

Chichester District Council

Annual Report

2016-2017

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Introduction



Welcome to Chichester District Council's Annual Report 2016/17.

This report is a summary of the key achievements and progress that the Council has made over the previous year. It is not intended to describe our day to day functions; details of these can be found on the Council website.

Progress was made on a number of key projects for the Council during 2016/17.

We continue to search for ways to generate savings and work in the most efficient way possible. This year saw the progression of the Council's Shared Services project, developing the business cases for sharing some of our services with other Local Authorities. Although the decision was ultimately made not to share services at this time, the project has already led to much sharing of best practice and, over the course of next year, our learning from it will lead to further efficiencies and savings.

We continue to work on areas that we know are important to our residents. Our Housing Service has been promoting Community Land Trusts as a means of delivering affordable homes in rural areas and has secured grant funding from the Government to support this. In addition, we have helped to deliver 149 new affordable homes across the District, including a number of rural homes intended for local people.

Our Planning Service has commenced a review of our Local Plan and has this year made progress on a number of important, supporting projects. It is essential our Local Plan is kept up to date to ensure we can meet the needs of our residents for many years to come. We have also supported the Neighbourhood Planning process, with 5 plans formally made during 2016/17 and more expected next year.

This year we have progressed on our action plan to improve the health of our communities and workforce. As an employer, we have signed up to the Time to Change pledge, a commitment to change the way we think and act about mental health. Next year we will be working to encourage other local employers to sign up.

The Council is involved in a number of strong, local Partnerships. Chichester in Partnership; our Local Strategic Partnership this year funded and delivered a Living Well with Dementia Programme and other initiatives to support those living with dementia and their carers. In addition, our Community Safety Partnership has made progress on their priority to reduce the effect of domestic abuse, particularly among young people and have been working with Chichester College to achieve this.

Work has progressed on the Vision for Chichester, a partnership project supported by our Economic Development team. Following a large-scale public consultation on the draft document in early 2017, the next year will see the Vision finalised, adopted and implementation begin. A key element in the Vision is the Southern Gateway project for redeveloping 30 acres in the south-eastern area of the City. A Master Plan was prepared during the year to go out for public consultation in summer 2017.

The hard work of our Contract Services staff has seen our recycling rate increase from 39.9% to 41%. The team has also increased subscribers to our garden waste recycling service by 13% compared to last year.

The Novium Museum is having a major success with their exhibition about local astronaut Tim Peake; 'Tim Peake – An Extraordinary Journey'. The exhibition has attracted thousands of visitors since it opened in December 2016 and has attracted over £50,000 in sponsorship. The exhibition, which is free for visitors, was recently named winner of the Best Temporary or Touring Exhibition category at the Museum and Heritage Awards for Excellence 2017.

The Council continues to invest in services for our residents and visitors. This year, a major refurbishment of the Avenue de Chartres Multi-Storey car park in Chichester City began. The work is designed to improve safety for users and extend the lifetime of the car park. Our Parking Services team has also overseen the implementation of new, up-to-date parking payment machines this year. This has meant that our car park users can now pay for parking using contactless and card payments and, in some locations, pay by phone. Work will continue next year to make our car parks as convenient and user-friendly as possible.

Work has also commenced on the £6m Council funded Enterprise Gateway project in Terminus Road, Chichester. This will provide 3288sqm of business floor space, create 250 jobs every two years and provide much needed state-of-the-art facilities for local entrepreneurs to set up and flourish.

The major fire at The Academy, Selsey in August of 2016 was devastating for the school and the local community. Officers from Chichester District Council supported the emergency services on the day and work continues to help the community to recover

We know that fly tipping is an issue our residents really care about. This year, we have put more resources into tackling it. Through hard work by our officers in Environmental Health, Contract Services and Public Relations we have successfully prosecuted one offender, with two more due in court soon.

We continue to ensure our communities remain at the heart of everything we do. We work hard to be as efficient as possible and use resources in a way that provides the best possible value for money. Chichester District remains an extremely attractive place to live, work and visit and we will work to protect it, alongside maintaining a balanced budget in ever more financially constrained times.

A handwritten signature in black ink that reads "Tony Dignum". The signature is written in a cursive, flowing style.

Tony Dignum
Leader, Chichester District Council

About Us

District Profile

As 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 114,500 and covers over 300 square miles, stretching from Selsey in the south to Lynchmere in the north.

Chichester District Council is involved with the majority of day to day services and activities that residents come into contact with – from emptying the bins, to dealing with planning applications. Its main office is based in the centre of Chichester and it also provides a contact point for some Council services in Selsey.

There are 67 parishes in the District and 48 elected members of the Council. The political makeup of the Council is:

- Conservative: 41
- Independent: 3
- Liberal Democrat: 4

The next scheduled elections for Chichester District Council will be in May 2019.

How We Make Decisions

Council

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

Cabinet

The Cabinet meets on a monthly basis and includes eight of our councillors making key decisions on the plans, strategies and budget. The Council's Constitution determines which of these decisions are then subject to approval by the Council.

The current Cabinet is:

- **Cllr Tony Dignum** – Leader of the Council and Cabinet Member for Commercial Services
- **Cllr Eileen Lintill** – Deputy Leader of the Council and Cabinet Member for Community Services
- **Cllr Roger Barrow** – Cabinet Member for Contract Services
- **Cllr John Connor** – Cabinet Member for Environment Services
- **Cllr Philippa Hardwick** – Cabinet Member for Finance and Governance
- **Cllr Jane Kilby** – Cabinet Member for Housing Services
- **Cllr Susan Taylor** – Cabinet Member for Planning Services
- **Cllr Peter Wilding** – Cabinet Member for Business Improvement Services
- **Cllr Gillian Keegan** – Former Cabinet Member for Commercial Services (elected to Parliament June 2017).

The Chairman and Vice-Chairman of the Council are:

- **Cllr Elizabeth Hamilton** – Chairman
- **Cllr Norma Graves** – Vice-Chairman

Overview and Scrutiny

The Overview and Scrutiny Committee holds the decision-makers to account. This can involve questioning councillors, council employees and representatives of other organisations in relation to key decisions, reports or policies. The committee then makes recommendations to Cabinet based on their findings. The committee also has an important role in looking at the wider delivery of all public services in the District.

We also have a Corporate Governance and Audit Committee; a Planning Committee; a Licensing and Enforcement Committee; and a Standards Committee.

Officer Support

Diane Shepherd, our Chief Executive, leads the Senior Leadership Team which includes two Executive Directors, Steve Carvell and Paul Over, and the Head of Finance and Governance Services, John Ward. The Senior Leadership Team, along with our Heads of Service, support councillors while also managing the Council's day to day services.





Chichester in Partnership

Chichester in Partnership consists of public, private, voluntary and community organisations which all want to work together to plan for the future of the District. Further detail on their projects is highlighted within this report.

Performance Management

In order to achieve quality services whilst offering value for money we closely monitor our progress throughout the year to make sure that we deliver what we have said we will. Our Corporate Plan sets out our key priorities and objectives, and the projects to achieve these are set out in our service plans which are reviewed annually.

As part of the service planning process, we also set Performance Indicators (PIs) and targets to help us track how we are performing. A traffic light system helps us to monitor this and is used throughout this report.

PI Status	
	PI is 5% below target or below an individually set threshold
	PI is 1% below target or below 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.

Business Improvement Services

Key Areas of Responsibility

- Buildings and Facilities
- Corporate Improvement
- Customer Services
- Information and Communications Technology (ICT)
- Human Resources
- Public Relations
- Procurement
- Corporate Health and Safety
- Project Management
- Capital Programme
- Organisational Development
- Equalities
- Data Protection & Freedom of Information

Building & Facilities

Key Achievements in 2016/17:

- The Avenue de Chartres multi-storey car park refurbishment work has been on-going through much of the year. This is a major refurbishment, designed to extend the lifetime of the car park and to provide improved lighting for users, resurfacing and repainting of the decks, replacement of safety barriers and repair and cleaning of the brick work.
- A major portion of the heating and ventilation system in East Pallant House was replaced to improve working conditions within the offices.
- Relate moved into new accommodation in Market Road, Chichester; a premises provided by CDC. This will provide good quality accommodation for Relate and its customers in a central City location and will enable the Council to sell or lease their previous accommodation to generate revenue.

Key areas of work for 2017/18:

- The Chichester branch of the Citizens Advice Bureau will relocate from their current premises in Theatre Lane to East Pallant House. The Facilities Team have worked with CAB to provide purpose-built accommodation suitable for CAB customers. The CAB service will be totally independent of CDC but locating in the Council offices will provide a convenient and easy access for both CDC and CAB customers.
- The Building Services team will project manage the refurbishment of Freeland Close, a newly acquired building which, when complete, will provide additional temporary accommodation for homeless households.
- An appraisal will be undertaken to provide options for the future use or development of East Pallant House. This appraisal will consider a range of options from leasing additional space on a commercial basis to relocating the Council offices to cheaper accommodation and leasing or disposing of East Pallant House.

Corporate Improvement

Key achievements in 2016/17:

- Detailed analysis and comparisons were undertaken throughout the year with neighbouring authorities in West Sussex as part of the investigation into the potential to share some support services with other local authorities. The outcome of this work was a decision not to share services at this time based on a thorough cost-benefit analysis but the information gained and the sharing of good practice will be used in 2017/18 to maximise efficiencies and improve customer access for those services that took part in this initiative.

