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# Chichester District Council

# Annual Report

# 2024/2025

## Introduction

### Welcome to Chichester District Council’s Annual Report for 2024/25.

Welcome to Chichester District Council’s Annual report for 2024/25. The Annual Report is a summary of the council’s key achievements this year and the progress we have made towards our priorities, as set out in our Corporate Plan. The Corporate Plan can be found here [Corporate plan and performance - Chichester District Council](https://www.chichester.gov.uk/corporateplan).

The Council’s overall aim is to deliver cost-effective services to our residents that make our District a welcoming and vibrant place to live and work.

### Homes For All

Local authorities across the country are continuing to see an increase in need for homelessness support services. We are responding to this by working with our partners, both to reduce the need for support through work with private landlords and tenants and to increase our supply of temporary accommodation for those most in need. This year we have developed and adopted a new Housing, Homelessness and Rough Sleeping Strategy for 2025-2030, which addresses the significant increase in demand for affordable housing brought about by the cost-of-living crisis.

Essential to enabling the delivery of affordable housing, the Chichester Local Plan 2021-2039 took a significant step forward this year. The Plan was submitted to the Planning Inspectorate in May 2024 and public hearing sessions took place in the autumn. The inspectors have now advised that, subject to main modifications, the Plan is likely to be found legally compliant and sound. Final work on this is in progress and we anticipate adopting the new Plan in summer 2025.

### Thriving Economy

In October 2024, the Council adopted a new Regeneration Strategy. The Strategy aims to make the city of Chichester better connected, greener, healthier, safer, diverse and inclusive and economically prosperous. The strategy will work towards attracting investment and creating high value employment. We have now appointed an external team of highly experienced professionals to explore the options and work up designs for the strategic regeneration sites identified in the strategy. We have also undertaken market assessments for a hotel andmulti-purpose arts and live music venue in line with the strategy’s priority interventions.

The Council continues to support the local economy through delivery of several successful events this year. In particular, the popular, free laser shows returned to Chichester Canal Basin in February 2025 and were delivered at Petworth House for the first time. Around 15,000 people attended across the 3 performances. Supporting the evening and nighttime economy as well as improving the district’s offer for students and young people remain a priority.

### Supported Communities

The Council continues to support both individuals and our communities. The Supporting You Team, introduced in response to the cost-of-living crisis in 2022 has supported 1,790 district residents this year with financial and debt issues, as well as signposting to support with mental health, employment and housing issues. The Team is now funded until the end of March 2026. Our Wellbeing service and Social Prescribers also continue to support our residents across the district to make lifestyle changes.

A project to refurbish several of the Council’s play areas has progressed this year. Consultations were held with play area users and stakeholders to help shape the final designs. Contracts have now been awarded for the works, which will be completed by autumn 2025.

With a further allocation of funding through the Government’s UK Shared Prosperity Fund and Rural England Prosperity Fund, the Council has allocated over £800,000 to support 65 community projects that encourage economic growth and improve quality of life across the district.

### Financial Prudence

The Council continues to manage our finances prudently and has been able to set balanced budgets in recent years. However, our financial forecasting identifies a potential future budget deficit. Our Budget Review Group, whose remit includes identifying and assessing ideas to address this, continued to meet in 2024/5 to develop proposals for balancing the 2025/6 budget. Our Resource Allocation framework, which was updated in September 2024 also helps guide our financial decision making and prioritise the right projects for delivery.

### A Cared-For Environment

With our Climate Emergency Action Plan ending in 2025, this year we undertook a wide-ranging consultation to inform a new plan for 2025–30. This included an engaging online survey and public events. This became one of our most successful consultations to date, with a response rate over 7 times greater than the previous climate change consultation in 2020. Feedback has been used to develop a new Action Plan which will be considered at Cabinet, alongside plans to deliver some of the projects in it, in July 2025.

Working with Coastal Partners we have developed the innovative ‘Chichester Harbour Investment and Adaptation Plan’ (CHIAP) which will use a holistic approach to the environmental issues in the harbours. We are currently engaging with the Environment Agency to secure funding.

In December 2024, Government published the English Devolution White Paper, which set out their plans for devolution of power from Whitehall to new Mayoral Strategic Authorities, and for areas with 2 tiers of local government (like Chichester) to reorganise into Unitary Councils. Sussex has been placed on the Priority Programme for devolution, meaning we expect to elect the first Mayor of Sussex, to cover East and West Sussex, Brighton and Hove, in May 2026. Alongside this, we are working on detailed proposals for the reorganisation of local government across Sussex, which we will submit to Government in September 2025. Although this work will be very important in the coming year, the Council will still be providing all our usual services, and we are committed to representing the best interests of our residents and keeping you informed as this work progresses.

You can stay up to date with the work of the Council through our website ([www.chichester.gov.uk](http://www.chichester.gov.uk)), Initiatives Magazine, which is delivered to every household and business in the district 3 times a year or through our Chichester District Council app, which provides updates on key council services personalised to you.

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**Cllr Adrian Moss**

**Leader of Chichester District Council**

## About Us

### District Profile

The largest district in West Sussex, Chichester District boasts a historic city, glorious countryside, and the beautiful south coast. It has a population of around 128,000[[1]](#footnote-1) and covers over 300 square miles, from Selsey in the south to Lynchmere in the north.

Chichester District Council is involved with many day-to-day services and activities that residents encounter – from emptying bins, to dealing with planning applications. The Council’s main office is in the centre of Chichester.

There are 67 parishes in the district and 36 elected members of the Council, representing 21 District Wards. The political makeup of the Council on 31 March 2025 was:

* Liberal Democrats: 24
* Green and Local Alliance Group: 6
* Conservative: 5
* Vacant: 1

On 1 May 2025, a further Liberal Democrat Councillor was elected to the vacant seat.

### How We Make Decisions

#### Council

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

In 2024/25, the Chair of the Council was Cllr Clare Apel, with Cllr John Cross as Vice-Chairman until October 2024, when the role was taken over by Cllr David Betts.

#### Cabinet

The councillors who make up the Cabinet meet monthly and make key decisions on plans, strategies, and budget. The Council’s Constitution determines which of these decisions are then subject to approval by the Full Council.

In 2024/25, the Cabinet was made up of:

* Cllr Adrian Moss – Leader of the Council and Cabinet Member for Regeneration
* Cllr Jonathan Brown – Deputy Leader and Cabinet Member for Environmental Strategy
* Cllr Tracie Bangert – Cabinet Member for Community and Wellbeing Services
* Cllr David Betts – Cabinet Member for Housing, Revenues and Benefits (until September 2024)
* Cllr Oona Hickson – Cabinet Member for Housing, Revenues and Benefits (from September 2024)
* Cllr Bill Brisbane – Cabinet Member for Planning
* Cllr Mark Chilton – Cabinet Member for Finance, Corporate Services and Chichester Contract Services
* Cllr Jess Brown-Fuller – Cabinet Member for Culture and Events (until September 2024)
* Cllr John Cross – Cabinet Member for Culture, Sport and Place (from September 2024)
* Cllr Harsha Desai – Cabinet Member for Growth, Economic Development, Communications, Licensing and Events (formerly the Cabinet Portfolio for Growth and Place)

#### Overview and Scrutiny

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

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

#### Officer Support

Diane Shepherd, our Chief Executive, leads the Strategic Leadership Team (SLT) which includes four Directors of Service. SLT, along with Divisional Managers, support councillors while also managing the council’s day to day services.

