

Public Document Pack

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A meeting of **Overview & Scrutiny Committee** will be held in Committee Room 1, East Pallant House on **Thursday 2 July 2015 at 1.30 pm**

MEMBERS: Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mr M Cullen, Mrs P Dignum, Mr N Galloway, Mrs E Hamilton, Mr G Hicks, Mr S Lloyd-Williams, Caroline Neville, Mrs P Plant, Mr H Potter, Mr J Ransley, Mr A Shaxson and Mrs J Tassell

AGENDA

- 1 **Chairman's announcements**
Any apologies for absence that have been received will be noted at this point.
- 2 **Minutes** (Pages 1 - 9)
To approve as a correct record the minutes of the Overview & Scrutiny Committee meeting held on Tuesday 17 March 2015.
- 3 **Urgent Items**
The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to Late Items.
- 4 **Declarations of Interests**
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 5 **Public Question Time**
The procedure for submitting public questions in writing by no later than 12:00 on Wednesday 1 July 2015 is available upon request to Member Services (the contact details for which appear on the front page of this agenda).
- 6 **Committee work programme 2015-16** (Pages 10 - 16)
To consider and agree the work programme for the current year.
- 7 **Land at Church Road, Chichester** (Pages 17 - 50)
This Cabinet decision has been called in by seven members of the Council. The Chairman has considered the request for call in and is satisfied that the criteria in the Constitution have been met and has agreed to consider the call in at this regular scheduled meeting.

The call in request which includes the supporters of the call in and the reasons behind the call in are published in the public (Part 1) section of this agenda. The original Cabinet report relating to this issue and decision notice is also repeated for ease of debate.

A further report from the members supporting this call in and an officer report explaining the background to this issue are included under the exempt (Part 2)

section of this agenda, with the appendix to the original Cabinet report which was exempt.

During this agenda item the committee is asked to consider whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Parts I to 7 of Schedule 12A of the Local Government Act 1972, as indicated against the item and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information. ***The reports dealt with under this part of the agenda are attached for members of the Overview and Scrutiny Committee and senior officers only (salmon paper).***

- 8 **Hyde Review - terms of reference** (Pages 51 - 52)
To endorse the terms of reference for the Hyde Review Task and Finish Group.
- 9 **Review of the Internal Lettings Agency (Homefinder)** (Pages 53 - 63)
To consider the attached report to Cabinet on 7 July 2015, review the performance of the council's internal lettings agency Homefinder and confirm that Homefinder provides value for money to the council by preventing homelessness at a reasonable cost. The committee is requested to recommend to Cabinet that the internal lettings agency Homefinder be continued subject to a review in 2020 after it has been running for a further period of 5 years.
- 10 **Homelessness Strategy** (Pages 64 - 77)
To consider the report to Cabinet on 7 July 2015 and make any observations or comments on the draft Homelessness Strategy. The committee is requested to recommend to Cabinet that the draft Homelessness Strategy be approved for consultation.
- 11 **The Grange Post Project Evaluation** (Pages 78 - 103)
To receive the post project evaluation (PPE) report for the Grange Community and Leisure Centre, agree the actions, review the plan and recommend any further actions to Cabinet.
- 12 **Cultural Grants - Task and Finish Group final report** (Pages 104 - 147)
To note the task and finish group report and endorse the 2014/15 annual reports and 2015/16 Service Level Agreements for Pallant House Gallery and Chichester Festival Theatre. The committee is requested to agree a full three year review be carried out in March 2016 as required by these organisations Funding Agreements.
- 13 **Chichester in Partnership - Getting People into Work Strategy** (Pages 148 - 187)
To review progress made against the original Getting People into Work Strategy and action plan 2012-2015, and consider and comment on the new strategy to the Local Strategic Partnership and/or Cabinet as appropriate.
- 14 **Late Items**
Consideration of any late items as follows:
a) Items added to the agenda papers and made available for public inspection.
b) Items which the chairman has agreed should be taken as matters of urgency by reason of special circumstances to be reported at the meeting.

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of "exempt information" as defined in

section 100A of and Schedule 12A to the Local Government Act 1972

2. The press and public may view the appendices relating to reports listed under Part I of the agenda which are not included with their copy of the agenda on the Council's website.
3. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. (Standing Order 11.3)
4. Restrictions have been introduced on the distribution of paper copies of longer appendices to reports where those appendices are circulated separately from the agenda as follows:
 - 1) Members of the Overview & Scrutiny Committee, the Cabinet and Senior Officers – receive paper copies including the appendices
 - 2) Other Members of the Council – Appendices may be viewed via the Members' Desktop or the Council's website or intranet pages and paper copies will be available at the meeting.

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Minutes of the meeting of the **Overview & Scrutiny Committee** held in Committee Room 1, East Pallant House on Tuesday, 17 March 2015 at 10.00 am

Members Present: Mrs C M M Apel (Chairman), Mr R J Hayes (Vice-Chairman), Mr A D Chaplin, Mr P Clementson, Mrs P M Dignum, Mrs N Graves, Mrs E Hamilton, Mr G H Hicks, Mr S Lloyd-Williams, Mr G V McAra, Mr H C Potter, Mrs J A E Tassell, Mr N R D Thomas and Mr M Woolley

Members not present:

In attendance by invitation:

Officers present: Mrs L Grange (Housing Delivery Manager), Mr S Hansford (Head of Community Services), Miss L Higenbottam (Member Services Assistant), Mrs J Hotchkiss (Head of Commercial Services), Mrs B Jones (Principal Scrutiny Officer), Mr J Merker (Assistant Web Officer), Mr S Oates (Economic Development Manager), Mr P E Over (Executive Director), Mr R Robinson (Facilities Manager) and Mrs E Thomas (Wellbeing Manager)

237 **Chairman's Announcements**

No apologies for absence had been received. Mrs Apel welcomed Council Members, the press and members of the public. Mrs Apel informed the committee of the resignation of Councillor Tinson from Chichester District Council, saying Mrs Tinson would be missed and had been a hard working and focussed Member and that her absence would be a loss to the committee.

Mrs Apel drew attention to posters on the committee room wall which gave details of the work of the Overview and Scrutiny Committee and its achievements over the past four years.

238 **Minutes**

Mrs Dignum asked for clarification as to whether all additional committee reports would be sent by email to Members who had been used to receiving paper copies. Mr Hansford explained this had been necessary as there had been a large number of reports outstanding for this final meeting of the committee. Members had been encouraged to send questions to the relevant report author in advance of the meeting in order to make best use of the committee's time.

Mrs Dignum asked if all agendas would be published with 'Public Document Pack' at the top. Mrs Jones explained this would be the future format of agendas which were now being produced on the newly introduced modern.gov committee management system.

RESOLVED

That the minutes of the OSC meeting held on Tuesday 18 November 2014 are approved as a correct record.

Accordingly, Mrs Apel signed and dated the official version of the minutes.

239 Urgent Items

There were no urgent items.

240 Declarations of Interests

Mrs Hamilton declared a personal interest in the report from the Tourism Task and Finish Group (item 7) as a local bed and breakfast owner.

Mr Hayes declared a personal and prejudicial interest in the report on the Chichester In Partnership (CIP) Health Action Plan (item 10) as his work at West Sussex County Council involves working with children with special educational needs.

241 Public Question Time

As a question had been posed in relation to the briefing paper on Community Land Trusts (agenda item 10), the Chairman agreed to move this item forward and take the question at the same time.

242 Community Land Trusts

Mr J Snell asked a question in relation to the briefing paper as follows:

I am aware that Horsham District Council has already planned to provide 200 self build plots in land north of Horsham. That Fareham Borough Council is making provision for no less than 1% of all homes in the new village of Welbourne shall delivered as custom-built plots. Welbourne is located north of the A27 Junction 10 and will provide in the region of 6,000 homes. The demand for plots has been based on evidence provided by Estate Agents who maintain lists of clients seeking plots to build their own homes.

My question is that the Overview and Scrutiny Committee requests the Cabinet to authorise and research in Chichester District to ascertain the demand for self build plots. I suggest this could be done by an article in the Initiatives Magazine, Chichester Observer and by contacting local estate agents.

It is my belief that many residents in the District, working in the Construction Industry would welcome the opportunity to buy a self-build lot at the market price being paid by House builders in West Sussex.

Mrs Grange provided the following response:

We understand that a private members bill passed its last hurdle through parliament last week and awaits royal assent. We understand it will place a duty on local authorities to keep a register of individuals and community groups who have expressed an interest in acquiring land to forward self-build and custom-build projects. It is understood it also intends that Local Authorities should take account of and make provision for the interests of those on such registers in developing their housing initiatives, local plans and carrying out other functions including land disposal and regeneration.

What is not known is the exact wording or the extent and detail of the supporting regulations or guidance, it would therefore be premature to commence setting up a register without knowing the exact detail of the requirement and risk raising expectations which may not be met by the resulting regulations.

The Chair - Mrs Apel added the following:

We can assure the questioner that as soon as the statutory requirements are known we will ensure that the matter is progressed to policy and implemented.

Mr Chaplin commented that community land trusts (CLT's) had been useful in other parts of the country but would not be a complete solution for housing provision.

Mrs Apel asked whether CLT's would be an add-on to housing provision. Mrs Grange replied CLT's are likely to provide a relatively small number of affordable homes in the district. Approximately three parishes had shown interest in developing CLT's with Kirdford having already set up their own CLT. Mrs Grange explained CLT's provide a complimentary role in the provision of affordable housing.

Mrs Apel asked if CLT's could be included in Neighbourhood Plans. Mrs Grange replied that this was an option communities could explore.

Mrs Dignum asked if all parishes had been made aware of CLT's as a concept. Mrs Grange explained that not all parishes were familiar with the concept but Action in Rural Sussex had provided information and officers would be meeting with Action in Rural Sussex shortly to discuss how further information could be disseminated to the parishes.

Mr Chaplin asked if CDC had turned down rural housing finance from central government. Mrs Grange replied that changes to government policy means that affordable housing contributions can no longer be sought on sites of 10 units or less. However authorities may choose to implement a lower threshold of 5 in rural areas designated under section 157 of the Housing Act 1985, which includes national parks and areas of outstanding national beauty. Although most of Chichester district is designated as rural under the Housing Act 1996 (this act relates to the Right to

Acquire of housing association tenants), the rural parishes in the district are not designated as rural under the Housing Act 1985 which relates to the Right to Buy of council tenants. It therefore seems that we are unable to apply the lower threshold which would allow us to require affordable housing contributions in the form of a commuted sum on market sites of 6-10 units. Officers believe this to be an oversight of DCLG and Mr Carvell has written to DCLG requesting that the national planning practice guidance is amended to include reference to the Housing Act 1996 so that the lower threshold can be applied in both stock owning and non-stock owning rural authorities. The South Downs National Park is in the process of adopting the lower threshold.

Mrs Tassell asked if Compton and Marden had not created Neighbourhood Plans due to their location in the South Downs National Park. Mrs Grange explained this was not the case, they have not as yet shown an interest in developing a Neighbourhood Plan.

Mr McAra asked if land would be sold specifically for self-build projects rather than on the open market. Mrs Graves asked where land would be expected to come from as the scheme had not been made clear when many Neighbourhood Plans were produced. Mrs Grange explained there would be three potential sources of land; planning policies requiring a certain percentage as self-build, exception sites for affordable housing and land in public ownership.

RESOLVED

That the role of CLTs and custom/self-build in the delivery of housing be noted.

243 Community Safety Partnership Task and Finish Group Final Report

Mr Hayes, Chairman of the group, introduced the item saying that he had been impressed by how much had been covered in a short space of time.

Mr Hansford explained that the review was a statutory duty. Partners in attendance had included the police, the Communities Intervention Manager, West Sussex County Council, Councillor Lintill (as a member of the Police Crime Panel) and other council officers. Mr Hansford highlighted discussions surrounding community projects which engaged the whole community such as Swanfield. He highlighted work in respect of Human Trafficking and Sexual Exploitation particular Police initiative which had reduced missing person incidents by a third. The Police Crime Commissioner would provide the same level of funding for the coming year as last year.

Mrs Dignum asked what level the raised awareness of human trafficking, child exploitation and radicalisation needed to be for this area. Mr Hansford explained the increased awareness reflected the national scene including expectations from Ofsted. West Sussex is a popular area for privately run children's homes and many children are placed from outside the district and may be at risk from running away back to their home town.

Mr Hansford emphasised the importance of utilising front line staff that come to the council for licenses such as taxi drivers and pubs, as well as awareness of college/university students who could be targeted by radicalisation. Parishes and districts need to be aware of groups booking parish and district buildings. There is a referral process to the police.

Mrs Dignum asked if any mention would be made in applications for licenses. Mr Hansford explained nothing would be put in the applications but training and alerts are offered as appropriate.

Mr Hayes added that the Community Safety Task and Finish Group were reassured by officers' knowledge.

Mrs Graves suggested promoting the good work of the community's intervention team at community forums.

RECOMMENDED TO THE COMMUNITY SAFETY PARTNERSHIP

1. That the committee supports the proposed priorities of the Community Safety Partnership Plan 2015/16.
2. That the Partnership consider encouraging the amalgamation of Rural Watch, Farm Watch, Horse Watch and Boat Watch to provide a more comprehensive Community Watch service.
3. That the Partnership focuses on utilising technology to effectively and efficiently spread community safety information.

244 Tourism Task and Finish Group Final Report

Mr McAra introduced the item emphasising the importance of the visitor economy. Mr Oates outlined the main findings of the report. Much duplication had been found across organisations and other authorities which in turn duplicated resources, time and money. Mr Oates explained everyone is a tourist at some point whether it is for a day trip or an overnight stay. The government are focussing an initiative on growing tourism, including non-traditional tourist destinations with the aim of boosting the economy and jobs.

Mrs Apel asked for more information in relation to section 6.2 of the report which states that 'visitor satisfaction with West Sussex is among the lowest in the country.' Mr Oates explained this was based on Visit England research. Councillor Cullen emphasised that the figure was for the whole of West Sussex and therefore wider than just Chichester.

Mr Woolley asked what action the council was taking to increase the number of hotel beds in the district. Mr Oates explained that once a destination has a focus on the visitor economy hotel brands may begin to become more interested. Mr Oates explained that Chichester needed to create a welcoming environment for attracting visitors all year round and this should generate more hotel interest.

Mrs Tassell suggested an exhibition hall or concert hall that the university could focus on to attract all year round interest.

Mrs Tassell asked what was being done about the reporting litter button on the website. In some cases nothing appeared to happen after litter was reported. Mr Hansford agreed to report back this issue to Mr Darton for a response.

Mrs Dignum asked for clarification on paragraph 7.1 on what 'infrastructure, amenities and assets might only exist with the help of tourism'. She also asked what would be done about the duplication of people, time and financial resources. Mr Oates replied that amenities such as the Cathedral, Theatre and Gallery as well as coastal amenities in Selsey and Bracklesham in some cases only exist with the help of tourist spend, and in other cases their maintenance and development are considerably boosted by tourism spend, therefore also benefitting the local population. On the second point, Mr Oates said that the aim was to avoid duplication of resources through creating a cohesive tourism offering, under strong leadership, and focusing on what the customer wants, not just what we want to offer.

Mr Hayes explained shops compensate with additional ramps to make improve the city's disabled. He also commented on the unattractive bus station. Mrs Hotchkiss explained these areas will be covered in work surrounding the vision and future of the city.

Mrs Apel asked for clarification of how destination management would be financed. Mr Oates replied that visitor destination management nationally has been public sector driven but increasingly destinations have encouraged the private sector to take the lead with public sector support. Funding streams are available from Visit England and central government, and there are potential private sector funding streams now being rolled-out in other areas Mrs Hotchkiss added that creating a destination would involve talking to neighbouring authorities.

Mrs Hamilton commented that in her experience Visit Chichester had started creating resources to be built on. Mr Oates replied that Visit Chichester is a voluntary organisation and, with very limited time and financial resources, has worked hard to try and keep the District on the map, but the area needs a much stronger full-time resource, particularly if the aim is to create a year-round visitor economy.

Mrs Graves suggested greater promotion for events such as the Turner Exhibition in Petworth, the Weald and Downland Museum and West Dean Gardens themed weekends.

RECOMMENDED TO CABINET

That Option 4 as set out in section 9.4 of the report be agreed and, in particular, that:

the Council sets out a brief but clear three to five year plan which sets the aspiration, establishes the baseline information and leads the initiative required to bring partners together to develop the visitor economy under one robust and coherent strategy.

245 **Committee Audio/Visual Recording Task and Finish Group Final Report**

Mr Lloyd-Williams introduced the report as Chairman of the Audio/Visual Recording Task and Finish Group. Mr Lloyd-Williams invited Mr Hicks to explain the process. Mr Hicks explained Mrs Dodsworth had provided members with a comprehensive review of three microphone systems. Areas such as price, battery life, number of microphones, configuration, voting capacity and audio recording were analysed. Mr Lloyd-Williams added that audio recording would require a need for greater discipline of introducing each speaker and ensuring their microphone is turned on. Mrs Apel added that portability of microphones to other venues was very important.

Mrs Dodsworth explained three demonstrations had taken place with various members present. A system had been selected with 60 microphones, two control units and two Chair units. The option has the ability to be charged whilst in its case and an automated vote through the integration of member's current ID badges. With additional software audio recordings can be attached to minutes. The aim is to bring the purchase under the £70,000 asset replacement budget whilst still providing the option to explore webcasting at a later date.

Mr Thomas asked the timeframe of the project and training provision. Mrs Dodsworth explained the plan to purchase and install prior to the election with the aim of training new members following election.

Mr Clementson asked why 60 microphones would be purchased. Mrs Dodsworth explained that the microphones are stored in 12's so this was the most appropriate number.

RECOMMENDED TO CABINET

1. That a new microphone system be purchased with the capability of making audio recordings of council meetings.
2. That a one year pilot be approved to audio record and publish Council, Cabinet, Planning and Overview and Scrutiny meetings online.

246 **Overview & Scrutiny Committee 2014/15 Annual Report**

Mr Hayes reinforced the important work of the Overview and Scrutiny Committee over the last four years and thanked Mrs Apel for her contribution as Chair.

Mrs Apel thanked the committee and officers for their hard work.

RESOLVED

1. That the 2014/15 Overview and Scrutiny Committee Annual Report be agreed.
2. That the Chairman be granted delegated powers to sign off the final version of the report prior to presentation to Council.

RECOMMENDED TO COUNCIL

That the 2014/15 Annual Report be noted.

247 Reports circulated to Members prior to the meeting

CIP Health Action Plan – review of progress

Mrs Apel asked if a possible increase in mental health budgets from central government would increase the local government budget. Mrs Thomas explained she was unsure at this stage but the focus was working on prevention and building resilience in children.

Mrs Dignum drew attention to a dementia training day she had attended at Chichester Festival Theatre that had brought together Pallant Gallery, Weald and Downland museum amongst others to look at what can be done to increase access for those with dementia and their carers. Mrs Dignum showed the committee a Dementia Festival leaflet. The Members Bulletin will feature further information on the Dementia Festival.

RESOLVED

That progress against the CIP Health Action Plan be noted.

Think Family Neighbourhoods – Selsey Project Evaluation

Mrs Apel invited Mrs Purnell to comment. Mrs Purnell explained the project had produced SelseyWorks which has helped many residents. The project lost a grant from the Department for Work and Pensions because it was too successful to qualify. Other revenue streams were being explored. Mr McAra asked if the committee could visit the project to see the work. Mrs Purnell suggested after new premises had been sourced.

Mrs Dignum praised the work of Mr Hansford and his team noting the great success in a short period of time. Mrs Graves emphasised how money had been saved by reducing unemployment.

RESOLVED

1. That the findings in the Think Family Neighbourhoods Selsey Project Evaluation report be noted.
2. That the lessons learnt at paragraph 5 be noted and that the continued support for the Think Family Neighbourhood work in the areas identified at paragraph 5.10 be endorsed.

RECOMMENDED TO CABINET

1. That the Council supports the SelseyWorks project in its transition to a sustainable service model and commits to continue the Council's services outreach support.
2. That the Council notes the lessons learnt and endorses continued support for the Think Family Neighbourhood work in the areas identified.

Chichester City Centre Partnership

Mr Oates stated that, as the Council's Economic Development Manager, he was not part of the Business Improvement District (BID) but was working more closely with them and would endeavour to answer any questions, or if necessary, take any further questions back to the BID.

Mr Lloyd-Williams suggested the BID focus on small things people notice such as broken pavements and pedestrianized areas in North Street and the number of charity shops now in the city. Mr Oates explained that pavements and street roads were a West Sussex County Council Highways responsibility. The BID can only influence as it does not own any of these areas. Mr Chaplin asked if CDC could write to the BID regarding the pavements. Mrs Apel suggested getting residents to write to the BID or Highways.

Mr McAra asked for clarification on what the five years worth of money had been spent on. Mr Oates explained that a lot of funding goes into events and Christmas lights. As part of the BID board Mr Cullen explained the difficulties of getting all parties together to take action. He informed the committee that individual maps would soon be available from static map points.

Councillors discussed the complexity the BID experienced in having to deal with several levels of local government and whether some of the actions could be carried out by Chichester City Council as the parish council.

Mrs Apel drew the committee's attention to the BID objectives on page 52 and the BID achievements on page 58.

RESOLVED

1. That the Chichester BID's progress to date against its Business Plan be noted.
2. That the Chairman of the BID be requested to provide a further report to the committee in six months' time.

248 Late Items

There were no late items considered at this meeting.

249 Exclusion of the Press and Public

The press and public were not excluded for any part of the meeting.

The meeting ended at 12.31 pm

CHAIRMAN

Date:

Agenda Item 6

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

2 July 2015

Overview and Scrutiny Committee Work Programme 2015/16

1. Contacts

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Clare Apel - Chairman of the Overview and Scrutiny Committee
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2. Recommendation

The committee is requested to consider and agree its work programme for the following year and to recommend it to Council for noting.

3. Background

- 3.1 Each year the Overview and Scrutiny Committee (OSC) prepares its work programme, identifying the issues it will consider throughout the year.
- 3.2 The council's Constitution states that the OSC must make recommendations on its future work programme to Full Council.

4. Developing the Work Programme

- 4.1 The Business Routeing Panel on 10 March 2015 discussed the Council's 2015/16 work plan and suggested areas where member involvement in issues was required and a number of issues were routed to overview and scrutiny.
- 4.2 The OSC held a workshop on 17 March 2015 to further review the Council's work plan and to consider and suggest further areas for closer involvement. The draft 2015/16 OSC work programme is attached at Appendix 1.
- 4.3 A number of Task and Finish Groups have been suggested in the work programme to carry out reviews over the coming year. These are:
 - Corporate Plan mid-year progress review – Oct 2015
 - Budget review (joint review with members of the Corporate Governance & Audit Committee) – Dec 2015
 - Voluntary Action Arun & Chichester – Nov/Dec 2015
 - Community Safety Partnership review – Jan/Feb 2016
 - Hyde review – June/July 2015 and Jan/Feb 2016
 - Cultural Grants review – Jan/Feb 2016

- 4.5 The work programme may require to be adjusted to accommodate topical issues that may arise during the year.
- 4.6 Members are requested to consider this work programme and to make comments or suggestions as appropriate.

