-depth review of CCTV will be carried out, as well as a review of the Council’s Safeguarding Policy.
- Implementing changes to Anti-social Behaviour powers and engaging with a government review of Community Safety Partnerships.

Health and Community Wellbeing

Key Achievements in 2022/23:

- A new 5-year contract was signed with WSCC to deliver the Wellbeing service, focusing on health inequalities, and targeting services to our 20% most deprived areas and key at risk groups e.g., carers, care leavers, BAME communities.
- Positive engagement from workplaces has increased this year, enabling Wellbeing Services to reach the working age population in our district.
- Since the end of the pandemic and recent cost of living pressures, the Team have seen an increase in people needing emotional support alongside support with their health and wellbeing. This has been challenging, but also highlights the value of the one-to-one element of the service.
- The Chichester Local Community Neighbourhood Network is a partnership of 20+ local organisations working together to improve the health and wellbeing of people who live, work and study in Chichester. This year the partnership supported a new Dial a Ride service in Chichester, delivered community events and training for frontline staff around cost-of-living pressures, improved access to cancer screening and developed an Older People's network where partners can share information.

Key Areas of Work for 2023/24:

- As part of the new contract with WSCC the Team are now required to report on the number of people who set a date to stop smoking and the number of NHS health checks provided.
- Work with wellbeing hubs across West Sussex to jointly commission a new Falls Prevention service.
- The Chichester Local Community Neighbourhood Network will target work around access to services, reducing isolation and cost of living pressures.

Social Prescribing

Key Achievements in 2022/23:

- The team have worked with over 1,000 clients this year, mainly for support with housing, money, debt and benefits, social isolation, and employment. Far more clients are also being seen with mental health problems.
- There is now a wider range of non-clinical roles in Primary Care settings, so multi-disciplinary teams and joint working arrangements have been established, in particular, with Care Coordinators, Mental Health coaches and Health and Wellbeing Coaches.
- A two-year pilot was launched for a Young Persons Social Prescribing service, called Chichester Youth Connections. The service went live in September 2022 and is now working with young people who self-refer for support with issues including lack of confidence, feeling lonely or isolated, and needing a greater sense of connection to community and friends.

Key Areas of Work for 2023/24:

- Secure funding to continue the Social Prescribing service beyond 2023/24.
- Develop an evaluation report to show the service's outcomes and impact on individuals, primary care appointments and wider community groups.
- Continue to develop Chichester Youth Connections and gain more referrals from Young People.

Culture and Sport Division

Leisure and Sports Development

Key Achievements in 2022/23:

- Free access to the Leisure Centres has been granted to Ukrainian refugees, Looked after Children, and those suffering with Parkinson's.
- Sport and physical activity sessions, weekly circuit training and monthly multisport activities were provided for young adults from the Think18 group; a charity that supports young people with learning disabilities. The sessions provide opportunities to be active in an inclusive, and safe environment.
- Westgate Leisure Centre was nominated for a UK Active award for Diversity and Inclusion for the Physical Activity intervention project for vulnerable adults.
- Across the contract, membership has grown from 4,853 to 5,777.
- Completed a project to install decarbonisation measures at Westgate Leisure Centre.

Key Areas of Work for 2023/24:

- Together Fund money has been allocated for a weekly women-only exercise class and a further submission has been invited to support monthly family sessions. This project will include working with the local Voluntary Action Group and Connecting Cultures; a group of Asian and Muslim women who feel marginalised from this type of service provision. Consultation indicates that many of the women who will benefit from this project feel lonely and isolated and have experienced cultural barriers preventing them accessing existing activity opportunities.
- Refurbishment of the gym at Westgate Leisure Centre, including some kit replacements and decoration of all gym areas.
- Celebration of Bourne Leisure centre's 20th birthday.

The Novium Museum and Tourist Information Centre (TIC)

Key Achievements in 2022/23:

- More than 4,000 pupils engaged with the museum's learning programme. The collections team responded to 108 research enquiries and were gifted 36 items for the social history collection. 22 weddings were hosted at The Guildhall.
- Events delivered included the Starlight Trail, Chichester Roman Week, a geology day, and a party to celebrate the Novium's 10th birthday attended by 375 people. Events linked to the Art of Chichester exhibition also took place including family days, 'in conversation' talks and creative workshops.
- A Pilgrim Trust grant allowed conservation to be undertaken on the Mystery Warrior sword and scabbard including x-rays, commissioning of a bespoke mount, and delivering public engagement activities at the museum.
- Exhibitions included 'Brick Wonders', '200 years of Chichester Canal', 'Queen Elizabeth II Platinum Jubilee', 'The Novium Museum at 10', 'The Art of Chichester: 60 Years of Creativity' and 'Young Artists: A Creative Response to The Art of Chichester'.
- The Novium was awarded TripAdvisor Travellers Choice, which is only awarded to the top 10% of visitor attractions worldwide

Key Areas of Work for 2023/24:

- Delivery of two touring exhibitions: 'The Magic of Middle-Earth' (April – September 2023) and 'May the Toys be with You' (October 2023 – April 2024).
- Funding from the Art Fund will allow delivery of The Wild Escape project which includes a large-scale community event on Earth Day 2023.

Culture and Tourism

Key Achievements in 2022/23:



- Culture Spark; an initiative to deliver joined up cultural projects across the district reached over 1,000 participants and provided employment for over 140 local creative artists. Highlights were the Carnival of Lights lantern parade through Chichester to celebrate the 60th anniversary of CFT, a Community Sand Drawing Workshop on West Wittering Beach and Community Landscape Work of Art in the grounds of Petworth House.
- CFT's first full Festival Season since 2019 saw audiences return in high numbers, including the huge success of the summer musical *Crazy For You*. CFT also co-produced shows with the National Theatre, Theatr Clwyd and the Bridge Theatre, and delivered the transfer of CFT productions to the West End, on tour nationally and Broadway.
- PHG delivered two highly acclaimed exhibitions; *Glyn Philpot: Flesh & Spirit* and *Sussex Landscape: Chalk, Wood and Water*. The latter included JMW Turner's Chichester Canal (on loan from the Tate) and three new commissions by contemporary artists. This was the Gallery's most popular exhibition in the last decade, welcoming over 40,000 admissions during its run.
- PHG's Community Programme celebrated its 20th anniversary and was shortlisted for the Museum & Heritage Awards 'Community Engagement Programme of the Year'. 60 Access Passes were issued to local charities and community groups, giving members free admission.
- Establishing Chichester as the Wine Capital of England gained traction nationally including coverage from BBC South and BBC Southeast television as well as BBC Radio Sussex. TGSW has led continued collaboration between Vineyards, hospitality, and attractions, which has led to an increase in wine sales and accommodation bookings.
- A new data-led Chichester City campaign to attract new audiences to our flagship attractions reached over 130,000 people. The same expertise will be used to deliver dynamic tailored support to Midhurst.

Key Areas of Work for 2023/24:


- CFT will develop Creative Career paths including leading the national expansion of apprenticeship opportunities within the theatre industry, launching an Artist Development Programme and expanding its current provision of routes into the industry.
- PHG will conduct an Audience Development survey in relation to both current visitor profile and opportunities to attract, engage and retain new audiences in person, and digitally.
- An Economic Impact Study and Social Impact Study will be undertaken to enable better understanding of the economic and social benefits of the cultural organisations.
- Culture Spark are delivering an event for Earth Day in Chichester with Autin Dance Theatre who will be performing *Out of the Deep Blue*, an outdoor family spectacle featuring a 13-foot-tall Sea Giant puppet called EKO and a contemporary dancer.
- Work to promote Chichester as a cycling destination will continue with Press Trips to the Manhood peninsula and a cycle trip from Bignor Roman palace to the Novium as part of Roman Week.