#### Performance Management

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

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

| Icon | Performance Indicator Status |
| --- | --- |
| This is an image of a red hexagon, indicating that performance is significantly off target.  | 5% target variance or an individually set threshold  |
| This is an image of a yellow triangle, indicating that performance is slightly off target.  | 1% target variance or an individually set threshold |
| This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | PI is on target |
| This is an image of a data chart, indicating that the performance indicator has no target and is reported for information only.  | Data Only |

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

## Cabinet Portfolio: Regeneration

### Key Areas of Responsibility

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| --- |
|  |
| * Building Services
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| * Estates
* Regeneration projects
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## Property and Growth Division (Building Services and Estates)

### Key Achievements in 2024/25:

* Adopted a Chichester City Regeneration Strategy.
* Project managed successful delivery of the first 5 public conveniences to be refurbished/redeveloped as part of the initial phase of the Public Conveniences Refurbishment Programme.
* St James Industrial Estate, which was redeveloped by the Council in 2023 was the South-East regional winner of the “Best Non-residential New Build” in the LABC “Building Excellence Awards 2024”.
* Completed demolition of the industrial buildings on Plots 15 & 16 Terminus Road, a key relocation site required for the delivery of options for the Regeneration Strategy.
* Completed options appraisal work for the Brick Pavilion in Priory Park, Chichester. A community facing organisation is now bringing forward proposals to deliver the preferred option.
* Identified a site suitable for the relocation of the Green Spaces and Streets Teams to enable the forthcoming statutory Food Waste Collection service to be established at Westhampnett Depot.
* Negotiated new terms for a commercial premises in Midhurst, securing a residential unit for use as temporary accommodation.
* Secured 100% occupancy of our premises at Crane Street, The Ridgeway & Hardham Road in Chichester and the Old Bakery in Petworth.
* Developed proposals for the remaining land at Barnfield Drive, Chichester.
* Completed a programme of heritage works to Pallant House Gallery
* Completed a programme of repairs to the canopy at The Ridgeway shops, along with redecoration works and installation of new external lighting system.
* Completed priority work items identified by the stock condition surveys carried out in 2023.

### Key Areas of Work for 2025/26:

* Lead on Community Asset Transfer requests, where community organisations wish to take over land or buildings owned by the Council, following the new Community Asset Transfer Policy.
* Project Management support for delivery of the second phase of the Public Conveniences Refurbishment Programme, to include a further five sites across the district.
* Co-ordinating work to secure planning consent for the relocation of the Green Spaces and Streets Teams to a site in Terminus Road, Chichester.
* Complete disposal of the development site at Church Road, Chichester.
* Seek surplus designation for long term vacant premises in Selsey and progress its disposal.
* Manage the professional Urban Design Team resources established to deliver proposals for the key sites identified in the Regeneration Strategy.
* Undertake a structural appraisal and evaluation of the Avenue De Chartres multi storey car park and footbridges.
* Secure funding and carry out procurement for a further programme of works stemming from the stock condition surveys.
* Review procurement options for an electrical services contract for council properties.

## Performance Indicators: Regeneration Cabinet Portfolio

### Estates

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 53** | % Empty units in our commercial and industrial property portfolio | Lower is better | 17.2% | 10% | **8.54%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | Vacancy rates are improving, with 2 previously vacant retail units now occupied. The industrial sector has become more challenging due to a shift in market conditions although active negotiations currently progressing should see void levels reduce throughout the coming year. Ongoing performance will be subject to how market conditions react to Government policy & budgets, potential US tariffs, interest rate fluctuations and the long-term impact of Brexit and global conflicts.  | 10% |
| **LPI 54** | % Rent and service charge arrears | Lower is better | 4.72% | 8% | **3.31%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | Different property sectors continue to recover differently, with some tenants continuing to struggle to fulfil their leasehold obligations. We continue to work with those tenants and have made significant inroads to the historic arrears. | 8% |

## Cabinet Portfolio: Environmental Strategy

### Key Areas of Responsibility

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| * Environmental Protection (including Air Quality, Dog Control and Noise Pollution)
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| * Health Protection (including Business Continuity, Health and Safety and Emergency Planning)
 |
| * Environmental Strategy (including Climate Emergency and Biodiversity)
 |
| * Coastal Protection and Foreshores
 |
| * Building Control
 |

## Environment and Health Protection Division

### Key Achievements in 2024/25:

* An extensive consultation was held on our new Climate Emergency Action Plan 2025-30. 1,075 responses were received, one of the best responses the Council has seen for a public consultation.
* Continued to work with partners towards delivery of Local Cycling and Walking Infrastructure Plan projects, notably Route K (Westgate and Fishbourne Road East), the Bourne Active Travel Scheme (previously known as Chemroute) and the Oaklands Park path.
* Following on from the feasibility study for the future of coastal defences in Selsey, began the outline design and options appraisal phase, which includes comprehensive research and site investigations, aiming to identify a short list of options.
* Responded to a significant period of transformation for the Building Control service due to new legislative requirements following the Grenfell disaster and subsequent Public Inquiry report, including a requirement for officers to become Registered Building Inspectors on the national registration scheme.
* Following an urgent directive from the Ministry of Justice, all Funeral Directors across the District were inspected to check their compliance with guidance, hygiene standards and general practices. No issues were found, and no enforcement actions were required.
* Secured three years funding for a new Chalk Stream Resilience project with the Western Sussex Rivers Trust. This will work with local communities and landowners across the catchments of the rivers Ems, Hambrook and Lavant to restore habitats and improve water quality.
* Targeted tree planting and trees on farms pilot schemes saw over 14,000 trees planted, funded by the Treasury’s Trees Outside Woodlands project. A separately funded community orchard project helped 9 orchards.
* Delivered habitat enhancements in our Strategic Wildlife Corridors, including a new wildlife pond, coir roll planting in the Hambrook, tree planting, creating new hedgerows and installing boxes for bats, dormice and barn owls.
* Worked with Development Management to introduce Biodiversity Net Gain into the planning system, including guidance for applicants, revisions to the local validation list, new checking and assessment software, training for officers and members, and the production of standard conditions and template s106 agreements.
* Secured 55% of the available Building Control work within the district and completed a full assessment and review of building control fees, in accordance with CIPFA guidance.
* Dealt with 52 stray dogs and 11 filthy and verminous properties.
* Completed a trial and procurement of body worn video cameras to improve enforcement officer safety and evidence gathering.
* Continued to work with Parking Services, WSCC and Connected Kerb towards the further roll-out of both on-street and off-street EV charge points.

### Key Areas of Work for 2025/26:

* Adopt the new Climate Emergency Action Plan 2025-30 and begin work on the new projects contained in it, primarily Housing Decarbonisation, a community Carbon Action Network and decarbonisation work for the council’s operations.
* Adopt a new Biodiversity Strategy for the District and produce the first biodiversity report required by the Environment Act. The strategy will coordinate and prioritise our work on nature recovery across many different projects, partnerships and funding sources.
* Design and carry out a public consultation and deliver a walking, wheeling and cycling path to run North to South across Oaklands Park (part of Chichester City LCWIP Route B).
* Prepare to implement the proposed modernised food hygiene inspection delivery model from the Food Standards Agency, expected April 2026.
* Develop ways to progress the innovative Chichester Harbour Investment and Adaptation Plan (CHIAP) for holistic approach to the environmental issues in the harbours and ensuring the future strategy considers defences from sea level rise, protection of people and property, while also protecting/enhancing the environment.
* Continue to develop a documented quality management system for the Building Control service to meet the requirements of the Building Safety Act 2024 and the new Building Safety Regulator.
* Following the extension of funding until March 2026, continue to deliver the Trees Outside Woodlands project including monitoring the previous pilot projects and planting in winter 2025/26.
* Work to legally secure the first Biodiversity Net Gain Habitat Bank site in the Chichester Local Plan area.
* Following a 3-day public consultation event, further investigations into the future of Selsey’s coastal defences, working towards development of detailed designs for new defences from the shortlisted options.
* Develop and implement the new Building Safety Levy ready for commencement in Sept 2026.
* Procure a commercial provider for the Environmental Enforcement Contract for littering and dog related enforcement.
* Continue to develop and deliver the Air Quality Action Plan.
* Implement procedures for the use of body worn video cameras by enforcement officers.
* Implement any licensing regime requirements for skin piercers that come out of the Health and Care Act 2022.

