



Chichester District Council

Annual Report

2020/2021

Introduction

Welcome to Chichester District Council's Annual Report for 2020/21.

As we identified in our Annual Report last year, the Council's clear priority for 2020/21 has been to support our residents, businesses and communities through the ongoing COVID-19 restrictions and the recovery phase. This support has taken many forms this year.

Our Revenues Team began the year by swiftly preparing and implementing multiple grants schemes for businesses based on their Business Rates value. Restrictions and government funding changed rapidly throughout the year and the Team worked hard to guide businesses through different applications and make sure as many as possible received financial support. A high point of this challenging work was the Council being recognised nationally by Rt Hon Robert Jenrick at a COVID Daily Briefing in May 2020 for delivering support to the highest proportion of eligible businesses in our area of all local authorities at that time. In addition, £500,000 of COVID Recovery Grants, funded by the Council was administered by our Economic Development and Communities Teams and allocated to eligible businesses and community or voluntary organisations. The timely payment of all these grants was enabled by our Finance Team.

Our Health Protection and Economic Development Teams both saw huge increases in the number of requests for advice from local businesses. Both Teams worked extremely hard to respond to all requests and ensure businesses were supported. Later in the year, 2 COVID Information Recovery Officers were employed using government funding to support businesses with reopening and operating in a COVID-safe way.

Support to individuals has also been provided this year. The Hardship Fund, administered by our Benefits Team, paid out around £350,000 to residents receiving Council Tax Reduction, with each receiving a one off payment of up to £150 towards their Council Tax balance. The Team also administered Test and Trace Support Payments and managed to set up the scheme and start making payments within just 2 weeks.

Since the 'Everyone In' initiative to bring all rough sleepers into accommodation at the start of the pandemic, our Housing Team have continued to work with rough sleepers, alongside our partner Stone Pillow and supported by funding from the Government. This has meant a significant reduction in the number of people sleeping rough in the District, with many former rough sleepers being supported to access and sustain accommodation.

Supporting West Sussex County Council's Community Hub, the Communities Team co-ordinated a small task force who helped collect and deliver essential food and medical supplies to those advised to shield. Well over 100 referrals for support were received this year.

When high streets began to reopen, our Community Wardens and, later, specially recruited and government funded COVID Ambassadors, helped the public to feel safe with a presence in the City Centre, reminding people to follow the appropriate guidance. We also provided safety signage conveying social distancing messages. This work will continue through 2021/22, along with other initiatives to support the return of the high street, funded through the Government's Welcome Back fund.

The Council contributed to the national COVID response, with testing sites being set up in some Council-owned car parks across the District and use of Westgate Leisure Centre as a mass vaccination site. NHS staff were also given free parking in our Northgate car park.

All of the public messages about COVID were co-ordinated and promoted by our PR Team. Their work helped residents, businesses, partners, councillors and staff stay well informed through clear, up-to-date communications across all our platforms. They also worked with the Observer newspapers to deliver an ongoing campaign to encourage people to 'Support Local' through the pandemic and in the recovery phase.

Our own services have been subject to restrictions throughout the year; all 3 of our Leisure Centres and our Novium Museum had to close, along with our cultural partners, Pallant House Gallery, Chichester Festival Theatre and the Great Sussex Way. All these sites have adapted to delivering services in a different way, or with restrictions in place. Online services have increased, including provision of online fitness classes, online booking, expansion of the Virtual Museum, increased engagement on social media and live-streaming of performances. Other services have also adapted incredibly quickly. Our Choose Work Co-Ordinators and Wellbeing Officers were able to continue to support vulnerable clients over the phone or online. Online service provision was increased in Parking Services, with 97% of all parking season tickets now digital and a new online form introduced to allow parking issues to be reported online.

Although our main building has been closed to the public this year, our Customer Services Team have been working on plans for reopening, taking into account the increase in services provided online as a result of the pandemic. Most residents have been able to access the services they need without a face to face visit to the offices. Improvements to the reception area are currently being made, ready for the building to reopen to the public with a new service delivery model; maximising efficiency, whilst ensuring anyone who needs support to access services can receive it.

The Council has also supported our own staff this year. The vast majority were assisted by our ICT Team to begin working mostly from home. This included upgrading our Virtual Private Network and introducing remote meeting software for staff and, supported by Democratic Services, also for Members to allow Council meetings to take place remotely. Our Facilities Team were able to source materials and make adaptations needed for our main offices to become COVID-secure. The Wellbeing Team ran initiatives to support staff wellbeing during this time, with further support from the HR Team and Service Managers available to those who needed it.

Despite the pandemic, work has continued on some important projects that will support the District's recovery in the future. The major regeneration project for the Southern Gateway area has continued, with a relocation site now purchased for one partner. The impact of COVID on this project and on the partners involved in its delivery will be reviewed in 2021/22.

Planning permission was secured this year for a redevelopment project at St James Industrial Estate, Chichester, which will provide around 4,448m² of floor space across 5 new blocks. The Council was awarded £1.18 million towards the project from the Government's "Getting Building Fund", one of just 12 grants awarded from 117 applications. Units will be marketed and available for lettings later in 2021/22.

Work has taken place across all Council Services this year to identify a programme of savings that will now be implemented from 2021/22, with the aim of saving around £2 million over the next 3 years. This will ensure the Council continues to deliver excellent value for money in these changing times.

There is no doubt that 2020/21 has been a challenging year for everyone. As restrictions now start to lift and the recovery period begins in earnest, CDC will continue to engage with our local residents, communities and businesses about what they need to recover from the effects of the pandemic and how we can best support them in this.

Leader of Chichester District Council



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 120,750¹ (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. The Council's main office is based in the centre of Chichester.

There are 67 parishes in the District and 36 elected members of the Council, representing 21 District Wards. The political makeup of the Council at 31 March 2021 was:

- Conservative: 17
- Liberal Democrats: 10
- Green Party: 2
- Labour: 2
- Local Alliance: 2
- Independents: 3

Following a recent resignation, the Council currently has one vacancy.

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 2020/21, **Cllr Elizabeth Hamilton** was Chairman of the Council, with **Cllr Clare Apel** as the Vice-Chairman. For 2021/22, Cllr Hamilton continues as Chairman with **Cllr Henry Potter** as 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 Full Council.

In 2020/21, 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 Penny Plant** – Cabinet Member for Environment and Chichester Contract Services
- **Cllr Peter Wilding** – Cabinet Member for Finance, Corporate Services and Revenues and Benefits
- **Cllr Martyn Bell** – Cabinet Member for Growth, Place and Regeneration
- **Cllr Alan Sutton** – Cabinet Member for Housing, Communications, Licensing and Events

From September 2020 **Cllr Tony Dignum** returned 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 has an important role in looking at the delivery of all public services in the District.

¹ Source: Office of National Statistics - Population Estimates

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. SLT, along with 14 Divisional Managers, support councillors while also managing the Council's day to day services.

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.

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

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

Cabinet Portfolio: Community Services and Culture

Key Areas of Responsibility

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

Community Engagement and Development

Key Achievements in 2020/21:

- Choose Work successfully developed an online programme to sustain engagement with clients throughout the pandemic.
- The New Homes Bonus (Parish Allocations) Scheme allocated £251,507 (99.8% of the funding available) in September 2020, across 33 approved projects.
- In August 2020, new processes established for Covid Recovery Grants were agreed by Council. The Team worked closely with Economic Development to develop a consistent approach across the 2 pots of money; “Communities” and “Businesses”. A simplified application process made use of eforms and small grants (up to £1,000) were typically agreed and paid in 7-10 working days.
- The Grants and Concessions Panel awarded a total of £168,157 across 28 separate schemes; a 20% increase in funded projects from the previous year.
- Some communities have used the enforced closure of community buildings to progress plans for improvements using S106 monies. Funding has been discussed, approved or released for sites including Fishbourne, Southbourne and Westbourne. In addition, S106 Public Art projects are being progressed in Donnington and Selsey, and a part funded art work installed in North Street Chichester.

Key Areas of Work for 2021/22:

- With funding from the Department for Work and Pensions, a “Youth Hub” for adults aged 18 – 25 will be delivered, providing support in getting into work, in particular the range of Kickstart vacancies funded by Government. Referrals from Chichester Job Centre are to commence in April 2021.

Community Projects and Partnerships (inc. Community Safety)

Key Achievements in 2020/21:

- A small task force was set up at the beginning of the first lockdown and responded to referrals from the WSCC community hub; collecting and delivering essential food and medical supplies those advised to shield. Well over 100 referrals were dealt with.
- Regular Community warden patrols continued in Chichester City centre, also supporting the reopening of the high street by reminding members of the public to follow the appropriate Covid guidance.

- An anti-social behaviour (ASB) risk assessment conference was set up to ensure high and medium risk ASB cases are managed appropriately. The pandemic has seen an increase in ASB reports.

Key Areas of Work for 2021/22:

- Data and public perceptions around women's safety are now being scoped, to potentially put in place measures that will mitigate risks to women and girls from sexual violence.
- Detached youth work will be starting in early June 2021 in the South ward of Chichester City to respond to increased levels of youth related ASB and serious youth violence in the area.
- CCTV will be reviewed to ensure the service is fit for purpose and provides value for money.

