



Chichester District Council

Annual Report

2018/2019

Chichester District Council Annual Report 2018/2019

| Contents | Page |
|--|-------------|
| Introduction..... | 3 |
| About Us..... | 5 |
| Cabinet Portfolio: Leader of the Council | 7 |
| Cabinet Portfolio: Community Services | 13 |
| Cabinet Portfolio: Corporate Services..... | 21 |
| Cabinet Portfolio: Environment Services..... | 26 |
| Cabinet Portfolio: Housing Services..... | 30 |
| Cabinet Portfolio: Planning Services..... | 33 |
| Cabinet Portfolio: Residents Services..... | 36 |

Introduction

Welcome to Chichester District Council's Annual Report 2018/19.

This report is a summary of the key achievements and progress that the Council has made over the previous year. Details of our day to day functions can be found on the Council website.

Some major development projects have moved forward this year. Ravenna Point, comprising 6 newly constructed industrial units in Terminus Road, Chichester, was completed this year. The site provides modern, high quality space for trade-type businesses, and joins the nearby Enterprise Centre, which opened last year and provides modern, flexible office-type and workshop spaces. Together these facilities help demonstrate the Council's commitment to our Corporate Plan objective of improving and supporting our local economy.

Our Economic Development Team has been helping to support the local economy, with a focus on small, independent retailers. This year saw the launch of the Retail Mentoring Programme, which has provided specialist training to independent retailers across the District through 33 workshops and 76 mentoring sessions. In addition, over £18,000 has been distributed as grants for external improvements to retail premises.

The Council works to support individuals into employment, in order to further support the economy. This year, our Choose Work Team, who already work with unemployed clients to develop their skills and bring them closer to employment, worked with LoveLocalJobs to deliver the 'Be The Change' project. The project focussed on developing the aspirations of young people struggling to engage with their education or career prospects. The launch conference in February 2019 was attended by over 100 pupils and 30 mentors from local businesses.

Our Development Management and Planning Policy Teams have been working towards delivering strategic development locations this year, in support of the Council's priority to improve the provision of and access to affordable housing. Sites to the West of Chichester and in Westhampnett have been granted permission this year, with further outline permissions granted for over 1000 new homes to be built in the coming years. Work will continue into next year on delivery of a strategic site in Tangmere and on the Local Plan Review to ensure suitable and affordable homes for our residents into the future.

Our Corporate Plan also sets out our objective to help communities be healthy and active. Following a successful pilot and effective partnership working, our Wellbeing Team launched the Social Prescribing project in July 2018. 4 Social Prescribers, placed in GP Practices across the District, are working with people who have non-medical issues requiring community-based solutions. Since launch, the team has received over 450 referrals from GPs, with clients needing support with debt and money management, housing issues and lifestyle issues. Early indications show the service is reducing the number of non-medical appointments for GPs and clients are being supported to access services they need. The Wellbeing Team and partners will continue to develop this service next year.

To help our residents stay healthy and in their own homes, changes to Disabled Facilities Grants for the whole County have been introduced, following a pilot. The new Discretionary Disabled Facilities Grant Policy provides a range of funding options. These include: fast-track assistance for adaptations needed to return home from hospital; financial top-up for works to make homes suitable; and funding for repairs and improvements to make homes safer, with the aim of preventing a hospital admission. Around 180 people have received help from the scheme so far.

The Council works to manage our built and natural environments to promote and maintain a positive sense of place. For our natural environments, this year a Biodiversity Enhancement Project was delivered in Lavant Valley (north of Fordwater Lane) and a Green Gym was developed at Brandy Hole Copse Nature Reserve. Our Environmental Protection Team worked with Southern

Water to ensure all three bathing water sites in the District are now rated as 'excellent' and our Contract Services Team have worked hard on a range of initiatives to increase our recycling rate from 45% to 47%.

Our 'Against Litter' campaign, launched last year was awarded a gold PR-ide award for 'Best Community Relations Campaign'. The campaign has been a huge success with 190 local areas now signed up to our 'Adopt an Area' scheme and 430 people signed up to be 'Green Dog Walkers' and receive advice and incentives to be a more responsible dog owner. The Litter Enforcement trial, in partnership with East Hants District Council concluded in December 2018 and a 3-year scheme to enforce fixed penalty notices for those who drop litter was agreed by Councillors.

Our built environments have benefited from progress on Chichester Vision projects this year and the extension of the 'Vision' model to other areas, namely Midhurst, Petworth, Selsey and, in 2019/20 East Wittering and Bracklesham. In Selsey, the 'Sea's the Day' project, from their Vision Action Plan has helped further engage Selsey with its fishing heritage, with results including a film, recipe cards and oral history archives. Work will continue on all Vision projects into next year.

Our Corporate Plan commits us to managing the Council's finances prudently and effectively. The average household now pays just over £3 per week for over 80 different services provided by Chichester District Council. We continue to manage public money wisely and deliver high performance at the lowest possible cost. This year we have increased our income by renting our committee rooms to HM Courts and Tribunal Service to hold hearings for non-criminal and low-risk cases, following the closure of the Chichester Combined Courts building. We have also increased opportunities for our customers to self-serve by bringing more services online. Customers can now report missed bin collections or order a new bin online, and manage their Council Tax account and Housing Benefit claim, if they have one, online.

Following a review by the Local Government Boundary Commission in 2017, in 2018 our Democratic and Electoral Services Teams worked towards reducing the number of Councillors from 48 to 36. This involved extensive electoral boundary changes and a review to determine the optimum number and size of committees to enable Members to fulfil their roles effectively and ensure governance arrangements and decision making are sustainable. This work was completed for the District and Parish elections in May 2019.

Following this election, the Council has moved to no overall control. Councillors from the Conservative Party, the Liberal Democrats, the Labour Party, the Green Party, Local Alliance (Selsey) and an independent Councillor now make up the Council. Following appointment of a new Leader, Deputy Leader, Cabinet and Committee Members, new and returning Councillors look forward to working effectively together to meet the challenges ahead and deliver the best possible outcomes for our communities.

Leader of Chichester District Council



2018/19 – Cllr Tony Dignum



2019/20 – Cllr Eileen Lintill

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 an estimated population of 120,192¹ (June 2018) and covers over 300 square miles, from Selsey in the south to Lynchmere in the north.

Chichester District Council is involved with the majority of day to day services and activities that residents come into contact with – from emptying the bins, to dealing with planning applications. Its main office is based in the centre of Chichester and it also provides a contact point for some Council services in Selsey.

This Annual Report covers the period from 1 April 2018 to 31 March 2019. At that time, there were 67 parishes in the District and 48 elected members of the Council. The political makeup of the Council at 31 March 2019 was:

- Conservative: 39
- Liberal Democrats: 5
- Independents: 3
- Vacancy: 1

Following boundary changes and the local elections on 2 May 2019, the number of Councillors has reduced to 36 and the political makeup has changed to:

- Conservative: 18
- Liberal Democrats: 11
- Green: 2
- Labour: 2
- Local Alliance: 2
- Independents: 1

How We Make Decisions

Council

All councillors from across the District 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 2018/19, **Cllr Elizabeth Hamilton** was Chairman of the Council, with **Cllr Norma Graves** as the Vice-Chairman. From 21 May 2019, **Cllr Elizabeth Hamilton** remains Chairman of the Council and **Cllr Clare Apel** takes up the role of Vice-Chairman.

Cabinet

The Cabinet meets on a monthly basis and includes seven councillors making key decisions on plans, strategies and budget. The Council's Constitution determines which of these decisions are then subject to approval by the Council. The membership and roles on the Cabinet changed following the May 2019 election.

For 2018/19 the Cabinet was:

- **Cllr Tony Dignum** – Leader of the Council (with responsibility for Growth, Place and Regeneration)
- **Cllr Eileen Lintill** – Deputy Leader of the Council and Cabinet Member for Community Services
- **Cllr Peter Wilding** – Cabinet Member for Corporate Services
- **Cllr John Connor** – Cabinet Member for Environment Services
- **Cllr Jane Kilby** – Cabinet Member for Housing Services
- **Cllr Susan Taylor** – Cabinet Member for Planning Services

¹ Source: Office of National Statistics - Population Estimates

- **Cllr Roger Barrow** – Cabinet Member for Residents Services

From 21 May 2019, the Cabinet is:

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

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 also 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; a Licensing and Enforcement Committee; and a Standards Committee.

Officer Support

Diane Shepherd, our Chief Executive, leads the Strategic Leadership Team (SLT) which includes an Executive Director/Deputy Chief Executive and five Directors of Service. Following a Management restructure, the number of Directors of Service has reduced to four from May 2019. SLT, along with Divisional Managers, support councillors while also managing the Council's day to day services.

Chichester in Partnership

Chichester in Partnership consists of public, private, voluntary and community organisations working together to plan for the future of the District. Further detail on their projects is highlighted within this report.

Performance Management

In order 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 the 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.

| 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.

Leader of the Council (Growth, Place and Regeneration)

Key Areas of Responsibility

| | |
|---|--|
| Regeneration <ul style="list-style-type: none">• Southern Gateway• Asset Realisation Project | Place <ul style="list-style-type: none">• Car Parks• City and Town Centre Co-Ordination• Vision development and projects• Public Conveniences• Bus Shelters |
| Property and Growth <ul style="list-style-type: none">• Economic Development• Estates• Building Services | |

Regeneration

Southern Gateway

The largest regeneration project in the city for a generation; this involves 30 acres of largely brownfield land in and around the railway/bus transport hub, including land owned by the District Council. The project has the potential to deliver 21,600 m² business/leisure/retail floor space, create 1,137 new jobs and deliver 365 dwellings. The Local Enterprise Partnership has awarded £5m to the District Council to support the project.

Key Achievements in 2018/19:

- A soft market appraisal, development brief and procurement documents were completed.
- Worked towards the signing of a collaboration agreement with West Sussex County Council, which was subsequently signed on 30 April 2019.
- A communication plan was developed, including a brand and information video.
- All site surveys were conducted and a waste water treatment study was completed.

Key areas of work for 2019/20:

- An OJEU procurement notice will be placed on the e-portal inviting interested parties to bid for the opportunity. Tenders will be evaluated and there will be a competitive dialogue process with those short-listed, before reporting preferred developers to Cabinet and Council in late autumn.
- Continue to work with Homes England regarding ownership of the former Courts site.
- Complete the purchase of a potential relocation site for one of the non-conforming uses within the development area.
- Continue to make presentations to community and business groups and hold regular update briefings.