## Performance Indicators: Environmental Strategy Cabinet Portfolio

### Building Control

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **BC MPI 01** | Site inspections undertaken within 24 hours | Higher is better | 100% | 100% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | No change |  | 100% |
| **BC MPI 03** | Applications determined within 5 weeks | Higher is better | 100% | 100% | **83.33%** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | Weaker | New requirements arising from the Building Safety Act including appropriate supervision of officers and implementation of the new Quality Management System impacted on the ability to plan check in a timely fashion.  | 100% |

### Environmental Protection

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 009** | Number of Premises Licenced Under the Animal Welfare Act 2018 Inspected | Higher is better | 74 | 40 | **89** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | Includes inspections and unannounced visits.  | 40 |
| **LPI 133a** | Number of Industrial Processes with an Environmental Permit that are Inspected | Higher is better | 10 | 15 | **21** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 15 |
| **LPI 135** | Number of Private Water Supplies sampled and/or risk assessed  | Higher is better | 45 | 45 | **66** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 45 |

### Health Protection

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 174** | % Food premises due for inspection that were carried out | Higher is better | 99% | 100% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 100% |

### Environmental Strategy

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 010a** | Reduction in the Council's Carbon Emissions from 2019 to 2025 | Higher is better | 2% increase(Oct 22–Sept 23) | 10% reduction | **5% reduction****(Oct 23–Sept 24)** | This is an image of a red hexagon, indicating that performance is significantly off target.  | Better | Council emissions from October 2023 to September 2024 compared with the previous year show a 5% decrease.A decarbonisation project at Westgate Leisure Centre has begun to contribute to reduced emissions and further reductions are expected there. The biomass boiler at the Novium museum ran consistently during the period, which reduced the amount of gas used, and around a third of the Novium’s lighting has been replaced with energy efficient LED lighting in this period. A full report on these figures was presented to Full Council on 8 April 2025.  | 10%  |
| **LPI 010b** | Support the District in Reducing its Carbon Emissions from 2019 to 2025 | Higher is better | 2.3% increase(Revised figure for 2021 compared to 2020) | 10% reduction | **6.6% reduction****(2022 compared to 2021)** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | Better | Government data is used to assess progress towards this target. It is published annually in June with a time lag of 18 months. The 2022 data was released at the end of June 2024. Area wide emissions decreased by 6.6% in 2022, compared to 2021, following an increase of 2.3% the year before. Although most of the emissions sources in the district are not owned or controlled by the council, the council’s role is to influence behaviour by working with businesses, other organisations and householders to help them reduce their emissions.  | 10% |

## Cabinet Portfolio: Community and Wellbeing Services

### Key Areas of Responsibility

|  |  |
| --- | --- |
| * Community Engagement
 | * Voluntary Sector
 |
| * Safeguarding
 | * Community Safety and CCTV
 |
| * Choose Work
 | * Health and Wellbeing (inc. Social Prescribing)
 |
| * Grants and Concessions
 | * Customer Services
 |
| * Partnerships
 |  |

## Communities, Customer Services and Wellbeing Division

### Key Achievements in 2024/25:

* Delivered 2 night-safety patrols per week to support the safety of women and girls in the evening and nighttime economy.
* Completed the transformation of the CCTV service.
* The Wellbeing service supported 1,244 adults to make lifestyle changes to improve their health and wellbeing, an increase of 176 on the previous year. Included in this are 111 people who joined the weight management programme, (where 95% lost weight), 146 people referred to quit smoking or move from cigarettes to vape and 30 people who were supported to reduce their alcohol consumption. Ongoing wellbeing support for employees is now provides to over 50 local workplaces and a new service to provide free physical activity courses for inactive people was also introduced.
* Chichester Social Prescribers have worked with 1,073 clients this year, focusing on reducing social isolation, helping with accessing benefits or debt issues, support with housing, routes into employment, carer support and behaviour change. The Team have worked with GP practices this year to focus efforts on identifying Carers and encouraging them to access the service.
* The Young Persons Social Prescriber worked with 43 young people this year on issues including anxiety, school refusal, support into education or training and social isolation. We have also started a new partnership network where providers of services for young people can come together to share and promote information about services.
* The ‘5 Ways to Wellbeing’ project helps children learn how to manage their mental health and wellbeing and be supportive of one another. Our local provider delivered sessions to 18 Year 5 classes in primary schools across the district. This project has received positive feedback from both children taking part and school staff.
* Set up a bootcamp diversionary project with Chichester Schools to help prevent permanent exclusions and supported Sussex Police operations related to serious youth violence and targeted work around railway stations.
* Funded support around mental health and a full-time support worker for asylum seekers in the asylum hotel in Chichester.
* The Grants and Concessions Panel awarded over £160,000 across a variety of schemes and allocated around £900k of UK Shared Prosperity and Rural England Prosperity Funds. The Panel also developed an enhanced scheme for 2025/26 with larger grants available and a focus on legacy projects.
* Embedded the new Gypsy Traveller Liaison role into the Council and local community which has been positively received by all parties.
* Made improvements to the reception area, including a new and larger podium to increase visibility for the customer, and a review of signage in the area.
* Achieved successful integration of the Contact Centre telephony solution and Customer Relationship Management (CRM) systems. The new functionality facilitates telephone number recognition and automatic customer record retrieval, thereby improving efficiency and the customer experience.

### Key Areas of Work for 2025/26:

* Implement the Public Spaces Protection Order for anti-social drinking in the city.
* Secure 3 more years of funding for the Community Warden Service.
* Work with local fitness instructors to increase the availability of physical activity courses for Wellbeing clients, particularly those attempting to lose weight.
* Increase promotion of our alcohol wellbeing service to support more people to reduce their alcohol intake to safe levels.
* Following a reduction in available funding, develop new ways of working in the Social Prescribing Team, maintaining connections with each GP practice and continuing to provide a quality service for our clients.
* Conduct an internal review of Customer Services, utilising both customer and officer feedback to help improve processes, identify trends and needs, and improve the overall customer experience.  Additional options for customer engagement will be considered as part of this.
* Arrange delivery of level 2 and 3 safeguarding training for all relevant staff.
* Lead work around reducing harm from drug use via the Drug Demand Working Group.
* Develop resources to support parents to recognise online harms and protect children from online harms and radicalisation.
* Support delivery of a Junior Citizens event in the district.
* Explore the possibility of District Councillor visits to local secondary schools for debates on local issues.