5. **Implications**

Are there any implications for the following?

| | Yes | No |
|--|-----|----|
| Crime & Disorder: | | x |
| Climate Change: | | x |
| Human Rights and Equality Impact: | | x |
| Safeguarding | | x |
| Other (Please specify): eg Biodiversity | | x |

6. **Appendices**

Appendix 1 – Overview & Scrutiny Work Programme 2015/16

OSC WORK PROGRAMME 2015/16 - DRAFT

| Issue | Background | Scrutiny method Corporate Priority? | Officer |
|--|--|---|-------------|
| 2 July 2015 | | | |
| Committee work programme 2015/16 | ➤ To consider and agree the work programme for the current year. | | B Jones |
| Chichester in Partnership - Getting People into Work Strategy – Progress against Action Plan | ➤ OSC April 2014 requested that a further report be brought back in one year's time, at end of three year action plan. ➤ Monitoring role | Monitoring and review Corporate priority | A Loaring |
| Cultural Grants – Task and Finish Group final report | ➤ Review of annual performance 2014/15 in relation to funding given; review of SLAs 2015/16. Monitoring role. ➤ Task and Finish Group to meet April 2015. | Monitoring and review | S Hansford |
| Review of the Internal Lettings Agency (Homefinder) | ➤ OSC Sept 2013 requested further review after three year operation. Review in advance of Cabinet consideration in July. | Monitoring and review | R Dunmall |
| Homelessness Strategy Review | ➤ Deferred from November 2014. Existing Strategy expires 2014. Scheduled for Cabinet July 2015. | Policy review Corporate priority | M Grele |
| The Grange Post Project Evaluation | ➤ Agreed by OSC 18 November to carry out this review in advance of this report going to Cabinet in July 2015 | Monitoring and review | J Hotchkiss |
| Call in of Cabinet decision re Land at Church Road, Chichester | ➤ Cabinet decision 3 on this issue has been called in by J Ransley et al. | Monitoring and review | P Legood |
| 15 September 2015 | | | |
| Local Flood Risk Management Work Plan | ➤ West Sussex Joint Scrutiny TFG to be reconvened to carry out review in July 2015. Mr H Potter representative in previous review. | Monitoring and review | L Rudziak |
| Housing Renewal Strategy | ➤ Consider in advance of Cabinet ➤ Deferred from July 2015 | Policy review | R Dunmall |

| 17 November 2015 | | | |
|---|--|---|------------|
| Housing Strategy review | <ul style="list-style-type: none"> ➤ Review strategy in light of central government's review of Housing supply. | Policy review Corporate priority | L Grange |
| ** Corporate Plan mid-term Review | <ul style="list-style-type: none"> ➤ Task and Finish Group to review October 2015 and report back to OSC Nov 2015 ➤ Agree Terms of Ref at September 2015 meeting | Monitoring and review Corporate priority | J Mildred |
| 12 January 2016 | | | |
| ** Budget review | <ul style="list-style-type: none"> ➤ Task and Finish Group to meet Dec 2015 and report back to Jan 2016 OSC ➤ Agree Terms of Reference at Nov 2015 OSC | Monitoring and review Corporate priority | J Ward |
| ASB Act and Enforcement Policy | <ul style="list-style-type: none"> ➤ Policy to Cabinet December 2014. Review implementation early 2016 ➤ Circulate report outside of meeting for information | Monitoring and review Corporate priority measure on ASB | S Hansford |
| ** Voluntary Action Arun & Chichester | <ul style="list-style-type: none"> ➤ Following OSC review in Sep/Oct 2013 and Cabinet Jan 2014 agreement to the re-commissioning of voluntary and community support services, VCAC agreement was renewed for a period of 2 years until March 2016 (in line with WSCC contract). ➤ A further review of VAAC performance is required (to allow further re-commissioning of this service to commence April 2016. ➤ Terms of Reference to be agreed at Nov 2015 meeting. ➤ TFG to meet Nov/Dec 2015 and report to Jan 2016 OSC. | Monitoring and review Policy review | S Hansford |
| Improving the Health of our Communities and Workforce | <ul style="list-style-type: none"> ➤ Assessing corporate project outcomes and progress against action plan which coordinates corporate resources on three health priorities – staff sickness & health, wellbeing, dementia; may need funding to deliver any shortfall in our priorities | Monitoring and review Corporate priority | E Thomas |
| Think Family Expansion Programme | <ul style="list-style-type: none"> ➤ Include neighbourhood work – Chichester East, Tangmere and Selsey | Monitoring and review Corporate priority | S Hansford |

| | | | |
|---|---|--|------------------------|
| | <ul style="list-style-type: none"> ➤ Evaluate outcomes and consider future key worker post funding options | | |
| Business Improvement District review | <ul style="list-style-type: none"> ➤ Review outcomes from Business Plan. Tie in to review of financial information. | Monitoring and review Corporate priority | J Hotchkiss |
| 15 March 2016 | | | |
| ** Community Safety Partnership review | <ul style="list-style-type: none"> ➤ Statutory annual review of the CSP ➤ Agree Terms of Reference at Jan 2016 meeting. ➤ TFG to meet once Feb 2016 and report to OSC Mar 2016. | Monitoring and review Policy review Corporate priority measures x 3 | S Hansford P Bushby |
| Novium - Business Plan & Commercial Services | <ul style="list-style-type: none"> ➤ Review of Business Plan | Monitoring and review | J Hotchkiss |
| Westgate Leisure Business Plan | <ul style="list-style-type: none"> ➤ Review of Business Plan | Monitoring and review | J Hotchkiss |
| Housing Allocations Scheme Review | <ul style="list-style-type: none"> ➤ Reviewed by OSC June 2013; agreed that rural allocations policy elements of scheme be reviewed by OSC every 3 years i.e. next in 2016. Also any changes of a non-policy nature made to the scheme should be reported to the OSC, but signed off by L Rudziak. | Policy review Corporate priority | R Dunmall/ Ian Owen |
| OSC Annual Report 2015/16 and Work Plan 2016/17 | <ul style="list-style-type: none"> ➤ Produce a 2015/16 annual report along with work programme for 2016/17 | Monitoring and review | B Jones |
| ** Hyde review | <ul style="list-style-type: none"> ➤ Review and analyse outcomes of key performance information and compare against 2015 information detailed in Hyde presentation to Council 10 March 2015. ➤ Agree Terms of Reference at Jan 2016 meeting ➤ TFG to meet Jan/Feb 2016 and report to OSC Mar 2016. | Monitoring and review Public interest | L Rudziak |
| ** Cultural Grants – review | <ul style="list-style-type: none"> ➤ Task and Finish Group to consider SLAs with theatre and gallery in advance of presentation to OSC. ➤ Agree Terms of Reference at Jan 2016 meeting. ➤ TFG to consider Jan/Feb 2016 and present to Mar 2016 OSC. ➤ Theatre and Gallery reps to attend. | Monitoring and review Policy review | S Hansford |

| | | | |
|------------------------|---|--|-------------|
| Careline Business Plan | ➤ Review outcomes | Monitoring and review | S Hansford |
| Tourism Strategy | ➤ Town and City Centre research to be undertaken as a result of Initial Project Proposal Document agreed by Cabinet Jan 15. Project Initiation Document to Cabinet Jul 15 will seek funding for research/ tourism developments and will set out consultation with OSC on the Tourism Strategy at the appropriate point – possibly March 2016. | Policy Development Corporate priority | J Hotchkiss |

**** denotes Task and Finish Group**

FUTURE ISSUES

| | | | |
|------------|--|-----------------------|--------------------------------|
| July 2016 | Chichester Vision – Initial Project Proposal agreed by Cabinet Jan 15. Corporate TFG to be set up post elections with representatives from OSC. Consultation with OSC possibly Jul 16. | Corporate priority | J Hotchkiss |
| Sep 2016 | Multi-agency agreement for management of encampments across West Sussex and provision of a transit site – Post Project Evaluation | Corporate priority | D Shepherd/ J Bacon / R Darton |
| Sept 2016 | Think Family Expansion Neighbourhoods – Tangmere – Progress Report | Corporate priority | S Hansford |
| March 2017 | Educational review ➤ Following the review of education carried out in November 2014, the OSC agreed to undertake a further review of educational attainment in the district in early 2016 when there may be new Government educational policies and performance monitoring targets in place and it is likely that more schools in the Chichester district will have converted to academy status. Now moved to March 2017 to allow an extra year's outturn results to be considered. | Monitoring and review | Steve Hansford |

| | | | |
|----------|---|--|-------------|
| | <ul style="list-style-type: none"> ➤ Agree Terms of Reference at Nov 2016 meeting. ➤ TFG to meet Nov 2016 to March 2017 and report to March 2017. | | |
| Dec 2017 | Development of Barnfield Drive – Post Project Evaluation | | J Hotchkiss |
| Feb 2018 | Enterprise Gateway Development - Plot 12 Terminus Road – Post Project Evaluation | | J Hotchkiss |

Chichester District Council

CABINET

2 June 2015

Land at Church Road, Chichester

1. Contacts

Cabinet Member:

Mrs. Gillian Keegan, Cabinet Member for Commercial Services
Tel 01798 344084 E-mail: gkeegan@chichester.gov.uk

Report Author:

Vicki McKay, Deputy Valuation & Estates Manager
Tel: 01243 534519 E-mail: vmckay@chichester.gov.uk

2. Recommendation

- 2.1. **That Cabinet considers the Council's position as landowner with regards to the level of affordable housing and, as a result of the outcome of that consideration, selects either the company referred to in paragraph 6.3 or the company referred to in paragraph 6.4 below as preferred bidder.**
- 2.2. **That the Head of Commercial Services be authorised to undertake further negotiations with the selected preferred bidder and to conclude a sale of the land.**
- 2.3. **Should the sale to the selected preferred bidder not complete, the Head of Commercial Services be authorised, following consultation with the Executive Director, to conclude a sale to another bidder at a sale price and conditions that reflect the Council's preference in terms of affordable housing percentage, of not less than the figure stated in Appendix 2 (exempt) as the acceptable minimum sale price.**

3. Background

- 3.1. The site, shown at Appendix 1, is located to the south of Westhamptnett Road and north of Chichester Cemetery; the site was included in the approved disposals programme in April 2000 and more specifically the Executive Board on 11 November 2003 agreed the disposal.
- 3.2. On 8 July 2010 outline planning permission was granted for the development of the site with 80 residential units accessed off of a new roundabout to be constructed at the junction of Church Road with Westhamptnett Road. The permission includes 40 market demand houses and 40 affordable units. The requirement for 50% affordable housing was placed as a planning obligation following discussions with Housing officers who expressed a requirement for that particular level.

- 3.3. Prior to marketing the site for sale, there have been a number of matters requiring clarification and resolution in order that those bidding for the site can be assured that the land is without outstanding issues. These matters have taken some length of time to resolve resulting in a delay in bringing the site to the market.
- 3.4. The outline permission expires on 7 July 2015 and is conditional upon reserved matters being approved. An application to extend the planning permission was made in July 2014 and subsequently withdrawn.
- 3.5. At its meeting on 11th February 2015, Cabinet resolved that options (a) resubmit the Extension of Time application to the Planning Committee and (c) Market the site now with the benefit of the remaining life of the outline permission incorporating and (e) Pursue an off the market disposal, as detailed in paragraph 6.1 of that report, be proceeded with.
- 3.6. A further application for an extension of time is being prepared for submission prior to the expiry of the extant permission.
- 3.7. Marketing of the site has taken place with the site being advertised on the Council's website and in the Estates Gazette (Journal and website); the closing date for receipt of offers was Friday 15th May. The marketing details specified that offers could be submitted conditional upon a new planning permission being granted, such planning permission to meet the level of affordable housing as provided for in the current outline planning permission.

4. Outcomes to be achieved

- 4.1. The Council is seeking to achieve the successful disposal of this Council owned land for appropriate development, through the delivery of much needed market and affordable housing or other social and community benefit.
- 4.2. Any capital receipt achieved will replenish the Council's capital budget. It was anticipated this would be a popular opportunity for developers looking for a residential development site and more than 40 sets of marketing details were issued.

5. Bids Received

- 5.1. A schedule of the bids received is attached at Appendix 2 (exempt), including key information on affordable housing and planning; clarification is currently being sought on a number of the bids and an update will be provided at the Cabinet meeting.

6. Points for Consideration and Proposal

- 6.1. Of the bids received, the highest financial offers are conditional on a new planning permission with 30% affordable housing. Cabinet is asked to consider whether a reduction in the level of affordable housing for this site

could be supported, taking into account the difference in offers made on that basis.

- 6.2. Cabinet is further requested to consider the position with regards to planning permission, noting the financial implications of the alternatives.
- 6.3. Should Cabinet consider that a potential reduction in affordable housing on this site could be appropriate together with a new planning application submitted by the purchaser, it is recommended that the Council select the bidder as highlighted as 'Option A' in Appendix 2 (exempt).
- 6.4. Should Cabinet consider that the affordable housing provision on this site should remain at 50%, it is recommended that the Council select the bidder as highlighted as 'Option B' in Appendix 2 (exempt). That offer will require the submission of a new planning application by the bidder.

7. Alternatives that have been considered

- 7.1. Members are invited to comment on the attractiveness or otherwise of the bids received. Cabinet at their meeting on 11 February 2015 were also given the opportunity to pursue different courses of action and these tenders are the result of pursuing their chosen alternative.

8. Resource and legal implications

- 8.1. The impact on the projected capital receipt is set out in Appendix 2 (exempt).
- 8.2. Due to its complexities, the legal work associated with this disposal is being undertaken by an external solicitor, the cost of which will be an allowance against the costs of sale.

9. Consultation

- 9.1. External consultation on the development of the site was facilitated through the planning application process.
- 9.2. Members have been consulted on the general proposals for this area via previous reports to the Executive Board and Cabinet. Planning officers have been consulted as part of the previous planning extension process.
- 9.3. Housing officers have been involved in considering the bids received and note that some of the bids are based on the current planning permission that would deliver 50% as affordable homes, which reflects the high housing need in Chichester City and the council's commitment to the delivery of affordable housing.
- 9.4. It is the opinion of Housing officers that if an offer based on 30% were accepted the full cost of delivering the additional houses elsewhere could be in excess of the additional receipts received, and that those offers

would involve a new planning application being submitted, which will result in considerable delays in the delivery of the housing units.

- 9.5. Using an average of the current commuted sum figures, the cost of providing the additional affordable housing units that would be lost from this scheme if a 30% affordable housing level was agreed is shown at Appendix 2 (exempt).

10. Community impact and corporate risks

- 10.1. None of the bids received are on an unconditional basis, which is not unusual for this type of disposal. There is a general risk that the proposals in paragraph 6 do not result in a completed sale due to changes in market conditions.
- 10.2. There is a specific risk relating to planning permission, firstly in respect of a further extension of time application for the current planning permission which carries a risk of refusal; secondly, a new application made by the selected purchaser also carries the risk of refusal or protracted appeal proceedings that could delay the capital receipt for a lengthy period of time or result in the sale being frustrated and not completing.
- 10.3. Should the Council not submit a further extension of time application and a sale cannot be completed in accordance with the recommendations of this report, it should be noted that the existing planning permission will expire and further marketing of the land would therefore be on the basis of no current planning permission, unless a new application were to be submitted by the Council.

11. Other Implications

| | |
|--|----|
| Crime & Disorder: | No |
| Climate Change: | No |
| Human Rights and Equality Impact: | No |
| Safeguarding: | No |

12. Appendices

- 12.1. Appendix 1 – Location plan.
- 12.2. Appendix 2 – List of Offers received and impact on projected capital receipt (exempt).



OUTLINE APPLICATION FOR RESIDENTIAL DEVELOPMENT
AND ASSOCIATED OFF SITE WORKS
AT
PORTFIELD FOOTBALL GROUND
Church Road, Chichester

3 REDUCTIONS



CABINET – 2 June 2015

NOTIFICATION TO COUNCIL MEMBERS OF THE DECISIONS MADE

The Cabinet made the decisions below at its meeting on 2 June 2015.

Each decision will come into effect at 10:00am on Wednesday 10 June 2015 unless it is called-in under the procedure set out in the Council's Constitution.

Any decisions marked by an asterisk are considered to be urgent and are not subject to the call-in procedure.

| AGENDA ITEM NO | PART 1 ITEMS |
|---------------------------|--|
| 1 | <p>Minutes</p> <p>RESOLVED</p> <p>That the minutes of the special meeting of the Cabinet held on 24 April 2015 be signed as a correct record.</p> |
| 5 | <p>Plot 21 Terminus Road Chichester</p> <p>RESOLVED</p> <p>That the Council be recommended that Option 3 in the Project Initiation Document (PID) be approved as the Plot 21 Terminus Road Redevelopment Project and</p> <ul style="list-style-type: none">(1) That funding of £66,000 is released from Capital Reserves to enable the demolition and planning matters to be progressed immediately(2) That the balance of the estimated total costs set out in section 7 of the PID (Appendix 1) be released subject to a pre-let agreement being in place delivering a minimum return on investment as set out in section 3.8 of the PID. |
| 6 | <p>Land at Church Road, Chichester</p> <p>RESOLVED</p> <ul style="list-style-type: none">(1) That the company referred to in paragraph 6.4 of the report (no. 2 on the |

list of bidders) be selected as the preferred bidder, subject to due diligence.

- (2) That the Head of Commercial Services be authorised to undertake further negotiations with the selected preferred bidder and, following consultation with the Cabinet Member for Commercial Services, to conclude a sale of the land.
- (3) That, should the sale to the selected preferred bidder not complete, the Head of Commercial Services be authorised, following consultation with the Executive Director and with the Cabinet Member for Commercial Services, to conclude a sale to another bidder at an affordable housing percentage of not less than 40% and of not less than the figure stated in Appendix 2 (exempt) as the acceptable minimum sale price.

7

Infrastructure Business Plan: Terms of Reference and Appointment of Joint Member Liaison Group

RESOLVED

- (1) That the Joint Member Liaison Group be established with the Terms of Reference appended to this report.
- (2) That the District Council's appointments to the Joint Member Liaison Group comprise the Leader of the Council, the Cabinet Member for Housing and Planning and Mr Simon Oakley from the Development Plan and Infrastructure Panel.

8

Appointments to Panels, Forums and other Groups 2015-2016

RESOLVED

- (1) That the membership of Panels and Forums for 2015/16 be as follows:-

BOUNDARY REVIEW PANEL (6)

| | |
|-----------------------|------------------------------|
| Mr John Ridd (C)* | Mr Simon Oakley (C) |
| Mr Myles Cullen (C) | Mr Josef Ransley (C) |
| Mr Gordon McAra (IND) | Mr Simon Lloyd- Williams (C) |

DEVELOPMENT PLAN AND INFRASTRUCTURE PANEL (10)

| | |
|-----------------------|-------------------------|
| Mrs Susan Taylor (C)* | Mr Bob Hayes (C) |
| Mr Myles Cullen (C) | Mr Simon Oakley (C) |
| Mr Tony Dignum (C) | Mr Richard Plowman (LD) |
| Mrs Janet Duncton (C) | Mrs Carol Purnell (C) |
| Mr Mark Dunn (C) | Mr Darren Wakeham (C) |

GRANTS AND CONCESSIONS PANEL (8)

| | |
|-------------------------|--------------------------|
| Mrs Eileen Lintill (C)* | Mrs Norma Graves (C) |
| Mrs Clare Apel (LD) | Mrs Denise Knightley (C) |
| Mr Ian Curbishley (C) | Mrs Penny Plant (C) |
| Mr John F Elliott (C) | Mrs Tricia Tull (C) |

JOINT EMPLOYEE CONSULTATIVE PANEL (5)

| | |
|---------------------|---------------------------|
| Mr Bruce Finch (C)* | Mr Josef Ransley (C) |
| Mr Roger Barrow (C) | Mrs Sandra Westacott (LD) |
| Mr Bob Hayes (C) | |

STRATEGIC RISK GROUP (5)

Cabinet representatives

| |
|---------------------------|
| Mr Tony Dignum (C) |
| Mrs Eileen Lintill (C) |
| Mrs Philippa Hardwick (C) |

The Chairman of the Strategic Risk Group to be appointed at its first meeting.
The Cabinet Member for Finance and Governance to have overall responsibility for risk management.

CHICHESTER DISTRICT PARKING FORUM (5)

| | |
|-------------------------|-----------------------|
| Mrs Gillian Keegan (C)* | Mr Nigel Galloway (C) |
| Mr John Connor (C) | Mr Steve Morley (IND) |
| Mr Tony Dignum (C) | |

(2) That the Development Plan Panel be re-constituted as the Development Plan and Infrastructure Panel, with membership and terms of reference as set out in Appendix 2.

(3) That the delegation of powers relating to grants and concessions be transferred from the Cabinet Member for Finance and Governance to the Cabinet Member for Community Services, and that the Cabinet Member for Finance and Governance be empowered to act if the Cabinet Member for Community Services has a prejudicial interest or is otherwise unavailable.

(4) That the IT Advisory Group be discontinued.

RESOLVED

- (1) That representatives be appointed to serve on the external organisations for 2015-2016, as set out in the Appendix to this report.

- (2) That members appointed to these organisations be asked to report by April 2016 on whether there is continued merit in a member being appointed, taking account of the interests of the District Council and/or the ward member.

PHILIP COLEMAN
Member Services Manager

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CHICHESTER DISTRICT COUNCIL

CABINET DECISION - CALL IN REQUEST

| | |
|---|--------------------|
| Cabinet meeting date: | 2 June 2015 |
| Cabinet decision: | Decision on item 6 |
| Date decision comes into effect: | 9 June |

For the call-in to be valid, the request must satisfy all of the following provisions:-

- (i) Be in writing (on paper or e-mail).
- (ii) Specify the relevant decision which is to be the subject of the call-in.
- (iii) Be supported by at least five members of the council excluding members of the Executive.
- (iv) Written confirmation that such Members have **each considered all of following matters** before requesting a call-in of the decision.
- (v) State the reason for the call in of the decision.

| Criteria for call in: | Consideration of criteria and/or reasons for call in |
|--|--|
| (a) Whether the decision is likely to cause distress, harm or significant concern to a local community, or to prejudice individuals within it. | |
| (b) Whether the matter has been subject to consultation or debate with relevant interested parties. | Further debate of all valuations needed to finalise decisions |
| (c) Whether the delay in implementing the decision is likely to cause significant harm to the Council or others. | Consider delay will not cause harm to Council |
| (d) Whether the decision is against an approved policy or budget provision of the Council. | |
| (e) Whether the decision was made against the advice of professional staff. | |
| (f) Whether the decision is contrary to a provision in the Community Strategy or the Performance Plan. | |
| (g) Whether the decision-maker complied with the decision-making principles set out in Article 13 of the Constitution. | |
| (h) Whether the views of the Members requesting the call-in were taken into account in arriving at the original decision. | Cllr Ransley's request for debate of relevant exempt information denied |

| Councillor Name | Political Party | Other e.g. Chair/Vice-Chair, Ward etc. |
|------------------------|------------------------|---|
| Mr J Ransley | Conservative | Wisborough Green |
| Mr M Cullen | Conservative | Bosham |
| Mr A Shaxson | Independent | Harting |
| Mr S Oakley | Conservative | Tangmere |
| Mr J Connor | Conservative | Selsey North |
| Mr R Plowman | Liberal Democrat | Chichester West |
| Mr G Barrett | Conservative | West Wittering |
| | | |

| | |
|---|-------------------------------|
| Date Received: | Tuesday 9 June 2015 at 9.28am |
| Name and Signature of receiving officer: | B Jones |

Request for Call in

CDC Cabinet 2nd June Agenda Item 6 Recommendation 2.3

Decision as published 4th June and effective from 11/06/2015:-

- (3) *That, should the sale to the selected preferred bidder not complete, the Head of Commercial Services be authorised, following consultation with the Executive Director and with the Cabinet Member for Commercial Services, to conclude a sale to another bidder at an affordable housing percentage of not less than 40% and of not less than the figure stated in Appendix 2 (exempt) as the acceptable minimum sale price.*

I am requesting a call in on this decision for the following reasons:-

I am of the opinion that Cabinet did not have all the material information on values before it to enable it to determine its decision. The updated Part II information was only published an hour or two before the meeting, a severe time constraint, limiting officers and Cabinet members and backbenchers the opportunity to prepare, digest and appraise a significant variance to the original published papers.

I asked to speak to Cabinet on the issue, which was permitted by the Leader, but as the nub of the matter related to values that could only be discussed in Part II, which the Leader refused, I was prevented from submitting material matters to Cabinet for their consideration. I attach my note which members should consider as confidential or exempt information like Part II papers and not for publication.

