

CHICHESTER DISTRICT COUNCIL

CORPORATE PLAN 2022-2025



OUR VISION

A stunning rural district, with vibrant local communities, where businesses can grow, residents and visitors feel supported and fulfilled, and where carbon emissions are minimised.

OUR MISSION

To support our communities by enabling a choice of quality housing to high sustainable standards, promoting growth and inward investment which protects the environment, and working with partners to maintain the outstanding quality of life available to our residents.

OUR PRIORITIES

HOMES FOR ALL	THRIVING ECONOMY	SUPPORTED COMMUNITIES	FINANCIAL PRUDENCE	A CARED-FOR ENVIRONMENT
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HOW WE WILL DELIVER

- Focus on our residents' needs
- Push for sustainable change across the District
- Work in partnership to benefit Chichester District
- Lobby for Chichester's interests both regionally and nationally
- Provide quality public services
- Make best use of our resources, including seeking grant funding
- Adopt modern and efficient working practices

CHICHESTER DISTRICT IN NUMBERS

Population of 121,500	Chichester district covers 303 square miles	59,100 homes
7,600 businesses	Average house price £415,000	Average Salary £29,400
3.6 million bins emptied each year	6,600 reported criminal offences 2020	70% of working age residents in employment
27% of the population aged 65 and over	67% of our district is located within the South Downs National Park	1,200 planning applications received in 2020

CHALLENGES FACING THE DISTRICT

- **Coronavirus** – The global pandemic has created enormous challenges both across the world and within our district, and the health implications have been tragic and devastating. It has also accelerated economic, social, and organisational change that we must recognise and respond to when shaping our services to best help our communities.
- **Resource constraints** – This council has absorbed funding reductions of 41% in cash terms since 2010-11 whilst still protecting frontline services for our residents. The coronavirus pandemic has placed further strain on the council's finances, in response to this a deep and wide-ranging efficiency savings programme is being delivered, but further work will be required to balance the Council's budgets and continue to deliver our core statutory services.
- **Infrastructure, transport and connectivity** – Local transport links and public transport routes are in need of improvement to connect our district and maintain equality of opportunity. Ensuring that there is sufficient capacity in the local wastewater infrastructure will be essential to support both existing and new housing development.
- **House Prices** – House prices across the District have grown strongly in recent years, with median house prices now standing at 14 times the median earnings for those working in the district. Consequently, young people and families are finding it harder to find homes in the district, often having to move out of the district to find cheaper housing.
- **Housing Supply** – 67% of the district is located within the South Downs National Park where additional constraints are placed upon new development. This puts greater pressure for housing upon the neighbouring areas outside of the National Park.
- **Prosperity and Inequalities** – Chichester is a prosperous place but income and health inequalities do exist. Patterns of inequality between areas have been persistent over a number of years.
- **Climate emergency** – The national Climate Change Act includes a binding target to reach 'net zero' by 2050. Whilst local government can lead this change, the public has a huge role to play. This council has adopted its own Climate Change Action Plan but will need the support of central government to finance many of the necessary actions.
- **Balancing development and sustainability** – Particularly in the context of the climate emergency and our wealth of natural assets.

OUR GUIDING PRINCIPLES



We are committed to running an organisation that puts our customers first, delivers value for money, and works with our communities to ensure we focus on what is important

We will:

- Put our customers first and seek to provide a quality experience when they use our services.
- Engage with our businesses, and residents of all ages, to understand what matters to them.
- Adopt appropriate and efficient working practices.
- Provide services that are accessible to all but digital by default.
- Promote a culture of fairness, openness and transparency.
- Use our resources responsibly and look to invest in the future of the district.
- Take into account user feedback to design services and inform decision making.
- Work with partners to respond to the needs of service users.
- Keep our staff skilled, motivated and flexible, within a supportive environment.
- Be welcoming to appropriate change.

HOMES FOR ALL



A broad range of homes available for residents of all ages

WHAT WE WANT TO ACHIEVE

- Work with partners to meet housing needs across the district
- No-one sleeping rough
- Prevent homelessness through early intervention and support
- Reduce the number of placements into bed and breakfast
- Reduce fuel poverty and excess cold
- Improve the condition and energy efficiency of homes
- Address the need for specialised housing for those with care needs

HOW WILL WE ACHIEVE THIS?

