



# **Chichester District Council**

## **Annual Report**

**2021/2022**

## Introduction

### Welcome to Chichester District Council's Annual Report for 2021/22.

The Council's continuing priority for 2021/22 has been to support our residents, businesses and communities through the ongoing COVID-19 pandemic and the gradual easing of restrictions.

Vulnerable individuals and those experiencing difficulties because of the pandemic have continued to be supported by our Revenues and Benefits Teams, who have administered the Hardship Fund; paying out £350,000 to residents in receipt of Council Tax Reduction, the Test and Trace Support Scheme on behalf of the Government and issued fuel and food vouchers for the Household Support Fund on behalf of WSCC.

We have also worked to support the recovery of our businesses and high streets. With Welcome Back Funding from the Government, media campaigns and improvements to the public realm have been delivered. Our Economic Development and Revenues Teams have continued to support businesses to navigate and access various government grant schemes and our Health Protection Team have been on hand to support them to operate safely.

We have also supported the vaccination programme both through promoting Government messages around vaccination and practical support through use of the Westgate Leisure Centre as a Vaccination Centre and part of our Northgate Car Park as a Vaccination and Testing Centre. Our Culture and Sport, Parking Services and Estates Teams all worked to enable this to happen.

As restrictions eased, many of our Services developed hybrid approaches, maximising the benefits from new approaches adopted during the pandemic. Our Wellbeing Team and Social Prescribers now work more often with clients over the telephone but have re-introduced face-to-face and drop-in sessions. Our Democratic Services Team, who worked to ensure Councillors could meet safely in line with changing restrictions, have been exploring options for hybrid meetings (where Councillors can attend the same meeting either in person or virtually) and planning to deliver them next year.

In some cases, innovative approaches adopted during the pandemic have led to lasting positive change. The Novium introduced Virtual Field Trips to allow primary schools to continue to benefit from Museum content, even though they could not attend in person. The feedback for this was overwhelmingly positive and the programme has been shortlisted for a national Museums and Heritage award. Our Cultural Partner, Pallant House Gallery held outdoor workshops in Bishops Palace Gardens in response to restrictions on meeting indoors. These have been so successful that they have continued when weather allows.

In response to the pandemic, online services offered by the Council have been improved and expanded, increasing convenience by allowing customers to self-serve. In particular, the improved online offer put forward by our Parking Services Team has been recognised at the national PATROL awards. Online Services will be a key project for the Council moving forward. Next year our Communications, Customer Services and IT Teams will focus on the customer experience to ensure our customers are always at the centre of our work.

As restrictions have eased, key projects have been able to continue this year. Work has continued to progress the Southern Gateway Regeneration project and the practical phase of a major redevelopment project has begun on St James Industrial Estate in Chichester. Our construction project at Freeland Close in Chichester completed this year, with 17 additional units of temporary accommodation in use from March 2022. We hope this will help to end our reliance on bed and breakfast accommodation for those experiencing homelessness.

Our Events Team helped make sure Chichester benefited from the further easing of restrictions in the Summer. Our second Summer Street Party was held in Chichester City Centre in August and the Team supported a similar event in Midhurst. The first 'Cross, Market and More' event was held in November 2021 and repeated in March 2022. This event was designed to promote the city as a destination and showcase the work of the best local designers and producers, including the Traders

of Tomorrow element, which offered students the opportunity to sell their products. At least 2 further 'Cross, Market and More' events are planned for 2022.

In addition, much of the planning work for the Culture Spark project was carried out with partners in 2021/22. Culture Spark is an exciting season of events, performances, live entertainment, and community projects, to celebrate the significant anniversaries of some of our Cultural attractions in 2022. The Season began with 3 First Spark Events in Chichester, Selsey and Midhurst in March and will continue until October.

While the District has seen some positive news this year, recent headlines both nationally and internationally have been concerning. Making our District safe for everyone is a top priority for the Council and our partners. The Council is represented on the local Community Safety Partnership and this year, the group has set up a multi-agency women's safety group who have introduced twice weekly security patrols in the city at night, anti-spiking measures in licenced premises and active bystander training to tackle misogynistic and discriminatory behaviour.

At the end of the year, the Council were shocked and saddened by the situation in Ukraine. Some of our local charities and businesses were very swift to begin collecting donations, food, and clothing. Our Communications Team have set up a dedicated page on our website for anyone looking for information on how they can help, and our Housing and Communities Teams have been supporting those arriving under the Homes for Ukraine Scheme and will continue to do so in the coming year.

Looking to the future, our Future Services Framework, initiated as a response to uncertainties caused by the pandemic, includes work to ensure we remain able to deliver our most important services to the standards expected by our residents and businesses. As part of this, an efficiencies programme is on track to deliver around £2m of annual revenue savings to support our position.

Despite the current challenges, CDC remains committed to ensuring we, as a Council, can continue to support our local residents, communities, and businesses.

**Leader of Chichester District Council**

A handwritten signature in black ink, appearing to read 'E. Lintill', written in a cursive style.

**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 121,508 (mid-2020 estimate) and covers over 300 square miles, from Selsey in the south to Lynchmere in the north.

Chichester District Council is involved with many day-to-day services and activities that residents encounter – 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 on 31 March 2022 was:

- Conservative: 17
- Liberal Democrats: 11
- Independents: 3
- Green Party: 2
- Labour: 1
- Local Alliance: 2

### 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 2021/22, Cllr Elizabeth Hamilton was Chairman of the Council, with Cllr Henry Potter as Vice-Chairman.

#### Cabinet

The Cabinet meets monthly 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 2021/22, the Cabinet was made up of:

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

#### 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.

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 includes four Directors of Service. SLT, along with Divisional Managers, support councillors while also managing the Council's day to day services. Due to retirement, the number of Divisional Managers reduced in 2021/22 from 14 to 13.

### **Performance Management**

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 our service planning process, we also set Performance Indicators and targets to help us track our performance. A traffic light system for monitoring this is used throughout this report.

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

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

# Cabinet Portfolio: Community Services and Culture

## Key Areas of Responsibility

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

### Community Engagement

#### Key Achievements in 2021/22:

- Successfully delivered the Youth Hub funded by the Department for Work and Pensions, providing support to young people aged 18 – 25 looking to get into work or “Kickstart” government funded work placements.
- The Choose Work service saw an increase in referrals this year, with self-referrals up 33% on the previous year.
- The final round of the New Homes Bonus (Parish Allocations) Scheme saw applications from all eligible Parishes. In September 2021, £243,326 (96.7% of the funding available) was approved across 41 projects. The balance was used to establish a Jubilee Grants fund for Parish, Town, and City Councils to apply to for the celebrations in 2022.
- The Grants and Concessions Panel awarded a total of £161,323 across 32 separate schemes and approved 92.3% of bids submitted. The Panel also developed proposals to introduce consideration of the environmental impact of proposed projects into determination of grants from April 2022.
- Funding approved in 2019 for the redevelopment of Graylingwell Chapel was released to Chichester Community Development Trust this year. This funding, in combination with a large grant from Heritage Lottery, has seen the conversion of the former Asylum Chapel into a new heritage and community centre, opened in March 2022.

#### Key Areas of Work for 2022/23:

- Implementation of the new funding principles for CDC Grants, in particular communicating with applicants about the need to mitigate the environmental impacts of their project or service.

### Community Projects and Community Safety

#### Key Achievements in 2021/22:

- A multi-agency women’s safety group was set up, resulting in twice weekly security patrols of the city at night, anti-spiking measures in licenced premises, improved visibility in targeted locations and active bystander training to tackle misogynistic and discriminatory behaviour.

- Continued Community warden patrols in Chichester City centre, dealing with e-scooters, shoplifting, and supporting the reopening of the high street by reminding the public to follow the appropriate Covid guidance.
- A District-wide Peer Group Conference has been developed with secondary schools across the district to discuss and find ways to support young people of most concern using a contextual safeguarding approach.

#### **Key Areas of Work for 2022/23:**

- Continued support for refugees and particularly those from Ukraine under the “Homes for Ukraine” scheme.
- Review of the Community Warden Service to ensure it is still set up in the best way for the benefit of the communities they work in and a review of CCTV to ensure it is fit for purpose and provides value for money.
- With the support of St Anthony’s School, continue work on improvements to Swanfield green.