Key areas of work for 2017/18:

- The team will provide support and business re-engineering skills to review the Revenues and Benefits service to reduce the time taken to process applications, extend access to on-line services and integrate enquiries into the Customer Service Centre.
- The team will provide support to Service Managers in implementing the new Pay Policy to ensure consistency across the organisation.
- The team will provide research and analysis support to the options appraisal for East Pallant House.

Customer Services and ICT**Key Achievements in 2016/17:**

- A new telephone system has been installed with modern capabilities, enabling staff to work in a flexible way and for customers to be able to contact staff using a number of devices.
- The Council again achieved accreditation with the security standards and requirements of the Public Services Network. These requirements are based on security industry best practice and are independently validated and audited. They focus on both the physical and system security measures in place and are designed to protect customer data from loss, corruption or breach.

Key areas of work for 2017/18:

- Both the Customer Services and ICT teams will be working with the Council's Revenues and Benefits Service to allow the Customer Services team to be the first point of contact for all Revenues and Benefits customers. This initiative will improve access to services for customers with more staff available to deal with enquiries and will provide more on-line services for customers, which will be available whether or not the Council offices are open.
- The ICT service will be reviewing options for providing ICT, with a focus on ensuring good value for money, resilient systems and a good support service for customers using the Council's services.
- The Council will be preparing for the new General Data Protection Regulations that come into force on 25 May 2018. These new regulations replace the Data Protection Act and Customer Services and ICT will be instrumental in their implementation.

Human Resources**Key Achievements in 2016/17:**

- A number of workforce development schemes were introduced to support the recruitment of apprenticeships and to develop existing staff. These schemes are designed to retain existing staff, provide opportunities for staff to advance their careers and provide young people with local employment.
- On-line staff training modules were extended to allow staff to access new and refresher training in a flexible way as well as saving time and money.
- As a large employer, the Council will contribute a significant amount of funding to the Government's Apprenticeship Levy Scheme with effect from 1 April 2017. The HR team played a key role in supporting this initiative and putting systems in place to ensure the Council benefit from utilising the resources available from the Levy to provide training and apprenticeships to new and existing staff.

Key areas of work for 2017/18:

- The HR team will be working to maximise opportunities and funding for training new and existing staff by working with local training providers to identify suitable training that may be provided using the funding available from the Apprenticeship Levy.
- The Council will be considering whether to review the staff Pay Policy in the summer of 2017. The HR team will be working with consultants to design a potential new pay policy and pay structure, designed to provide a modern, fair and consistent approach to Council pay.



Public Relations**Key achievements in 2016/17:**


- The team promoted and supported the Council's Garden Waste service and the Recycling Campaign, which aims to achieve a 50% recycling rate by 2020. These initiatives aimed to gain new customers for Council paid services but also to support the national initiative to increase recycling rates. These were very successful campaigns, significantly increasing the Council's recycling rates and providing additional revenue to the Council to support front line services.
- The promotion of the Tim Peake exhibition at the Novium Museum was supported by the Public Relations team, bringing sponsorship for the exhibition and access to local citizens, visitors and young people.
- The team have continued to expand their advertising and sponsorship opportunities for local businesses and organisations to advertise using Council facilities such as the local magazine *Initiatives* that is distributed to all households, Council car parks and other venues, providing revenue for the Council and local exposure for local businesses.

Key areas of work for 2017/18:

- Keeping the community informed about high profile initiatives and areas of interest in all areas of the Council
- Promoting and raising awareness of the Council's Litter Strategy; aimed at reducing litter, fly-tipping and dog fouling across the District.
- Promoting the Roman remains found in Priory Park, Chichester recently as they are excavated and made available to view.
- Promoting the Southern Gateway redevelopment.

Cabinet Member: Business Improvement Services

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Customer Services									
CS MPI 01	Percentage of enquiries to the Customer Service Centre that are resolved at first point of contact	Higher is better	84.7%	83%	83.9%		Weaker	<p>There is a slight reduction in the % of enquiries resolved at first point of contact. As we encourage customers to self-serve we are reducing enquiries that would normally have been answered at first point of contact. For example, on our phone system we have introduced interactive voice recording (IVR) options for waste services and this has reduced overall customer interactions for this service. The IVR redirects customers to either self-serve or automatically transfers them to our clinical waste provider, or the telephone payment line if they need to make a payment. If the customer does not have access to the website they are then given the option to speak to the customer services team.</p> <p>The introduction of the new parking system has enabled customer services staff to view more information regarding penalty charge notices, change car registration numbers for season ticket holders and update contact details. This will enable us to improve our first point of contact resolution for this service.</p>	83%
CS MPI 06b	Percentage of customers satisfied when calling the Customer Service Centre	Higher is better	97.3%	85%	95%		Weaker	<p>The drop in the customer's satisfied when calling is because it is taking us longer to answer calls. In March 2016 our average answered wait time was 1:04 minutes. This increased to 2:23 minutes in March 2017.</p> <p>To inform customers of the longer waiting period the messaging on the phone system was changed to redirect customers to our website or to leave a message for a call back. 694 messages were left in March 2017 and customers received a call back. Quite a number commented this was a good service during a busy period.</p> <p>There are several reason for the increased wait time; firstly staffing levels for March were on average 78%, because of leave, absence and vacancies of 1.0 FTE. We also have a new member</p>	Indicator removed for 2017/18

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
								<p>of staff in training who is limited to switchboard calls and reception enquiries. Secondly the new telephone system does not enable calls to queue when transferred to a Service from the switchboard. In March 2017, 455 callers were returned to the Switchboard as the Service they required was busy. Customer Services staff are taking messages for the Service to call these customers back.</p> <p>The majority of resubmitted calls are for the Revenues team, therefore to resolve this issue and improve customer service they are scheduled to move to the same telephone system as the Customer Service Centre in July/August 2017.</p>	
Human Resources									
LPI 143	Working Days Lost Due to Sickness Absence	Lower is better	7.42	7.00	9.24		Weaker	<p>Average sickness per employee for the period 1.4.16 to 31.3.17 is 9.24 days</p> <p>Long Term Sickness = 6.57 days</p> <p>Short Term Sickness = 2.67 days</p> <p>Target to revert to 8 days for 2017/18; this target was last used in 2012/13. This is reflective of CDC's overall figures currently and the wider Local Government picture on sickness absence.</p>	8.00

Commercial Services

Key Areas of Responsibility

- Economic Development
- Estates
- The Novium Museum and Tourist Information Centre
- Parking Services and CCTV
- Sports and Leisure Development
- Tourism
- Rural Affairs

Economic Development Service

The service has recently been through a restructure and recruitment process and we now have a full time officer responsible for the City and two part time officers responsible for the North and South of the district.

Key achievements in 2016/17:

- Directly assisted 479 businesses on a diverse range of issues including funding, planning, start-up support and help finding suitable premises. This contributed to the estimated protection of 1,545 jobs in the District and the creation of 143.
- Worked with partners and the community to complete the draft 'Vision for Chichester' document for public consultation.
- Under the Chichester in Partnership Choose Work scheme, Economic Development staff have delivered 26 employability workshops in the rural areas of the District and mentored and coached 234 unemployed people.
- Successfully co-organised the second 'West Sussex Apprenticeship Graduation Ceremony' at Chichester Cathedral
- 46 small business grant applications were supported, which helped establish new business start-ups, enable economic use of vacant premises and support independent local businesses. This contributed to the protection of an estimated 151 jobs in the District and the potential creation of 100 new jobs.
- Organised and hosted a successful event for local developers and property professionals, and launched the Council's new 'Developer and Partner Charter'
- Worked closely with Chichester City Business Improvement District (BID) in coordinating its first BID renewal process. There was an 82% vote in favour of renewal representing an overwhelming support from City businesses.
- Established and financially supported a 'Young Start-up Talent' entrepreneurial initiative, aimed at assisting 16-25 year olds to start their own business.
- Produced the new Chichester District Business Guide and the new, online Business Directory.
- Delivered a number of events in Midhurst, including Italian Markets, Medieval Midhurst and Christmas events, to increase footfall into the town.

Key areas of work for 2017/18:

- Finalise, adopt and launch the 'Vision for Chichester' and produce an implementation plan.
- Work with commercial property developers, agents, land owners and businesses to progress the development of the newly allocated employment land and to assist growing businesses
- Work with Visit Chichester to redevelop the organisation into a Destination Management Organisation to be responsible for growing Chichester's visitor economy and meeting our ambition to be one of the UK's leading visitor destinations.
- Assist 80 unemployed people through the Choose Work programme.
- Undertake a programme of research and consultation to provide base data to identify suitable business sectors and potential users of employment land. Using this information, we will prepare and implement a strategy to encourage growing District businesses to relocate and to encourage inward investment from business outside the District.

Estates

The Estates Service manages the Council's non-operational property portfolio, as well as having responsibility for some estates and valuation matters relating to operational properties.

The rent roll, before concessions and other allowances, for the non-operational property and licence fees is about £2.5 million. This is from industrial units, commercial and industrial ground leases, shops, offices, lettings to sports, community and voluntary organisations, kiosks and concessions (including the Chichester Traders Market), town centre commercial access agreements, miscellaneous lettings such as the crematorium and bus station and a large number of residential vehicular and pedestrian access agreements.