- Adopt a Local Plan to ensure the right mix of homes are built for all sectors of our society to the highest achievable environmental standards
- Work with partners to improve standards in the private rented sector
- Review the current approach to maximise the delivery of affordable housing
- Work with partners to optimise the use of social rented/affordable housing in the district
- Work in partnership with the voluntary sector to provide support for our homeless and most vulnerable people
- Prioritise the provision of affordable housing in the redevelopment of Council-owned land
- Work with Hyde to deliver their Hyde 2050 Strategy
- Seek higher housing densities in appropriate locations

SUCCESS MEASURES

		Target
1.1	Enable the delivery of 1,000 new affordable homes between 2019 and 2025	More than 167 per year
1.2	Prevent homelessness for households under the 'prevention' duty	More than 50%
1.3	Relieve homelessness for households under the 'relief' duty	More than 50%
1.4	Minimise rough sleeping through long term partnership approaches that enable those at risk to get the support they need	3 or less rough sleepers
1.5	Reduce the number of placements into nightly paid accommodation	Less than 50 per year
1.6	Number of homes improved through the Financial Assistance Policy	50 or more
1.7	Provide a high level of user satisfaction through the delivery of Disabled Facilities Grants	95%
1.8	Process new housing benefit and council tax reduction claims promptly and accurately	15 working days or less

THRIVING ECONOMY



Encourage new business investment and sustainable growth across the district

WHAT WE WANT TO ACHIEVE

- Attract new businesses to locate, grow and thrive across the district
- Support the transformation and ongoing vitality of our high streets and regeneration of the city
- Promote the visitor offer that the city, market towns and rural communities across our district can provide

HOW WILL WE ACHIEVE THIS?

- Support opportunities for business growth, regeneration and quality employment through dedicated resources
- Provide inward investment support to businesses looking to move into the district
- Support partners to deliver appropriate infrastructure projects that have regard to the existing character, environment and quality of life in the district
- Develop a cultural partnership that coordinates the cultural offer throughout the district
- Champion the district to benefit from digital infrastructure improvement
- Work in partnership to promote and develop our unique cultural, heritage and natural environmental assets
- Signpost businesses to appropriate and applicable funding streams
- Work with partners to develop 'Visions' for local areas and support initiatives that help deliver those community improvements
- Support the evening and night-time economy offer for all ages
- Engage and support unemployed and under-employed residents to help them into quality employment

SUCCESS MEASURES

		Target
2.1	Progress the Southern Gateway Masterplan in partnership with landowners and developers	March 2028
2.2	Redevelopment of the St James' industrial estate to provide an additional 690 square metres of floor space	March 2022
2.3	Provide support to medium or high growth potential businesses	30 businesses per annum
2.4	Commercial space void levels less than the South East average (on a 3 year rolling basis)	Below South East average
2.5	Support our residents to become economically active through the ChooseWork programme	60 new clients per year

SUPPORTED COMMUNITIES



Support our residents, of all ages and abilities, to live healthy and fulfilled lives

WHAT WE WANT TO ACHIEVE

- Promote active and healthy lifestyles
- Increase physical and cultural activities
- Promote and support events within the district
- Safe and supported communities
- Biodiverse, attractive and well used green spaces

HOW WILL WE ACHIEVE THIS?

- Focus on the most disadvantaged areas, communities and groups
- Identify and support opportunities to improve the health and wellbeing of our residents and enable them to become more physically active.
- Work collaboratively to support a year-round programme of events, festivals and activities for residents and visitors
- Deliver the targets set within the Community Safety business plan
- Use our parks and green space to encourage more active lifestyles
- Work with our health partners to deliver shared priorities
- Enable communities and the voluntary sector to access appropriate funding streams.