The matters I was not allowed to place before cabinet were:-

- 1/ that the proven Market Value of the site is £2.5m in excess of the 'figure stated in Appendix 2' and that such sum is too significant for the normal delegated officer authority even in consultation with the Folio holder
- 2/ that the likelihood the proposed preferred bidder fails to complete the deal is high given the tardy nature of their bid submission and efforts to clarify omissions and clarifications
- 3/ that the bid analysis paper published Appendix 2, did not account for the value differentials relative to different number of affordable housing units proposed in individual bids. Cabinet therefore did not have a comparable cost analysis upon which to base its decision.
- 4/ that the addition of the 40% figure for affordable housing quota unreasonably restricts or constrains the ability to conclude a sale to another bidder in a fair, competitive and open manner and precludes Bid 1 as an alternative if the preferred bid falls away

5/ that Cabinet demonstrated it behaved in an inconsistent and arbitrary manner by considering varying % numbers of affordable housing units acceptable, in its view, for the site. Namely, 40% and 75% by a) selecting bid 2 in decision (1) and b) inserting 40% in decision (3) and lastly setting aside Council's preferred figure of 30%, evidenced by its inclusion in the new Local Plan.

6/ that there is no time pressure or requirement for Council to seek to conclude a sale of this asset at this time as it has more than adequate capital cash reserves for its needs and therefore Cabinet could have set aside recommendation 2.3, as proposed by myself when addressing Cabinet, to allow it time to consider the wider implications of the issues and undertake appropriate consultation.

I am of the opinion that the decision is likely:-

- a) To be of significant concern to the local community, or to prejudice individuals
- b) To warrant further consultation and debate
- c) Not to occasion any significant harm to Council or others by a delay in implementation
- d) Is contrary to approved Council Policy
- e) Lacked sufficient input from officers, in that circumstance indicates they were not availed reasonable time to prepare requisite documentation and it would have been more appropriate for the matter to have been deferred.
- f) To have been different if the substantive views and information on values of a backbench member had not been prevented being put before Cabinet by the refusal to move to the part II section of the meeting.

**Councillor Josef Ransley
Kirdford & Wisborough Green
Conservative
4th June 2015**

Land at Church Road – Additional Recommendation to Overview & Scrutiny Committee for consideration to submit to Cabinet and Council

Report Author:

Cllr. Josef Ransley (C)

Tel: 01403 820360 E-mail jransley@chichester.gov.uk

Supporters recommendation 1.0:-

Cllrs. S. Oakley (C), J. Conner(C) , M. Cullen (C) , G. Barrett (C), R. Plowman (LD), A. Shaxson (I) , J. Duncton (C)

1. Recommendation

1.0 That Agenda Item 6 - Recommendation 2.3 or Cabinet Decision 3, published on 4th June 2015, is revoked for the reasons stated in the call in request.

2.0 That in the event that the sale to the selected preferred bidder, referenced in Decision 1 and 2 published 4th June 2015, does not complete, Cabinet asks officers to develop proposals on Alternate Options 1, 2 and 3 as set out Appendix 1 (Exempt) for consideration by Cabinet to recommend one or more to Council for determining a preferred option to proceed upon.

2. Introduction

The reasons and background information relating to the call-in of Cabinet decision 3 published 4th June 2015 have been justified in the papers submitted to the committee. The committee is asked to further consider the matters set out below in respect to making an alternative recommendation to Cabinet and Council.

There being a difference between the Council policy of realising maximum monetary site value and the alternative social objective of providing as large a number of affordable residential units on the Church Road site, Council will need to determine that it will prioritise one over the other or seek a combination of both. In doing so Council will need to weigh the benefit of its social objective against accepting a reduced monetary value for its asset and show it has reasonable justification for doing so.

If Council decides the latter is a suitable priority in as much as it wants to ensure a meaningful number of new affordable units in the City for people with a local connection and/or key workers there are further options that, in my view, it needs to consider before it makes its decision.

3. Background - Demand & Supply

Chichester has the sixth highest house costs in the South of England and a low average salary which means key workers and others working in local industry are restrained in securing local housing, Lower quartile house prices (£215,000) are almost 20 times the lower quartile earnings (£10,989). Current local employment levels are primarily reliant jobs in tourism, local government (including health & well being provision) and agriculture all low pay industries.

This is of concern for various reasons but importantly makes delivery of affordable housing vital to the local area's economic success.

Housing demand remains high as the city and adjoining areas also attract a high level of inward migration by retirees and others able to afford the higher housing costs. Given developers generally will build to suit the demand that delivers the maximum profit from any particular site it is therefore not surprising there is more high cost than low cost housing built in the area.

With the historical shortage of housing development sites in the area, is also not surprising that in such a market place developers will be likely to:

- Continue to focus on high value house types
- drip feed completions onto the market to maintain demand for high value house types
- seek to deliver the minimum % of affordable housing
- argue that high land costs undermine their ability to be more flexible on an affordable housing mix*
- negotiate lower land purchase costs and claim high delivery costs to improve margins*

(Note: *Housing development is allowed a minimum 15-20 % profit in regulatory evaluation of financial affordability)

4. Retaining Affordable Housing for local provision

Maintaining a supply of affordable housing in the local area for local people is also constrained by the current policy of delivery and stock management by Housing Associations through a local connection policy that results in new affordable housing only delivering housing for local policy once. Second and subsequent allocations are not constrained to those with a local connection but can be offered to persons coming from a wider area according to the separate policy of the relevant housing association or provider.

The simple way local connection can be prioritised in perpetuity, as I understand it, is by way of covenant being incorporated in the deed of sale of the property or land.

5. Converting Land value into local affordable housing provision with a local connection in perpetuity

Council as a landowner can choose to invest into provision of affordable housing in its area. It can do this by way of cash investment or by investing the equivalent cash value of the land designated for the delivery of the affordable housing element.

As allocated housing sites provide for a mix of market and affordable housing on such land owned by Council it can realise the full cash value for the land designated for the market housing and invest the cash value of the land designated for affordable housing. In this way Council can maximise its cash receipt from the sale of its asset and realise its social ambition to support delivery of affordable housing in the city or elsewhere.

Dependent on how it structures the ownership of the affordable housing it can influence the type, standards and allocation of such housing as well as the rental or shared ownership values and most certainly ensure that such housing is prioritised for those persons with a local connection in perpetuity. The latter has been an ambition of communities in the district for many years. An example of the financials and ownership structure is set out in Example 1, Appendix 1 (Exempt information)

6. Objective

The objectives of recommendation 2.0 are clear in that they seek to:-

- Maximise land value of the site at point of sale as required by regulations
- Provide a social benefit in lieu of cash as allowed for under the regulations
- Retain the freehold of all or part of the last prime residential land it owns in Chichester City (Council retains the freehold of its commercial land which provides revenue and allows it to influence the use of the land
- Assist in the delivery of affordable housing

- Ensure that the allocation of such property prioritises those with local connection in perpetuity
- Provide council with a sustainable option to influence rental and shared ownership sale values of affordable housing to support key workers and others vital to the economic success of the City and wider District

CDC Councillor Josef Ransley
15/06/2015

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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HYDE REVIEW – SCOPING DOCUMENT AND OUTLINE PLAN

| | |
|-------------------------|---|
| Review topic | Hyde – review of service charges |
| TFG members | Mr N Galloway (Chichester South) Mrs P Plant (Bosham) Mr J Ransley (Wisborough Green) Mr A Shaxson (Harting) Henry Potter (Boxgrove) The Chairman is proposed to be Mr A Shaxson. |
| Officer Support | Mr S Hansford, Mrs L Rudziak, Mr R Dunmall and Mrs B Jones |
| Background | <p>The Overview & Scrutiny Committee received a presentation from Hyde Group (Hyde) representatives before a Council meeting on 10 March 2015.</p> <p>Following this meeting a number of concerns were raised by Hyde tenants regarding a significant increase in service charges which had been levied to tenants without consultation.</p> <p>Members of the former Overview & Scrutiny Committee requested a special meeting be set up to carry out a review.</p> |
| Purpose of review | <ul style="list-style-type: none"> • To identify the reasons and understand the justification for the increase in service charges and the processes used by Hyde in assessing and initiating these. • To consider the evidence available from residents and from analysis carried out by officers. • To establish how the Council can assist Hyde in considering its processes and in carrying out more effective consultation with residents. |
| Outcomes to be achieved | <ul style="list-style-type: none"> • Review of the service charge assessment, its implementation and the processes available to mitigate the impact on individual tenants • Clarification from Hyde as to communication and consultation policy with tenants, and future options to address issues raised by tenants. |
| Methodology/ approach | <ol style="list-style-type: none"> 1. Consider analysis of service charge data. 2. Consider evidence of price increases levied to Hyde tenants. 3. Interview Hyde representatives. |
| In scope | Service charge review |
| Excluded from scope | Any other issues which tenants may have with Hyde such as quality of property maintenance. |
| Consultation | Hyde representatives Hyde tenants/residents CDC members CDC Housing Officers |

| | |
|--|--|
| Evidence sources | Data provided by tenants and analysis prepared by Housing officers |
| Site visits | Not required. |
| Review completion date | The Task & Finish Group will finalise its work with a report to the Overview & Scrutiny Committee on 15 September 2015 |
| How does the review link to strategic aims and priorities? | Support our communities |

PROJECT PLAN

The following Project Plan interprets the above action plan into a programme of work.

| | Action | Timescale |
|---|--|----------------|
| 1 | Circulate Terms of Reference to the Overview & Scrutiny Committee by email to seek approval for this task and finish group, agreement of Terms of Reference and select Chairman. | mid June |
| 2 | Carry out research and analysis of examples of service charge increases from residents and comparisons with other providers. Present research to the first meeting of the Task and Finish Group. | End June 2015 |
| 3 | Update to the Overview & Scrutiny Committee on the progress of the task and finish group and endorsement of methodology | 2 July 2015 |
| 4 | Further meeting of the group. Request Hyde Group to attend to answer questions in relation to this evidence and research. | Mid-July 2015 |
| 5 | Final report to the OSC | September 2015 |

Chichester District Council

OVERVIEW & SCRUTINY COMMITTEE

2 July 2015

Review of the Internal Lettings Agency (Homefinder)

1. Contacts

Report Author:

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Tel: 01243 785166 Ext 2334 E-mail: rdunmall@chichester.gov.uk

2. Recommendations

The committee is requested:

- 2.1. To consider the attached report to Cabinet on 7 July 2015, review the performance of the council’s internal lettings agency Homefinder and confirm that Homefinder provides value for money to the council by preventing homelessness at a reasonable cost.
- 2.2. To recommend to Cabinet that the internal lettings agency Homefinder be continued subject to a review in 2020 after it has been running for a further period of 5 years.

3. Background

- 3.1. Homefinder was set up in April 2012 to allow improved access to the private rented sector to reduce and prevent homelessness.
- 3.2. Homefinder was reviewed by Overview and Scrutiny Committee on 5 September 2013 and Cabinet on 8 October 2013 and it was resolved that the internal lettings agency be continued subject to a further review after it had been running for 3 years.
- 3.3. The attached Cabinet Report reviews the performance of Homefinder in its first three years of operation.

4. Outcomes to be achieved

- 4.1. Overview and Scrutiny Committee is asked to consider the review of Homefinder and confirm that it provides value for money by preventing homelessness at a reasonable cost and to recommend to Cabinet that it be continued subject to a further review in five years.

5. Other Implications

| | Yes | No |
|------------------------------|-----|----|
| Crime & Disorder: | | X |
| Climate Change: | | X |

| | | |
|---|---|---|
| Human Rights and Equality Impact: | | X |
| Safeguarding: Homefinder can have a positive impact upon our ability to safeguard children and vulnerable adults because the Homefinder Officer visits a Homefinder Gold tenant in their home at least twice during each 6 month assured shorthold tenancy period. Any safeguarding concerns are reported to the Children’s Access Point or Adult Services Access Point. | X | |

6. Appendices

Appendix 1 - Report to Cabinet on the Review of the Internal Lettings Agency (Homefinder)

Appendix 2 - Review of the Internal Lettings Agency (Homefinder)

Review of the Internal Lettings Agency (Homefinder)

1. Contacts

Report Author:

Rob Dunmall, Housing Operations Manager,
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Cabinet Member:

Susan Taylor, Cabinet Member for Housing and Planning,
Tel: 01243 514034 E-Mail: sttaylor@chichester.gov.uk

2. Recommendation

2.1. That the internal lettings agency (Homefinder) be continued.

3. Background

- 3.1. On 1 November 2011 Cabinet approved the setting up of an internal lettings agency called Homefinder, subject to review after 18 months, and that commuted sums money not exceeding £105,000 over 3 years be used for that purpose.
- 3.2. Homefinder was reviewed by Overview and Scrutiny Committee on 5 September 2013 and Cabinet on 8 October 2013 and it was resolved that the internal lettings agency be continued subject to a further review after it had been running for 3 years and that the unspent £105,000 commuted sums money be transferred to fund the rural enabling officer post on a fixed term contract for up to 3 years.
- 3.3. Homefinder was set up to assist the Council in dealing with the anticipated rise in homelessness arising from the impacts of the welfare reforms and to allow us to discharge the main housing duty owed to homeless applicants by the offer of suitable accommodation in the private rented sector

4. Outcomes to be achieved

- 4.1. An explanation of the Homefinder internal lettings agency scheme and a review of its performance are set out in the appendix to this report.
- 4.2. In total Homefinder placed 177 households in the private rented sector in the 3 years from 1 April 2012, a sector that is becoming increasingly more difficult to access by low income households. For comparison we placed 111 households in the private rented sector in the previous 3 years.

- 4.3. The team is currently managing 38 private rented sector dwellings under the Homefinder Gold scheme and achieved an income of £22,068 in 2014/15
- 4.4. Tenancy sustainment is an important aspect of Homefinder. We assist landlords and tenants to maintain tenancies that are at risk of failing and would otherwise lead to the tenant becoming homeless. From 1 April 2012 Homefinder has successfully sustained 40 tenancies.
- 4.5. The unit cost of preventing homelessness via Homefinder in the first 3 years of operation was £850, which is far lower than the cost of up to £3,150 for placing a homeless household in bed and breakfast accommodation for a period of 10 weeks. Research by Herriot-Watt University in 2007 indicated that the cost of helping someone who is already homeless amounts to £5,300 per case per year.

5. Proposal

- 5.1. It is proposed that Homefinder should be continued because it provides value for money by preventing homeless at a reasonable cost and has a positive impact on the households who are assisted by it preventing them being made homeless.
- 5.2. That Cabinet note the conclusions at page 6 of the appendix.

6. Alternatives that have been considered

- 6.1. There is no realistic economic alternative to Homefinder. A number of alternatives were considered in the original report to Cabinet on 1 November 2011 and none of them were considered to be viable. No new alternatives have emerged since that time.

7. Resource and legal implications

- 7.1. Homefinder is budgeted for in the current financial year at a net cost of £77,200.
- 7.2. Without Homefinder there would be a need to place a higher number of homeless households in temporary accommodation or bed and breakfast which would have a significant adverse impact upon the housing budget.
- 7.3. Ceasing Homefinder may lead to households with children or a pregnant household member remaining in bed and breakfast for longer than the 6 week period permitted by legislation.

8. Consultation

- 8.1. The Overview and Scrutiny Committee considered a draft copy of this report at its meeting on 2 July 2015 and the Chairman will report orally on its recommendations.

9. Community impact and corporate risks

- 9.1. Homefinder has a positive impact upon vulnerable households that are threatened with homelessness. Without the scheme there would be an increase in homelessness, which may result in an increase in rough sleeping or placements into temporary accommodation including bed and breakfast.

10. Other Implications

| | Yes | No |
|---|-----|----|
| Crime & Disorder: | | X |
| Climate Change: | | X |
| Human Rights and Equality Impact: | | X |
| Safeguarding: Homefinder can have a positive impact upon our ability to safeguard children and vulnerable adults because the Homefinder Officer visits a Homefinder Gold tenant in their home at least twice during each 6 month assured shorthold tenancy period. Any safeguarding concerns are reported to the Children's Access Point or Adult Services Access Point. | X | |

11. Appendix

- 11.1. Review of the Internal Lettings Agency (Homefinder)

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12. Background Papers

- 12.1. Cabinet Report dated 1 November 2011 – Improved Access to the Private Rented Sector in the Chichester District.

Review of the Internal Lettings Agency (Homefinder)

Introduction

On 1 November 2011 the Cabinet approved the setting up of an in-house lettings agency, subject to review after 18 months. Commuted sums money not to exceed £105,000 over three years was set aside for the purpose to be used if the level of bad debt exceeded the projected amount.

On 8 October 2013 Cabinet considered a review and resolved that the internal lettings agency be continued subject to a further review after it had been running for three years. Cabinet also resolved that the £105,000 unspent commuted sums money allocated to the Homefinder Scheme be transferred to fund the Rural Enabling Officer post on a fixed term contract for up to three years as detailed in the Affordable Housing Delivery report (minute 483).

The agency was set up to assist the Council in dealing with the issues arising from the Localism Act 2011 and the welfare reforms. It was anticipated that welfare reforms would lead to an increase in homelessness because homes in the private rented sector would become unaffordable for some households. The initiative would also allow the Council to discharge its homelessness duty into the private rented sector in an attempt to break the link between homelessness and access to social housing.

The proposal was to manage dwellings on behalf of private landlords and to let to them to homeless households or those threatened with homelessness at the Local Housing Allowance Rate. The scheme was based on the model used in successful established schemes elsewhere, such as Exeter and South Hams.

The internal lettings agency commenced on 1 April 2012 and was called Homefinder. The various participation levels and benefits are set out in table 1 below.

Table 1: Homefinder benefits

| | Service Provided | Cost |
|-------------------|---|---|
| Homefinder Bronze | One month's rent in advance and a deposit bond. | Free |
| Homefinder Silver | As Bronze plus tenant find service, accompanied viewings, referencing, drawing up of tenancy agreements and free energy performance certificate | £150 |
| Homefinder Gold | As Silver plus full management service and rent guarantee whilst property is occupied. | 8% of rental income plus £150 for each new tenancy. |

The outcomes to be achieved were as follows:

1. An increase in the supply of private rented dwellings sufficient to meet both the current demand, as well as the additional properties that will be required to enable us to discharge our homelessness duty into the private rented sector.
2. Outcomes to be measure by comparing the current level of access to the private rented sector with the levels of access achieved via this initiative. Tenancy sustainment (the length of time a tenant remains in the property as a tenant) will also be measured.

It is accepted that outcome 1 was rather ambitious as the scheme was unlikely to meet the demand in full.

Outcomes

The number of dwellings being managed by the Homefinder initiative is set out in Table 2 below. The number under full management is lower than the number projected in the Cabinet Report dated 1 November 2011.

Table 2: Number of dwelling under full management

| | Number of dwellings under full management (Homefinder Gold) at year end. | |
|--------|--|--------|
| | Projected | Actual |
| Year 1 | 27 | 22 |
| Year 2 | 54 | 34 |
| Year 3 | 81 | 38 |

It has been difficult to attract landlords to join the scheme and let their properties at the Local Housing Allowance rate because the rental market in the district is buoyant and consequently landlords can let properties at substantially higher rents. Many households have been unable to buy homes due to the cost of housing in the district and the need to provide a substantial deposit. Consequently the demand for private sector rented dwellings has continued to increase.

Officers have conducted advertising campaigns in the local press, extolled the virtues of the service at three landlord forums and have written to all known landlords explaining the benefits of the service in order to attract more landlords to join the initiative at Homefinder Gold level.

The managed portfolio ranges from studio flats in Selsey to a three bedroom house in Chichester. The majority of the dwellings are in the Selsey area where the rent tends to be lower than the rest of the district but Homefinder does manage homes in Hambrook, Fernhurst and Tangmere.

Landlords appear to be satisfied with the service provided because only three properties have been withdrawn from the Homefinder Gold scheme. Two were withdrawn because the owners wished to sell the dwellings and the third because the unusual layout of the property made it difficult to let to households with young children and we were unable to find a suitable tenant.

Table 3, below, identifies the number of households that have been placed in the private rented sector since the initiative commenced along with the number of tenancies provided via the previous scheme known as the Private Sector Housing Access Scheme.

Table 3: Households Housed per Year via Homefinder or the Private Sector Housing Access Scheme

| | Private Sector Housing Access Scheme | | | | Homefinder | | |
|---------------|--------------------------------------|------|------|------|------------|---------|---------|
| | 2008 | 2009 | 2010 | 2011 | 2012/13 | 2013/14 | 2014/15 |
| Number Housed | 32 | 36 | 38 | 37 | 77 | 61 | 39 |

The data demonstrates that during the first two years of operation Homefinder significantly increased the number of households placed in the private rented sector and by that measure alone the initiative must be considered to be making substantial progress.

However, in the third year the number of placements reduced for a number of reasons, mentioned below. Landlords have been increasingly reluctant to let to tenants in receipt of Housing Benefit because they are concerned that when Universal Credit is implemented they will no longer be able to receive direct payment of Housing Benefit.

The Local Housing Allowance Rate was changed from 1 April 2011 from the 50th percentile of the market rent to the 30th percentile of the market rent. This meant that from that date it became increasingly difficult to access properties at a rent affordable to low income households.

The other issue is that to an extent we have become a victim of our success because there has been very little tenant movement in the homes we manage through the Homefinder Gold scheme or that are accessed via the Homefinder Bronze scheme. Tenants and landlords appreciate the fact that the team can be relied upon to deal with issues that arise relating to the tenancies and this encourages stability. This is demonstrated by the fact that we have only created 44 tenancies in the Homefinder Gold properties in the three years that the scheme has been running.

Tenants are assured that the property they rent via the scheme is free from hazards that can affect their health and safety because all of the properties are inspected by a member of the Environmental Health to ensure that they meet the minimum housing standard before they are accepted as suitable for inclusion. This is an important factor because dwellings in the private rented sector are more likely to have a category 1 housing health and safety hazard than other types of housing. The housing stock modelling project 2015 identified that 19% of private rented sector properties have a category 1 hazard for excess cold.

Tenancy Sustainment Outcomes

Tenancy sustainment work is carried to assist tenants, of properties that are not included in the Homefinder scheme, in order to prevent them becoming homelessness. The Homefinder Officer has successfully sustained 40 tenancies that without his intervention would have led to the tenant being evicted. In almost every case the tenant was in rent arrears and eviction would have led to the tenant becoming potentially intentionally homeless and this would have had a devastating impact upon the tenant’s family.

An example of a sustainment case was a household with five children who had rent arrears in excess of £6,000. The Homefinder Officer negotiated with the landlord and

tenant and they agreed to a repayment plan of £120 per month to pay off the arrears, which allowed the tenant to retain the tenancy.

Income and Costs

The projected income from management fees has proved to be optimistic and was based on the agency taking on three new gold level properties a month for the first three years with a drop-out rate of 25% per annum. The fee income is set out in Table 4 below:

Table 4: Homefinder Fee Income

| | 2012/13 | 2013/14 | 2014/15 |
|---|---------|---------|---------|
| Projected Fee Income | £18,504 | £36,648 | £50,256 |
| Actual Fee Income | £6,359 | £15,459 | £22,068 |
| Actual Income as a Percentage of the Projected Income | 34.4% | 42.2% | 43.9% |

The report to Cabinet in November 2011 projected the cost of the scheme based on marginal costs with no account taken of staff costs. The Homefinder Manager costs were in the base budget and the Homefinder Officer was on a three year temporary contract funded by the homelessness prevention grant. It was envisaged that from year four onwards the income generated by Homefinder would be used as base budget growth to fund the Homefinder Officer post but this has not been achieved.

Savings made elsewhere have allowed the Housing Service to fund the Homefinder Officer post from the base budget so any future surplus income is available for re-investment or as a saving towards the budget deficit.

The cost of running the Homefinder Scheme from 1 April 2012 to 31 March 2015 is set out in Table 5 below.

Table 5: Cost of the Homefinder Initiative

| | 2012/13 | 2013/14 | 2014/15 | Total |
|---------------------------|---------|---------|---------|---------|
| Net Cost of Service in £s | -775 | 72,349 | 52,825 | 124,399 |

The costs for 2012/13 are lower than projected because there was an allowance of £20,000 made for bad debt, very little of which was used.