Performance Indicators: Community Services and Culture Cabinet Portfolio


Community Engagement

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 230	Number of new clients engaged with the Choose Work Service	Higher is better	88	60	101		Better		60
LPI 230a	% Choose Work Clients Supported into Paid Employment, Work Experience or Education	Higher is better	40.9%	40%	53%		Better		40%





Community Projects and Community Safety

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 212	All Reported Crime – Chichester (% increase – rolling year)	Lower is better	20.9%	0%	5%		Better	<p>April 21-March 22 = 7,804 offences April 22-March 23 = 8,193 offences % difference is +5%.</p> <p>Crime trends are generally improving, but burglary (mostly outbuildings and e-bike thefts) and serious violence remain the key concerns.</p>	0%



Health and Community Wellbeing

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 234	% People maintaining positive lifestyle changes after 3 months, following engagement with the Wellbeing Hub	Higher is better	93%	80%	87.75%		Weaker		80%

Leisure and Sports Development

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 007	Increase in attendances at Leisure Centres (all sites)	Higher is better	980,099	1,121,378	1,229,888		Better		1,245,150
LPI 290	Increase attendance of people aged 50 or over	Higher is better	181,011	185,346	223,285		Better		221,300
LPI 291	Increase attendance of young people aged 0-15	Higher is better	96,026	98,300	121,467		Better		126,660
LPI 292	Increase attendance of people with disabilities	Higher is better	9,396	9,757	9,678		Better	The slightly lower attendance increase in this group compared to other key groups is attributed to those with disabilities possibly having a slower return to activities following the impact of shielding during the pandemic.	9,770

The Novium and TIC

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 219	The Novium - All museum admissions	Higher is better	33,003	37,500	43,300		Better		42,500
LPI 220	The Novium - Total number of tourist information enquiries	Higher is better	6,407	10,000	9,074		Better	Tower Street closed for 10 days in Feb 2023 for road works. Discontinued for 2023/24. Attendance figures captured in admissions data (LPI 219).	N/A

Cabinet Portfolio: Growth, Place and Regeneration

Key Areas of Responsibility

Place	Property and Growth
<ul style="list-style-type: none">• Parking Services• Public Conveniences• City and Town Co-Ordination• Chichester Vision	<ul style="list-style-type: none">• Economic Development• Building Services• Estates inc. Regeneration projects

Place Division

Parking Services

Key Achievements in 2022/23:

- Work to prepare for the digitisation of all on-street permits for parking.
- Several parking payment machines were upgraded to improve the speed of payments for customers.
- Completed a review and achieved agreement of the Parking Strategy and related action plan.
- Parking incentives were introduced across several car parks to support the high street in the lead up to Christmas.
- Continued to enable the covid vaccination and test sites in some of the car parks.
- Implemented free parking in car parks in Midhurst to support businesses following the major fire.

Key Areas of Work for 2023/24:

- Explore options to improve connectivity and accessibility between Northgate Car Park and the surrounding facilities.
- Delivery of the actions in the Parking Strategy and action plan.
- Review and enhancement of Bosham car park.
- Implementation of the move to digital on-street parking permits.

Public Conveniences

Key Achievements in 2022/23:

- Began work on the refurbishment of five public convenience sites across the district.
- Achieved the successful award of funding to enable delivery of three Changing Places toilet facilities across the district. These facilities are designed for those with multiple and complex disabilities, who cannot use a standard accessible toilet.

Key Areas of Work for 2023/24:

- Continuation of the project to refurbish and improve several key public convenience sites.
- Oversee delivery of the funded Changing Places toilet facilities in the district.

City and Town Co-Ordination (Inc. Visions)

Key Achievements in 2022/23:

- Project teams have continued to deliver the projects in the Chichester Vision and the Vision Delivery Steering Group continues to monitor delivery. The Chichester Vision action plan has been reviewed and refreshed to take account of the latest priorities.
- Work has been undertaken with Selsey, Midhurst, Petworth, and East Wittering and Bracklesham to assist in the delivery of their Visions.
- Investment Plans were submitted to allow the council to access funding from the UK Shared Prosperity and Rural England Prosperity Funds. This included reviewing information submitted by partners, researching evidence of need in the district and consideration of an appropriate split

of funding between priorities. Both Plans were approved and resulted in additional income of £1.7million to CDC over three years.

- The Crustaceans, Habitat and Sediment Movement project (CHASM) has continued to investigate the change in local fishing grounds.
- Continued engagement with Chichester City Business Improvement District (BID) to deliver projects across the city.
- Manhood Peninsula Partnership Project meetings have continued, discussing several actions of concern across the Manhood Peninsula, with the two sub-groups; Green Links across Manhood (GLAM) and Surface Water Issues and Solutions (SWISH), continuing to progress actions.

Key Areas of Work for 2023/24:

- Coordinate delivery of the refreshed Chichester Vision action plan and continue support to town and city vision projects.
- Progress the CHASM project to understand the impact of seabed sediment and seawater quality on lobsters, crabs, and other sea life.
- Delivery of the UK Shared Prosperity and Rural England Prosperity Funds including co-ordination and submission of regular progress reports to Government.
- Collating and presenting data and information to support funding bids and monitor the impact of projects being delivered in the district.

Property and Growth Division

Economic Development

Key Achievements in 2022/23:

- Delivery of a training and grant programme for independent retail businesses.
- Development of the 'Ambassador Project' through a series of videos with key businesses produced and published on the Invest Chichester site to encourage inward investment.
- Delivery of an updated Enabling Grant programme for small businesses.
- Developed and hosted a business networking event at the newly refurbished St James industrial estate in Chichester.
- Supported development of the Investment Plans connected with the UK Shared Prosperity and Rural England Prosperity Funds and associated business grants scheme.

Key Areas of Work for 2023/24:

- Deliver a networking event focussed on sustainability and targeted at the hospitality and tourism sector and its supply chain.
- Contribute driving forward partnerships, new initiatives, and collaborative networks in relation to the green and circular economy and covering the engineering/manufacturing and low carbon/renewables sectors.
- Identify potential high growth sectors within the district and consider targeted events for them alongside local partners.
- Support businesses in Midhurst as they recover from the effects of the major fire.

Building Services

Key Achievements in 2022/23:

- Provided support for decarbonisation projects at CDC buildings including the Westgate Centre and Westward House temporary accommodation.
- Completion of stock condition surveys and fire precaution work across the portfolio.
- Provided support for a repair and resurfacing contract, plus topographical surveys of Council car parks.

Key Areas of Work for 2023/24:

- Continued support for decarbonisation projects for CDC buildings.
- Complete an assessment of the results of the stock condition surveys.
- Procure and award a new Electrical Services contract for CDC.

Estates (inc. Regeneration Projects)**Key Achievements in 2022/23:**



- Completion of technical design and traffic modelling work for proposed bus stop relocation in relation to the Southern Gateway Regeneration project.
- Completion of the St James redevelopment project and implementation of a marketing strategy for securing lettings for the units.
- Exchange of contracts with the selected purchaser for land at Church Road, Chichester.
- Completion of an options appraisal for land at the western end of Terminus Road.
- Agreement of lease terms for large lettings at Terminus Road.