## Performance Indicators: Community and Wellbeing Services

### Community Engagement

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 230** | Number of new clients engaged with the Choose Work Service | Higher is better | 105 | 60 | **124** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 60 |
| **LPI 230a** | % Choose Work Clients Supported into Paid Employment, Work Experience or Education | Higher is better | 42.9% | 40% | **37%** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | Weaker | There has been a significant increase in new clients starting, which has been supported while impacting on the number of journeys completed. Workshops delivered in Q4 have supported 62 clients in larger groups to access focused support.  | 40% |

### Community Projects and Community Safety

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 212b** | All Reported Crime – Chichester (% increase – rolling year) | Lower is better | -0.2% | -3.2% | **-2.3%** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | N/A Not directly comparable due to a target change for 2024/5. | Although still a reduction, the reduction in crime in Chichester District was less than West Sussex as a whole. The majority of this can be attributed to anti-social behaviour which has increased significantly in the city. We are hopeful the application for an alcohol related PSPO will be agreed in June and should have a positive impact on this. | Lower than county average |

###   Customer Services

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 011a** | % Customer Service Centre enquiries resolved at first point of contact | Higher is better | 84.25% | 85% | **87.75%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 85% |
| **LPI 011b** | % Calls to the Customer Service Centre that are answered | Higher is better | 80.83% | 90% | **85.17%** | This is an image of a red hexagon, indicating that performance is significantly off target.  | Better | Reduced staff turnover has positively impacted answer rates this year although still under target. Some months are more challenging for call volumes and these impact on the overall annual percentage. | 90% |

### Health and Community Wellbeing

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 005a** | % Individuals Accessing the Wellbeing Service who are from Identified High Risk Groups | Higher is better | 39.5% | 40% | **35.3%** | This is an image of a yellow triangle, indicating that performance is slightly off target.  | Weaker | High risk groups are identified in the WSCC contract as:* Carers
* Young people leaving care
* Individuals with English as a second language
* Individuals with learning difficulties and/or autism
* Individuals with serious mental illness
* Individuals living in the 20% most deprived areas.

The Team was able to meet the 40% target with 5 of the groups. More work is required to engage with Young People leaving care and people with autism to meet this target going forward.   | 40% |
| **LPI 005b** | Chichester Wellbeing Stop Smoking Service – Number of Quits Achieved | Higher is better | 51 | 50 | **48** | This is an image of a yellow triangle, indicating that performance is slightly off target.  | Weaker | This target was missed by only 2 clients. As one of the main providers of quit smoking services in West Sussex, the Wellbeing Team have a 50% successful quit rate which is ahead of other providers including GPs. | 50 |
| **LPI 005c** | Chichester Wellbeing NHS Checks Delivered | Higher is better | 129 | 100 | **139** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 100 |

## Cabinet Portfolio: Housing, Revenues and Benefits

### Key Areas of Responsibility

|  |  |
| --- | --- |
| * Homelessness
 | Council Tax Reduction |
| * Housing Options
 | * Supporting You
 |
| * Temporary Accommodation management
 | * Council Tax
 |
| * Affordable Housing Enabling
 | * Business Improvement Levy (BID)
 |
| * Housing Standards
 | * Non-Domestic Rates
 |
| * Disabled Facilities Grants
 | * Debt Recovery
 |
| * Housing Benefit
 |  |

## Housing, Revenues and Benefits Division

### Key achievements in 2024/25:

* Developed a new Housing, Homelessness and Rough Sleeping strategy for 2025-2030.
* Continued to seek out additional temporary accommodation to help meet increased homelessness demand and minimise financial impacts to the Council.
* Worked with two registered providers to deliver twenty-five homes under the Local Authority Housing Fund.
* Provided 151 home adaptations for people with disabilities, including property extensions, wet room installations, kitchen adaptations, ramped accesses, and stair lift installations.
* The Supporting You Team has supported 1,790 residents in the district in response to the cost-of-living crisis.
* Administered a Discretionary Council Tax Reduction Scheme, making 161 awards to residents struggling with Council Tax payments.
* Added 31 applications to the Custom and Self Build register, with 19 plots granted planning permission.
* Continued to work with Community Land Trusts to support them in developing affordable housing. Eight new homes in Midhurst were completed in March 2025 and work has started on twelve new homes in Westbourne.
* Responded to 54 complaints of damp and mould working closely with registered providers and landlords as appropriate.
* Carried out a re-organisation of the work of the Housing Solutions service area, improving service delivery and outcomes for clients.
* Introduced a new Private Sector Liaison role in November 2024. To March 2025, 15 properties were secured through the private rented sector.
* Implemented new software for Housing Advice, Homelessness, and Housing Register assessments, simplifying processes for clients and officers and improving the advertising and lettings process for vacant social homes.
* Completed preparation for introduction of a Second Home premium, including creating a new empty and second home policy. This was implemented from April 2025, with Council Tax bills for 2025/6 updated accordingly.
* Continued promotion of online services to raise awareness and increase take up among residents who can use them.
* On behalf of West Sussex County Council, administered the Household Support Fund through issuing fuel, white goods and food vouchers.

### Key Areas of Work for 2025/26:

* Continue to support residents with ongoing increased living costs through discretionary schemes administered by the Council and assisting residents to access other support available externally.
* Respond and adapt to the requirements of the Renters Reform Bill ensuring that changes are implemented effectively and on time.
* Work with partners to ensure actions identified as part of the Council’s Housing, Homelessness and Rough Sleeping strategy 2025-2030 are delivered and associated outcomes realised.
* Continue to minimise reliance on nightly paid accommodation, other than for very short-term emergency stays.
* Continue to work with Hyde as part of the Hyde 2050 strategy.
* Develop website content for Housing, Revenues and Benefits ensuring it is up to date and informative for residents.
* Prepare for the new Business Rates Revaluation list and changes to how Business Rates are administered from April 2026.
* Review the discretionary Council Tax Reduction Scheme for 2026-27.
* Prepare for the full migration of Universal Credit and any associated impact on service delivery.
* Explore any opportunities to bid for external funding to support service delivery and local and national initiatives where possible.
* Administer the Household Support Fund on behalf of West Sussex County Council to aid residents experiencing financial hardship.
* Investigate and explore options for greater IT efficiency to aid service delivery.
* Carry out debt write off exercises where necessary to maintain accurate account records.
* Continue to build on the success of the Private Sector Liaison role.

## Performance Indicators: Housing, Revenues and Benefits Cabinet Portfolio

### Housing Solutions

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 013** | Households in Nightly-Paid Temporary Accommodation (not CDC Owned) - All Cases | Aim to Minimise | 210 | 50  | **80** | This is an image of a red hexagon, indicating that performance is significantly off target.  | Better | The Council continues to explore additional temporary accommodation to support clients experiencing homelessness whilst working to secure permanent accommodation. Housing is a demand led service and as part of our recent refresh of the Housing, Homelessness and Rough Sleeping strategy we have started work to review how we work with partners to maximise homelessness prevention.  | Less than 50 at any one time |
| **LPI 015** | Number of people sleeping rough in the district | Aim to Minimise | 4.4 | 3 | **4.6** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker | Reported figures are averages taken from the monthly count. The count currently includes 3 rough sleepers from the MHCLG Target Priority Group (formerly known as entrenched rough sleepers). The Council’s Outreach Team and partners continue to work with these individuals.  | 3 (excluding those from the Target Priority Group) |

### Revenues and Benefits

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 140** | % Council Tax collected | Higher is better | 97.71% | 97.9% | **97.43%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 97.9% |
| **LPI 141** | % Non-domestic Rates Collected | Higher is better | 97.6% | 97.4% | **97.49%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 97.4% |
| **LPI 004b** | Time taken to process change events for benefits | Lower is better | 5.5 days | 7 days | **4.3 days** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 7 days |
| **LPI 017a** | Time Taken to Process New Claims for Benefits - Council Tax Reduction (CTR) Only | Lower is better | New for 2024/5 | 20 days | **23.76 days** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | N/A | The number of new claims increased 20% in 2024/5 compared to the previous year. We have experienced delays with Council Tax banding with the VOA which has made meeting this target difficult. We will continue to monitor performance to ensure it improves.  | 20 days |
| **LPI 017b** | Time Taken to Process New Claims for Benefits - Housing Benefit Only | Lower is better | New for 2024/5 | 15 days | **21.1 days** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | N/A | The number of new claims increased by 14% in 2024/5 compared to the previous year. As well as this increase, a number of officers moved on to new roles. A review of work allocation has resulted in an improvement, although not enough to meet the annual target.  | 15 days |