Health and Community Wellbeing

Key Achievements in 2020/21:

- The pandemic and subsequent lockdowns has meant that referrals to Wellbeing services have dropped significantly. We have worked hard to try to increase our visibility on social media and with GPs.
- The team were able to quickly change delivery of the service from face to face to online and telephone support. We also undertook a new marketing campaign and rebranded some services to make them more appealing to those at greater risk of an adverse reaction to Covid, focusing on smoking cessation, weight loss, reducing alcohol consumption and mental health and resilience.
- Recognising that people shielding or isolating at home are more likely to become sedentary, we commissioned an online falls prevention service and gentle exercise classes to help people increase their activity.
- Stonepillow, the homeless charity, referred 14 of their clients for support to quit smoking or move to vaping.

Key Areas of Work for 2021/22:

- The Service will be made more visible with a high street presence during 2021/22, allowing people to drop in to make enquiries and access information.
- A new Men's Health service is being designed, focusing on health and wellbeing for men, who do not engage as well as women with wellbeing services.
- There will be a focus on engaging with people working in manual occupations, particularly around alcohol consumption.
- Additional funding for weight management services has been confirmed for 2021/22 and we plan to increase our service at local community venues and online.

Social Prescribing

Key Achievements in 2020/21:

- The pandemic has raised the profile of preventive services and additional funding for social prescribing has been secured from Chichester Primary Care Network and Hyde Housing to recruit 3 new members of the team. This increased capacity means we now have one Social Prescriber for every two GP practices across the district.
- Provided daily welfare checks and telephone support to vulnerable, isolated people, in particular street homeless people who were housed during the pandemic.
- The pandemic has led to an increase in referrals for mental health issues, problems with neighbours and digital exclusion. With fewer onward referral routes available, the team have provided ongoing telephone support.

Key Areas of Work for 2021/22:

- Work with the Wellbeing team to establish a programme of short walks around each GP surgery area to support people to socialise and get back into the community.

- Develop the Service to increase referrals from partner agencies and build a multi-disciplinary style of working where clients are supported by the right agency at the right time.

Culture and Sport Division

Leisure and Sports Development

The service oversees the Leisure Management contract, which has been delivered by Everyone Active since May 2016. Due to Covid 19 the Leisure Centres closed in mid-March 2020 and continued to be subject to further closures and restrictions throughout the year.

Key Achievements in 2020/21:

- Everyone Active were able to offer EVERYONE ON DEMAND including access several online fitness programmes, providing an at-home solution to maintaining activity and fitness levels throughout the pandemic.
- All sites have been open when government guidelines have allowed with the required Covid secure measures in place. Booking systems have been adapted to enable all customers to book all activities online.
- The centres assisted in delivery of a mobile Covid testing unit for Midhurst and Westgate Leisure Centre has been used as a mass vaccination site for the NHS since February 2021.
- During the year there have been 12 successful leisure grant applications totalling almost £50,000 and 4 Section 106 allocations totalling nearly £170,000.
- When allowed, sports activity resumed with over 400 pitch sessions still able to take place. The launch of a successful Personal Trainer licence enabled businesses to continue to trade outdoors safely on CDC land when government guidelines prevented indoor activity from taking place.

Key Areas of Work for 2021/22:

- Implementation of a Decarbonisation Programme at Westgate Leisure Centre, funded through the Public Sector Decarbonisation Fund. This aims to reduce the carbon emissions of the leisure centre by an estimated 27%, an impact of an estimated 7.5% reduction in the council's reported greenhouse gas emissions.
- Continue to work with partners on delivery of a number of 3G sports pitches within the district.

The Novium Museum and Tourist Information Centre (TIC)

Due to Covid 19 the Museum and TIC had to close in mid-March 2020 and continued to be subject to further closures and restrictions throughout the year.

Key Achievements in 2020/21:

- During the periods the Museum was allowed to welcome visitors, an online booking system and Covid secure measures were implemented.
- Staff have continued to share Chichester's history during lockdowns and have expanded the Virtual Museum, allowing museum resources and exhibitions to be accessed online. Highlights from the collection have been shared every Saturday on social media and Monthly Changing Times articles have been provided for the Chichester Observer.
- There have been 8 successful grant applications during this period totalling nearly £70,000 of funding to create new online services and physical Covid-secure measures to protect staff and visitors, and for the conservation of the collection.
- New exhibitions and activities have been curated for the reopening of the museum including: The 30th anniversary of the closure of the cattle market; a local sustainable farming project and a Graylingwell Chapel exhibition with a focus on mental health.
- A variety of fun on-line activities were produced to support home learning during the pandemic and themed activities for the school holidays.

Key Areas of Work for 2021/22:

- Development of an exhibition to celebrate the past 60 years of the district's Culture, supporting the Season of Culture 2022. They will consider how the museum's collection can be used to help tell this story, linking to different parts of the district with loans and displays throughout the area.
- A series of events and activities will be developed to celebrate the 10th Anniversary of The Novium Museum.

Culture and Tourism

The service oversees funding agreements and monitoring frameworks for Chichester Festival Theatre (CFT), Pallant House Gallery (PHG) and The Great Sussex Way (formerly Visit Chichester). Due to Covid 19 the Theatre and Gallery had to close in mid-March 2020 and continued to be subject to further closures and restrictions throughout the year.

Key Achievements in 2020/21:

- PHG was able to open between August and November 2020. An online timed booking system was implemented and Covid secure measures put in place. The exhibitions proved very successful and visitor numbers exceeded expectations. Opening hours for the final week of the Barnett Freedman exhibition were extended to meet demand.
- Communications activities were increased significantly; the Gallery's Instagram audience grew 20% between March and November 2020 and the weekly art quiz regularly attracted 800+ responses. A new digital events programme was launched with talks about the exhibitions getting significant audiences.
- Embracing digital technology allowed CFT to stay connected to audiences and the local community, as well as reaching people new to CFT. Outdoor events and performances to in-person, socially-distanced audiences, took place when permitted. In total, 96 performances or events were seen by 16,087 people in-person & streamed by 153,721 online, across 52 countries.
- The Youth Theatre's Christmas production of *Pinocchio* was performed, socially-distanced, by 70 local young people split between two casts and supported by technical students. Live-streaming allowed the production to continue to be enjoyed when Tier 4 restrictions again closed the theatre.
- Visit Chichester launched its new brand, 'The Great Sussex Way' and its new website in February 2021. There has been much press coverage including in the Telegraph, TravMedia and local press and radio. A membership drive took place with the launch and a 25% increase in members was achieved in the first week.

Key Areas of Work for 2021/22:

- PHG and CFT are working with Chichester District Council to develop a Season of Culture 2022 to celebrate a number of local cultural organisations' major anniversaries and showcase the extraordinary cultural offer we have across the district. The Great Sussex Way will be supporting the season with marketing and promotion.
- A review of the funding agreements and associated service level agreements for PHG and CFT will take place this year in advance of the current agreements ending in March 2023.

Performance Indicators: Community Services and Culture Cabinet Portfolio

Community Engagement and Development

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 230	Number of new clients engaged with the Choose Work Service	Higher is better	77	60	66		Weaker	Choose Work have continued to support a larger cohort of existing clients throughout lockdown, many of whom are very vulnerable. In addition to 1-2-1 work, the team have developed online engagement, including group workshops and sessions.	60
LPI 230a	% Choose Work Clients Supported into Paid Employment, Work Experience or Education	Higher is better	41.6%	40%	83.5%		Better	55 out of 66 clients were supported to move closer to work in 2020/21. 54 (82%) went into paid work and 1 (1.5%) went into a work experience placement 525 client interventions were carried out during 2020/21 including CV & covering letter advice, job application support, interview advice/mock interviews, and virtual workshops.	40%

Community Projects and Partnerships

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 212	All Reported Crime – Chichester (% increase – rolling year)	Lower is better	5.5%	0%	-13.5%		Better	Rolling year April 2019 to March 2020 = 7,464 offences Rolling year April 2020 to March 2021 = 6,457 offences	0%

Health and Community Wellbeing

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 234	% people maintaining positive lifestyle changes after 3 months, following engagement with the Wellbeing Hub	Higher is better	82%	80%	98%		Better	Reported figure is an average across 2020/21. The Q4 figure was 96% (green status).	80%