The budget for 2012/13 did not include any provision for staff cost because, as mentioned above, both members of staff working on the initiative were funded from other areas within the Housing Services budget. For 2013/14 onwards staff costs have been allocated to reflect the overall cost of the service, there have been commensurate savings in other areas within the Housing Service.

Value for Money

In order to consider the value for money that Homefinder has provided in the first three years operation it is appropriate to add the staff costs for year one into the equation. If

staff costs of £60,080 (taken from the 2013/14 closing balance) was added to the net cost of running Homefinder during 2012/13 (-£775) it would provide an overall cost of £59,305 for 2012/13 and a three year cost of £184,479.

Homefinder has housed 177 households threatened with homelessness from 1 April 2012 to 31 March 2015 and sustained an additional 40 tenancies. The unit cost for each of these homelessness preventions was thus £850 (£184,479 divided by 217). For comparison the average cost of placing a household in bed and breakfast accommodation for 10 weeks is £3,150. Whilst these costs could be met by Housing Benefit many households in such accommodation fail to complete or claim form or fail to provide sufficient evidence for the claim to be processed.

If we had not prevented homelessness in the 217 cases there could have been significant impacts upon not only our budgets, but partners such as the Police, West Sussex County Council, Stonepillow and the National Health Service. It is likely that a number of applicants housed via the Homefinder scheme would have become street homeless. Some street homeless people have a tendency to engage in criminal activity and often have drug and or alcohol issues. These behaviours impact upon the local Police force, mental health services, community services and Stonepillow. They also have an adverse impact upon the community in general and make the city centre less attractive to residents and visitors.

Research carried out in 2007 by Herriot-Watt University indicated that preventing homelessness can save money when compared to the cost of helping someone who is already homeless. It was estimated that the cost to the public purse of providing temporary accommodation and re-housing afterwards amount to £5,300 per case per year.

The Future

Homefinder is an integral part of the Council's work to prevent homelessness and in its absence we would have to deal with a significantly higher number of homeless applications. This would lead to our temporary accommodation at Westward House being at full capacity and would result in the Council having to utilise expensive bed and breakfast accommodation.

Homefinder should strengthen its links with landlords and local lettings agents in order to increase the supply of private rented sector dwellings at the Local Housing Allowance Rate. To that end we are running a joint landlords forum with the National Landlords Association so that we can promote the scheme.

It also should be considered whether it may be advantageous to offer a full management service at no charge to the landlord in order to entice landlords to provide accommodation at an affordable rent. At the present time landlords are expected to provide accommodation at the Local Housing Allowance Rate and then pay a management fee of 8% plus VAT. This means that their income will be considerably less than if they let it at a market rent through a commercial letting agency. Officers will explore this option when undertaking a review of the Council's Housing Strategy.

Conclusions

Whilst the Homefinder scheme has not achieved level of income that was projected it has met the key objective of the initiative to improve access to the private rented sector for households who are homeless or threatened with homelessness.

The evidence demonstrates that Homefinder has increased the number of properties that the Council has been able to access in the private rented sector at the Local Housing Allowance rate. This is particularly impressive given that the local private rented sector market is very buoyant with a high level of demand with commensurate high rental levels.

The Homefinder scheme has reduced the burden on the Housing Options Team, which is experiencing an increasing demand for housing advice as a result of the welfare reforms and the demand is likely to continue to increase when Universal Credit is fully implemented and benefit expenditure is reduced.

Homefinder provides excellent value for money at net cost of £850 per homelessness case prevented. In the absence of Homefinder the Council's costs in discharging its duties to the 217 applicants assisted through the scheme the costs would have far exceeded the cost of running Homefinder.

Tenants obtaining a home through the scheme have the security of knowing that the home meets the minimum housing standards and will be free from hazards that could impact upon their health and safety.

Lastly, Homefinder has a positive impact upon vulnerable households that are threatened with homelessness. Without the scheme there would be an increase in homelessness, which may result in an increase in rough sleeping or placements into temporary accommodation including bed and breakfast.

Agenda Item 10

Chichester District Council

OVERVIEW & SCRUTINY COMMITTEE

2 July 2015

Draft Homelessness Strategy 2015-2020

1. Contacts

Report Author:

Marie Grêlé, Housing Options Manager,

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2. Recommendations

The committee is requested:

- 2.1. To consider the attached report to Cabinet on 7 July 2015 and make any observations and comments on the draft Homelessness Strategy.
- 2.2. To recommend to Cabinet that the draft Homelessness Strategy be approved for consultation.

3. Background

- 3.1. The Homelessness Act 2002 requires all local housing authorities to have a homelessness strategy and to review and renew the strategy every five years.
- 3.2. The purpose of such a strategy is to set out the local authority's plans for the prevention of homelessness and for ensuring that sufficient accommodation and support is available for people who become homeless or who are at risk of becoming so.
- 3.3. The attached report to Cabinet on 7 July 2015 sets out the draft Homelessness Strategy 2015-20.

4. Outcomes to be achieved

- 4.1. That the Overview and Scrutiny Committee considers the draft Homelessness Strategy 2015-2020 and makes any observations and comments on the said strategy and recommends to Cabinet that the draft Homelessness Strategy be approved for consultation.

5. Other Implications

| | Yes | No |
|---|-----|----|
| Crime & Disorder: : If rough sleeping can be reduced then there is a possibility that crime could be reduced since rough sleeping is sometimes associated with criminal activity | X | |
| Climate Change: | | X |

| | | |
|---|---|--|
| <p>Human Rights and Equality Impact: The new strategy is not significantly different to the previous strategy, however, it should be noted that when considering all homeless applications the applicants' human rights and protected characteristics have to be taken fully into account.</p> | X | |
| <p>Safeguarding: The nature of homelessness means that the client group is likely to have a member of the household who is a vulnerable adult or child and hence an effective strategy can reduce the risk to adults and children who are homeless or threatened with homelessness.</p> | X | |

6. Appendices

Appendix 1 – Cabinet Report – Draft Homelessness Strategy 2015-2020
Appendix 2 – Draft Homelessness Strategy 2015-2020

7. Background Papers

Homelessness Prevention Strategy 2009-2014
Homelessness Review 2015

Chichester District Council

CABINET

7 July 2015

Draft Homelessness Strategy 2015-2020

1. Contacts

Report Author:

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Cabinet Member:

Susan Taylor, Cabinet Member for Housing and Planning,

Tel: 01243 514034 E-mail: sttaylor@chichester.gov.uk

2. Recommendation

- 2.1. That the draft Homelessness Strategy 2015-2020 for Chichester District be approved for consultation.
- 2.2. That authority be delegated to the Head of Housing and Environment Services (following consultation with the Cabinet member for Housing and Planning) to consider the representations arising from the consultation exercise and, provided the representations do not request significant amendments, to approve adoption (with minor amendments if considered appropriate) of the Strategy.

3. Background

- 3.1. The Homelessness Act 2002 requires all local housing authorities to have a homelessness strategy and to review and renew the strategy every five years.
- 3.2. The purpose of such a strategy is to set out the local authority's plans for the prevention of homelessness and for ensuring that sufficient accommodation and support is available for people who become homeless or who are at risk of becoming so.

4. Outcomes to be achieved

- 4.1. The outcome to be achieved is to have a homelessness strategy that ensures that the Council can prevent homelessness in the next five years and to assist and support people when we are unable to prevent them from becoming homeless.
- 4.2. The draft Homelessness Strategy 2015-2020, which forms the appendix to this report, re-affirms the five key objectives developed in the Homelessness Prevention Strategy 2009-2014 and sets out action plans to reduce homelessness based on the outcomes of the homelessness review that has

recently been completed. It also seeks to minimise the risks arising from the Government's stated intention to further reduce expenditure on welfare benefits and to extend the right to buy to housing association tenants.

5. Proposal

- 5.1. To carry out a consultation exercise on the proposed Homelessness Strategy 2015-2020.
- 5.2. Should the consultation, detailed in paragraph 8.2 below, result in inconsequential changes to the document then authorisation is sought by officers to adopt the Strategy without returning to Cabinet. However, should the consultation exercise require key changes to the draft strategy the amended strategy will then be brought to Cabinet in October 2015.

6. Alternatives that have been considered

- 6.1. There are no alternatives to the action outlined in this report as there is a statutory requirement for all housing authorities to have a homelessness strategy.

7. Resource and legal implications

- 7.1. The draft Homelessness Strategy 2015-2020 has been developed so that the action plan can be delivered within existing resources. The Housing and Environment Service will take every opportunity to bid for additional Government funding, if and when it becomes available, in order to further enhance the service it provides to prevent homelessness either alone or with partners.
- 7.2. If a Homelessness Strategy 2015-2020 is not adopted the Council's homelessness decisions would be open to challenge because it is necessary to have regard to the strategy when determining homeless applications.

8. Consultation

- 8.1. The Overview and Scrutiny Committee considered the Homelessness Strategy 2015-2020 at its meeting on 2 July 2015 and the Chairman will report the outcome of its consideration orally to Cabinet.
- 8.2. We will consult widely with our partners, including West Sussex County Council, Registered Providers of Social Housing and third sector organisations that assist with the delivery of our homelessness services. The consultation period will commence on 8th July 2015 and finish on 19th August 2015.

9. Community impact and corporate risks

- 9.1. The strategy is likely to have a positive impact on our community since it will focus on homelessness prevention and a reduction in rough sleeping.
- 9.2. The corporate risk in not adopting a strategy has been identified in that the Council's homeless application decisions would be open to challenge.

10. Other Implications

| | Yes | No |
|--|-----|----|
| Crime & Disorder: If rough sleeping can be reduced then there is a possibility that crime could be reduced since rough sleeping is sometimes associated with criminal activity | X | |
| Climate Change: | | X |
| Human Rights and Equality Impact: The new strategy is not significantly different to the previous strategy, however, it should be noted that when considering all homeless applications the applicants' human rights and protected characteristics have to be taken fully into account. | X | |
| Safeguarding: The nature of homelessness means that the client group is likely to have a member of the household who is a vulnerable adult or child and hence an effective strategy can reduce the risk to adults and children who are homeless or threatened with homelessness. | X | |

11. Appendices

11.1. Draft Chichester District Council Homelessness Strategy 2015-2020

12. Background Papers

12.1. Homelessness Prevention Strategy 2009-14.

12.2. Homelessness Review 2015.



DRAFT – Chichester District Council Homelessness Strategy 2015 – 2020

Introduction

Chichester District Council's Homelessness Strategy 2015-2020 sets out the Council's priorities over the next five years. The conclusions and recommendations produced from the Homelessness Review are used to formulate the objectives for the Council over the next five years. Officers review the housing advice and homeless services every year to ensure that resources are deployed most effectively to the most vulnerable, in an effort to prevent homelessness and assist any resident, in need, at the point of homelessness.

The Homelessness Strategy 2009 – 2014 set five key objectives:

- 1) Develop the tools to increase choice for customers and to prevent homelessness.
- 2) Assist households to resolve their housing issues.
- 3) Implement a policy framework that prioritises homelessness prevention.
- 4) Review the provision of temporary accommodation.
- 5) Ensure that appropriate support is available for vulnerable groups.

The Council remains committed to these core objectives, this strategy seeks to develop, deliver and work upon the successes of the last five years. The Review evidences the vulnerable client groups and where the gaps in service are.

Since the last strategy the sector has seen unprecedented welfare and housing reforms through the Welfare Reform Act 2012 and Localism Act 2011, which have had a significant impact on people in housing need and their ability to access and sustain suitable housing. Accordingly, the number of people eligible for homelessness services has increased and the statutory definitions of 'homeless' and 'priority need' have widened which in turn offers a statutory service to a greater number of homeless people.

The delivery of services has developed and changed dramatically to prevent homelessness and meet the needs of the changing customer base. The only consistent factor over the last five years has been with frontline staff. The Council has been fortunate to have a committed and loyal team who strive to deliver a high standard of advice and assistance.

Conclusions and recommendations from the Homelessness Review 2015

Residents of the District who seek the assistance from both voluntary and statutory services experience episodes of homelessness for a variety of reasons. The Review conclusions reflect causes of homelessness to be entrenched not only in the District but replicated across West Sussex.

The Review identifies that over a quarter of homelessness in 2009 through to 2014 is attributed to:

- households being required to leave accommodation that was held under licence from a relative or friend usually until they can secure their own home, or;
- the termination of private rented accommodation.

The shortage of affordable accommodation in either the social or private sector combined with high property prices has reduced the ability of residents to resolve their housing circumstances before they reach crisis. In addition, the change in the economic climate, significant welfare reforms and an overall shortage of available and good quality accommodation has made it increasingly difficult to prevent homelessness, rendering the applicant reliant on the Council to assist them to secure a housing solution.

Housing Benefit claimants were vulnerable to and at an increased risk of homelessness due to the introduction of the Benefit Cap and the Spare Room Subsidy withdrawal. A joint assertive intervention programme with the Housing Benefit team proved beneficial in reducing the number of claimants affected, getting claimants into work and rehousing claimants before their current home became unaffordable. The continuation of this approach to managing the anticipated changes in benefit entitlement is imperative to prevent homelessness.

Whilst the presentation of rough sleepers to the Local Authority has increased since 2009 the majority do not approach the Council for assistance. The intelligence the Rough Sleepers Panel establish on a monthly basis enables the group to identify the needs of the individuals and devise a planned approach to assisting them off the streets whether that be via a statutory or voluntary route.

The prevalence of rough sleeping in the district is a significant concern, the district has both a transient and entrenched group of rough sleepers that a single resource or solution will not resolve. The Council is committed to end rough sleeping in the district and will actively participate and work in partnership with internal and external agencies to achieve this ultimate aim.

Those most at risk of becoming homeless is equally split between those with dependent children and those without. Those with dependent children will always receive emergency accommodation at the point of homelessness because there is a statutory duty obligating the Council to do so. Those who are most vulnerable to rough sleeping or sofa surfing are single homeless people with over 45% being under 40.

The Council is committed to delivering a range of practical options to assist anyone who is homeless or threatened with homelessness whether the provision is a statutory or otherwise. In order to deliver a range of solutions the Council acknowledges the need to work in partnership with other services and agencies to achieve the common aim.

Social housing offers tenants security of tenure, lower than market rent levels and good quality housing. The district currently has approximately 7,700 socially rented homes. In 2014 the Homemove scheme let a total of 486 properties which housed 18% of the applicants registered on Homemove. The housing register is a long term solution to residents housing need and so in the short term the Council and its residents are reliant on alternative options, predominantly, the private rented sector.

Securing accommodation in the private sector is less attractive to residents in housing need given the lack of security and its location; with the majority of affordable private rented accommodation being situated in the very south of the district approximately 10 miles from the city centre.

The Government's plan to extend the right to buy to housing association tenants is likely to see social housing stock reduce, even when taking account of future development plans.

With fewer resources the Council needs to concentrate its efforts on maximising the access to, and availability of, affordable accommodation in the private rented sector. The Council demonstrated that it is committed to this priority in 2012 when it invested resources into the internal social letting agency 'Homefinder.'

The plan below details how the Council intends to tackle all these identified issues by taking action on each of the five key objectives.

Action plan

| | Objective | Action | Lead |
|---|--|---|--|
| 1 | Develop the tools to increase choice for customers and to prevent homelessness. | | |
| a | Continue to develop a wider range of prevention options that meet the needs of individual customers. | Minimise the impact of welfare reform by formulating interventions for the decrease in the Benefit Cap | Housing Options Manager Housing Benefit Manager Registered Providers |
| | | Minimise impact by formulating interventions in the event that the Spare Room Subsidy withdrawal is increased. | Housing Options Manager Housing Benefit Manager Registered Providers |
| | | Continue joint working with Registered Providers to manage under occupation with customer events and other activities. | Housing Options Manager Registered Providers |
| | | Deploy assertive outreach interventions to engage with residents threatened with homelessness but not approaching services for advice and assistance. | Housing Options Manager |

| | | | |
|---|--|--|---|
| | | Minimise impact by formulating interventions for claimants affected by Universal Credit. | Housing Options Manager Housing Benefit Manager Registered Providers |
| | | Organise interventions for homeowners at risk of homelessness in the event that the interest rates rise and mortgages become unaffordable | Housing Options Manager |
| | | Develop the internal letting agency Homefinder to increase access to the private rented sector. | Homemove Manager |
| b | Maximising the effective use of existing stock and work with our Registered Provider partners to increase the provision of new affordable homes. | Facilitate good working relationships and manage consistency with the application of the Allocation Scheme with all Registered Providers through the Registered Providers Forum. | Homemove Manager Registered Providers |
| | | The Housing Strategy 2013-2018 identifies the Council's housing delivery plan and priorities. Utilise the outcomes from the Strategic Housing Market Assessment to influence developers to ensure that the supply of new affordable homes meets the needs of local people. | Housing Enabling Manager Housing Options Manager Housing Operations Manager |
| c | Maximising the potential of the private rented sector through the Homefinder scheme and Access PRS. | Ensure that the benefits of the Homefinder scheme are competitive with high street agents | Homemove Manager |
| | | Formulate interventions for the introduction to Universal Credit | Homemove Manager |
| | | Make effective use of the Council's Tenancy Sustainment Officer. | Homemove Manager |

| | | | |
|---|---|---|--|
| | | Utilise Discretionary Housing Payments (DHP) where possible. | Housing Options Manager |
| | | Work with Southdown Housing Association to further develop the AccessPRS scheme and provide office accommodation for its officers. | Housing Options Manager Southdown Housing Association |
| d | Ensure the housing needs of young people and care leavers are met. | Continue to work in partnership with WSCC to retain the Youth Prevention Team service that manages the homelessness of 16 and 17 year olds. | WSCC Managers Housing Options Manager |
| e | Develop a protocol for working with care leavers to prevent homelessness. | Actively contribute to the countywide Customers Bouncing Back (CBB) group. | Housing Options Manager |
| f | Ensure that ex-offenders have access to housing advice prior to, and on, release. | Regularly attend and contribute to Multi-Agency Public Protection Arrangement meetings (MAPPA). Maintain working relationships with The National Probation Service's Housing Co-ordinator. | Housing Options Manager Housing Options Manager |

| | Objective | Action | Lead |
|---|---|--|-------------------------|
| 2 | Assist households to resolve their housing issues. | | |
| a | Reduce rough sleeping to as close to zero as possible. | Adopt a No Second Night Out Model. | Housing Options Manager |
| | | Participate in Sussex-wide Sussex Homeless Outreach Connections and Engagement (SHORE) initiative. | Housing Options Manager |
| | | Attend MAPPA and Integrated Offender Meetings. | Housing Options Manager |

| | | | |
|---|---|---|---|
| | | Carry out annual rough sleeper estimates and/or counts. | Housing Options Manager |
| | | Continue to manage the Rough Sleepers Panel. | Housing Options Manger |
| | | Manage the hospital discharge protocol. | Housing Options Manager |
| b | Sustain tenancies and prevent homelessness. | Maintain housing support services including MyKey, Richmond Fellowship, Stonepillow and Think Family. | MyKey and Richmond Fellowship, Stonepillow Team Manager WSCC and CDC Community Interventions Manager |
| | | Make effective use of the Council's Tenancy Sustainment Officer. | Homemove Manager |
| c | Make effective use of existing social housing within the district of Chichester, including supported housing. | Review Allocations Scheme as appropriate. | Homemove Manager |

| | Objective | Action | Lead |
|---|---|---|------------------|
| 3 | Implement a policy framework that prioritises homelessness prevention. | | |
| a | Ensure the Allocations Scheme is fair and lawful. | Update the Allocations Scheme to accommodate changes in priorities and legislation. | Homemove Manager |

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|---|---|--|--|
| b | Ensure that the right supply of homes meets the needs of local people. | Utilise the evidence from Strategic Housing Market Assessment to influence the planning process and developers to provide a sufficient number of new homes with a mix to meet the needs of local people. | Housing Enabling Manager Housing Operations Manager |
| c | Ensure that homelessness and housing advice services continue to meet the needs of those in housing need. | Continue to review annually the homelessness and housing advice services. | Housing Options Manager |

| | Objective | Action | Lead |
|---|---|--|----------------------------|
| 4 | Review the provision of temporary accommodation. | | |
| a | Prioritise void accommodation to applicants under s.192 Housing Act 1996. | Develop a temporary accommodation service with support for single homeless applicants using void temporary accommodation stock. | Housing Options Manager |
| | | Develop a temporary accommodation service with intensive support for rough sleepers using void temporary accommodation stock. | Housing Options Manager |
| b | Ensure the use of temporary accommodation is financially efficient. | Offer the use of void and unrequired temporary accommodation stock to other West Sussex Local Authorities, voluntary agencies and/or West Sussex County Council. | Housing Operations Manager |
| | | Review financial management and budgeting processes, including a review of the rent structure. | Housing Operations Manager |
| c | Make effective use of the temporary accommodation resources. | Undertake a review of the use of 1 Westward House. | Housing Options Manager |
| d | Minimise the number of households in temporary accommodation. | Deliver a pro-active support service to households in temporary accommodation to continue addressing their housing needs. | Homemove Manager |

| | Objective | Action | Lead |
|---|--|---|---|
| 5 | Ensure that appropriate support is available for vulnerable groups. | | |
| a | Continue working with partner agencies. | Actively contribute to the SHORE sub-groups that consider funding applications for single homeless people services. | Housing Options Manager |
| | | Assist West Sussex County Council with the delivery of the Housing Related Support Programme. | Housing Operations Manager Housing Options Manager |
| | | Maintain good working relationships with Think Family, Southdown, Stonepillow and the Richmond Fellowship who provide support service to vulnerable groups. | Housing Options Manager |
| b | Ensure that housing knowledge is shared with existing partners to up-skill support services. | Offer and deliver training and/or presentation opportunities to partner agencies. | Housing Options Manager |
| c | Ensure that households fleeing violence are offered appropriate support services and advice. | Maintain good working relationships with WORTH Service and the National Centre for Domestic Violence. | Housing Options Manager |

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

2 July 2015

Post Project Evaluation – The Grange Community and Leisure Centre

1. Contacts

Report Author:

Jane Hotchkiss, Head of Commercial Services

Tel: 01243 534790 E-mail: jhotchkiss@chichester.gov.uk

2. Recommendation

- 2.1. To receive the post project evaluation (PPE) report (Appendix 1) for the Grange Community and Leisure Centre, to agree the actions and review plan in sections 7 and 8 of the PPE report and to recommend any further actions to Cabinet if required.**

3. Background

- 3.1. The construction of the Grange Community and Leisure Centre started on 3 September 2012 and the doors opened to the community on 3 March 2014. The completion of the final part of the construction of the additional car parking spaces and the demolition of the old Grange was completed on the 17 July 2014. The officers are currently managing the defect process associated with the capital project and the disposal of the remaining land.
- 3.2. The centre has also had its first full operational year. This report evaluates the project against the key performance indicators approved for the project. Estimated revenue budgets were based on 800 direct debit memberships.
- 3.3. Further construction work is being planned at the centre for the development of a Police Community Hub, which has recently received planning permission. However, this work does not form part of the review under the PPE process.
- 3.4. The PPE report (Appendix 1) gives a summary of the purpose of the document, project description and objectives followed by further actions and a review plan.

4. Outcomes to be achieved

- 4.1. The PPE report outlines the outcomes to be achieved in section 3, the measure applied to the outcome and the achievement to date. The key performance indicators for this project were the delivery of a new community and leisure centre, within a capital budget provision, an estimated revenue cost for the operational of the centre, the disposal of the land, partnership delivery, and an increase in activity levels and customer satisfaction.

- 4.2. Section 6 of the report reviews the project management process and how key partners and stakeholders were involved, whilst sections 7 and 8 detail any further or ongoing actions and propose a review plan.

5. Proposal

- 5.1. The further actions (section 7), confirm the importance of Programme Boards to assess the priority of large projects to ensure that they are adequately resourced at critical times within a project plan and to ensure the flexibility of resources.