### **Health and Community Wellbeing**

#### **Key Achievements in 2021/22:**

- Since the lifting of lockdown restrictions, referrals to the Wellbeing service have increased to pre pandemic levels. The Service has been promoted widely, focusing on elements that have a potentially greater impact on the severity of Covid 19; e.g., weight management, quitting smoking, physical activity, and alcohol.
- Appointments offered were a blend of telephone and face to face sessions, with the regular drop-in sessions also re-started.
- Additional funding was received to extend the weight management programme in the north of the district; nine new classes were offered in Midhurst, Petworth and Loxwood areas. 45 people attended the 12-week programmes and the target of 5% weight loss over the 12 weeks was met at each.
- A new Alcohol Wellbeing advisor worked with clients who have noticed an increase in their drinking during the pandemic and now need support to reduce it to safe levels.

#### **Key Areas of Work for 2022/23:**

- Signing up to a new 5-year contract with WSCC to deliver the Wellbeing service, focusing on health inequalities and targeting services to our 20% most deprived areas and key at risk groups e.g., carers, care leavers, BAME communities.
- Re-starting NHS health checks and working more closely with small and medium sized workplaces to ensure working age adults are encouraged to access the service.

### **Social Prescribing**

#### **Key Achievements in 2021/22:**

- 3 new members of the team were recruited, and a Team Leader role introduced to help with service development and relationship building with partners. The team received more than 1000 referrals this year.
- Social Prescribers still worked mainly by phone but began to return to GP practices and introduce community visits and some home visits where necessary.
- Clients still mainly access the service for support with issues associated with their housing, money, debt and benefits, social isolation, and employment but we are seeing far more with mental health problems.

- The Team worked with local therapists and groups to introduce a series of mindful walks, speaking through music sessions and equine therapy sessions to help people manage their mental wellbeing in a holistic way.

#### **Key Areas of Work for 2022/23:**

- Working with other NHS roles e.g., Care Coordinators and Health and Wellbeing Coaches to establish multi-disciplinary teams and joint working.
- Developing a service directory for the Team to use to ensure we have clear quality assured pathways for working with clients.
- Setting up a two-year pilot for a Young Persons Social Prescribing service.

## **Culture and Sport Division**

### **Leisure and Sports Development**

The service oversees the Leisure Management contract, delivered by Everyone Active since May 2016. The Leisure Centres were subject to COVID-19 closures and restrictions throughout the year.

#### **Key Achievements in 2021/22:**

- Westgate Leisure Centre was used by the NHS as a vaccination site, delivering over 100,000 vaccinations.
- Swimming lessons numbers have now surpassed pre-covid levels, with over 1300 swimming lessons delivered per week compared to 981 before the pandemic.
- In May 2021, Westgate Leisure Centre opened a toning suite providing power assisted equipment that allows people to exercise at an intensity suitable for their health needs to improve their fitness, strength, mobility, and joint stability. 162 people have now been inducted to use the room, including many who are not able to take part in any other form of exercise.
- Working with Chichester Community Development Trust and social housing providers, walk/run programmes were delivered for individuals who will particularly benefit from improving their physical and mental health. Sport England funding enabled participants to receive run leader and mental health first aid training so they can support and lead future sessions. Sport England Inequalities funding also allowed a physical activity support programme for homeless people to be offered, where vulnerable adults are supported to improve their physical and mental health.
- Everyone Active is supporting Sussex Police to work with children and young people aged 11-18 years who are involved in anti-social behaviour or low-level criminality or those placing themselves in vulnerable situations. These individuals are given access to the leisure centre facilities and supported to make best use of them.

#### **Key Areas of Work for 2022/23:**

- Completion of the practical phase of the decarbonisation scheme at Westgate Leisure Centre, aiming to reduce the centre's carbon emissions by an estimated 25% and contributing to an overall reduction in the council's reported emissions.
- Continue to work with partners on delivery of 3G sports pitches within the district.

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

The Museum and TIC reopened on 18 May 2021 after a third national lockdown.

#### **Key Achievements in 2021/22:**

- An innovative series of virtual field trips for primary schools were created, combining collection objects, actors, and interactive elements. The response to the pilot was overwhelmingly positive and an expanded offer has now launched. The virtual field trips have been shortlisted for a national Museums and Heritage award in the Best Learning Programme category.



- Events delivered included space-themed activities as part of the Cathedral's 'Luke Jerman, Museum of the Moon' programme, Chichester Starlight Trail with Pallant House Gallery and the Library and The Guildhall School of Wizardry, which was attended by 120 children.
- 11 weddings were hosted at The Guildhall and 21 more bookings were secured for next year.
- Grant funding from the South Downs National Park, helped launch an online shop in November which, although still in its infancy, allows us to reach audiences worldwide. Other funding secured included £37,700 to support next year's Art of Chichester Exhibition and £4,900 to conserve the Mystery Warrior's sword.
- Exhibitions included Mystery Warrior: The North Bersted Man, The Livestock Markets of Chichester, From Field to Fork to Lockdown, and Brick Wonders.
- The Team responded to 117 research enquiries, gifted 54 items to the social history collection, processed 5 archaeological fieldwork notifications, made 12 archaeological depositions and 2 archaeological acquisitions, and dealt with 9 new research enquiries and 6 research visits.

### **Key Areas of Work for 2022/23:**

- The Headline Exhibition 'The Art of Chichester: 60 Years of Creativity' will explore the arts, culture, and heritage of the district from 1962 (when Chichester Festival Theatre opened) to the present day, embracing professional and amateur work across all art forms.
- A display to celebrate the Novium's 10<sup>th</sup> anniversary is being developed, highlighting the vast improvements to collections care and display since the collection moved. A birthday party on 9 July will bring history to life, with actors in period costume to reflect the breadth of our collection and drop-in activities spread across the three floors of the museum.
- Installation of 3 thin, vertical banners on the façade of the museum, which will greatly improve our visibility from West Street and the far end of Tower Street.

### **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).

### **Key Achievements in 2021/22:**



- Following a pilot project, CFT began planting trees in Oaklands Park in place of opening night gifts, as a commitment to their environmental sustainability.
- PHG opened the Community Programme Fundraising Exhibition when the Gallery itself reopened in May 2021. Works created during the closure period covered the studio walls and showed the skill and talent of community artists.
- Outdoor workshops were held in Bishops Palace Gardens initially due to restrictions on indoor gatherings but, following their success, they have continued when weather allows.
- CDC, CFT and PHG, supported by The Great Sussex Way (TGSW) as our marketing partner, developed and launched Culture Spark 2022; Chichester District's season of Culture with community lantern workshops and 3 First Spark events in Chichester, Selsey and Midhurst.
- To coincide with COP 26, TGSW created a "human sign" to engage with the local community and create a sense of civic pride. It was also an opportunity to showcase our district as an environmentally conscious holiday destination with green credentials.
- A number of 'Great Outdoors' social media engagements were led by TGSW including cycling, foraging, wine harvest, birdwatching, kayaking, eat local and buy local. 3 new itineraries were developed themed around mindfulness, star gazing and dog friendly.

**Key Areas of Work for 2022/23:**


- Cultural partners around the district will deliver a full programme of new and bold events whilst our key partners also celebrate their significant anniversaries as part of the Culture Spark season of culture.
- TGSW will continue work to promote Chichester as the 'Sparkling Wine Capital of Sussex', including development of further itineraries giving more accommodation options and information about other local attractions so that the increased national and international interest in local wines benefits a wider ecosystem of tourism businesses.
- TGSW will continue work to make Chichester district a cycling destination. This is in response to the challenge presented by the semi-rural nature of Chichester District in connecting dispersed local businesses and consumer demand for an authentic green tourism experience, making cycling a strategically important part of the district's offering.