Leisure and Sports Development

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 007	Increase in attendances at Leisure Centres (all sites)	Higher is better	1,447,059					<p>OSC will receive a report in September 2021 which will outline our Leisure Centre's achievements in 2020/21, but will not report on the usual performance indicators due to the impact of various restrictions on the sector throughout the year</p> <p>As a result of the coronavirus pandemic, Central Government first closed leisure centres on 20 March 2020. Since then, there have been 2 further national lockdowns and the Council's leisure centres have operated reduced services or had further closures as a result of social distancing requirements and tier 3 & 4 restrictions.</p> <p>During the closures we worked closely with Everyone Active to ensure buildings were secure, maintained and prepared for reopening when Government allowed this to happen. Westgate Leisure Centre also continued to allow access to the childcare provider who provided key worker childcare throughout the period. When guidance allowed, access was provided for Bourne Community College at Bourne Leisure Centre and for the Library at The Grange, Midhurst.</p> <p>The Council undertook an audit of all three sites to review the Covid secure measures in place. The council's Safety and Resilience Manager was impressed with the systems and procedures Everyone Active devised centrally and how these have been implemented at each of the sites. No concerns were raised. Feedback from customers has also been very positive since reopening, noting the importance of the centres to them and their health, and how safe they feel using the centres with Covid secure measures in place.</p>	
LPI 290	Increase attendance of people aged 50 or over	Higher is better	202,693						
LPI 291	Increase attendance of young people aged 0-15	Higher is better	105,175						
LPI 292	Increase attendance of people with disabilities	Higher is better	15,623						

The Novium and TIC

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 219	The Novium - All museum admissions	Higher is better	50,444	56,500	6,835		Weaker	Service admissions and TIC enquiries are down due to the closure of the service during the 1st and subsequent lockdowns. When the services did reopen in July 2020 attendee numbers were limited due to social distancing measures and the need to pre-book visits. TIC enquiries were impacted by remaining national restrictions on travel. A number of events and activities were cancelled due to Covid restrictions.	To be set following reopening.
LPI 220	The Novium - Total number of tourist information enquiries	Higher is better	12,950	15,000	1,394		Weaker		

Cabinet Portfolio: Growth, Place and Regeneration

Key Areas of Responsibility

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

Place Division

Parking Services

Key Achievements in 2020/21:

- Rollout of digital permits across all car parks was completed this year.
- Investigation of Blue Badge misuse has been increased, in partnership with West Sussex County Council and specially trained investigators.
- Further elements of the parking service have been moved online to assist customers to access services remotely. In addition, existing online services have been improved and have helped more customers to self-serve. 97% of all season tickets are now digital, 11% of all parking payments are now made using a phone/online service and customers now have the ability to apply for and renew permits or report parking issues online.
- Civil Enforcement Officers' presence has been increased in the coastal areas over the summer months, in response to the increased number of visitors.
- Parking incentives were introduced across a number of car parks in response to the Covid pandemic, including free parking for NHS staff in Northgate car park.
- The Team facilitated the introduction of a number of Covid test sites across several car parks in the district.

Key Areas of Work for 2021/22:

- Continue work on the Parking Strategy to ensure it reflects the requirements of the district and includes consideration of the themes and issues from the WSCC Road Space Audit.
- Administration and enforcement of a Controlled Parking Zone extension will be undertaken on behalf of WSCC.

Public Conveniences

Key Achievements in 2020/21:

- 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.
- All public conveniences were kept open during the various lockdowns, to ensure that facilities were provided for delivery drivers and residents taking daily exercise.

Key Areas of Work for 2021/22:

- Refurbishment projects are planned for Public Conveniences at key sites.

City and Town Co-Ordination (Inc. Visions)

Key Achievements in 2020/21:

- Project teams have continued to deliver the projects in the Chichester Vision and the Vision Delivery Steering Group continues to monitor delivery. Work has also been undertaken with Selsey, Midhurst, Petworth and East Wittering and Bracklesham to assist in the delivery of their Visions.
- Projects to support high streets have been implemented across the district, including media campaigns and safety signage conveying social distancing messages. The team has also worked with partners to introduce displays in vacant high street premises windows.

- The Sea's the Day project, which aimed to further engage Selsey with its fishing heritage, generated two further projects on lobster and sediment research and marine education, involving national research bodies and local marine enterprises. These are progressing and are now integrated with the Sussex IFCA and Sussex Wildlife Trust's Help Our Kelp project.
- Continued to work closely with Chichester City Business Improvement District (BID) to deliver projects across the city.
- Supported by the Rural Towns Co-ordinator, Midhurst Town Team has established regular Midhurst Business Network meetings for retail and non-retail businesses, which has a growing membership. The network provides an opportunity for sharing business ideas and advice as well as working on joint promotional ideas.
- Closer working links with Petworth Business Association have been developed, enabling networks within the broader town centre community.

Key Areas of Work for 2021/22:

- A review and refresh of Chichester Vision Action Plan is planned.
- Plan and manage a BID Ballot on behalf of Chichester BID, planned for November 2021.
- Continue to support to town and city vision projects as required.
- Coordination of delivery of projects for high streets and coastal areas through the Welcome Back Fund.

Property and Growth Division

Economic Development

Key Achievements in 2020/21:

- Continuing a project started in 2019/20, additional Retail Training workshops were offered this year. These were originally planned for in person delivery but were moved online and structured to reflect business needs during lockdown and planning ahead for re-opening.
- Working closely with the Taxation team and liaising with other districts and boroughs in West Sussex, we supported the establishment and delivery of the government funded Local Discretionary Grant Scheme in June 2020.
- Delivered the Covid Recovery Grants scheme funded by Chichester District Council and provided just under £400,000 of support to local businesses. The scheme offered small grants of up to £1,000 to assist businesses with costs incurred making their premises Covid safe and larger, match funded grants of up to £5,000 for projects to assist with recovery. 119 businesses received small grants totalling £103,169.01 and 71 businesses were awarded the larger grants totalling £295,965.23.

Key Areas of Work for 2021/22:

- Creation and launch of an Inward Investment website.
- Delivery of a network/workshop event to support food producers to develop local supply chains.
- Design and delivery of a funding scheme using remaining government funding to offer wider business support initiatives for recovery post lockdown.

Building Services

Key Achievements in 2020/21:

- An external brickwork conservation and restoration programme of works for Pallant House Gallery was completed.
- Managed the procurement process and completion of new four year energy contracts for all council buildings. New supplies were procured from guaranteed renewable origins.
- Installation of perimeter vehicle barriers at the Avenue De Chartres Multi Storey Car Park and provision of pedestrian ramps and signage to improve accessibility.
- Completion of fire precautions work across the Council's buildings.

- Repair and refurbishment of the pool hall skylight at Westgate Leisure Centre.

Key Areas of Work for 2021/22:

- Provide support for decarbonisation projects related to CDC buildings.
- Completion of stock condition surveys across the portfolio.
- Procure and award a new Electrical Services contract.

Estates (inc. Regeneration Projects)

Key Achievements in 2020/21:

- The Southern Gateway Regeneration project has progressed with work continuing on completion of the Development Agreement. A relocation site for Stage Coach has been purchased in Terminus Road and draft Heads of Terms have been produced. A site investigation study and ecology study have been completed for the old School site in Kingsham Road. The Sussex Health Trust and Coastal Commissioning Group have confirmed their requirements for a health hub facility within the Southern Gateway area and £3m of Community Infrastructure levy funding has been agreed to support this.
- The redevelopment project for St James Industrial Estate in Chichester secured planning permission this year, with permission granted for some 4,448m² of floor space across 5 new blocks. An Invitation to Tender process for appointment of a contractor to deliver the project was also completed, with 10 submissions received. The Council was awarded £1.18 million by the Coast to Capital LEP towards the cost of the project from the Government's "Getting Building Fund", one of just 12 grants awarded from 117 applications.
- Contracts were exchanged for the sale of the former Grange site in Midhurst.
- Final account certification requirements on Ravenna Point were completed, outstanding defects identified were closed out and the remaining vacant units successfully let.
- Provision of the Wednesday and Saturday Market for essential retail stalls was facilitated during the November and January/February Covid restrictions.

Key Areas of Work for 2021/22:

- In partnership with WSCC and Henry Boot Developments (HBD), we will review the phasing of the Southern Gateway scheme following the announcement from HMCS to use the courts building as Nightingale courts to address the pandemic-related backlog in cases. We will work with the LEP to review the project outputs post Covid 19 and work with WSCC, HBD and their appointed agents to review the market demands in line with the master plan, development brief and procurement process.
- Delivery of the St James redevelopment project, including construction works, preparing and implementing a marketing strategy and negotiating lettings.
- Marketing and disposal of the development site at Church Road, Chichester and negotiating terms for lifting a restrictive covenant to facilitate disposal of land to the rear of Mill Road, Westbourne.
- Complete an options appraisal for land at western end of Terminus Road.

