



# **Chichester District Council**

## **Annual Report**

**2019/2020**

# Chichester District Council Annual Report 2019/2020

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## Introduction

### Welcome to Chichester District Council's Annual Report 2019/20.

Let me begin by addressing the Covid-19 (C19) crisis. At the time of writing this report the crisis is still on-going and the impact on businesses and the community could have long term implications for the Council. Many of the Council's services have been affected due to government restrictions, reductions/increases in demand, new services being introduced, or staff being re-deployed to priority services. Many services that have seen an increase in demand, such as the Homelessness Service, expect these demands to continue for the foreseeable future.

Along with the rest of the Country our communities and businesses have been severely affected by C19. As seen throughout this crisis our communities rely on good, effective public services and the Council is well placed to help local communities and businesses recover from the impacts of C19. We have many tools to make a difference, especially those that relate to regulatory functions.

The Council can make a difference by supporting economic projects such as the Southern Gateway and the redevelopment of St James; it can shape the future of its high streets and help businesses by having effective policies in its draft Local Plan; it can make our City, towns and villages ready for the digital economy by continuing to support Gigabit and other relevant technologies; it can help rough sleepers by developing pathways for recovery, it can continue to work with the community to help them support their neighbourhoods; it can use this opportunity to support and move forward the Green Agenda; and it can use its natural, historic and cultural assets to help boost the return of tourism to the area.

Although the financial impact is significant, this Council has a long track record of strong financial management that will enable us to cover the expected budget deficit this year and deliver the additional support needed to deal with the immediate recovery.

Our key priority is to focus on the recovery phase for our residents, communities and businesses. We will work to support the recovery and manage the impact of C19 on our District, and our organisation. This Annual Report remains a summary of the key achievements and progress the Council made in 2019/20, mostly in the time prior to the first C19 cases in this country. As usual, details of our day to day functions and any service updates related to C19 can be found on the Council website.

The Council remains committed to supporting communities and individuals. New facilities for our communities were progressed in 2019/20; the new community hall in Westhampnett opened in November 2019 and funding was agreed for the conversion of Graylingwell Chapel in Chichester for community use. In addition, over £420,000 was awarded to Parish Councils and various community groups for 67 separate projects via the New Homes Bonus and our Grants and Concessions Panel. £3.9 million in funding has also been secured in 2019/20 via the Community Infrastructure Levy and Section 106 Agreements, which is available for infrastructure improvements needed by our communities.

Our Wellbeing Service worked with over 1,100 people and expanded in 2019/20 to include NHS Health Checks, Smoking Cessation and alcohol reduction services. Our Social Prescribing Service has gone from strength to strength in its second year; working with over 1,000 people, signposting them to agencies for support and helping them become more resilient. Thanks to further funding announcements this year, this valuable service has now been secured until 2023/24.

Support for those who are homeless, or at risk of homelessness continues to be delivered by our Housing Teams. This year, government funding was secured to allow us to employ 2 staff to engage with and support rough sleepers. This allowed us to successfully respond to the 'Everyone In' initiative to encourage all rough sleepers into temporary accommodation at the beginning of the C19 crisis. The ongoing project to provide more temporary accommodation has progressed in

2019/20 and, although affected by the C19 crisis, will continue in 2020/21. This will provide 17 additional units of secure, self-contained temporary accommodation, as well as 3 converted from existing units, including 2 accessible units.

The environment and climate change was strongly prioritised by this Council in 2019/20, with a climate emergency declared by the Council in July 2019. Following this, an Environment Panel was established to monitor progress on the Council's first Climate Change Action Plan. In 2019/20, key projects aligned to this plan included the installation of 18 electric vehicle charging points in 9 of the District's car parks, opening of Selsey Greenway cycle route between Selsey and Chichester and focus on Strategic Wildlife Corridors, through their inclusion as a policy in our emerging Local Plan, and as a separate project, which is in development. To progress the Action Plan further, a Climate Change Officer has been appointed and will lead on this work in 2020/21 and beyond.

The local economy continues to be a priority for the Council. In 2019/20, our Economic Development service concluded a Retail Training Programme for independent businesses, which saw 36 workshops delivered across Chichester, Midhurst, Petworth, Selsey and East Wittering, supporting over 70 businesses. The Service also saw a huge increase in requests for support as restrictions began to impact on businesses; in the final quarter of 2019/20, Economic Development supported 685 local businesses, more than in any whole year since 2013/14.

The District's first Summer Street Party also provided a boost to the economy and businesses in Chichester City Centre. This evening event, organised by the Council's Events Officer, with support from Chichester Business Improvement District (BID), saw many shops and businesses stay open late to host activities and provide refreshments. The event was a great success and was well received by visitors, traders and businesses alike. We hope to be able to hold and support more events in the District once restrictions allow. The Council's first Events Strategy was produced in 2019/20 and aims to embrace the opportunities and benefits provided by co-ordinated events.

Our commitment to raising the profile of Chichester District as a leading visitor destination extends to our own local attractions. The Novium Museum made national and international headlines in 2019/20 with their exhibition 'Mystery Warrior: The North Bersted Man'. The Iron Age Warrior and his burial possessions have been put on display as part of an exhibition exploring his life, health and death. Although the Novium was closed to the public in March 2020 due to C19, this exhibition has been extended to April 2021 to allow more people the chance to see this extraordinary discovery following the museum's reopening at the end of July 2020.

As well as the successes of our attractions, our excellent facilities have also been recognised this year. Our public conveniences in Northgate Car Park, Chichester received a 'Loo of the Year' award in the 'Space to Change' category for facilities catering to adults with profound or multiple disabilities and their carers. Overall, the Council are now placed in the top 20 Local Authority public toilet providers in the country.

To further support the local economy, regeneration projects have continued in 2019/20. Refurbishment plans for St James Industrial Estate in Chichester have progressed to design stage and existing tenants are being supported to secure alternative accommodation while the redevelopment takes place. Our large-scale regeneration partnership project for the Southern Gateway area of Chichester also progressed, with a preferred developer partner selected this year. It is expected that both these projects, although delayed due to C19, will continue, due to their essential contribution to the recovery of the local economy.

There is no doubt that the Council and our District are now facing unprecedented challenges. Our top priority for 2020/21 is to support our businesses and residents through the recovery phase. As a Council, the C19 crisis has seriously impacted our finances. However, I want to reassure people that we will continue to provide the infrastructure and support required to ensure Chichester district remains a place where communities and businesses can flourish.

**Leader of Chichester District Council**

A handwritten signature in black ink that reads "E. Lintill". The signature is written in a cursive style with a large initial 'E'.

**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 a population of 120,750<sup>1</sup> (mid-2019 estimate) 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.

There are 67 parishes in the District and 36 elected members of the Council, representing 21 District Wards. The political makeup of the Council at 31 March 2020 was:

- Conservative: 19
- Liberal Democrats: 10
- Green Party: 2
- Labour: 2
- Local Alliance: 2
- Independents: 1

### How We Make Decisions

#### **Council**

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

In 2019/20, **Cllr Elizabeth Hamilton** was Chairman of the Council, with **Cllr Clare Apel** as the Vice-Chairman. They continue these roles into 2020/21.

#### **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.

From 21 May 2019, following a District Election, the Cabinet was made up of:

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

Cabinet Membership and Portfolios were revised part way through the year when Cllr Dignum stepped down from the Cabinet. From September 2019, for the rest of the year, the Cabinet was made up of:

- **Cllr Eileen Lintill** – Leader of the Council
- **Cllr Susan Taylor** – Deputy Leader of the Council and Cabinet Member for Planning
- **Cllr Roy Briscoe** – Cabinet Member for Community Services and Culture
- **Cllr Martyn Bell** – Cabinet Member for Growth, Place and Regeneration

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<sup>1</sup> Source: Office of National Statistics - Population Estimates

- **Cllr Norma Graves** – Cabinet Member for Housing, Communications, Licensing and Events
- **Cllr Penny Plant** – Cabinet Member for Environment and Chichester Contract Services
- **Cllr Peter Wilding** – Cabinet Member for Corporate Services, Finance and Revenues and Benefits

In May 2020, Cllr Alan Sutton took over the Cabinet Portfolio for Housing, Communications, Licensing and Events from Cllr Graves, and from September 2020 Cllr Dignum returns to Cabinet to replace Cllr Bell as the Cabinet member for Growth, Place and Regeneration.