Key Areas of Work for 2023/24:





- Agreement of proposals for the remaining land at Barnfield Drive, Chichester.
- Finalising and agreeing Heads of Terms with Stagecoach in relation to the Southern Gateway Regeneration project. Following this, opportunities for the assembled land will be reviewed.
- Complete the disposal of the development site at Church Road, Chichester.
- Development of options for the Brick Pavilion in Priory Park, Chichester.

Performance Indicators: Growth, Place and Regeneration Cabinet Portfolio



Parking Services

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 34	% Of car parks in the city for which we have achieved Safer Parking Awards	Higher is better	100%	100%	100%		No Change		100%
LPI 35	% Of rural car parks for which we have achieved Safer Parking Awards	Higher is better	75%	75%	75%		No Change	All car parks that met the standard previously have passed again. As previously, the exclusions are Bosham, East Beach, Selsey and Selsey Marine.	75%

Economic Development

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 012	Commercial Space Void Levels	Lower is better	New for 2022/23	9.6%	9.2%		New for 2022/23	Outturn is an average of high street vacancies across the 5 main high streets.	Lower than Southeast average
LPI 231a	Number of medium or high growth potential businesses supported	Higher is better	New for 2022/23	30	44		New for 2022/23		30
LPI 231b	Number of businesses supported in the sectors of renewable, retrofitting and the circular economy	Higher is better	New for 2022/23	10	15		New for 2022/23		10
LPI 237	Respond to 90% of business planning applications	Higher is better	100%	90%	98.75%		Weaker	One application for a large site was received at the very end of Q2 and was commented on in the following quarter.	90%

Estates

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 53	% Empty units within our commercial and industrial property	Lower is better	3.5%	10%	8.79%		Weaker	<p>CDC took back possession of the recently developed St James Industrial Estate at the beginning of March 2023. Accordingly, we have an additional 30 units which are not yet fully occupied. Of those 30, 21 are either tenanted or under offer. The vacancy rate is therefore anticipated to significantly reduce during the next two quarters.</p> <p>Elsewhere, vacancy rates remain stable. Final terms have been agreed for Willow Park and 2 vacant units at the Woodruff Centre.</p> <p>Ongoing performance will be subject to how market conditions react to the ongoing cost of living crisis, interest rate rises and the long-term impact of Brexit.</p>	10%
LPI 54	% Rent and service charge arrears	Lower is better	9.28%	8%	7.74%		Better	<p>Despite some sectors recovering better than others, some tenants continue to struggle to fulfil their leasehold obligations. Whilst we continue to work with those tenants, now that we can fully exercise our options for recovering debt, we have started to make inroads to the historic arrears, which is evidenced by the reported figures. This figure remains susceptible to change should some of the larger rents be outstanding at quarters end.</p>	8%

Cabinet Portfolio: Housing, Communications, Licensing and Events

Key Areas of Responsibility

Communications, Licensing and Events	Housing
<ul style="list-style-type: none">• Licensing• Communications• Events	<ul style="list-style-type: none">• Housing Options• Private Sector Housing and Housing Enabling• Homelessness• Temporary Accommodation

Communications, Licensing and Events Division

Licensing

Key achievements in 2022/23:

- Working with external partners, delivered an audit and baseline study of Chichester city centre's Evening & Night-time Economy.
- Four Alcohol and Entertainment Licensing Sub-Committee hearings were facilitated; two relating to applications for new Premises Licences and two review hearings instigated by Trading Standards and the Home Office respectively.
- The council's Hackney Carriage and Private Hire Licensing Policy was reviewed, amended, and adopted for immediate use.

Key Areas of Work for 2023/24:

- Form a multi-agency working group to ensure the city has an attractive, diverse, and safe Evening & Night-time Economy. This will include engaging specialists to measure the volume and value of Chichester's current offer.
- Consult on revised fees and charges for private hire vehicle and operator licences and hackney carriage vehicle licences and undertake three multi-agency compliance check operations of licensed vehicles.
- Oversee the anticipated permanent extension of the Pavement Licence regime from September 2023 with revised processes & fee structure.
- Implement The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 & raise awareness amongst relevant sites/residents.

Communications

Key achievements in 2022/23:

- Launched the 'Supporting You' campaign in response to the cost-of-living crisis, targeting the most vulnerable in our district, as well as providing useful information to all those who have been impacted by increased costs.
- Delivered the climate change campaign focusing on home energy efficiency measures, including creation of a video illustrating all the actions the Council has taken on climate change.
- Delivered communications, redesigned the web content, and supported the consultation process for the Local Plan.
- Supported the launch of the new Chichester District Council app, which led to thousands of residents signing up within a very short period.
- Communications have been delivered on high-profile projects including Culture Spark, St James' Industrial Estate, the UK Shared Prosperity Fund, and the opening of Freeland Close.
- The council's website was again awarded a Plain English Crystal Mark and continued to comply with the Government's accessibility standards, now a legal requirement for all public sector websites.

Key Areas of Work for 2023/24:

- Introduce a booking system on the website and further improvements as part of the Cloud project.
- Continue to deliver the Supporting You campaign, Climate Change communications campaign and communications support for the Culture Spark partnership.
- Support Contract Services with marketing their services to generate income for the council.
- Deliver a recruitment campaign in association with other councils in West Sussex.
- Support communication campaigns and public messaging for communities/businesses in Midhurst following the devastating fire.

Events

Key achievements in 2022/23:

- Delivered a two-day laser extravaganza at Chichester Canal Basin attracting 1,000s of spectators and working in collaboration with the Chichester Canal Society and Rotary Club.
- Worked with a commercial market operator to secure a Christmas Market in the city centre.
- Delivered a successful Summer Street Party in July and worked with local artisan creators and designers, plus students from Chichester College to deliver two Cross Market & More events in Chichester city centre in October and March.
- Staged the Southeast heat of the UK National Barista championships in Chichester for the first time, working with local roasters and retailers from across the district.
- Curated the inaugural 'City Sounds' event enabling local musicians to perform live music at various licensed premises across the city.

Key Areas of Work for 2023/24:

- Review the City's offer for students and younger people, creating and delivering events for them.
- Deliver three 'Cross Market & More' events in Chichester city centre in July, October and November 2023 and aim to secure repeats of the 'Sounds of the City' event and National Barista Competition (Southeast heat).
- Working with town councils to bring in "Love" market traders. i.e., "love Midhurst" comprising makers and traders from Midhurst.
- Deliver an event and year-round tourist resources for the Street Art 10th Anniversary.
- Work with the Communications Team to develop a more accessible, public friendly and informative events/what's on website linked with local and business tourism.

Housing (part of the Housing, Revenues and Benefits Division)

Key achievements in 2022/23:

- Implemented Hyde and CDC working groups to help inform and shape the work plan as part of the Hyde 2050 project, following the Large-Scale Voluntary Transfer agreement and Hyde's asset management programme in the district.
- Newly opened temporary accommodation units at Freeland Close were brought into use for homeless households. Occupancy levels for the Council's temporary accommodation (Freeland Close and Westward House) were consistently above 90%.
- Work has begun with Hyde and Vivid Housing to build an additional 18 homes as part of the Local Authority Housing Fund with units on track to be fully developed by 30 November 2023.
- Reviewed the Housing Allocations Policy following feedback from officers and members.
- 158 home adaptations for people with disabilities were provided at a cost of £1,464,079. These included property extensions, wet room installations, kitchen adaptations, ramped accesses, and stair lift installations.
- As part of a large south coast consortium of local authorities, the Council was successful in a funding bid to deliver energy efficiency upgrade measures for residents.
- Work began on reviewing the approach for self and custom build properties and how best to promote this to our community.



