

DRAFT Corporate Plan 2018-21

Our Vision

Chichester District: a place where businesses can flourish; where communities are active and happy; where residents and visitors can find fulfilling cultural, leisure and sporting activities; and where a good quality of life is open to all.

Our Priorities

- Improve the provision of and access to suitable housing
- Support our communities
- Manage our built and natural environments to promote and maintain a positive sense of place
- Improve and support the local economy to enable appropriate, local growth
- Manage the Council's finances prudently and effectively

Our Objectives

- Improve the provision of and access to suitable housing
 1. Increase the supply of suitable housing in the right location
 2. Ensure housing is used effectively and is fit for purpose
 3. Provide support for those that need it
- Support our communities
 1. Provide support to communities and individuals who are vulnerable
 2. Work together to help people feel safe
 3. Help our communities to be healthy and active
- Manage our built and natural environments to promote and maintain a positive sense of place
 1. Promote quality development and recognise the importance of the natural environment
 2. Encourage sustainable living
 3. Maintain clean, pleasant and safe public places
 4. Support the provision of essential infrastructure
 5. Help make our City and towns accessible and attractive
- Improve and support the local economy to enable appropriate, local growth
 1. Promote commercial activity and economic growth
 2. Promote Chichester District as a leading visitor and cultural destination
 3. Promote the City and town centres as vibrant places to do business
- Manage the Council's finances prudently and effectively
 1. Ensure the prudent use of the Council's resources
 2. Provide value for money through efficient and effective service delivery
 3. Maintain a low rate of council tax while protecting services

Priority	Objective	Actions to achieve the objective
Improve the provision of and access to affordable housing	1. Increase the supply of suitable housing in the right location	1.1 Over 5 years, an average of 140 affordable homes will be built each year.
		1.2 We will expect 35% of market homes to be one or two bedroom and 50% to be three bedrooms.
		1.3 We will maintain a five year supply of housing land.
		1.4 We will maintain a five year supply of Gypsy and Traveller pitches.
		1.5 We will support parish councils in preparing and updating neighbourhood plans.
	2. Ensure housing is used effectively and is fit for purpose	2.1 We will enable 50 homes to be improved each year through the council's landlord accreditation scheme, financial assistance packages and enforcement.
		2.2 We are implementing the Private Sector Housing Renewal Strategy 2016-21 that focuses on working to improve the poorest quality accommodation in the private rented sector and tackling excess cold and fuel poverty, by ensuring properties are provided with whole-house, efficient, controllable heating systems and thermal insulation. The aim is to improve 75 homes over 5 years.
	3. Provide support for those that need it	3.1 As required by the Homelessness Reduction Act 2017 we will seek to prevent homelessness by working with people at risk of becoming homeless; we will endeavour to sustain tenancies wherever possible and provide advice and support on a full range of housing options. A target will be set once the Homeless Reduction act has been implemented and the full implications understood.
		3.2 New Housing Benefit and Council Tax Reduction claims will be processed within 15 working days.
		3.3 In order to minimise the impact of welfare reforms on our most vulnerable households, we will signpost those coming to us for financial and debt management support when receiving the request or identifying the need.

Priority	Objective	Actions to achieve the objective
Support our communities	1. Provide support to communities and individuals who are vulnerable	1.1 We will work in partnership with West Sussex County Council and the voluntary sector to identify six communities that need additional support. We will assist them in identifying the needs of their community and support them to acquire the skills, funding and contacts they need to achieve their goals.
	2. Work together to help people feel safe	2.1 We will prioritise our actions to reflect the community safety outcomes contained within the Community Safety Partnership Action Plan.
		2.2 We will work with partners to maintain low crime levels.
		2.3 We will reduce the incidence of Anti-social behaviour that needs to be reported to the Police, particularly that affecting repeat victims and maintain the level of ASB personal incidents below 200 in the rolling year.
	3. Help our communities to be healthy and active	<p>3.1 We will achieve the outcomes set out in the 'Improving the Health of our Communities and Workforce' action plan, which co-ordinates the Council's resources on four health priorities. These priorities are:</p> <ul style="list-style-type: none"> • Healthy lifestyles – action for the Community • Healthy lifestyles – action for staff • Housing and planning for healthy communities • Mental health and emotional wellbeing
		3.2 Via our Leisure Management Contract with Everyone Active, we will provide access to and encourage increased participation in sport and physical activity through provision of suitable facilities and activities for the community. Specific targets for this will be set annually.
		3.3 80% of clients will maintain a positive lifestyle change after 3 months as a result of referral to the Wellbeing Service.