## Performance Indicators: Community Services and Culture Cabinet Portfolio


### Community Engagement

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 230</b>	Number of new clients engaged with the Choose Work Service	Higher is better	66	60	<b>88</b>		Better		60
<b>LPI 230a</b>	% Choose Work Clients Supported into Paid Employment, Work Experience or Education	Higher is better	83.5%	40%	<b>40.9%</b>		Weaker	<p>The service took on 88 new clients in 2021/22 and in the same period 29 clients were supported into work and 7 into work experience.</p> <p>Nearly 40% referred themselves in Q4, so are still in the earlier stages of support. Also 13 clients were referred, after a period of work, to more appropriate services, e.g., mental health or wellbeing support.</p>	40%

### Community Projects and Community Safety

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 212</b>	All Reported Crime – Chichester (% increase – rolling year)	Lower is better	-13.5%	0%	<b>20.9%</b>		Weaker	<p>April 20-March 21 = 6,456 offences April 21-March 22 = 7,807 offences</p> <p>% difference is +20.9%.</p> <p>We are still seeing a high volume of vehicle break ins, which tend to increase over spring and summer. For some crime types, we are seeing high percentage increases, though volumes remain low. Harassment reports have risen, but this could be due to victims being more confident in reporting a crime, rather than there being more victims. There was also a significant decline in crime during the lockdowns and some of the rise can be accounted for by the easing of restrictions.</p>	0%

## Health and Community Wellbeing

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 234</b>	% People maintaining positive lifestyle changes after 3 months, following engagement with the Wellbeing Hub	Higher is better	98%	80%	<b>93%</b>		Weaker	Reported figure is an average across 2021/22. The Q4 figure was 89% (green status).	80%

## Leisure and Sports Development

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 007</b>	Increase in attendances at Leisure Centres (all sites)	Higher is better	Not reported due to the impact of various closures and restrictions.	N/A	<b>980,099</b>	N/A	N/A	Targets were not set in 2021/22 due to continuing restrictions but are reinstated for 2022/23. Performance is reported annually to OSC in the Autumn.	1,121,378
<b>LPI 290</b>	Increase attendance of people aged 50 or over	Higher is better		N/A	<b>181,011</b>	N/A	N/A		185,346
<b>LPI 291</b>	Increase attendance of young people aged 0-15	Higher is better		N/A	<b>96,026</b>	N/A	N/A		98,300
<b>LPI 292</b>	Increase attendance of people with disabilities	Higher is better		N/A	<b>9,396</b>	N/A	N/A		9,757

## The Novium and TIC

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 219</b>	The Novium - All museum admissions	Higher is better	6,835	N/A	<b>33,003</b>	N/A	Better	The Museum and TIC reopened on 18 May 2021. Targets were not set in 2021/22 due to continuing restrictions but are reinstated for 2022/23.	37,500
<b>LPI 220</b>	The Novium - Total number of tourist information enquiries	Higher is better	1,394	N/A	<b>6,407</b>	N/A	Better		10,000

# Cabinet Portfolio: Growth, Place and Regeneration

## Key Areas of Responsibility

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

## Place Division

### Parking Services

#### Key Achievements in 2021/22:

- Rollout of digital permits has been completed across all car parks.
- Investigation of Blue Badge misuse has continued, in partnership with West Sussex County Council and specially trained investigators.
- Work on a revised Parking Strategy for Chichester District has begun. This will reflect the parking requirements of the district over the coming years.
- Improved online services have successfully helped more customers to self-serve, resulting in recognition at the national PATROL (Parking and Traffic Regulation Outside London) awards. Customers are also increasingly making use of the many ways to pay in car parks, with use of the phone/app solution having increased significantly. E-forms have been introduced to assist with customer transactions within the team.
- Civil Enforcement Officer presence was increased in the coastal areas over the summer months in response to the increased number of visitors to the coast.
- Parking incentives were introduced across several car parks in response to the covid pandemic, to assist with supporting the high street in place of the Christmas Park and Ride.
- The parking team facilitated the introduction of several covid test sites and a vaccination site within the car parks.

#### Key Areas of Work for 2022/23:

- Develop a project to improve connectivity and accessibility between Northgate Car Park and the surrounding facilities.
- Delivery of a refreshed Parking Strategy and action plan.

### Public Conveniences

#### Key Achievements in 2021/22:

- A review of Public Conveniences was undertaken to consider proposed actions over the coming years. The action plan will be implemented from April 2022.
- CDC took the decision to keep all public conveniences open during the pandemic, to ensure that facilities were provided for delivery drivers, residents, and visitors to the district.

#### Key Areas of Work for 2022/23:

- Refurbishment project for several key Public Conveniences sites.

### City and Town Co-Ordination (Inc. Visions)

#### Key Achievements in 2021/22:

- Project teams have continued to deliver the projects in the Chichester Vision and the Vision Delivery Steering Group continues to monitor delivery. The Chichester Vision action plan has been reviewed and refreshed to take account of the latest priorities.
- Work has 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 improvement to the public realm through use of the Welcome Back Fund.
- The 'Sea's the Day' Project to further engage Selsey with its fishing heritage, has continued to deliver outputs including generating two further projects on lobster and sediment research and marine education, involving national research bodies and local marine enterprises. These are progressing well and are now closely integrated with the Help Our Kelp project being implemented by Sussex Inshore Fisheries Conservation Authority and Sussex Wildlife Trust.
- The team have continued to work closely with Chichester City Business Improvement District (BID) to deliver projects across the city. The Team managed the ballot process on behalf of the BID, which resulted in a successful turnout and another five-year term.

#### **Key Areas of Work for 2022/23:**

- Coordinate delivery of the Chichester Vision refreshed action plan.
- Support to town and city vision projects
- Progress the CHASM (Crab Habitat and Sediment Migration) project to understand the impact of seabed sediment and seawater quality on lobsters, crabs, and other sea life.

## **Property and Growth Division**

### **Economic Development**

#### **Key Achievements in 2021/22:**

- The Team created and launched the 'Invest Chichester' brand and website. They have worked with several companies to promote inward investment and supported those seeking to open in the district.
- Ongoing delivery of the Business Contact programme, alongside an increased volume of enquiries from businesses needing support to understand government Covid support grant schemes.
- Used the remaining government funded Additional Restrictions Grant scheme to facilitate introduction of an online shopping platform across the district.
- Managed the Enabling Grants programme to support 67 small businesses with funding towards growth or start-up projects.
- Developed and hosted a Food & Drink business event in conjunction with Chichester College, bringing together producers and suppliers from across the district.

#### **Key Areas of Work for 2022/23:**

- Delivery of a training and grant programme for independent retail businesses.
- Plan and deliver an event targeting the Creative Digital sector to inspire businesses to plan for growth and encourage networking.
- The 'ambassador project'; a series of videos with key businesses produced and published on the Invest Chichester site.
- Delivery of an updated Enabling Grant programme prioritising applications from businesses in the 'green' sector or applications for projects to reduce a business's environmental impact.
- Supporting businesses in the circular, retrofitting and renewables sectors.

### **Building Services**

#### **Key Achievements in 2021/22:**

- Provided support to Parking Services for a repairs and resurfacing contract, plus topographical surveys.
- Provided support and technical advice for the cleaning of the external walls of the Novium.
- Completed fire precautions work across the Council's property portfolio.

- Repairs to the Grange Leisure & Community Centre.

**Key Areas of Work for 2022/23:**

- 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 2021/22:**



- Key aspects of the Southern Gateway project are progressing; demolition of the old Kingsham School has been completed and, working with WSCC, the Clinical Commissioning Group (CCG), Sussex Community Foundation Trust (SCFT) and the GP surgery, a feasibility study for an Integrated Health Hub is underway. For the Stagecoach relocation site, detailed site investigations works have been completed and designs finalised and submitted for pre application planning advice. Stagecoach have agreed the operational requirements and locations for future bus stop provision in accordance with WSCC Bus Service Improvement Plans and technical feasibility work is underway to progress this.
- Appointed a contractor and started works on site to deliver the redevelopment project at St James Industrial Estate, Chichester. Planning consent was also secured for revisions to Block 1 to enable its proposed subdivision into smaller units.
- Successfully marketed and selected a purchaser for land at Church Road, Chichester.
- Provided support for the siting of a Covid vaccination centre in Northgate car park.
- Successfully let the remaining vacant units at Ravenna Point, Chichester.
- Managed the operational contract for the Enterprise centre, with the centre being over 95% occupied.

**Key Areas of Work for 2022/23:**




- The Southern Gateway project will continue with assistance from WSCC to conclude the feasibility study with the Health Authorities for the Integrated Health Hub to gaining board approval from the CCG and the SCFT. Technical studies around the bus stop relocations will be concluded and Heads of Terms are to be finalised and agreed with Stagecoach. Following this, the opportunities for the assembled land will be reviewed.
- Completion of the redevelopment project at St James Industrial Estate, Chichester and, following this, preparation, and implementation of a marketing strategy to secure lettings for new units.
- Complete disposal of the development site at Church Road, Chichester.
- Complete an options appraisal for land at the western end of Terminus Road.
- Develop options for the Brick Pavilion, Priory Park.