- Energy efficiency and thermal comfort works were completed at Westward House to maximise energy efficiency and reduce the carbon footprint. The works improved Energy Performance Certificates for individual units.
- A mini fruit tree orchard was planted in Autumn 2022 behind Westward House to improve the environment and habitat.
- Worked with Community Land Trusts to support them with developing affordable housing. Progress has been made this year on potential sites in Midhurst and Westbourne.
- Following Rt Hon Michael Gove MP's letter to Local Authorities about housing standards in rented properties, all Registered Providers were contacted to obtain confirmation of how they were managing damp and mould cases.
- Began a pilot with "Beam" to support homeless people into employment.

Key Areas of Work for 2023/24:



- Review of the Housing IT Systems to ensure they are fit for purpose.
- Review of the Private Sector Rented offer to ensure the supply of private accommodation is available to meet housing need.
- Continue to work with Hyde as part of the Hyde 2050 strategy.
- Review website content related to Housing.
- Continue to aim to minimise reliance on bed and breakfast accommodation, other than for very short-term emergency stays.
- Continue to support delivery of community led housing and self-builds.

Performance Indicators: Housing, Communications, Licensing and Events Cabinet Portfolio



Events



PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 008a	Number of Feature Events held in the district each year	Higher is better	New for 2022/23	5	5		New for 2022/23	Chichester PRIDE - May 2022 Cross, Market & More & Summer Street Party (combined) - July 2022 Christmas Market - December 2022 Laser Extravaganza - February 2023 UK National Barista Championship - Southeast Heat - February 2023	5
LPI 008b	Number of Town and City Events and Markets held in the district each year	Higher is better	New for 2022/23	5	6		New for 2022/23	CDC Farmer's Markets - 23 individual dates Chichester Roman Week - June 2022 Cross, Market & More - October 2022 and March 2023 French Market - November 2022 Wittering Beach Sand Art - February 2023 Petworth Park 'Art in the Park' - March 2023	5

Licensing




PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 117	% Licensing Act 2003 applications determined within 56 days	Higher is better	89.15%	100%	97.73%		Better		100%
LPI 118	% Gambling Act 2005 applications determined within 56 days	Higher is better	75%	100%	80%		Better	3 applications out of 15 submitted were not determined within 56 days. However, all applications in Quarters 3 and 4 have been processed in accordance with requirements.	100%

Housing Solutions

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 013	Households in Nightly-Paid Temporary Accommodation (not CDC Owned) - All Cases	Aim to Minimise	41	50	121		Weaker	<p>Target amended following Corporate Plan Mid-Year Review Task and Finish Group, in recognition of the increased demand on homelessness services brought about by the cost-of-living crisis.</p> <p>Homelessness applications increased in 22/23 and the Council continues to rely on nightly paid accommodation to meet the immediate needs of homeless households. Occupancy in our own temporary accommodation is consistently above 90% and the throughput of residents into permanent rehousing is being maintained.</p> <p>This indicator includes all households placed in nightly-paid temporary accommodation, regardless of length of stay, which may be only a few nights.</p>	100
LPI 015	Number of people sleeping rough in the district	Aim to Minimise	2.8	3	3.7		Weaker	<p>Reported figures are averages taken from the monthly count.</p> <p>The count includes 3 entrenched rough sleepers who refuse assistance and are regularly observed bedding down at known sleep sites. The Council's Outreach Team and partners continue to work with these individuals. For context, the rough sleeper figure before the pandemic was around 30.</p>	3

LPI 204a	% Of cases where homelessness is threatened but prevented	Higher is better	48.23%	50%	60.5%		Better		Target under review
LPI 204b	% Of cases where homelessness is relieved	Higher is better	53.81%	50%	43.5%		Weaker	<p>Homelessness prevention is the focus for the service, with early interventions providing the opportunity to resolve housing issues before homelessness arises. The performance vision for the service is to increase the number of customer contacts at prevention stage, with relief figures then reflecting those situations where prevention identification was not possible, or interventions attempted could not prevent homelessness from occurring.</p> <p>Service performance in respect of both prevention and relief activity is most clearly demonstrated by the low number of customers experiencing rough sleeping in the district.</p>	Target under review

Housing Standards and Delivery

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 002	Affordable homes enabled by the Council	Higher is better	203	167	376		Better		167
LPI 003	Homes improved with Financial Assistance from the Council	Higher is better	48	50	48		No change		50
LPI 014	% Customers Satisfied with delivery of Disabled Facilities Grants	Higher is better	New for 2022/23	95%	95.5%		New for 2022/23		95%

Cabinet Portfolio: Environment and Chichester Contract Services

Key Areas of Responsibility

Chichester Contract Services	Environment and Health Protection
<ul style="list-style-type: none">• Waste• Cleansing and Recycling Services• Grounds Maintenance• Cemeteries• Parks and Open Spaces• Vehicle Workshop and MOTs	<ul style="list-style-type: none">• Environmental Protection (including air quality, dog control and noise pollution)• Health Protection• Health and Safety (including Business Continuity and Emergency Planning)• Environmental Strategy• Water Management• Building Control

Chichester Contract Services Division

Key achievements in 2022/23:

- Garden waste continues to play a significant part in improving the council's recycling rate and customer numbers have increased by 8% against the previous year. We also continued to work with St Wilfrid's Hospice to provide a Christmas tree recycling scheme which was well received by residents who are not subscribed to our Garden Recycling Service.
- The Business Waste and Recycling team continue to work closely with local schools as part of the waste and recycling collection contract and rolled out over 100 food waste bins for school canteens to reduce the amount of material going to general waste and maximise recycling outputs.
- We are the lead authority of the West Sussex Waste Partnership aimed at combatting fly-tipping. Our #SCRAP Fly Tipping campaign has gained multi agency support including all district and boroughs, the Rural Crime Unit, the Environment Agency and the office of the Police and Crime Commissioner.
- We successfully launched the Cloud 9 app, allowing residents to search various waste and recycling information as well as accessing other District Council services. The App allows us to send messages direct to the user informing them of dates for bin collections and in exceptional circumstances more bespoke messages. Currently over 6,000 residents have downloaded the app, which CDC are the first local authority in West Sussex to implement.
- Our combined service collecting coffee pods, textiles and small electrical items has gone from strength to strength following introduction of an online booking service. Coffee pod collections, delivered in partnership with Podback, have increased significantly, with nearly 2,000,000 coffee pods now separately collected for recycling.
- As the cost-of-living crisis hit many households, the South Coast followed a Nationwide trend and saw a resurgence of industrial action across many waste collections teams. CCS were also targeted and while very robust contingency plans were prepared, direct strike action was avoided through negotiations.
- With an aging fleet, a full tender process was completed for replacement Refuse Collection Vehicles, which included the purchase of 2 all-electric 26 tonne vehicles. These will be put into service to build up our knowledge of operating electric vehicles within a waste collection context.
- Deterrents against unauthorised vehicles parking on two of our open spaces (New Park and East Broyle) were completed and, after establishing themselves, have proven to be successful.