- 5.2. Additional actions include:

- Monitoring and reviewing service costs to ensure there is adequate budget and that the service is managed efficiently.
- To conclude the disposal of the surplus land at the Grange.
- To complete the defects programme and manage the retention budget.
- To review the future delivery of the operational management of the centre as part of the leisure procurement project. A report on the recommendations of the procurement process is planned to go to a Full Council briefing and Cabinet in December 2015.

6. Resource and legal implications

- 6.1. No additional resources are required, subject to any recommendations from Overview and Scrutiny Committee (OSC) 2 July 2015 being considered by Cabinet.

7. Consultation

- 7.1. For the PPE report consultation was undertaken with the design team, contractors, officer working group, staff employed at the centre and users of the facility. The report has also been presented to OSC on the 2 July 2015 and their comments will be reported orally to Cabinet.

8. Community impact and corporate risks

- 8.1. Community impact has been covered in the PPE report. Appendix 2 contains a case study and some of the feedback received from the community. No further risks have been identified as part of the evaluation process.

9. Other Implications

| | | |
|--|--|------|
| Crime & Disorder: | | None |
| Climate Change | | None |
| Human Rights and Equality Impact: | | None |
| Safeguarding: | | None |

10. Appendices

- 10.1. Appendix one - Post Project Evaluation report.
 10.2. Appendix two – Case study and feedback.
 10.3. Appendix three – marketing initiatives

11. Background Papers

- 11.1. None.

Project Documentation

**POST PROJECT EVALUATION DOCUMENT
(PPE)**

Grange Community and Leisure Centre

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| | |
|---------------------|--------------------------------------|
| Release: | Final – for consideration by Cabinet |
| Date: | 8th June 2015 |
| Author: | Jane Hotchkiss |
| Approved by: | Paul E. Over |

Note: the completion of this document is only required for medium and large projects as defined by the project type matrix. The final version should be saved in a sub folder on the x drive under project management / project documentation.

Consideration by the Corporate Improvement Team

This document must be passed to the Corporate Improvement Team before it is approved by the Senior Responsible Owner (SRO). The Team will use the space below to record key information that needs to be considered by the SRO or by SLT or members. Please allow one week for the Team to fulfil this support role and incorporate this time into the approval process

| Date | Reviewing Officer | Comments for Consideration |
|---------|-------------------|--|
| 17/6/15 | Joe Mildred | Detailed comments on draft passed back to the service. General comment on project management methodology - as the project was initiated before the council developed its PRINCE 2 based methodology guidance in 2005/6, a full PID and overarching project plan was not produced. The approach taken within this PPE reviewing the project's original key KPIs contained in the outcomes, measures and achievements section of this report is sensible. |

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Approvals

This document requires the following approvals:

| Name of person, group or committee |
|---|
| Overview and Scrutiny Committee – 2 July 2015 |
| Cabinet – 7 July 2015 |
| |

Distribution

A final copy of the approved document will be distributed to:

| Name | Job Title |
|---------------------|---|
| Jane Hotchkiss | Head of Commercial services |
| Tim Radcliffe | HR Manager |
| Jane Dodsworth | Head of Business Support |
| Daniel Bramley | IT project Manager |
| Sarah Parker | PR Manager |
| Sarah Peyman | Sport and Leisure Development Manager |
| Stuart Mills | Westgate Operational Manager – Bourne |
| Mike Boyce | Westgate Operational Manager – Midhurst |
| Helen Belenger | Accountancy Services Manager |
| Katie Tucker | Technical and Systems Accountancy |
| Peter Legood | Estate Services Manger |
| Cllr Gillian Keegan | Portfolio Holder |
| | |

1. PURPOSE OF DOCUMENT

1.1 This document provides a review of how the Grange Community and Leisure Centre project performed against the original outcomes set out in the Project Initiation Document (PID). Please note this project was agreed before the PID process was introduced and therefore the project will be reviewed against key KPIs contained in the outcomes, measures and achievements section of this report.

It allows lessons learned to be passed on to other projects and ensures that provisions have been made to address all open issues and risks alongside follow on actions and recommendations where appropriate.

It also provides the opportunity to assess any expected outcomes that have already been achieved and/or provide a review plan for those outcomes yet to be realised.

2. ORIGINAL PROJECT DESCRIPTION

- 2.1 The construction of a Community and Leisure Centre to replace the existing Leisure centre at the Grange in Midhurst.
- 2.2 To work with the existing community trust (The Grange Community Association) to transfer the land, transfer the staff and to deliver a new facility, to replace the old failing facility.
- 2.3 To work in partnership with WSCC to develop a Library, Registrar and community meeting room facilities.
- 2.4 To demolish the public toilets and provide new within the centre.
- 2.5 To increase the car parking capacity of the Grange car park by 60 spaces in accordance with the car parking strategy.
- 2.6 To close the area office in North Street and combine the front of house service with the community leisure centre.
- 2.7 To disposal of the surplus land to generate an income to the Council.

3. PROJECT OBJECTIVES

3.1 Outputs

To provide:

- Six court sport hall (to Sport England standard)
- Small Hall
- Meeting and activity rooms
- Squash courts
- Fitness studio
- Dance studio
- Café/bar and external area
- Library, registrar and meeting room (in partnership with WSCC)
- Treatment rooms

- Changing facilities
- Toilet facilities
- Area office service
- To increase the car parking capacity by 60 spaces

3.2 Outcome and measures

| | Outcome | Measure | Achievement |
|---|---|---|---|
| 1 | The provision of a new community and leisure centre | <p>Capital costs</p> <p>Overall Capital cost of the project.</p> <p>Agreed budget Phase two £8,182,769 (Cabinet 13 March 2012 including phase one costs)</p> <p>Revised budget £8,367,309 (Cabinet 14th October 2014 including phase one costs)</p> <p>Increase due to additional costs to the car park at the Academy site, CCTV relocation totalling £15,000 and legal fees associated with the trust and valuation fees £21,800 not covered in the original project estimates. Plus the prolongation fees claimed by the design team £76,000 and construction cost due to extension of time claim due to the service connections and issues regarding the roof structure £86,000</p> <p>Partnership funding</p> | <p>Total spend phase one £110,800 (Aborted project due to WSCC deciding not to go ahead with the day care centre , WSCC contributed £26,200 costs towards the feasibility work)</p> <p>Total predicted costs including phase one costs £8,393,046 this is off set by the partnership funding, grant and section 106 contributions.</p> <p>Income from disposal reported to Cabinet on 3rd September 2013 part two item.</p> <p>CDC currently holding £105,354 retention linked to the successful completion of defects.</p> |

| | | <p>WSSC - £805,000 (fixed contribution and agreed share from disposal for phase two) WSSC - £26,200 (for abortive costs associated with the feasibility work) Monument Trust £496,600 Section 106 £17,105</p> <p>Total partnership and section 106 £1,344,905.</p> <p>Budget cost to CDC £7,022,404</p> <p>Police Community Hub is treated as a separated project.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|--|--|---|--|--------------------|--|---|-----------|---------|---|----------|--------|---|---------------------------------|---------|---|--|--|---|--|--------------------|--|---|-----------|---------|---|----------|--------|---|---------------------------------|---------|
| 2 | <p>The operation of a new Community and leisure centre</p> | <p>Revenue Costs</p> <p>Performance of facility against estimated additional revenue costs required. Support costs have been included in licences and service agreements where these are real costs. (growth). Other current support costs are not included as this is not a growth item for the Council.</p> <p>Budget February 2013</p> <table border="1" data-bbox="465 1157 1153 1382"> <thead> <tr> <th></th> <th></th> <th>£</th> </tr> </thead> <tbody> <tr> <td></td> <td>Expenditure</td> <td></td> </tr> <tr> <td>1</td> <td>Employees</td> <td>403,382</td> </tr> <tr> <td>2</td> <td>Premises</td> <td>68,965</td> </tr> <tr> <td>3</td> <td>Transport supplies and services</td> <td>135,428</td> </tr> </tbody> </table> | | | £ | | Expenditure | | 1 | Employees | 403,382 | 2 | Premises | 68,965 | 3 | Transport supplies and services | 135,428 | <p>First Full financial year 2014/2015 – Please see table below.</p> <p>Support costs have been included in licences and service agreements where these are real costs. (growth).</p> <p>Other support costs are not shown in order to compare with the estimated budget in February 2013.</p> <table border="1" data-bbox="1198 1157 1863 1382"> <thead> <tr> <th></th> <th></th> <th>£</th> </tr> </thead> <tbody> <tr> <td></td> <td>Expenditure</td> <td></td> </tr> <tr> <td>1</td> <td>Employees</td> <td>396,225</td> </tr> <tr> <td>2</td> <td>Premises</td> <td>79,017</td> </tr> <tr> <td>3</td> <td>Transport supplies and services</td> <td>128,554</td> </tr> </tbody> </table> | | | £ | | Expenditure | | 1 | Employees | 396,225 | 2 | Premises | 79,017 | 3 | Transport supplies and services | 128,554 |
| | | £ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Expenditure | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Employees | 403,382 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Premises | 68,965 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Transport supplies and services | 135,428 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | £ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Expenditure | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Employees | 396,225 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Premises | 79,017 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Transport supplies and services | 128,554 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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|----|--|---------|----|---|---------|
| 4 | Contract Services costs, licences | 16,750 | 4 | Contract Services costs, licences | 4,212 |
| 5 | Service agreements/insurance recharge | 22,545 | 5 | Service agreements/insurance recharge | 1,320 |
| 6 | R&M | 20,100 | 6 | R&M | 4,557 |
| 7 | NNDR | 66,300 | 7 | NNDR | 123,335 |
| 8 | Asset renewal including major equipment | 46,800 | 8 | Asset renewal including major equipment | 46,800 |
| 9 | Total Service Expenditure | 780,270 | 9 | Total Service Expenditure | 784,020 |
| 10 | Income | 668,486 | 10 | Income | 574,119 |
| 11 | Total Service Cost | 111,784 | 11 | Total Service Cost | 209,901 |
| 12 | Estimated savings from area office | 77,300 | 12 | *Savings from area office | 65,200 |
| 13 | Estimated additional income from car parks | 9,720 | 13 | Additional income from car parks | 390 |
| 14 | Savings from public conveniences | 19,800 | 14 | Savings from public conveniences | 19,800 |
| 15 | Additional revenue cost to CDC | 4,964 | 15 | Additional revenue cost to CDC | 124,511 |

*Savings from area office £44,700 from the closure plus additional rental income of £20,500. Seeking a further £11,000 for the first floor.

The total cost of the service including the support costs (£42,215) direct management costs and pensions adjustment (£20,020), management supplies and services (£10,514) the depreciation costs (£138,336) is

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| | | | <p>£374,186.</p> <p>Please note the £46,800 indicated in the table above is not funded out of the revenue account</p> <p>However as support services were not increased as part of this project, the costs of the support services is now distributed across this service area which has resulted in support costs being lower for the existing CDC services.</p> <p>Operational Performance</p> <p>The budget for 2015/16 was based on a model of 800 direct debit memberships in accordance with the original budget model presented to cabinet in February 2013. The expenditure budget has been well managed with the employee, premises, and supply and services budget all under the estimated budget. However the NNDR valuation came in significantly higher than the estimated cost based on the cost for the Bourne Community and Leisure Centre. The valuation office viewed the facility as a more commercial facility due to the catering provision.</p> <p>Direct Debit membership income:</p> <p>The income was £8,800 under the operational budget. At the beginning of the year the DD membership figure was 453 and at the end of March this had risen to 744. Currently the membership to the end of May is 807.</p> |
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| | | | <p>Dryside Activities, £13,500 under budget This income stream consists of health suite, individual games (eg: badminton), team games and classes. The health suite is well used at the Grange however this is predominantly by direct debit members who have use of the area via their membership. Income from non-members has been a lot lower than expected. Promotions are continuing to increase this area's use with BOGOF vouchers being distributed around Midhurst, external advertising and other promotions such as the café cake promo (cake and a soak). This is hoped to boost the health suite's income. Team games are currently below budget due to events. With a strong event calendar, the centre is unable to offer regular and consistent bookings to the sports hall for team game use. Events are being planned which are organised (eg: a 5 a side football tournament) by the centre to encourage team games bookings at times the sports hall is regularly available.</p> <p>Misc Activities & Events, £13,100 under budget – The home and Garden event, which was budgeted, unfortunately did not take place in the 2014-15 financial year. Coupled with this, the Grange found that the events towards the beginning of the year were not as well attended as those towards the end. For example the monthly market stalls in the early months were around 40 and we are now getting around 65. In this coming financial year new events have been added including a toy fairs.</p> |
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| | | | <p>Sundry debtors, £9,000 under budget – Unfortunately a couple of the clubs that were present at the old Grange site left within the first few months (Garden club and Lions) free facilities became available to them.</p> <p>Catering, £8,570 under budget – The catering service now offers a comprehensive food, snack and drinks menu throughout the day. This is a large cultural and operational shift from what was offered previously. New ways of working including strict stock control, new products, staff rotas and increased volume are now implemented however challenges around these were faced towards the beginning of the financial year. These challenges have largely been overcome with better financial performance from the catering function in the latter half of the year.</p> <p>Sponsorship, £4,000 under budget – No sponsorship income was achieved in the first year.</p> <p>Membership, £2,500 under budget – This is the sports (pay and play) membership income. The centre has noticed a large increase in direct debit membership take up and so has unfortunately experienced a reduction in the ‘casual’ membership use. The centre is still advertised widely and engages in self-publicity (social media, newsletter mail outs etc) so it is hoped this membership income will increase for the 2015-16</p> |
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| | | | <p>financial year.</p> <p>The income target the facility was revised down for the 2014/2015 year when detailed budgets were produced by £35,000</p> |
| 3 | The disposal of the surplus land. | Capital receipt to the council | <p>The development site was marketed in Summer 2013 and Kimberley Developments, working with Waitrose, were selected as developer by Cabinet on 3 September 2013. Contracts were exchanged in January 2015. The contract is conditional upon planning permission being granted for a new food store. Discussions continue with Kimberley to move the disposal forward.</p> |
| 4 | Partnership working to deliver a community hub | Partnership delivery of community facilities and shared operational costs of common areas. | <p>Library</p> <p>WSCC are very pleased with the performance of the library. The facility can now be open from early morning through to the evening seven days a week.</p> <p>The number of issues has increased significantly with 47,861 issues in 2013/14 increasing to 73,445 in 2014/15 an increase of 53.5%</p> <p>The total number of visitors to Midhurst library for April 2014 to March 2015 was 109,315 (previous years the library at Knockhundred Row did not have a people counter)</p> <p>Registrar</p> |

| | | | |
|---|---|---|--|
| | | | <p>240 people have visited the Registrar’s office on Tuesday and Friday mornings.</p> <p>Area Office</p> <p>The Area Office function relocated into the new facility is now helping between 10 and 15 people per day.</p> |
| 5 | Increase in activity levels and customer satisfaction | <p>Number of direct debit memberships linked to the business plan.</p> <p>Number of clubs and organisations</p> <p>Number of events</p> | <p>The target within the original business plan was to achieve 800 DD members. This is over three times the previous DD membership at the Grange.</p> <p>The current figure May 2015 is 793 members. As at 10th June a further 14 members have signed up bringing the total to 807.</p> <p>The target has been revised up to 850 DD members for 2015/16.</p> <p>28 clubs and organisations currently use the centre. The therapy rooms have been let to Beauty Therapy and an Osteopath. Rother Valley together uses the facility three times a week with a lunch provided to the customers.</p> <p>40 community events are planned for this year ranging from Antique Fairs, Monthly Markets, Holistic Fairs and Modellers Exhibitions. Three weddings have been hosted and a number of private event hire.</p> <p>During the first year :</p> |

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| | | <p>Customer survey results</p> | <ul style="list-style-type: none"> • More than 126,000 people have enjoyed gym classes. • More than 140,000 people have come through the doors. • More than 1,315 hours of badminton have been played. • Tiny Tots play sessions have been enjoyed by more than 2,290 children. • A total of 23,360 cups of coffee have been enjoyed in the café - Americano is the most popular by far! • Clients on the Wellbeing Weight loss Workshops have shed 355 lbs between them (which is just over 25 stone or 161 kgs). • More than 17,700 people have attended special events at The Grange including antiques fairs and indoor markets. <p>List of marketing activities that have taken place are shown in appendix four</p> <p>Westgate Customer Survey across the three sites found: High levels of customer satisfaction have been achieved at The Grange by telephone, email response and in person. Over three quarters of respondents that visited the Grange, (81.1%) feel the facilities meet their needs. <u>Reception</u> – Highest satisfaction levels with the Grange, 97.6% <u>Class Instructors</u> – Highest satisfaction levels with the Grange, 77.5%</p> |
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| | | | <p>General satisfaction levels of overall cleanliness are high with 92.9% satisfaction at the Grange.</p> <p>Appendix two Contains a case study regarding customer feedback and a number of comments received by users of the new facility.</p> |
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3.4 Dis-benefits

None

4. PROJECT COSTS

See above

5. PROJECT PLAN – Construction

| Project Stage | Scheduled Completion Date | Actual Completion Date | Comments |
|--|---------------------------|------------------------|--|
| Enabling works and temporary car park | 28.10.2012 | 16.11.2012 | Start on site September 2012. Delays due to ground conditions additional drainage requirements specification for perforated pipes and attenuation tanks |
| Construction of the new Community and Leisure Centre | 9.12.2013 | 26.02.2014 | <p>Work started on the 19th of November 2012. Delays due to:</p> <ul style="list-style-type: none"> • The services install (The country experienced bad storms which lead to the services dealing with emergency situations and caused delay to the construction.) • Delays to the roof construction, high level upstands and |

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|------------|------------|------------|---|
| | | | <p>redesign of the parapet.</p> <p>There was consensus that the design of these elements needed to be revised and that the duration for the completion of these elements effected the progression of the works. (As reported to Cabinet 14 October 2014)</p> <p>The service took four days to equip and clean. The Centre was opened to the community on the 3rd March 2014.</p> |
| Demolition | 29.06.2014 | 17.07.2014 | Started on site 27.2.14 |
| Car Park | 29.06.2014 | 17.07.2014 | Started on site 27.2.14. A minimum of a 99 car parking spaces where made available to the public at all times during the construction of the building and car park. A large additional parking area was provided during the construction period at the Rother College at weekends and holidays |
| Defects | 17.07.2015 | | |

6. PROJECT MANAGEMENT PROCESS

- 6.1 The project management plan for the new centre, car park and disposal involved a number of external partners and key stakeholders.
- 6.2 In order to keep all external and internal support services involved a number of project groups were established which fed into a core group. The core group then met with the Cabinet Member and Midhurst Members for regular updates.

The lead officer also reported to cabinet on a regular basis to inform of any budget or time issues and updated the internal covalent project monitoring process to ensure that the SLT was fully informed.

The core group consisted of:

Jane Hotchkiss -Project Sponsor

Ruth Wells – Project coordinator (left part way through the project)

Sarah Peyman – Sport and Leisure Development Officer

Stuart Mills – Westgate Leisure Bourne Operational Manager

Kevin McCoy – Westgate Leisure Manager

- 6.3 A main officer group was established which had representation from HR, PR, IT, Car Parking, Area Office, Finance, Legal and Estate services. Sub groups were established at different times of the project to drive key stages. The sub groups reported back to the main group to ensure everyone was kept informed of any issues and progress.
- 6.4 A working group was established with WSCC and again the representation on this changed depending on the stage of the project. The representation included WSCC Project Officer, Head of Library Services, Head of Registrar Services, Quantity Surveyor, Midhurst Library and Registrar staff, Estate services Manager.
- 6.5 A liaison group with the Cabinet Holder as the Chair was established to deal with the complex partnership arrangements with the existing Grange Trustees. These meetings were held monthly in accordance with the development agreement. Three representatives from the Trust attended the meetings and they communicated with the Board of Trustees and the centre Manger. The Grange Trust agreed to take on the management of the day care facilities from WSCC, to keep the centre open until the new facility was opened with funding from WSCC.
- 6.6 Regular meetings were also held with the Town Council and the Academy to ensure they were informed of progress and any issues associated with the car park numbers and any planned events within the Town. The officers also met with Rother Valley Together Trust to ensure that the requirements of the group where met in the new facility. The Chair of the Trust also assisted in the application to the Monument Trust which we were successful in securing £496,600 grant funding towards the project.
- 6.7 The construction was a traditional construction method and a full design team was appointed by the Council which included Architect, Mechanical and Electrical Engineer, Structural Engineer, Quantity Surveyor, CDM coordinator, landscape Architect, BREEAM advisor, and Ecologist.
- 6.8 An external project manager was appointed from RLF Brighton to coordinate the design team and perform the role of Contract Administrator. The Lead Officer (Project Sponsor) for the Council, the Project Officer and the Sport and Leisure Development Manager attended the monthly design team and contractor meetings. Additional design team meetings were held at key stages. The design and contractor meetings were also attended by WSCC officers and there Quantity surveyor in accordance with the development agreement.

- 6.9 All of the above groups had formal agendas, minutes, actions, project programmes and risk registers.
- 6.10 Ad hoc meetings/consultations were set up with the existing staff at the Grange facility in order to comply with the TUPE regulations and to keep staff fully informed. 70% of the staff for the new facility were existing staff at the Grange. A consultation event was held with existing clubs and organisations followed by one to one meetings with all the clubs with concerns over the relocation, times and prices. All of the clubs and organisations transferred over to the new facility
- 6.11 As this was a large project with a number of key stakeholders it was important that actions and responsibilities were recorded. The stakeholders had to be assessed in terms of the available resources available to work directly with the group or to liaise as a larger group. The Local media and the community were also very interested in the project and a communication plan was produced by PR. Large notice boards were displayed on site and local school children attended a number of events such as meet the builder and picnic with the team. The school children also displayed their posters about the new facility on the site hoarding. Newsletters were produced and distributed around the local community and in the schools.
- 6.12 The project management process worked well with key actions and communications coming back through the project sponsor to ensure that the Local Members, the Cabinet Holder and SLT could be kept informed of the progress or any issues and to ensure that the overall project programme, budget and associated risks be assessed.
- 6.13 The working relationship with the external project manager was excellent however due to maternity leave we lost the key contact during the last stages of the project which didn't help with the final contract administration work and defects as another project manager took over the process but did not have the history of the project.
- 6.14 Within the design team due to the duration of the project and also the economic climate at the time, the structural engineering company merged with the mechanical and electrical company, followed by a restructure which resulted in losing our electrical advisor and original mechanical advisor. The replacements took a period of time to get to know the project and we also had difficulty in securing a representation to attend some of the meetings which caused additional work for the project manager and delays to information being produced.
- 6.15 The project also lost the original Architect assigned to the project from HNW however, after a period of time the Director led the project from HNW which brought the project back in line and was beneficial in the last few months.
- 6.14 Due to the duration and scale of the project, internal support was required from a number of support services. The level of support was different from the respective service areas at different times. Due to the number of corporate projects being delivered at the time this meant that a number of services were stretched to cover resources required. Officers spoke of being overworked and not being able to give the required time to the project.

With the recent creation of the Programme Boards any peaks in resource demand can be addressed to ensure that priority projects have the resources at the required time.

7. FURTHER ACTION

- 7.1 Ongoing - To review the number of projects across the Programme Boards to assess the priority of these projects to ensure that they are adequately resourced at critical times.
- 7.2 The operational costs of the service are monitored and reviewed to ensure there is adequate budget and that the service is managed efficiently.
- 7.3 To progress the disposal of the surplus land at the Grange.
- 7.4 To complete the defects programme and manage the retention budget.

8. REVIEW PLAN

- 8.1 To continue to monitor and drive the disposal of the surplus land in order to deliver a capital receipt for the Council.
- 8.2 To review the future delivery of the operational management of the centre as part of the leisure procurement project. A report of the procurement process is planned to go to a full Council and Cabinet for decision in December 2015.
- 8.3 To complete the defect process by July 2015.