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


### Parking Services

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 34</b>	% Of car parks in the city for which we have achieved Safer Parking Awards	Higher is better	100%	100%	<b>100%</b>		No Change	All car parks which held the Safer Parking Award have maintained their accreditation. This assists with reducing crime and fear of crime in car parks and provides assurance that measures have been introduced to ensure a safe environment.  The same car parks have been awarded the Disabled Parking Accreditation which recognises off-street parking facilities that are accessible to disabled people.	100%
<b>LPI 35</b>	% Of rural car parks for which we have achieved Safer Parking Awards	Higher is better	75%	75%	<b>75%</b>		No Change	All car parks that met the standard previously have passed again. As previously, the exclusions are Bosham, East Beach, Selsey and Selsey Marine.	75%



### Economic Development

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 163b</b>	Survival rates of companies at year 3 to align with the South East actual	Higher is better	61.1% (2019)	58.5% (2020)	<b>62.1% (2020)</b>		Better		Discontinued
<b>LPI 231</b>	Number of businesses supported through the Business Support Programme	Higher is better	2,351	300	<b>1,756</b>		Weaker	Replaced for 2022/23 onwards with measures of support for medium/high growth potential businesses and those in the renewable, retrofitting, and circular economy sectors.	Replaced
<b>LPI 237</b>	Respond to 90% of business planning applications	Higher is better	95%	90%	<b>100%</b>		Better		90%



<b>LPI 252</b>	Occupancy rate for our city and town centre shops	Higher is better	95.78% (Q2 only)	88.2%	<b>93.8%</b>		N/A	South East figure is from March 2022 (Local Data Company). CDC figure is the average occupancy across our towns. Figures are not comparable with last year as a complete year was not measured during the pandemic.  Replaced for 2022/23 onwards with a measurement of commercial space void levels.	Replaced
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## Estates

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 53</b>	% Empty units within our commercial and industrial property	Lower is better	6.0%	10%	<b>3.5%</b>		Better	Reported figure is an average across 2021/22. The Q4 result was 4.46% (green status). Vacant units at St James are not included during redevelopment work.  Vacancy rates remain stable with Willow Park now available to lease. A risk remains of more premises being handed back and ongoing performance will be subject to COVID regulations and the long-term impact of Brexit.	10%
<b>LPI 54</b>	% Rent and service charge arrears	Lower is better	12.34%	8%	<b>9.28%</b>		Better	Reported figure is an average across 2021/22. The Q4 result was 11.35% (amber status).  Despite some sectors recovering from the pandemic better than others, tenants continue to struggle to fulfil their leasehold obligations. The moratorium on pursuing rent arrears has been lifted, although we are still bound by a code of conduct to work with tenants who have arrears, rather than taking formal action. Until we can fully exercise our options for recovering debt, we do not anticipate making significant inroads to the arrears.	8%

# Cabinet Portfolio: Housing, Communications, Licensing and Events

## Key Areas of Responsibility

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

## Communications, Licensing and Events Division

### Licensing

#### Key achievements in 2021/22:

- The council's Statement of Licensing Policy under the Licensing Act 2003 and the Statement of Licensing Principles under the Gambling Act 2005 were both revised and approved.
- Developed and implemented a new Hackney Carriage and Private Hire Licensing Policy and Conditions, including a revised Criminal Convictions Policy which was adopted for immediate use.
- Issued regular communications to licence holders following changes to legislation or guidance because of the pandemic and supported the trade through the various stages of recovery.
- Adopted new fees and determination policies under The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020.

#### Key Areas of Work for 2022/22:

- Oversee the potential introduction of safeguarding training for taxi & private hire licensing applicants in collaboration with WSCC, to comply with the Department of Transport's Statutory Standards (July 2020).

### Communications

#### Key achievements in 2021/22:

- Ensured residents, businesses, partners, councillors, and staff remained well informed of the latest advice and support available throughout the pandemic, using clear and up-to-date communications across all our platforms. This included making sure businesses were accessing available support, supporting the vaccination programme, making sure residents were accessing information and financial support they needed and running campaigns with media partners encouraging people to 'support local'.
- A survey conducted around internal communications identified that 93.2% of staff who responded felt well informed.
- Delivered a successful Christmas Campaign, encouraging people to support local businesses.
- Developed and delivered the first stage of the Climate Change communications campaign – sharing all elements with our District and Borough partners. The Team also achieved significant media coverage around COP26.
- The council's website was again awarded a Plain English Crystal Mark. Significant work has also been carried out to ensure the site complied with the Government's accessibility standards, which is now a legal requirement for all public sector websites.

- Delivered targets set in the Web Improvement Plan, including redesigning the Parking Services section of the website to make it easier for customers to access the services they need.
- Delivered consultations and attended public events, such as the consultation on protective measures for parks and gardens.
- Achieved a record amount of income from the advertising in initiatives, enabling us to continue to cover the costs of the print, design, and production of the council magazine even though costs have risen.
- Continued to support several key projects/campaigns, working with other Council Services, such as – Local Plan progress, Freeland Close, Culture Spark, Diverted Giving, recruitment initiatives and future strategy, and a Customer First campaign.
- Supported the Census and made sure that the council delivered everything it needed to on this important project.

#### **Key Areas of Work for 2022/23:**

- Deliver communications on the Local Plan Review Process, including consulting with residents on the proposed plan.
- Support CCS with development of a new app which focuses on waste and recycling updates and develop a communications campaign around this.
- Deliver the next stage of the Climate Change communications plan and start to develop a web subsite to focus on the council's work on this important topic.
- Deliver the updated Website Improvement Plan helping to drive digital transformation and channel shift.

#### **Events**

##### **Key achievements in 2021/22:**

- Delivered a successful Summer Street Party 2021 and supported the introduction of a similar event in Midhurst.
- Delivered the inaugural 'Cross Market & More' event in Chichester city centre in November 2021 and a repeat event in March 2022. This included engagement with 'Traders of Tomorrow' (Chichester College).
- Appointed an architect for a feasibility study and options appraisal associated with a potential permanent market/events structure at the Cattle Market Car Park.
- Launched a new innovative and dedicated social media platform for events and markets.
- Appointed Natural PR to assist in the revision and updating of Farmer's Market terms and conditions along with seasonal activities/campaigns.

##### **Key Areas of Work for 2022/23:**

- Coordinate & deliver an Evening & Night-Time Economy baseline evaluation study as part of the Chichester Vision Action Plan.
- Deliver two 'Cross Market & More' events in Chichester city centre in July and October 2022.
- Deliver seasonal initiatives, campaigns and promotional material associated with the Farmer's Market, including use of allocated funding for new stalls.
- Work with the Climate Change Officer, to develop and introduce 'environmental events/markets guidance' including investigating the opportunity for guidance on reducing car travel and other sustainable initiatives.
- Work with the Communications Team and ICT to investigate and introduce an online booking module for the Cross Market & More and Farmer's Market.

## **Housing (now part of the Housing, Revenues and Benefits Division)**

### **Key achievements in 2021/22:**



- Sustained a reduction in the number of rough sleepers in the district to around 2 or 3, compared to 30 before the COVID-19 pandemic.
- Worked with Hyde to complete the Large-Scale Voluntary Transfer agreement and agree their asset management programme in the district.
- Completed the Freeland Close development, with individual units of temporary accommodation let from March 2022.
- Completed a staffing restructure.
- Successfully bid for Government funding to expand the former Stone pillow 'Lodge'. This is now known as Hicks House and formally opened in September 2021 with 6 new units. Hicks House now provides 12 self-contained flats for the most vulnerable former rough sleepers.
- Through partnerships with Registered Providers, we successfully delivered 203 new affordable homes for sale and rent. Hyde and Clarion both continue to provide new homes on the strategic sites at Shopwhyke Lakes and Graylingwell. Three Registered Providers who are new to Chichester also completed their first schemes in the district: Vivid Homes (west of Chichester and Bracklesham), Aster (former Bartholomew's site) and Sage (Madgwick Park).
- A new Housing Allocations Policy was adopted, and a new Housing Standards, Financial Assistance and Enforcement Policy was implemented.
- 144 home adaptations for people with disabilities were provided at a cost of £1.4m. These included property extensions, wet room installations, kitchen adaptations, ramped accesses, and stair lift installations.
- The Team received funding to undertake a Minimum Energy Efficiency Standards project. This identified 461 non-compliant properties at the outset, reducing to 90 properties within 6 months.
- Developers' contribution funding was provided to support the development of additional older persons affordable housing by Chichester Greyfriars (Royal Close, Chichester).