### Housing Standards and Delivery

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 002** | Affordable homes enabled by the Council | Higher is better | 322 | 167 | **224** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 167 |
| **LPI 003** | Homes improved with Financial Assistance from the Council | Higher is better | 47 | 50 | **35** | This is an image of a red hexagon, indicating that performance is significantly off target.  | Weaker | This service is demand led and elements have been under review in 2024/5. The landlord accreditation scheme ended from April 2025 due to no longer being fit for purpose. Officers will be reviewing the schemes required to support the revised objectives from the Housing, Homelessness and Rough Sleeping strategy 2025-30.  | Not included in new Corporate Plan |

## Cabinet Portfolio: Planning

### Key Areas of Responsibility

|  |  |
| --- | --- |
| * Development Management including for the South Downs National Park Authority
 | * Planning Policy and the Local Plan
 |
| * Community Infrastructure Levy
 |
| * Neighbourhood Planning
 |
| * Planning Enforcement
 | * Conservation and Design
 |

## Development Management Division

### Key achievements in 2024/25:

* Carried out an internal service review and supported an external review of the Planning Committee by the Planning Advisory Service. The outcomes will help improve the efficiency and effectiveness of the service, improve the quality of decision making, and continue to improve customer service.
* Implemented a customer care action plan, including a redesign of the Planning pages on the Council’s website.
* Major housing-led developments continued to make progress in the Chichester Strategic Development Locations (SDLs). Construction of the first phase of the Whitehouse Farm SDL is progressing, and the second phase of the development now has outline planning permission. Outline planning permission has also been granted for a residential-led mixed use development at the Tangmere SDL.
* Successfully defended 3 major appeals for a mixed-use development comprising 600 dwellings and commercial uses at Crouchlands Farm, Plaistow.

### Key Areas of Work for 2025/26:

* Continue to drive forward the process of seeking compliance with Enforcement Notices at Birdham Gypsy and Traveller Site, Crouchlands Farm, Lagoon 3 and other serious breaches of planning control.
* Complete implementation of actions and projects arising from the review of Planning Services and the external review of the Planning Committee.
* Manage the detailed applications for the SDLs to ensure the creation of high-quality design and sustainable communities.

## Planning Policy Division

### Key achievements in 2024/25:

* Submitted the emerging Local Plan 2021 – 2039 to the Planning Inspectorate in May 2024 for independent examination. Public Hearing sessions took place in October and November 2024. Following this, the council received a positive Post Hearing letter from the Inspectors, setting out that subject to main modifications, the Plan is likely to be capable of being found legally compliant and sound.
* Conducted a 6-week consultation on the Southbourne Allocation Development Plan Document (DPD) between October and December 2024. Responses received have been summarised and are being analysed to inform the next draft of the document.
* Adopted the A27 Chichester Bypass Mitigation Supplementary Planning Document in October 2024 to provide detailed advice and guidance on the council’s updated approach for securing development contributions to mitigate traffic impacts on the A27 Chichester Bypass.
* Continued to provide support to Parishes undertaking neighbourhood plans and neighbourhood plan reviews.
* Continued work with key partners to deliver a Water Neutrality Strategy in the north-east of the district.
* Acquired and transferred land under the CPO necessary to deliver the Tangmere SDL
* The Community Infrastructure Levy Team collected £5,563,769, of which £960,133 was passed to Parish Councils to spend on projects to support the growth of their areas.

### Key Areas of Work for 2025/26:

* Consultation on Main Modifications to the emerging Local Plan 2021 – 2039, as part of the ongoing examination, with adoption of the Plan anticipated in late summer 2025, subject to the final Inspectors’ report.
* Continue to progress preparation of the Southbourne Site Allocation DPD in accordance with the timetable set out in the Local Development Scheme (LDS) or any subsequently updated LDS (or timetable under the new plan-making system).
* Following adoption of the emerging Local Plan, update the LDS (or timetable under the new plan-making system) to set the direction and milestones for future plan-making.
* Continue to support production of Neighbourhood Plans.
* Complete the programme of Conservation Area Appraisals
* Work with partners through the Transport and Infrastructure Management Group to monitor and manage the transport impacts arising from new growth in the emerging Local Plan.

## Performance Indicators: Planning Cabinet Portfolio

### Development Management

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 124** | CDC Area - Planning appeals allowed | Lower is better | 32.61% | 30% | **29.09%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | 16 appeals allowed from 55 submitted in 2024/5.  | 30% |
| **LPI 124a** | SDNP Area - Planning appeals allowed  | Lower is better | 36.36% | 30% | **19.23%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | 5 appeals allowed from 26 submitted in 2024/5. | 30% |
| **LPI 187a** | CDC Area - % of Major planning applications determined in 13 weeks (or an agreed Extension of Time) | Higher is better | 94.44% | 60% | **92.3%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 60% |
| **LPI 187b** | CDC Area - % of Minor planning applications determined in 8 weeks (or an agreed Extension of Time) | Higher is better | 86.3% | 65% | **89.41%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 65% |
| **LPI 187c** | CDC Area - % of other planning applications determined in 8 weeks (or an agreed Extension of Time) | Higher is better | 89.16% | 80% | **93.39%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 80% |
| **LPI 188a** | SDNP Area - % of Major planning applications determined in 13 weeks (or an agreed Extension of Time) | Higher is better | 100% | 70% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | No change |  | 70% |
| **LPI 188b** | SDNP Area - % of Minor planning applications determined in 8 weeks (or an agreed Extension of Time) | Higher is better | 84.26% | 80% | **86.54%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 80% |
| **LPI 188c** | SDNP Area - % of other planning applications determined in 8 weeks (or an agreed Extension of Time) | Higher is better | 86.77% | 80% | **90.65%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 80% |

## Cabinet Portfolio: Finance, Corporate Services and Contract Services

### Key Areas of Responsibility

|  |  |
| --- | --- |
| * Financial Services
 | Legal inc. Procurement and Information Management |
| * Internal Audit and Corporate Investigations
 |
| * Electoral Services & Land Charges
 | * ICT
 |
| * Facilities
 | * Street Cleaning
 |
| * Business Improvement / Corporate Policy
 | Cemeteries |
| * Democratic Services
 | * Parks and Open Spaces
 |
| Human Resources | Waste and Recycling |

## Business Support Division

### Key Achievements in 2024/25:

* Carried out a review of the Development Management Service including a benchmarking exercise, workshops with Development Management Staff, consideration of ICT solutions and income generation opportunities. The review resulted in a detailed action plan to increase the efficiency of the service and effectively manage workloads, in anticipation of major changes to national planning legislation.
* Developed a new Resource Allocation Framework to provide a co-ordinated corporate planning cycle, bringing together the Corporate Plan and the annual budget process to help guide Members in their financial decision making.
* Carried out a review of the Council’s Project Management process, including developing new guidance and process maps. The process has been brought in line with amended delegation limits following an approved change to the Council’s constitution.
* Began implementation of a new, AI driven Planning Validation Software. This cutting-edge cloud-hosted solution is undergoing acceptance testing by the service in anticipation of a full launch in Spring/Summer 2025.
* Successfully achieved the Public Sector Network accreditation (an assessment of cyber security) following a rigorous external assessment of the Council’s IT estate and remote working environment.
* Developed a new ICT & Digital Strategy for 2024 – 28, which was approved in July 2024.
* Began initial work on the Council’s response to the publication of the English Devolution White Paper in December 2024.
* Co-ordinated replacement of the generator at the Council’s East Pallant House office.
* Continued the programme of LED light installation at Council offices to support the Climate Emergency Action Plan and improve efficiency.
* Successfully migrated the Corporate HR and Payroll System to a new cloud-hosted platform.
* Completed an upgrade of the Partner Wi-Fi at East Pallant House, increasing capacity and speed as part of wider Network Refresh project.
* Delivered the Police and Crime Commissioner elections in May 2024 and the snap General election in July 2024.
* Continued delivery of the relevant requirements of the Elections Act 2022 including continuing the roll out of Voter ID and implementing changes to the postal and proxy vote rules.