Case study: Jill Quilter

Thousands of people have been enjoying the new Grange Community and Leisure Centre since it opened in Midhurst last March. Among its regular users is Jill Quilter, 61, who uses the gym several times a week. After an operation on both knees, she has benefitted from a programme called Active for Health with expert help from The Grange's personal trainers.

"I have always been very active and fit over the years doing lots of different forms of exercise including squash, running, tennis, Pilates, gym and swimming, but because of problems with my knees was unable to do many of the previous things I enjoyed and had to adapt my exercise regime," explains Jill. "Following my knee operation I have been left with no cartilage in my left knee and very little in the right knee. I didn't want to cause further damage to my knees so I wanted specialised guidance on exercises to help me with this condition. I also wanted to know what sort of equipment I might be able to use, as I was no longer able to use the treadmills and cross trainers."

Keen to get back to doing some regular exercise, Jill had a chat with Mike Boyce, manager at The Grange who suggested she try the Activity for Health scheme. This is a special programme, whereby participants need to have received a referral from a doctor. It includes specific advice from a personal trainer with experience in providing remedial exercise programmes.

Jill attended five sessions with personal trainer Heidi Dunster and still continues to receive advice from Harvey Ransom another personal trainer at The Grange. She says the programme has helped turn her life around since the operations.

"Heidi was brilliant and gave me a whole range of exercises using some equipment I had not used before, including a Bosu ball and Total Body Resistance Exercise (TRX) straps. The Bosu is basically a big ball cut in half. You stand on it and balance yourself, then do your exercises, but it forces you to use all your muscles and strengthens your core. The TRX straps are fixed to the wall and you have to use your own body weight to exercise with them, so it's not putting pressure on my knees.

"With this equipment we focussed on building muscle around my knees to improve my mobility. I found Heidi extremely professional and knowledgeable and she's been an enormous help to me. Those sessions have now ended, but Harvey has also been an incredible help to me and I carry out my exercise programme two or three times a week. This has resulted in a great improvement in my mobility, balance and strength."

As well as the gym, Jill also nips into the library and enjoys a drink in the café every so often.

"I use The Grange for other things, but the gym is the main reason," she says. "The Grange is a wonderful facility and has given me the opportunity to use a range of equipment that has not been available in Midhurst before. Staff always greet you with a smile and are so helpful. It's a lovely space, staff are very dedicated to

keeping it clean and nice for everyone and they are always there if you have any questions”.

Customer Feedback

Sue Tanner

“I absolutely love the new centre. I’m in here nearly every day either at the gym or one of the classes. The centre has been a breath of fresh air to Midhurst.”

Susie Bush

“It’s wonderful and I love all the classes, especially the indoor cycling and aerobics. There’s a new class timetable now with even more class variety. We are so lucky in Midhurst!”

Shirley Wicker

I started coming to the lunch club last winter, and it gets me out and about away from the house. I meet lovely people and I’ve made so many friends here. I come three times a week and the staff are very nice and helpful, they make you so welcome here and you feel part of the community. It’s a more modern building but that’s a good thing and there’s a real mixture of people. Sometimes I don’t have time for breakfast in the morning so buy it at the café when I get to The Grange before the club starts.”

Customer Complaints.

A number of complaints have been received about the speed of the service at the café. The café serves Costa coffee and is made with a Costa proud to serve machine which takes time. In order to mitigate this when there is a large function on or a special event additional filter coffee is made and served.

There have also been complaints about the customer service from the cafe additional training is being provided and Recreational staff have been asked to help when the café is busy.

The yoga class have complained that the air conditioning in the dance studio is too cold an additional heater battery is to be installed to raise the temperature.

Appendix four Marketing Initiatives

- Information in parish newsletters;
- Advertising and editorial in the Midhurst & Petworth Observer;
- Advertising and editorial in The Midhurst Local;
- Advertising on Spirit FM north transmitter covering the Midhurst area;
- Leaflet drops to schools and local housing estates;
- Attending local events including the Midhurst Christmas Party and Madhurst;
- Letters were set to all customers holding car park permits to offer them a free trial;
- Social Media;
- Website;
- E-Newsletter;
- Banners;
- Posters, leaflets etc.; and
- Information in Initiatives.
- Health Suite Promotional Campaign on Facebook;
- School Holiday Activity advertising;
- Promotion of the Class Timetable with a voucher to try a class in the Observer;
- Bolt on campaign for customers to refer friends and family members;
- Leaflet drop to schools in the area to promote junior activities and parties;
- A Direct Debit Membership offer;
- A half price court hire offer to attract more casual bookings; and
- On-going promotional activities around the events at the Grange.

Chichester District Council

CABINET

7 July 2015

Post Project Evaluation – The Grange Community and Leisure Centre

1. Contacts

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Cabinet Member:

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2. Recommendation

- 2.1. To receive the post project evaluation (PPE) report (Appendix 1) for the Grange Community and Leisure Centre, to agree the actions and review plan in sections 7 and 8 of the PPE report.

3. Background

- 3.1. The construction of the Grange Community and Leisure Centre started on 3 September 2012 and the doors opened to the community on 3 March 2014. The completion of the final part of the construction of the additional car parking spaces and the demolition of the old Grange was completed on the 17 July 2014. The officers are currently managing the defect process associated with the capital project and the disposal of the remaining land.
- 3.2. The centre has also had its first full operational year. This report evaluates the project against the key performance indicators approved for the project. Estimated revenue budgets were based on 800 direct debit memberships.
- 3.3. Further construction work is being planned at the centre for the development of a Police Community Hub, which has recently received planning permission. However, this work does not form part of the review under the PPE process.
- 3.4. The PPE report (Appendix 1) gives a summary of the purpose of the document, project description and objectives followed by further actions and a review plan.

4. Outcomes to be achieved

- 4.1. The PPE report outlines the outcomes to be achieved in section 3, the measure applied to the outcome and the achievement to date. The key performance indicators for this project were the delivery of a new community and leisure centre, within a capital budget provision, an estimated revenue cost for the operational of the centre, the disposal of the land, partnership delivery, and an increase in activity levels and customer satisfaction.

4.2. Section 6 of the report reviews the project management process and how key partners and stakeholders were involved, whilst sections 7 and 8 detail any further or ongoing actions and propose a review plan.

5. Proposal

5.1. The further actions (section 7), confirms the importance of Programme Boards to assess the priority of large projects to ensure that they are adequately resourced at critical times within a project plan and to ensure the flexibility of resources.

5.2. Additional actions include:

- Monitoring and reviewing service costs to ensure there is adequate budget and that the service is managed efficiently.
- To conclude the disposal of the surplus land at the Grange.
- To complete the defects programme and manage the retention budget.
- To review the future delivery of the operational management of the centre as part of the leisure procurement project. A report on the recommendations of the procurement process is planned to go to a Full Council briefing and Cabinet in December 2015.

6. Resource and legal implications

6.1. No additional resources are required, subject to any recommendations from Overview and Scrutiny Committee (OSC) 2 July 2015 being considered by Cabinet.

7. Consultation

7.1. For the PPE report consultation was undertaken with the design team, contractors, officer working group, staff employed at the centre and users of the facility. The report has also been presented to OSC on the 2 July 2015 and their comments will be reported orally to Cabinet.

8. Community impact and corporate risks

8.1. Community impact has been covered in the PPE report. Appendix 2 contains a case study and some of the feedback received from the community. No further risks have been identified as part of the evaluation process.

9. Other Implications

| | | |
|--|--|------|
| Crime & Disorder: | | None |
| Climate Change | | None |
| Human Rights and Equality Impact: | | None |
| Safeguarding: | | None |

10. Appendices

10.1. Appendix one - Post Project Evaluation report.

- 10.2. Appendix two – Case study and feedback.
- 10.3. Appendix three – marketing initiatives

11. Background Papers

- 11.1. None.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

2 July 2015

Cultural Grants - Task and Finish Group report

1. Contacts

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Steve Hansford – Head of Community Services
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2. Recommendation

The Overview and Scrutiny Committee is requested to:

- 2.1. **Note this report from the Task and Finish Group.**
- 2.2. **Endorse the 2014/15 annual reports from Pallant House Gallery and Chichester Festival Theatre.**
- 2.3. **Endorse the Council's 2015/16 Service Level Agreements with both organisations.**
- 2.4. **Agree that a full three year review is carried out by the committee in March 2016 as required by these organisations' Funding Agreements.**

3. Background

- 3.1. In April 2010 the Council entered into Funding Agreements with Chichester Festival Theatre and Pallant House Gallery. The agreements provide annual funding of the theatre and gallery for eight years until 31 March 2018.
- 3.2. The funding agreements require the theatre and gallery to:
 - a) Enter into an annual Service Level Agreement (SLA) by mutual agreement between both parties
 - b) Submit annual reports and Audited Accounts to the Council within six months of the end of each financial year
 - c) Provide a formal report to the Overview & Scrutiny Committee on an annual basis
- 3.3. The funding agreements also allow for a three yearly review or reconsideration if the Council's financial position changes to an extent that places other services at risk. It includes a clause requiring these organisations to work together with other funding partners to secure their financial stability.
- 3.4. This Task and Finish Group was reconvened in April 2015 to review the two organisations' progress against their 2014/15 SLAs and to consider and develop

their draft 2015/16 SLAs.

The group consisted of Mrs C Apel (Chairman), Mr A French, Mr G Hicks, Mr N Thomas and Mrs J Tassell. The group met with the gallery and the theatre separately to receive their reports, to question and scrutinise their work and to raise any concerns.

4. Consultation

4.1. Chichester Festival Theatre

- 4.1.1 The group met with Mr A Finch, Executive Director and Mr S Parsonage, Finance Director and Company Secretary.
- 4.1.2 The theatre's 2014/15 SLA and annual report were reviewed and the various projects and outcomes acknowledged.
- 4.1.3 The group considered the Trustee's report and 2013/14 Accounts and acknowledged the theatre's various constraints last year with the Renew Programme having delayed a number of shows and the commitment to selling reduced price youth tickets alongside full price tickets as well as the income achieved from taking shows to other national and international venues.
- 4.1.4 The group acknowledged the theatre's contribution to spend in the local economy with the theatre's Reading University produced Economic Impact Report stating that 73% of theatre audiences are visitors to the district, spending an average of £60 per visit.

4.2. Pallant House Gallery

- 4.2.1 The group met with Mr M Steene, Executive Director and Mr A Churchill, Deputy Director, Commercial and Operations.
 - 4.2.2 The gallery's 2014/15 SLA and annual report for this period were considered. The group was satisfied with the amount of work being achieved for and with the district's communities, particularly with dementia sufferers and their carers.
 - 4.2.3 The gallery had received a grant to review the maintenance requirements of the Council's Hussey collection and all was stated to be in good condition.
 - 4.2.4 The group considered the Trustees' report and the gallery's 2013/14 Accounts. In terms of reserves, the gallery's Endowment Fund looked healthy and current projection for this financial year is favourable.
 - 4.2.5 The gallery was encouraged to carry out an economic impact study and to engage with the Council in a planned study of sports, health and wellbeing. The Council will work with the gallery in developing joint projects in priority areas.
- 4.3 The group was satisfied that the draft 2015/16 SLAs for both the theatre and gallery were complementary to the strategic aims of the Council and that the

Council was achieving value for money from its grants, particularly the community work being carried out in both organisations which meets the authority's corporate priorities of 'supporting vulnerable people and communities' and in 'contributing to the economic impact of the area'. The 2015/16 SLAs are now being finalised.

- 4.4 Following this review and conclusions, the authority to release the biannual payments to both organisations, due in April 2015, has been signed off.
- 4.5 As agreed previously by the committee, the Head of Community Services will meet with the Directors of both organisations in the autumn to review progress and performance in order to release the six monthly instalment on 1 October 2015.
- 4.6 A full review of the theatre and the gallery will be carried out in March 2016, with representatives from each organisation attending the Overview & Scrutiny Committee to make a presentation.

5. Community impact and corporate risks

- 5.1. The main risk to this Council is a loss of economic and community benefits if reduction in public funding causes a major reduction in the level of activity generated by the theatre.

6. Other implications

| | Yes | No |
|---|-----|----|
| Crime and Disorder | | ✓ |
| Climate Change | | ✓ |
| Human Rights and Equality Impact | | ✓ |
| Safeguarding | | ✓ |

7. Appendices

- Appendix 1 - Chichester Festival Theatre 2014/15 Annual Report
- Appendix 2 - Chichester Festival Theatre 2015/16 Service Level Agreement
- Appendix 3 - Pallant House Gallery 2014/15 Annual Report
- Appendix 4 - Pallant House Gallery 2015/16 Service Level Agreement

DRAFT to be passed to CDC
by 10 April 2015

**REPORT TO THE OVERVIEW AND SCRUTINY COMMITTEE
CHICHESTER DISTRICT COUNCIL
April 2015**

**CHICHESTER FESTIVAL THEATRE
2014/15 Season**

*The Critics' Circle Theatre Award 2014:
Best Musical – Gypsy*

***** Daily Telegraph

“Everything’s coming up roses for Chichester Festival Theatre. A revival of burlesque brilliance. Jonathan Kent’s exemplary revival of Gypsy is nothing less than a triumph for Imelda Staunton.”

1 INTRODUCTION

This report has been requested by the Corporate Policy Officer of Chichester District Council, in order to provide background information to the Overview and Scrutiny Committee for its meeting in May 2015.

2 CONTEXT

- 2.1 Chichester Festival Theatre (CFT/the Company) operates as a registered charity and is managed by a Board of voluntary Trustees under the Chairmanship of Sir William Castell.
- 2.2 The current Executive team - Jonathan Church (Artistic Director) and Alan Finch (Executive Director) - has been in post since October 2005 and has delivered 9 Festivals. This report deals with the financial year April 2014 to March 2015 and includes the results of Festival 2014.

3 FESTIVAL 2014

Festival 2014 ran from 24 April until 13 December 2014 and was a landmark season, playing to 95% capacity. The newly-transformed Chichester Festival Theatre re-opened in July 2014 following the highly successful £22 million RENEW redevelopment.

3.1 In Festival 2006, 141,800 tickets were issued; this had increased to 227,136 for Festival 2014 – an increase from 208,298 for Festival 2012 (the last directly comparable year, as Festival 2013 was a scaled-down season).

3.2 Festival Theatre

The major improvements to the Grade II* listed building have greatly enhanced the experience of audiences, actors and creative teams visiting the Festival Theatre. Offering a transformed auditorium, with increased seating capacity of 1,316, more spacious foyer areas with new cafés, bars and outdoor terraces, as well as improved and expanded artists' facilities.

Amadeus by acclaimed playwright Peter Shaffer opened the Festival Theatre season with a major new production featuring Rupert Everett as embittered court composer Salieri and Josh McGuire as the impishly energetic Mozart. Directed by Jonathan Church and a creative team featuring four of CFT's Associates, Simon Higlett (Design), Tim Mitchell (Lighting), Matthew Scott (Music) and Paul Groothuis (Sound). It was very well received by audiences and critics, receiving 4* reviews from the national press. It played for 23 performances and exceeded its Box Office target.

Two major Broadway musicals were at the heart of the season. The first was multi award-winning **Guys and Dolls**, directed by Gordon Greenberg, with choreography by Royal Ballet star Carlos Acosta, one of the leading dancers of his generation. The cast featured Clare Foster, Jamie Parker, Peter Polycarpou and Sophie Thompson. It was a real crowd pleaser and received positive 5* and 4* reviews from the national press. It played for 47 performances and exceeded its Box Office target by 8.1% (£116,883).

The hugely anticipated Broadway musical, **Gypsy**, opened in the autumn. Imelda Staunton led the cast as the indomitable Momma Rose, widely acknowledged to be one of the supreme female musical roles. She was joined by Lara Pulver and Kevin Whately, who made his Chichester debut as Herbie. The production reunited Imelda with the world class partnership of director Jonathan Kent and designer Anthony Ward, following their award-winning collaboration on *Sweeney Todd* in Festival 2011. The production's 38 performances sold out and exceeded its Box Office target by 17% gathering 5* and 4* rave reviews from the national press. Imelda's performance in **Gypsy** was included in the Observer's Top 10 theatrical performances in 2014

The final production to be staged in the Festival Theatre, which also closed Festival 2014, was Oscar Wilde's classic drama, **An Ideal Husband**, directed by Rachel Kavanaugh. The cast included Patricia Routledge, Edward Fox, Jemma Redgrave, Robert Bathurst, Laura Rogers and Jamie Glover. Their performances attracted a wonderful response from the audience and positive critical coverage. It played for 25 performances and exceeded its Box Office target by 15.3% (£91,494).

Approximately 60,700 people enjoyed a range of productions and activities during Festival 2014. Over 3 weekends there was a celebration of Peter Shaffer's work, which was a major thread running through the season, with rehearsed readings of his plays with actors, directors and speakers from the arts sharing their experiences of working alongside one of Britain's greatest and most innovative living writers. Peter Shaffer's association with Chichester dates back to 1964 when *The Royal Hunt of the Sun* was commissioned by

Laurence Olivier, the Theatre's first Artistic Director. One very special panel event included Sir Derek Jacobi, Albert Finney, Simon Callow and Jamie Glover.

Other events included a Theatre Open Day, tours, talks, performances, workshops and various activities led by Pass It On, CFT's community engagement project celebrating the history of Chichester Festival Theatre. It was attended by over 3,000 people who enjoyed the opportunity to explore the renewed Festival Theatre backstage, with the opportunity to meet staff and creative teams.

3.3 Minerva Theatre

Festival 2014's Minerva season opened on 24 April and closed on 6 December 2014. There were 6 productions in Festival 2014, including three world premieres.

Stevie, Hugh Whitmore's play about poet Stevie Smith with Zoë Wanamaker playing the title role, alongside Lynda Baron and Chris Larkin, was the first play to open Festival 2014. The creative team included director Christopher Morahan and designer Simon Higlett. It ran for 34 performances before transferring to Hampstead Theatre on 6 March 2014. Receiving mainly 4* reviews from critics and excellent responses from the audiences, the production sold out and exceeded its Box Office target by 7.5%.

The **world premiere** of **Pressure**, a play by David Haig – who also featured in the cast, alongside Malcolm Sinclair - told the little-known true story of a Scottish meteorologist's crucial role in determining the outcome of the 1944 June D-day landings; the play coincided with the 70th anniversary of this key event. **Pressure** was co-produced with the Royal Lyceum Theatre Edinburgh. It received 5* and 4* reviews and ran for 32 performances, exceeding its Box Office target by 9.6%.

Pressure, was followed by a new version of **Miss Julie** in a new adaptation by Rebecca Lenkiewicz - a powerful exploration of sex, class and power by August Strindberg – in which the title role was played by Rosalie Craig, making her Chichester debut following her award-winning performance in *The Light Princess* at the National Theatre. **Miss Julie** was paired with **Black Comedy**; a double bill originally premiered at Chichester when it starred Maggie Smith and Albert Finney. The same company performed in both plays and the double bill sold out following 5* and 4* reviews. It ran for 41 performances, exceeding its Box Office target by 16.6%.

This was followed by 33 performances of the **world premiere** of **Pitcairn** a new play by Richard Bean, writer of the award-winning, globally-acclaimed *One Man, Two Guv'nors* making his Chichester debut. This drama explored the fallout from the mutiny on the Bounty. It was directed by Max Stafford-Clark (a co-production with his touring company Out of Joint and Shakespeare's Globe). It played for 33 performances but fell short of its Box Office target.

The final **world premiere** of the season was a new play, **Taken at Midnight** by Mark Hayhurst which tells the harrowing true story of Hans Litten, a celebrated lawyer in 1930s Germany, who famously put Hitler on the witness stand, with devastating consequences. Directed by Jonathan Church, it attracted the following creative team: Robert Jones (Design), Mike Walker (Sound), Tim Mitchell (Lighting) and Matthew Scott (Music). It ran for 41 performances before transferring to the Theatre Royal Haymarket, London on 15 January 2015. The production received a glowing critical response and 5* and 4* reviews, exceeding its Box Office target by a staggering 29.7%.

Frankie & Johnny in the Clair de Lune by one of America's finest playwrights, Terrence McNally, whose theatre credits include *Master Class* and the musical *Kiss of the Spider Woman*; he received Tony Awards for both productions. This play portrays a tender and

funny fledging romance between wise-cracking chef Johnny and the cautious, vulnerable Frankie and unfolds over one memorable night in a New York apartment. Directed by Paulette Randall the cast comprised Dervla Kirwan as Frankie and Neil Stuke as Johnny making his CFT debut. The final production of this year's Festival it received very strong 4* reviews from the national press and attracted a much younger audience. It ran for 34 performances until 6 December 2014 but fell short of its Box Office target.

4 WINTER + CHRISTMAS SEASON 2014/2015

4.1 The Winter Season of music and touring drama was CFT's first toured in season since 2011/12 and ran from December 2014 to 8 March 2015. It comprised an Art Exhibition, Ballet, two visits from the BBC Concert Orchestra, Contemporary Dance, a renowned comedian, jazz and contemporary music, two world premieres of high-quality drama, classic revivals, children's drama and one night events. It included the world premiere of ***The Boy in the Striped Pyjamas*** based on the best-selling novel by John Boyne – a heart-wrenching tale of an unlikely friendship between two innocent boys. The production was a Children's Touring Partnership production (a 50% partnership between CFT and Fiery Angel).

LEAP delivered 14 events linked to the Winter programme, attended by 1,556 people.

The Season of 133 performances in the Festival Theatre and 207 in the Minerva, exceeded its Box Office target by 8%.

4.2 Chichester Festival Youth Theatre's (CFYT) Christmas production included a cast of 125 talented young people in Byrony Lavery's new adaptation of ***The Hundred and One Dalmatians*** by Dodie Smith. A much loved classic children's story featuring Pongo and Missis Pongo, Mr and Mrs Dearly, the evil Cruella De Vil who along with 101 cast members playing 'puppies', who all took to the stage for 19 performances from 20 December to 3 January 2015, delighting audiences young and old. Directed by Dale Rooks, Chichester Festival Theatre's Youth Theatre Director, was supported by a creative team comprising Andrew D Edwards (Design), Matthew Scott (Music), Colin Billing (Musical Director), Mark Smith (Choreographer), James Whiteside (Lighting), Mike Keniger (Sound), Jake Smith (CFT Trainee Assistant Director) and Iona Holland (Assistant Choreographer). Members of the Chichester Festival Technical Youth Theatre also worked on the production as assistant stage managers and sound assistants. The production received great reviews and positive feedback from the audience; it exceeded its Box Office target by 18.5%.

5 CHICHESTER FESTIVAL THEATRE AWAY FROM HOME

5.1 Festival 2011's production of ***Singin' in the Rain***, directed by Jonathan Church toured the UK and Ireland on a 16 venue national tour from 9 November 2013 until 5 October 2014. The production was nominated for three Olivier Awards in 2012 and won Best Musical at the Manchester Theatre Awards on 7 March 2014. It then transferred to Japan with Adam Cooper, reprising his role of Don Lockwood from 1 to 24 November 2014.

UK & Ireland Tour 2013/14

Japan, Theatre Orb 2014

Co-producer: Stage Entertainment

Director: Jonathan Church

5.2 Festival 2013's revival of the Broadway musical ***Barnum*** continues with its UK tour, which commenced on 5 September 2014. Brian Conley leads as P T Barnum, America's greatest showman with Linzi Hatley as Chairy.

UK Tour 2014/15

Producers: Cameron Mackintosh and Michael Harrison

- 5.3 Following its world premiere in the Minerva Theatre, **Taken at Midnight** by Mark Hayhurst ran at the Theatre Royal Haymarket, London from 15 January to 14 March 2015. The original cast returned for this limited season. **Taken at Midnight** received more wonderful reviews following its Press Night on 26 January. The play has been nominated for 3 Olivier Awards.

Theatre Royal Haymarket, London

Producers: Mark Goucher Ltd, CFT Enterprises, TRH Productions, Laurence Myers, Bronowski, Lee Dean and Charles Diamond

Director: Jonathan Church

- 5.4 Festival 2014's production of **Stevie** by Hugh Whitmore in the Minerva Theatre transferred to Hampstead Theatre on 6 March and runs to 18 April 2015. All three of the original cast returned, Zoë Wanamaker, Lynda Baron and Chris Larkin.