### **Key Areas of Work for 2022/23:**




- Review Housing IT Systems to ensure they are fit for purpose.
- Review the Private Sector Rented offer to ensure the supply of private accommodation is available to meet housing need.
- Work with Hyde as part of the Hyde 2050 strategy.
- Complete energy efficiency and thermal comfort works at our Westward House temporary accommodation to maximise energy efficiency and reduce carbon footprint.
- Review website content related to Housing.
- We aim to end reliance on bed and breakfast accommodation altogether, other than for very short-term emergency stays. This will be facilitated by the opening of our Freeland Close accommodation, which has allowed us to start 2022/23 with only 5 single adults in Bed and Breakfast accommodation; a figure lower than it has been for many years.

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



### Licensing

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 117</b>	% Licensing Act 2003 applications determined within 2 months	Higher is better	96.15%	100%	<b>89.15%</b>		Weaker	Due to a high volume of incoming work, as well as the need to respond to new challenges that have arisen due to Covid-19, it was unfortunately not always possible to issue licences within the target 2 months. However, our customers have all been advised whether their application had been successful and made aware that the appropriate authorisation would be issued as soon as possible.  The situation was compounded by various staff absences, however, since 19 April 2022 we have had a fully staffed Team and one of the current priorities is to clear the backlog of cases requiring an authorisation to be issued.	100%
<b>LPI 118</b>	% Gambling Act 2005 applications determined within 2 months	Higher is better	100%	100%	<b>75%</b>		Weaker		100%

### Housing Advice and Temporary Accommodation

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 013</b>	Households in Nightly-Paid Temporary Accommodation (not CDC Owned) - All Cases	Aim to Minimise	65	50	<b>41</b>		Better		50
<b>LPI 204a</b>	% Of cases where homelessness is threatened but prevented	Higher is better	59.08%	50%	<b>48.23%</b>		Weaker	Reported figure is an average across 2021/22. The Q4 figure was 58% (green status).	50%
<b>LPI 204b</b>	% Of cases where homelessness is relieved	Higher is better	53.12%	50%	<b>53.81%</b>		Better	Reported figure is an average across 2021/22. The Q4 figure was 68% (green status).	50%

## Housing Standards and Delivery

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 002</b>	Affordable homes enabled by the Council	Higher is better	188	167	<b>203</b>		Better		167
<b>LPI 003</b>	Homes improved with Financial Assistance from the Council	Higher is better	56	50	<b>48</b>		Weaker	Customer requests for help with home improvements have been less frequent this year due to the pandemic. Furthermore, as a result of several lockdowns, non-essential inspections have been very limited, which has directly affected demand for financial assistance.	50

# Cabinet Portfolio: Environment and Chichester Contract Services

## Key Areas of Responsibility

Chichester Contract Services	Environment and Health Protection
<ul style="list-style-type: none"><li>• Waste</li><li>• Cleansing and Recycling Services</li><li>• Grounds Maintenance</li><li>• Cemeteries</li><li>• Parks and Open Spaces</li><li>• Vehicle Workshop and MOTs</li></ul>	<ul style="list-style-type: none"><li>• Environmental Protection (including air quality, dog control and noise pollution)</li><li>• Health Protection</li><li>• Health and Safety (including Business Continuity and Emergency Planning)</li><li>• Environmental Strategy</li><li>• Coastal Protection and Foreshores</li><li>• Building Control</li></ul>

## Chichester Contract Services Division

### Key achievements in 2021/22:

- Despite the challenges presented by the continuing pandemic, the Division was able to maintain a continuous level of service across all its work areas, including kerbside waste collection, street cleaning and parks and gardens.
- In response to the growing challenge of recruiting and retaining qualified HGV drivers, CCS introduced a scheme to train employees wishing to become HGV drivers which has now successfully yielded three home grown drivers and has a further three employees currently in the programme.
- The Parks and Gardens team noticed a significant increase in use of our parks and gardens, beyond pre-covid levels. The Team received good feedback on the general maintenance and appearance of these facilities.
- Our Street Cleaning teams kept the high streets to a very high level of cleanliness making the overall environment as positive as possible for new and repeat visitors.
- The Commercial waste team saw a noticeable increase in new customers during the year. This was partly due to being seen as providing a very flexible and reliable collection service during Covid, as well as winning two large accounts to service WSCC premises (including schools) in both Chichester and Arun as well as the University of Chichester campuses.
- The commercial food waste collection service continued to sign up new customers as lock down came to an end, finishing the year with growing interest in the service.
- The Service continued to keep up to date with DEFRA consultations on proposals set out in the Government's Resources and Waste Strategy for England. These included mandatory food waste collections, increased ownership and responsibility of material producers for the life of their products, deposit return schemes for containers and ways to make waste collections more consistent across the country. The Government response to these consultations is now awaited.
- A composition analysis of domestic waste bins across West Sussex in November 2021 revealed that food waste continues to be the largest contributor to general waste streams. In Chichester District, food accounts for 36.6% of the general waste bin; a 2.7% reduction compared to the previous analysis completed in 2018.
- A new trial service collecting small electricals, textiles and coffee pods launched in July 2021, aiming to divert further waste types from general waste.

### Key Areas of Work for 2022/23:

- Continue to review and monitor the commitments that will be required as part of the new Environment Bill.

- Replacement of a number of Refuse Collection Vehicles, including delivery of our first all-electric units.
- Commence key projects that have been on hold while Covid impacted our operational team, including a new domestic and commercial bin washing service and a bulky bag collection service, adding to the range of commercial services CCS can offer.
- Work will continue on managing the impact of Ash Die Back disease throughout our estate.

## **Environment and Health Protection Division**

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

#### **Key Achievements in 2021/22:**

- Work progressed on the approved Local Cycling and Walking Infrastructure Plan including an exercise to prioritise routes and bring one route forward for a feasibility study.
- A GIS digital mapping layer for cycle routes to inform the Local Plan Review was partially completed.
- Consultation was undertaken for the approved Planning Noise Advice Document, which was subsequently adopted.
- An Electric Vehicle charge point was procured for the staff pool car project.

#### **Key Areas of Work for 2022/23:**

- Continued development of the Local Cycling and Walking Infrastructure Plan.
- Completion of a GIS digital mapping layer showing cycling and walking infrastructure for integration into the Local Plan Revision.
- Integration of air quality guidance into the Local Plan Review.
- Development of actions under the revised Air Quality Action Plan.
- Introduction of two pool cars (one electric) and two electric bikes for staff business/visit use.
- Delivery of enhanced online E-forms for increased online access for Environmental Protection services.
- Expansion of Chichester car club by one vehicle.

## **Health Protection**

#### **Key Achievements in 2021/22:**

- The food inspection programme recommenced, having been put on hold throughout the pandemic. As well as continuing to give Covid advice and with a vastly increased programme, the team were still able to achieve over 600 inspections and work towards clearing the inspection backlog.
- Engaged with over 50 event organisers to ensure they were operating their events in a Covid safe manner.
- Worked alongside Trading Standards to support them and provide intelligence in the implementation of Natasha's Law which focuses on the labelling of allergens for products that are pre-packaged for direct sale.
- Continued to provide support to WSCC Public Health and the UK Health Security Agency in advising businesses on outbreak management, particularly in relation to the Covid pandemic.
- Worked alongside the Food Standards Agency, Sussex Inshore Fisheries Conservation Authority and Sussex Police in investigating the possible illegal harvesting of shellfish in Chichester Harbour.



### **Key Areas of Work for 2022/23:**

- Continue to complete food inspections in line with the Food Standards Agency's Local Authority Recovery Plan.
- Focus our resources in tackling the possible illegal harvesting of shellfish in Chichester Harbour.
- Continue to develop the Commercial Premises app as part of our database to allow officers to carry out tablet-based inspections and to ultimately go paperless, bringing efficiencies to the team in the long term.