### Key Areas of Work for 2025/26:

* Continuing work on the response to the English Devolution White Paper, leading on the Council’s preparation for Local Government Reorganisation, including working to co-ordinate requirements for the detailed proposals to be submitted to Government in September 2025.
* Work with Members to review the Council’s Corporate Plan and update it to reflect our priorities, in anticipation of local government reorganisation.
* Expand the availability of Generative AI (i.e. Copilot, ChatGPT) tools to pilot staff/service groups exploring possible productivity gains.
* Continue the focus on cyber security to ensure that systems are protected as much as possible through both technological defences and the education of staff.
* Prepare for the West Sussex County Council Election and Mayoral election in May 2026.
* Review and refresh the Council’s Equalities Strategy 2022-2026.

## Financial Services Division

### Key Achievements in 2024/25:

* Completed the Council’s Statutory Accounts for 2023-24 by 23 May 2024 ensuring CDC was one of the 41% of councils to publish their accounts by the 31 May deadline.
* Supported completion of audit work relating to the accounts for the financial years 2022/23 and 2023/24 to ensure compliance with government back stop dates for clearing outstanding local authority audits.
* The Annual Empty Homes Review resulted in 120 properties being identified as not long-term empty, resulting in an additional New Homes Bonus of £220,380.
* National Fraud Initiative Matches for Council Tax Single Person Discounts identified £93,943 of incorrectly awarded discounts and benefits.
* Migrated the Internal Audit function to the Southern Internal Audit Partnership with all internal audits up to date.
* Implemented major software upgrades to the Councils financial management and income management systems.

### Key Areas of Work for 2025/26:

* Complete the Council’s Statutory Accounts for 2024-25 for external audit review.
* Support the Budget Review process as part of the Council’s Financial Strategy preparation and develop revenue budget and spending plans for 2026-27 based on the approved Financial Strategy.
* Prepare and present twice yearly risk management reports to the Strategic Risk Group and Corporate Governance and Audit Committee.
* Carry out the 2025 Empty Home Review to identify homes that are no longer empty and maximise new homes Bonus.

## Chichester Contract Services Division

### Key achievements in 2024/25:

* Following the Government announcement making weekly domestic food waste collections mandatory from April 2026, the Contract Services Team has been working towards this. Food waste vehicles have been selected and ordered for delivery in Autumn 2025. Orders have also been placed for the supply of 130,000 bins and kitchen caddies and the resource to deliver these to every household in Chichester District. We remain on target to comply with the legislation.
* Delivered an exemplary waste collection service to residents with missed collections accounting for only 0.002% of collections and over 95% of these being collected the following day.
* Increased capacity in the green waste service, meaning that all residents are now able to subscribe to this service if required.
* Progressed work on the refurbishment of many of the playparks within the district. Consultations were held with playpark users and other interested organisations to help shape the final designs for which formal contracts have now been placed.
* The Streets Team received an electric compact sweeper this year, predominantly for use within Chichester City centre. This, along with the wider street cleaning programme has kept our streets at an excellent level of cleanliness.
* Continued to work closely with local schools as part of the commercial waste and recycling collection contract as well as supporting schools with access to Wastebusters, an organisation that provides award winning free educational material for recycling and waste minimisation lessons.
* New legislation requires businesses to have recycling and food waste collections in place. The Commercial Waste team have been engaging with businesses to ensure they were prepared for the new legislation coming into force on 1st April 2025. The team have continued to maximise opportunities, and the Commercial Waste business has grown for a 4th consecutive year.
* Following work to deter unauthorised access onto our parks and open space sites, there has been a significant reduction in these during the year.
* Launched a new on-line booking system for MOT’s, with over 85% of all new bookings now using this service.

### Key Areas of Work for 2025/26:

* Continue to progress the preparatory work and deliver the necessary actions to meet the required timescales for mandatory domestic food waste collections. This will include expansion of our operational depots to support the increase in vehicles and staff.
* Specify and order replacement refuse collection vehicles to replace the aging fleet.
* Complete the installation of new equipment into many of our playparks during summer 2025.

## Legal and Democratic Services Division

### Key Achievements in 2024/25:

* Successfully implemented a revised public speaker registration form for the Planning Committee, which integrates with each published agenda.
* Through the Standards Committee, undertook a review and updated the members code of conduct and the procedure to make a complaint about a District or Parish Councillor.
* Completed Compulsory Purchase Orders for sites in Tangmere and Birdham.
* Updated the Contract Standing Orders and delivered training for staff in response to new procurement regulations following the Procurement Act 2023 coming into force.
* Working with the Housing Team, completed a lease for additional temporary accommodation.

### Key Areas of Work for 2025/26:

* Integration of a new microphone system for the Committee Rooms.
* Supporting the Housing Team with the purchase of a freehold title for temporary accommodation and generating further opportunities through site acquisitions.
* Support the process for new Community Asset Transfers.
* Implement a procedure and policy for the use of drones by the Council.
* Support a review of the Council’s Constitution.

## Performance Indicators: Finance, Corporate Services and Contract Services Cabinet Portfolio

### Land Charges

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 001a** | % Of all searches carried out within 10 working days | Higher is better | 100% | 100% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | No change |  | 100% |
| **LPI 001b** | Average number of Working Days Taken to Return a Search | Lower is better | 3.25 | 10 | **4** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 10 |

### Human Resources

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 143** | Working Days Lost Due to Sickness Absence | Lower is better | 8.12 days | 8 days | **8.77 days** | This is an image of a yellow triangle, indicating that performance is slightly off target.  | Weaker | Average sickness days per employee for the period 1.4.24 to 31.3.25 = 8.77 days Long Term Sickness = 5.54 days Short Term Sickness = 3.23 daysHR continues to work closely with Services to actively manage absence, ensuring that support is given to staff as needed and formal steps under the Absence Management Policy are taken whenever appropriate.  | 8 days |

### Financial Services

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 156** | Creditor invoices paid within 30 days | Higher is better | 95.51% | 96% | **96.85%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 96% |

### Contract Services

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 191** | Residual household waste in Kg per household | Lower is better | 421.05 | 315 (to end Q3) | **324 (to end Q3)** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 1% reduction on 2024/25 outturn |
| **LPI 192** | % Household waste sent for reuse, recycling, and composting | Higher is better | 46.4% | 48% | **45% (to end Q3)** | **This is an image of a red hexagon, indicating that performance is significantly off target.**  | Weaker | Recycling rates continue to plateau, and this is a trend seen across West Sussex and nationally. Recycling rates are expected to increase with the introduction of mandatory food waste collections in 2026.  | 48% |

## Cabinet Portfolio: Culture, Sport and Place

### Key Areas of Responsibility

|  |  |
| --- | --- |
| * The Novium Museum
 | Public Conveniences |
| * Chichester Festival Theatre
* Pallant House Gallery
 | * Chichester Business Improvement District (BID)
 |
| * Visitor Economy
 | * Parking Services
 |
| * Leisure Centres
 | * Chichester Vision
 |
| * Sport and Leisure Provision
 | * Bus Shelters
 |