Asset Realisation Project

This project comprises a full review of property within the Council's ownership with the objective of identifying opportunities to generate capital and/or revenue in the future. It is a strategic piece of work that will provide the Council with a pipeline of opportunities to tap into and assist in filling funding gaps as they appear.

Key Achievements in 2018/19:

- Project scope finalised and initial sifting commenced.

Key areas of work for 2019/20:

- Final sifting completed, site analysis and inspection of opportunities undertaken
- Legal; planning and estates issues investigated

- Draft report to be considered by the Commercial Programme Board, before a final report is reported to Cabinet.

Property and Growth Division

Economic Development

Key Achievements in 2018/19:

- With consultant support, work began on an inward investment report to identify suitable business sectors and potential users of employment land along with incentives or actions to encourage inward investment from business outside the District and growth for businesses already operating here.
- Grants totalling £60,267 were awarded to 34 small and independent businesses to help with capital projects. Projects enabled by these grants are contributing to the protection of 245 jobs in the District and will potentially create 81 new ones.
- The Retail Mentoring Programme successfully launched, providing specialist retail training to support independent high street retailers in Chichester City and rural towns/retail centres. 33 workshops have been delivered; 9 in Chichester and 6 each in Midhurst, Petworth, Selsey and East Wittering. A further 76 in-store mentoring sessions have been delivered across the 5 locations.
- A Shop Front Grants scheme was also launched, offering grants for external improvements to retail premises. 12 applications have been processed, with a total value of £18,625.

Key areas of work for 2019/20:

- Support the 'High Street' through continuation of the specialist retail training programme, shop front grants scheme and enabling grants.
- Deliver the updated Economic Development Strategy and Inward Investment Strategy.
- Establish links with larger businesses in the District to complement the existing Business Contact Programme for smaller businesses.
- Maximise apprenticeship opportunities by providing small funding incentives to encourage employer investments in training.

Estates

Key Achievements in 2018/19:

- Completed and let a development of 6 industrial units on Terminus Road, Chichester, now known as Ravenna Point.
- Options appraisals for Council property and land at Bracklesham Bay and The Old Bakery, Petworth were undertaken and will be reported to Cabinet in 2019/20.
- Regeneration schemes for St James Industrial Estate, Chichester and for some of the buildings in Priory Park, Chichester were progressed.
- Development arrangements were completed for a new Lidl store at the Barnfield site in Chichester, working with the Council's developer partner.
- Disposal of the Council's property at 2 The Gardens, Chichester was completed.

Key areas of work for 2019/20:

- Regeneration schemes for St James Industrial Estate, Chichester and some of the buildings in Priory Park will continue. In addition, an options appraisal covering the remaining buildings in Priory Park (public conveniences, cricket, bowls and brick pavilions) will be undertaken.
- Continue to work with our developer partner to progress development at the Barnfield site in Chichester.
- Complete disposal of the Council's land at The Grange, Midhurst and progress disposal of land at Church Road, Chichester.

- Working with the Place Division, an options appraisal will be undertaken concerning the Council's land and kiosk at East Beach Selsey.

Building Services

Key Achievements in 2018/19:

- Key projects in the Council's asset replacement programme were delivered and the planned repair and maintenance programme was implemented.
- The Council's Contractor list, used for compliance vetting of contractors, was reviewed.
- High priority fire safety works at Council owned and managed buildings were completed.

Key areas of work for 2019/20:

- Completion of the extensive refurbishment works at the Avenue De Chartres car park.
- Remaining fire safety works will be completed and, following legislative changes, emergency lighting provision at Council owned and managed buildings will be reviewed.
- Consider the introduction of a minor works framework.
- Review the repairs and maintenance programme for any required revisions and consider the need for stock condition surveys.
- Begin work on transferring data and records onto Idox/Uniform to allow electronic access.

Place Division

Parking Services

Key Achievements in 2018/19:

- Digital permits were introduced across a number of car parks and continue to be rolled out.
- The Safer Parking Award was again awarded to 27 of our 30 car parks, assisting with reducing crime and fear of crime in car parks and providing assurances that measures are in place to ensure a safe environment. The same 27 car parks have also been awarded the Disabled Parking Accreditation which recognises off-street parking facilities accessible to disabled people.
- Regulation 10 Penalty Charge Notices (PCN) were introduced, meaning PCNs can now be issued to vehicle owners through the post.
- Two Parking Services vehicles were replaced with electric vehicles.
- Additional training was provided for Civil Enforcement Officers to help tackle Blue Badge misuse in partnership with WSCC and specially trained investigators.

Key areas of work for 2019/20:

- A review of the Chichester District Parking Strategy to ensure it reflects the requirements of the district, including consideration of the issues identified in the WSCC Road Space Audit.
- The introduction of electric vehicle charging points across the district's car parks.
- Re-surfacing and re-lining in North Street car park, Midhurst and a redesign of Northgate car park in Chichester.

City and Town Centre Co-Ordination

Key Achievements in 2018/19:

- Project teams have begun to deliver the outcomes in the Chichester Vision and the Vision Delivery Steering Group continues to monitor delivery.
- Work has been undertaken to assist the delivery of key actions identified by Vision project groups in Selsey, Midhurst and Petworth. In Selsey, the 'Sea's The Day' Project helped to further engage Selsey with its fishing heritage and delivered outputs including a film, recipe cards and oral history archives.
- The team has worked closely with Chichester City Business Improvement District (BID).

Key Areas of work for 2019/20:

- Continue to work with partners to ensure co-ordination and delivery of projects in the Chichester Vision and Town Visions and action plans. Work will include improvements to the street scene, wayfinding and cycle facilities in Chichester and improvements to East Beach in Selsey. The 'Sea's The Day' book will be published which records the lives of fishing families in Selsey.
- Work with partners in East Wittering and Bracklesham to assist with delivery of their Vision.
- Continue to support the Manhood Peninsula Partnership to work together to deliver actions for that area.

Public Conveniences**Key Achievements in 2018/19:**

- Successful accreditation of 'Platinum' status in the 'Loo of the Year' Award for three of the Council's sites – Little London, Avenue De Chartres and Florence Park.

Key Areas of work for 2019/20:

- Refurbishment of the public conveniences at Tower Street, Chichester.
- Entrance of additional sites to the 'Loo of the Year' Award for consideration.

Cabinet Member: Leader of the Council (Growth, Place and Regeneration)

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|-----------------------------|--|------------------|-----------------|----------------|---------------------|---|---------------------------|--|--------------------------|
| Economic Development | | | | | | | | | |
| LPI 163b | Increase survival rates of companies at year 3 to align with the South East actual | Higher is better | 54.62% (2016) | 63.6% (2017) | 64.9% (2017) |  | Better | The business survival rate for Chichester District businesses is higher than South East and the outturn for 2017 is higher than in previous year. The next update will be in January 2020, when 2018 data is released. | South East actual |
| LPI 231 | Number of businesses supported through the Business Support Programme | Higher is better | 320 | 300 | 475 |  | Better | 475 businesses were supported with enquiries on business start-up, premises, planning and funding/grants. This contributed to the estimated protection of over 800 jobs in the District and the creation of 75. | 300 |
| LPI 237 | Respond to 90% of business planning applications | Higher is better | 100% | 90% | 100% |  | No change | 59 commercial full planning applications and 11 pre-apps have been reviewed and commented on in the 2018/19 year. | 90% |
| LPI 252 | Occupancy rate for our city and town centre shops | Higher is better | 96.4% | 92% | 94.68% |  | Weaker | Reported figure is an average across 2018/19. The Quarter 4 result was 95.51% (green status). The latest available figure for the South East is 92% (October 2018). | Above South East average |
| Estates | | | | | | | | | |
| LPI 53 | % empty units within our commercial and industrial property | Lower is better | 9.85% | 5% | 9.18% |  | Better | Reported figure is an average across 2018/19. The Quarter 4 result was 11.11% (red status). There continue to be a large number of vacant units at St James Industrial Estate pending commencement of refurbishment / redevelopment proposals. | 5% |
| LPI 54 | % rent and service charge arrears | Lower is better | 2.86% | 4% | 2.81% |  | Better | Reported figure is an average across 2018/19. The Quarter 4 result was 1.93% (green status). Priority attention is given to dealing with cases of unpaid rent in order to minimise arrears. | 4% |

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|-------------------------|---|--------------------------|-----------------|---------------------------------------|-----------------|---|---------------------------|--|---------------------------------------|
| Parking Services | | | | | | | | | |
| LPI 34 | % of car parks in the City for which we have achieved Safer Parking Awards | Higher is better | 100% | 100% | 100% |  | No Change | All City Car Parks have passed and Florence Road Car Park has been added to the scheme. | 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 in previous years, the exclusions are Bosham, East Beach Selsey and Selsey Marine. | 75% |
| LPI 177a | Tuesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City | Neither higher nor lower | 690 | No lower than 300- no higher than 952 | 810 |  | Weaker | Target threshold for this indicator is set at no lower than 300 vacant spaces to ensure demand isn't higher than the spaces available, and no higher than 25% of parking stock to ensure income levels are not affected. Total capacity on a Tuesday is 3,810 spaces; therefore upper threshold is 952 spaces. The overall target is a mid-point between the two thresholds. Reported figure is an average across 2018/19. The March 2019 result was 934 (green status). | No lower than 300- no higher than 952 |
| LPI 177b | Wednesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City | Neither higher nor lower | 686 | No lower than 300- no higher than 888 | 763 |  | Weaker | Target calculated in line with LPI 177a (above). Total capacity on a Wednesday is 3,554 spaces; therefore upper threshold is 888 spaces. Reported figure is an average across 2018/19. The March 2019 result was 952 (red status). | No lower than 300- no higher than 888 |
| LPI 177c | Saturday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City | Neither higher nor lower | 1053 | No lower than 300- no higher than 993 | 971 |  | Better | Target calculated in line with LPI 177a (above). Total capacity on a Saturday is 3,974 spaces; therefore upper threshold is 993 spaces. Reported figure is an average across 2018/19. The March 2019 result was 1163 (red status). | No lower than 300- no higher than 993 |

Community Services

Key Areas of Responsibility

Culture and Sport

- Leisure and Sport Development contract management
- Chichester Festival Theatre and Pallant House Gallery
- Visitor economy
- Novium Museum and Tourist Information Centre

Health Protection and Wellbeing

- Health Protection
- Wellbeing inc. Social Prescribing
- Emergency Planning

Communities

- Community Safety, CCTV and Community Wardens
- Family Intervention and Safeguarding
- Partnerships
- Community Engagement
- Grants and Concessions
- Choose Work

Culture and Sport Division

Leisure and Sports Development

The service oversees the Leisure management contract, which Everyone Active has been delivering since May 2016. The contract is monitored through regular reports, meetings, site inspections and the Leisure Task and Finish Group, who meet quarterly.