SUCCESS MEASURES

		Target
3.1	Working with Everyone Active increase the number of visits to the leisure centres (baseline to be reset in 2022)	By 1% each year
3.2	Work in partnership to maintain Chichester district's comparatively low all-reported crime rate	Less than 10% increase
3.3	Percentage of people maintaining positive lifestyle changes as a result of referral to the Wellbeing service after 3 months	80%
3.4	Enable the hosting of Headline events within the district	At least 1 per year
3.5	Enable the hosting of Feature events within the district	At least 5 per year
3.6	Enable the hosting of Town and City Events and Markets within the district	At least 5 per year
3.7	Establish a cultural partnership and create an action delivery plan for the partnership	September 2023
3.8	Celebrate and support a District wide Season of Culture	December 2022

FINANCIAL PRUDENCE



Manage the Council's finances prudently and effectively

WHAT WE WANT TO ACHIEVE

- Ensure prudent use of the Council's resources
- Provide value for money through efficient and effective service delivery

HOW WILL WE ACHIEVE THIS?

- Ensure the revenue budget and capital programme remain balanced and sustainable over a rolling 5 year period
- Require compensating savings before any new unfunded revenue expenditure is approved, including capital expenditure that has revenue consequences
- Maintain a programme of reviews for our services to ensure they are delivered efficiently and effectively
- Provide services without the use of reserves
- Continue to identify and develop new and appropriate income generating opportunities that are in keeping with the Corporate Plan's Vision
- Maintain an investment strategy that preserves and improves the financial resources available to the Council
- Rigorously manage the Council's risks
- Have sound governance arrangements in place

SUCCESS MEASURES

		Target
4.1	Return the Council to a balanced revenue position within the 5-year model period 2026-27	April 2026
4.2	Manage and successfully deliver the 2021 to 2024 efficiency programme	March 2024
4.3	Conclude the review of governance arrangements	May 2022
4.4	Prepare budgets and spending plans that are balanced and affordable	Annual
4.5	Prepare treasury, investment and capital strategies that comply with regulations and make best use of Council resources	Annual

A CARED-FOR ENVIRONMENT



Protect our environment as we move towards a low-carbon future

WHAT WE WANT TO ACHIEVE

- The natural and built environment is sustainably protected and enhanced
- Waste is reduced, recycled, reused or disposed of responsibly
- Minimise carbon emissions from new housing, existing housing and other development with the support of central government, registered providers and individual householders
- Minimise our own corporate carbon emissions
- Protect and improve the condition of our harbours
- Help the community minimise its carbon footprint and encourage the reduction of district wide carbon emissions
- Promote the expansion and connection of an integrated network of walking and cycling routes
- Protect and enhance quality views and landscapes

HOW WILL WE ACHIEVE THIS?

- Adopt an up to date Local Plan with positive policies that reduce the impact of climate change and promote biodiversity through new development
- Implement our Climate Change Action Plan
- Work with partners to produce a natural capital baseline survey, and review approach to shoreline management policy within the harbours
- Influence and work with partners, businesses and residents to support them in their efforts to be more environmentally sustainable
- Support households to minimise the waste they produce and maximise the range of items that are recycled to deliver low residual waste volumes and high recycling rates
- Encourage infrastructure projects that support walking, cycling and the use of public transport throughout the district
- Make positive environmental changes to how the council manages its own premises, people and services
- Use our parks and green space to restore natural habitats, increase tree cover and increase biodiversity

SUCCESS MEASURES

		Target
5.1	Require new development to achieve high levels of energy efficiency, water efficiency, minimise carbon emissions and increase renewable energy use through policies within the Local Plan Review	Spring 2023
5.2	Ensure appropriate nitrogen mitigation is in place to avoid harm to Chichester harbour and work with partners to restore the harbour and reverse current losses and degradation.	Spring 2022
5.3	Working with partners, deliver a framework within which compensatory or supporting habitats can be provided for Chichester harbour and other sensitive areas	Spring 2023
5.4	Reduce the council's carbon emissions from 2019 to 2025	10% per year
5.5	Support the district in reducing its carbon emissions from 2019 to 2025	10% per year
5.6	Work towards the achievement of a 65% recycling rate by 2030 (domestic and commercial) from the current baseline of 47%	49% by 2024
5.7	Reduce the amount of residual waste per household, per year	1% per year
5.8	Implement a food waste recycling service	2023/24
5.9	With partners, deliver long-term environmental targets set out in the Environment Bill	Bill due 2022 (targets tbc)