### **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; Licensing Committees; and a Standards Committee.

### **Officer Support**

Diane Shepherd, our Chief Executive, leads the Strategic Leadership Team (SLT) which also includes four Directors of Service and, until the post holder's retirement in December 2019, an Executive Director/Deputy Chief Executive. SLT, along with 14 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 and other projects undertaken in partnership 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.

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

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

# Cabinet Portfolio: Community Services and Culture

## Key Areas of Responsibility

<b>Communities and Wellbeing</b>	<b>Culture and Sport</b>
<ul style="list-style-type: none"><li>• Choose Work</li><li>• Community Engagement</li><li>• Community Safety and CCTV</li><li>• Grants and Concessions</li><li>• Health and Wellbeing (inc. Social Prescribing)</li><li>• Partnerships</li><li>• Safeguarding</li></ul>	<ul style="list-style-type: none"><li>• Chichester Festival Theatre and Pallant House Gallery – Service Level Agreements</li><li>• Leisure and Sport Development contract management</li><li>• Novium Museum and Tourist Information Centre</li><li>• Visit Chichester – Service Level Agreement</li></ul>

## Communities and Wellbeing Division

### Community Engagement and Development

#### Key Achievements in 2019/20:

- The “Choose Work” programme again secured external funding to support residents struggling to return to work. A programme of workshops started in early 2020.
- The New Homes Bonus (Parish Allocations) Scheme allocated £273,018.35 (98.3% of the funding available) in September 2019, across 44 approved projects. Parishes were also offered the opportunity to apply for grants of £250 towards commemorating the 75<sup>th</sup> Anniversary of the end of the Second World War in 2020.
- The Grants and Concessions panel awarded a total of £155,997 this year across 23 separate schemes. This included a small number of ‘Fast Track’ (up to £1,000) bids, as well as larger amounts, considered by the quarterly Panel.
- New community facilities have been enabled through the use of Section 106 funds. The new Westhampnett Community Hall (part funded through neighbouring housing development) opened to the public in November 2019, and the Council agreed over £220,000 of funding to support the conversion of Graylingwell Chapel in Chichester for community use.

### Community Projects and Partnerships (inc. Community Safety)

#### Key Achievements in 2019/20:

- The ‘Technology doesn’t Byte’ project was launched in partnership with the Richmond Fellowship and the Citizens Advice Bureau. The project aims to help residents learn basic digital skills to reduce social isolation and help find employment.
- The new website [www.chichestercommunitynetwork.org](http://www.chichestercommunitynetwork.org) was launched to provide a social platform for partner organisations (such as Parish Councils and community groups), to share problems, ideas, solutions and to regularly communicate with each other.
- The 5 Ways to Wellbeing project has been transferred to a contract with START and was delivered in 6 primary schools, to 205 children across the district. The ‘Ideas into Action’ project was also delivered at Midhurst Primary School.
- Two events were delivered on behalf of Chichester in Partnership, alongside Natwest bank with the aim of raising awareness of community safety and fraud.
- CCTV evidence was linked to specific incident reports this year, increasing the use of this resource. This included traveller movements, drug and alcohol offences, anti-social behaviour, graffiti and damage to parked cars.
- The initial meeting of the Cross-Border MOLT (Mapping Offenders, Locations & Trends), held in May 2019 at Midhurst Rother College was exceptionally well attended with support from local schools and police forces as well as neighbouring Local Authorities.



- Significant work has taken place in the City centre to reduce Anti-social behaviour, including joint patrols involving CDC, Chichester College and Sussex Police.
- In response to C19 the Communities team worked with WSCC to establish a hub to help the most vulnerable people to self-isolate by provision of emergency food, picking up medicines and other support and assistance.

## **Health and Community Wellbeing**

### **Key Achievements in 2019/20:**

- The Wellbeing service has expanded this year with additional funding from WSCC Public Health for delivery of NHS Health Checks, Smoking Cessation and specialist alcohol reduction services. The team have been trained on how to deliver these new services and new staff recruited to ensure we have capacity to deliver a quality service.
- The team worked with 1,177 clients during 2019/20 with advice and information to make positive lifestyle changes. We have seen an increase in referrals from GPs, although self-referral remains the main route of entry into the service.
- 105 people took part in a 12 week weight management programme with the majority successfully reaching the target for weight loss.
- We have seen an increase in people wanting help to reduce their alcohol consumption along with support for pre diabetes and falls prevention. Our services supporting healthy workplaces, increasing physical activity, fuel poverty reduction and family wellbeing have all continued successfully this year.

## **Social Prescribing**

### **Key Achievements in 2019/20:**

- The service entered its second year in July 2019 and continued taking referrals from GPs to support clients with debt and money management, housing and lifestyle issues. Many are referred because they are socially isolated and need support to reconnect with their community. To date, the team have worked with over 1000 people, signposting them to agencies for support and helping them to become resilient and better able to cope.
- Funds were secured from Hyde Housing for a part-time post to focus on housing issues.
- Further funding for Social Prescribing was announced from NHS England and West Sussex Clinical Commissioning Group earlier in the year. This, together with funding from CDC will mean that the service is secure for 4 more years to 2023/24.

## **Culture and Sport Division**

### **Culture and Tourism**

The service oversees funding agreements and monitoring frameworks for Chichester Festival Theatre (CFT), Pallant House Gallery (PHG) 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. Due to Covid 19 the Theatre and Gallery along with The Novium and the leisure Centres had to close in mid-March 2020.

### **Key Achievements in 2019/20:**

- PHG delivered a number of successful exhibitions this year. New for 2019/20 were 'Julian Trevelyan: An Artist and his World' and 'Harold Gilman: Beyond Camden Town'.
- PHG had 57,470 visits during the year. 47% were repeat visitors within 12 months, and 26% were first time visitors.
- 'Festival 2019' ran from April to December 2019 in CFT and the Minerva Theatre. 223,784 people attended the 12 CFT-produced productions.
- 'The Midnight Gang' achieved the highest ever schools interaction of a production in CFT's history; 3,341 tickets were issued, engaging 56 local schools. 378 tickets (11%) were given free to 13 schools in deprived areas locally. This production was also livestreamed to the

children's wards of St Richard's and Worthing Hospitals, Chestnut Tree House Children's Hospice and to bedside televisions and public spaces at Great Ormond Street Children's Hospital.

- Visit Chichester delivered a number of networking events in 2019/20 and developed a number of new partnerships. A new brand is also being developed, which will include development of a new website.

### **Leisure and Sports Development**

The service oversees the Leisure management contract, which has been delivered by Everyone Active 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 2019/20:**

- All three Leisure Centres and the Sports Development Team have been assessed by Quest; the UK Quality Scheme for Sport and Leisure. The Grange and Bourne Centres achieved 'Excellent', placing them in the top 25 centres in the UK and Westgate Leisure achieved 'Outstanding', which places it in the top ten. Both Westgate and The Grange received awards at the 2020 Chartered Institute for the Management of Sport and Physical Activity and Quest conference.
- There were 1,447,059 visits to our leisure centres in 2019/20; a 2% increase on 2018/19. Memberships also hit a record high this year with 7,019 members.
- Participation among the over-50s was growing (prior to the centres' closure in March due to C19), thanks to weekly walking sports sessions delivered at all sites. Walking netball and walking cricket sessions have been added to the programme. The sessions, delivered in partnership with Netball England and Sussex Cricket, encourage physical activity and give an opportunity for social engagement.



### **The Novium Museum and Tourist Information Centre (TIC)**

#### **Key Achievements in 2019/20:**


- The Novium Museum and TIC service had 50,559 visitors this year. The TIC responded to 12,950 enquiries and the Chichester Box Office managed sales of 7,982 tickets for 224 local events.
- 1,003 school pupils attended hands-on workshops across 49 sessions as part of the Museum's Learning Programme. A further 493 children attended 15 sleepovers, 830 pupils attended 30 outreach sessions and 104 loan boxes went to local schools.
- The headline exhibition 'Mystery Warrior: The North Bersted Man' opened to the public on 25 January. The exhibition was supported by a £50,000 grant from The National Lottery Heritage Fund, sponsorship from Irwin Mitchell and donation of the finds by Berkeley Homes. The exhibition received national and international press coverage, attracting visitors from far and wide before the museum closed on 17 March due to C19. The grant also funded a programme of events including a lecture series, community days and family days.