Key achievements in 2016/17:

- Commencement of the construction of the Enterprise Centre, Terminus Road, Chichester and the completion of the operational contract with Basepoint.
- The development of Plot 21, Terminus Road, with planning permission obtained, demolition of the existing building completed and the design team appointed.
- The formation of the Southern Gateway implementation project group and the development of Heads of Terms with key partners.
- Marketing the disposal of the old Grange Centre, Midhurst.
- Continued development of the Barnfield Drive site with Halfords, Wickes and Food Warehouse (Iceland) completed and Aldi to open soon.
- Appointment of consultants to advise on the feasibility of options for the future of St James Industrial Estate Chichester.
- Arrangement of the sale of the residue of the land at Ellis Square, Selsey.
- Completion of the sale of the Scout premises on Sherborne Road, Chichester to the Scout Association.
- Operation, on a trial basis, of the Wednesday General market in North and East streets Chichester.
- Completing asset valuations as required for the Council's accounts
- Continuing the search for investment acquisitions leading to a potential purchase subject to Cabinet approval.
- Re-tender in conjunction with partner authorities the contract for challenging rating assessments.

Key areas of work for 2017/18:

- Progress Barnfield Drive Development in conjunction with the Council's developer partner
- Complete the Enterprise Centre.
- Commence the development of Plot 21, Terminus Road following the grant of planning permission and demolition of the existing building in 2016/17.
- Continue to pursue opportunities for the development of CDC property and seek to acquire additional property assets, as financial resources allow, with the aim of increasing revenue.
- To deliver an options appraisal for the community and commercial buildings within Priory Park.
- As part of the Southern Gateway implementation project team pursue proposals for the Bus Station and Depot and the Southern Gateway area of Chichester more generally.
- Progress the disposal of the Grange development site, Midhurst.
- Progress the disposal of land at Portfield for residential development.
- Arrange letting of vacant properties including 53 High Street Selsey, ex Area Office Midhurst, vacant offices Old Bakery Petworth, units at St James Industrial Estates as they become vacant and 5 and 6 Theatre Lane, Chichester following the relocation of CAB to East Pallant House.
- Complete sale of residue of site Ellis Square, Selsey
- Pursue opportunities for markets and street trading.
- Pursue options for the regeneration of St James Industrial Estate

- Arrange the disposal of 2 The Gardens, College Lane, Chichester.

Parking Services and CCTV

The Parking Services Team manage 29 council-owned car parks across the district, employing nine Civil Enforcement Officers (CEO) and a team of Notice Processors who administer season tickets, permits, appeals for Penalty Charge Notices and parking dispensations.

Key achievements in 2016/17:

- A new IT system was introduced which provided major improvements. All CEOs are able to use this system when patrolling across the district and it offers extensive reporting features. It also allows customers to submit challenges online, which includes attaching evidence to their cases. The system also provides for virtual permits.
- Body-worn video cameras have been purchased for all CEOs to assist with their safety when patrolling. All CEOs are also using new handheld devices for issuing Penalty Charge Notices which have resulted in a more efficient service within the team, reducing the time taken to download data and therefore allowing the CEO to spend more time patrolling and assisting the public. 11, 133 Penalty Charge Notices were issued in 2016-17, which is a significant increase on previous years (this is also reflective of a national trend).
- New parking payment options have been implemented. All city car park machines (with the exception of Avenue de Chartres where Pay on Foot is in place) were replaced during 2016-17. The new machines are all solar powered and offer coin, card and contactless payment. In addition to this, a new payment by phone facility has been installed for which over 3,500 people have enrolled.
- Parking Charges have been reviewed across the district, to ensure that turnover of spaces and capacity is optimised, whilst remaining competitive with nearby centres. Agreed changes will be implemented from April 2018.
- The service continues to generate additional income for the authority. Initiatives have included franchising opportunities (which include car washing) within car parks and the use of car parks for events, promotion and advertising.

CCTV monitoring continues to take place across the district's 64 cameras. These cover the city centre and areas in Midhurst, Petworth, Bosham, Selsey and East Wittering. The CCTV office continues to liaise closely with Sussex Police. There were 1,631 incidents monitored across the district for the year (an increase on the previous year) and 239 arrests as a result of this monitoring.

Key areas of work for 2017/18:

- A major refurbishment is already underway in the Avenue de Chartres multi-storey car park and will be complete during 2017.
- A review will be undertaken of the CCTV service, involving working with Sussex Police and other partners. Consideration will be given to the technology in place at present and how this might require upgrade in the future.
- Further improvements to Parking Payment Options, with the introduction of payment by card and contactless in rural areas.
- Monitoring and review of parking charges.
- Re-lining to be undertaken to ensure maximum use of space.
- Review of Parking Strategy, to include emerging issues from the WSCC Road Space Audit and Chichester City Vision.
- An Implementation Plan for the introduction of Electric Vehicle Charging points across the district.

The Novium Museum & Tourist Information Centre

The Novium Museum and Tourist Information Centre (TIC) welcomed over 55,000 visitors and handled over 30,000 TIC enquiries in 2016/17. The service was nominated for a number of awards and was shortlisted in the national Kids in Museums family friendly museum awards. The Novium won the Beautiful South Bronze Small Visitor Attraction of the year award, with the TIC and Roman Week event also highly commended. The service won the Team of the Year Award in the local Observer and Gazette awards and won the Temporary Exhibition of the Year Award (Museums and Heritage Awards).

An Options Appraisal relating to museum service and Novium building has also been completed, with the report concluding that a procurement exercise should be undertaken allowing tenders to consider a number of options, with the exception of in-filling of the baths. Legal consultants have been appointed to assist with this exercise.

Key achievements in 2016/17:

- Chichester Box Office has been launched to handle tickets for the Festival of Chichester and many other local events.
- Chichester Roman Week was launched in partnership with the Chichester BID. From figures provided by Chichester BID, City centre footfall increased by 33% in this week.
- At the Novium Museum, a major exhibition called 'Tim Peake – An Extraordinary Journey' was launched to celebrate Tim Peake's local connection. £12,500 was awarded to the Novium to support this by the UK Space Agency and over £50,000 of sponsorship money was achieved. The exhibition has won several awards including the best Temporary or Touring Exhibition 2017 at the Museum and Heritage Awards for Excellence.
- 2291 school pupils attended learning sessions, 706 children attended sleepovers at the museum and 56 loan boxes went out to schools
- Two very successful dementia tours were held
- £10,000 was awarded to the Novium by the Arts Council for the Romans in Residence community project and £1212 was awarded to the Novium by the Pilgrim Trust
- There were 19 Archaeology Depositions/Notifications and 79 Social History Accessions. 16 Archaeology researchers and 3 social history researchers used the collection with the support of Novium staff.
- 17 couples got married at the Guildhall and 2 memorial services were held.

Key areas of work for 2017/18:

- To increase visitor numbers, attract repeat visits and new audiences and to increase income generation.
- The development and planning of two new major exhibitions – The Hawkhurst Gang and a touring exhibition from the Victoria and Albert Museum.
- Plan and deliver an exhibition to display any finds from the upcoming Priory Park Archaeological dig.
- The development of Chichester Roman Week, linking to the work in Priory Park
- Complete the market consultation exercise to help rationalise the scope of the procurement tender and undertake a procurement exercise for the future management of the Novium Museum and Tourist Information Service.

Leisure Centres and Sports Development

Following the agreement to outsource the operational management of the district council's three leisure centres, Sport and Leisure Management Limited (Everyone Active) were appointed as contractor and the contract commenced on Sunday 1 May 2016.








At the end of May 2016 Everyone Active started work on a capital investment scheme of £1.5m at Westgate Leisure Centre. Works included a gym extension, hot yoga studio, indoor cycling studio,








Café refurbishment, a new reception area, new Wellbeing offices and a new membership sales area. Investment was also made into energy efficient plant and lighting. These works were completed in November 2016. The operational management contract was initially monitored through weekly inspection visits at all three centres. This was reviewed with our Insurers and it was agreed that this could be reduced to six monthly inspections. Monthly and quarterly contract monitoring reports are provided by the contractor and these are then discussed at monthly meetings and the Leisure Task and Finish Group.










Key areas of work for 2017/18:

- An annual report will be presented to the Members Task and Finish Group in June 2017 and to the Overview and Scrutiny Committee in September 2017.
- Continue to monitor the contract in line with the contract documents and to report any issues to the Task and Finish Group.
- To explore opportunities with Everyone Active regarding the provision of Health and Wellbeing activities.

Cabinet Member: Commercial Services

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Economic Development									
LPI 163b	To increase the survival rates of companies at year 3 to align with the South East actual	Higher is better	64.3% (2014)	61.1% (2015)	64.7% (2015)		Better	Value represents business survival rate of 64.7% for Chichester District businesses, against 61.1% in the South East. Next update will be in Jan 2018, when data is released at the end of Dec 2017.	South East Average
LPI 230	Choose Work - number of unemployed clients engaged and assisted to move forward	Higher is better	n/a	110	113		n/a	New indicator for 2016/17	80
LPI 230b	Choose Work - Increase the number of 'Chooseworkers' who secure employment at the end of the programme	Higher is better	49%	45%	51%		Better	In this financial year, 266 people have benefitted from interaction with work experience coordinators, and over 90% unemployed people have moved forward in their lives, 51% of whom quickly found work and better future prospects.	Indicator removed for 2017/18
LPI 231	Number of businesses supported through the Business Support Programme	Higher is better	PI definition changed for 2016/17	380	460		n/a	A total of 460 businesses have been supported in this financial year.	300
LPI 237	Respond to 90% of business planning applications	Higher is better	96.1%	90%	87.5%		Weaker	Performance dipped during Q2 of this year due to several large planning applications that needed more extensive investigation, which could not be dealt with within the quarter. They were subsequently dealt with in the next quarter.	90%
LPI 252	Occupancy rate for our city and town centre shops	Higher is better	94.7%	90.2%	97.5%		Better		South East Average
Estates									
LPI 53	Percentage of empty units within our commercial and Industrial property	Lower is better	5.39%	5%	8.02%		Weaker	The high level of voids is due to there being a large number of vacant units at St James Industrial Estate. The Estate is presently the subject of a feasibility study into redevelopment / refurbishment options and the opportunity to pursue an option without unnecessary delay is likely to be lost if tenancies are granted of the vacant units.	5%