Key Achievements in 2018/19:

- The Everyone Active card has been implemented and received 68,269 registrations. Participation levels continue to be high with over 1,420,000 visits across all 3 sites.
- In partnership with Clarion Housing, diversionary outreach sports programmes were delivered in Chichester, Selsey and Tangmere.
- 50 week swimming lessons have continued to grow with just over 1,000 swimmers enrolled and 18 local schools taking part in school swimming.
- Over 300 matches of different sports were played on our pitches.
- Leisure grants and Section 106 funding have been used to support projects, including provision of accessible play equipment at Florence Park, Chichester, new competition starting blocks for Chichester Cormorants Swimming Club and the Selsey Sports Dream project to develop new multisport facilities.

Key Areas of work for 2019/20:

- Further marketing and programme reviews will be undertaken to make sure the target for growth in leisure centre attendance, particularly among the over 50s, is met.
- Undertake a review of events on CDC land, alongside development of an events strategy.

Culture

The service oversees funding agreements and monitoring frameworks for Chichester Festival Theatre, Pallant House Gallery and Visit Chichester. Annual Reports identifying achievements against targets are presented to the Overview and Scrutiny Committee and six-monthly update meetings take place to monitor progress.

Key Achievements in 2018/19:

- Between April and September 2018, Pallant House Gallery hosted successful exhibitions including POP: Art in a Changing Britain, Leonard Rosoman: Painting Theatre and Virginia Woolf: An Exhibition Inspired by Her Writings.

- The Gallery took part in the 'England's Creative Coast' project, funded by ACE's Cultural Destinations programme, UK Government and Visit England's 'Discover England' fund.
- A report on Chichester Festival Theatre's 2017/18 season was received by our Overview and Scrutiny committee in 2018/19. The report detailed successes including 'Forty Years On' and 'Fiddler on the Roof', which saw the highest number of tickets ever sold for a single play and musical. 'Fiddler on the Roof', which ran from July to September 2017, saw the theatre reach 99% capacity with 80,300 people attending.
- The ticket price for Chichester Festival Theatre's Prologue members (a free membership scheme for 16-25 year olds) reduced to £5. In total 3,300 tickets were sold, tripling the number purchased during the previous year.
- Visit Chichester has developed a Destination Management Plan and a business plan based on the key themes and activities is being developed.
- Visit Chichester delivered networking events including a very successful leaflet exchange event held at Chichester Festival Theatre.

Key Areas of work for 2019/20:

- Continuing to monitor the three funding agreements and development of the partnership between Chichester District Council and all 3 partners.
- Establish a stronger cultural network through the Chichester Vision and events process.

The Novium Museum and Tourist Information Centre (TIC)

Key Achievements in 2018/19:

- The Novium Museum and TIC welcomed over 52,500 visitors this year, the highest number since the museum opened in 2012. The TIC responded to 14,926 enquiries and a further 105 enquiries relating to the museum's collection were handled. Chichester Box Office managed sales of 6,770 tickets for local events.
- 1,680 school pupils attended learning workshop sessions and 73 loan boxes were used by schools. 21 sleepovers were held at the museum with 458 children participating and 13 work placement students were hosted at the museum.
- At the Guildhall in Priory Park, 12 weddings were held and 3 theatre productions including, 'Alice in Wonderland', and 'A Christmas Carol' attracted 205 visitors.
- The museum events programme, including gaming evenings, LEGO Brick pit, Make and Take sessions and evening talks attracted over 2,700 visitors.
- The third annual Roman Week attracted 2,250 people over 7 days in May 2018. As well as activities in the museum, events took place around the district including a Roman themed market, a treasure trail around local shops and historical tours around the city for families. The highlight of the week was a large scale re-enactment in Priory Park.
- This year the public programme of exhibitions and displays included: Game Plan: Board Games Rediscovered (a major national touring exhibition from the V&A) and The Museum of Childhood's Bricks Britannia: A History of Britain in LEGO Bricks, which brought record visitor numbers to the museum and attracted media coverage from BBC South Today.
- The Museum won Bronze in the category of 'Tourism Event/Festival of the Year' in the Beautiful South awards.

Key Areas of work for 2019/20:

- Consultants have been appointed to assess options to enable the Museum and TIC Service to improve the visitor experience and provide a greater economic impact.
- A new exhibition; Hollywood Rome: Reel Life in the Ancient World opened on 6th April. A programme of events will accompany the exhibition, including two evening talks.
- Roman Week 2018 has been shortlisted for a national Museums and Heritage Award. Winners will be announced on 15th May and Roman Week 2019 will be delivered from 25th to 31st May 2019 with the support of a £10k grant from Arts Council England.

- An exhibition on the internationally important North Bersted Man is currently scheduled for January 2020. A National Lottery Heritage Trust Grant application has been submitted to support the exhibition and community engagement.

Health Protection and Wellbeing Division

Health Protection

Key Achievements in 2018/19:

- The Food Standards Agency carried out a two-day audit with a focus on food and food premises related complaints and the investigation of infectious disease notifications. Overall the results were good, with a small number of minor issues that needed to be addressed.
- Traceability checks on imported high risk foods of animal origin were completed in 29 premises. Whilst no contraventions were noted, the project emphasised the importance of using reputable suppliers and checking the accuracy of supply details.
- 150 local business employees received a full days training in food safety.
- We inspected six hand car wash businesses operating in the District following national reports of poor standards. These were targeted at potential dangers to staff from exposure to chemicals and water, welfare of workers including modern slavery and waste water disposal. No major issues were found.
- In partnership with the Wellbeing Team, we carried out a project to promote the health and wellbeing of staff working on industrial estates. This involved carrying out advisory visits to Industrial Estates across the District, providing them with tailored health & safety advice together with health MOTs for their staff. We subsequently ran five health and safety training sessions for these businesses.
- We continued with a complex investigation following an accident at a large event which resulted in life-changing injuries.
- The team began to look ahead to prepare for a potential no-deal Brexit scenario. Possible affected businesses have been scoped, Officers trained and procedures put in place to issue Export Health Certificates as required.

Key areas of work for 2019/20:

- Undertake further inspections of high risk food premises to check food traceability and ensure that imported foods of animal origin have come from “approved” premises.
- Conduct checks of carbon monoxide levels in kitchens of food businesses which are known to have poor managerial standards.
- Undertake compliance checks on selected high risk skin piercers and tattooists registered with us. The checks will ensure premises are compliant with relevant byelaws and work is carried out safely, whilst also ensuring that our database is up to date.
- Following high-profile incidents in the last year, we will work to raise awareness of new industry guidance for the operation of inflatables, with the aim of ensuring compliance for those using such equipment.
- Continue to work with the Animal and Plant Health Agency to implement key decisions and to ensure the team is ready for the final decision made concerning Brexit and any impact it may have on the team’s work with Export Health Certificates.

Wellbeing

Key Achievements in 2018/19:

- Wellbeing advisors supported 1,034 clients with advice and information to make positive lifestyle changes. Whilst the majority of referrals are self-referrals, the service has increased GP referrals from 29 when the service began in 2013/14 to 232 in 2018/19.
- The Weight loss, physical activity and pre-diabetes programmes have supported 473 people to lose weight, be more active and learn about a healthy diet.

- We have supported 35 families with children to learn about a healthy lifestyle and gain confidence in being more active.
- We have worked with 13 local businesses to improve the health and wellbeing of their staff.
- 137 older people attended the Well Balanced falls prevention workshop to learn how to stay mobile and strong into their older age.
- The Wellbeing Home team have worked with the Housing team and other partners to support 64 people at risk of fuel poverty to maximise their income and make heating their home more affordable.

Key areas of work for 2019/20:

- We have signed a new 3 year agreement with WSCC to continue delivering the service and for the first time we have confirmation of funding for the whole of the agreement period.
- The service will receive additional resources for training to undertake NHS health checks (the national cardiovascular disease screening programme) and to deliver a one to one smoking cessation service.

Social Prescribing

Key Achievements in 2018/19:

- The Social Prescribing service, jointly funded by CDC, local GPs, Clarion and A2 Dominion housing providers, Chichester City Council and Midhurst League of Friends, launched in July 2018 with 4 Social Prescribers working from GP practices across the district.
- The service has received more than 450 referrals from GPs for reasons including support for debt and money management, housing issues, and lifestyle issues. Many are referred because they are socially isolated and need support to reconnect with their community.
- Early indications show that the service is reducing the number of non-medical appointments to GPs and clients are being supported to access services they need to live independently.

Key areas of work for 2019/20:

- Work with GPs and other partners county-wide to build resilience and quality assurance into the service, agree consistent evaluation measures and secure on-going funding.
- Work with the Voluntary and Community Sector to ensure referral pathways are available.

Communities Division

Community Projects and Partnerships

Key Achievements in 2018/19:

- Partnership work with Sussex Police this year included establishment of a Serious Organised Crime group to tackle issues of County Lines and modern slavery. There has also been a joined up approach to vehicle crime culminating in the arrest and subsequent remand in custody of a prolific offender.
- The Arun and Chichester Road Safety Action Group saw the take up of all 25 free over 65 driver assessments.
- Swanfield youth centre is being well used and the community hub in Charles Avenue is beginning to take shape. The Swanfield football pitch has also been repaired.
- Services working with the homeless have been provided with training on recognising exploitation in their client group. We have worked with services and other CDC departments to ensure rough sleepers know how to access services quickly and taken positive action in cases where they refuse to work with us or become anti-social.
- Community Wardens continue to support the Police scam awareness project by giving out leaflets and raising awareness in their communities. They have provided a visible presence in the City centre, stopped cyclists in pedestrian areas and supported work with rough sleepers. They have also re-established themselves along the canal basin.