Performance Indicators: Growth, Place and Regeneration Cabinet Portfolio

Parking Services

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 34	% of car parks in the City for which we have achieved Safer Parking Awards	Higher is better	100%	100%	100%		No Change	All City Car Parks have passed.	100%
LPI 35	% of rural car parks for which we have achieved Safer Parking Awards	Higher is better	75%	75%	75%		No Change	All car parks that met the standard previously have passed again. As previously, the exclusions are Bosham, East Beach, Selsey and Selsey Marine.	75%
LPI 177a	Tuesday - Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither too high nor too low	1,007	Min. 300 Max. 952	2,566		Weaker	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 is: Tuesday: 3,810 spaces Wednesday: 3,554 spaces Saturday: 3,974 spaces Reported figures are averages across 2020/21 for the different days. March 2021 figures (all red status) were: LPI 177a (Tuesday): 2,911 LPI 177b (Wednesday): 2,913 LPI 177c (Saturday): 3,128 Figures continue to be greatly affected by the Covid-19 restrictions.	Min. 300 Max. 952
LPI 177b	Wednesday - Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither too high nor too low	899	Min. 300 Max. 888	2,430		Weaker		Min. 300 Max. 888
LPI 177c	Saturday - Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither too high nor too low	1,118	Min. 300 Max. 993	2,689		Weaker		Min. 300 Max. 993

Economic Development

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 163b	Increase survival rates of companies at year 3 to align with the South East actual	Higher is better	58.5% (2018)	57.8% (2019)	61.1% (2019)		Better	The outturn for 2019 is higher than the previous year. The next update will be at the end of December 2021, when data for 2020 is released.	South East actual
LPI 231	Number of businesses supported through the Business Support Programme	Higher is better	1,509	300	2,351		Better	Since April 2020 the team has been in contact with 2,351 businesses. This figure is high due to the Pandemic.	300
LPI 237	Respond to 90% of business planning applications	Higher is better	100%	90%	95%		Weaker	Since April 2020, 70 commercial full planning applications plus 29 pre-apps have been reviewed and commented on. Performance dropped to 80% in Q2 due to the unprecedented demand on Officers' time during the Covid 19 response. Performance returned to 100% in Q3 and Q4. Where a planning application is important to protect the local economy a response will always be given.	90%
LPI 252	Occupancy rate for our city and town centre shops	Higher is better	95.38% (to end Q3)	89.3%	95.78% (Q2 only)		Better	A figure was only available for Q2 in 2020/21. Counts were not performed in Q1, Q3 or Q4 due to lockdowns. The latest available figure for the South East is 89.3% (July 2020).	Above South East average

Estates

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 53	% empty units within our commercial and industrial property	Lower is better	9.91%	5%	6.0%		Better	<p>Reported figure is an average across 2020/21. The Q4 result was 5.66% (green status). Vacant units at St James are not included while redevelopment work takes place.</p> <p>Vacancy rates remain stable due to some re-letting of newly vacated premises. We are aware of more premises being handed back and there is a risk the value will increase. An increased target of 10% has been set for 2021/22 and performance will be subject to COVID regulations.</p>	10%
LPI 54	% rent and service charge arrears	Lower is better	7.06%	4%	12.34%		Weaker	<p>Reported figure is an average across 2020/21. The Q4 result was 12.3% (red status).</p> <p>This figure is higher than the last financial year and rising. This was anticipated as a direct result of COVID and the fall in rent and service charge receipts through closures as a result of lockdown and restrictions. It should also be noted that the Coronavirus Act has not allowed CDC to actively pursue rent arrears and this remains the case. Until we can, we do not anticipate making significant inroads to the arrears. An increased target of 8% has been set for 2021/22.</p>	8%

Cabinet Portfolio: Housing, Communications, Licensing and Events

Key Areas of Responsibility

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

Licensing

Key achievements in 2020/21:

- The council's Statement of Licensing Policy under the Licensing Act 2003 and the Sex Establishment Policy for the period 2020-2025 were both revised and approved.
- Following a review of the Street Trading restrictions and statutory consultation, a revised scheme was approved and implemented this year. The revisions support the emerging revised market delivery model.
- In line with the Business and Planning Act 2020, a temporary 'Pavement Licensing' regime was introduced, enabling eligible businesses to use outdoor space for seating and dining as a result of the pandemic.
- Developed a new draft Hackney Carriage and Private Hire Licensing Policy and Conditions for public consultation. This included a revised Criminal Convictions Policy, which was adopted for immediate use.
- Collaborated with the National Anti-Fraud Network to access and check the NR3 national register of all taxi/private hire licence refusals and revocations.
- Issued regular communications to licence holders following changes to legislation or guidance as a result of pandemic.

Key Areas of Work for 2021/22:

- Undertake comprehensive reviews and consultations and publish a revised Statement of Licensing Policies under both the Licensing Act 2003 and the Gambling Act 2005.
- Consider responses to the consultation concerning the Hackney Carriage and Private Hire Licensing Policy and prepare the final policy and conditions for use. This will include new back-office procedures and consideration of how Climate Change aims can be supported. A review of associated fees and charges is also likely to be needed to ensure costs are recovered.
- Consider the implications and introduction of the new 'fit & proper' person test within the caravan site licensing regime.

Communications

Key achievements in 2020/21:

- Throughout the pandemic, the Team made sure residents, businesses, partners, councillors and staff remained well informed of the latest advice and support available through clear and up-to-date communications across all our platforms. This included making sure businesses were accessing available support, providing free downloadable social distancing signage, supporting the vaccination programme, making sure that residents were accessing the information and financial support they need and running campaigns with the Observer Series encouraging people to support local.
- Delivered a successful Christmas Campaign, encouraging people to support local businesses. Many businesses said it made a real difference to them with many shops giving away the personalised gift tags and using them to create window displays.

- The council's website was again awarded a Plain English Crystal Mark, showing our commitment to plain English throughout the site. Significant work has also been carried out to ensure the site meets the Government's accessibility standards, which is now a legal requirement for all public sector websites.
- Designed, developed and launched a new intranet for staff to access key services more efficiently. The new intranet uses the latest search technology and is fully responsive for desktops, tablets and mobiles.
- Four key consultations involved the Communications Team working closely with relevant services to engage with residents, organisations and businesses. Feedback from these consultations has shaped council work, including the Climate Emergency Detailed Action Plan and the Chichester City Local Cycling and Walking Infrastructure Plan.

Key Areas of Work for 2021/22:

- Deliver a revised Communications and Digital Strategy including a review of internal communications identifying appropriate channels, standards and expectations.
- Continue to respond to the pandemic and recovery as needed, including assessing the 'Welcome Back Fund' opportunities associated with communications and campaign work.
- Develop and deliver a Website Improvement Plan helping to drive digital transformation and channel shift.
- Deliver a Customer First campaign to increase awareness and encourage involvement in channel shift, plain English, customer care and organisational transformation.

Events

Key achievements in 2020/21:

- Developed and published the council's first Events Strategy and supporting Events Policy, recognising the benefits of a coordinated approach to events and acknowledging opportunities associated with hosting events.
- Despite the impact of the pandemic on the sector the Team coordinated and facilitated Safety Advisory Groups for large events, working with colleagues from WSCC Public Health to ensure current advice and practices were implemented by organisers.
- Supported the process associated with potential event Pilot Days at privately owned event sites within the district.

Key Areas of Work for 2021/22:

- Launch the Chichester Destination and develop the West Sussex Markets Group, including collaboration with South Downs National Park and The Great Sussex Way to promote and support the local economy, reduce food miles and help the local environment.
- Deliver a Summer Street Party 2021, working with partners, including Chichester BID, to contribute to the wider economic recovery of the district. The Team will also work with partners to support similar events at other key locations in the District.
- Develop options for delivery of the Chichester Farmers Market, including potential redevelopment of a section of the Cattle Market Car Park to create a dedicated market/events space.
- Work with the Climate Change Officer to develop 'Green' guidance for markets and events.

Housing Division

Housing Advice

Key achievements in 2020/21:

- Significant progress has been made towards reducing rough sleeping in Chichester. The Annual Rough Sleeper Count indicated that there were more than 30 adults sleeping rough within the District in 2019. An equivalent survey in November 2020 showed that this had reduced to three. This has been achieved through:
 - Expanding our Rough Sleeper Outreach Team with funding from the MCHLG

- Using commercial hotels to provide temporary accommodation to those coming off the street at the start of the pandemic
 - Use of redeployed Council staff to bolster the efforts of voluntary sector partners during the Spring lockdown
 - Diverted giving campaign to encourage the public not to give money to people begging on the street
 - 'Housing First' initiative to fast track former rough sleepers with challenging needs directly into social housing and support them to sustain accommodation
 - Grants totalling nearly £500k, secured for both CDC and Stone Pillow through the Next Steps Accommodation Programme, used to provide housing options for rough sleepers
- Our Homefinder lettings scheme continues to add properties to the portfolio as, despite the challenges and reluctance of people to move during the pandemic, the removal of fees has enabled us to continue to find properties for those in need.
 - Full implementation of a new, integrated IT system for homelessness and Choice Based Lettings.
 - Completed a review of the Allocations Scheme, ensuring it is up to date and compliant with current statutory requirements whilst giving officers the flexibility to help households in very specific circumstances. This includes those moving through supported housing, which may include applicants who have been rough sleeping, those fleeing domestic violence and Care Leavers. The new scheme provides the potential to manage allocations to these groups as part of a managed pathway.
 - A review of the Homelessness Prevention Fund to ensure it has the flexibility to help clients impacted by Covid move on to permanent accommodation.

Key Areas of Work for 2021/22:

- Maintain the reduction in the incidence of rough sleeping.
- Complete a review of the staffing structure across the whole Division, to ensure it is structured in the most effective way to provide the best service possible to our residents.
- Mitigate the impact of the Covid pandemic, and in particular the ending of the eviction ban, to prevent an increase in homelessness by ensuring those affected receive advice and support.