Key Areas of Work for 2023/24:

- The Resources and Waste Strategy for England (published 2018) brings together a wide range of topics and sets the policy direction in the field of resource and waste management. Following consultation, the key aspects of this strategy have been included in the Environment Act 2021.

We await the results of the final consultation stage, which we anticipate will include the legal requirement to collect food waste from all domestic properties on a weekly basis. Once details are known, planning can commence to meet this new statutory responsibility. In addition, a new scheme to apply a collection and disposal levy to packaging producers for their products, called Extended Producer Responsibility, is currently being progressed and there will be a requirement to input into and support this scheme in the coming year.

- Two paid-for services will be introduced; a bin washing service for residents and commercial customers and a bulky bag service, to collect HIPPO-type bags of waste direct from a residence or business premises.
- We will continue develop our business food waste recycling service and work with our customers to help maximise their recycling.
- We have reviewed our MOT service and will be introducing an online booking system, working with the Communications Team to improve the customer journey and access to our services.

Environment and Health Protection Division

Environmental Protection (inc. Air Quality, Dog Control and Noise Pollution)

Key Achievements in 2022/23:

- Worked with Parking Services and Estates to enable the Council to join the WSCC/Connected Kerb contract for the design, delivery and management of an on-street and car park based Electric Vehicle charge point network in the district (and across West Sussex).
- Procured a new air quality monitoring device for the measurement of small particles (PM2.5).
- Issued 1,000 Fixed Penalty Notices, mainly for littering offences.
- Procured two car-club type Electric Vehicles and 2 e-bikes for officers to use for work related visits as part of the corporate green travel project.

Key Areas of Work for 2023/24:

- Review and renew the Environmental Enforcement Contract for littering and dog related enforcement.
- Carry out a public consultation for the review and renewal of the Public Space Protection Order related to dog control.
- Continue to develop and deliver the Air Quality Action Plan and the Chichester City Local Cycling and Walking Infrastructure Plan.

Health Protection

Key Achievements in 2022/23:

- The backlog of food hygiene inspections built up from the Covid pandemic was cleared, alongside the full food hygiene programme for this year. Health Protection officers worked to get inspections up to date, particularly where standards in food premises were found to have dropped.
- A multi-agency intervention, organised by the Health Protection Team but involving the Food Standards Agency, National Food Crime Unit, Sussex Police, Sussex Inshore Fisheries Authority, and the Gangmasters Licensing Abuse Authority took place throughout 2022. Known as Operation Pearl, the purpose of the action was to deal with the illegal harvesting of shellfish in Chichester Harbour, which had increased substantially since the Covid pandemic. The action culminated in a link being made to a premises on our District. To date the action has achieved the required response with few reports of illegal activity now being received, although this may change as the new season approaches.
- New charges were introduced for premises and persons wishing to register as skin piercers.

Key Areas of Work for 2023/24:

- Continue the food hygiene inspection programme and implement the proposed modernised food hygiene delivery model, which will be announced by the Food Standards Agency later this year.
- Continue to develop the Commercial Premises app as part of our database to allow tablet-based inspections and ultimately go paperless, bringing efficiencies to the team in the long term.
- Implement the Electronic Data Retention Tool across our database to ensure the team fulfil all GDPR requirements.
- Implement any licensing regime requirements for skin piercers that come out of the new Health and Care Act 2022.
- Assisting the Events Team to meet the requirements of Martyn's Law in ensuring preventative action plans are in place for terror attacks.

Environmental Strategy

Key achievements in 2022/23:

- The second planting season of the Treasury-funded Trees Outside Woodlands Project was delivered, with just under 8,000 trees planted across the district. This includes our 50% subsidised tree scheme for residents and community groups, support for Community Tree Nurseries and new trees for farmers under the 'Trees in the Farmed Landscape' and the 'Agroforestry and Orchards' pilots.
- Habitat enhancements were delivered in our Strategic Wildlife Corridors, including tree planting, creating new hedgerows and putting in boxes for bats, dormice and barn owls. This work is funded by the Community Infrastructure Levy.
- The installation of an air source heat pump and solar panels at Westgate leisure centre was completed, funded by £1.35m from the Public Sector Decarbonisation Fund.
- A new communications campaign and promotion of Local Authority Delivery (LAD) and Home Upgrade Grants (HUG) scheme for domestic energy efficiency works was delivered. A second public event was held, this time focussing on energy saving and renewable energy.

Key Areas of Work for 2023/24:

- For the Climate Emergency Action Plan, feasibility work will be completed on a Power Purchase Agreement for local renewable electricity, and a pilot will be run for electric refuse vehicles. We will start a review of the Action plan and targets which currently run until 2025.
- The Trees Outside Woodlands project has secured extension funding until 2025. Work is ongoing on designing new and continuation pilot projects. Once finalised we will implement relevant pilots for the winter 23/24 planting season.
- A further year of enhancement works within and adjacent to the Strategic Wildlife Corridors will be delivered.
- Prepare for the implementation of the new requirements of the Environment Act 2021, including the Biodiversity Net Gain system within planning and the preparation of the Local Nature Recovery Strategy.

Water Management

Key achievements in 2022/23:

- The Service joined Coastal Partners; a group of 5 Hampshire and West Sussex local authorities this year. Coastal Partners provides resilience and efficiencies in delivering the service against the increasing demands of aging sea defences, sea level rise and increased storms and flooding arising from climate change.
- The second year of the Selsey & Wittering Beach Management Plan 2021-26 was successfully delivered. Works included enhancing existing timber groynes and the delivery and placement of 9,000t of shingle recycled from Littlehampton West Beach.

- The feasibility study for the future of coastal defences in Selsey was completed and the final report is awaited. The study included technical reports to establish the economic case for replacement defences and an implementation plan which pulls together the information from the feasibility study and the plan for the next steps.
- Emergency works were undertaken on 2 sections of defences in Selsey, where the sea breached existing defences. This work prevented the immediate loss of properties.

Key Areas of Work for 2023/24:

- Complete the third year of the Selsey & Wittering Beach Management Plan 2021-26, including further groyne enhancement and beach replenishment.
- Following the completion of the Selsey coastal scheme Economic Assessment and Implementation Plan, delivery of the next steps will begin. This will involve identifying the sea defence options, securing authority to progress the project to the next phase, progressing to detailed design and beginning the consultation phase.
- Continue to develop the working relationship with Coastal Partners.

Building Control

Key achievements in 2022/23:



- Whilst a proportion of market share has been diverted to the Private Sector (Approved Inspectors), the Service received 715 Building Regulations applications during the year.
- Building Control Officers helped to deliver the redevelopment project at St James Industrial Estate in Chichester.

Key Areas of Work for 2023/24:




- To help to achieve the Service income target of £467,000 for 2023/24, a focus will be placed on ensuring unauthorised building works are identified and appropriately regulated.
- Further work will be undertaken to promote the service and form partnerships with local builders and architects.