Priority	Objective	Actions to achieve the objective
Manage our built and natural environments to promote and maintain a positive sense of place	1. Promote quality development and recognise the importance of the natural environment	1.1 Ensure strategic development is completed in accordance with Master Plans.
		1.2 We will use our Authority's Monitoring Report to confirm whether development complies with the policies of our Local Plan.
		1.3 6 Conservation Area Character Appraisals will be completed by 2021.
		1.4 We will conduct a review of our Local Plan and adopt it by 2020.
	2. Encourage sustainable living	2.1 Using targeted communication campaigns, we will encourage a reduction in residual waste of 20kg per household, per year from the current level of 478kg.
		2.2 We will achieve a household recycling rate of 50% by 2020.
		2.3 We will increase the proportion of households using the garden waste collection service from 20% to 30% by 2020.
		2.4 We will encourage an 8.5% reduction per person in CO2 emissions from 6.8 tonnes to 6.2 tonnes by 2021.
	3. Maintain clean, pleasant and safe public places	3.1 90% of fly tips will be removed within 3 working days.
		3.2 Graffiti will be removed within 5 working days.
		3.3 We will use a range of initiatives to reduce the amount of litter dropped across the district with regular monitoring to review effectiveness and in 2018/19 will achieve a 50% reduction in the litter across South Street and West Street, Chichester pedestrian areas as part of a one year trial. .
	4. Support the provision of essential infrastructure	4.1 Facilitate the delivery of prioritised infrastructure in accordance with the approved Infrastructure Business Plan.

		4.2 Work with communities, West Sussex County Council and Highways England to identify an improvement scheme for the A27 to be put forward for the post-2020 Road Investment Strategy (RIS2).
	5. Help make our City and towns accessible and attractive.	5.1 Co-ordinate and where responsible, deliver, the outcomes contained within the Chichester Vision Action Plan and to refresh/develop the Visions for Petworth, Selsey and Midhurst.
Priority	Objective	Actions to achieve the objective
Improve and support the local economy to enable appropriate, local growth	1. Promote commercial activity and economic growth	1.1 Complete the Enterprise Centre to deliver 250 new jobs every three years.
		1.2 Directly support start-up businesses through rent subsidy and monitor the success rate of these companies to ensure survival rates after three years of operation align with the South East actual rates.
		1.3 Promote inward investment and support the economic use and development of existing and newly designated employment land, Horticultural Development Areas and other commercial land. In the area covered by the Chichester Local Plan (not including the South Downs National Park), this will create an additional land / office space of 16,000 sq.m of industrial/warehousing and 2,500 sq.m of office space by 2021, excluding Southern Gateway..
		1.4 Continue to provide the Choose Work scheme with a commitment to engage with at least 80 clients per annum, of which 40% will secure employment at the end of the programme.
		1.5 Implement the Southern Gateway Masterplan in partnership with landowners and developers so as to deliver 365 homes, 1434 new jobs and 21,600sqm of business/retail and leisure floor space by 2021.
	2. Promote Chichester as a visitor and cultural destination	2.1 We will maintain food safety compliance by at least 95% of businesses at a satisfactory rating of 3 or above.
		2.2 80% of visitors surveyed will feel satisfied with our town centres.
		2.3 Work in partnership with the Destination Management Organisation (DMO) to support the writing of a new Destination Management Plan (DMP) for the visitor economy by September 2018.
		2.4 Working in partnership with the cultural sector, complete a cultural strategy and implementation plan.

	3. Promote the city and town centres as vibrant places to do business	3.1 Provide a programme of training and grants to improve shop fronts in order to help create the conditions to maintain the occupancy of our city and town centre shops above the South East average. To provide training for up to 40 business and to distribute over 35 grants.
Priority	Objective	Actions to achieve the objective
Manage the Council's finances prudently and effectively	1. Ensure prudent use of the Council's resources	1.1 Ensure the revenue budget and capital programme remain balanced and sustainable over a rolling 5 year period.
		1.2 Manage the Council's risks, ensuring that corporate risks are controlled and their risk score is brought down to target levels as agreed by the Corporate Risk Group..
		1.3 Have sound governance arrangements in place.
	2. Provide value for money through efficient and effective service delivery	2.1 Maintain a programme of improvement reviews for our services, to ensure that they are delivered effectively and efficiently. These reviews should challenge existing costs, service delivery mechanisms and consider using outside bodies where appropriate.
		2.2 Ensure that where the Council has discretion over charging for services, service users should normally bear the full costs, except where there are important community considerations.
		2.3 Implement an investment strategy to preserve and improve the financial and other resources available to the Council in accordance with the outcomes contained within the Investment Protocol and Treasury Management Strategy.
	3. Maintain low rate of council tax while protecting services.	3.1 Provide services without the use of reserves.
		3.2 Continue to review the Council's costs over the 5 years of the financial strategy, and refine the financial principals in order to maintain a balanced budget.
		3.3 Continue to identify and develop income generating opportunities for the Council.

Our Guiding Principles

We are committed to running an organisation that puts customers at its heart, delivers value for money, and works with our communities and partner organisations to ensure we focus on what is important. We will:

- Put our customers first.
- Take into account user feedback when designing services.
- Help our communities to address issues that are important to them.
- Use our resources well and innovatively.
- Be welcoming to change.
- Be fair, open and transparent.
- Keep our staff skilled, motivated and flexible.
- Work with our partners to respond to customers' needs.
- Provide services that are digital by default.