Housing Standards and HomeMove

Key achievements in 2020/21:

- In 2020/21, 166 home disabled adaptations were provided at a cost of £1.7m. These included property extensions, wet room installations, kitchen adaptations, ramped accesses and stair lift installations.
- 24 properties joined Chichester's Landlord Accreditation Scheme for the first time, or renewed their status this year. 31 landlords received financial assistance towards the cost of improving their properties to meet scheme standards. There are now 334 council accredited private rented properties in the district.
- 10 new applications for mandatory licensing for Houses in Multiple Occupation were received this year. There are now 160 licensed properties in the district.
- As part of a consortium, the Team has been successful in bidding for two rounds of funding totalling just over £9 million across the consortium area. The funding is available for residents occupying low energy performance properties and on low incomes and is to pay for carbon reducing and energy efficiency measures.

Key Areas of Work for 2021/22:

- Implement the new Housing Standards, Financial Assistance and Enforcement policy.
- Implement the new allocations scheme.

Housing Delivery

Key achievements in 2020/21:

- Our Registered Provider partners have continued delivery of new affordable housing on strategic sites at Graylingwell (Clarion) and Shopwhyke Lakes (Hyde) as well as the Brewery Close development in Southbourne (Clarion).
- The Community Led Housing initiative has seen good progress by groups based in Midhurst and Westbourne as well as the completion of four new Almshouses in Chichester.
- Developers' contribution funding was provided to support the development of affordable housing by Worthing Homes (Middleton Close, Bracklesham), Chichester Greyfriars (Royal Close, Chichester) and Stone Pillow (provision of an additional three bedroom house in Chichester).
- The scheme for 17 new temporary accommodation units at Freeland Close, plus 3 more converted from the shared units at Westward House and 2 much needed wheelchair accessible flats has begun in earnest. The old building has been demolished, piling has begun and the project is currently on track for completion in Winter 2021/22.

Key Areas of Work for 2021/22:

- Work with Hyde to complete the review of the Large Scale Voluntary Transfer agreement and agree their asset management programme in Chichester district.
- Completion of the planned temporary accommodation scheme at Freeland Close, Chichester.

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

Licensing

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 117	% Licensing Act 2003 applications determined within 2 months	Higher is better	98.2%	100%	96.15%		Weaker	4 applications were not determined within target (compared to 3 last year). A representation was received in respect of one, but this was resolved by mediation. All the applications are deemed to have been granted, however, the Team has had to prioritise work to support licensed trades operating during national restrictions, which has impacted on our ability to prepare and issue licences. Each applicant is aware that their application has been successful and that they will receive the licence shortly.	100%
LPI 118	% Gambling Act 2005 applications determined within 2 months	Higher is better	100%	100%	100%		No change		100%

Housing Advice and Temporary Accommodation

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
HA MPI 02	Total number of households in nightly-paid accommodation - all cases	Lower is better	13	N/A	16.25		Weaker	Reported figure is an average across 2020/21. The Q4 figure was 17.	N/A – data only
HA MPI 03	Total number of households in nightly-paid accommodation – out of District	Lower is better	8.25	N/A	9		Weaker	Reported figure is an average across 2020/21. The Q4 figure was 8.	N/A – data only

TA MPI 04	Total number of households in CDC-Managed Temporary Accommodation	Lower is better	42.9	N/A	42.8		Better	Reported figure is an average across 2020/21. The March 2021 figure was 38.	N/A – data only
LPI 204a	% of cases where homelessness is threatened but prevented	Higher is better	32.43%	50%	59.08%		Better	Reported figure is an average across 2020/21. The Q4 figure was 66.7% (green status).	50%
LPI 204b	% of cases where homelessness is relieved	Higher is better	21.27%	50%	53.75%		Better	Reported figure is an average across 2020/21. The Q4 figure was 42.11% (red status).	50%

Housing Standards and HomeMove

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 003	Homes improved with Financial Assistance from the Council	Higher is better	72	50	39		Weaker	This includes homes improved through Landlord Accreditation Assistance, Home Repairs Assistance and Chichester Warm Homes Initiative. Direct requests for help with home improvements have been lower than usual due to the pandemic. As a result of lockdowns, non-essential inspections have been very limited, which has directly affected demand for financial assistance.	50

Housing Delivery

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 002	Affordable homes enabled by the Council	Higher is better	127	167	188		Better	188 affordable homes have been enabled in Year 1 of the new Housing Strategy. This includes 110 affordable homes for rent, 72 for Shared Ownership and 6 for Discounted Equity Sale.	167

Cabinet Portfolio: Environment and Chichester Contract Services

Key Areas of Responsibility

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

Chichester Contract Services Division

Key achievements in 2020/21:

- Maintaining a continuous kerbside waste collection service throughout the district during the pandemic. At the start of the pandemic nearly 50% of the waste collection crews were unavailable either due to necessity to shield or isolate. Over 20 non-CCS staff were trained (including senior officers) to support the collection crews. Many other CCS team members were moved across from their 'day' jobs to also provide support. Agency drivers were recruited and workshop staff, supervisors and managers who held HGV licences were used to keep the rounds going. Despite these challenges very few rounds were lapsed and the public support for the crews was tremendous.
- Resource constraints were present throughout the year which in turn placed greater reliance on the crews in work who continued to deliver the service without fail.
- During the first 6 months of the pandemic, the services were delivered at the same time as the depot yard was undergoing resurfacing and drainage enhancements. A temporary transport operating centre was set up using space on the Goodwood Estate and the teams had to operate from two sites.
- The depot re-surfacing and drainage work was completed, linking the site to main drainage as well as providing a safer operating site fit for purpose for the future.
- The new vehicle wash equipment was procured and installed at the depot providing on-site access to an efficient wash system that cleans top, sides and chassis of the CCS fleet, as well as providing a source of income to the Council.
- Our new trade food waste collection service was introduced, although this and a significant portion of our trade waste service was impacted by the lockdown restrictions. During the forced closure of many of our trade waste customers, we continued to support them by providing very flexible collection suspension options, which has in turn been recognised by our customers very positively. At the peak of lockdown our trade waste business was reduced by nearly 62%.
- A positive impact of Covid was seen on our Garden Recycling Service which continued to grow and at the end of 2020/21 had 19,109 residents using the service; an increase of 1,875 new subscriptions compared to the previous year. Alongside promotional work undertaken in the summer, we again supported St Wilfrid's Hospice to deliver their Christmas Tree Recycling Scheme which again was a great success. St Wilfrid's volunteers collected over 1350 trees for us to recycle and they raised over £17,500 for the hospice charity, over double that of the previous year. We will be working with the St Wilfrid's team again to run the scheme for 2021/22.
- 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 West Sussex Waste Partnership and our Environment Panel to respond to consultations as they are released.

- As the district starts to open up following the third lock down many of the resource challenges that we have faced are still present but now with greater demands on them. Of no lesser achievement in 2020/21 was the ability to deliver all of our services to residents as we come out of lock down.

Key Areas of Work for 2021/22:

- Optimising the current waste collection rounds. As house growth continues within the district our ability to include these extra premises onto existing rounds is becoming limited. By relooking at all of the rounds we anticipate some optimisation of our rounds is possible.
- We will continue to review and monitor the passage of the new Environment Bill as it goes through the different stages of parliament in particular those areas that will impact our services.
- We will be replacing a number of Refuse Collection Vehicles (RCV) during the year and plan this will include the purchase of our first all-electric units.
- As the district exits lockdown we plan to continue to grow our trade waste business and other commercial activities. We anticipate a number of large tenders for trade waste collections will be released this year which we will be bidding for. These activities form part of the significant efficiency savings that have been attached to CCS.
- Unfortunately the Ash Die Back disease is now present in many of the areas we are responsible for and we will be commencing a programme to manage the impact of this disease throughout our estate.

Environment and Health Protection Division

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

Key Achievements in 2020/21:

- Both the Contaminated Land Strategy and the Public Space Protection Order (PSPO) for Dogs were reviewed, consulted on and re-adopted this year. The review resulted in an amendment of the PSPO for Dogs.
- Air Quality modelling was completed for Chichester and Midhurst and a rewrite of the Air Quality Action Plan to cover the period from 2021 to 2026 was commenced.
- A Local Cycling and Walking Infrastructure Plan (LCWIP) was produced, consulted on and adopted by the Council this year. A further award of £70K Business Rates Pool monies was also secured for cycling projects.
- The contract with East Hants District Council for litter and dog enforcement was reviewed and renewed. The stray dog kennelling service was also transferred to Portsmouth City Council.

Key Areas of Work for 2021/22:

- Public consultation on the new Air Quality Action Plan and adoption of the final version.
- Undeclare Orchard Street and Stockbridge A27 roundabout Air Quality Management Areas.
- Integration of new Strategies and guidance documents into the Local Plan Review, including the LCWIP and an associated digital mapping layer, air quality guidance and, following consultation, the Sussex Planning Noise Advice Document.
- Introduce 2 pool cars, one of which will be electric, and 2 electric pool bikes for staff to use for off-site meetings or visits. The Chichester Car Club is also to be expanded by 1 vehicle.
- Deliver enhanced on-line eforms for a more efficient service to customers.