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
LPI 54	Percentage of rent and service charge arrears	Lower is better	1.48%	4%	2.63%		Weaker	There has been a small increase in the level of arrears but it is still within target. Chasing of rent and Service charge arrears is a key action for the Estates Team in order to minimise the level of arrears.	4%
Parking Services									
LPI 34	Percentage of city centre car park spaces for which we have achieved Safer Parking Awards	Higher is better	100%	100%	100%		No change	100% of all city centre car parks still retain the accreditation.	100%
LPI 35	Percentage of Rural Car Parks for which we have achieved Safer Parking Awards	Higher is better	n/a	85%	85%		n/a	Inspections were undertaken of all rural car parks during the early part of 16/17 and the majority have achieved the accreditation. This indicator was new in 2016/17.	75%
LPI 177a	Tuesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	753	No lower than 300- no higher than 952	742		Better	Target threshold for this indicator is set at no lower than 300 vacant spaces to ensure demand for car park spaces isn't higher than the number of space actually available, and no higher than 25% of the total parking stock to ensure income levels are not affected. Total capacity on a Tuesday is 3810 spaces, therefore threshold set at 952 spaces.	No lower than 300 - no higher than 952
LPI 177b	Wednesday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	595	No lower than 300- no higher than 888	635		Weaker	Target threshold calculated in line with LPI 177a. Total capacity on a Wednesday is 3554 spaces, therefore threshold set at 888 spaces. Figures for this indicator will have been affected by a capacity increase following the trial move of the Traders Market from the Cattle Market Car Park into the City Centre in October 2016. Thresholds for this indicator will be reviewed when the outcome of the trial is known.	No lower than 300 - no higher than 888
LPI 177c	Saturday - Average Number of Vacant Spaces in the Off-Street Public Parking Stock in Chichester City	Neither higher nor lower	1,191	No lower than 300- no higher than 993	1,084		Better	Target threshold calculated in line with LPI 177a. Total capacity on a Saturday is 3974 spaces, therefore threshold set at 993 spaces.	No lower than 300 - no higher than 993
The Novium Museum and TIC									
LPI 219	The Novium - All admissions (including TIC)	Higher is better	45,433	50,000	52,424		Better		60,000

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
LPI 220	The Novium - Total number of tourist information enquiries	Higher is better	33,083	30,000	31,706		Weaker		24,000
LPI 236b	The Novium - Total Gross Income	Higher is better	£129,998	£125,000	£215,500		Better	The 2016/17 figure quoted is the total Gross income for The Novium, including income from the hiring out of The Guildhall.	£125,000
Leisure Centres									
LPI 271	Increase in attendances of 30% compared with 2015-16 figures for Bourne	Higher is better	n/a	213,946	213,700		n/a	Attendance figures recorded for 2016/17 as 213,700, an increase of 30% (49,126) on 2015/16.	Figures to be combined into a new indicator for 2017/18. Target is to increase attendance across all sites by 7%.
LPI 272	Increase in attendances of 30% compared with 2015-16 figures for Grange	Higher is better	n/a	313,819	332,932		n/a		
LPI 273	Increase in attendances of 30% compared with 2015-16 figures for Westgate	Higher is better	n/a	643,839	689,262		n/a		
LPI 275	Increase of 25% in retention of participants following the exercise referral programme compared to 2015-16.	Higher is better	n/a	184	188		n/a		Increase of 5% on 2016/17
LPI 290	Increase of 20% by people aged 50 and over compared with 2015-16 figures	Higher is better	n/a	196,918	180,173		n/a	This data was not collected in previous years and therefore it was agreed that the number of attendees in May 2016 be collected and then multiplied by 11 months (due to the contract beginning 1 month after the start of 2016/17) to provide the base data. Although the annual target has not been achieved, growth in the last 2 quarters has been 19% and 41% respectively.	Increase of 5% on 2016/17
LPI 291	Increase of 45% in young people aged 0-15 compared with 2015-16 figures	Higher is better	n/a	81,808	72,757		n/a	2016/17 baseline data calculated in line with LPI 290. Although the annual target has not been achieved it is worth noting that growth in the last 2 quarters has been 40% and 92% respectively.	Increase of 8% on 2016/17
LPI 292	Increase of 20% in people with disabilities compared with 2015-16 figures	Higher is better	n/a	5,702	9,886		n/a	2016/17 baseline data calculated in line with LPI 290.	Increase of 10% on 2016/17

Community Services

Key Areas of Responsibility

- Careline
- Community Interventions
- Community Engagement and Development
- Chichester in Partnership
- Community Wellbeing
- Foreshores
- Grants
- Culture and Arts Support
- Voluntary Sector

Careline

Key achievements in 2016/17:

- Careline achieved its three yearly industry standard Telecare Services Association accreditation in the full range of services provided, and received 10 good practise mentions in the report from the Inspector - the most he had ever awarded.
- The Service continues to receive compliments regularly from clients and their families.

Key areas of work for 2017/18:

- Deliver the key actions and targets in the Careline Business Plan for 2017/18
- Complete the triennial Telecare Services Association (TSA) Audit to secure re-accreditation.

Community Interventions Team

Key achievements in 2016/17:

- Arun and Chichester District's Community Safety Partnerships meet jointly twice a year and have 4 key priorities; Child Sexual Exploitation (CSE), Serious Organised Crime, Street Community and Mental Health. A CSE sub group meet quarterly to deliver an action plan. We have delivered awareness training to railway station managers, Library managers, 40 taxi drivers and a number of hoteliers.
- Anti-Social Behaviour (ASB) continues to involve mainly neighbour disputes with general nuisance behaviour especially amongst young people reducing.
- Beauty spot car parks remain the most prevalent location for theft from vehicles – people still leave valuables on display. Theft of pedal cycles has remained high throughout the year with an increase of 70 on last year. We have made a concerted effort to tackle this and various bike marking events have been conducted and warning signs have been procured and placed in "hot spot" locations for pedal cycle thefts.
- Cyber- crime is one of the fastest growing crime types of our time and there are more opportunities for offenders to target the general public and businesses. We are working with partners to develop a community led campaign around online security.
- The local working group for Reported Road Casualties focuses on the numbers of casualties killed and seriously injured (known as KSI) on the roads. The group have been concentrating on campaigns targeting younger and older drivers.
- We have a priority to reduce the effect of domestic abuse particularly in relation to young people. We commissioned a 'Healthy Relationships' project in Chichester College, aimed at their 14-16 year old cohort. The project emphasised what a healthy relationship looks like and promoted resilience to challenge relationships.
- This year has seen a continued concentration of effort in Chichester East and supporting community groups to strengthen and sustain the changes that make their community more cohesive and resilient.
- The community wardens have continued to deal with incidents of low level crime and anti-social behaviour and support community watch schemes, youth clubs, tea parties and

junior wardens. They conduct welfare visits and support work with vulnerable families and help to improve the areas in which they live.

Key areas of work for 2017/18:

- Numbers of house burglaries have been slowly increasing in 2016/17, although they remain lower than a few years ago. Addressing this will be a key priority for 2017/18.
- Funding has been sourced for building improvements to create a youth centre at the Swanfield Community Centre. Plans for a community hub in Charles Avenue are moving forward and a Charles Avenue Residents Association (CARE) has been formed which Affinity Sutton, WSCC and CDC are supporting

Community Engagement and Development

Key achievements in 2016/17:

- A number of consultation projects have been supported by the Team this year, including the Chichester Vision and the future of the Traders' Market in the City Centre.
- The "Ideas into Action" project continues to be successful in schools in Think Family neighbourhoods, with further successes in joint working with Tangmere Parish Council and Selsey Town Council. Capturing the voice of the young people in Think Family Neighbourhoods is a key strength of work undertaken in this District, and acknowledged at a County level.
- "Five Ways to Wellbeing" has also been introduced as a project that develops the mental wellbeing of young people and provides resilience for later in life.
- Following the Review of New Homes Bonus (Parish Allocations), 96% of all eligible Parishes applied for funding for projects.
- The introduction of new Priorities for Council Grants, introduced following the Review in 2016/17, has resulted in a more varied range of applications, as well as allowing Funding Advisers to be more directive about what the Council could (and more importantly would not) fund.

Key areas of work for 2017/18:

- Deliver Grants programmes and continue to work with and commission services from the Voluntary Sector.
- Deliver the 'Ideas into Action' engagement programme to young people in at least 4 Schools, support their chosen projects and engage support within their community.
- Deliver the '5 Ways to Wellbeing Programme' to 10 classes in Junior Schools.

Chichester in Partnership

Key achievements in 2016/17:

- In 2016/17 the partnership consulted upon, drafted and published a new community strategy, setting out a vision and priorities for the partnership for the next 5 years. The priorities will be:
 1. improve and support the local economy to grow, while encouraging businesses to become part of the local community,
 2. help all our residents to be happy, healthy and active and to be able to access support service when they are in need,
 3. support our local communities to ensure they are active and safe places to live now and in the future,
 4. ensure that residents can access work, leisure and support services
 5. manage and protect our built and natural environment.
- Supported the development of a Dementia alliance and funded the development of the "Living Well with Dementia Programme 2016/17" which provided enhanced access to the Arts and tailored activities for those with Dementia and their carers. More than 500 people were trained as Dementia Friends in the district and a new Positive Thinkers group was

formed to enable people living with Dementia and their Carers to meet and have a say in how services are developed.