- The Time to Change campaign has delivered awareness raising events through trained champions including pebble painting, stride and sketch walks, and craft sessions. They now have over 30 trained champions.
- A partnership project to clear up the park in Holmbush, Midhurst got local residents involved and will continue into 2019.
- The 5 Ways to Wellbeing project was delivered in 10 primary schools across the district and to 5 difficult to reach groups in 2 secondary schools.
- Two events were delivered on behalf of Chichester in Partnership with the aim of celebrating the work of local community groups and encouraging networking between them.
- This year the Anti-Social Behaviour Officer has initiated 7 Acceptable Behaviour Contracts, 3 Community Protection Warning letters and worked on 28 Anti-Social Behaviour cases.

Key Areas of work for 2019/20:

- A number of CCTV cameras will be replaced in the city centre and 2 cameras at the Avenue de Chartres multi-storey car park will be re-instated.
- At least 3 Community Assessments will be developed and implemented this year, alongside a refresh of the existing assessment for Selsey.
- The Chichester Community Network website; a web based social platform for local community groups and parish councils will be launched
- An evaluation report of the 5 Ways to Wellbeing project will be published, including recommended changes, particularly for delivery to secondary schools.
- Deliver events including two 'Ideas into Action' events at primary schools and 2 community celebration events on behalf of Chichester in Partnership.
- Work on the Swanfield Community Garden will commence in spring 2019, focussed on a known Anti-Social Behaviour hotspot.
- In Partnership with WSCC, deliver the "Our City" project to create safe places in the city for people with learning disabilities.

Community Engagement and Development

Key Achievements in 2018/19:

- Supported by the Council and delivered by LoveLocalJobs, the "Be the Change" programme attracted business sponsors and the participation of all 5 District secondary schools. The programme, focussed on developing the aspirations of young people struggling to engage in their education or career prospects, saw over 100 pupils and 30 business mentors at the launch conference in February 2019.
- The New Homes Bonus (Parish Allocations) Scheme allocated 99.6% of the available budget (£250,000) in September 2018. The Grants and Concessions Panel considered 39 parish projects and awarded funds to 37. In addition, 33 Parishes received grants of typically £250 towards commemorations of the centenary of the end of the First World War.
- The Grants and Concessions panel also awarded a total of £159,153.20 across its Fast-track (up to £1,000) and Panel (£1,000 - £15,000) bids, supporting 44 different projects.
- New community facilities have been funded through the use of Section 106 funds, including a significant extension to Donnington Parish Hall (opened December 2018), and construction of the new Westhampnett Community Hall (commenced November 2018).

Key Areas of work for 2019/20:

- Support Parishes in the development of locally delivered infrastructure through access to funding including S106, New Homes Bonus or Grants.
- Implement the new priorities for Grant funding, agreed at Cabinet in March 2019.
- Support the sustainment of key Voluntary and Community Sector services including Citizens Advice, Voluntary Action Arun and Chichester, and Stonepillow.
- Through workshops and engagement sessions, improve accessibility of the "Choose Work" coaching and mentoring service in rural areas to help residents move into or towards employment. In addition, secure partner and funding support to continue this service.

Cabinet Member: Community Services

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|---------------------------------------|--|------------------|-----------------|----------------|-----------------|---|---------------------------|--|---|
| Leisure and Sports Development | | | | | | | | | |
| LPI 271 | Increase in attendances at Bourne Leisure Centre | Higher is better | 238,034 | 245,175 | 234,646 |  | Weaker | Bourne Membership numbers have decreased in the last year. A new marketing plan has been set for next year for all sites. | Targets for 2019/20 will be agreed by the Leisure Task and Finish Group once convened |
| LPI 272 | Increase in attendances at The Grange, Midhurst | Higher is better | 382,652 | 394,132 | 382,808 |  | Better | | |
| LPI 273 | Increase in attendances at Westgate | Higher is better | 800,670 | 824,690 | 803,313 |  | Better | | |
| LPI 290 | Increase attendance of people aged 50 or over | Higher is better | 208,040 | 216,362 | 207,065 |  | Weaker | Attendance has not increased despite adding new activities and classes aimed at this age group. Further work will be done in 2019/20 to grow attendance. | |
| LPI 291 | Increase attendance of young people aged 0-15 | Higher is better | 106,243 | 108,368 | 110,002 |  | Better | | |
| LPI 292 | Increase attendance of people with disabilities | Higher is better | 14,713 | 15,154 | 15,805 |  | Better | | |
| CSD MPI 05 | Increase Customer satisfaction by 1% per year | Higher is better | 92% | 88% | 92% |  | No change | | |
| The Novium Museum and TIC | | | | | | | | | |
| LPI 219 | The Novium - All museum admissions | Higher is better | 49,731 | 55,000 | 52,513 |  | Better | 2018/19 saw the highest attendance since The Novium opened; an excellent achievement following closure of the popular Tim Peake Exhibition in Feb 2017. Timing the 'Bricks Britannia' exhibition to coincide with the summer holidays; we saw 13,750 visitors in August. Our previous highest monthly attendance was 6,570 in August 2017. We continue to work on growing audiences through a programme of exhibitions, displays and events, and updated marketing strategy. | 55,000 |

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|--------------------------|---|------------------|-----------------|----------------|-----------------|---|---------------------------|--|----------------|
| LPI 220 | The Novium - Total number of tourist information enquiries | Higher is better | 15,365 | 21,000 | 14,926 |  | Weaker | Visitors still find it difficult to find the TIC and the Vision project to improve signage will be vital in ensuring the TIC realises its full potential. Physical TICs are in decline across the country as people turn to online sources of information. We are still planning to bring the TIC leaflets into the main entrance of the museum because, at present, some visitors collect leaflets from the foyer and leave before entering the building and being counted. We will continue to grow the TIC's online presence across our website and social media platforms and hope to support and benefit from Visit Chichester's new destination management plan. | 15,000 |
| Health Protection | | | | | | | | | |
| LPI 174 | % food premises due for inspection that were carried out | Higher is better | 98.68% | 100% | 90.8% |  | Weaker | This figure is below that achieved in recent years, primarily due to staffing issues, a complex accident investigation and preparation for a Food Standards Agency audit. Inspection figures were well below target at the end of each quarter so an end of year result over 90% shows a significant recovery. | 100% |
| LPI 179 | % food businesses broadly compliant with statutory food safety requirements | Higher is better | 96.69% | 95% | 96.58% |  | Weaker | This maintains improvement achieved in recent years despite inspection figures being down this year. | 95% |
| Wellbeing | | | | | | | | | |
| LPI 234 | % people maintaining positive lifestyle changes as result of referral to the Wellbeing Hub after 3 months | Higher is better | 76.3% | 80% | 79.3% |  | Better | Reported figure is an average across 2018/19. The Q4 result was 84% (green status). | 80% |

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|---|---|------------------|-----------------|----------------|-----------------|---|---------------------------|---|----------------|
| Community Engagement and Development | | | | | | | | | |
| LPI 230 | Choose Work - number of unemployed clients engaged and assisted to move forward | Higher is better | 83 | 100 | 74 |  | Weaker | The number of clients seen is lower than the previous year due to continued focus on Employment Support Allowance clients and Income Support clients as well as Job-Seekers Allowance clients who have additional health issues. More time and resources are required to work with these clients, who need more in-depth support. Additionally, the team was not fully staffed for the first half of the year. | 80 |
| LPI 230b | Choose Work – % clients who secure employment at the end of the programme | Higher is better | 54% | 40% | 41.9% |  | Weaker | In 2019/18 Choose Work supported 18 clients into paid employment, representing 24.3% of the 74 clients engaged with. A further 13 clients (17.6%) were supported into work experience placements. Together, these clients represent 41.9% of clients engaged with in 2018/19. For 2019/20, clients securing paid employment will be measured and reported separately from those entering work experience or education. | 40% |
| Community Projects and Partnerships | | | | | | | | | |
| LPI 212 | All Reported Crime – Chichester (% increase – rolling year) | Lower is better | 9.8% | 0% | 10.9% |  | Weaker | Rolling Year April 2016 to March 2017 = 5,821 offences Rolling Year April 2017 to March 2018 = 6,394 offences Rolling year April 2018 to March 2019 = 7,093 offences A large percentage of the rise in 2018/19 is due to vehicle crime | 0% |

Corporate Services

Key Areas of Responsibility

Financial Services

- Accountancy Services
- Health and Safety
- Internal Audit and Corporate Investigations

Legal and Democratic Services

- Democratic Services
- Legal inc. Procurement
- General Data Protection Regulations (GDPR)

Business Support

- Corporate Improvement and Facilities
- Electoral Services
- Human Resources
- ICT

Financial Services Division

Accountancy Services

Key Achievements in 2018/19:

- Met the early closure deadline of 31 May for the Council's statutory annual financial statement of accounts.
- Further training and support in use of the council's financial system was provided and improvements to management information available from the system were developed.
- Continued support for major corporate projects including Careline business transfer, Enterprise Gateway, Barnfield site and Southern Gateway.

Key areas of work for 2019/20:

- Conduct a Financial Strategy review and develop budget modelling with funding sensitivity in preparation for the outcome of the Government's review of local government funding, the localisation of business rates retention scheme and financial settlement.
- Improve and de-risk arrangements for compliance with the Payment Card Industry Data Security Standard by implementing a new system.
- Review income processing, including improving the online system, encouraging use of technology and, in some areas aiming to reduce actual cash collected.
- Review the Corporate Write Off policy with a view to linking it to specific income streams and establishing debt recovery action protocols.

Health and Safety

Key Achievements in 2018/19:

- Continued the 'SafetyWatch' system; observing refuse collection, street cleansing and grounds maintenance staff to ensure safe systems of work are being used. This year the scheme was extended to include small works undertaken by the Contract Service Team.
- A business continuity exercise was undertaken with the Strategic Leadership team to test the Council's plans and identify any areas for improvement.
- Provided advice and guidance to the Fire Safety Strategic Group responsible for assessing all council premises in light of the Grenfell fire and identifying any remedial action required.

Key areas of work for 2019/20:

- Health & Safety audits, including legionella, car park inspections, and Fire Risk Management audits of CDC sites.
- Completion of a business continuity exercise involving the wider Corporate Management Team, following training from the Risk Management Division of the council's insurer's.