## **Environmental Strategy**

### **Key achievements in 2021/22:**

- Delivered the actions due in 2021/22 in the Detailed Climate Emergency Action Plan 2020-2025 and produced the first annual progress report to Council.
- Delivered the first planting season of the Treasury-funded Trees Outside Woodlands Project with over 8,000 trees planted across the district. This includes our free tree scheme for residents, 3 'Miyawaki style' mini urban-forest plots and new trees under the 'Trees in the Farmed Landscape' pilot.
- Completed a baseline survey and project planning phase of the Strategic Wildlife Corridors Project which will deliver biodiversity enhancement to sites within the proposed Wildlife Corridors to increase their resilience to change. This work is funded by the Community Infrastructure Levy.
- Completed procurement for the carbon reduction measures at Westgate leisure centre funded by £1.35m from the Public Sector Decarbonisation Fund.
- Completed feasibility reports for decarbonisation projects across the Council's operational buildings and car parks.

### **Key Areas of Work for 2022/23:**

- Launch additional community engagement events and communication campaigns relating to Climate Change issues.
- Deliver a second planting season for the Trees Outside Woodlands project, including a 50% subsidised tree scheme for householders and landowners in Chichester District.
- Deliver the first year of enhancement works within and adjacent to the Strategic Wildlife Corridors.
- Prepare for the implementation of the new requirements of the Environment Act 2021, including the Biodiversity Net Gain system and preparation of the Local Nature Recovery Strategy.

## **Coastal Protection and Foreshores**

### **Key achievements in 2021/22:**

- Successful delivery of the first year of the Selsey & Wittering Beach Management Plan 2021-26 works, including enhancing existing timber groynes and delivery and placement of 9,000t of shingle recycled from Littlehampton West Beach.
- Successfully secured a grant and commenced work on the Economic Assessment and Implementation Plan for the future of coastal defences in Selsey.
- The Foreshores Service operated in Bracklesham Bay from May to September 2021. During this time, the service completed 10 rescues and attended 23 first aid incidents.
- Existing, failed defences have been removed, and new defences which work with nature have been constructed at East Head, West Wittering. This work has been delivered by the East Head Coastal Issues Advisory Group, which the Council chairs and which includes risk management agencies, regulators, landowners, and local representation.

**Key Areas of Work for 2022/23:**

- Completion of the second year of the 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.
- Completion of the Selsey coastal scheme 'Economic Assessment and Implementation Plan', and completion / submission of a business case for the next steps.
- Provision of the Foreshore Service from April to October 2022.

**Building Control****Key achievements in 2021/22:**






- Whilst a proportion of market share has been diverted to the Private Sector (Approved Inspectors), the Service received 887 Building Regulations applications during the year, compared to 760 for 2020/21.
- Income in 2021/22 was £441,104.98, resulting in a surplus of £33,404.98. This is due to a very busy year and the Council's success in winning business.

**Key Areas of Work for 2022/23:**


- The Service income target has been set at £424,000 for the coming financial year, including a 4% increase in our fees in-line with inflation.

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

### Contract Services



PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
LPI 001	% Graffiti removed within 5 working days	Higher is better	100%	100%	<b>100%</b>		No change		Discontinued
LPI 005	Number of residents using the Garden Recycling Service	Higher is better	19,109	17,500	<b>20,508</b>		Better	Nearly 1,400 new customers joined the Service this year.	20,200
LPI 006	% Fly-tips removed within 3 days	Higher is better	92.88%	90%	<b>94.28%</b>		Better	Reported figure is an average across 2021/22. The Q4 figure was 95.1% (green status).	Discontinued
LPI 191	Residual household waste in Kg per household	Lower is better	470	300 (to end Q3)	<b>323 (to end Q3)</b>		Better	Although COVID continued to impact waste volumes and recycling behaviours, there has been a 9% reduction in general waste compared to last year.  We continue to promote food waste reduction messages and focus on materials which can be diverted from general waste.	1% reduction on final 2021/22 outturn
LPI 192	% Household waste sent for reuse, recycling, and composting	Higher is better	44.5%	47.0%	<b>48.3% (to end Q3)</b>		Better	Year-end estimate outturn is 47% based on Q4 performance being typically lower owing to garden waste seasonal tonnage reductions.	47.0%

### Environmental Protection



PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
LPI 133a	Number of Industrial Processes with an Environmental Permit that are Audited	Higher is better	17	17	<b>17</b>		No change	The number of inspections varies subject to a guidance driven risk assessment of each premises (i.e., not all premises are audited each year).	15

<b>LPI 135</b>	Number of Private Water Supplies sampled and/or risk assessed	Higher is better	21	22	<b>36</b>		Better		45
<b>LPI 193a</b>	Per capita reduction in CO2 emissions in the LA area	Lower is better	-40.1% (2019)	N/A	<b>TBC</b>		TBC	The 2020 data is expected at the end of June 2022. For 2022/23, this measure will be replaced with 10% emissions reduction targets as per the Climate Emergency Action Plan and the new Corporate Plan.	Replaced

## Health Protection

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 174</b>	% Food premises due for inspection that were carried out	Higher is better	24.21%	100%	<b>78.76%</b>		Better	Although below target, this is a big improvement on last year. The food programme was suspended due to Covid during Q1, and the year began with a considerable backlog. The team and contractors continue work to address this.	100%
<b>LPI 179</b>	% Food businesses broadly compliant with statutory food safety requirements	Higher is better	98.34%	95%	<b>98.18%</b>		Weaker	This result continues to be above target. The Team continue to complete the food programme in line with the Food Standards Agency's Covid-19 Local Authority Recovery Plan.  This PI is discontinued for 2022/23 onwards as it is not included in the new Corporate Plan. Results have consistently exceeded the target since 2014/15.	Discontinued

## Building Control

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>BC MPI 01</b>	Site inspections undertaken within 24 hours	Higher is better	100%	100%	<b>100%</b>		No change		100%
<b>BC MPI 03</b>	Applications determined within 5 weeks	Higher is better	100%	100%	<b>100%</b>		No change		100%

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

## Key Areas of Responsibility

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

## Business Support Division

### Electoral Services (including Land Charges)

#### Key Achievements in 2021/22:

- 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 that took place in May 2021. Running these elections amid Covid restrictions presented many challenges including recruitment of staff and ensuring polling stations and counts could be run in a Covid safe manner.
- Several Neighbourhood Planning Referenda and by-elections took place, including a County Council and a District Council by-election.
- The Land Charges Team saw an increase in searches, mainly due to the continuation of the stamp duty holiday for 3 months and the reduction of Covid restrictions.
- The Electoral Services Team successfully delivered the annual canvass.

#### Key Areas of Work for 2022/23:

- Implementation of the new Elections Bill including Voter ID.
- Preparation for the District and Parish Council elections in May 2023.
- Deliver by-elections instigated by casual vacancies and Neighbourhood Planning Referenda as and when they occur.

## Corporate Improvement & Facilities

#### Key achievements in 2021/22:

- A new Corporate Plan for 2022 – 2025 was agreed by the Council in January 2022. The Plan was extensively updated to take account of new challenges and opportunities for Chichester District and includes updated targets and key actions for the Council to deliver.
- Worked with Members to coordinate a service prioritisation exercise as part of the Future Services Framework, ensuring we can set a balanced budget over the medium term by weighing up resources available against discretionary spend areas as well as providing a tool to assess new bids for growth against existing discretionary services.

- Continued to coordinate the Council's efficiencies programme, which remains on target to deliver around £2m of annual revenue savings to support our revenue budget position.
- Produced a new Equalities Strategy that ensures the Council continues to integrate effective diversity and equality practice into everything it does as a locality leader, as a provider and commissioner of services, and as an employer.
- Completed an internal review of all health and safety procedures and processes in the Facilities team.
- Ensured the office environment remained covid-secure during the pandemic and subsequently helped facilitate the safe return to offices post-covid.

#### **Key Areas of Work for 2022/23:**

- Review and refresh the corporate project management processes and guidance notes.
- Review and refresh the corporate equalities guidance to ensure it meets the requirements of the new Equality Strategy.
- Support the Council's Levelling Up bidding process.
- Continue to coordinate the ongoing requirements of the Future Services Framework.