Key areas of work for 2017/18:

- CDC has signed up to Time to Change pledge and aims to engage with partners and get more organisations to join up this coming year.
- Deliver the Time to Change action plan to CDC staff to encourage positive dialogue and reduce stigma and raising awareness of mental health.
- Use the newly developed Community Assessment tool to support community work and publish toolkit Guidelines

Community Wellbeing

Key achievements in 2016/17:

- During 2016/17 the Wellbeing service has supported more than 1,000 people to make lifestyle changes to improve their health and wellbeing.
- The Wellbeing Weightloss programme saw 234 clients during 2016/17 who have engaged with us on a 3 month weight loss class for those with a BMI of 25 or above. 14 classes were run across the District; in Chichester, Midhurst and Selsey. On average 88% of those attending the course have lost 3% of their body weight and 66% have lost 5% of their body weight.
- 24 talks have been run over the 16/17 year for those who have been diagnosed as pre-diabetic. 69 clients have booked onto the talk with 98% reporting an increase in confidence that they will be able to make changes to their lifestyle and 68% reporting a sustained positive lifestyle change after 3 months.
- The Workplace Health initiative has worked with local businesses and organisations to introduce health and wellbeing interventions in the workplace.
- The Wellbeing Home initiative identifies people on low incomes who are living in cold damp homes and supports them to find heating solutions and additional income where entitlement is due.
- A Falls Prevention programme was introduced in 2016/17 giving classes on strength and balance to those aged over 65 who are worried about falls.

Community Wellbeing also commissions other organisations to deliver some services for the benefit of Chichester District residents including:

- First Steps to Fitness, a programme led by Everyone Active to support inactive people to become more active.
- Commissioning Health Champions to provide simple cooking classes to people who need support to cook healthy food.
- START is a small company who have been commissioned to work one to one with families who have a child above his/her ideal weight.

Key areas of work for 2017/18:

- Deliver a range of health and wellbeing activities in 12 new workplaces and the 10 businesses currently engaged
- Develop and deliver 3 16-week falls prevention programmes

Foreshores

The Foreshore Service operates from April to September and manages the beach from East Wittering to Pagham harbour.

Key achievements in 2016/17:





- In 2016/17 the service performed 9 rescues including 2 broken down vessels, 2 damaged boats, 1 sinking boat, 1 capsized canoe, 1 inflatable in offshore wind and 2 people drowning.


- 23 First Aid actions were also performed; a mixture of cuts, weaver fish stings and heat exhaustion.

Key areas of work for 2017/18:

- Prepare for and deliver the Foreshores Service during its normal period of operation from April – September 2017.
- Produce end-of-season report.

Cabinet Member: Community Services

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Careline									
LPI 210	Careline - Percentage of emergency calls answered within the TSA target of 1 minute	Higher is better	97.58%	97.5%	97.06%		Weaker		97.5%
LPI 211	Careline - Percentage of emergency calls answered within the TSA target of 3 minutes	Higher is better	99.43%	99%	99.46%		Better		99%
Community Interventions									
LPI 212	All Reported Crime - Chichester	Lower is better	5.1%	0%	8.4%		Weaker	There is a rise force-wide and we remain just below the force figure. We are taking steps to mitigate this by tackling acquisitive crime in the City centre and pedal cycle thefts. There was also a systemic change to recording practices on assaults and disclosure of sexual offences last year and, although it was hoped this would balance out this year, it has not and the target cannot now be achieved. We will review this target going forward.	Figure for the same month in the previous year
Community Wellbeing									
LPI 201	Increase the number of referrals to the Wellbeing Hub	Higher is better	1,348	1,483	1,084		Weaker	<p>The trend continues for this target. This is purely the number of clients seen by a wellbeing advisor and we have fewer resources this year. As a consequence the way we manage clients has also adapted over time, we often refer people via the telephone or via an email onto our wrap around services or a more appropriate route.</p> <p>We have seen an increase for Q4 in client numbers due to increased interventions in work places. The service has its regular fluctuations at different times during the year which we aim to address through increased marketing and promotion in the new year (2017/18).</p>	Indicator removed for 2017/18

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
LPI 234	Percentage of people who are maintaining positive lifestyle changes as result of referral to the Wellbeing Hub after 3 months	Higher is better	77%	80%	81%		Better	Our clients achieve excellent results in meeting their goals. We have found that setting very personal goals however small really motivates people to lead a healthier lifestyle.	80%

Contract Services

Key Areas of Responsibility

- Waste, Cleansing and Recycling Services
- Vehicle Workshops and MOTs
- Grounds Maintenance
- Parks and Open Spaces
- Public Conveniences
- Cemeteries




Key achievements in 2016/17:

- Our recycling rate steadily increased for the first part of the year, achieving 42.5% in quarter 1 and 43.1% in quarter 2. The total performance for 2016/17 is 41%. The decrease in performance primarily relates to the seasonal impact on garden waste tonnage during the winter months, which was greater than expected
- In July 2016 we re-launched the Garden Recycling Service and offered a promotional discount for new subscribers. At the end of March 2017 the customer base was 13,015; a 13% increase over the previous year.
- We also introduced online access for the Garden Recycling Service so residents can easily subscribe via our website. Over 85% of subscribers are now signing up online.
- Working closely with our Public Relations team and the West Sussex Waste Partnership we delivered an updated recycling communications campaign, including Recycle Week, which saw us team up with supermarkets in Chichester, Selsey and Midhurst with staff available to answer residents' questions and provide helpful recycling advice and information.
- A pilot project was established with the West Sussex Waste Partnership aiming to increase and improve recycling from flats and communal properties. The project has now stands as a best practice example for Local Authorities after winning the National Recycling 'Best Local Authority Recycling Initiative' award.
- An online service for residents to book Bulky Household collections was been introduced, with 60% of requests now being handled through this process.
- Supported the South Pond Restoration Project, which aims to improve biodiversity in the pond. Partners include the South Downs National Park Authority and volunteers from the South Pond Group.
- Resurrected the Brandy Hole Copse Management Board to oversee the management of the local nature reserve.
- Managed a 60% increase in fly tipping – collecting 988 fly tips during the year compared to 618 in 2015/16.
- Completed a deep clean of the A27 from Crockerhill to Emsworth. The work, which took 20 nights to complete, cleared 60 tonnes of detritus, 665 bags of litter and 15 van loads of car parts.
- The Highway Litter Picking and Cemetery Grounds Maintenance contracts were brought back in house this year to be better placed to deal with legislative changes and to increase efficiency.

Key areas of work for 2017/18:

- Continue to develop initiatives to promote the Garden Recycling Service for 2017/18, in recognition of the significant contribution it makes to our recycling performance.
- Improve the online experience further by offering payment by paperless Direct Debit for the Garden Recycling Service. A number of other waste service functions will also be brought online.
- A business case is currently being developed to expand the existing successful project to improve recycling from flats and communal properties.
- The Recycling Action Plan has been updated for 2017/18 to ensure a comprehensive approach to promoting and educating residents about recycling. The core focus will be on reducing the amount of material in waste bins that could be recycled.
- A Member/officer working group involving the Environment and CCS departments has been set up to consider the national Litter Strategy and develop a local litter action plan.

Cabinet Member: Contract Services

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Contract Services									
LPI 127	Cost of household waste collection per household	Lower is better	£32.28	£32.00	£29.54		Better		TBC
LPI 191	Residual household waste in Kg per household	Lower is better	478.37	475	439.62		Better		430
LPI 192	Percentage of household waste sent for reuse, recycling and composting	Higher is better	39.9%	42.0%	41.0%		Better	<p>The amount of dry recyclate has decreased compared to the previous year which has impacted overall performance. Despite the launch of a revised recycling campaign, this decline in tonnage does reflect the national trend. In addition, whilst the customer base for the Garden Recycling Service has increased significantly this year and an extra 600 tonnes of garden waste was collected, the tonnage declined in the winter months. Although this seasonal trend is expected, it was anticipated that the increase in customer base would counterbalance this.</p> <p>Household waste has however reduced by 39kg per household. Waste minimisation was a key part of our recycling messages for 2016/17 and this year we will continue to implement further communications and operational projects which aim to reduce the amount of waste produced. Waste minimisation targets have also been agreed by the West Sussex Waste Partnership as it forms a key partnership goal up to 2020.</p> <p>Taking the above into account, the recycling rate for 2017/18 is currently predicted to increase to 44%.</p>	45%

Environment Services

Key Areas of Responsibility

- Coast Protection and Land Drainage
- Environmental Health
- Emergency Planning
- Environmental Policy and Protection
- Farmers' Markets
- Health Protection
- Licensing

Environmental Management

Key achievements in 2016/17:

- A Sustainability Appraisal scoping report and framework has been developed for the new Local Plan Review. This is a key element in developing the Local Plan and its policies and ensures the new plan will contribute to the achievement of sustainable development by contributing to relevant economic, social and environmental objectives.
- 2 responsible dog events have been held relating to recreational disturbance in addition to various events and working parties with local schools and communities on local wildlife issues.
- Officers secured Community Infrastructure Levy funding for the Lavant Valley Biodiversity Enhancement Project to provide mitigation measures to support the neighbouring strategic housing site, namely improved flood risk management, improving wildlife corridors and green links.
- Due to an increase in fly tipping, additional resource has been focussed in this area of work. As a result, since Autumn 2016 we have successfully prosecuted one fly tipper, have 2 further offenders in Court, and have issued five fixed penalty notices, with fines to date of £650.