Performance Indicators: Environment and Chichester Contract Services Cabinet Portfolio



Contract Services

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 191	Residual household waste in Kg per household	Lower is better	323 (to end Q3)	320 (to end Q3)	309.49 (to end Q3)		Better		1% reduction on 2022/23 outturn
LPI 192	% Household waste sent for reuse, recycling, and composting	Higher is better	48.3% (to end Q3)	47%	47% (to end Q3)		Weaker		47%



Environmental Protection

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 009	Number of Premises Licenced Under the Animal Welfare Act 2018 Inspected	Higher is better	New PI for 2022/23	40	58		New PI for 2022/23	Includes announced and unannounced visits.	40
LPI 133a	Number of Industrial Processes with an Environmental Permit that are Audited	Higher is better	17	15	13		Weaker	The Shell fuel stations in Birdham and Tangmere, which are permitted premises due for inspection, were subject to refits in the later part of 2022-23 meaning that inspections were not possible. Both will be inspected in early 2023/24.	15
LPI 135	Number of Private Water Supplies sampled and/or risk assessed	Higher is better	36	45	51		Better		45



Environmental Strategy

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 010a	Reduction in the Council's Carbon Emissions from 2019 to 2025	Higher is better	12% (Oct 19– Sept 20)	10%	4% (Oct 20– Sept 21)		Weaker	<p>For the first year of the Council's emissions reduction target, one of the biggest contributors was Westgate leisure centre, which is the council's second biggest source of emissions. This is being attributed to the effects of Covid restrictions on the centre's operation in 2020.</p> <p>For the second year, a 4% reduction is being reported (3,046 tCO2e down to 2,930 tCO2e). Westgate's emissions increased in this year, possibly due to reduced Covid restrictions, although the impact of the weather has not been analysed.</p> <p>Further information can be found in the Climate Action Plan Annual Report, presented to Full Council in January 2023.</p>	10%
LPI 010b	Support the District in Reducing its Carbon Emissions from 2019 to 2025	Higher is better	Comparable data is currently only available for 2019 and 2020.	10%	8.7% (2019 to 2020)		N/A	<p>Government data is used to assess progress towards this target. It is published annually in June with a two-year time lag. The 2020 data was released on 30 June 2022.</p> <p>The data includes emissions of carbon dioxide, methane, and nitrous oxide. Comparable data is available for 2019 onwards.</p> <p>Area wide emissions in 2019 were 743,100 tCO2e, reducing to 678,100 tCO2e in 2020; a reduction of 8.7%.</p> <p>Further details about the Council's progress on the Climate Change Action Plan were reported to Full Council in January 2023.</p>	10%

Health Protection

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 174	% Food premises due for inspection that were carried out	Higher is better	78.76%	100%	99.29%		Better	The full inspection programme was completed, and the backlog cleared. The remaining 1% were premises that could not be accessed for justifiable reasons.	100%
HP MPI 01	% Food businesses broadly compliant with statutory food safety requirements	Higher is better	98.18%	95%	98.11%		Weaker		95%

Building Control

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
BC MPI 01	Site inspections undertaken within 24 hours	Higher is better	100%	100%	100%		No change		100%
BC MPI 03	Applications determined within 5 weeks	Higher is better	100%	100%	100%		No change		100%

Cabinet Portfolio: Finance, Corporate Services and Revenues and Benefits

Key Areas of Responsibility

Business Support <ul style="list-style-type: none">• Electoral Services• Land Charges• Business Improvement / Corporate Policy• Facilities• ICT• Human Resources	Legal and Democratic Services <ul style="list-style-type: none">• Democratic Services• Legal inc. Procurement and Information Management
Financial Services <ul style="list-style-type: none">• Accountancy Services• Audit	Revenues and Benefits <ul style="list-style-type: none">• Revenues• Business Rates and Benefits Customer Services

Business Support Division

Electoral Services (including Land Charges)

Key Achievements in 2022/23:

- Preparation for the District and Parish elections, which were successfully delivered in May 2023.
- Implementation of the relevant elements of the Elections Act 2022 including the roll out of Voter ID requirements for the May 2023 elections.
- Delivery of the annual canvass.
- The Local Land Charges Team processed over 2,000 local authority searches and 800 personal searches.
- Street Naming and Numbering registered 50 developments in the district this year, including 3 major developments.

Key Areas of Work for 2023/24:

- Preparation for the Police and Crime Commissioner elections in 2024.
- Continued delivery of the requirements of the Elections Act 2022.
- Local Land Charges will be working closely with council departments to hand over the Local Land Charges Register to His Majesty's Land Registry by the end of 2023/24.

Corporate Improvement & Facilities

Key achievements in 2022/23:

- Worked with Members to coordinate the service prioritisation exercise as part of the Future Services Framework, ensuring the Council remains able to deliver its most important services to the standards expected by our residents and businesses.
- Continued to coordinate the Council's efficiencies programme, where we remain on target to deliver around £2m of annual revenue savings to support the Council's revenue budget position.
- Coordinated the Council's Levelling Up Fund application process. The application consisted of 3 linked projects all aiming to bring new activity into the city and the district. Only 21% of the 529 total bids were awarded funding, and despite the government feedback describing Chichester's bid as very strong it proved unsuccessful in this round of funding.

- Supported production of the Investment Plan submitted to Government to unlock the Council's UK Shared Prosperity and Rural England Prosperity Fund allocations.
- Managed the on-boarding of a new corporate cleaning contract, providing an annual saving of £66,600 per annum without impacting on service standards.

Key Areas of Work for 2023/24:

- Work with the new administration to develop and define their priorities, including delivery of any new policy or project work requested.
- Coordinate the Future Services Framework or an alternative mechanism agreed by the new Council.
- Review and refresh the corporate project management processes and guidance notes.
- Plan and manage the Asset Replacement Programme works at East Pallant House.

ICT

Key achievements in 2022/23:

- Maintained remote working capabilities across the council, including updating our Virtual Private Network (VPN), supply of ICT equipment to improve homeworking environments and further developing the use of Microsoft Teams to support remote working and conferencing facilities.
- Achieved a successful Public Sector Network accreditation and a rigorous external assessment of the Council's IT estate including security validation of our remote working environment.
- Completion and full commissioning of our new off-site disaster recovery facility.
- Completed the roll-out of Microsoft 365, providing for enhanced flexible, collaborative and secure working environments.

Key Areas of Work for 2023/24:

- Implementation of a new Customer Relationship Management (CRM) and new corporate and contact centre telephony systems.
- Refresh of the ICT & Digital Strategy
- Preparatory work ahead of nationwide copper-telephone-wire (PSTN) switch off expected in December 2025.
- Scoping and options appraisal of East Pallant House IT Network Refresh project.

Human Resources

Key achievements in 2022/23:

- Carried out a review of how CDC markets itself as an employer leading to revised advertising approaches, enhanced use of social media, revised website content and marketing documents to strongly emphasize employee benefits.
- Revision and streamlining of the on-line job application process to enable CVs to be accepted.
- Benchmarking all market supplements currently being paid in preparation for a review.
- Fully updated the Stress Management Policy including full consultation with the Staff Side representatives.
- Reviewed and updated CDC's Workforce Development Plan.
- Completed a project to enable the CDC Coastal Protection team to work under a section 113 (Local Government Act 1972) agreement as part of the Coastal Partners, followed by a TUPE transfer of the team to Coastal Partners completed on the 1 April 2023.

Key Areas of Work for 2023/24:

- Implement agreed actions from the Workforce Development Plan 2023-26 including a review of the corporate training programme, the induction process and the e-learning tool.

- Continue to ensure the council can recruit and retain sufficient resources to deliver its services in a challenging employment market, using a range of tools and responding in a flexible and innovative manner where required.