Internal Audit and Corporate Investigations

Key Achievements in 2018/19:

- Completion of audits including gifts and hospitality, staff loans, building security, Museum and TIC and GDPR, plus follow up audits and position statements on other areas reviewed.
- Key financial controls testing and review to establish compliance for key areas including asset management, Housing Benefit, cash and banking, and general ledger.
- Successful outcomes on investigations linked to the National Fraud Initiative have saved or brought in an estimated £269,708. Reviews including empty homes and the Council Tax Reduction Scheme have saved or brought in an additional £280,648.

Key areas of work for 2019/20:

- Undertake investigations linked to the 2018-19 data matches from the National Fraud Initiative and deliver the investigations work plan.
- Implement a new case management & document system.

Legal and Democratic Services Division

Member Services

Key Achievements in 2018/19:

- In preparation for a reduction in membership, the team reviewed the number of committees and number of members on each committee to allow members to fulfil their roles effectively and ensure sustainable governance arrangements and decision making.
- A programme of training was generated to ensure that, following the 2019 Local Elections, new Members are quickly developed, informed and supported to fulfil their roles effectively.
- The annual Chairman's Reception was organised and managed by Member Services to support the Chairman in thanking members of the community who have made a difference in their neighbourhoods or across the District.

Key areas of work for 2019/20:

- Developing use of the new Committee Management software (Modern.Gov) by introducing new functionality to reflect updates and enhance efficiency.
- Supporting new Members and returning Members in new roles throughout the year.

Legal including Procurement

Key Achievements in 2018/19:

- Applied GDPR across the organisation, including issuing contractual amendment documents and amending the Contracts register to demonstrate compliance for ongoing and future contracts.
- An upgrade to the IKEN legal case management system was carried out to increase functionality and add GDPR and drafting / court bundling software.
- Legal support to projects including Southern Gateway and transfer of the Careline Service.
- Integrated legal and procurement roles to ensure consistency, reduce duplication, ensure strong tender management and achieve savings. This included providing procurement officers with access to the IKEN system to improve case management of procurement advice and enable reporting of procurement activity.
- With Arun District Council, considered approaches to providing procurement support across the two authorities.

Key areas of work for 2019/20:

- Work on wider commercial estate legal process improvements, new leases of parts of East Pallant House and projects to consider new methods of delivering services.
- Local Plan development including complex legal advice.

General Data Protection Regulations (GDPR)

Key achievements in 2018/19:

- A full processing register was completed, with the retention scheme integrated, to enable oversight and control of data processing.
- Improved data breach reporting processes have bedded in following successful practice use including involvement from the Information Commissioner's Office.
- Mandatory GDPR training for all staff has been issued and continues to be monitored.
- Reports to Committees now include consideration of whether a Data Privacy Impact assessment is required, and if so what outcomes are recommended.

Key areas of work for 2019/20:

- A second stage review of the Contracts register to demonstrate further compliance with GDPR for future contracts.
- A complete review and update of the Council information policies and retention scheme
- Development of the Data Protection Officer network with other regional authorities
- Integration of new policies from the Information Commissioner into Council practices.

Business Support Division

Corporate Improvement & Facilities

Key achievements in 2018-19:

- Managed the corporate pay review process; reviewing and evaluating all Council job roles to ensure a fair, consistent and robust pay structure, rewarding equal work with equal pay.
- Worked with HM Courts and Tribunals Service to provide space for hearings after the closure of Chichester Combined Courts. The Council receives rental income to allow use of our committee rooms for a maximum of 50 sittings per year, to hear non-criminal cases and cases considered to be lowest risk. The first sitting took place in January 2019.
- Reviewed administrative resource across the Council to confirm work is being completed at the right level and teams are appropriately supported to ensure smooth and efficient operation of services.
- The Facilities team delivered a programme of internal works to East Pallant House to modernise meeting rooms and communal spaces and ensure the building remains fit for purpose and a pleasant environment in which to work or visit.
- Completed a full procurement process for cleaning of the Council's operational buildings. The new contract commenced in January 2019 and saves around £10,000 per year.
- Undertook planning and potential risk mitigation to prepare for Brexit, as the situation emerges, with a focus on a no-deal scenario.

Key areas of work for 2019-20:

- Take a lead role in reviewing the Health Protection and Environmental Protection services, analysing how tasks are completed to ensure services are operating as efficiently and effectively as possible.
- Contribute to the review of the Web and PR functions.

Electoral Services

Key Achievements in 2018/19:

- Boundary changes and other preparation was done for the reduction in Councillors from 48 to 36 for 2019/20. Ward boundaries were altered for the District and Parish Elections in May 2019.
- Administered 7 by-elections and Neighbourhood Planning Referenda.

Key areas of work for 2019/20:

- Delivery of the District and Parish elections and the European Elections in May 2019.

- Delivery of national elections, by-elections and/or Neighbourhood Planning Referenda as they arise.
- Begin preparation for the Police & Crime Commissioner elections in May 2020.

Human Resources

Key achievements in 2018/19:

- Delivery of the corporate pay review process, including completing job evaluations, achieving a Collective Agreement with Staff representatives and Unison, introduction of the new pay structure on 1 April 2019, issuing formal contract variations to all staff and managing staff appeals arising from the process.
- Successful transfer on 1 March 2019 of all Careline staff on TUPE terms to an external provider, including agreement with the pension scheme administrators and external provider on future staff pension provision.
- A review into staff sickness was undertaken and new Absence Management Policy was written and adopted. Staff sickness levels have reduced significantly within the year.

Key areas of work for 2019/20:

- Work with the Staff Side/Unison to introduce a new staff appraisal scheme that ensures staff can demonstrate a consistently good standard of performance in order to earn any pay increment and to introduce a more detailed procedure governing when market supplements may be applied and how they are reviewed.
- Continue to develop staff through training and development opportunities including apprenticeships and courses meeting the requirements for Apprenticeship Levy funding.

ICT

Key achievements in 2018/19:

- A new ICT and Digital Strategy (2019-2022) was developed and agreed by Cabinet.
- The Council's website was successfully redesigned and relaunched, with over 2.9 million page views in the last 12 months.
- Systems and applications have been developed to enable digital transformation, including creation of e-forms that support channel shift and increase access options. In the past year, 8 new transactional processes have been brought online and we now receive over 17,500 service requests per year via online and web channels.
- User and Corporate compliance with GDPR has been supported through integration of system enhancements and upgrades.
- System and infrastructure integrity has been maintained. In 2018/19, the team successfully retained the Public Services Network accreditation, which was achieved following high level assessments of our systems and process compliance practices.

Key areas of work for 2019/20:

- Deliver a Business Continuity project to provide enhanced disaster recovery capability across Council services.
- Working in closer partnership with colleagues to ensure our corporate systems and IT frameworks fully support and enable the improvement objectives of individual services.
- Contract and supplier reviews to enhance efficiency and realise best value opportunities.
- Implement a programme of improvement projects, upgrades and system reviews that balance industry innovation with corporate objectives, whilst maintaining security resilience.
- Work with partners to help facilitate improved digital infrastructure projects; laying the foundations to deliver super-fast connectivity.

Cabinet Member: Corporate Services

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|---------------------------|---|------------------|-----------------|----------------|-----------------|---|---------------------------|---|----------------|
| Financial Services | | | | | | | | | |
| LPI 156 | Creditor invoices paid within 30 days | Higher is better | 93.22% | 96% | 95.2% |  | Better | Reported figure is an average across 2018/19. The March 2019 result was 93.48% (amber status). | 96% |
| Legal | | | | | | | | | |
| LPI 74 | % of prosecution proceedings started within ten working days of receiving complete instructions | Higher is better | 95% | 95% | 100% |  | Better | Reported figure is an average across 2018/19. The Quarter 4 result was 100% (green status). | 95% |
| Human Resources | | | | | | | | | |
| LPI 143 | Working Days Lost Due to Sickness Absence | Lower is better | 9.44 | 8.00 | 6.19 |  | Better | Average sickness per employee for the period 1.4.18 to 31.3.19 = 6.19 days LTS= 3.09 average days STS = 3.10 average days | 8.00 |
| LPI 289 | Quarterly Staff Turnover | Lower is better | 9.9% | 15.0% | 11.14% |  | Weaker | Reported figure is an average across 2018/19. The Quarter 4 result was 14.16% (green status). | 15.0% |

Environment Services

Key Areas of Responsibility

| Environmental Protection | Communication, Licensing and Events |
|---|--|
| <ul style="list-style-type: none">• Environmental Strategy inc. Biodiversity• Water Management• Air Quality• Environmental Protection• Building Control | <ul style="list-style-type: none">• Licensing• Events inc. Farmer's Market• Public Relations inc. Consultation |

Environmental Protection Division

Environmental Strategy including Biodiversity

Key achievements in 2018/19:

- Green Gym sessions were run at Brandy Hole Copse Local Nature Reserve. Coppicing was resurrected within the Copse and the wood used for local conservation projects.
- Completed a Sustainability Appraisal of the Local Plan Review 2035: Preferred Approach.
- Draft policies and supporting evidence for the Local Plan Review were delivered on issues including Green Infrastructure, Wildlife Corridors and Sustainable Construction.
- Appropriate Assessments under the Habitats Regulations were undertaken for 3 Neighbourhood Plans.
- Ecological advice was provided on over 650 planning applications across Chichester District (including the South Downs National Park area) and Arun District.
- The Lavant Valley Biodiversity Enhancement Project (Fordwater Lane) was delivered, including riverine fencing to reduce erosion by cattle, vegetation planting along the river bank and creation of a wetland scrape (a shallow pond to hold seasonal rainwater).

Key areas of work for 2019/20:

- Sustainability Appraisal of the Local Plan Review Submission Document.
- Strategic Environmental Assessment of developing Neighbourhood plans.
- Delivery of a Dog Activity facility at Fishbourne and/or Southbourne.

Water Management

Key achievements in 2018/19:

- Year 3 of the Selsey & Wittering Beach Management Plan 2016-21 was completed. Works included raising of groynes in East Wittering, enhancement of groynes on the Selsey frontage and delivery and placement of 5,500t of shingle.
- A replacement surface water outfall in Selsey was constructed.
- Engagement and interventions were carried out in support of the Southern Water Bathing Water Enhancement project, with a focus on litter, dog fouling and enhancing biodiversity. This contributed to all three of our bathing waters now being rated as "excellent".
- The Foreshores Service was delivered between April and September 2018, completing 10 rescues, dealing with 19 first aid incidents and speaking to over 900 dog owners.

