

Corporate Plan 2015-18

Our Vision

Chichester District: a place where businesses can flourish; where communities are active happy places; where residents and visitors can find good cultural, leisure and sporting activities; and where a good quality of life is open to all.

Our Priorities

- Improve the provision of and access to suitable housing.
- Support our communities.
- Manage our built and natural environments.
- Improve and support the local economy.
- Prudent management of the Council's finances.

Our Objectives

Improve the provision of and access to suitable housing

1. Increase the supply of suitable housing in the right location.
2. Housing is used effectively and is fit for purpose.
3. Ensure support is provided for those that need it.

Manage our built and natural environments

1. Promote quality development and recognise the importance of the natural environment.
2. Encourage sustainable living.
3. Maintain clean, pleasant and safe public places.
4. Support the provision of essential infrastructure.

Support our communities

1. Provide support to communities and individuals who are vulnerable.
2. Work together to help people feel safe.
3. Help our communities to be healthy and active.

Improve and support the local economy

1. Promote commercial activity and economic growth.
2. Promote Chichester District as a visitor and cultural destination.
3. Promote the city and town centres as vibrant places to do business.

Prudent management of the Council's finances

1. Ensure the prudent use of the Council's resources.
2. Provide value for money through efficient and effective service delivery.
3. Maintain a low rate of council tax while protecting services.

Priority: Improve the provision of and access to suitable housing.

Objectives:

1. Increase the supply of suitable housing in the right location.
2. Housing is used effectively and is fit for purpose.
3. Ensure support is provided for those that need it.

How will we know we have made a difference?

1. Increase the supply of suitable housing in the right location.

- 1.1 A minimum of 110 affordable homes will be built on market sites each year.
- 1.2 We will secure an additional 30 affordable homes each year supported by the use of Council resources.
- 1.3 We will expect 35% of market homes to be one or two bedroom and 50% to be three bedroom.
- 1.4 We will aim to maintain a five year supply of housing land.
- 1.5 37 gypsy and traveller pitches will be identified by 2017.

2. Housing is used effectively and is fit for purpose.

- 2.1 We will enable 50 homes to be improved each year in order to meet decent home standards.
- 2.2 Implement the Private Sector Housing Renewal Strategy 2016-2021 that focuses on working to improve the poorest quality accommodation in the private rented sector and tackling excess cold and fuel poverty.

3. Ensure support is provided for those that need it.

- 3.1 60% of potential homelessness cases will be prevented.
- 3.2 Housing benefit claims will be processed within 9 working days.

Priority: Support our communities.

Objectives:

1. Provide support to communities and individuals who are vulnerable.
2. Work together to help people feel safe.
3. Help our communities to be healthy and active.

How will we know we have made a difference?

1. Provide support to communities and individuals who are vulnerable.

- 1.1 A positive outcome (as defined by the Department for Communities and Local Government) will be achieved in 80% of the families we work with through the Think Family project.
- 1.2 Measurable improvements will be made on the baseline assessment for two Think Family Neighbourhoods as identified in the action plans for each area.

2. Work together to help people feel safe.

- 2.1 No more than 10% of people surveyed will feel unsafe in their neighbourhood in the last 12 months.
- 2.2 We will work with partners to maintain low crime levels with no increase in all reported crime figures compared to the previous year.
- 2.3 Reports of Anti-Social Behaviour made to the Police, particularly by repeat victims, will reduce by 5% compared to the previous year.

3. Help our communities to be healthy and active.

- 3.1 Successfully achieve the outcomes set out in the Improving the Health of our Communities and Workforce action plan which coordinates the Council's resources on three health priorities.
- 3.2 Public participation in Sport in the Community programmes will as a minimum maintain current levels each year.
- 3.3 80% of people who have used the Well Being Hub services will report improvements to their health and wellbeing after 3 months.

Priority: Manage our built and natural environments

Objectives:

1. Promote quality development and recognise the importance of the natural environment.
2. Encourage sustainable living.
3. Maintain clean, pleasant and safe public places.
4. Support the provision of essential infrastructure.

How will we know we have made a difference?