## **ICT**

#### **Key achievements in 2021/22:**

- Maintained remote working capabilities across the council, including updating our Virtual Private Network (VPN), supply of equipment to improve homeworking environments and managing software 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.
- Commenced full hourly server backup at our off-site disaster recovery facility.
- Began roll-out of Microsoft 365 which will provide enhanced flexible, collaborative, and secure working environments.

#### **Key Areas of Work for 2022/23:**

- Complete the roll-out of Microsoft 365 for all staff across the council.
- Complete, test and commission the new Disaster Recovery off-site Server facility.
- Support and enable delivery of Chichester Contract Services' Improvement Programme.
- Review and renewal of the corporate telephone system contract.

## **Human Resources**

#### **Key achievements in 2021/22:**

- Prepared and issued guidance to staff/managers regarding a range of policies and staff support issues and collected relevant data from staff relating to Covid. Also contributed to Covid guidance and messaging.
- HR support was provided for the Housing Review, involving full staff and union consultation.
- Led on the introduction of a pay benchmarking system for key posts for all Sussex district and borough councils.
- Updated the Absence Management Policy involving extensive consultation with Unison.
- Introduced a new Occupational Health provider (Health Partners), a salary sacrifice scheme for staff to lease cars with low CO2 emissions and a Shared Cost AVCs salary sacrifice scheme for staff in the Local Government Pension Scheme. All these included contract negotiation, implementation, roll-out and training.

### **Key Areas of Work for 2022/23:**

- Review of how CDC presents and markets itself as an employer, including advertising approaches, use of social media, website content and marketing documents.
- Revising the on-line recruitment process to enable CVs to be accepted as part of a streamlined job application process.
- Benchmark all market supplements currently being paid in preparation for a review in April 2023.
- Revise and update the Stress Management Policy and associated forms.
- Review and update the Workforce Development Strategy.

## **Financial Services Division**

### **Accountancy Services**

#### **Key Achievements in 2021/22:**

- Successfully procured new contracts for the Council's insurance services for the next 3 years with year-on-year efficiency savings of approximately £60,000.
- Streamlined the process for suppliers to apply for registration on the Council's accounts payable system and developed new processes for recording and authorisation of Council credit card expenditure.
- Delivered a Treasury service that generated more than £1.3m to support front line services.
- Achieved key deadlines for completion of the Statutory Accounts and their subsequent audit, whilst also delivering the 2022-23 budget.
- Carried out regular budget monitoring and financial forecasting on expenditure and income, to monitor the continued financial impact of COVID and assess measures taken to reduce the projected budget deficit.
- Completed the continued monthly government budget monitoring returns and compiled information to support the Council's final claim under the Sales, fees, and charges compensation scheme.

#### **Key Areas of Work for 2022/23:**

- Implement a Method of Payment Policy, with the aim of no longer accepting cheques and investigate options to streamline cash collection and processing, to reduce manual processes and improve efficiency.
- Recentralise the procure to pay process into finance to improve the prompt payment of council suppliers.
- Investigate options to externalise printing and posting of invoices and reminders.
- Complete the Council's Statutory Accounts for 2021-22 in preparation for external audit review.

## **Internal Audit and Corporate Investigations**

#### **Key Achievements in 2021/22:**

- 12 audits and 3 follow ups were completed, and 9 key financial systems were tested and reviewed to ensure compliance with procedures and internal controls.
- The annual Empty Home Review resulted in £229,841 of additional revenue for the Council.
- Completion of the investigations linked to the data matches undertaken for the National Fraud Initiative (NFI), including reviewing Single Person Discount and the Council Tax Reduction Scheme.

**Key Areas of Work for 2022/23:**

- Undertake audits and follow up reports as detailed in the plan approved for the year by the Corporate Governance & Audit Committee in March 2022.
- Complete the investigations linked to the 2021-22 bi-annual premium data matches from the NFI exercise, and the Team's annual work plan.

**Legal and Democratic Services Division****Democratic Services****Key Achievements in 2021/22:**

- Facilitated the return to face-to-face Council meetings, in line with progress through the stages of national covid restrictions. An assessment of how hybrid meetings could be achieved, and associated costs was also undertaken.
- Completed a Governance review of meetings and how decisions are made, including their timing and location.
- Training for Members on chairmanship, equalities and scrutiny roles was delivered.
- Established new electronic tree preservation order processes to improve efficiency and transparency.

**Key Areas of Work for 2022/23:**

- Prepare an improved induction process and an accompanying suite of documents.
- Set up hybrid meetings, including updating of physical sound and related equipment.
- Undertake a trial of evening meetings.

**Legal (inc. Procurement and Information Management)****Key Achievements in 2021/22:**

- Enforcement in respect of unauthorised encampments was prioritised and significant litigation through the higher courts undertaken for sites; in particular, Birdham.
- The Council information retention register was updated.
- Complex litigation in such areas as RIPA (Surveillance) work has been undertaken and warrants granted enabling effective enforcement.
- Strategic spend analysis work continued, with several departments spend being combined to achieve savings and other improvements, including the cleaning contracts for all buildings.
- New Contract Standing Orders were adopted, and budget holders trained in their application.
- The procurement area of the intranet was updated to match post European processes.
- Work to embed social and environmental considerations into procurement decision making continued, and the new requirements for contract notifications were implemented.

**Key Areas of Work for 2022/23:**

- Update Council information policies, including for surveillance.
- Update the Register of information processing and create a new register of requests for data sharing.
- Update the Council's standard contract terms.



## **Revenues and Benefits (now part of the Housing, Revenues and Benefits Division)**

### **Key achievements during 2021/22:**

- Continued to administer multiple Business Rate grant schemes and the Test and Trace Support Scheme due to the pandemic.
- Administered the Hardship Fund from April 2021 and paid out £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.
- Supported administration of the Household Support Fund through issuing fuel and food vouchers on behalf of WSCC.
- Issued annual Council Tax bills to all households and Business Rates and Business Improvement levy bills to businesses (as applicable).
- Promoted online services regularly to help increase self-service take up.

### **Key Areas of Work for 2022/23:**

- Review of the Council Tax Reduction Scheme, exploring options to ensure the scheme is fit for the future.
- Investigate technology to assist with debt recovery action and to assist residents with income maximisation.
- Complete a review of website content.
- Prepare for the Business Rates Revaluation from April 2023.
- Support residents with ongoing increased living costs through discretionary schemes administered by the Council and signposting residents to other support available externally.

## **Customer Services (now part of the Communities, Customer Services and Wellbeing Division)**

### **Key achievements during 2021/22:**


- The reconfigured Customer Service Centre at East Pallant House opened in June 2021. The new design encourages use of self-serve terminals where possible, with a view to moving more customers to online services, in line with the Council's Channel Shift Strategy and Website Improvement Plan.
- A 4-month pilot of chat bot technology was carried out with analysis completed and submitted to the Digital Working Group.

### **Key Areas of Work for 2022/23:**



- Project manage, in conjunction with ICT, delivery of a new Customer Relationship Management system.
- Working with the Web Team, Public Relations and Service Teams, develop a Customer Experience Improvement Plan, identifying improvements to enhance the customer experience and implementing required changes.