Key areas of work for 2019/20:

- Completion of Year 4 of the Selsey & Wittering Beach Management Plan 2016-21, including further groyne enhancement and beach replenishment.
- Engagement and interventions to ensure Selsey bathing water retains "excellent" status.
- Provision of the Foreshores Service operating from April to October 2019 in Bracklesham.

Air Quality

Key achievements in 2018/19:

- Development of a Whole Life Business case for integration of electric vehicles into the CDC fleet, which led to the procurement of two electric vehicles for Parking Services.
- A salary sacrifice car lease scheme for staff was introduced. The scheme is most beneficial for the lease of zero or ultra-low emission cars.
- A real-time air quality monitoring station was installed on Westhampnett Road, Chichester.
- A contract was awarded for the modelling of air quality in Chichester and Midhurst, as a first step towards the refresh of the Air Quality Action Plan.
- Draft Supplementary Planning Documents for air quality and noise were produced and draft environmental policies were delivered for inclusion in the draft Revised Local Plan.

Key areas of work in 2019/20:

- Complete air quality modelling for Chichester and Midhurst and declare Air Quality Management Areas as necessary.
- Expand the car club by one vehicle.
- Roll-out tablet based working for officers.
- Produce a draft Local Cycling and Walking Plan.

Environmental Protection

Key achievements in 2018/19:

- In partnership with Contract Services and PR, actions from the Litter and Fly Tip Strategy 2017-20 were delivered under the Against Litter brand. This included a successful litter enforcement trial, which has led to a new 3 year agreement for enforcement patrols.
- The Team dealt with a total of 1,830 environmental complaints including 365 related to noise and 200 related to antisocial behaviour. 130 licences for animal welfare activities were issued and permits for pollution emissions were issued to various regulated industries.

Key areas of work in 2019/20:

- Following a review of the Litter and Fly Tip Strategy 2017-20 the focus will be on fly tipping and road litter. A new campaign working with local traders and new education initiatives on waste and litter will be developed.

Building Control

Key achievements in 2018/19:

- 845 Building Regulations applications were received during the year, slightly less than 2017/18 (866 applications).
- The Service generated £385,500 of income.

Key areas of work in 2019/20:

- The service continues to comply with the Building Regulations 2010 in relation to the need for charges to reflect costs and for the Council to aim to break even for chargeable activities. We will be reviewing fees again in 2019.
- The Service income target remains at £415,500 for the coming year. It is anticipated a small fee increase and improved housing market will enable the service to break even.

Communications, Licensing and Events Division

Licensing

Key achievements in 2018/19:

- Coordinated and facilitated Safety Advisory Groups for new and existing large event organisers across the district with the objective of achieving successful and safe events.

- Administered and granted a total of 1,907 authorisations in accordance with eight different licensing regimes for alcohol, gambling, street collections, taxis and caravans.
- Increased availability of spaces to sit the council's approved knowledge test for licensed taxi drivers, in response to an increased demand for taxi licences. Over 500 tests have now been undertaken and the number of licensed drivers has increased by 15% in the last year.
- The Council's first ever House to House collection policy was adopted this year to provide a local framework for administration and enforcement of matters relating to these collections. The policy will help to ensure only genuine and well run collections take place in the district.
- A comprehensive review of our Statement of Principles under the Gambling Act 2005 was undertaken, which was subject to consultation prior to its adoption.

Key areas of work in 2019/20:

- Oversee a review of the city centre PSPO (Public Spaces Protection Order).
- Review taxi licensing policies to ensure they reflect current and emerging challenges.
- Review provision of taxi ranks within Chichester city and work with partner agencies to ensure provision is adequate. The review will include associated licensing income and staffing levels.

Events including Farmer's Market

Key achievements in 2018/19:

- An Events & Promotions Officer was appointed to promote the District as a destination experience in line with Council priorities and the Chichester Vision.
- The Farmers Market ran at an average capacity of 74% during 2018/19 and welcomed several new traders over the year.

Key areas of work in 2019/20:

- Develop an Events Strategy to establish a co-ordinated, all year round events programme to meet the needs of residents, businesses and visitors to the district.
- Focus on Town and City events to promote these areas and create community activity.
- A comprehensive review of market provision in Chichester city centre, including the Farmers' Market and Wednesday and Saturday weekly markets.
- Host a Christmas market in Chichester city centre by selecting a suitable operator to run and manage the event.

Public Relations including Consultation

Key achievements in 2018/19:

- The Chartered Institute for Public Relations awarded a gold PRide Award for the 'Best Community Relations Campaign' for our 'Against Litter Campaign'. As part of this, 190 local areas are now signed up to our 'Adopt an Area' scheme and 430 people have signed up to be 'Green Dog Walkers' and receive advice and incentives to be a responsible dog owner.
- The 'Let's Talk' consultation brand was launched. Nearly 400 people have signed up to join the panel and receive updates about the Council's current consultations.
- A review was undertaken of the council's communication and consultation delivery and methodology, which fed back to the Overview & Scrutiny Committee.

Key areas of work in 2019/20:

- A review will be undertaken to consider the integration of Public Relations and Web Teams to create a Communications service. This will include a review and refresh of the Communications Strategy.
- Support The Novium by promoting exhibitions and Building Control by developing a marketing plan for the service.
- Generate income and/or cost saving opportunities through advertising and sponsorship.

Cabinet Member: Environment Services

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|---------------------------------|---|------------------|-----------------|----------------|-----------------|---|---------------------------|--|----------------|
| Environmental Protection | | | | | | | | | |
| LPI 133 | Audit all premises with Environmental Permits due for an audit | Higher is better | 80% | 100% | 100% |  | Better | All inspections for 2018/19 completed and input onto Uniform. | 100% |
| LPI 135 | Sample and risk assess private water supplies in accordance with the risk based programme | Higher is better | 29 | 22 | 25 |  | Weaker | Two risk assessments, 10 programmed sampling visits and 4 investigative sampling visits completed in Q4 2018-19. | 22 |
| LPI 193a | Per capita reduction in CO2 emissions in the LA area (Data Source: DEFRA) | Lower is better | -33.7% (2016) | N/A | TBC |  | TBC | Data for 2017 is due to be released at end of June 2019. | N/A |
| Building Control | | | | | | | | | |
| BC MPI 01 | Building Control - Site inspections undertaken within 24 hours | Higher is better | 100% | 100% | 100% |  | No change | Good performance due to priority given by officers. | 100% |
| BC MPI 03 | Building Control - Applications determined within 5 weeks (unless time extension agreed) | Higher is better | 100% | 100% | 97.6% |  | Weaker | Reported figure is an average across 2018/19. Performance dropped to 71% in April 2018, but returned to quickly 100% for the rest of the year. | 100% |
| Licensing | | | | | | | | | |
| LPI 117 | % Licensing Act 2003 applications determined within 2 months | Higher is better | 99.05% | 100% | 99.52% |  | Better | 1 application was not determined within target, due to requiring mediation, which was successful. No hearing was required and the licence was granted on 18 June 2018. | 100% |
| LPI 118 | % Gambling Act 2005 applications determined within 2 months | Higher is better | 100% | 100% | 100% |  | No change | | 100% |

Housing Services

Key Areas of Responsibility

Housing

- Housing Options (inc. housing advice, homelessness prevention and temporary accommodation)
- Housing Standards and HomeMove (inc. private sector grants, Disabled Facilities Grants, housing register and allocations)
- Housing Delivery (inc. affordable housing delivery, community-led housing groups and self-build register)

Housing Division

Housing Options

Key achievements in 2018/19:

- The first year of the Homelessness Reduction Act 2017 has been successfully delivered. The increased duties of the Act have meant an increase in the number of frontline officers and admin staff to deliver a homeless advice service to 627 clients. 103 cases were owed a duty by the Council to help prevent the household from becoming homeless as they were at risk of homelessness and 157 households were owed a duty to help relieve their homelessness as they were already homeless.
- A Senior Private Rented Sector Officer was employed to help more clients access the private rented housing market. This has allowed the Council to source accommodation for households with complex needs.
- Since the appointment of a Rough Sleeper Outreach Worker we have developed services to alleviate rough sleeping in the district and across the County. This includes working with a range of voluntary and third sector organisations who are actively delivering services to rough sleepers, delivering outreach to verify and engage with rough sleepers identified at the multi-agency Rough Sleepers Panel, working with local businesses affected by street activity and rough sleeping to help them manage and prevent their land being used as a sleeping site and responding promptly to Streetlink referrals from members of the public reporting rough sleeping.
- West Sussex District and Borough Councils were awarded funding for one year for 10 new posts, working across the County delivering outreach work to tackle rough sleeping and provide accommodation based support.

Key areas of work for 2019/20:

- Appointment of a Business Support Officer at Westward House to assist with financial management of the rents and service charges of existing clients and historical arrears.
- Continued implementation and streamlining of the impact of the HRA.
- Progress the expansion of our temporary accommodation in Chichester with the redevelopment of our Freeland Close property.
- A review of the Housing Advice Service will be undertaken at the end of the year to determine the impact of the HRA and review the service delivery model.

Housing Standards and HomeMove

Key achievements in 2018/19:

- 3 new properties and 19 existing properties renewed their accreditation status this year through the council's Landlord Accreditation Scheme, bringing the total number of accredited properties in the district to 430.

- 10 households received assistance to improve their properties through the Chichester Warm Home initiative and Home Repairs Assistance fund.
- The Discretionary Disabled Facilities Grant Policy allows officers to provide funding options including fast-track assistance for those needing adaptations in order to return home from hospital, financial top-up for those requiring extensive works to make their homes suitable and funding to assist disabled people with repairs and improvements to make their homes safer, with the aim of preventing a hospital admission. The Disabled Facilities Grant funding allocation has provided 180 home adaptations at a cost of £1.5 million.
- Mandatory licensing for Houses in Multiple Occupation (HMOs) was extended on 1 October 2018 resulting in 141 new applications. A new Licensing Assistant has been employed to process applications, which has ensured they have been dealt with efficiently.

Key areas of work for 2019/20:

- The introduction of a new IT system for the allocation of social housing
- A full review of the Council's Housing Allocation Scheme, alongside consultation and implementation of a new Private Sector Renewal Strategy.
- Conclude the final stage of the Disabled Facilities Grant project to assist residents to stay in their homes.