## Culture and Sport Division

### Key Achievements in 2024/25:

* The Novium Museum delivered two touring exhibitions: ‘Dinosaurs: Hungry Hatchlings’ (May – November 2024) and ‘I Grew Up 80s’ (Opened December 2024) as well as 4 in house exhibitions and displays at the museum and 2 new displays out in the district.
* Completed the Sport England Funded energy saving initiatives at Westgate Leisure Centre including installation of pool covers and improvements to showers in the village changing area.
* Achieved funding to enable delivery of Activity and Wellbeing Community Outreach projects to target secondary schools in the district.
* Free access to leisure centres was given to Looked after Children and those suffering with Parkinson’s, along with a targeted Access all Areas programme.
* Arts Council England awarded the Novium £44,593 to unlock the advertising archive of Shippam’s. This project has included digitisation of the advertising archive, oral histories, a public engagement programme and a headline exhibition.
* Launched the museum’s first ever crowd funding campaign to successfully purchase a rare Anglo-Saxon gold mount.
* Secured a SEND Improving Access grant to make the museum more inclusive and accessible.
* The Culture Spark project delivered successful events including the RSPB Medmerry project, Plein Air painting workshops and exhibition, silent disco, and a Christmas Get Creative programme of arts, crafts and music. Belongings, a play and workshop about the journey of 5 young asylum seekers to find a new home in the UK was delivered in several school and community settings.
* The Great Sussex Way supported 900+ tourism and hospitality businesses across the district. There were 63,354 referrals to member business websites and 15k social media followers. Promotional videos produced in-house achieved an impressive reach of nearly 1 million views for Chichester and Midhurst.
* Pallant House Gallery (PHG) welcomed over 67,700 visitors, with over 12,000 of them enjoying free entry as part of the Gallery’s commitment to diversify its audience and be as accessible as possible to all members of the community.
* The Gallery presented ten exhibitions across two seasons. ‘The Shape of Things: Still Life in Britain’ (May – Nov 2024) was the first major exhibition anywhere to consider still life in British art and featured over 150 artworks by over 100 artists working in Britain.
* Chichester Festival Theatre (CFT) delivered its Festival Season of 11 productions including the summer musical Oliver! (now transferred to the West End), and a Youth Theatre Christmas production of Cinderella.
* CFT welcomed the highest ever annual audience with over 400,000 tickets sold. Alongside this, work continued to make CFT inclusive and welcoming to all. This has included rebranding work, establishment of a Youth Advisory Board, and increasing our Access support.
* With fundraising support, CFT commenced the build of the NEST space. This is due to be completed in July 2025, and will support work with artist development, early-stage creatives and community ventures.

### Key Areas of Work for 2025/26:

* Continue to work on increasing membership bases at Bourne and The Grange Leisure Centres and look to increase the GP Referral programme across all three sites.
* Complete a procurement process to secure the future operational management of the Leisure Centres
* Deliver one new touring exhibition at the Novium as well as in house exhibitions/displays including Every Step of the Way and Rail 200.
* Deliver ‘Hurrah For Shippams’ exhibition and supporting events including family days, reminiscence sessions, Memory Mornings and a programme of talks.
* Explore options for the Amberley Panels including arranging a programme of conservation.
* With grant funding from the National Lottery Heritage Fund, commence the ChichestHER project including exhibition and website development and community engagement.
* Culture Spark will continue to deliver events around the district in partnership with other cultural and community organisations. Another Christmas programme will support the high street in the festive period.
* With grant support, Pallant House Gallery will replace redundant heating and cooling equipment, significantly improve energy efficiency and reduce their environmental impact.
* The Gallery will support the work of cultural partners with free print room exhibitions aligned with the opening of the Goodwood Art Foundation, ‘Ideas for Sculpture: Drawings and Maquettes’ and Chichester950, with ‘Modern Spirit: Studies for Chichester Cathedral’.
* The Gallery will continue its Thursday Lates, improving the cultural offer in Chichester in the evenings with a monthly programme of talks, music and workshops. In response to demand, a new Art History course will be launched.
* CFT will begin work on an Audience Development Plan and a full Sustainability Audit.
* Launch the new NEST space at CFT, with its programming, use and audience reach piloted and evaluated.
* CFT will develop programmes of work to support Early Years and Schools, in line with UK Theatre’s ‘Theatre for Every Child’ initiative. The Community Bus pilot will be extended to support isolated patrons in attending CFT and promote a greener approach to theatre travel.

## Place Division

### Key Achievements in 2024/25:

* Introduced a new payment method at the Avenue de Chartres car park in Chichester to enable customers to pay using an app, achieving carbon and financial efficiencies.
* Completed a review of the Parking Strategy and related action plan.
* Introduced parking incentives to support the high street in the lead up to Christmas, with nearly 11,000 customers benefitting from this.
* Issued nearly 16,000 Penalty Charge Notices across our 31 car parks and on-street locations.
* Responded to over 700 requests for parking enforcement in specific areas of the district.
* Implemented the ‘Hire of Car Parks for Events’ policy to provide further clarification to the public and organisations.
* Introduced height barriers to assist with deterring unauthorised encampments in council car parks and explored options for further installations.
* Worked with West Sussex County Council and Connected Kerb to progress the delivery of Electric Vehicle charging points across the district.
* Completed refurbishment of five public conveniences across the district.
* Completed work on a Changing Places toilet facility in Midhurst, designed for those with multiple and complex disabilities, who cannot use a standard accessible toilet.
* Project teams have continued to deliver projects in the Chichester Vision, with the Vision Delivery Steering Group continuing to monitor delivery.
* Continued engagement with the project team led by West Sussex County Council to review and enhance the public realm in Chichester city centre.
* Worked with communities in Selsey, Midhurst, Petworth, and East Wittering and Bracklesham to assist in the delivery of their projects.
* Allocated over £800,000 of grant funding through the UK Shared Prosperity Fund and Rural England Prosperity Fund to help deliver 65 projects that encourage economic growth and improve quality of life in the district. In addition, projects led by CDC Officers have been delivered using this funding, including events, graffiti removal and enhancements to the public realm to encourage footfall.
* The Crustaceans, Habitat and Sediment Movement project (CHASM) has continued to investigate the change in local fishing grounds.
* Manhood Peninsula Partnership Project meetings have continued, with the two sub-groups; Green Links across Manhood (GLAM) and Surface Water Issues and Solutions (SWISH), continuing to progress actions.

### Key Areas of Work for 2025/26:

* Explore options to improve connectivity and accessibility between Northgate Car Park and surrounding facilities.
* Review and enhancement of Bosham car park.
* Replacement of lighting across car parks.
* Review of the ‘Hire of Car Parks for Events’ policy to ensure this continues to work as intended.
* Commence preparation for the Business Improvement District (BID) 4th term ballot in 2026.
* Commence refurbishment of further public convenience sites across the district.
* Coordinate delivery of the Chichester Vision action plan.
* Continue administration of the UK Shared Prosperity and Rural England Prosperity Funds including project co-ordination and submission of regular progress reports to Government.