Key areas of work for 2017/18:

- Following the phase 1 feasibility report, further studies are being undertaken to examine the viability of a harbour for the fishing fleet in Selsey, both in terms of a business case and the wider social economic benefits.
- Having secured a £1.25m grant for the Selsey & Wittering Beach Management Plan 2016-21, 12,000 tonnes of shingle was delivered and placed on the beach at Selsey to improve our coast defences and thus further reduce the risk of flooding and erosion to people and property. This work will continue next year and through until 2021.
- Projects are progressing for 'rapid' and long-stay charge points for electric vehicles in Chichester, an expansion of the car club, a business case for the integration of electric vehicles into the CDC fleet and a small length of 'linking' bike path. Officers are also working on a salary sacrifice scheme to allow CDC staff to access ultra-low emission lease vehicles and cycling training classes and supervised rides. In addition, we will respond to any changes in Government policy concerning air quality and continue to monitor air quality at ten locations across the District (including three real-time air quality monitoring stations with data available 'live' at <http://www.sussex-air.net/>). We will seek to best integrate air quality considerations in the forthcoming reviewed Local Plan. All this activity is intended to nudge Chichester towards better air quality.

Health Protection

Key achievements in 2016/17:

- In support of local businesses, coaching in 'Safer Food Better Business' continued with 6 courses running offering bespoke training on site to aid them in meeting legal requirements.
- The food hygiene refresher course continued with two courses being run.

- 118 employees of local businesses received a full day training in food safety. Two bespoke courses were organised within local food manufacturers.
- A nationally recognised initiative continued with our Environmental Health Officers lecturing to college students in Health and Safety. Areas covered included lectures to hairdressers on dermatitis and to construction students on asbestos awareness.
- We continued to engage with local food businesses about current food safety issues through our quarterly newsletter "Foodbites".
- The 'Eat Out Eat Well' scheme progressed. This allows food businesses with good food safety standards to apply and be assessed for a healthy menu award. A total of 10 awards have now been given to businesses ranging from hospitals to tea rooms.
- We were heavily involved in investigating and controlling two national food related infectious disease outbreaks, one involving multiple fatalities.
- We investigated two serious accidents at work which resulted in successful prosecutions. Fines totalling £175,000 were imposed.
- Our Emergency Planning service supported the emergency services in dealing with a major fire at a school in Selsey and aided the community in recovering afterwards.

Key areas of work for 2017/18:

- Inspecting a list of liquid petroleum gas storage tanks identified as having pipework that might corrode and risk leaking and explosion.
- Carrying out an intensive series of targeted inspections of food premises to check on food traceability and that imported food of animal origin has come from approved premises.
- Carrying out a project with Chichester University aimed at advising new students on how to safely store and prepare food
- Lecture to Chichester College building and plumbing students on the dangers of exposure to asbestos.

Licensing

Key achievements in 2016/17:

- The Council's Licensing Team, statutory partners and in particular Sussex Police continued to work together to tackle problem behaviour in Chichester City Centre by way of consulting on and introducing a new tool in the form of a Public Spaces Protection Order or 'PSPO'.
- An underage gambling operation, the first of its kind in Chichester, was carried out at Goodwood Racecourse during the summer of 2016. The results highlighted the need for bookmakers to be more vigilant in preventing minors placing illegal bets.
- The Licensing Team facilitated over 50 new and existing large event organisers through the Safety Advisory Group (SAG) process with the objective of achieving successful and safe events across the district.

Key areas of work for 2017/18:

- With relevant partners, monitor the trial of the weekly Wednesday Traders Market in Chichester City Centre, to establish its potential economic boost and impact on numbers/experience of those visiting the city.
- An Officer/Member Working Group will continue the comprehensive review (started in 2016/17) of the Council's taxi licensing regime. The review includes revised fees, duration of licences, modernising policy and the introduction of a Knowledge Test for new private hire driver applicants.

Cabinet Member: Environment

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Environmental Management									
LPI 133	To audit all premises with Environmental Permits that are due for an audit	Higher is better	90%	100%	100%		Better	All inspections undertaken as per the risk based inspection programme.	100%
LPI 135	To inspect all commercial and high risk domestic private water supplies in accordance with the risk based programme	Higher is better	35	25	29		Better	For 2017/18 target changed to % inspected of premises with supply that requires inspecting.	100%
Health Protection									
LPI 43	Number of level 2 foundation food hygiene certificates awarded	Higher is better	85	80	118		Better		Indicator removed for 2017/18
LPI 174	Percentage of food premises due for inspection that were carried out	Higher is better	98.86%	100%	99.87%		Better	This is an excellent effort by all concerned taking account of the figure at the end of Q3.	100%
LPI 179	Percentage of food businesses that are broadly compliant with statutory food safety requirements (score a rating of 3 or above in the National Food Hygiene Rating Scheme)	Higher is better	97.27%	94%	96.0%		Weaker		95%
Licensing									
LPI 117	To determine Licensing Act 2003 applications within 2 months unless mediation negotiations are continuing, there is a hearing or where the applicant has failed to make a complete or valid application.	Higher is better	100%	100%	98.58%		Weaker	Of the 211 total cases for the Licensing Team during 2016/17, only three were not determined in compliance with LPI117. All can be explained via on-going mediation and/or awaiting further information from applicants.	100%
LPI 118	To determine Gambling Act 2005 applications within 2 months unless mediation negotiations are continuing, there is a hearing or where the applicant has failed to make a complete or valid application.	Higher is better	100%	100%	100%		No change		100%

Finance and Governance

Key Areas of Responsibility

- Accountancy Services
- Democratic Services
- Electoral Services
- Internal Audit
- Legal Services
- Revenues and Benefits
- Business Rates
- Insurance and Risk Management
- Business Continuity

Accountancy Services

Key achievements in 2016/17:

- Implementation of the payroll and e-budgeting forecasting modules of the Council's financial system and delivery of specific training for all budget managers using the e-budgeting module for the 2017-18 budget cycle.
- Completed the implementation of the Civica system fixed assets module.
- Post project evaluation review completed for the implementation of a new financial system (Civica), which showed that this was delivered on time and within budget.
- Completed the transfer to the new merchant acquiring service contract for payments by card.
- Extending the Council's cash flow projections over the medium term; helping the Council to make strategic long term investments in property and other pooled funds generating increased returns to support revenue balances.
- Undertaken a review of our procedures, streamlined processes and testing to meet the earlier closedown deadline a year earlier than required by the Accounts and Audit Regulations.
- Devised and implemented a new safety watch scheme for observing the Council's Contract Service operators to ensure compliance to safe systems of working.

Key areas of work for 2017/18:

- Working with IT to achieve the Payment Card Industry Data Security Standard (PCI DSS) compliance related to receiving payments by card.
- Compliance with the Accounts & Audit regulations for early closure of the Council's statutory statement of accounts by 31 May 2018. The 2016/17 statement of accounts being used as a "dry run", due for completion 31 May 2017.

Democratic Services

Key achievements in 2016/17:

- Continuing to develop our use of the new committee management software (modern.gov) and implementing the recording and publishing of council and committee meetings.
- Completing the electoral review of Chichester District, including managing the Council's response to the LGBCE's recommendations for District Council ward boundaries through the public consultation exercise.
- Revising the Council's Constitution, reviewing how decisions are made and streamlining the way the Council operates its business so as to make it more effective including changes arising from the Surveillance Commissioner's recommendations to this Council following his inspection.

- Amendment to the team structure following the retirement of the team leader, including the creation of a new “Notices Officer” post which provides support to other related services as well as performing an important role in distributing official and legal information in tasks such as road closure orders and similar.

Key areas of work for 2017/18:

- Reviewing and updating the Council’s induction process for new members to ensure Councillors are best able to represent their ward and engage with Council officers as effectively as possible.
- Developing a training regime for parish clerks and chairmen on the code of conduct to improve decision making and decision recording processes, in order to reduce complaints in these areas and improve transparency and understanding of decision outcomes for the community.
- Continuing the development of democratic services team roles and responsibilities in light of increased breadth of roles and increased use of technology.

Electoral Services

Key achievements in 2016/17:

- Conducted the Police and Crime Commissioner (PCC) election in May 2016 and the European Union (EU) referendum in June 2016.
- A number of Neighbourhood Plan Referenda were also conducted during the year.
- Held the Chichester BID renewal ballot.
- Implemented the boundary changes for the County Council boundary review in preparation for the County Council Elections.

Key areas of work for 2017/18:

- West Sussex County Council Elections, combined with a number of District and City Council by-elections, were held successfully in May 2017.
- The UK Parliamentary election was held in June 2017.
- A number of Neighbourhood Plan Referenda are expected during the year.
- Potentially a number of Parish Community Governance reviews may be required during the year.

Internal Audit

Key achievements in 2016/17:

- Completed a number of Audits taken from the three year audit plan, and undertook a number of investigations.
- The Corporate Fraud Officer has had considerable success working with departments across the Council, but has been particularly successful with identifying cases of Fly Tipping for prosecution.

Key areas of work for 2017/18:

- Internal Audit continues to carry out testing of the Key Financial Systems in order that EY, the council’s External Auditors can continue to place reliance on the work of Internal Audit.
- Although the Shared Services project, to which the team contributed, is not progressing, the team structure will be reviewed during the year to deliver savings that will be equivalent to those that would have been achieved through shared services.