Health Protection (inc. Business Continuity and Health and Safety)

Key Achievements in 2020/21:

- Provided advice and support to local businesses on working safely during the pandemic. Over 1500 requests for advice or complaints have been received; a 600% increase in the number of service requests that would normally be dealt with. Despite this huge increase, every request has been responded to.
- To further support local businesses, externally funded Covid Information Recovery Officers and Covid Ambassadors have joined and worked with the Team this year.
- Worked closely with WSCC Public Health and Public Health England in dealing with outbreak management and ensuring events can operate safely.
- Funding was received from the Food Standards Agency to complete a project, in preparation for Brexit, to identify fishing vessels operating outside of UK waters. Twenty-one vessels were identified within Chichester Harbour, all of which have now registered and been inspected.

Key Areas of Work for 2021/22:

- Subject to guidance from the Food Standards Agency, recommence the food inspection programme. The current expected date is 1 July 2021. High risk premises will be prioritised for inspection first and inspections will check that food businesses are working Covid safely.
- Continue Covid 19 work as restrictions ease, with events being planned and businesses continuing to need support. The Team will also be involved in any outbreak management that may be required.
- Supporting premises needing to become approved as depuration plants following changes to export regulations due to Brexit, which mean certain live shellfish can only be exported following purification.
- Continue a project with partners to ensure illegal shellfish harvesting from Chichester Harbour does not lead to illegal food getting in to the food chain.

Environmental Strategy including Biodiversity

Key achievements in 2020/21:

- Developed and published a Detailed Climate Emergency Action Plan 2020-2025, which sets a target of a 10% reduction in carbon emissions year-on-year both for the District and for the Council.
- Secured £400k from Defra to deliver the Subsidised Tree Scheme Pilot under the Trees Outside Woodlands Project, which will increase the number of trees planted in the District.
- Secured £575k Community Infrastructure Levy funding for the Strategic Wildlife Corridors Project, which will deliver biodiversity enhancements to sites within Strategic Wildlife Corridors to increase the corridors' resilience to change.
- Secured £1.35m from the Public Sector Decarbonisation Fund for decarbonisation work at the Westgate Leisure Centre.

Key Areas of Work for 2021/22:

- Launching of a Climate Change Behavioural Campaign, the free tree scheme and the Strategic Wildlife Corridors project.
- Establish how best to engage with people on climate change to help achieve the target for reducing carbon emissions.
- Ensure the sustainability of the Local Plan through the Sustainability Appraisal.

Coastal Protection and Foreshores

Key achievements in 2020/21:

- Successful completion of the final year of the Selsey & Wittering Beach Management Plan 2016-21. Completed works included the raising of groynes in East Wittering, enhancement of groynes on the Selsey frontage and delivery and placement of 9,000t of shingle.
- Secured £1.25m (£250k/yr.) of grant funding to continue beach management for at least another five years following the successful submission of a business case to the Environment Agency.
- When Covid restrictions permitted, the Foreshores Service operated in Bracklesham Bay (May to September 2020). During this time, the service completed 14 rescues, attended 32 first aid incidents and found 5 lost children.

Key Areas of Work for 2021/22:

- Completion of the first year of the new Selsey & Wittering Beach Management Plan 2021-26, including further groyne enhancement and beach replenishment.
- Ensure a smooth transition and integration into Coastal Partners; the group of Hampshire Coastal Protection Authorities for the delivery of coastal and land drainage services.
- Develop a business case to secure a grant to cover design costs for the Selsey Flood & Coastal Erosion Scheme.
- Provision of the Foreshores Service from April to October 2021.

Building Control

Key achievements in 2020/21:

- 760 Building Regulations applications were received during the year, a slight reduction on last year (791 applications).
- The Service generated £337,344 of income, and as a consequence, the net cost of the chargeable account showed a deficit of some £96,156. The Building Trade, and therefore the Service was impacted considerably by the Covid 19 pandemic, however we anticipate the situation to improve next financial year.

Key Areas of Work for 2021/22:

- The service continues to strive to comply with the Building Regulations 2010 regarding the charging requirements on local authorities. Fee levels will be reviewed in 2022.

Performance Indicators: Environment and Chichester Contract Services Cabinet Portfolio

Contract Services

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 001	% graffiti removed within 5 working days	Higher is better	100%	100%	100%		No change		100%
LPI 005	Number of residents using the Garden Recycling Service	Higher is better	17,164	17,500	19,109		Better	COVID-19 lockdowns have seen a positive impact on new customer sign ups against previous year.	17,500
LPI 006	% fly-tips removed within 3 days	Higher is better	94.4%	90%	92.88%		Weaker	Reported figure is an average across 2020/21. The Q4 figure was 94% (green status).	90%
LPI 191	Residual household waste in Kg per household	Lower is better	422.42	400	470		Weaker	<p>COVID has impacted waste and recycling volumes throughout the year. There were significant increases to waste tonnages in the first lockdown, with more people at home. In addition, the closure of the household waste recycling site meant that waste typically taken there would have gone in the household waste bin instead. We know many people took to DIY, clear outs etc during lockdown and this inevitably hit the waste figures.</p> <p>In Q1 we saw an average increase in waste of 29% compared to the previous year. The position improved for Q2, although further lockdown measures later in the year led to further increases. Trends are similar to other D&Bs in West Sussex.</p> <p>Please note figures are subject to audit.</p>	TBC

LPI 192	% household waste sent for reuse, recycling and composting	Higher is better	44.93%	47.0%	44.5%		Weaker	Waste and recycling rates continue to be impacted by increased volumes of waste owing to COVID (see LPI 191) however it should be noted that recycling tonnages increased by 10% against previous year and garden waste by 21%. Please note figures are subject to audit.	47.0%
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Environmental Protection

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 133a	Premises with Environmental Permits due for an Audit that are inspected	Higher is better	25%	17	17		Better	PI amended for 2020/21 to show the actual number of inspections carried out (not the % of those due), in line with LPI 135 below. The Team is up to date for Environmental Permit inspections, even with the implication of Covid -19 restrictions during the year.	17
LPI 135	Number of Private Water Supplies sampled and/or risk assessed	Higher is better	43	22	21		Weaker	No visits were able to be carried out in Q1 due to Covid restrictions.	22
LPI 193a	Per capita reduction in CO2 emissions in the LA area	Lower is better	-38.4% (2018)	N/A	TBC		TBC	The 2019 data (to be released soon) will be the baseline figures which progress within the Climate Change Action Plan will be measured against.	N/A

Health Protection

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 174	% food premises due for inspection that were carried out	Higher is better	82.78%	100%	24.21%		Weaker	Due to the pandemic, the Food Standards Agency has deferred the planned programme of inspections until 30 June 2021. The team continue to deal with high priority premises. Premises of public health concern and new premises are also being advised. The main focus of the team has been responding to the pandemic; providing business advice, responding to enquiries and complaints and outbreaks. This work is again increasing as the High Street reopens.	100%
LPI 179	% food businesses broadly compliant with statutory food safety requirements	Higher is better	97.33%	95%	97.71%		Better	Inspection numbers have been limited in 2020/21 due to COVID restrictions and suspension of the planned inspection programme.	95%

Building Control

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
BC MPI 01	Site inspections undertaken within 24 hours	Higher is better	100%	100%	100%		No change		100%
BC MPI 03	Applications determined within 5 weeks (unless time extension agreed)	Higher is better	100%	100%	100%		No change		100%

Cabinet Portfolio: Finance, Corporate Services and Revenues and Benefits

Key Areas of Responsibility

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

Business Support Division

Electoral Services (including Land Charges)

Key Achievements in 2020/21:

- The Land Charges Team saw a significant increase in work load once restrictions eased and government incentives were provided to encourage moves.
- The Electoral Services Team successfully delivered the annual canvass with the process adjusted due to Covid restrictions.
- A major planning exercise was undertaken to prepare for West Sussex County Council and Police Crime Commissioner Elections, along with Neighbourhood Plan Referendums and parish by-elections taking place in May 2021. Running these elections amid Covid restrictions has presented many challenges including recruitment of staff and ensuring polling stations and counts could be run in a Covid safe manner.

Key Areas of Work for 2021/22:

- Carry out West Sussex County Council and Police Crime Commissioner Elections, Neighbourhood Plan Referendums and parish by-elections in May 2021.

Corporate Improvement & Facilities

Key achievements in 2020/21:

- Contributed to the Council's financial response to Covid by developing the 3-stage Future Services Framework:
 - Stage 1 - ensure all Council services are run as efficiently as possible, and that all income streams are appropriately maximised
 - Stage 2 - develop further policy options for service disinvestment or additional income
 - Stage 3 – define and cost all services the Council must provide, then assess all other services to gauge their impact on our communities should further disinvestment be required
- Completed Stages 1 and 2 above, resulting in a savings programme totalling approximately £2million. Stage 3 has been deferred for a period of 12 months to allow time to reassess the Council's financial picture post-covid.
- Ensured Council offices achieved 'covid-secure' status so that essential services could still be delivered, including those of our key partners who rent space within Council buildings.