1. Promote quality development and recognise the importance of the natural environment.

- 1.1 Strategic development is completed in accordance with master plans.
- 1.2 We will use our Annual Monitoring Report to confirm whether development complies with the policies within our Local Plan.
- 1.3 9 Conservation Area Appraisals will be completed by 2018.

2. Encourage sustainable living.

- 2.1 The amount of waste sent to landfill will reduce by 100 tonnes per annum.
- 2.2 We will aim to achieve a minimum household recycling rate of 42%.
- 2.3 The number of households using the garden waste collection service will significantly increase over the next two years (review to be undertaken in early 2016 to establish the collection methodology, exact timescales and targets).
- 2.4 We will encourage a 5% reduction per person in CO2 emissions from 8.1 tonnes to 7.7 tonnes by 2018.

3. Maintain clean, pleasant and safe public places.

- 3.1 90% of fly-tips will be removed within 3 working days.
- 3.2 Graffiti will be removed within 5 working days.

4. Support the provision of essential infrastructure.

- 4.1 We will facilitate the delivery of prioritised infrastructure in accordance with the approved Infrastructure Business Plan.

Priority: Improve and support the local economy.

Objectives:

1. Promote commercial activity and economic growth.
2. Promote Chichester District as a visitor and cultural destination.
3. Promote the city and town centres as vibrant places to do business.

1. Promote commercial activity and economic growth.

- 1.1 Through the construction and completion of the Enterprise Gateway, increase the amount of business floorspace by 2,500 sqm and every three years create 250 new jobs.
- 1.2 Provide support and advice to businesses to ensure survival rates in year three of operation align with the South East actual.
- 1.3 We will enable the horticultural industry to develop Horticultural Development Areas.
- 1.4 55 Choose Work placements will be provided during 2016/17, of which 40% will secure employment at the end of the programme.

2. Promote Chichester District as a visitor and cultural destination.

- 2.1 Increase the percentage of businesses achieving a rating of 3 or above for food safety compliance.
- 2.2 80% of visitors surveyed will feel satisfied with our town centres.
- 2.3 Preparation of a new strategy for the visitor economy.
- 2.4 Review the business plan for the museum

3. Promote the city and town centres as vibrant places to do business.

- 3.1 Help to create the conditions to maintain the occupancy of our city and town centre shops above the South East average (*note: latest occupancy rate for the South East (July 2015) is 90.2%*).
- 3.2 Preparation of a vision for Chichester City.

Priority: Prudent management of the Council's finances

Objectives

- Ensure the prudent use of the Council's resources.
- Provide value for money through efficient and effective service delivery.
- Maintain low rate of council tax while protecting service delivery.

How will we know if we have made a difference?

1. Ensure the prudent use of the Council's resources.

- 1.1. Ensure the revenue budget and capital programme remain balanced and sustainable over a rolling 5 year period.
- 1.2. Manage rigorously the Council's risks.
- 1.3. Have sound governance arrangements in place approved by the Council's external auditors.

2. Provide value for money through efficient and effective service delivery

- 2.1. Maintain a programme of improvement reviews for our services to ensure that they are delivered effectively and efficiently. These reviews should challenge existing costs, service delivery mechanisms, and consider using outside bodies where appropriate.
- 2.2. Ensure that where the Council has discretion over charging for services, service users should normally bear the full costs, except where there are important community considerations.
- 2.3. Implement an investment strategy to preserve and improve the financial and other resources available to the Council.

3. Maintain low rate of council tax while protecting services

- 3.1. Provide services without the use of reserves.
- 3.2. Require compensating savings before any new revenue expenditure, including capital expenditure that has revenue consequences, is approved.
- 3.3. Continue to review the Council's costs in order to find further savings.

Our Guiding Principles

We are committed to running an organisation that puts customers at its heart, delivers value for money, and works with our communities and partner organisations to ensure we focus on what is important. We will:

- Put our customers first.
- Take into account user feedback when designing services.
- Help our communities to address issues that are important to them.
- Use our resources well and innovatively.
- Be open to change.
- Be fair, open and transparent.
- Keep our staff skilled, motivated and flexible.
- Work with our partners to respond to customers' needs.
- Provide services that are digital by default.