Legal Services

Key achievements in 2016/17:

- Embedding the use of the new case management system and applying it to all areas of work to increase output and improve management and client information – complex cases completed have increased by over 20% compared with the previous year.
- Carrying out work towards the shared service project and, despite shared service not progressing, savings in excess of the target have been delivered through efficiencies within the department as well as by sharing resources between legal, election and democratic services.
- Dealing with 747 different cases including complex and significant judicial reviews of Local Plan, transfer of the sports facilities and Birdham traveller site litigation.
- Amendment to the team structure following the retirement of key staff, achieving significant savings at the same time as generating increased work flow/ completion.

Key areas of work for 2017/18:

- Setting up a trainee post with Bournemouth university support.
- Supporting the litigation solicitor through her “higher rights” status which will enable her to provide advocacy at the most senior Courts, significantly reducing the need for external legal advice and potentially enabling CDC to provide an income stream from higher rights work for other authorities.
- Reviewing legal services framework with other West Sussex Councils – to achieve effective procurement of legal advice on key specialist areas not supported by in-house teams.
- Supporting the Southern Gateway and IR35 taxation projects and Corporate Plan projects for 2017/18 as well as several other current approved projects.
- Developing several staff new to the public sector will be a key part of the training and development of the legal team.

Revenues and Benefits Service

Key achievements in 2016/17:



- Completed an in depth examination and prepared a business case for a shared service with Arun District Council.
- Successfully implemented the 2017/18 Council Tax Reduction Scheme.
- Reviewed locally defined discounts.
- Successfully implemented the 2017 Non-Domestic Rates revaluation for all business rate payers in the district.
- Agreed the continued administration of the BID contract for a further 5 year period.
- Successfully implemented welfare reform changes affecting housing benefit entitlement including the further reduction to the benefit cap in November 2016.
- Contributed to the channel shift strategy by reducing the number of cheques accepted for payment of bills and invoices.
- Completed an internal restructure identifying £64,000 savings.

Key areas of work for 2017/18:



- Prepare for and implement the Council Tax Reduction scheme for 2018-19.
- Prepare for the transition of working age housing benefit claims to full Universal Credit service from 1 April 2018.
- Prepare for the provision of a support service for Universal Credit claimants to assist them in making their UC claims and providing personal budgeting support, as required and in agreement with Department for Work and Pensions (DWP).

- Complete a full service review to identify cost and efficiency savings and put in place a structure that delivers the current and, as far as is known, future service needs.
- Complete the transfer of all current telephone contact and personal revenues visitors to Customer Services.
- Purchase and implement online modules to enable customers to make applications for housing benefit and council tax reduction online.
- Purchase and implement an SMS module which will enable text messages to be sent to customers reducing the volume and costs of written communications.
- Review corporate debt policy and internal procedures.
- Review Discretionary Housing Payments policy in line with DWP guidelines and welfare reform changes.
- Review current payment streams to ensure sufficient options available for customers and transaction costs are kept to a minimum
- Implement the new DWP initiative RBI (Right Benefit Initiative). This is replacing the previous Fraud and Error Reduction Scheme and additional funding will be available to assist.
- Creation of a new Discretionary Rate Relief scheme to assist customers most affected by the new 2017 NDR Valuation List.
- A review of all Rural Settlement Areas.

Cabinet Member: Finance & Governance

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Accountancy Services									
LPI 156	Creditor invoices paid within 30 days	Higher is better	91.86%	92%	91.72%		No change	Other than some short term dips this performance indicator is being reached, but as a public sector organisation the undisputed invoices should be paid within 10 days, and currently this more challenging indicator is not being met.	92%
LPI 157	Creditor invoices paid within 10 days	Higher is better	77.90%	85%	66.22%		Weaker	<p>All services have now had at least 1 person trained on using the purchasing and creditor modules so that each service has a Lead User helping to train new staff and dealing with simple queries. It is hoped that this training will improve everyone's use of the system and reduce delays.</p> <p>To improve invoice processing timescales going forward, all suppliers will need to quote the Council's Purchase Order when submitting their invoices for payment, as this will reduce delays in the matching process in service departments.</p> <p>Also due to the increased volume of electronic invoices now being received, new functionality has been sought for Civica to enable this type of invoice to be handled using an automated interface to load the information into the system rather than the current manual procedure.</p> <p>Once both these improvements have been implemented it is anticipated the payment timescales will improve against the future targets set.</p>	Indicator removed for 2017/18

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Legal Services									
LPI 70	Conveyancing - Industrial Estates - Percentage of draft leases prepared within 10 working days of receiving complete instructions from Estates	Higher is better	100%	80%	94.5%	✓	Weaker		Indicator removed for 2017/18
LPI 71	Contracts - Section 106 Planning Agreements - Percentage of draft agreements prepared within 10 working days of receiving complete instructions from Planning	Higher is better	97%	80%	100%	✓	Better		Indicator removed for 2017/18
LPI 73a	Low / Medium Priority Enforcement Notices – Percentage of notices issued within ten working days of receiving complete instructions from Planning.	Higher is better	100%	90%	100%	✓	No change		Indicator removed for 2017/18
LPI 74	Prosecutions - Percentage of proceedings to be started within ten working days of receiving complete instructions	Higher is better	100%	90%	97.5%	✓	Weaker		90%
Revenues and Benefits									
LPI 140	Percentage of Council Tax collected	Higher is better	98.26%	98.20%	98.34%	✓	Better		98.20%
LPI 141	Percentage of Non-domestic Rates Collected	Higher is better	98.20%	98%	97.70%	✓	Weaker	NDR is still being closely monitored and new procedures and reports are being created to improve the areas around NDR which are impacting on the collection figure. Large ratepayers who are behind with payments are now being directly contacted to push payments along.	98%
LPI 235a	Time taken to process Housing Benefit new claims	Lower is better	n/a	20 days (reduced to 15 days from Q4)	24 days	✓	n/a	A staffing restructure of the benefits service in June 2016 impacted on performance at the start of the year, which has, in turn, impacted on the average days across the whole year.	15 days
LPI 235b	Time taken to process Housing Benefit change events	Lower is better	8.3 days	10 days	11.5 days	⚠	Weaker		8 days

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
LPI 235c	Time taken to process Council Tax Reduction new claims	Lower is better	n/a	20 days (reduced to 15 days from Q4)	26 days		n/a	The service restructure focussed attention on new claim and change in circumstances procedures.	15 days
LPI 235d	Time taken to process Council Tax Reduction change events	Lower is better	n/a	8 days	8 days		n/a	<p>By March Of 2017, performance across these indicators had improved to the following levels:</p> <p>LPI 235a – 17 days LPI 235b – 4 days LPI 235c – 13 days LPI 235d – 5 days</p> <p>3 of these indicators are now performing within target. The service review in 2017/18 will aim to identify further opportunities to reduce the number of days taken to process Housing Benefit new claims further to meet the target of 15 days.</p>	8 days

Housing

Key Areas of Responsibility

- Homelessness prevention
- Housing Investment
- Housing Delivery
- Land Charges

Homelessness Prevention

Key Achievements during 2016/17:

- The Housing Operations Team was restructured to include a combined team to manage the Council's temporary accommodation at Westward House and the private sector lettings agency known as Homefinder. This ensures that occupants at Westward House are provided with appropriate support and are aware of their housing options in both the social and private rented sectors.
- 579 households were accommodated via the Council's Housing Register.
- The multi-agency steering group for the Syrian Voluntary Person Relocation Scheme, chaired by CDC, housed and supported two Syrian families within the district.

Key areas of work for 2017/18:

- Complete the Sussex Homemove Partnership tender process for a replacement system for the allocation of social housing and to incorporate housing advice and homelessness modules.
- Prepare for the implementation of the Homelessness Reduction Act 2017, which is likely to come into force on 1 April 2018.

Housing Investment

Key Achievements during 2016/17:

- The Council's Landlord Accreditation Scheme was a continuing success with 58 properties being accredited during the year bringing the total number of accredited properties to 389.
- The Environmental Housing Team participated in a joint project with West Sussex County Council to assist people to remain in their homes and to speed up hospital discharges. It focused on improving the efficiency of the disabled facilities grant process and making full use of the Better Care Fund Allocation.

Key areas of work for 2017/18:

- The next phase of the project to assist residents to stay in their homes is anticipated to take place during 2017/18.

Housing Delivery





Key Achievements during 2016/17:


- The Council has extensively promoted community land trusts as a means of delivering affordable homes in rural areas and has received a grant of £1.39m from government to support community led housing.
- Continued progress was made during the year in meeting our affordable housing targets with 149 affordable homes delivered (96 for rent and 53 for sale). This included 63 rural homes for local people (including 6 in the South Downs National park) and 1 new home to meet the needs of a household with a disabled person.
- 126 of these affordable homes were provided on market sites and 23 were enabled by the Council working with our registered provider partners
- Over £1.07m of investment was secured by our registered provider partners from the Homes and Communities Agency.
- £352k was received in commuted sums in lieu of affordable housing on site.

Key areas of work for 2017/18:

- The purchase and development of additional temporary accommodation for single people and families.
- The continued promotion of Community Led Housing and the provision of tailored support packages to individual groups, to enable the delivery of housing which meets the needs of communities.