## Performance Indicators: Culture, Sport and Place Cabinet Portfolio

### Leisure and Sports Development

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 007** | Increase in attendances at Leisure Centres (all sites) | Higher is better | 1,466,850 | 1,540,193 | **1,534,778** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 24/25 outturn +5% |
| **LPI 290** | Increase attendance of people aged 50 or over | Higher is better | 271,280 | 284,844 | **288,690** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 24/25 outturn +5% |
| **LPI 291** | Increase attendance of young people aged 0-15 | Higher is better | 124,284 | 130,498 | **130,048** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 24/25 outturn +5% |
| **LPI 292** | Increase attendance of people with disabilities  | Higher is better | 10,225 | 10,532 | **13,347** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 24/25 outturn +3% |

### The Novium and TIC

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 219** | The Novium - All museum admissions | Higher is better | 51,941 | 50,000 | **50,735** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker |  | 50,000 |

### Visitor Economy

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 006** | Unique Visitor Traffic to Great Sussex Way Website | Higher is better | New for 2024/5 | 240,000 | **310,695** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | N/A |  | Not included in new Corporate Plan |

### Parking Services

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 34** | % Car parks in the city achieving Safer Parking Awards | Higher is better | 100% | 100% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | No Change |  | 100% |
| **LPI 35** | % Rural car parks achieving Safer Parking Awards | Higher is better | 75% | 75% | **75%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | No Change |  | 75% |

## Cabinet Portfolio: Growth, Economic Development, Communication, Licensing and Events

### Key Areas of Responsibility

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| --- | --- |
| * Economic Development
 | * Events
 |
| * Licensing
 | * Communications and Website
 |
| * Farmer’s Markets
 | * Consultations
 |

## Communications, Licensing and Events Division

### Key achievements in 2024/25:

* Using UK Shared Prosperity funding, the Council commissioned specialists to conduct a survey and report on Chichester’s evening and night-time economy (ENTE). 3,093 responses were received, and results provide a clear sign that there is appetite for more events and activities that support the local ENTE.
* The popular free lasers shows were delivered at Chichester Canal Basin and Petworth House during February half-term attracting approximately 15,000 attendees over the three performances. The events were also supported by local food and beverage companies, entertainers and arts and crafts for families to enjoy.
* Launched a new consultation platform, which has helped significantly increase our response rates. The Climate Change consultation achieved a response rate that was seven times higher than the previous one.
* The council’s website was again awarded a Plain English Crystal Mark and continued to comply with the Government’s accessibility standards, now a legal requirement for all public sector websites.
* Application fees and revised conditions for Pavement Licences were approved by General Licensing Committee.
* Introduced an online payment system for all hackney carriage and private hire application fees and charges.
* Undertook a comprehensive review of street trading restrictions in Chichester city centre to enable greater flexibility for events, markets, and activities.
* ‘Good Food For All’, a new free event, showed people how to eat healthily and cook satisfying meals on a budget. The event was delivered in partnership with the Goodwood Estate and UK Harvest and featured cooking demonstrations, presentations and talks from local and celebrity chefs.
* A new event to celebrate skateboarding, scooting and BMX biking took place at Chichester skatepark in September 2024. The event included displays by experts from South Coast Skate Club and opportunities for attendees to have a go.
* Supported a nine-day Christmas market in the City centre with appropriate street trading consent.
* Worked with Midhurst Town Council and partners to create and fund a series of events to support the local ENTE using funding from the UK Shared Prosperity Fund.
* The Web Team developed a more accessible and informative events/what’s on website.
* Answered over 1,000 questions on social media.

### Key Areas of Work for 2025/26:

* Deliver communications on the new food waste collection service to be implemented in early 2026 and on Local Government Reorganisation.
* Support operators of licensed premises and event organisers/venues across the district with implementation of Martyn’s Law, which will require those responsible for certain premises and qualifying events to consider the terrorist risk and how they would respond to an attack.
* Complete a review and readoption of a revised CDC Events Strategy.
* As part of the ENTE Working Group, review the ENTE Action Plan, including assessing the results of the ENTE survey and the potential of a live music and multi-purpose arts venue.
* Deliver a series of festive activities in Chichester city centre including markets, arts & crafts, silent discos, and pantomimes.
* Introduce a solely digital process for applicants to book, pay for, amend and cancel taxi licensing Knowledge Tests.
* Review and consult on a revised Sex Establishment Policy prior to the current policy expiring 30 September 2025.

## Property and Growth Division (Economic Development)

### Key Achievements in 2024/25:

* Using funding from the UK Shared Prosperity Fund (UKSPF), launched the ‘Sussex Six’ to deliver a focussed programme encouraging the use of local products in retail, leisure and hospitality supply chains.
* In partnership with Chichester College, delivered ’All the Ingredients for Sustainable Success’, an event for food and drink businesses with expert guest speakers on sustainability.
* Launched a Sustainability Grant programme to support small and medium sized enterprises (SMEs) with ‘green’ projects and help them adapt to climate change.
* Delivered a Business Sustainability Support Package, available to SMEs across the district which provided them with a combination of digital content, on-line tools and ongoing support.
* Delivered a mentoring programme for Independent High Street businesses and a further round of Enabling Grants.
* Identified potential high growth businesses within the district and made introductions to relevant support for growth and other businesses in the district with whom they could collaborate.
* Supported the 2024/25 UKSPF and Rural England Prosperity Fund (REPF) Grant programme, ensuring the business community were aware of the opportunities and supporting them to bring forward successful applications.
* Worked with the University of Chichester Business School to launch the first of a series of ‘Business Bitesize Boost’ lunchtime workshops.

### Key Areas of Work for 2025/26:

* Produce a refreshed Economic Development Strategy.
* Using UKSPF funding, deliver a further programme of support to assist businesses to reduce their carbon emissions.
* Continue to work with the University of Chichester Business School on joint collaborations, including the lunchtime Business Bitesize Boost.
* Support the 2025/26 UKSPF/REPF Grant programme.

## Performance Indicators: Growth, Economic Development, Communication, Licensing and Events Cabinet Portfolio

### Economic Development

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 016** | Increase in Labour Market Productivity | Higher is better | 6.43% (2022) | 2.2% (2023) | **3.3% (2023)** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Weaker | Government data released annually with a 2-year delay. 2023 data was released on 19 June 2025. 2024 data is expected in Summer 2026.  | Annual increase exceeding national average |
| **LPI 231b** | Number of businesses supported in the sectors of renewable, retrofitting and the circular economy | Higher is better | 36 | 10 | **32** | **This is an image of a green circle with a white tick in the centre, indicating that performance is on target.**  | Weaker |  | 10 |
| **LPI 237** | % Business planning applications responded to | Higher is better | 93% | 90% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 90% |

### Licensing

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 117** | % Licensing Act 2003 applications determined within 56 days | Higher is better | 98.86% | 100% | **99.26%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 100% |
| **LPI 118** | % Gambling Act 2005 applications determined within 56 days | Higher is better | 91.43% | 100% | **100%** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better |  | 100% |

### Events

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| **PI Code** | **Short Name** | **Assessment** | **2023/24 Outturn** | **2024/25 Target** | **2024/25 Outturn** | **Status** | **Trend - 2024/25 v 2023/24** | **Commentary** | **2025/26 Target** |
| **LPI 008a** | Number of Feature Events held in the district each year | Higher is better | 10 | 5 | **13** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | Feature events held in 2024/5 have included:* Goodwoof
* Goodwood 3 Friday nights
* Goodwood Festival of Speed
* Goodwood Revival
* ‘Madhurst’
* Christmas Market (Chichester)
* Laser Shows (Chichester and Petworth)
 | 5 |
| **LPI 008b** | Number of Town and City Events and Markets held in the district each year | Higher is better | 13 | 5 | **21** | This is an image of a green circle with a white tick in the centre, indicating that performance is on target.  | Better | Unique Town and City events held in 2024/5 have included: * Farmers Markets
* Cheese and Chilli Festival
* Circus Zyair
* Chichester PRIDE
* Cross Market and More
* Sloe Fair
* Chichester Christmas Lights Switch-On and After Party
* Midhurst March Mayhem
* Good Food for All Feastival
 | 12 |

1. Source: ONS Mid-2023 Population Estimates – [Estimates of the population for England and Wales - Office for National Statistics](https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/estimatesofthepopulationforenglandandwales) [↑](#footnote-ref-1)