## Performance Indicators: Community Services and Culture Cabinet Portfolio


### Community Engagement and Development

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 230</b>	Number of new clients engaged with the Choose Work Service	Higher is better	74	80	<b>77</b>		Better		60
<b>LPI 230b</b>	% Choose Work Clients Supported into Paid Employment, Work Experience or Education	Higher is better	41.9%	40%	<b>41.6%</b>		Weaker	<p>32 out of 77 clients were supported to move closer to work in 2019/20.</p> <ul style="list-style-type: none"> <li>• 11 (14.3%) went into paid work</li> <li>• 8 (10.4%) went into work experience placements</li> <li>• 13 (16.9%) went into further education</li> </ul> <p>Choose Work Officers carried out 399 client interventions during 2019/20 including CV &amp; covering letter advice, job application support; interview advice/mock interviews, report writing and employability support workshops.</p>	40%






### Community Projects and Partnerships

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 212</b>	All Reported Crime – Chichester (% increase – rolling year)	Lower is better	10.9%	0%	<b>5.5%</b>		Better	<p>Rolling year April 2018 to March 2019 = 7,051 offences</p> <p>Rolling year April 2019 to March 2020 = 7,442 offences</p>	0%



## Health and Community Wellbeing

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 234</b>	% people maintaining positive lifestyle changes after 3 months, following engagement with the Wellbeing Hub	Higher is better	79.3%	80%	<b>82%</b>		Better	Reported figure is an average across 2019/20. The Q4 result was 77% (amber status).	80%

## Leisure and Sports Development

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 007</b>	Increase in attendances at Leisure Centres (all sites)	Higher is better	1,420,767	1,449,182	<b>1,447,059</b>		Better	Overall attendance target met for 2019/20 (within 1%). Leisure Centres were closed from 20th March due to C19 and attendance had dropped off prior to this.	Targets for 2020/21 to be agreed
<b>LPI 290</b>	Increase attendance of people aged 50 or over	Higher is better	207,065	211,206	<b>202,693</b>		Weaker	Attendance for this group ended the year down by 2%. However, this was showing a 2% increase until March 2020. March visits were 6,996 down on last year due to C19.	
<b>LPI 291</b>	Increase attendance of young people aged 0-15	Higher is better	110,002	111,102	<b>105,175</b>		Weaker	Attendance for this group ended the year down by 4%. However, March visits were 4,827 down on last year due to C19.	
<b>LPI 292</b>	Increase attendance of people with disabilities	Higher is better	15,805	15,968	<b>15,623</b>		Weaker	Attendance for this group ended the year down by 1%. However, March visits were 367 down on last year due to C19.	
<b>CSD MPI 05</b>	Increase Customer satisfaction by 1% per year	Higher is better	92%	89%	<b>90%</b>		Weaker		

## The Novium and TIC

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 219</b>	The Novium - All museum admissions	Higher is better	52,513	55,000	<b>50,444</b>		Weaker	Visitor numbers declined significantly in March 2020 due to C19. The Novium was closed to the public from 17 March.	56,500
<b>LPI 220</b>	The Novium - Total number of tourist information enquiries	Higher is better	14,926	15,000	<b>12,950</b>		Weaker		15,000

# Cabinet Portfolio: Growth, Place and Regeneration

## Key Areas of Responsibility

<b>Place</b> <ul style="list-style-type: none"><li>• Bus Shelters</li><li>• Chichester City Vision</li><li>• Rural Town Visions</li><li>• City and Town Co-Ordination</li><li>• Parking Services</li><li>• Public Conveniences</li></ul>	<b>Property and Growth</b> <ul style="list-style-type: none"><li>• Building Services</li><li>• Economic Development</li><li>• Estates</li></ul> <b>Regeneration</b> <ul style="list-style-type: none"><li>• Southern Gateway</li></ul>
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## Place Division

### Chichester City and Rural Towns Visions

#### Key Achievements in 2019/20:

- Project teams have begun to deliver the outcomes in the Chichester Vision and the Vision Delivery Steering Group continues to monitor delivery. Work has also been undertaken with Selsey, Midhurst and Petworth to assist in the delivery of their Visions, and work has begun with East Wittering and Bracklesham Parish Council to support development and delivery of a Vision for that area.
- The 'Sea's The Day' Project to further engage Selsey with its fishing heritage, has delivered outputs including a film, recipe cards and oral history archives. The project received £32,578 from the National Lottery and has reached at least 98,500 people, as well as receiving coverage in local newspapers, television and radio. Sea's the Day has generated two further projects on lobster and sediment research and marine education, involving national research bodies and local marine enterprises.
- The team have worked closely with Chichester City Business Improvement District (BID).
- Supported by the Rural Towns Co-Ordinator, Midhurst Business Network has been established as a monthly meeting with training and has a growing membership.
- Closer working links with Petworth Business Association have been developed, enabling networks within the broader town centre community.

## Parking Services

#### Key Achievements in 2019/20:

- Digital permits have continued to be rolled out across all car parks.
- All car parks which held the British Parking Association's Safer Parking Award have successfully maintained their accreditation. This assists with reducing crime and fear of crime in car parks and provides assurance to the public that measures have been introduced to ensure a safe environment. The same car parks have also been awarded the Disabled Parking Accreditation which recognises off-street parking facilities which are accessible to disabled people.
- Investigation of Blue Badge Misuse has been increased, in partnership with West Sussex County Council and specially trained investigators.
- Work on a revised Parking Strategy for Chichester District has begun. This will reflect the requirements of the district and include consideration of the themes and issues from the West Sussex County Council Road Space Audit.
- North Street Car Park in Midhurst has been resurfaced and relined to further improve the street scene in this location.

## **Public Conveniences**

### **Key Achievements in 2019/20:**

- CDC was placed in the top 20 Local Authority public toilet providers in the UK this year. Inspectors rated the public toilets in North Street Car Park, Midhurst, and Northgate Car Park, Chichester, as 'Platinum', while public toilets at Hillfield Road, Selsey, and Pound Street Car Park, Petworth, were both rated 'Gold'. The Northgate Car Park public toilets received a national Space to Change trophy for providing the best facilities in this category. All four facilities also received certificates for Washroom Cleaner of the Year. These awards add to the previous year's successful 'Platinum' accreditation for facilities at Little London, Avenue De Chartres and Florence Park in Chichester.
- Hand washer / dryer units were upgraded across a number of the public conveniences this year. The new units are more energy efficient and provide a modern 'no touch' facility.

## **Property and Growth Division**

### **Building Services**

#### **Key Achievements in 2019/20:**

- Major refurbishment works at the Avenue De Chartres Multi Storey Car Park continued. Works completed this year included structural testing, replacement of lighting with LED luminaires, provision of edge protection for pedestrians and vehicles, electrical fixed wire testing and installation of new surface water pumps and access covers.
- The repair and maintenance programme for 2019/20 was delivered, including works in partnership with WSCC Highways to stabilise a stone retaining wall alongside the A272 Pound Street, Petworth and repairs to a local shopping parade.
- Legislative changes including requirements for improved energy conservation and carbon emissions targets for buildings have started to be addressed.

## **Economic Development**

#### **Key Achievements in 2019/20:**

- Delivery of the Retail Training Programme was completed with 36 workshops run across Chichester, Midhurst, Petworth, Selsey and East Wittering since the programme started in 2018. One to one sessions were also available. Over 70 businesses have been supported with training and linked Shop Front Grants for 29 businesses have been approved.
- The updated Economic Development Strategy was adopted in November 2019, along with the new Inward Investment & Growth Strategy.
- Alongside the Business Contact programme, which provides support to smaller businesses, the team has been building contacts with larger businesses in a number of sectors.
- Businesses have been encouraged to invest in apprentices by making them aware of the national support schemes and local training opportunities. The Enabling Grant programme has provided funding towards projects which aim to engage 23 apprentices and has approved funding applications for 5 more.