Financial Services Division

Revenue and Corporate Financial Monitoring

Key Achievements in 2022/23:

- Completed the Council's Statutory Accounts for 2021-22 in preparation for external audit review.
- Successful recruitment and training of additional staff resources for the Income and Payments team, ready for implementation of the recentralisation of the procure to pay process.
- Implemented new Financial Management health check meetings for each directorate as part of the quarterly financial monitoring reported to members. The meetings enabled directors and service managers to better understand financial matters with the aim of improving financial management across the council.

Key Areas of Work for 2023/24:

- Complete the Council's Statutory Accounts for 2022-23 for external audit review and consideration by the Corporate Governance & Audit Committee.
- Support the Budget Review process as part of the Council's Financial Strategy preparation.
- Develop the Council's revenue budget and spending plans for 2024-25 based on the approved Financial Strategy.
- Re-centralise the Council's procure to pay process in the Income and Payments team.

Capital and Strategic Financial Monitoring

Key Achievements in 2022/23:

- Implemented a Method of Payment Policy, which ended the Council's acceptance of cheques. Alternative options are more efficient, cost effective and reduce the potential for fraud, errors and cheques being lost.
- Completed preparation and testing for the recentralisation of the procure to pay process within the Council's Financial Management System, Civica.
- Completed a major upgrade of the Council's income management system.
- The Finance Systems team brought in improvements for Civica including dashboard indicators and new e-forms for the debtor's module with IT support.

Key Areas of Work for 2023/24:

- Finance system support to manage the recentralisation of the procure to pay process.
- Undertake a major upgrade on the Council's Financial Management System (Civica).

Internal Audit and Corporate Investigations

Key Achievements in 2022/23:

- 14 full audits and 3 follow ups were completed, and 9 key financial systems were tested and reviewed to ensure compliance with procedures and internal controls.
- The annual Empty Home Review resulted in £229,593 of additional revenue for the Council, as it was established that 138 properties in the district were not empty.
- Completion of investigations linked to the data matches undertaken this year for the National Fraud Initiative (NFI) resulting in savings to the public purse of £488,269.

Key Areas of Work for 2023/24:

- Undertake audits and follow up reports as detailed in the plan approved for the year by the Corporate Governance & Audit Committee in March 2023.

- Complete investigations linked to the 2023-24 bi-annual premium data matches from the NFI and carry out the Team's annual work plan.

Legal and Democratic Services Division

Democratic Services

Key Achievements in 2022/23:

- Operation London Bridge to oversee the ceremonial and governance impacts of the passing of Her Majesty Queen Elizabeth was completed effectively, in partnership with other public bodies.
- A video suite was integrated into the Committee Rooms on time and within budget and now allows a larger number of people to watch than was possible under the previous audio only suite.
- Supported implementation of the Code of Conduct in several parishes and undertook investigations into code of conduct breaches in other Districts and Boroughs, creating a new income stream.

Key Areas of Work for 2023/24:

- Implement an induction and training programme for new Members following the 2023 District Council election.

Legal (inc. Procurement and Information Management)

Key Achievements in 2022/23:

- Several Compulsory Purchase orders to enable strategic work in the district were made. Major transfers of land were also made at the direction of full council such as the Midhurst Castle and Westbourne community land trust sites.
- Major project work to support St James industrial estate redevelopment and the issuing of leases to all new tenants was undertaken and is ongoing.
- The procurement partnership with Hampshire County Council developed further with several cross-authority procurements taking place where economically advantageous to do so. This has various advantages of efficiency and cost saving.
- A partnership agreement to deliver environmental health prosecutions was agreed at zero cost to this authority.

Key Areas of Work for 2023/24:

- Supporting the LA Housing fund to generate housing for Ukrainian and other refugees.
- Reviews of body worn cameras, subsidy control, procurement practice and information policies, following impending changes of statute and procurement regulations will need to be carried out and implemented following member input.

Revenues and Benefits (part of the Housing, Revenues and Benefits Division)

Key achievements during 2022/23:

- Over 34,000 Energy Rebates were administered with eligible residents receiving their £150 during April and May 2022.
- Business Rates revaluations were completed in time for annual billing, effective from April 2023.
- The Covid Additional Relief Fund, our rates relief scheme to assist businesses not required to close during the pandemic but nevertheless affected, continued to be administered following further guidance from government.
- Administration of the Household Support Fund was supported through issuing fuel and food vouchers on behalf of WSCC.
- Annual Council Tax bills were issued to all households and Business Rates and Business Improvement levy bills were issued to all businesses as applicable.

- The Council's new Supporting You Team was set up this year. Once officers were appointed, the team began working with residents having trouble due to the cost-of-living crisis.
- Telljo, a software tool enabling greater understanding of an individual's circumstances was implemented to aid Supporting You and our approach to our residents.
- Policy in Practice, a software tool to enable us to target our resources and efforts where deprivation is known and to help residents maximise their income and living standards was procured and implemented this year.
- Online services were promoted regularly to help increase self-service take up.
- A Discretionary Council Tax Reduction Scheme was administered, making 7,553 awards to residents struggling with Council Tax payments.

Key Areas of Work for 2023/24:

- A review of the Council Tax Reduction Scheme, exploring options to ensure the scheme is fit for the future.
- Investigate technology to assist with debt recovery action and to assist residents with income maximisation.
- Complete an evaluation of the Council's 'Supporting You' initiative.
- Continue to review website content ensuring it is up to date and reaches the target audience.
- Support residents with ongoing increased living costs through discretionary schemes administered by the Council and signposting residents to other support available externally.

Customer Services (part of the Communities, Customer Services and Wellbeing Division)

Key achievements during 2022/23:


- External and internal officer training has built resilience in the team, keeping staff skilled, flexible, and motivated, improving staff retention and enabling future expected improvements in performance.
- Amendments have been made to the Customer Service Centre at East Pallant House. A lectern now provides a focal point for customers when visiting the offices. Improved working practices in the Centre have served to further support our Customer Service officers and enhanced the customer experience.
- An equalities monitoring form is now available for customers to complete when visiting the offices if they wish to do so, helping to ensure services are accessible to all residents in the district.

Key Areas of Work for 2023/24:


- Project manage, in conjunction with ICT, delivery of the new Customer Relationship Management system and the new integrated corporate and Customer Service Centre telephony solution.


Performance Indicators: Finance, Corporate Services and Revenues and Benefits Cabinet Portfolio

Land Charges


PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 48a	% Of all searches carried out within 10 working days	Higher is better	69.1%	100%	51.7%		Weaker	We did not achieve our target due to new staff in two different posts which impacted our turnaround time earlier in the year. We are now up to date with all searches between January and April 2023 being completed within 10 working days. Our average turnaround time for this period is 3 working days.	100%

Human Resources


PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 143	Working Days Lost Due to Sickness Absence	Lower is better	7.54 days	7 days	8.89 days		Weaker	<p>Average sickness days per employee for the period 1.4.22 to 31.3.23 = 8.89 days</p> <p>Long Term Sickness = 5.57 days Short Term Sickness = 3.32 days</p> <p>A contributory factor is a change in sick pay arrangements. From July 2022 sick pay for Contract Services staff was fully aligned with the rest of the council. This means that during the first 7 calendar days of any sickness period full sick pay is now received.</p> <p>HR continues to work closely with Contract Services and others to actively manage absence, ensuring that support is given to staff as needed and formal steps under the Absence Management Policy are taken whenever appropriate.</p>	8 days