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

### Land Charges


PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 48a</b>	% Of all searches carried out within 10 working days	Higher is better	76%	100%	<b>69.1%</b>		Weaker	The Team saw an increase in the volume of searches following the Stamp Duty Relief Scheme, had multiple Covid-19 staff absences and lost a member of staff who retired in December 2021, which all impacted our ability to complete searches within 10 working days. It is worth noting that our average turnaround time for the year was 8 working days.	100%

### Human Resources


PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 143</b>	Working Days Lost Due to Sickness Absence	Lower is better	5.46 days	7 days	<b>7.54 days</b>		Weaker	Average sickness days per employee for the period 1.4.21 to 31.3.22 = 7.54 days Long Term Sickness = 4.29 days Short Term Sickness = 3.25 days Recorded sickness levels were suppressed in 2020/21 due to periods of lockdown and enforced working from home. Cases of Covid (confirmed and suspected) were also not recorded in the normal sickness figures. The 2021/22 outturn is back in line with pre Covid levels.	7 days
<b>LPI 289</b>	Quarterly Staff Turnover	Lower is better	1.41%	15.0%	<b>16.61%</b>		Weaker	Local government can be impacted by a lack of flexibility on pay rises (at a time of very high inflation) as these are nationally negotiated. The 1.75% for 21-22 was slow to come through and negotiations for 22-23 are only expected to commence in June 22.	15%

									Local government has been experiencing skills shortages in some professional areas due to insufficient new people coming into these careers and, in some cases, higher paying private sector competition. A range of measures are being introduced to mitigate this.	
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## Financial Services

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
LPI 156	Creditor invoices paid within 30 days	Higher is better	85.94%	98%	95.98%		Better	Reported figure is an average across 2021/22. The March 2022 result was 96.08% (amber status).  The impact of remote working and necessary changes to procedures during Covid, continued to cause delays in resolving and processing invoices for the teams. The outturn still represents a significant improvement on last year. Proposals have been made to improve performance in the coming financial year.	98%



## Legal Services

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
LPI 74	% Prosecution proceedings started within ten working days of receiving complete instructions	Higher is better	100%	90%	100%		No change		90%

## Revenues and Benefits

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 004a</b>	Time taken to process new claims for benefits	Lower is better	17.5 days	15 days	<b>14.4 days</b>		Better	Reported figure is an average for Housing Benefit and Council Tax Reduction combined across 2021/22. March 2022 figure was 11.5 days (green status).	15 days
<b>LPI 004b</b>	Time taken to process change events for benefits	Lower is better	5.2 days	7 days	<b>4.9 days</b>		Better	Reported figure is an average for Housing Benefit and Council Tax Reduction combined across 2021/22. March 2022 figure was 2.5 days (green status).	7 days
<b>LPI 140</b>	% Council Tax collected	Higher is better	97.19%	98.2%	<b>97.79%</b>		Better		98.2%
<b>LPI 141</b>	% Non-domestic Rates Collected	Higher is better	95.59%	98.2%	<b>97.12%</b>		Better	<p>Collection has been challenging due to the ongoing pandemic, which saw many businesses close. The Government awarded a mandatory reduction in business rates to some businesses; initially 100% but from 1 July 2021 66% of full rates were payable. This required businesses to be rebilled with new instalments from July 21, the effect of which was to move more gross debit towards the end of the financial year. As some payments were made after the deadline, this has resulted in a reduced collection rate.</p> <p>In addition, some firms remain in financial difficulty and have agreed to repay their business rates over an extended period. These types of arrangements also mean that less is collected in year, which will also suppress the collection rate.</p>	98.2%

## Customer Services

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 011a</b>	% Customer Service Centre enquiries resolved at first point of contact	Higher is better	81.42%	85%	<b>80.42%</b>		Weaker	<p>Reported figure is an average across 2021/22. The March 2022 figure was 80% (red status).</p> <p>Less staff being based in EPH, and an increased rate of staff turnover has impacted first point of resolution rates. Training is completed as quickly as possible for new staff, but it takes at least 6 months to train to a good competency level</p>	85%
<b>LPI 011b</b>	% Calls to the Customer Service Centre that are answered	Higher is better	87.92%	90%	<b>72.92%</b>		Weaker	<p>Reported figure is an average across 2021/22. The March 2022 figure was 81% (red status) with an average staffing level of 89%.</p> <p>Call volumes increased by 16.5% 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 hear information about our online services when waiting.</p> <p>Staff turnover has recently been higher than usual with many internal opportunities secured by Customer Service officers. Training of new staff is assisted by experienced officers and leads to reduced skilled staff on phones. Training continues to be a top priority.</p>	90%

## Cabinet Portfolio: Planning Services

### Key Areas of Responsibility

Development Management	Planning Policy
<ul style="list-style-type: none"><li>Development Management including for the South Downs National Park Authority</li><li>Planning Enforcement</li></ul>	<ul style="list-style-type: none"><li>Local Plan and infrastructure planning</li><li>Community Infrastructure Levy</li><li>Neighbourhood Planning</li><li>Conservation and Design</li></ul>

## Development Management Division

### Development Management

#### Key achievements in 2021/22:

- Terms were agreed for the new Section 101 agency arrangement for provision of a development management service to the South Downs National Park Authority from 1 October 2022 - 2024.
- Major housing-led developments continued to make progress in the Chichester Strategic Development Locations (SDLs). The 'reserved matters' applications have now been approved for all residential areas and the local centre (including school, community building, employment, and retail spaces) on Phase 1 of the Whitehouse Farm SDL.
- Significant progress has been made on acquiring land under compulsory purchase to deliver the Tangmere SDL.
- Over 500 enforcement complaints were dealt with this year and 59 formal Notices were issued.
- Whilst Covid-19 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 compliance with the order of the court.

#### Key Areas of Work for 2022/23:

- Determination of applications (outline and detailed applications) for Tangmere SDLs as well as an outline application for Phase 2 of Whitehouse Farm SDL.
- Continuing to drive forward the process of seeking compliance with enforcement notices at Birdham Gypsy and Traveller site and Crouchlands Farm, Lagoon 3.
- Updating web content, including guidance notes, to better inform customers about the planning process and enforcement of planning controls.

## Planning Policy Division

### Planning Policy (including Local Plan, Infrastructure Planning and Conservation and Design)

#### Key achievements in 2021/22:

- Work on the Local Plan has continued to be progressed, with key steps to be addressed prior to its finalisation identified.
- A revised distribution of development was discussed and agreed informally with Members as a direction of travel and the basis for testing.
- Key documents were published, including evidence on housing and employment needs, retail and town centre uses, an audit of employment land and availability of land.
- Work on transport issues was progressed and work on water quality and freshwater extraction issues was undertaken in partnership with neighbouring authorities, Southern Water, the Environment Agency, and Natural England.









- The Tangmere Compulsory Purchase Order was successfully confirmed.
- Support has continued to be provided to Parishes undertaking neighbourhood plans and neighbourhood plan reviews.
- The Community Infrastructure Levy Team collected £7,133,321 this year of which £619,242 was passed to Parish Councils to spend on projects to support the growth of their areas.
- The Council received an estimated £1,469,013 in contributions due under Section 106 legal agreements related to developments this year. £1,591,422 was spent in supporting provision of affordable housing and community and leisure facilities across the district, together with measures to protect the environment at Chichester & Langstone Harbour and Pagham Harbour.

**Key Areas of Work for 2022/23:**

- Establishing the Local Plan position on key infrastructure (strategic road network, wastewater, water neutrality and education) and documenting it in Statements of Common Ground.
- Submission of the Local Plan for examination, following Regulation 19 consultation.
- Progressing the Gypsy and Traveller Development Plan Document.
- Supporting production of Neighbourhood Plans.
- Completion of programmed Conservation Area Appraisals.

## Performance Indicators: Planning Services Cabinet Portfolio

### Development Management

PI Code	Short Name	Assessment	2020/21 Outturn	2021/22 Target	2021/22 Outturn	Status	Trend - 2021/22 v 2020/21	Commentary	2022/23 Target
<b>LPI 187a</b>	CDC Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	91.48%	60%	<b>73.58%</b>		Weaker		60%
<b>LPI 187b</b>	CDC Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	80.5%	65%	<b>75.52%</b>		Weaker		65%
<b>LPI 187c</b>	CDC Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	91.09%	80%	<b>82.67%</b>		Weaker		80%
<b>LPI 188a</b>	SDNP Area - % of planning applications determined in 13 weeks: Major applications	Higher is better	100%	60%	<b>100%</b>		No change		60%
<b>LPI 188b</b>	SDNP Area - % of planning applications determined in 8 weeks: Minor applications	Higher is better	84.91%	65%	<b>76.36%</b>		Weaker		65%
<b>LPI 188c</b>	SDNP Area - % of planning applications determined in 8 weeks: Other applications	Higher is better	86.36%	80%	<b>84.8%</b>		Weaker		80%
<b>LPI 124</b>	CDC Area - Planning appeals allowed	Lower is better	24.44%	30%	<b>28.21%</b>		Weaker	Appeals allowed as a % of appeals submitted for CDC area. 11 allowed out of 39 submitted.	30%
<b>LPI 124a</b>	SDNP Area - Planning appeals allowed	Lower is better	35.29%	30%	<b>29.17%</b>		Better	Appeals allowed as a % of appeals submitted for SDNPA area. 7 allowed out of 24 submitted.	30%