## **Estates**

#### **Key Achievements in 2019/20:**

- Plans for the redevelopment of St James Industrial Estate, Chichester, have progressed. Liaison with tenants has been taking place and the team have assisted with support and guidance on sourcing alternative premises on either a temporary or permanent basis.
- Management of the Old Bakery in Petworth has been taken back in-house this year, saving on costs and encouraging a closer landlord and tenant working relationship.

- Options appraisals have been undertaken for Priory Park and two areas of Council owned land at Bracklesham Bay and East Beach, Selsey.
- Discussions have continued with our developer partner for the Barnfield Site in Chichester. The access roundabout on Westhampnett Road is now complete and new Lidl Store open.
- Contract negotiations have continued for the sale of the Grange site in Midhurst and work to bring the Church Road, Chichester development site to the market has continued.

## **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 m<sup>2</sup> 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 2019/20:**




- An EU procurement process was undertaken and Henry Boot Developments has been selected as the preferred developer.
- Work has continued on completion of the Development Agreement.
- A relocation site for Stage Coach has been purchased in Terminus road and Heads of Terms have been produced.
- A Communication Strategy has been agreed and the website updated.
- Work continues with Homes England on the acquisition of the former court site.





## Performance Indicators: Growth, Place and Regeneration Cabinet Portfolio



### Parking Services

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 177a</b>	Tuesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	810	Min. 300 Max. 952	<b>1,007</b>		Weaker	<p>Thresholds are set at no lower than 300 spaces to ensure demand isn't higher than spaces available, and no higher than 25% of available spaces to ensure income levels are not affected. Total capacity on a Tuesday is 3,810 spaces.</p> <p>Reported figure is an average across 2019/20. The March 2020 result was 2,137 (red status). This figure is greatly impacted by the C19 restrictions and has affected the average for the whole year. The average to end Feb 2020 was 904 (green status).</p>	Min. 300 Max. 952
<b>LPI 177b</b>	Wednesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	763	Min. 300 Max. 888	<b>899</b>		Weaker	<p>Target calculated in line with LPI 177a (above). Total capacity on a Wednesday is 3,554 spaces.</p> <p>Reported figure is an average across 2019/20. The March 2020 result was 1,874 (red status). This figure is greatly impacted by the C19 restrictions and has affected the average for the whole year. The average to end Feb 2020 was 810 (green status).</p>	Min. 300 Max. 888



<b>LPI 177c</b>	Saturday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	971	Min. 300 Max. 993	<b>1,118</b>		Weaker	Target calculated in line with LPI 177a (above). Total capacity on a Saturday is 3,974 spaces.  Reported figure is an average across 2019/20. The March 2020 result was 2302 (red status). This figure is greatly impacted by the C19 restrictions and has affected the average for the whole year. The average to end Feb 2020 was 1011 (red status).	Min. 300 Max. 993
<b>LPI 34</b>	% of car parks in the City for which we have achieved Safer Parking Awards	Higher is better	100%	100%	<b>100%</b>		No Change	All City Car Parks have passed.	100%
<b>LPI 35</b>	% of rural car parks for which we have achieved Safer Parking Awards	Higher is better	75%	75%	<b>75%</b>		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%

## Economic Development

<b>PI Code</b>	<b>Short Name</b>	<b>Assessment</b>	<b>2018/19 Outturn</b>	<b>2019/20 Target</b>	<b>2019/20 Outturn</b>	<b>Status</b>	<b>Trend - 2019/20 v 2018/19</b>	<b>Commentary</b>	<b>2020/21 Target</b>
<b>LPI 231</b>	Number of businesses supported through the Business Support Programme	Higher is better	475	300	<b>1,509</b>		Better	In Q4, 685 businesses were supported. Due to C19, the team have been dealing with a far higher volume of enquiries, the majority concerning eligibility for financial support through the pandemic.	300
<b>LPI 237</b>	Respond to 90% of business planning applications	Higher is better	100%	90%	<b>100%</b>		No change		90%

<b>LPI 252</b>	Occupancy rate for our city and town centre shops	Higher is better	94.68%	91.8%	<b>95.38% (to end Q3)</b>		Better	Reported figure is an average across 2019/20. The Q3 result was 96.07% (green status). The latest available figure for the South East is 91.8% (October 2019). No data was available for Q4 due to C19.	Above South East average
<b>LPI 163b</b>	Increase survival rates of companies at year 3 to align with the South East actual	Higher is better	64.9% (2017)	58.4% (2018)	<b>58.5% (2018)</b>		Weaker	Next update will be in Jan 2021, when 2019 data is released at the end of Dec 2020.	South East actual

## Estates

<b>PI Code</b>	<b>Short Name</b>	<b>Assessment</b>	<b>2018/19 Outturn</b>	<b>2019/20 Target</b>	<b>2019/20 Outturn</b>	<b>Status</b>	<b>Trend - 2019/20 v 2018/19</b>	<b>Commentary</b>	<b>2020/21 Target</b>
<b>LPI 53</b>	% empty units within our commercial and industrial property	Lower is better	9.18%	5%	<b>9.91%</b>		Weaker	Reported figure is an average across 2019/20. The Q4 result was 5.7% (green status). There continue to be a large number of vacant units at St James Industrial Estate pending redevelopment. From Q4 onwards, these units have been removed from the calculation to give a clearer picture of empty units in the rest of the estate.	5%
<b>LPI 54</b>	% rent and service charge arrears	Lower is better	2.81%	4%	<b>7.06%</b>		Weaker	Reported figure is an average across 2019/20. The Q4 result was 8.73% (red status). Arrears figures were significantly higher in the second half of the year. One large, late payment affected the figures for Q4 (this has now been received).	4%

# Cabinet Portfolio: Housing, Communications, Licensing and Events

## Key Areas of Responsibility

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

### Communications

#### Key achievements in 2019/20:

- The PR and Web Teams underwent a service review in 2019/20, which resulted in the teams coming together as the Communications Team. The team aims modernise the way we interact with our residents, visitors and businesses, and develop a digital focus.
- A Countdown to Christmas campaign was launched in association with local parish councils, organisations, businesses and media outlets, aiming to encourage people to shop in the district's high streets. The campaign reached over a million people on social media.
- Workplace, an internal communications tool, was introduced across the organisation, offering staff a digital forum to share documents, comments, updates and videos, as well as providing video conferencing facilities that can be used even in an emergency situation when council systems may be offline.
- In October, the Council signed up to the Local Digital Declaration; a sign of intent to align digital services to best meet customers' needs. As part of this, we are evaluating our focus on channel shift and the digital transformation needed to achieve this. The team have introduced a tool to monitor web and e-form transaction data. Targets and performance indicators will be set based on this.
- The team implemented (in under a week) the GOV Notify service, a free email/text alert service, developed by central government. This was a key part of our response to C19, allowing key messages to be delivered to residents through a variety of channels.
- The Team re-designed the Intranet and made changes to the external website homepage this year. They also designed, developed and deployed seven subsites generating an income of £25,000. These included - Birdaware, Selsey and Midhurst Visions, West Sussex Energy, Donnington Parish Council and Chichester Community Network.
- A new digital online 'flipbook' for Initiatives was introduced which enabled customers to view an interactive version of the long established magazine whilst also driving efficiencies.

### Events

#### Key achievements in 2019/20:

- The 2019 Summer Street Party was organised by the Licensing Team with support from Chichester Business Improvement District (BID); creating an exciting summer evening event in Chichester city centre. Many shops and businesses took part and stayed open late to host activities and provide refreshments. The event was a great success and was well received by visitors, traders and businesses.
- The Council's first Events Strategy has been developed, acknowledging the benefits of a coordinated approach to a programme of events, opportunities associated with hosting events and the benefits events can bring to the district. The Strategy aims to raise the profile of the district as a leading visitor destination and will be supported by an emerging Events Action Plan and events calendar for key partners.

- A review of markets was undertaken by the Market Task and Finish Group. This included potential changes to the delivery of the Farmers Market and assessment of the weekly markets in Chichester and other bespoke markets. This work will continue into 2020/21.