LPI 289	Quarterly Staff Turnover	Lower is better	6.1%	15.0%	16.49%		Weaker	<p>The labour market for our sector remains an employees' market due to on-going supply and demand issues. The public sector can be particularly impacted by the lack of flexibility regarding nationally negotiated pay rises at a time of continuing high inflation. The April 2023 pay award may not be settled for many months due to the breakdown in national negotiations and threatened strike action.</p> <p>A range of measures are used to mitigate this, including use of market supplements, one-off recruitment payments, enhanced professional development, use of specialist employment agencies, expanded promotion of the employee benefits package, and on-going appraisal of how jobs are marketed, including much increased use of social media and the recent change to accept CVs.</p>	15%
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Financial Services



PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 156	Creditor invoices paid within 30 days	Higher is better	95.98%	98%	96.19%		Better	<p>Issues with incomplete vouchers which delay payments to suppliers has been a common theme for some time. To improve this, the procure to pay process will be recentralised back into the Financial Services Division. Extra staff resources were recruited and trained ready to 'Go Live' on 15 May 2023. Following this, performance is expected to improve, and it is envisaged that the target will be raised to 99% in future years.</p>	98%

Legal Services



PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 74	% Prosecution proceedings started within ten working days of receiving complete instructions	Higher is better	100%	90%	100%		No change	This indicator has met the target for seven years and is well embedded into the practices and procedures of the authority. Removal of this indicator and instead focusing on managing litigation matters in Planning is being proposed to the new Planning Committee membership.	N/A

Revenues and Benefits

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 004a	Time taken to process new claims for benefits	Lower is better	14.4 days	15 days	15.8 days		Weaker	The number of new claims for Housing Benefit (HB) and Council Tax Reduction (CTR) have increased from 2021/22 to 2022/23. However, caseload has remained static, which suggests that either people move in and out of work or claim and do not qualify (an impact of the cost-of-living situation and the take-up work that we have been doing). Most CTR claimants of working age are in receipt of Universal Credit (UC), therefore performance is impacted by delays in UC processing. Given this, a turnaround slightly over target still represents a good service with claims being decided in a little over two weeks on average.	15 days
LPI 004b	Time taken to process change events for benefits	Lower is better	4.9 days	7 days	5.0 days		Weaker		7 days

LPI 140	% Council Tax collected	Higher is better	97.79%	98.2%	97.64%		Weaker		97.9%
LPI 141	% Non-domestic Rates Collected	Higher is better	97.12%	98.2%	97.28%		Better		97.4%

Customer Services

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 011a	% Customer Service Centre enquiries resolved at first point of contact	Higher is better	80.42%	85%	79.75%		Weaker	<p>Simpler tasks are commonly placed online, which means more complex queries, and more vulnerable customers often requiring back-office support are coming through to the Customer Service Centre.</p> <p>In the Summer, Energy Rebate queries all needed to be passed to back-office staff, which lowered the first contact resolution rate.</p> <p>An increased rate of staff turnover this year also impacted first contact resolution rates as newer staff need to take call back requests for more experienced officers. Training is ongoing for new staff.</p>	85%
LPI 011b	% Calls to the Customer Service Centre that are answered	Higher is better	72.92%	90%	78%		Better	<p>Increased call volumes (some as a result of the Energy Rebates), staff turnover, training for new staff and sickness have all impacted call answer rates. For most of the year, the Team operated at between 72% and 89% staffing capacity.</p>	90%

Cabinet Portfolio: Planning

Key Areas of Responsibility

Development Management	Planning Policy
<ul style="list-style-type: none">• Development Management including for the South Downs National Park Authority• Planning Enforcement	<ul style="list-style-type: none">• Local Plan and infrastructure planning• Community Infrastructure Levy• Neighbourhood Planning• Conservation and Design

Development Management Division

Development Management

Key achievements in 2022/23:

- The Council entered into a new Section 101 contract for the provision of a development management service to the South Downs National Park Authority from 1 October 2022.
- Major housing-led developments continued to make progress in the Chichester Strategic Development Locations (SDLs). Construction of the first phase of the Whitehouse Farm SDL is well underway, so far providing new homes for over 200 households.
- Over 440 enforcement complaints were dealt with this year and 17 formal Notices were issued.
- Whilst Covid-19 led the courts to allow further time for the occupants of the Birdham Gypsy and Traveller Site to vacate the land, officers have continued to drive forward the legal case for compliance with the order of the court.

Key Areas of Work for 2023/24:

- Determination of the outline applications for Tangmere SDL and Phase two of Whitehouse Farm SDL.
- Continuing to drive forward the process of seeking compliance at Birdham Gypsy and Traveller Site and Crouchlands Farm, Lagoon 3.
- Improving customer service, including updates to the website, to help customers be more informed about the planning process and enforcement of planning controls.

Planning Policy Division

Planning Policy (including Local Plan, Infrastructure Planning and Conservation and Design)

Key achievements in 2022/23:

- Key evidence informing the Local Plan Review was completed, including the Transport Assessment and Strategic Flood Risk Assessment.
- Worked with key partners to deliver a Water Neutrality Strategy in the north-east of the district.
- Secured a Nutrient Neutrality budget to support the Local Plan.
- The Local Plan Review (now the Proposed Submission Local Plan) was published for Regulation 19 Consultation, prior to submission for examination.
- A Sustainability Appraisal and Habitats Regulation Assessment of the Plan were completed and published alongside the Plan.
- The Tangmere Compulsory Purchase Order (No.2) was Made.
- Support has continued to be provided to Parishes undertaking neighbourhood plans and neighbourhood plan reviews.
- The Community Infrastructure Levy Team collected £9,170,192 this year of which £1,445,884 was passed to Parish Councils to spend on projects to support the growth of their areas.









- The Council received an estimated £426,246 in contributions due under Section 106 legal agreements related to developments this year. £458,799 was spent in supporting provision of community and leisure facilities across the district, together with measures to protect the environment at Chichester & Langstone Harbour and Pagham Harbour.

Key Areas of Work for 2023/24:

- Consider and respond to representations on the Regulation 19 Consultation for the Local Plan.
- Submission and examination of the Proposed Submission Local Plan.
- Progress the Tangmere Compulsory Purchase Order (No.2) to confirmation by the Secretary of State.
- Continue to support production of Neighbourhood Plans.
- Complete the programme of Conservation Area Appraisals.

Performance Indicators: Planning Services Cabinet Portfolio

Development Management

PI Code	Short Name	Assessment	2021/22 Outturn	2022/23 Target	2022/23 Outturn	Status	Trend - 2022/23 v 2021/22	Commentary	2023/24 Target
LPI 124	CDC Area - Planning appeals allowed	Lower is better	28.21%	30%	44.44%		Weaker	April 2022 – March 2023: 20 appeals allowed from 45 submitted. Performance is below target, mainly due to the number of appeals for new housing allowed due to the significant weight attributed by Inspectors to the provision of housing.	30%
LPI 124a	SDNP Area - Planning appeals allowed	Lower is better	29.17%	30%	20%		Better	April 2022 – March 2023: 3 appeals allowed from 15 submitted.	30%
LPI 187a	CDC Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	73.58%	60%	64.7%		Weaker		60%
LPI 187b	CDC Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	75.52%	65%	76.4%		Better		65%
LPI 187c	CDC Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	82.67%	80%	83.94%		Better		80%
LPI 188a	SDNP Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	100%	60%	87.5%		Weaker		70%
LPI 188b	SDNP Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	76.36%	65%	70%		Weaker		80%
LPI 188c	SDNP Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	84.8%	80%	85.6%		Better		80%