Key Areas of Work for 2021/22:

- Work with Councillors and Senior Officers to review the Council's priorities and produce a new Corporate Plan covering the period 2022-2025.
- Produce a new Equalities Strategy for 2022-2025.
- Continue to coordinate and report on progress in delivering Stages 1 and 2 of the Future Services Framework and, if required, prepare for Stage 3 by consulting with our communities on current Council services.
- Ensure that the council offices are working appropriately and safely as we move out of Covid restrictions.

ICT

Key achievements in 2020/21:

- Successfully supported remote working across the council, including replacement and upgrading of our Virtual Private Network (VPN), supply of ICT equipment to improve homeworking environments and introduction of the Microsoft Teams application and corporate Zoom licencing to support remote working and conferencing facilities.
- Achieved successful re-assessment against our Public Sector Network accreditation, including security validation of our remote working environment.
- Attached East Pallant House, Westhampnett Depot and the Novium to the new West Sussex gigabit wide area network, as well as establishing full hourly server backup at an off-site disaster recovery facility.
- Worked jointly with Finance to integrate a new Capita PAY 360 portal, with Building Control to introduce mobile application technology and with Revenues and Benefits to deliver Northgate SMS messaging functionality.
- Negotiated a new printer contract, returning corporate savings.

Key Areas of Work for 2021/22:

- Deliver the roll-out of Microsoft 365 across the council.
- Complete, test and commission the new Disaster Recovery off-site Server facility.
- Undertake a review of the Council's ICT Security Plan and make improvements if needed.
- Support delivery of both the new Customer Services Face to Face vision and the Digital Working Group agenda.

Human Resources

Key achievements in 2020/21:

- Prepared and issued guidance to staff/managers in response to C-19 on a number of policy and staff support issues and also collected and collated data from staff relating to this. HR also contributed to C-19 guidance and messaging issued by other support services or corporately.
- On behalf of CDC, HR registered for the Coronavirus Job Retention Scheme (furlough scheme) so that a small number of staff holding posts eligible under the scheme could be furloughed.
- HR support was provided for an Environmental Health review, including bringing the Environmental Protection and Health Protection teams into one Division.
- Reviewing all market supplements in preparation for April 2021.
- Preparing and issuing a new recruitment shortlisting process using our HR software.
- Preparing and issuing a revised Pension Scheme & Early Termination of Employment Discretions Policy and a new Additional Staff Payments Policy.

Key Areas of Work for 2021/22:

- Continue to prepare and issue guidance and contribute to guidance from other support services in response to C-19 and in relation to future post Covid new ways of working.
- Introduce a Shared Cost Additional Voluntary Contributions salary sacrifice scheme. This is a new option for staff in the Pensions Scheme at nil cost to the employer.

- Introduce a salary sacrifice scheme for staff to lease cars with low Co2 emissions.
- Support a proposed review of the Housing service involving full staff and union consultation.

Financial Services Division

Accountancy Services

Key Achievements in 2020/21:

- Achieved key deadlines for completion of the Statutory Accounts and their subsequent protracted audit, along with delivering the 2021-22 budget
- Carried out additional budget monitoring and regular financial forecasting on expenditure and income for SLT and Members, as a consequence of the impact of COVID on the Council's finances.
- Completed new, monthly government budget monitoring returns and compiled information to support the Council's claims under the Sales, fees and charges compensation scheme.
- Ensured continuity of key financial systems and contracts, therefore maintaining payments to suppliers and allowing prompt payment of COVID business relief and other grants.

Key Areas of Work for 2021/22:

- Work with our appointed broker on procurement of a new insurance contract to be in place November 2021.
- Improve Civica usability and compliance by improving access to financial information for budget holders and service managers.
- Support delivery of the Council's financial recovery plans including the Future Services Framework.
- Complete the Council's Statutory Accounts for 2019-20 in preparation for external audit review in July 2021.

Internal Audit and Corporate Investigations

Key Achievements in 2020/21:

- 5 audits and 3 follow ups were completed this year and 9 key financial systems were tested and reviewed to ensure compliance with procedures and internal controls.
- The annual Empty Home Review resulted in £288,395 of additional revenue for the Council.
- The larger bi-annual Premium Data Match was undertaken this year for the National Fraud Initiative reviewing Single Person Discount, Council Tax Reduction and other matches. The full results are reported annually to the Corporate Governance and Audit Committee.

Key Areas of Work for 2021/22:

- Undertake audits according to the plan approved for the year by Corporate Governance & Audit Committee and investigations linked to the 2020-21 data matches from the NFI exercise and the investigations work plan.
- Implement a new case management & document system.

Legal and Democratic Services Division

Member Services

Key Achievements in 2020/21:

- A completely new remote meeting platform using Zoom was very quickly installed and implemented to enable all Committee meetings to take place during the pandemic, along with supporting procedures and amendments to policies.
- Exceptional decision making during the pandemic was supported and formalities achieved.
- Remembrance Events were licensed and supported through a constantly changing regulatory framework.
- Updates to "Operation London Bridge" arrangements were made and put in place.
- Sloe Fair rights were protected in conjunction with the Showman's Guild of Great Britain.

Key Areas of Work for 2021/22:

- Governance review of meetings and how decisions are made, including timing and location.
- Assessment of how hybrid meetings could be achieved and the associated costs
- Training for members on chairmanship, equalities and scrutiny roles.
- Establish new electronic tree preservation order processes to improve efficiency and transparency.
- Induction of the new independent persons and the new procedures for the recently adopted model standards will be drafted with them.

Legal (inc. Procurement and Information Management)

Key Achievements in 2020/21:

- Support and advice was given to enable all services to continue to deliver their objectives despite the pandemic.
- Resisted judicial review of housing decisions to the Appeal Court, receiving endorsement by the Court for the authorities practices.
- Legal advice was provided to projects including Freeland Close and Compulsory Purchase Orders, despite significant compliance hurdles.
- CDC legal staff carried out the legal team and Data Protection Officer roles for Arun District Council for several months as a partner support arrangement.
- New Contract Procedure Rules were adopted, adapting to post-Brexit requirements.
- A new Code of Conduct was adopted both at the District and at most Parishes in the area.

Key Areas of Work for 2021/22:

- Enforcement in respect of unauthorised encampments will continue to be prioritised.
- The Council information retention register will be updated and combined with the register of processing.
- Strategic spend analysis work will continue, with several departments' spend being combined to achieve savings and other improvements.
- Training for all budget holders on the new Contract Standing Orders.
- Work to embed social and environmental considerations into procurement decision making.

Revenues, Benefits and Customer Services Division

Customer Services

Key achievements during 2020/21:

- Officer training was completed in relation to the Division's Restructure in May 2020.
- Design work was completed for a re-configured Customer Service Centre at East Pallant House. Plans included a move to online services with assistance being provided where required, in line with the Council's channel shift strategy and website improvement plan.

Key Areas of Work for 2021/22:

- Open the re-configured Customer Services Centre and operate in line with proposals agreed at Cabinet in December 2020.
- Implement chat bots and evaluate their impact.
- Project manage, in conjunction with ICT, delivery of the new Customer Relationship Management system.

Revenues and Benefits

Key achievements during 2020/21:

- Multiple Business Rate grant schemes were administered as a result of the Covid pandemic from April 2020
- CDC was recognised nationally by Rt Hon Robert Jenrick at a COVID Daily Briefing in May 2020 for delivering support to the highest proportion of eligible businesses in our area out of

all local authorities at that time. By the end of April 2020, 99.56% of our eligible businesses had received a grant payment, with the remaining businesses choosing not to take a grant.

- Administered the Hardship Fund from April 2020 and paid out around £350,000 to residents in receipt of Council Tax Reduction; each resident benefitting from a one off payment of £150 towards their Council Tax balance. Where residents had balances less than £150 they received the equivalent amount.
- With just two weeks' notice from central government, set up the Test and Trace Support Scheme and began making payments to those eligible from 12 October 2020.
- Devised multiple schemes in a short space of time as a result of Covid, to ensure residents and businesses received prompt services.

Key Areas of Work for 2021/22:

- Review of the Council Tax Reduction Scheme exploring options for alternative schemes.
- Investigate technology to assist with debt recovery action and to assist residents with income maximisation.
- Promote online elements of the Service (Citizens Access Benefits, Citizens Access Revenues, E-billing and E-notifs) and maximise take-up.