## **Licensing**

### **Key achievements in 2019/20:**

- The Council completed the statutory process of designating additional areas in Chichester City centre to allow certain street trading activities to take place, with Council consent. This change will promote diversity in the shopping offer, whilst providing support for businesses.
- In accordance with legislation and following consultation, the existing Public Spaces Protection Order covering Chichester City was extended in July 2019 for a further period of three years.
- More than 1,950 applications/notices under the various licensing regimes for alcohol, gambling, street collections, taxis and caravans were received this year; an increase of 5.9% on the previous year.
- A new system was introduced to undertake DVLA Driving Licence checks for licensed taxi drivers, which has improved efficiency and reduced costs.
- The House to House Collection Policy was reviewed and adopted, with some minor amendments, by the General Licensing Committee in February 2020.
- The team undertook a public consultation and engaged with key stakeholders about revisions to the council's Statement of Policy under the Gambling Act 2005. The updated Policy was adopted and came into effect in June 2019.

## **Housing Division**

### **Housing Advice**

#### **Key achievements in 2019/20:**

- A successful bid was submitted for Government funding under the Rough Sleeper Initiative, allowing us to employ a Rough Sleeper Coordinator and an Outreach Worker as well as providing additional resources for Stonepillow. This helped us to respond successfully to the Government's 'Everyone In' Initiative and arrange accommodation for all known rough sleepers in the area during the C19 crisis.
- The Team have responded to an increase in homelessness and a resulting increase in use of Bed and Breakfast accommodation by accelerating the planned scheme for additional temporary accommodation at Westward House and Freeland Close. This will provide 17 new temporary accommodation units, plus 3 more converted from the shared units at Westward House. This includes 2 wheelchair accessible flats.
- Securing landlords on our Homefinder scheme continues to be challenging as landlords leave the market due to changes in taxation. However, in 2019/20, 8 households moved from temporary accommodation into our managed properties and 22 more were helped into the private rented sector including four large families who needed properties with 5 bedrooms.

### **Housing Standards and HomeMove**

#### **Key achievements in 2019/20:**

- The new countywide discretionary Disabled Facilities Grant policy was formally adopted this year. This allows us to help more people with a wider range of adaptations and services. In 2019/20, 130 home adaptations were provided at a cost of £1.5m.
- 29 properties joined the Landlord Accreditation Scheme, or renewed their status during the year and 32 landlords received assistance to improve their properties.
- 141 new applications for mandatory licensing for Houses in Multiple Occupation were received this year. There are now 159 licensed properties in the district.

- 487 households on our Housing Register found homes through the HomeMove scheme.



## **Housing Delivery**

### **Key achievements in 2019/20:**


- In partnership with West Sussex County Council, we reached an agreement with Registered Providers (Housing Associations) to provide new social rented homes at Petworth and Bracklesham.
- Housing needs surveys were undertaken in Southbourne, Oving and Chidham/Hambrook parish areas to assess local needs and opinions.
- Community led housing schemes in Midhurst and Westbourne have made great progress over the year.



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

### Licensing


PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 117</b>	% Licensing Act 2003 applications determined within 2 months	Higher is better	99.52%	100%	<b>98.2%</b>		Weaker	3 applications were not determined within target (compared to 1 last year). Mediation was ultimately successful in 1 case and 2 cases required a hearing of the Alcohol and Entertainment Licensing Sub-Committee. Hearings could not be arranged within the 2 month target but both were arranged and undertaken just outside of it.	100%
<b>LPI 118</b>	% Gambling Act 2005 applications determined within 2 months	Higher is better	100%	100%	<b>100%</b>		No change		100%

### Housing Advice

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>HA MPI 02</b>	Total number of households in nightly-paid accommodation - all cases	Lower is better	9	N/A	<b>13</b>		Weaker	Reported figure is an average across 2019/20. The lowest figure recorded was 9 in Q1. The highest was 15 in both Q3 and Q4.  Households placed out of District will be measured separately from 2020/21.	N/A – data only


<b>LPI 204</b>	% of cases where homelessness is threatened but prevented	Higher is better	56.8%	50%	<b>31.1%</b>		Weaker	<p>Legislation, IT and staff changes have continued to impact the team in 2019/20. Due to these changes, figures from 2018/19 and earlier are not directly comparable. A more positive result of 50% has been recorded in Quarter 1 of 2020/21.</p> <p>For 2020/21, this PI will be supplemented with a new one to measure cases where a Homelessness Relief Duty is owed and homelessness is relieved. This will also have a target of 50%.</p>	50%
<b>LPI 205</b>	Percentage of homeless applications where the main housing duty is decided within 66 days	Higher is better	34.87% (to Feb 2019)	50%	<b>45.33%</b>		Better	<p>Due to legislation, IT and staffing changes, figures from 2018/19 and earlier are not directly comparable.</p> <p>Reported figure is an average across 2019/20. The March 2020 result was 93% (green status).</p>	50%

### Housing Standards and HomeMove

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 003</b>	Homes improved through the Council's Landlord Accreditation Scheme, financial assistance packages and enforcement	Higher is better	72	50	<b>81</b>		Better	The new Housing Strategy includes a measure to monitor the number of homes improved via renewal activity or adaptations. This monitoring will replace this performance indicator for 2020/21 onwards.	N/A



## Housing Delivery

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 002</b>	Affordable homes enabled by the Council	Higher is better	171	140	<b>127</b>		Weaker	<p>In the 2019/20 period a total of 127 new affordable homes were delivered, including 63 for rent and 64 for sale.</p> <p>Some slippage took place in the programme as completions slowed in the last quarter of 2019/20 and many sites closed completely in March due to C19. We expect the outturn in 2020/21 to be correspondingly higher.</p> <p>A new target has been set for this PI for 2020/21 based on the approved Housing Strategy target (1000 additional affordable homes delivered by 2025).</p>	167

## Cabinet Portfolio: Environment and Chichester Contract Services

### Key Areas of Responsibility

Chichester Contract Services	Health and Environment
<ul style="list-style-type: none"><li>• Cemeteries</li><li>• Cleansing and Recycling Services</li><li>• Grounds Maintenance</li><li>• Parks and Open Spaces</li><li>• Vehicle Workshop and MOTs</li><li>• Waste</li></ul>	<ul style="list-style-type: none"><li>• Air Quality</li><li>• Building Control</li><li>• Coastal Protection and Foreshores</li><li>• Dog Control</li><li>• Environmental Protection</li><li>• Environmental Strategy inc. Biodiversity</li><li>• Health Protection (including Business Continuity and Health and Safety)</li><li>• Noise Pollution</li></ul>

### Chichester Contract Services Division

#### Key achievements during 2019/20:

- Our Garden Recycling Service continues to grow and at the end of 2019/20 over 16,800 residents were using the service; an increase of 1,400 new subscriptions compared to the previous year. Alongside promotional work undertaken in the summer, we supported St Wilfrid's Hospice to deliver their first Christmas Tree Recycling Scheme which was a great success. St Wilfrid's volunteers collected over 600 trees for us to recycle and they raised over £7,000 for the hospice charity. We will be working with the St Wilfrid's team again to run the scheme for 2020/21.
- To enhance the service offering of our Business Waste and Recycling customers, Cabinet approved a new food waste recycling service for businesses. The new service provides businesses with further opportunities to recycle, reduce waste and save on their waste management costs. We will be working closely with new and existing customers during 2020/21 to grow the service. All food waste collected will be recycled via a process called anaerobic digestion, recommended by Government as one of the best methods for food waste recycling.
- We also increased the capacity of our mixed recycling collection rounds for businesses. The majority of our customers already use our recycling collections, which are charged at a much lower rate than the equivalent general waste bin, and a number of our customers have already taken advantage of this enhanced service offering. We also worked hard to keep costs down for all our customers and put in place a price freeze for 2019/20 for the majority of our emptying services.
- We were delighted to secure a new waste collection contract with the Chichester College Group which is being delivered in partnership with Horsham District Council and Adur and Worthing Councils. The contract covers all of Chichester College Group's sites, from Chichester to Brinsbury, and will also include their site at Haywards Heath from September 2020. The contract includes collection services alongside recycling support and advice.
- Working with the West Sussex Waste Partnership (WSWP), we ran several recycling campaigns during the year which included 'Fight Against Food Waste', 'Think Before You Throw' and 'Cutting Confusion'. Each campaign focused on waste reduction and helping residents to understand what items can be reused or recycled rather than going into the general waste bin. A further campaign called 'Mia Recycles' continues to run, which focuses on specific items around the household that can be recycled and also visits the Materials Recycling Facility in Ford to show what happens to recycling once it's been collected.