Hampstead Theatre, London

Co-producer: Hampstead Theatre

Director: Jonathan Church

- 5.5 Festival 2014's musical production of **Gypsy** in the Festival Theatre transferred to the West End for a strictly limited season starting on 28 March 2015. Imelda Staunton will reprise her role as Momma Rose. This will be the first London production of Stephen Sondheim's much-loved musical fable for more than 40 years. **Gypsy** runs at The Savoy Theatre until 18 July 2015.

The Savoy Theatre, London

Co-producers: Michael Harrison Entertainment/David Ian Productions

Director: Jonathan Kent

6 LEARNING, EDUCATION AND PARTICIPATION DEPARTMENT (LEAP)

- 6.1 During 2014-15, LEAP's extensive programme of activity reached over 60,000 people. The significant growth in youth and community participation has been supported by initiatives from the Heritage programme, renewed facilities and the expansion of classes for adults and young people

| | 2007/8 | 2008/9 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--------------------------------|--------|--------|---------|---------|---------|---------|---------|---------|
| Total Participants at sessions | 22,630 | 35,813 | 37,556 | 50,542 | 50,056 | 58,386 | 58,614 | 60,730 |

6.2 Children and Young People (CYP)

LEAP's aim is to maintain accessible, inclusive, high-quality activities for all children and young people, enabling them to develop personally, socially and artistically.

a. Chichester Festival Youth Theatre (CFYT)

- CFYT forms the largest strand of CFT's programme of activities by, with and for young people. LEAP has continued to deliver a broad and balanced programme of high quality arts activities for 720 children and young people aged 10 to 19, in 38 weekly sessions. This has been achieved by maintaining the extensive youth theatre provision at CFT and at 11 satellite locations across West Sussex and by being responsive to the full range of CYP's abilities, cultures and aspirations.
- The 11 satellite locations are:
 1. Midhurst Rother Academy, Midhurst
 2. Sir Robert Woodard Academy, Littlehampton
 3. Park Community School, Leigh Park, Hampshire
 4. University of Chichester, Bognor Regis
 5. Oriol High School, Crawley
 6. Oakmeeds Community College, Burgess Hill
 7. Rydon Community College, Storrington
 8. The Weald Community School, Billingshurst
 9. Sir Robert Woodard Academy, Lancing
 10. Sompting Village Primary School, Lancing
 11. The Capitol, Horsham

b. Through its policy of accessibility and inclusivity, CFYT strives to encourage and attract a diverse range of young people to participate in the Youth Theatre programme.

- There are no auditions or entry requirements to join the youth theatre.
- The establishment of 'CFYT-West' includes areas of social deprivation and ensures transport links are closely positioned to satellite sites.
- There are active strategies for widening participation by expanding the programme of work to reach vulnerable young people targeting areas of isolation and deprivation.
- CFYT welcomes referrals made by other agencies - such as West Sussex Family Support Services, Southern Domestic Abuse and Young Carers - in order to support vulnerable young people.
- Youth Theatre fees have remained at £60 for the past 3 years with 42 CYP receiving significant discounts through bursaries.

c. Holiday Activities

- LEAP delivered 14 half-term holiday activities in 2014/15 (in April, May, October and February) and 5 summer scheme programmes (July & August 2014) for a total of 328 children and young people aged 2-18. A variety of themes from Shakespeare's stories to musical medleys and bringing CFT archive characters to life, have enthralled children and young people.

d. Little Notes

- Throughout the year, CFT has continued to provide a space for 0-5 year olds and their parents to enjoy music and movement activities. The average weekly attendance has been 311 participants.

e. Family Fun Events

- LEAP delivered 16 sessions of family fun activities linked to professional touring productions in the Winter programme, marketed specifically for families. 475 children aged 3-7 and their parents attended these events.

f. Arts Award Accreditation for Young People

- LEAP has identified project opportunities for young people to engage with Arts Awards at all levels; The following were achieved in 2014-15: 71 Discover & Explore, 42 Bronze, 9 Silver and 1 Gold.
- CFT hosts, coordinates and takes a prominent lead in Arts Award forums, training events and platforms, working in partnership with the Chichester Cultural Learning Partnership, Pallant House Gallery, The Novium, Chichester Cathedral, Weald and Downland Museum and Fishbourne Roman Palace.

6.3 Community Engagement

LEAP's aim is to devise and deliver a series of ongoing activities that will enable the broadest community to engage with its programme of work.

- a. During the past year the department has delivered an expansive programme of weekly participatory activities for 416 adults in 46 sessions. Activities include classes in acting, dancing, singing and playwriting. Some of the classes are specifically aimed at people aged 55+.
- b. The Learning and Participation department has committed to maintaining a broad range of events and projects that support and contextualise the Artistic Programme (Summer Festival and Winter programme) and to extend the social reach and geographic range of community participation through theatre tours, pre- and post-show talks, debates, discussions, on-line resources, theatre days, family workshops, adult classes and volunteering opportunities.

During the summer Festival (April to November 2014) and the Winter programme (December 2014 – March 2015) the events programme reached a significant number of people:

- 32 summer Festival events reached a total of 5,520 people
- 40 public tours of the newly refurbished Festival Theatre reached 928 people
- during the Winter programme, a further 1,156 people attended a series of events
- 9 pre-show talks and 4 late discussions (hosted by local author, Kate Mosse) were recorded and put on to 'You Tube'. Figures suggest that 8,341 people have listened again to these specific talks online
- the Heritage (Pass It On) website attracted 3,581 unique visitors and 19,062 page views
- a series of live nights was introduced to thirty 16-25 year olds with £8.50 ticket offers, linking the live nights to CFT productions
- over the course of 3 weekends, a celebration of playwright Peter Shaffer's work offered 916 audience members and 22 participants opportunities to engage with rehearsed readings, discussions and exclusive talks offering insight into Shaffer's dramatic style
- 3 brand new short plays inspired by CFT's emerging archive and written by Chichester Young Playwrights were performed in the Minerva Theatre. Young

- performers experimented with unravelling the historical material which culminated in fresh scripts and illuminating performances to an audience of 250 people.
- c. A strand of events and workshop activities relating to CFT's Heritage widened community and audience participation. The heritage material uncovered through the West Sussex County Record archive has been used in a variety of activities to engage with 3,056 participants, demonstrating a 70% increase on the previous year's figures.
 - d. In September 2014, Learning and Participation engaged with the Get Active Festival on Oaklands Park, hosting an Open Day which attracted over 3,000 visitors. Celebrating the renewed Festival Theatre, CFT opened its doors to the general public providing access to all areas and offering people informative, interactive and participatory activities. CFT staff, professional artists and practitioners, together with 30 young ambassadors, helped to co-ordinate the day and were on hand to provide additional information and insight into theatre-making and the world of CFT.
 - e. The Heritage 'Pass It On' volunteers programme has engaged with 136 volunteers throughout the year and a core group of 30 people to train in areas of interest, from archive digitisation to oral history transcription, with mentoring and support given by CFT's experienced Heritage team. Volunteers have assisted with sorting over 551 archive and memorabilia boxes; listing over 2,000 items in the CFT archive at West Sussex Record Office, scanning over 8,000 images and editing over 6,000 files in Photoshop as part of the archive digitisation work. They collected 42 oral history interviews and 74 audio memories from members of the public, transcribing 35 full oral history interviews and 25 audio memories. They have also researched, written and led 16 public/staff tours of the Theatre's construction site for 328 people and led or assisted with a total of 36 architectural tours of the Festival Theatre to 500 members of the public.
 - f. During 2014-15, LEAP has hosted and supported two fledgling community companies. TheatreInc, a young disability group from Chichester College launched its new company at Chichester Festival Theatre with a celebratory cabaret-style evening for VIPs. The event was fully supported by the CFT stage management team. Strong Ideas, a company set up to work with NEETS, were offered a space to build its set for performance in the Roddick Room in the Steven Pimlott Building. Once again, the company was fully supported by CFT's professional technical and stage management teams.
 - g. LEAP is working in partnership with the Chichester Cultural Learning Partnership organisations - Pallant House Gallery, The Novium, Chichester Cathedral, Weald and Downland Museum, Fishbourne Roman Palace and the University of Chichester Otter Gallery - to deliver a programme of activities for people living with dementia, their families and friends. These cultural organisations will offer opportunities for people to enjoy a range of arts activities. CFT will host group singing sessions led by a local music therapist.

6.4 Career Development

LEAP's aim is to offer opportunities for people to learn about the range of careers at CFT and to be aware of relevant signposting and career opportunities in other creative industries.

- a. Through its provision of entry-level work opportunities, CFT is committed to providing practical and arts management training opportunities to help participants to develop their skills as artists, practitioners and independent theatre-makers.

In 2014-15, LEAP offered a range of different internships, apprenticeships and traineeships:

- One year LEAP Apprenticeship in Community Arts
 - One year Youth Theatre Internship
 - One Year Youth Theatre Apprenticeship
 - One year Heritage Traineeship
 - Two year Technical Traineeship
 - Mackintosh Bursary Funded Assistant Producer – 2 year programme
 - Two-year Trainee Directorship
 - 6 month Student Artist in Residence (from the University of Chichester)
- b. CFT also managed 37 work experience placements for school and college students, a 3 month placement for a young person interested in pursuing a career in theatre directing (shadowing the rehearsal and technical process of the Youth Theatre Christmas Production) and a 'shadow' placement for a University of Chichester student studying for an MA in Arts Management.
- c. LEAP attended and supported careers events at 4 local schools: Selsey Academy, Chichester College, Oathall Community School and Churchers College. Members of the Learning and Participation team also conducted a series of 'mock' interviews for Chichester High School for Girls, in preparation for their work experience interviews with local businesses.
- d. LEAP has established a 'young practitioners' training programme for young people aged 16-25. During 2014-15, LEAP has supported and mentored 6 young people through a practical training programme of assisting with youth theatre sessions and schools' workshops. The young practitioners have also taken part in a series of more formal training sessions to develop their confidence and practice.

6.5 Schools, Colleges and Higher Education

LEAP's aim is to maximise opportunities for developing partnerships and links with schools, colleges, academies and universities.

- a. LEAP is currently delivering a pilot project in association with Artswork's South East Teaching School Investment Programme. This project is helping to galvanise a sustained and reciprocal partnership between Chichester Cultural Learning Partnership led by CFT and the Blue Flag Alliance Teaching school cluster led by Bishop Luffa School in Chichester. The programme reflects the needs of school students who are identified as having pupil premium status and/or SEN. A co-designed programme actively engages students with professional theatre and aims to raise their aspirations through a structured programme of cultural activities including, theatre days, productions, resource packs, technical tasters, career events and Arts Awards qualifications. Additional benefits for teachers include CPD training and support with Artsmark status.
- b. A co-designed heritage project using 'playboxes' has been piloted with 5 local schools: Parklands, Central, The March, St Anthony's and Portfield Academy. A strong reciprocal relationship has been established between the schools and CFT; the schools benefit from an inspirational set of flexible teaching resources to support cultural and cross-curricula learning; CFT benefits from the development of a new audience who engage with the building, its architecture, the archive, webpages and other resources.
- c. LEAP has initiated and delivered a 6-week playwriting project for 18 under-achievers in 7 primary schools in Felpham and Bognor Regis. Working with a professional playwright, the children have been introduced to devising and word play to develop confidence in

creative writing skills. The project culminated in a rehearsed reading presentation for families, friends and teachers in the Minerva Theatre.

- d. CFT has worked in partnership with The Weald and Downland Museum, delivering a project to 7 schools and 2 home educated groups. Schools include Petworth Primary, Moon Hall, Orchards Community, Trevor Roberts pre-school, Funtington Primary, Seaford College and St Mary's SEN. The project introduced Shakespeare's works and stories. The young practitioners took a lead role in facilitating the drama workshops.
- e. LEAP has led 2 successful CPD training events for 44 teachers in West Sussex and theatre practitioners combined. The workshops focussed on developing creative skills in storytelling, verbatim, voice and text.
- f. LEAP has established links with the University of Chichester's English and Creative Writing department and formulated ways for the students and academics to connect more directly with the Artistic programme content at CFT, through joint panel discussions and debates and visits to productions and associated events. A student Artist in Residence from the University will focus on the 'effects of the building on people' – on the audience, staff, freelancers, children and young people.

6.6 Highlights 2014-15

- a. In May 2014, Dr Will May from the University of Southampton threaded his biographical and literary insight through a selection of Stevie Smith's poems, which were read by a small company of community actors. Before the performance, a troupe of Chichester Festival Youth Theatre (CFYT) members animated the foyer space responding to Stevie Smith's poems. The event reached 147 people and combined many strands of LEAP's work (community classes, university partnership, Youth Theatre, and the pre-show talk), illustrating a '3-in-1' model for the future development of Festival Events. Feedback was excellent.
- b. In June, Simon Barker, the Head of English and Creative Writing at the University of Chichester gave a talk to an audience of 60 in the library (as part of the Festival of Chichester) about his discoveries in the newly-emerging CFT archive. The talk received very good feedback; people commented that they had no idea how much work goes into making theatre, they were inspired to learn more about the history of CFT and to come and see more shows here.
- c. In June, 33 members of CFYT christened the renewed Festival Theatre stage with the first 'test' event, by performing a revival of its Christmas production of Roald Dahl's **The Witches**. This historic occasion provided many young people with Festival Theatre 'firsts'; over 750 children from 12 primary and secondary schools were invited as special guests, to watch the performance and join in the celebration. They were the first people to sit in the brand new seats. This was an extraordinary experience, a privilege and honour for all - on stage, back stage and in the audience.
- d. In June, a company of 30 youth theatre members were invited to perform outside Chichester Cathedral for the launch of the Festival of Chichester. A vibrant physical theatre piece, entitled 'A Royal Performance', attracted a large crowd of spectators.
- e. In August, 54 adults aged 18-86 participated in dance and singing weekend workshops relating to the CFT musicals, **Guys and Dolls** and **Gypsy**. Feedback was very positive.
- f. In October, 17 youth theatre members from Storrington CFYT satellite group performed a short, newly devised play in the Minerva Theatre to an audience of 89 people. For many,

this was their first experience of performing in a professional theatre and for many of their parents and friends, a first visit to CFT.

- g. In July, 19 young people from two satellites performed their devised work in the Capitol studio to an invited audience of 50 friends and family members. The event was supported by professional stage management staff and members of the Horsham technical youth theatre.
- h. In September Learning and Participation engaged with the Get Active Festival on Oaklands Park, hosting an Open Day which attracted over 3,000 visitors. Celebrating the renewed Festival Theatre, CFT opened its doors to the general public providing access to all areas and offering people informative, interactive and participatory activities. CFT staff, professional artists and practitioners together with 30 young ambassadors helped to co-ordinate the day and were on hand to provide additional information and insight into theatre-making and the world of CFT.
- i. In October, the Heritage Pass It On team hosted a panel-based pre-show talk called 'It's all in the telling' prior to a performance of ***Taken at Midnight*** exploring the relationship between history, theatre and archives.
- j. In November, 600 members of CFYT celebrated their work in a 'sharing' forum. Their performances were inspired by playwrights such as Beckett, Godber, Brecht and Marlowe.
- k. In November, 10 members of the disability youth theatre presented a unique and diversionary tour of the Festival Theatre foyer to a small audience of 40 people. The devised piece was performed in a promenade-style fashion with narration and movement.
- l. In December, CFYT performed a newly-commissioned adaptation of ***The One Hundred and One Dalmatians*** in the Festival Theatre. The production received wide acclaim for its excellence by critics and audiences. It also celebrated the largest youth theatre company to date, involving 124 cast members and 15 young people from technical youth theatre. The production played 19 performances with a final audience attendance of 23,255. It was marketed to family audiences.
- m. In January, CFT programmed its first Relaxed Performance of ***The One Hundred and One Dalmatians***, to welcome groups and families with children on the autistic spectrum, sensory and communication disorders, learning disabilities and anyone who would benefit from a more relaxed theatre environment. 456 people with autism and additional needs attended. Feedback was extremely positive.

7 RENEW – The refurbishment and redevelopment of the Festival Theatre

7.1 RENEW Update

By the end of March 2015, the Festival Theatre will have been open to the public for over 8 months with great success; it opened on time, without a single performance being compromised.

7.2 Achievements and Outcomes

- a. RENEW has been a celebrated success. CFT has been able to re-open the Festival Theatre on time, to great acclaim and with a sold-out inaugural season. The Festival Theatre is now fully renewed in all areas with the fabric of the Grade 2* building conserved and able to house the next 50 years of theatre-making

- b. The Foyers and 2 new cafés, which offer 192 seated covers, are now spacious and open to the pedestrian-dominated outdoor spaces. They are now fully accessible and provide new enlarged toilet facilities. Additional opportunities for income have been created as the main café area, with over 80 available covers, is now open from 10am daily.
- c. The refurbished auditorium is now fully accessible at all levels using the 2 new passenger lifts. Re-raking the seating means that sightlines from the upper seating levels are greatly enhanced whilst the sense of contact with the stage for all seats has been improved. Increased revenue has been achieved by reinstating the 100 side balcony seats lost in the 1990s, resulting in an increased capacity of 1316, which also greatly improves and reinforces the strength of the thrust stage
- d. RENEW has allowed CFT to re-focus its attention on the accessibility and inclusivity of the organisation; notable successes include increasing the provision of wheelchair seats from 8 to 16, which are now available in all price bands, and the employment opportunities for physically disabled staff throughout the accessible building.
- e. In the backstage areas, the actors, wardrobe staff and stage management enjoy a community of accessible, day-lit dressing rooms with ensuites and workspaces, all at stage level. The storage afforded by the new dock and production basement opens up not only the possibilities in production scale and fluidity, but also the efficient delivery of repertory work. The more flexible stage and dock can now accommodate trucked scenery on and off stage which, in addition to benefitting the Festival season, will enable CFT to further extend its Winter programme of touring shows to include many more designed for a proscenium theatre.
- f. The flexibility of the de-mountable stage to accommodate a traditional orchestra pit for 30 musicians (instead of positioning large orchestras in the auditorium and the accompanying capacity reduction of 94 seats) - together with the increased capacity of the mezzanine band shelf for 20 musicians - will extend possibilities both for the Festival and Winter programmes.
- g. The production load capacity in the roof has been increased by up to 6 tonnes above the stage which not only unlocks previous strict limitations for scenery, but also gives the potential to programme productions with aerial work during the Festival and Winter programmes - a new opportunity for audience development.
- h. The administration area has, for the first time, brought the full organisation together in one open-plan space seating up to 70 personnel with the added flexibility of two new private meeting spaces, a large Green Room and enclosed garden which is also shared with the cast, crew and front of house staff. Communication between departments is greatly enhanced as they are not only better connected with each other but also to the work on stage.
- i. The building can now enjoy the use of two ground source heating systems; a closed and an open loop system and back-up support from chillers and condensing boilers which offers both improved energy efficiency and audience comfort in the auditorium. The new Building Management System (BMS) orchestrates the deployment of the plant, leading with the renewable heating/cooling sources which have proved remarkably resilient and capable during the first season in the space. Initial monitoring of energy use is encouraging, albeit incomplete until the first year of seasonal commissioning has occurred.
- j. During the construction process in 2013, CFT's temporary home, the Theatre in the Park (TIP) and a busy Minerva season, proved to be very successful in maintaining the CFT

presence and brand strength, both locally and nationally. It was an opportunity to engage with audiences throughout the project on a number of levels. Most obviously, audiences visiting TITP could see the RENEW project for themselves and watch its progress throughout the Festival. They walked past hoardings that explained the project and could feel connected to the process. TITP also ensured audiences were not lost to other venues during the RENEW period - CFT was very much still open for business, playing to 88% capacity.

- k. The importance of closing only the Festival Theatre for one season defined much of the capital project, affecting decisions on how to approach the roof in design, the sequencing of the procurement and the construction strategy.
- l. Practical Completion was granted on 20th June, with the first performance of *Amadeus* held 3 weeks later on the 12th July 2014. The brief lead-in was down to a good working relationship between CFT and the Osborne site team that allowed a great deal of pre-production work by CFT staff to happen in the auditorium prior to Practical Completion.
- m. To support the building focus on the delivery of the inaugural season in the reopened theatre, only the operational teams moved into the building in July whilst CFT retained the administration staff in the temporary office until mid-October. This not only successfully maintained the focus of the staff, but allowed the Osborne team managing the tail-end of the construction and snagging process to retreat to the administration areas as they closed out the contract.
- n. RENEW has enabled CFT to focus on the environmental sustainability of both the Festival Theatre and the Minerva. The expected 'very good' BREEAM rating for the refurbishment confirms the importance placed by CFT and the Design Team on the materials used, systems installed and construction process. CFT has taken the design opportunities integral in the Festival Theatre to promote and develop its Environmental Action Plan across the organisation from the bottom-up, and include new waste and energy strategies. CFT will demonstrate in due course that RENEW has resulted in reduced waste, sustainable procurement of consumables and a managed reduction in energy consumption.
- o. Increased staff communication and sense of community offered by one administration space and proximity to the stage will continue to be promoted as part of departmental meetings and Senior Management weekly meetings.
- p. Theatrically the space has been liberated: the technical flexibility of the refurbished space affords directors, designers and cast new possibilities and a level of complexity that has never been seen at CFT before. The staging of *Gypsy* proved what the building is now capable of and the challenge will be to manage the artistic expectation against budget through rigorous monitoring.
- q. Following meetings during the construction period aimed at developing the Sustainability and Energy Management Policy and Action Plan for the refurbished theatre, the updated 2015/16-2017/18 policy was submitted to Arts Council England in October 2014 as part of CFT's National Portfolio Funding application document. This 'bottom-up' document identifies key targets for sustainability and annual dates for evaluation together with how waste production and energy consumption will be monitored. Key to this is the staff involvement, including a new team of 'green ambassadors' who will promote sustainable practices alongside a strategy for monitoring which includes:
 - the Building Management System (BMS): which has enabled monthly energy readings to be taken from October 2014, with electricity readings separated into administration, FOH areas and backstage. Separate show-by-show stage readings

will be taken from the start of the fit-up to the last performance allowing comparisons for future planning. The first evaluation point is set at July 2015 to identify areas for improvement.

- the BMS generates 'live' and cumulative energy consumption readings for the Festival Theatre which are available on a screen at Stage Door.
- the automated BMS will enable CFT to manage energy consumption pro-actively; benchmark temperature levels will be measured during 2014/15 and maximum levels set. BMS will use the Ground Source Heat Pump to provide energy for heating and cooling to maintain a comfortable temperature. This level of scrutiny will enable and empower CFT's Building Services department to manage the deployment of energy against use. The success of this will be managed by the Head of Production, who is responsible for the CFT Estate, based on audience feedback and energy consumption.
- recycling has been encouraged both backstage and in public areas with the provision of recycling bins. Ice-cream tubs have now been re-cycled in the Festival Theatre since August 2014; these are collected separately and collected weekly and weighed by SITA. The increase in weekly collection weights will be evaluated in March 2015, with improvements made to CFT's processes for evaluation after Festival 2015 in October 2015.

7.3 The RENEW fundraising campaign was brought to a formal close by the CFT Board in December 2014, having successfully reached its target in time for the re-opening in July 2014. The campaign raised over £22.4million. In addition to grants from ACE, CDC, WSCC and the Heritage Lottery Fund, a further £6.8m came from trusts, individuals and local companies. Over 12,000 people supported the campaign.

8 PUBLIC FUNDING

During 2014/15, CFT's public funding remained dependent upon a three-way 'partnership' between Arts Council England, Chichester District Council and West Sussex County Council. This partnership will change after 2014/15, it being the final year of WSCC's funding for CFT. In 2012 – the last full year of operations due to RENEW - public subsidy accounted for 15.3% of CFT's total income. The forecast proportion for 2014/15 is 16.2%.