Housing Delivery

Key achievements in 2018/19:

- The Council is now supporting 8 community-led housing groups and has provided £75,500 in grants to allow the groups to develop their business plans and schemes. One group has broken ground and are expecting to complete 4 alms-houses for older people this year.
- £788,000 of investment was secured by our registered provider partners from Homes England to deliver additional affordable units this year.
- £536,000 from commuted sums received in lieu of affordable housing was invested this year to deliver additional affordable units and a further £441,000 in commuted sums was received.
- An Options Appraisal was undertaken to determine how best to use the Council's property at Freeland Close, Chichester to provide additional temporary accommodation for homeless households. The Council approved further funding to progress the preferred scheme.

Key areas of work for 2019/20:

- To secure planning and develop a scheme at Freeland Close, Chichester, to provide additional temporary accommodation to meet the Council's statutory duty in respect of larger homeless families and vulnerable single people.
- Development of a new Housing Strategy and local plan housing policies to meet the housing needs of the district. The new Housing Strategy will incorporate the Homelessness Strategy, the Private Sector Housing Renewal Strategy and the Tenancy Strategy.
- Continued promotion of Community-Led housing and provision of tailored packages to support individual groups, to enable the delivery of housing which meets the needs of communities. In light of new funding streams available, a review of the support packages on offer will also be carried out.
- Work in partnership with Hyde to review its assets within the district, to identify opportunities for asset rationalisation, new development and redevelopment, in order to maximise affordable housing delivery and maximise the use of existing stock.

Cabinet Member: Housing Services

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|---------------------------------------|---|------------------|-----------------|----------------|-----------------------------|---|---------------------------|--|----------------|
| Housing Options | | | | | | | | | |
| LPI 204 | Homelessness Prevention - % of cases where homelessness is threatened but prevented | Higher is better | 60% | 50% | 53.57% (Q3) |  | Weaker | In financial year to the third quarter of 2018/19 there were 224 cases closed where homelessness had been threatened and homelessness was prevented in 120 of these, giving a percentage of 53.57%. Due to the introduction of new legislation requiring different ways of working with clients, additional administration and delay in the introduction of new IT the processing of cases has slowed. | 50% |
| LPI 205 | Percentage of homeless applications decided within 66 days | Higher is better | 22.7% | 50% | 47.48% (to Feb 2019) |  | Better | A total of 139 homelessness applications were decided between April 2018 and February 2019, of which 66 were decided within 10 working days of the 56 day Relief Duty ending (as per the Homelessness Reduction Act). The latest available individual month result (February 2019) was 71.7% (green status). | 50% |
| Housing Standards and HomeMove | | | | | | | | | |
| LPI 003 | Homes improved through the Council's Landlord Accreditation Scheme, financial assistance packages and enforcement | Higher is better | 51 | 50 | 72 |  | Better | The 2017/18 outturn figure relates to the former Decent Homes Standard (narrower definition) so is not directly comparable. | 50 |
| Housing Delivery | | | | | | | | | |
| LPI 002 | Affordable homes enabled by the Council | Higher is better | 165 | 140 | 171 |  | Better | In the 18/19 period a total of 171 affordable units were delivered (114 for rent and 57 for sale). 125 of these were provided on market sites and 46 were enabled by the Council working with our Registered Providers. | 140 |

Planning Services

Key Areas of Responsibility

| Development Management | Planning Policy |
|--|--|
| <ul style="list-style-type: none">• Development Management (inc. for the South Downs National Park Authority)• Planning Enforcement• Planning Administration• Tree Protection | <ul style="list-style-type: none">• Strategic and Local Planning• Neighbourhood Planning• Community Infrastructure Levy• Historic Buildings, Conservation and Design, Archaeology• Monitoring Section 106 Agreements |

Development Management Division

Development Management inc. Planning Enforcement, Administration and Tree Protection

Key achievements in 2018/19:

- 37 major planning applications were received for the Chichester Local Plan area this year, 8 fewer than the previous year and 31 fewer than the year before that. Early indications are that numbers will increase again in 2019/20.
- Major housing-led developments made progress in the Chichester Strategic Development Locations (SDLs) and in other settlements in the Chichester Local Plan area. Permission was granted for the reserved matters relating to the spine road and surface water drainage for the West of Chichester SDL and the final reserved matters were granted for phase 1 of the Madgewick Lane SDL. Outline Permission was granted for the first phase of the West of Chichester and second phase of Madgewick Lane SDLs, providing for over 1,000 new homes in the coming years.
- The Pre Application Enquiry Service was updated this year to improve customer accessibility, choice and speed of response. The popularity of the planning surgery has increased and this year saw 22% more enquiries than last year.
- An agent's forum was held in January 2019, seeking to increase engagement with regular agents and improve customer service. This will be repeated twice annually and used to provide continual service improvement.
- The Applications Team has moved to a paperless working environment and is now using electronic devices, including for site visits for most planning applications.
- Over 500 enforcement complaints were dealt with this year. 61 formal notices (including 50 enforcement notices) were issued; an increase of 56% on last year, placing the service among the top 50 Councils issuing the most enforcement notices in 2018.
- Planning enforcement action has resulted in positive outcomes this year including; rebuilding of a boundary wall in the grounds of a Listed Building, reinstating a prominent feature within a Conservation Area; improvement of landscaped areas within a major housing site, provision of passing places in a rural setting, removal of static caravans from a farm in the South Downs National Park Area and success at appeal in relation to the use of plastic windows in a Listed Building in Chichester.
- Following appeal success in relation to the Gypsy site at Birdham, officers are now preparing the legal case to challenge the failure of the occupiers and landowners to comply with the Enforcement Notices issued. The Council has also made progress toward compliance with enforcement notices at the former Crouchlands Biogas site.

Key areas of work for 2019/20:

- Continue to roll-out paperless working across the service.

- Further large scale applications are expected for SDL sites at West of Chichester, Westhampnett/NE Chichester, Tangmere and Shopwhyke, to enable delivery of the housing identified in the Local Plan.
- Overall performance and customer service improvements will continue to be sought.
- Public access to an online register of enforcement cases is being considered to allow customers access to a site address, description of the matter investigated and, where available, the case outcome.

Planning Policy Division

Planning Policy

Key achievements in 2018/19:

- The Council adopted the Site Allocation Development Plan Document in January 2019.
- For the Local Plan Review: Preferred Approach, the evidence base was largely finalised and public consultation was carried out.
- Alongside partners in Bird Aware Solent, the Council agreed the Strategy to mitigate the impact of bird disturbance caused by recreational activities arising from new development.
- The Infrastructure Business Plan which identifies the provision of infrastructure to support development and prioritises spending of funds received through the Community Infrastructure Levy was agreed.
- A development partner was selected and development agreement signed to enable progress on the Tangmere Strategic Development Location, potentially through use of a Compulsory Purchase Order (CPO).

Key areas of work for 2019/20:

- Progress the Local Plan Review to the stage where the plan can be submitted for examination, requiring consideration of the distribution of development and further additions to the evidence base, particularly concerning transport. Significant work will be required to address Habitat Regulations Assessment issues relating to the need for a nutrient neutral policy for Chichester and Pagham Harbours.
- The 5 year Infrastructure Business Plan will be reviewed and rolled forward.
- Progress on strategic cross-boundary planning with partners in the West Sussex and Greater Brighton Strategic Planning Board. A new partnership with authorities in South Hampshire may also be explored to address the requirements of the nutrient neutral policy for Pagham and Chichester Harbours.

Conservation and Design

Key achievements in 2018/19:

- A further exploratory archaeological dig uncovered Roman building remains in Priory Park.
- The article 4 Direction for Chichester City Conservation Area was confirmed.

Key areas of work for 2019/20:

- The Westbourne Conservation Area Character Appraisal will be reviewed and the Fishbourne Review completed.
- Produce a series of detailed guidance notes to assist those making applications for listed building consent.

Cabinet Member: Planning Services

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|-------------------------------|---|------------------|-----------------|----------------|-----------------|--------|---------------------------|---|----------------|
| Development Management | | | | | | | | | |
| LPI 187a | CDC LPA Area - Processing of planning applications determined in 13 weeks: Major applications | Higher is better | 88.88% | 60% | 87.5% | ✔ | Weaker | March performance remained 100% and 2018/19 performance has increased to well above target. | 60% |
| LPI 187b | CDC LPA Area - Processing of planning applications determined in 8 weeks: Minor applications | Higher is better | 78.94% | 65% | 87.18% | ✔ | Better | March performance increased to over 93% and 2018/19 performance is an improvement over last year. | 65% |
| LPI 187c | CDC LPA Area - Processing of planning applications determined in 8 weeks: Other applications | Higher is better | 81.68% | 80% | 94.0% | ✔ | Better | March performance was over 96% and 2018/19 performance is over 10% better than 2017/18. | 80% |
| LPI 188a | SDNP LPA area - Processing of planning applications in 13 weeks: Major applications | Higher is better | 75% | 60% | 100% | ✔ | Better | No major applications were determined in March. 2018/19 performance remains within target. | 60% |
| LPI 188b | SDNP LPA area - Processing of planning applications in 8 weeks: Minor applications | Higher is better | 77.95% | 65% | 87.58% | ✔ | Better | 100% of minor applications were determined within target in March. 2018/19 performance has risen slightly. | 65% |
| LPI 188c | SDNP LPA Area - Processing of planning applications in 8 weeks: Other applications | Higher is better | 82.9% | 80% | 90.95% | ✔ | Better | 97.22% of other applications were determined within target in March. 2018/19 performance has risen slightly to well above target. | 80% |
| LPI 124 | CDC LPA Area - Planning appeals allowed | Lower is better | 29.31% | 30% | 20.59% | ✔ | Better | Measures appeals allowed as a % of appeals submitted for CDC area. The 2018/19 figure remains comfortably below target. | 30% |
| LPI 124a | SDNP LPA Area - Planning appeals allowed | Lower is better | 33.3% | 30% | 30.76% | ⚠ | Better | Measures appeals allowed as a % of appeals submitted for SDNPA area. 2018/19 performance is an improvement over last year. | 30% |