- We were delighted to be able to host the recycled plastic bottle Christmas tree again this year. Working with Chichester Business Improvement District and the WSWP, we hosted the recycled Christmas tree in North Street, Chichester to highlight the importance of reducing single-use plastics and recycling whatever plastics we can.
- DEFRA continues to consult on proposals set out in the Government's Resources and Waste Strategy for England. The consultations included areas such as (but not limited to) mandatory food waste collections, increased ownership and responsibility of material producers for the life of their products, deposit return schemes for containers and how waste collections can be more consistent across the nation. Proposals will undoubtedly involve significant changes for the UK waste industry as a whole and we will continue to work with the WSWP to respond to consultations as they are released.

## **Health and Environment Division**

### **Air Quality**

#### **Key achievements in 2019/20:**

- Working in partnership with Parking Services, 18 electric vehicle charge points were delivered across CDC car parks in the District, using a £60,000 grant from the Office for Low Emission Vehicles.
- Baseline air quality modelling for Chichester was completed.
- Using an award from the Business Rates Pool, a contract was let for development of a Local Cycling and Walking Infrastructure Plan for Chichester. This has now reached delivery of an early draft.
- Money from the Business Rates Pool also supported development of the Selsey to Chichester cycling commuter route; 'Selsey Greenway'.
- An Air Quality Management Area was declared at Rumbolds Hill, Midhurst.

### **Building Control**

#### **Key achievements in 2019/20:**

- 785 Building Regulations applications were received during the year, a reduction on the 2018/19 figure (845 applications).
- The Service generated £362,671 of income, which is short of 2018/19 figures and target income. Reasons for this are being explored and steps to address it identified, including reviewing the time allowance per application.
- The service continues to strive to comply with the Building Regulations 2010 regarding the charging requirements on local authorities. Fee levels were reviewed again in 2019.

### **Coastal Protection and Foreshores**

#### **Key achievements in 2019/20:**

- The fourth year of the Selsey & Wittering Beach Management Plan 2016-21 was successfully completed. Works included the enhancement of groynes on the Selsey & East Wittering frontages and the delivery and placement of 5,000t of shingle.
- The Selsey Bathing Water Enhancement project was successfully concluded, resulting in all three of our bathing waters now being rated as "excellent".
- The Foreshores Service was delivered from April to September 2019, during which time the Foreshores Team enforced the council's byelaws, completed 8 rescues, responded to 21 first aid incidents and spoke to over 900 dog owners.

## **Environmental Protection**

### **Key achievements in 2019/20:**

- Under the Litter and Fly Tip Strategy 2017-20 we ran six events working in partnership with local traders and delivered new education initiatives on waste and litter.
- The Team dealt with 2,683 environmental complaints, of which 534 related to noise and 197 to anti-social behaviour. This represents a significant increase on last year (1,830 complaints), particularly in the noise category.
- The Team carried out animal licensing inspections for 73 businesses, generating £13,851 of income.
- Tablet-based IT access was rolled out this year for officers working out in the district.

## **Environmental Strategy including Biodiversity**

### **Key achievements in 2019/20:**

- Green Gym sessions have been running throughout the year at Brandy Hole Copse Local Nature Reserve, where volunteers have been undertaking conservation works to benefit their mental and physical wellbeing.
- Ecological advice was provided on over 800 planning applications across Chichester District (including the South Downs National Park area) and Arun District;
- Background evidence and support was provided to enable the Council to declare a Climate Emergency in July 2019 and produce a Climate Change Initial Action Plan which was approved in January 2020.
- Strategic Environmental Assessments were undertaken for the Boxgrove, Selsey and Westbourne Neighbourhood Plans.
- The Team developed evidence to support the Strategic Wildlife Corridors Policy within the Local Plan Review and developed a Strategic Wildlife Corridors Project for which funding is being sought.






## **Health Protection (inc. Health and Safety)**

### **Key Achievements in 2019/20:**



- The Food Standards Agency undertook a two-day audit of food safety work. The Council performed well with only a small number of minor issues to address
- 68 local business employees received food safety training and our 'Safer Food Better Business' coaching continued with 5 courses offering bespoke training on site to aid food businesses in meeting legal requirements.
- High risk skin piercers were a focus of a special project this year. Of those inspected, standards were found to be good with only minor recommendations or advice given.
- Another project this year focused on gas safety in food businesses. Of the 21 premises inspected, 7 were found to be non-compliant and required inspection by a gas safe engineer. The team also identified 2 unregistered gas safe engineers who were reported to Gas Safe and the HSE.
- Since March 2020, the team have been instrumental in providing advice and support to local businesses on C19 and working safely as restrictions eased.

## Performance Indicators: Environment and Chichester Contract Services Cabinet Portfolio



### Contract Services


PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 001</b>	% graffiti removed within 5 working days	Higher is better	100%	100%	<b>100%</b>		No change		100%
<b>LPI 005</b>	Number of residents using the Garden Recycling Service	Higher is better	15,391	17,000	<b>17,164</b>		Better	Increase in sign-ups during C19 lockdown period and temporary closure of Household Waste Recycling Sites (end March 2020).	17,500
<b>LPI 006</b>	% fly-tips removed within 3 days	Higher is better	92.08%	90%	<b>94.4%</b>		Better	Reported figure is an average across 2019/20. The quarter 4 figure was 95.6% (green status).	90%
<b>LPI 127</b>	Cost of household waste collection per household	Lower is better	£33.58	N/A	<b>£50.52</b>	N/A	Weaker	The considerable increase year on year was driven by WSCC ceasing payment of recycling credits.  Due to the significant change, a target for 2020/21 will not yet be set.	TBC
<b>LPI 191</b>	Residual household waste in Kg per household	Lower is better	397.55	392	422.42		Weaker	Whilst there was an increase in both recycling and residual tonnage in the year, the disproportionate increase in residual waste per household has impacted the recycling rate.	TBC
<b>LPI 192</b>	% household waste sent for reuse, recycling and composting	Higher is better	46.5%	47.0%	44.93%		Weaker		In Q3, the Service also noted an increase of rejected recycling loads (being tipped as waste) following the Westhampnett fire and loads being taken directly to the MRF.

## Building Control



PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>BC MPI 01</b>	Site inspections undertaken within 24 hours	Higher is better	100%	100%	<b>100%</b>		No change		100%
<b>BC MPI 03</b>	Applications determined within 5 weeks (unless time extension agreed)	Higher is better	100%	100%	<b>100%</b>		No change		100%

## Environmental Protection

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 133</b>	% Premises with Environmental Permits due for an Audit that are inspected	Higher is better	100%	100%	<b>25%</b>		Weaker	<p>Inspections are usually carried out in February/March in order to combine them with risk ratings for the following year. Nearly all inspections in March had to be postponed due to C19 restrictions, which has meant we have only completed four out of 16 visits scheduled in 2019/20.</p> <p>From 2020/21, this PI will report the actual number of inspections carried out (in line with LPI 135). Target has been set in line with this.</p>	17
<b>LPI 135</b>	Number of Private Water Supplies sampled and/or risk assessed	Higher is better	25	22	<b>43</b>		Better	Includes all visits and all risk assessments carried out in 2019/20.	22

<b>LPI 193a</b>	Per capita reduction in CO2 emissions in the LA area	Lower is better	-36.1% (2017)	N/A	<b>-38.4% (2018)</b>		Better	Chichester District emissions in 2018 were 5.3 tonnes per capita CO2, down from 8.6t in 2005; (a reduction of 38.4%) and a 3.8% reduction on the 2017 figure of 5.5t. However, this is still the highest of all Districts and Boroughs in West Sussex and still above the West Sussex average (4.2t)	N/A
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### Health Protection

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 174</b>	% food premises due for inspection that were carried out	Higher is better	90.8%	100%	<b>82.78%</b>		Weaker	The lower figure this year is primarily due to having a vacant post, staff redeployment onto a complex accident investigation and lengthy preparations for Brexit. Inspection figures were well below target at the end of each quarter so the year-end result shows a significant recovery in the last quarter. C19 prevented us doing a final push to get inspections completed in March.	100%
<b>LPI 179</b>	% food businesses broadly compliant with statutory food safety requirements	Higher is better	96.58%	95%	<b>97.33%</b>		Better	The team have again worked really hard to support businesses in improving their standards.	95%

# Cabinet Portfolio: Finance, Corporate Services and Revenues and Benefits

## Key Areas of Responsibility

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

## Business Support Division

### Corporate Improvement & Facilities

#### Key achievements in 2019/20:

- Work was undertaken with Councillors and Senior Officers to review the Council's priorities this year. This included several sessions, facilitated by the Local Government Association, which helped inform production of a new draft Corporate Plan. This piece of work was placed on hold when C19 impacted on Council priorities in the short term, but it will be revisited for the development of a new Corporate Plan for 2021-2025.
- An internal review of the Environmental Health Service was carried out; working with the services to improve processes, redesign structures and generate revenue savings of over £120,000 per year. Support was also provided to the review of the Public Relations and Web Teams.
- The Facilities Team worked with registered charity Sanctuary at Chichester to provide a space for them within East Pallant House, also securing rental income for the Council.
- The Team responded to the early stages of C19 by ensuring that the Council was suitably equipped with PPE to enable staff to work safely.