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

Land Charges

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 48a	% of all searches carried out within 10 working days	Higher is better	100%	100%	76%		Weaker	Land Charges were short 1FTE for all of December due to sickness. Searches fell to 12 working days during this period. Searches are now back within 10 working days but the 100% target can no longer be met.	100%

Human Resources

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 143	Working Days Lost Due to Sickness Absence	Lower is better	7.97	7.00	5.46		Better	Average sickness days per employee for the period 1.4.20 to 31.3.21 = 5.46 days Long Term Sickness = 4.00 days Short Term Sickness = 1.46 days	7.00
LPI 289	Quarterly Staff Turnover	Lower is better	8.53%	15.0%	1.41%		Better	Reported figure is an average across 2020/21. The Q4 result was 0.82% (green status).	15.0%

Financial Services

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 156	Creditor invoices paid within 30 days	Higher is better	95.45%	98%	85.94%		Weaker	<p>Reported figure is an average across 2020/21. The March 2021 result was 86.2% (red status).</p> <p>To aid the Council's payment of suppliers at the start of the pandemic, a centralised procedure was introduced to enable remote working. This process created some delay for the service departments to complete their internal control checks before payments could be made. Normal procedures resumed in August. Service teams have also been impacted this year by secondments, staff turnover and training needs. Assistance and support is ongoing to help some service areas and it is envisaged that performance should improve.</p>	98%

Legal Services

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 74	% prosecution proceedings started within ten working days of receiving complete instructions	Higher is better	100%	90%	100%		No change	Note difficulties of prosecutions during Covid period. Department has used online mechanisms where available. Many matters adjourned at point of submission to Court but subject to ongoing monthly monitoring by Litigation Solicitor.	90%

Customer Services

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
CS MPI 01	% Customer Service Centre enquiries resolved at first point of contact	Higher is better	86.42%	85%	81.42%		Weaker	<p>Reported figure is an average across 2020/21. The March 2021 figure was 78% (red status).</p> <p>Less staff being based in EPH has delayed staff training in new services, which in turn impacts our first contact resolution rate. Some training has now been completed but some has had to be postponed to allow the team to prioritise call answering performance.</p>	85%
CS MPI 02	% calls to the Customer Service Centre that are answered	Higher is better	92.58%	90%	87.92%		Weaker	<p>Reported figure is an average across 2020/21. The March 2021 figure was 85% (red status) with an average staffing level of 84%.</p> <p>Call volumes increased by 70% in March due to Council Tax annual bills, new year Housing Benefit Letters and annual waste invoices being sent. Taxation staff assisted with calls at this time. Customers are given the option to leave a message during busy times and they also hear information about our online services when waiting.</p> <p>Call handling times on average were 2% below target during the pandemic with a lot of training taking place following the amalgamation of all Customer Contact. Performance is expected to be on target during 2021/22.</p>	90%

Revenues and Benefits

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 140	% Council Tax collected	Higher is better	97.67%	98.2%	97.19%		Weaker	Due to the pandemic, formal recovery was suspended including a national suspension of Enforcement Agent visits. Customers were offered a revised payment plan for Council Tax and Business Rates, running from June 2020 to March 2021. These delayed instalments mean some debts cannot be enforced until after 31 March 21.	98.2%
LPI 141	% Non-domestic Rates Collected	Higher is better	97.65%	98.2%	95.59%		Weaker	Once formal recovery did commence in September 2020, HM Court Service were only offering limited court hearings; we were only able to secure one. In respect of Business Rates many businesses were not allowed to trade during the pandemic and instead had to rely on government grants.	98.2%
LPI 004a	Time taken to process new claims for benefits (inc. Housing Benefit and Council Tax Reduction)	Lower is better	15.2 days	15 days	17.5 days		Weaker	Reported figure is an average for Housing Benefit and Council Tax Reduction combined across 2020/21. March 2021 figure was 15.5 days (green status). Average performance for each benefit type for 2020/21 was: HB: 15.58 days CTR: 19.5 days Work is underway to identify ways to reduce processing times for CTR claims with the expectation being that performance is met during 2021/22.	15 days
LPI 004b	Time taken to process change events for benefits (inc. Housing Benefit and Council Tax Reduction)	Lower is better	8.4 days	7 days	5.2 days		Better	Reported figure is an average for Housing Benefit and Council Tax Reduction combined across 2020/21. March 2021 figure was 4.5 days (green status). Average performance for each benefit type for 2020/21 was: HB: 5.55 days CTR: 4.73 days	7 days

Cabinet Portfolio: 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	<ul style="list-style-type: none">• Conservation and Design• Planning Policy and the Local Plan• Community Infrastructure Levy• Neighbourhood Planning

Development Management Division

Development Management inc. Planning Enforcement

Key achievements in 2020/21:

- 67 major planning applications were received for the Chichester Local Plan area this year, an increase of 3 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. Permission was granted for the majority of the reserved matters for the residential elements of Phase 1 Whitehouse Farm SDL. Significant negotiations took place on the Tangmere SDL application during the year, culminating in a resolution to grant outline planning permission on 30 March 2021.
- A review of the Council's Pre-Application Scheme was concluded. The scheme now provides a greater variety of ways to obtain pre planning advice on proposals.
- A review of the Council's Local list was also completed this year. The Local List gives the Council greater control as to the documentation submitted in support of an application.
- Moved to a paperless working environment; electronic devices are now being used to assess most planning applications and enforcement cases.
- Over 500 enforcement complaints were dealt with this year and 42 formal Notices were issued.
- Whilst Covid-19 has led the courts to allow further time for the occupants of the Birdham Gypsy and Traveller Site to vacate the land, officers have continued to drive forward the legal case for prompt compliance with the order of the court.

Key Areas of Work for 2021/22:

- Determination of a further reserved matters application on Whitehouse Farm Phase 1 and Tangmere SDLs as well as an outline application for Phase 2 of Whitehouse Farm SDL.
- Continuing to drive forward the process of seeking compliance at Birdham Gypsy and Traveller Site and Crouchlands Farm, Lagoon 3.

Planning Policy Division

Planning Policy (inc. Conservation and Design, Community Infrastructure Levy and Neighbourhood Planning)

Key achievements in 2020/21:

- Work on the Local Plan has progressed, leading to the identification of key steps required to be addressed prior to its finalisation.
- A revised distribution of development was discussed and agreed informally with Members as a direction of travel and the basis for testing.
- Evidence on housing and employment needs, retail and town centre uses, an audit of employment land and availability of land was published.
- Work on transport issues was progressed, including publication of a study into a potential alternative to the Stockbridge Link Road.

- Worked in partnership with neighbouring authorities, Southern Water, the Environment Agency and Natural England on water quality issues.
- Support has continued to be provided to Parishes undertaking neighbourhood plans and neighbourhood plan reviews.
- The Community Infrastructure Levy (CIL) Team collected an estimated £2,624,868 this year. £297,977 of this was passed to Parish Councils to spend on projects to support the growth of their areas and £1,925,752 remains available for Parishes to spend on local infrastructure. CDC has £11,202,748 available, and working with strategic partners, plans for projects to be funded include parking management measures, real time bus passenger information boards, additional primary and nursery school places, school access improvements, creation of new wildlife corridors, pedestrian, road and cycling improvements, additional health care facilities, public realm improvements, improvements to the Westhampnett Waste Transfer and Household Waste Recycling site, and new sports facilities.
- The Council received an estimated £429,489 in contributions due under Section 106 legal agreements related to developments this year. £349,774 was spent in supporting 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 refurbishment and replacement of outdoor play, sports and recreational facilities in Chidham & Hambrook, Tangmere and Westbourne, portable floodlights for Chichester Rugby Club, the Nelson/Murray statue in Chichester and a contribution towards a new homeless shelter operated by Stonepillow.
- The CIL team supported local construction by responding positively for developer requests to take into account the impacts of coronavirus when considering the timing of CIL payments.
- The Authority's Monitoring Report (AMR) is prepared every year and is the main means for assessing the performance and implementation of the Local Plan including progress on preparation of the Local Plan Review.

Key Areas of Work for 2021/22:

- Delivering the Local Plan in accordance with the Local Development Scheme timetable.
- Establishing the Local Plan position on key infrastructure (strategic road network and waste water) and documenting it in Statements of Common Ground.
- Progressing the Gypsy and Traveller Development Plan Document.
- Supporting production of Neighbourhood Plans.
- Progressing Tangmere Compulsory Purchase Order through Inquiry, anticipated to be held in August 2021.

Performance Indicators: Planning Services Cabinet Portfolio

Development Management

PI Code	Short Name	Assessment	2019/20 Outturn	2020/21 Target	2020/21 Outturn	Status	Trend - 2020/21 v 2019/20	Commentary	2021/22 Target
LPI 187a	CDC Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	97.22%	60%	91.48%		Weaker		60%
LPI 187b	CDC Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	81.63%	65%	80.5%		Weaker		65%
LPI 187c	CDC Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	87.35%	80%	91.09%		Better		80%
LPI 188a	SDNP Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	100%	60%	100%		No change		60%
LPI 188b	SDNP Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	88.28%	65%	84.91%		Weaker		65%
LPI 188c	SDNP Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	87.72%	80%	86.36%		Weaker		80%
LPI 124	CDC Area - Planning appeals allowed	Lower is better	31.58%	30%	24.44%		Better	Appeals allowed as a % of appeals submitted for CDC area. 11 allowed out of 45 submitted.	30%
LPI 124a	SDNP Area - Planning appeals allowed	Lower is better	37.04%	30%	35.29%		Better	Appeals allowed as a % of appeals submitted for SDNPA area. 6 allowed out of 17 submitted.	30%