Residents Services

Key Areas of Responsibility

| | |
|--|---|
| Chichester Contract Services <ul style="list-style-type: none">• Waste and Recycling• Street Cleansing• Parks and Open Spaces• Cemeteries• Vehicle Workshops and MOTs | Revenues and Benefits <ul style="list-style-type: none">• Council Tax and Business Rates• Housing Benefit and Council Tax Reduction Customer Services <ul style="list-style-type: none">• Customer Service Centre and Reception• Corporate complaints• Land Charges inc. Street Naming and Numbering |
|--|---|

Chichester Contract Services Division

Key achievements during 2018/19:

- Our recycling rate has continued to increase this year from 45% (2017/18) to 47% in 2018/19, helping progress towards our 50% target by 2020. Chichester District was one of the top 20 local authorities in England for the largest increase in recycling performance.
- Garden waste customer numbers have increased by 1,314 compared to last year. This year we trialled free Christmas tree drop off points in areas of the district not near to a Household Waste Recycling site, which was well received by residents not subscribed to our Garden Recycling Service.
- Working with Chichester Business Improvement District and the West Sussex Waste Partnership (WSWP), we hosted a Christmas tree in Chichester City made from 600 recycled plastic bottles. The tree was designed to highlight the importance of reducing use of single-use plastics and recycling whatever plastics we can.
- This year we launched a 'Fight Against Food Waste' campaign in conjunction with WSWP. Preventing food waste is good for the environment and can save money. The campaign provides helpful hints on how residents can play their part.
- We completed our recycling bin sticker project to help remind people what can be recycled, and translated recycling communications into foreign languages to ensure it can be accessed by those who speak languages other than English.
- Building on the success of previous online initiatives, we worked with the Customer Services and Web Teams to introduce online reporting for missed waste and recycling collections and online purchasing for new bins. Both initiatives provide a faster, more efficient service for our residents.
- A new disposal contract for our Business Waste and Recycling Service was secured, which ensures the continued financial viability of the service and creates the foundation to move in a more commercial direction.
- Under the successful 'Adopt an Area' campaign, we have provided equipment, guidance and support to anyone interested in adopting an area. Additional 'Against Litter' signs are being used on highway verges to help promote the message.
- The number of fly tips has continued to rise, with a corresponding growth in hazardous materials requiring clearing. It is hoped that working with the Environment Enforcement team will start to yield results.
- A pilot to monitor the effectiveness of waste bin sensors has been commenced. It is hoped this will lead to a better and more efficient emptying regime in the future.

Key areas of work for 2019/20:

- Following publication of the Government's Resources and Waste Strategy for England in December 2018, monitor and respond to consultations concerning the detail of what the

Strategy will mean for residents and councils. It is anticipated that the collection of food waste from both domestic and trade premises will feature extensively in the consultation.

- Subject to approval, a new vehicle wash facility will be delivered at our Westhampnett depot to provide a more efficient and effective way of washing of our vehicle fleet with the potential to operate a commercial service.
- A review of domestic waste and recycling collection rounds in advance of new developments being completed.
- A review of collection arrangements for properties accessed by private driveways and unmade tracks, with the intention of reducing the risk of damage to Council vehicles.
- Continue to deliver the 'Against Litter' action plan, including a review of our bin provision across the district.
- The updated Recycling Action Plan will focus for 2019/20 on reducing the amount of material in waste bins if it cannot be re-used or recycled.
- Develop our Business Waste and Recycling Service by improving our offering to customers and working with them to maximise their recycling. We will also help them understand how they may be impacted by the Government's new Resources and Waste Strategy including, subject to approval, implementing a food waste collection service for businesses.

Revenues and Benefits Division

Key achievements during 2018/19:

- Implemented a new service structure and working processes following completion of a review during 2017/18.
- Embedded customer facing online services for revenues and benefits that were introduced last year; Citizens Access – Revenues and Citizen Access – Benefits.
- Implemented e-communications for revenues and benefits customers who now have the option to have bills and notification letters made available online.
- Implemented the initial transition of housing benefit claims to Universal Credit full service, which went live in the district on 4 July 2018.
- Provided digital support to customers making online applications for Universal Credit, including registering their identity, setting up email addresses and uploading documentary proof.
- Commenced a project to capture data and monitor the impact of Universal Credit on the Housing Benefit caseload with a view to adapting services or processes, as required.
- Commenced a review of debt recovery procedures for Council Tax, Business Rates and Housing Benefit overpayments, with the aim of reducing overall debt.
- Reviewed and updated procedures and processes in compliance with GDPR requirements
- Implemented year 2 of the revaluation business rates discretionary scheme.

Key areas of work for 2019/20:

- Implement an SMS module to enable text messages to be sent to customers, reducing volumes and costs of written communications.
- Increase online service provision, including an online Discretionary Housing Payment form, a module for landlords to notify changes in tenancies and receive communications online and working with our software provider to develop and enhance online services available to other customers. We will also work with the PR and Web Teams to further promote our existing online services, highlighting the advantages to customers.
- Implement a £1.5m Retail Relief scheme to customers with a rateable value of less than £51,000.
- Continue to review the impact of Universal Credit and make plans for changes in processes or services, as required.
- Work with Economic Development on initiatives to mitigate the increasing pressures on high street shops.

Customer Services Division (including Land charges)

Key achievements during 2018/19:

- Through improving our online services and encouraging customers to self-serve, we have reduced telephone interactions by 14% and face to face interactions by 2.5%.
- Reviewed our Complaints scheme and introduced a Persistent Complainants Policy.
- Improved Freedom of Information processes to provide automated acknowledgements and online reports for service teams.
- Introduced a Call Recording policy.
- Introduced recording and reporting of avoidable contact and telephone compliments. Avoidable contact includes repeat calls and occasions when online information is unclear.
- Introduced fees and charges for Street Naming and numbering.

Key areas of work for 2019/20:

- We will improve signage in the main reception area at East Pallant House.
- Customer Services Officers will complete Dementia training to help them better assist customers with the condition.
- Undertake a Customer Satisfaction Survey for Reception, Telephone and Email enquiries.
- Work with the Environmental Protection team to integrate their service into the Customer Service Centre.

Cabinet Member: Residents Services

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|--------------------------|--|------------------|--------------------|----------------|-----------------|--------|---------------------------|---|--|
| Contract Services | | | | | | | | | |
| LPI 001 | % graffiti removed within 5 working days | Higher is better | New PI for 2018/19 | 100% | 100% | | N/A | | 100% |
| LPI 005 | Number of residents using the Garden Recycling Service | Higher is better | 14,070 | 15,527 | 15,391 | | Better | End of year figure is slightly below target, due to slower sign-ups during Winter and the impact of the end of year renewal period (cancellations and customers not informing us whether they wish to renew). We expect performance to return to expected levels from April 2019. | 17,000 |
| LPI 006 | % fly-tips removed within 3 days | Higher is better | 93.07% | 90% | 92.08% | | Weaker | Reported figure is an average across 2018/19. The March 2019 figure was 96% (green status). The introduction of fly tip investigations has slightly slowed pick up time due to need for officer attendance to gather evidence. | 90% |
| LPI 127 | Cost of household waste collection per household | Lower is better | £26.97 | £32.34 | £30.37 | | Weaker | 2018/19 outturn is a provisional estimate. | To be set following confirmation of 2018/19 outturns |
| LPI 191 | Residual household waste in Kg per household | Lower is better | 414.35 | 410 | 397.55 | | Better | Reported figure is for the whole year. Provisional until signed off by Waste Data Flow. | |
| LPI 192 | % household waste sent for reuse, recycling and composting | Higher is better | 44.6% | 45.0% | 46.5% | | Better | Reported figure is for the whole year. Provisional until signed off by Waste Data Flow. | 47% |

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|---|---|------------------|---------------------|----------------|------------------|---|---------------------------|--|---|
| Revenues and Housing Benefits | | | | | | | | | |
| LPI 140 | % Council Tax collected | Higher is better | 98.36% | 98.2% | 97.85% |  | Weaker | | 98.2% |
| LPI 141 | % Non-domestic Rates Collected | Higher is better | 97.82% | 98.2% | 97.45% |  | Weaker | | 98.2% |
| LPI 004a | Time taken to process new claims for benefits (inc. Housing Benefit and CTR) | Lower is better | New PIs for 2018/19 | 15 days | 18.9 days |  | N/A | Figure represents average across 2018/19. The most recent individual month figure (March 2019) is 15 days. Individual 2018/19 average figures are: <ul style="list-style-type: none"> Housing Benefit: 16.75 days Council Tax Reduction: 21.08 days | For 2019/20, these PIs will measure HB and CTR separately. This is due to the ability to carry out data cleansing on HB but not on CTR. |
| LPI 004b | Time taken to process change events for benefits (inc. Housing Benefit and CTR) | Lower is better | | 7 days | 10 days |  | N/A | Figure represents average across 2018/19. The most recent individual month figure (March 2019) is 5.5 days. Individual 2018/19 average figures are: <ul style="list-style-type: none"> Housing Benefit: 10.92 days Council Tax Reduction: 9 days | |
| Customer Services and Land Charges | | | | | | | | | |
| CS MPI 01 | % CSC enquiries resolved at first point of contact | Higher is better | 83.1% | 83% | 86.9% |  | Better | Reported figure is an average across 2018/19. The March 2019 figure was 87% (green status). | 85% |
| CS MPI 02 | % calls to the CSC that are answered | Higher is better | 86.8% | 95% | 91.3% |  | Better | Reported figure is an average across 2018/19. The March 2019 figure was 92% (amber status). The team have not been fully staffed at times and this has impacted on performance. We have messaging while customers wait offering online options or customers can leave a message and a member of the team will call them back as soon as the next person is free. | 95% |

| PI Code | Short Name | Assessment | 2017/18 Outturn | 2018/19 Target | 2018/19 Outturn | Status | Trend - 2018/19 v 2017/18 | Commentary | 2019/20 Target |
|----------------|--|------------------|-----------------|----------------|-----------------|---|---------------------------|---|----------------|
| LPI 48a | % of all searches carried out within 10 working days | Higher is better | 62% | 100% | 55.12% |  | Weaker | <p>The average turnaround time for Q1 and Q2 was well below target due to staff absence plus the increase in new devolvments for Street Naming and numbering resulting in less hours being spent on completing searches. This coincided with an increase in the volume of searches due to the time of year.</p> <p>Performance was far better in Q3 & Q4, with all searches from Oct 2018 to March 2019 being carried out within 10 days.</p> | 100% |