### Electoral Services (including Land Charges)

#### Key Achievements in 2019/20:

- 3 all-out Elections were delivered in 2019/20, 2 of which were unplanned; a District and Parish Council election and a European Parliamentary Election in May 2019 and a UK Parliamentary General Election in December 2019.
- 3 further by-elections and Neighbourhood Planning Referenda were administered.
- The Land Charges Team processed 1,773 Local Authority Searches and 1,066 Personal Searches with an average turnaround time of 6 working days. This generated £202,107.93 of income.



## **Human Resources**

### **Key achievements in 2019/20:**

- A new staff appraisal system was introduced, in consultation with the Staff Side and Unison involving staff assessment against competencies and using measures to assess performance and determine whether an increment can be awarded if eligible. The new system also includes use of Performance Development Plans where required.
- A new Market Supplements Procedure was introduced, following negotiation with the Staff Side and Unison. The procedure governs the use and administration of market supplements (Premia payments).
- Comprehensive HR support was provided to the Revenues, Benefits and Customer Services review. This included the merger of the existing Client Support team with the Customer Services team, which has now been incorporated into this division.
- This support was also provided to the Environmental Health review, which brought together the Environmental Protection and Health Protection teams into one division.
- The Team prepared initial guidance to staff and managers in response to the early stages of the C19 crisis. Advice was given to Senior Management, temporary policy changes were implemented and information was collected from staff to inform our response.

## **ICT**

### **Key achievements in 2019/20:**

- A full replacement of our Virtual Private Network (VPN) was undertaken to increase user capacity from 100 to 350.
- A safer, easier to use and more secure user authentication system was introduced for access to our network when working remotely. This involved replacement of our old 'tokens' with a more efficient and effective 2 factor authentication system.
- Initial movement of some Council systems to the cloud-based Microsoft 365 platform, including exchange (Outlook Email) and introduction of the Microsoft Teams application
- Jointly with Finance, the Team oversaw a move to a new and more efficient BACS provider.
- Our Public Sector Network accreditation was successfully retained and we participated in the Local Government Association Cyber Security assessment exercise.
- A project to support business continuity commenced, which will provide enhanced disaster recovery capability across council services.

## **Financial Services Division**

### **Accountancy Services**

#### **Key Achievements in 2019/20:**

- Draft statutory accounts were completed by 4 June 2019 for review by the Council's external auditors.
- A new Corporate Debt Recovery Policy was developed, which incorporated the Write off Policy and came into effect on 1 March 2020.
- Improvements were made to the Payment Card Industry Data Security Standards (PCI DSS) arrangements at the Novium and Chichester Contract Services.
- The Team continued to support major corporate projects including Freelands Close, the Barnfield site and Southern Gateway.
- The Treasury Management Task & Finish Group were supported to review liquidity and long term investments, which resulted in an increase of longer term deposits with an anticipated increase in annual yield whilst minimising risk.

## **Internal Audit and Corporate Investigations**

### **Key Achievements in 2019/20:**

- Audits of Travel and Subsistence, Land Charges, Building Control, HR and Recruitment and Selection were completed this year, as well as follow up audits and position statements on other areas reviewed.
- Key financial controls were tested and reviewed to establish compliance for key areas including asset management, Housing Benefit, cash and banking, and general ledger.
- Successful investigations and reviews (including the Empty Home Review and the National Fraud Initiative) have saved or brought in additional income of £398,074.

## **Legal and Democratic Services Division**

### **Member Services**

#### **Key Achievements in 2019/20:**

- A Members induction was completed successfully for all new and returning Members following the District and Parish elections in May 2019. All Members were offered a range of relevant training courses as a foundation for success in their roles.
- The annual Chairman's Reception was organised to support the Chairman in thanking members of the community who have made a difference in their neighbourhoods or across the District.
- A complete suite of systems were implemented to enable remote meetings to take place during the C19 pandemic, giving continued democratic decision making and public transparency. A Remote Meeting Protocol was also developed and rolled out.
- Members and Officers were supported with advice on how to retain effective and legitimate processes during the uncertainty of the pandemic including ensuring the exceptional decision records were maintained and presented to full Council.

### **Legal including Procurement**

#### **Key Achievements in 2019/20:**

- The Contract Register was updated to include information relating to several new requirements under procurement legislation.
- Several legal encyclopaedias were rolled out to enable remote working through the pandemic and legal advice was provided to all Services about application of the Coronavirus Act 2020.
- Legal support has been provided to Council projects including Southern Gateway, development of Freeland Close and Compulsory Purchase processes.
- The Team presented our own applications for injunctions in respect of complex matters including unauthorised encampment at Birdham.

### **Information Management**

#### **Key achievements in 2019/20:**

- The Team have continued to ensure that the General Data Protection Regulations (GDPR) have been embedded into the day to day activity of the Council.
- A second legal officer can now act as deputy Data Protection Officer.
- Several key information management policies have been adopted to reflect best practice and update local procedures.

## **Revenues, Benefits and Customer Services Division**

### **Revenues and Benefits**

#### **Key achievements during 2019/20:**

- A Debt Recovery team has been introduced, with the aim of improving debt recovery management and supporting the Council financially.
- The Council Tax Team supported colleagues in Parking Services on joint procurement of a contract for Enforcement Agents, to ensure best value.
- The Team successfully implemented a £1.5m Retail Relief scheme for businesses with a rateable value of less than £51,000.
- A Leadership Programme was introduced and completed by all line managers in the Division.
- All operational requirements to support residents and businesses affected by the C19 pandemic were successfully delivered. This ensured all available financial support was received promptly by those entitled to it from March 2020 onwards. This included (but was not limited to) Business Rate grants, the Hardship Fund and increased casework arising from the pandemic.



### **Customer Services**

#### **Key achievements during 2019/20:**


- The Revenues and Benefits Customer Contact Team have been successfully integrated into the Customer Services Team. This has ensured all customer contact is managed effectively and has helped to improve the customer experience and overall performance management of Customer Services.
- A restructure was completed to support required changes to Customer Services.