Cabinet Member: Housing

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Housing									
LPI 205	Percentage of homeless applications decided within 33 days	Higher is better	44.1%	50%	48.1%		Better	The Team has been dealing with a significant number of complex cases and performance has been adversely affected by the fact that one of the Team has been unavailable for a significant period of time. A number of the cases were delayed to allow applicants to find alternative accommodation when there was a risk that an intentionally homeless decision would be the outcome of their application.	50%
LPI 204	Homelessness Prevention	Higher is better	60%	60%	50.2%		Weaker	During 2016/17 the Housing Interventions Team dealt with 636 requests for housing advice or assistance. Of these cases homelessness was threatened in 500 cases and was prevented in 254 cases. Of the cases that were not prevented (246) 100 made a homeless application and there was no further contact from 146 so we do not know whether or not the advice given resolved their housing situation.	50%
LPI 239	Number of affordable homes delivered on market sites	Higher is better	115	110	126		Better	126 affordable homes have been delivered on market sites alone as a direct result of section 106 negotiations bringing the overall total for the strategy period 2013-18 to 496. At least a further 150 affordable homes are expected to be delivered on market sites over the next 12months, meaning that the 5 year target of 550 units is expected to be achieved.	110
LPI 240	Number of additional affordable homes enabled by the Council	Higher is better	69	30	23		Weaker	23 additional affordable homes have been delivered as a result of the Council working with its registered provider partners bringing the overall total for the strategy period 2013-18 to 213. At least a further 50 affordable homes are expected to be delivered in this way over the next 12 months, meaning that the 5 year target of 150 units will be achieved.	30

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Land Charges									
LPI 48a	Percentage of all searches carried out within 10 working days	Higher is better	45.3%	100%	83.6%		Better	There has been an increase of over 300 searches due to a Register Provider merger and a need for searches on all their properties. Therefore turnaround time still exceeds 10 working days. This is one off exceptional situation which we are responding to best we can. As a result staff have been coming in at the weekend to reduce this. Turnaround has reduced from 20 days to 13 days and this additional working at the weekend will continue along with one member of staff increasing their hours from 2.5 days a week to 4 days until the turnaround time is sustained below 10 working days. Due to the increase the Land Charges budget exceeded its target by £55,188.10 in 2016/17.	100%

Planning Services

Key Areas of Responsibility

- Development Management
- Conservation and Design
- Building Control
- Planning Enforcement
- Planning Policy
- Local Plan
- Neighbourhood Planning
- Community Infrastructure Levy

Development Management

Key achievements in 2016/17:

- 68 major planning applications were received during the year (outside of the South Downs National Park), an increase of 5 against the previous year. These largely followed the housing allocations identified in the Local Plan and Neighbourhood Plans with a number of major applications for employment uses and large scale glasshouses and packhouses also submitted.
- Major housing led developments were permitted at Graylingwell Park and on the Shopwhyke and Westhampnett/North-East Chichester Strategic Development Locations, as well as at West of Chichester (subject to completion of a Section 106 agreement). Housing schemes were also permitted in accordance with the neighbourhood plans for Southbourne, Chidham and Hambrook, Loxwood and Wisborough Green.
- 92% of major applications were determined within their target date of 13 weeks (or an agreed extension of time) which considerably exceeded the national performance target.
- 1,503 planning applications were submitted during the year within the CDC area. 75% of 'minor' and 86% of 'other' (mainly domestic) applications were determined within 8 weeks (or an agreed extension of time) and as a result, all three national application performance indicators were met.
- Appeal performance was above the national average with less than 29% of all appeals in the year being allowed.
- The Service implemented a revised Pre Application Enquiry Service following its review by a Member Task and Finish Group with the aim of improving customer accessibility, choice and speed of response.
- The Service updated the standard schedule of planning conditions and the layout of planning application decision notices.

Key areas of work for 2017/18:

- A revised local validation requirements list will be implemented.
- Negotiation of a revised Section 101 Agreement with the South Downs National Park Authority to provide a Development Management Service on their behalf.
- Investigating options for site inspections using electronic devices.
- Review of development management guidance notes for customers.
- Further large scale applications are expected for the strategic development locations (West of Chichester, Westhampnett/NE Chichester and Shopwhyke) together with further applications for development at Graylingwell.

Conservation and Design

Key achievements in 2016/17:

- An updated Conservation Area Character Appraisal for Chichester City and a Historic Environment Strategy and Action Plan were approved following consultation.

Key areas of work for 2017/18:

- An exploratory archaeological dig is being undertaken in Priory Park to establish the potential extent of Roman remains.
- Reviews of the Conservation Area Character Appraisals for Fishbourne and Westbourne will be undertaken and the review for Selsey (including a new conservation area at East Selsey) will be completed.
- The Council will produce a series of detailed guidance notes to assist those making applications for listed building consent.

Building Control

Key achievements in 2016/17:

- Whilst a proportion of market share has been diverted to the Private Sector (Approved Inspectors), the Service received 972 Building Regulations applications during the year, compared to 939 for 2015/16. This generated income of some £408,000.
- Fee levels were increased in January 2017 to enable recovery of the chargeable cost of providing the service.

Planning Enforcement

Key achievements in 2016/17:

- 59 formal notices (including 44 enforcement notices) were issued in 2016/17; 11 more than the previous year.
- The service dealt with a number of high profile cases including defending the Council's enforcement notices at a Local Inquiry in relation to an unauthorised gypsy encampment at Birdham and Direct Action by contractors on the Council's behalf to clear land in breach of enforcement notices at Decoy Farm, Oving. Due to the condition of the land, clearance took 5 weeks to complete. Use of this power is rare and showed that the Council is committed to using the range of powers available when other options to securing compliance have proved unsuccessful.

Planning Policy

Key achievements in 2016/17:

- The Council, on behalf of the Coastal West Sussex Strategic Planning Board, led a piece of work by consultants to define the strategic housing market area and functional economic market area which will inform work on the Local Plan Review.
- There was a major focus on work associated with the A27 Chichester Bypass improvements. A formal amendment to the Planning Obligations & Affordable Housing Supplementary Planning Document was adopted by the Council in July 2016 to ensure that contributions from new development will be secured by Highways England to fund improvements to the Bypass to mitigate the impact of that development. In addition an extensive report was compiled to enable the Council to respond to the Highways England consultation on options for improvements to A27 Chichester Bypass.
- The team has been responsible for implementing the Community Infrastructure Levy (CIL) and successfully defended its first CIL appeal. To prioritise the spending of CIL funds the

Council approved the second Infrastructure Business Plan, rolled forward to cover the period 2017-2022.

- Significant progress was made with the Site Allocation Development Plan Document (DPD). Following consultation on the proposed submission DPD, the Council agreed a series of modifications to the plan and it was subsequently submitted to the Secretary of State for examination.
- The production of neighbourhood plans continued with plans for Birdham, Bosham, Chidham and Hambrook, Tangmere and Wisborough Green formally made to constitute part of the development plan.
- The Council adopted the Surface Water and Foul Drainage Supplementary Planning Document (SPD) in September 2016 to provide detailed and specific guidance to developers on these matters.
- The Council undertook consultation on a draft Chichester Harbour Area of Outstanding Natural Beauty SPD which will provide design guidance specific to the AONB. This work was carried out jointly with Havant Borough Council and in partnership with the Chichester Harbour Conservancy.

Key areas of work for 2017/18:

- The major priority will be to progress the Local Plan Review, with the collation of the evidence base, an Issues and Options consultation and consultation on a Preferred Approach plan.
- The Council will undertake consultation on a draft Southern Gateway Masterplan SPD.
- The Site Allocation DPD will be examined, with hearings programmed for July and adoption expected for December.
- It is expected that the Chichester Harbour AONB SPD will be adopted in May.
- Work continues on a number of neighbourhood plans.

Cabinet Member: Planning Services

PI Code	Short Name	Assessment	2015/16 Outturn	2016/17 Target	2016/17 Outturn	Status	Trend - 2015/16 v 2016/17	Commentary	2017/18 Target
Planning Services									
LPI 187a	CDC LPA Area - Processing of planning applications determined in 13 weeks: Major applications (excludes applications from the SDNP area)	Higher is better	92.3%	60%	92.1%	✓	No change	Apr to Mar = 58 from 63. Performance for 2016/17 has been very high.	60%
LPI 187b	CDC LPA Area - Processing of planning applications determined in 8 weeks: Minor applications (excludes applications from the SDNP area)	Higher is better	71.7%	65%	74.6%	✓	Better	Apr to Mar = 276 from 370 Performance for the year is almost 10% above target.	65%
LPI 187c	CDC LPA Area - Processing of planning applications determined in 8 weeks: Other applications (excludes applications from the SDNP area)	Higher is better	84.2%	80%	86.4%	✓	Better	Apr to Mar = 845 from 978 Whilst March performance was 1.5% lower than target, cumulative performance for the year is comfortably above target.	80%
LPI 187h	CDC LPA Area – Overturned appeals	Lower is better	n/a	10%	0% (Dec 16 – Mar 17)	✓	n/a	Indicator introduced in December 2016 in line with National Guidance. Measures appeals allowed as a % of total decisions.	10%
LPI 124	CDC – Planning appals allowed (excludes applications from the SDNP area)	Lower is better	26%	30%	29.4%	✓	Weaker	Measures appeals allowed as a % of appeals submitted	30%
LPI 188a	SDNP area - Processing of planning applications determined in 13 weeks: Major applications (SDNP area only)	Higher is better	50%	60%	87.5%	✓	Better		Targets for 2017/18 will be set following completion of a new Service Level Agreement with the SDNPA
LPI 188b	SDNP LPA Area - Processing of planning applications determined in 8 weeks: Minor applications (SDNP area only)	Higher is better	59.41%	65%	84.5%	✓	Better		
LPI 188c	SDNP LPA Area - Processing of planning applications determined in 8 weeks: Other applications (SDNP area only)	Higher is better	71.63%	80%	89.91%	✓	Better		