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


### Human Resources

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 143</b>	Working Days Lost Due to Sickness Absence	Lower is better	6.19	8.00	<b>7.97</b>		Weaker	Average sickness per employee for the period 1.4.19 to 31.3.20 = 7.97 days  Long Term Sickness = 5.01 days Short Term Sickness = 2.96 days  Average LTS has increased from 3.09 days last year, while average STS has fallen from 3.10 days.	7.00
<b>LPI 289</b>	Quarterly Staff Turnover	Lower is better	11.14%	15.0%	<b>8.53%</b>		Better	Reported figure is an average across 2019/20. The Quarter 4 result was 9.16% (green status).	15.0%


### Land Charges

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 48a</b>	% of all searches carried out within 10 working days	Higher is better	55.12%	100%	<b>100%</b>		Better		100%



### Financial Services

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 156</b>	Creditor invoices paid within 30 days	Higher is better	95.2%	96%	<b>95.45%</b>		Better	Reported figure is an average across 2019/20. The March 2020 result was 92.71% (amber status).	98%





## Legal Services

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 74</b>	% of prosecution proceedings started within ten working days of receiving complete instructions	Higher is better	100%	95%	<b>100%</b>		No change	Reported figure is an average across 2019/20. The Quarter 4 result was 100% (green status).	95%

## Customer Services

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>CS MPI 01</b>	% Customer Service Centre enquiries resolved at first point of contact	Higher is better	86.9%	85%	<b>86.42%</b>		Weaker	Reported figure is an average across 2019/20. The March 2020 figure was 89% (green status).	85%
<b>CS MPI 02</b>	% calls to the Customer Service Centre that are answered	Higher is better	91.33%	95%	<b>92.58%</b>		Better	Reported figure is an average across 2019/20. The March 2020 figure was 93% (amber status). Performance was affected by an increase in calls related to the General Election in November / December 2019 and in March 2020 by C19. We have messaging in place while customers wait offering online options or customers can leave a message and the team will call them back as soon as the next person is free.	90%

## Revenues and Benefits

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 140</b>	% Council Tax collected	Higher is better	97.85%	98.2%	<b>97.67%</b>		Weaker		98.2%
<b>LPI 141</b>	% Non-domestic Rates Collected	Higher is better	97.45%	98.2%	<b>97.65%</b>		Better		98.2%
<b>LPI 004a</b>	Time taken to process new claims for benefits (inc. Housing Benefit and Council Tax Reduction)	Lower is better	18.9 days	20 days (15 from Dec 2019)	<b>15.2 days</b>		Better	Figure represents average for both Housing Benefit and Council Tax Reduction combined across 2019/20.  Average performance for each benefit type for 2019/20 was: Housing Benefit: 13.25 days Council Tax Reduction: 17.17 days	15 days
<b>LPI 004b</b>	Time taken to process change events for benefits (inc. Housing Benefit and Council Tax Reduction)	Lower is better	10 days	7 days (HB) 10 days (CTR)  7 days (both) from Dec 2019	<b>8.4 days</b>		Better	Figure represents average for both Housing Benefit and Council Tax Reduction combined across 2019/20.  Average performance for each benefit type for 2019/20 was: Housing Benefit: 8.75 days Council Tax Reduction: 8.08 days	7 days

## Cabinet Portfolio: Planning Services

### Key Areas of Responsibility

Development Management	Planning Policy
<ul style="list-style-type: none"><li>• Development Management (inc. for the South Downs National Park Authority)</li><li>• Planning Enforcement</li><li>• Planning Administration</li><li>• Tree Protection</li></ul>	<ul style="list-style-type: none"><li>• Community Infrastructure Levy</li><li>• Conservation and Design</li><li>• Planning Policy and the Local Plan</li><li>• Neighbourhood Planning</li></ul>

### Development Management Division

#### Development Management inc. Planning Enforcement, Administration and Tree Protection

##### Key achievements in 2019/20:

- 64 major planning applications were received for the Chichester Local Plan area this year, a significant increase of 27 on the previous year.
- Major housing-led developments continued to make progress in the Chichester Strategic Development Locations (SDLs) and in other settlements in the Chichester Local Plan area. Towards the end of 2019, permission was granted for the reserved matters relating to the first phases of housing at the Whitehouse Farm SDL, totalling 164 homes. Further reserved matters applications were also granted on other key sites, including Shopwyke Lakes and Phase 1 of the Madgewick Lane SDL.
- A Customer Service Improvement plan has been implemented this year, which included measures to improve communication and engagement with applicants and agents and ensure timely decisions on planning applications. Initial feedback from customers about the changes has been very positive.
- The Team have moved to a paperless working environment and electronic devices are now being used to assess most planning applications and enforcement cases. Some further work is required on the software for undertaking site visits, which will continue into 2020/21.
- Over 500 enforcement complaints were dealt with this year and 40 formal notices (including 31 enforcement notices) were issued.
- Planning Enforcement cases are now available for public access via an online register of cases where a breach of planning control has been established. Customers now have instant online access to details including the site address, a description of the matter investigated and, where available, the case outcome.
- Officers continue to push forward the legal case to challenge the failure of the occupiers and landowners to comply with the Enforcement Notices issued at the Birdham Gypsy and Traveller Site.

### Planning Policy Division

#### Planning Policy (inc. Conservation and Design)

##### Key achievements in 2019/20:









- Representations received on the Preferred Approach version of the Local Plan Review were analysed and published.
- The evidence base was further expanded this year to include consideration of the impact of the Local Plan Review proposed development strategy on matters including transport, improvements to the A27, nitrates in Chichester Harbour, waste water and updates to the Housing and Economic Land Availability Assessment.

- The Team have worked in partnership with neighbouring authorities, Southern Water, the Environment Agency and Natural England on water quality issues.
- Work with neighbouring authorities and key statutory partners has been developed this year in relation to the Duty to Co-Operate.
- Support has continued to be provided to Parishes undertaking neighbourhood plans and neighbourhood plan reviews.
- In the financial year ending 31 March 2020 the Community Infrastructure Levy (CIL) Team collected a total of £3,200,224. £383,242 of this was passed to Parish Councils to spend on projects to support the growth of their areas and £2,656,971 remains available to spend on local infrastructure. Plans for projects to be funded include real-time passenger information displays for buses, school places, school access improvements, biodiversity, wildlife corridors, pedestrian, road and cycling improvements, additional health care facilities and new sports facilities.
- In the financial year ending 31 March 2020 the Council received £707,304 in contributions due under Section 106 legal agreements related to developments. During the year £939,535 was spent in supporting the provision of affordable housing, and community and leisure facilities throughout the district, together with measures to protect the environment at Chichester & Langstone Harbour and Pagham Harbour. Projects funded, at least in part, by this money include improvements to Village Halls at Tangmere and Fishbourne, outdoor play area refurbishment and replacement in Hunston and Swanfield Park, Chichester, a new clubhouse for Chichester Bowmen Archery Club, improvements to a number of Guide and Scout huts and nine affordable rented homes in Southbourne.
- A CIL and Section 106 Public Facing Module has been implemented to increase transparency and assist in meeting government requirements to produce annual Infrastructure Funding Statements.
- Progress has been made on the Compulsory Purchase Order at Tangmere, including a full Council resolution to use powers of compulsory purchase to acquire the necessary land.



## Performance Indicators: Planning Services Cabinet Portfolio

### Development Management

PI Code	Short Name	Assessment	2018/19 Outturn	2019/20 Target	2019/20 Outturn	Status	Trend - 2019/20 v 2018/19	Commentary	2020/21 Target
<b>LPI 187a</b>	CDC Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	87.5%	60%	<b>97.22%</b>		Better		60%
<b>LPI 187b</b>	CDC Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	87.18%	65%	<b>81.63%</b>		Weaker		65%
<b>LPI 187c</b>	CDC Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	94.0%	80%	<b>87.35%</b>		Weaker		80%
<b>LPI 188a</b>	SDNP Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	100%	60%	<b>100%</b>		No change		60%
<b>LPI 188b</b>	SDNP Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	87.58%	65%	<b>88.28%</b>		Better		65%
<b>LPI 188c</b>	SDNP Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	90.95%	80%	<b>87.72%</b>		Weaker		80%
<b>LPI 124</b>	CDC Area - Planning appeals allowed	Lower is better	20.59%	30%	<b>31.58%</b>		Weaker	Appeals allowed as a % of appeals submitted for CDC area. 18 allowed out of 57 submitted.	30%
<b>LPI 124a</b>	SDNP Area - Planning appeals allowed	Lower is better	30.76%	30%	<b>37.04%</b>		Weaker	Appeals allowed as a % of appeals submitted for SDNPA area. 10 allowed out of 27 submitted.	30%
<b>DM MPI 11 f</b>	CDC Enforcement - % Decisions Made Within 28 Days	Higher is better	N/A – new measure for 2019/20	100%				The Service is working to refine reporting for this indicator to allow accurate and reliable monitoring for the Chichester Local Plan area. The equivalent indicator for the South Downs National Park area is dependent on information supplied by that Authority and the Service will continue to liaise with them to develop this.	100%
<b>DM MPI 11ff</b>	SDNP Enforcement - % Decisions Made Within 28 Days	Higher is better		100%					100%