Arts Council England (ACE)

8.1 Revenue funding

- a. CFT's NPO (National Portfolio Organisation) Funding Agreement with Arts Council England (ACE) was approved by the Board of Trustees on 30 March 2012, for the 3-year period 2012/13 to 2014/15. The levels of funding were:

| | |
|---------|------------|
| 2012/13 | £1,604,079 |
| 2013/14 | £1,606,856 |
| 2014/15 | £1,740,214 |

constituting a cut for years 1 and 2 and an uplift for year 3.

- b. However, following several widely publicised in-year cuts from ACE (whose own budgets were drastically reduced by the Treasury) CFT's revised grant for 2014/15 is:

| | |
|---------|------------|
| 2014/15 | £1,740,214 |
|---------|------------|

- c. CFT submitted its application to Arts Council England for the next round of National Portfolio Organisation three-year funding – 2015/16-2017/18 – in March 2014 and received the Final Grant Offer Letter in March 2015. The funding is for a period of 3 years, although only year one is guaranteed. CFT was awarded the grant for which it applied:

| | |
|---------|------------|
| 2015/16 | £1,740,214 |
| 2016/17 | £1,740,214 |
| 2017/18 | £1,740,214 |

- d. Whilst ACE is keenly aware that all public sector funding (including its own) has been subject to substantial cuts, it has reiterated its expectation that its revenue funding for CFT should remain at least a two-way arrangement with Chichester District Council, as ACE is aware that 2014/15 was the final year of WSCC's revenue funding for the Theatre.

8.1.2 Capital funding

- a. CFT received a £12 million grant from ACE towards its £22 million RENEW project. CFT has now received the grant in full, the final contractual retention having been paid.

Chichester District Council

8.2.1 Revenue funding

The 8-year Funding Agreement (2010-2018) between CFT and Chichester District Council (conditional upon a Service Level Agreement, which is regularly reviewed) covers the period of funding from ACE for which CFT has been granted an award (see paragraph 8.1.c above). The commitment from Chichester District Council to £250,000 for each year of the new three-year funding agreement with ACE proved, as anticipated, to be a significant factor in ACE's decision to award to CFT the grant for which it applied.

The long-term commitment from Chichester District Council has also proved important – not just financially but because it expresses the Council's confidence and pride in the most significant theatre in ACE's South East England portfolio. Any ACE funding beyond 2017/18 will continue to be dependent on CDC's financial and 'political' support.

8.2.2 Capital funding

Chichester District Council's grant of £500,000 towards RENEW has been paid in full.

West Sussex County Council (WSCC)

8.3.1 Revenue funding

- a. 2014/15 is the final year of the current agreement with WSCC.
- b. Discussions have been opened with WSCC about ways in which its revenue support for CFT can be continued through direct commissioning criteria.

8.3.2 Capital funding

WSCC's capital grant of £1.5 million was made to CFT as one of 'the strategic economic assets of the County', and has been paid in full.

CONCLUSION

In July 2014, the renewed Festival Theatre re-opened, on time and on target. It was a remarkable achievement for everyone involved. The Theatre in the Park in 2013 ensured that CFT did not turn away its hard-won audiences which would have been an inevitable consequence of closing completely during RENEW. However, no-one expected that Festival 2014 would be CFT's most successful season yet, with over £5.5million in box office sales. An average of 95% capacity for Festival 2014 was achieved, attracting over 40% new bookers to the Theatre. These results are a testament to the far-sighted support of CFT's Board, CDC and all those who made it possible for CFT to achieve its £22m fundraising target for RENEW, and their faith in the Theatre's future.

Having succeeded in reopening the Festival Theatre, the aim is to make the most of all the opportunities offered by the new building as creatively as possible. It will also be vital to monitor closely the running costs of the renewed building.

2014/15 was the final year of CFT's three-year RENEW Transition Period. The Trustees of CFT had agreed a total deficit budget for the three-year period of £4m. The projected deficit for this period to 31 March 2015 stands at £2.8m.

CFT is looking forward to the continued support of Chichester District Council, and all its public and private funders, on which its future will depend.

*Alan Finch
Executive Director
Chichester Festival Theatre
April 2015*

Service Level Agreement Chichester Festival Theatre and Chichester District Council 2015/16

This agreement is shared to make clear the benefits to the District generated by the District Council's funding of Chichester festival Theatre.

Sections:

- 1 - Creating artistic product in the summer season
- 2 – Taking the Chichester name to a wider world
- 3 – Learning and Participation work that engages local communities
- 4 – Providing an autumn and winter programme of high quality that attracts local audiences
- 5 - RENEW: Capital building project
- 6 – Organisational stability and development.

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|--|--|--|---|------------------------|--|
| 1.1 Summer 2015 season of CFT productions – the programme | 1 Produce a summer season programme to include new commissions and a range of drama forms to attract a wide range of audience. | Programme to be sent to CDC Lead Officer | Annual report to CDC and twice yearly oral update | October 2015 | Festival 2015 Brochure |
| | 2 Engage world-class theatre professionals to direct, produce, perform and design and technically support the summer season to attract audience. | Peer review | As above | October 2015 | Report to be with CDC. Date to be confirmed. |
| | 3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs. | | As above | October 2015 | |
| | 4 Review the summer season as part of Annual report to Overview & Scrutiny Committee. | | Annual report to CDC | March 2016 | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|---|---|---|---|---|-----------------|
| 1.2 Summer 2015 season of CFT – the audience | <p>1 Achieve audience target figures set out in Strategic Plan.</p> <p>2 Work with District-based partners on cross-marketing and partnership projects based around the summer programme.</p> | <p>Numbers and % of targets</p> <p>Who/what partnerships in place</p> | <p>Annual report to CDC and twice yearly oral update</p> <p>As above</p> | <p>March 2016</p> <p>March 2016</p> | |
| 2.1 Chichester to a wider world | <p>1 Deliver a 5% increase on positive press comments for summer season at regional and national level.</p> <p>A summary of all 2014/15 Press coverage figures:</p> <p>National Press (print) 426 articles Local Press (print) 648 articles Online 750 articles National and regional reviews 447</p> <p>2 Through co-production and touring/transfers of summer productions ensure that the quality of Chichester productions is widely known.</p> | <p>Review (website).</p> <p>Number and location of other venues</p> | <p>Annual report to CDC and twice yearly oral update.</p> <p>As above</p> | <p>October 2015</p> <p>October 2016</p> | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|--|---|---|---|------------------------|-----------------|
| 3. 1 Learning and Participation (LEAP) – young people | 1 To continue to run the Chichester Festival Youth Theatre (CFYT) at a number of locations. | Locations used | Annual report to CDC and twice yearly verbal update | March 2016 | |
| | 2 To attract a diverse range of young people to take part in CFYT and to adopt fair and inclusive practices in all that is done. If CDC identifies geographical priority area to discuss how CFYT might address this, subject to funds and staff available. | Monitoring activity of learning & participation dept. | As above | March 2016 | |
| | 3 To offer young people (through schools, colleges, youth work and holiday activities) a range of high quality experiences in drama, technical theatre, dance and street theatre and other genres. | Peer review; awards where appropriate; | As above | Annual review meeting | |
| | 4 To offer development opportunities and signposting for young people to work in the creative industries through events, internships and Assistant posts. | Number of events and participants. | As above | Annual review meeting | |
| | 5 To work with formal education | | | March 2016 | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|--|---|--|--|---|-----------------|
| | establishments on joint learning projects as appropriate, including University of Chichester. | | | | |
| 3.2 Learning and Participation – District community | <p>1 To refresh a programme of events, courses and talks linked to the theatre programme that are available to the general public and to monitor take-up of these.</p> <p>2 To focus a strand of events on attracting a younger audience,</p> | <p>Number of events; attendances; copy of programme</p> <p>Number of new events/activities</p> | <p>Annual report to CDC and twice yearly verbal update</p> <p>As above</p> | <p>Annual review meeting</p> <p>Annual review meeting</p> | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|---|---|--|---|---|-----------------|
| | <p>and develop the use of the Festival Theatre to celebrate the RENEWED Festival Theatre.</p> <p>3 To continue to develop the use of internet platforms to widen awareness, access and availability to LEAP events.</p> <p>4 To engage with the District Council in investigating programmes of targeted work relating to areas of need.</p> <p>5 To develop a new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage.</p> | <p>pa;</p> <p>Usage of analytics, feedback and blogs etc</p> <p>Specific to projects, to be shared with CDC</p> <p>Details and attendance at heritage events</p> | <p>As above</p> <p>As above</p> <p>As above</p> | <p>March 2016</p> <p>March 2016</p> <p>March 2016</p> | |
| <p>4.1 Winter 2015 - programme</p> | <p>1 Programme a Winter season from available touring product that is high quality.</p> <p>2 Within this programme to include productions which appeal to families and produce specific family-friendly marketing.</p> | <p>Programme; attendance per event; reviews in local papers etc</p> <p>Programme; attendance, copies of marketing</p> | <p>As above</p> <p>As above</p> | <p>October 2015 March 2016</p> <p>October 2015 March 2016</p> | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|--|---|--------------|---------------------------------|------------------------|-----------------|
| 4.2 Winter 2014 programme – audience | 1 Achieve audience target figures set in Strategic Plan to sustain the business plan. | Attendances | As above | Annual review meeting | |
| 5.1 RENEW – refurbishment + redevelopment of the Festival Theatre | <p>1 Provide regular progress reports on RENEW project.</p> <p>2. CFT is committed to being environmentally aware, reduce its energy consumption and increase its sustainable practices as determined by its Environmental Action Plan 2014:</p> <p>a) Energy consumption will be recorded during the first year of activity since the capital project and benchmark levels set in July 2015. A target for reduced energy consumption will be set in July 2015 and then annually reviewed against progress.</p> <p>b) Building on the use of energy efficient technologies installed in the Festival Theatre CFT will further develop core best practice methods and identify equipment which</p> | | <p>As above</p> <p>As above</p> | | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|-----------------|---|--------------|-------------|------------------------|-----------------|
| | <p>can be implemented as appropriate in the Minerva Theatre.</p> <p>c) CFT will continue to investigate working with partners, including Chichester District Council, to benefit from regional initiatives such as sustainable transport and recycling.</p> | | | | |

| Actions for CFT | Activity | Measurements | Recorded in | Target Date for review | Progress report |
|---|---|---|--|--|-----------------|
| 6 Organisational stability & development | 1 Meet six-monthly with CDC Lead Officer to review progress on SLA and business position of theatre. 2 To organise annual meeting with all public sector funding partners to ensure that the partnership is sustained. 3 To commission appropriate studies of audience development plans and to share appropriate information with the Council. 4 To seek additional funding from the private and charitable sector to sustain the Theatre's operations. | Diaries, meeting papers as appropriate Meeting notes Submission of application to ACE | Calendar, meeting notes Annual report to CDC Annual report to CDC Oral reporting September 2015 | October, annual review meeting. Annual review meeting March 2016 May 2016 | |

The Service Level Agreement for 2015/2016 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

Signed:

Signed:

Print Name:

Print Name:

Position:

Position:

For and on behalf of the Council

For and on behalf of the Grantee

Date:

Date:

Chichester District Council – Service Level Agreement Report 2014-15

I – Engage local school children, families and adults with a high quality cultural offering

2014 - 15:

- 56,587 people visited the Gallery
- 1,398 school students visited; 9 schools from the Chichester District
- 241 teacher visits
- 133 young people
- 157 people participating in the Community Programme of which 93 live in the Chichester District
- 568 family tickets
- 434 children tickets
- 722 student tickets
- 1,597 workshop tickets
- 1,500 members of group visits

Creating Untitled: Arts Award

Creating Untitled, free workshops open to young people aged 13 – 18.

In 2014 a Chichester/West Sussex based Arts Award network was established between Chichester Festival Theatre, the Cathedral, The Novium, Fishbourne Roman Palace, Weald and Downland Open Air Museum and Pallant House Gallery. Each organisation was interested in exploring ways to work together and to support each other to deliver the Arts Award. The Chichester Cultural Learning Partnership (CCLP) has been able to fundraise, share resources and provide a platform to exchange approaches and methods around Arts Award delivery. Funding was also secured from Collaborate SE: Professional Development enabling the Gallery's Learning Programme Manager to complete the Discover and Explore Advisor training (5-25 years) and provide her with mentoring support from an external Arts Award advisor. Pallant House Gallery is now an Arts Award centre and supporter.

The CCLP ran an Arts Award information/network meeting last October which was open to primary and secondary schools in Chichester. Each organisation presented their Arts Award offer and highlighted the formation of the new CCLP network to encourage greater, local uptake of the Arts Award.

In December 2014, the Gallery recruited an experienced freelance Arts Award Advisor to deliver the new Creating Untitled: Arts Award (Bronze). In January 2015, the first Arts Awards Taster Workshop was held at the Gallery with a view to encouraging young people from the Chichester area to sign up and take part in the free eight workshops running from February – May 2015. There was an overwhelming demand for this activity with 43 young people turning up for the taster workshop. As the Gallery is only able to run each course with a maximum of fifteen participants, many of the young people have been placed on a waiting list.

The first Bronze Arts Award workshop took place in February. This group is formed of a range of ages and young people from many of the local Chichester schools – St Antony's, CHSB, CHSG and Bishop Luffa. Three previous Creating Untitled members also returned.

Picture This + 1 2014

In this round of Picture This, St Anthony's School invited Jessie Younghusband School to partner them in the project.

The full staff team and all the classes from the school took part in a workshop focussing on this year's selected work from the Gallery's collection, *Redland Park Congregational Church, Bristol* by John Piper. The project concluded with a studio exhibition and private view, which took place during July 2014. The private view was well attended including parents, pupils and teachers and for many it was their first visit to the Gallery.

This project involved 208 pupils and 47 teachers/parents from Jessie Younghusband School, 54 pupils + 11 teachers from St Anthony's Primary School and 99 pupils and 11 teachers from St Anthony's Secondary School

Picture This 2015

The 2014 partnership of St Anthony's and Jessie Younghusband Schools was a positive and beneficial experience for all involved. In light of this it was decided that the two schools take on the role of inviting and mentoring a different school to take part in the project. Portfield School was approached for 2015, who were delighted to be asked, but unfortunately did not have the capacity to join the project this year. As a result, it was decided that St Anthony's and Jessie Younghusband would again jointly participate and take the opportunity to shape and consolidate their mentoring role in preparation for 2016.

This year's project picture is *1 - 5 (The senses)* by Joe Tilson; all pupils and teachers of both schools will visit the Gallery in March and April to view the picture. A Continuing Professional Development (CPD) workshop for 15 teachers representing both schools was run in March to develop ideas for using the work as a stimulus across the school curriculum. The work produced will be exhibited in the Studio from 30 June – 27 September 2015.

French of Chartres and Pallant House Gallery 5th Schools Competition

The competition received 11 schools entries in 2014. The theme was 'Illuminated Text – Ancient and Modern'. The theme was chosen using the French curriculum and it was hoped this title would encourage more schools in Chartres to join the competition. The winning school was Funtington Primary School. 80 teachers/pupils/parents and council members attended the private view.

Friends of Chartres and Pallant House Gallery 6th Schools Competition

The 6th competition launch event took place on 6 November giving teachers the opportunity to work with the lead project artist and participate in a practical workshop to enthuse and encourage the teachers to register their respective schools and enter the competition. This year's theme is 'Chichester and Chartres – Light & Dark' and the media is photography.

This year will be the last year the Gallery hosts the Schools competition. The Friends of Chartres, with the support of the Gallery, are currently exploring a new partnership with the Otter Gallery at Chichester University.

Northbrook College - Exchange Exhibition 2015/16

This partnership project gives BA (Hons) Fine Art students from Northbrook College the opportunity to work to a professional brief and create a series of site-specific artworks in locations within the historical town house and the contemporary wing.

It was agreed with Northbrook to delay the start of the exchange project in 2015 until the autumn and for the *Interventions* exhibition to be held in the house in January 2016. This delay enabled the Learning Programme to work on key new developments, such as the Arts Award and the Teachers' Continuing Professional Development (CPD) offer.

Teacher's CPD offer

A pilot CPD workshop was held in March for eight members of the teachers' advisory group, plus eight other teachers invited by the members. From the workshop and further consultation we have devised a new programme for teachers that will provide a series of workshops looking at three specific areas and which will enable the participating teachers to gain an insight into what our core schools programme can offer.

The first workshop will support teachers in their understanding of our exhibitions programme, aiming to help strengthen their knowledge and understanding of the forthcoming shows. The second workshop will explore specific techniques and processes, which they could then use within the classroom. The third workshop will be based on our core schools programme and will involve free taster workshops.

Schools Programme Review – 2015/16

School bookings at the gallery have noticeably dropped during 2014/15. This is a nationwide issue for museums and galleries and appears to be due to the recent changes in the school curriculum. We hope the new teacher's CPD offer will give teachers the confidence and encouragement to increase their booking of school visits to the Gallery. We will also be reviewing and adapting the schools programme booklet and our marketing strategies to ensure we are meeting the changing needs of schools.

There will be a focus on encouraging Chichester Schools to engage more with the Gallery. The teachers' advisory group have proposed the idea of an open local (secondary) schools exhibition in 2016, based on a theme from the Gallery's collection. This will be discussed further later this year.

Chichester University

Placements

For the fourth year running the Learning and Community Programme supported seven Fine Art students on four-month placements at the Gallery during 2014.

All four students who chose to join the Partners in Art partnership found it such a rewarding experience they have decided to continue their partnership on a voluntary basis. Some students have taken their Partners in Art partner to their studios at the University, providing an enlightening and enriching experience for both partners.

Partners in Art Training

The Community Programme provided a one off training session in June 2014. The training focussed on the Gallery's Core Values, general disability awareness and ways of working alongside people who have creative interests. 14 MA students attended and the training was well received; one student commented 'this is training for life not just for Partners in Art!'

A Chichester University Fine Art tutor, who also attended the training, has since worked on a collaborative arts-based project with the Gallery's Outside In project called Insight. Insight was based on the Partners in Art model and the outcomes were exhibited at the University in March this year.

Cultural History MA

The curatorial department collaborated with the University of Chichester to deliver two seminars of the Cultural History MA on a) Artists and the First World War and b) Artists and the Second World War, which were based in the Gallery and focussed on the temporary exhibitions and key items in the Hussey Bequest.

Social Impact Research Project

The Gallery has submitted an application to the Arts Council England for a two year project, in partnership with the University, to deliver a two year programme of research into the health and wellbeing benefits the Gallery's community programme brings to its local audiences.

II. Serve community audiences in the District through specially-designed programmes

The Community Programme and Outside In currently work with artists facing a range of barriers to their inclusion in the art world including people with:

- Learning disabilities
- Physical disabilities
- Mental health issues
- Health issues
- Substance misuse
- Homeless
- Social circumstance
- Offenders and ex-offenders

160 people currently actively participate in the Community Programme

104 of the active members live in the Chichester District area

30 people on the waiting list for Partners in Art live in the Chichester District area

Dementia Programme

The Community Programme has made significant progress in developing opportunities for people living with dementia and their carers to be included in activities and the general life of the Gallery. The following initiatives have provided important steps to this development.

Pallant House Gallery hosted the Bognor and Chichester Dementia Open Forum 23 May 2014

This event was a great success providing an important link with Forum members and the Gallery. Key people involved in improving services and opportunities for people with dementia locally attended. The Head of Learning and Community gave a presentation about the Community Programme and the development to include people with dementia and their carers. The Forum co-ordinators felt the gallery space provided a positive and inspiring space for their members and would like to return next year.

Chichester Cultural Learning Partnership (CCLP)

Members include Chichester Festival Theatre, the Cathedral, The Novium, Fishbourne Roman Palace, Weald and Downland Open Air Museum and Pallant House Gallery who now aim to share resources and skills and be a model of best practice in providing dementia friendly activities for people living in Chichester and the district. CCLP members have now received training from the Alzheimer's Society. Following this training the Head of Learning and Community delivered further training on dementia friendly activities, 'Putting into Practice' dementia friendly activities.

Living with Dementia Festival:

CCLP will run an eight-week festival of dementia friendly activities in April/May 2015 funded by the Chichester District Council. The aim of the festival is to raise awareness of people living with dementia and their carers and to promote the dementia friendly activities available in each organisation. The Gallery will run a dementia-friendly activity each week during the festival, including a new development Art Views.

Art Views: (Pallant House Gallery dementia friendly activity)

'Art Views' provides opportunities for interactive and stimulating discussions in response to selected artworks from the Gallery's collections. It is based on the successful and widely respected 'Meet Me' project created by the Museum of Modern Art (MoMA) in New York.

As with all the Community Programme activities, it is felt important for people living with early to moderate stage dementia and their carers to be included in activities that are for a wide mix people, not just those with dementia. The sessions are currently being advertised through West Sussex Coastal Mind Our Café project, Carers' Support Service and the Gallery's own publicity. The sessions will run once a month on a Thursday and every two months on a Friday.

Dementia awareness training

The WSCC Prevention & Wellbeing, South Chichester Local Committee awarded a grant of £1,125 and enabled a day's training on dementia awareness, which was provided by the Alzheimer's Society.

Dementia Friends' Champion

The Head of Learning and Community has been trained by the Alzheimer's Society to be a Dementia Friends' Champion which enables her to run regular Dementia Friends' Information sessions. The aim is for all Gallery staff and volunteers to become a Dementia Friend.

Community Programme Fundraising

Funding the Community Programme to maintain long-term activities is proving increasingly challenging in the current financial climate. The Community Programme participants responded with enthusiasm to help raise essential funds to keep some of the activities running. This was an encouraging indication that volunteers and participants wish to take more responsibility and ownership of the Community Programme. A Fundraising Committee was formed in March 2014 to plan a range of fundraising initiatives, including sale of Christmas cards designed by Community Programme members and a fundraising Studio exhibition of works donated by participants and volunteers. A total £5,000 was raised which was a tremendous achievement.

Sussex Artists' Award

The bi-annual national open competition run by the Gallery and St Wilfrid's Hospice was launched in March 2015 and the closing date is 26 June 2015. Money raised from submissions and sales will be shared 50:50 between St Wilfrid's Hospice and the Community Programme at the Gallery.

Contemporary artist, Laura Ford, has been confirmed as one of the judges for the competition and the exhibition will take place in the Studio in September 2015.

Partners in Art:

There are currently 34 active partnerships and six new partnerships will form in the next few months.

Partners in Art is in its 13th year and is widely recognised as an effective tool in providing support and opportunities for people who want to follow their interest in art. Initially set up as a stand-alone project or scheme, it is evident over the last few years that Partners in Art is active across the whole of the Community Programme, Outside In and beyond in to the local community. It plays an integral part in supporting partnerships to access many projects, creative activities and events at the Gallery, in Chichester, Sussex and London.

Volunteer Recruitment Partners in Art training

The Partners in Art training has evolved over 13 years and has been adapted to prepare potential volunteers and staff working in many aspects of the Community Programme. There is a focus on the Learning and Community Programme core values and approaches to working with a diverse range of people from the local community. 18 new volunteers completed the annual training in February 2015.

Community Programme Ambassadors

17 members of the Community Programme attended the Ambassador Training in October 2014. The training enables participants to have the confidence and skills to talk about their own experience at the Gallery, as well as to promote and raise awareness of the values, ethos and activities of the Community Programme. Since the training, Ambassadors have contributed to volunteer training; Chichester in Partnership Showcase event; Chichester University talk to students; private views at the Gallery; and most recently a talk to members of the Lions Club.

Partnership working with Chichester Cathedral

The Education Officer at Chichester Cathedral consulted the Gallery about how to engage a more diverse mix of people at the Cathedral. 15 Community Programme members joined a trip organised by the Cathedral in February. The Community Programme members provided useful feedback for the Cathedral on what they already do well and made suggestions on areas that could be improved.

ChArt

ChArt provides opportunities for local artists to network, share, inspire and develop art practice. The Gallery hosts the monthly rolling programme of events which includes guest speakers, Pecha Kucha and ChArt TV. On average 50 people attend the monthly ChArt event and it is clearly meeting a need for local artists.

ChArt has recently constituted itself as an independent organisation and will shortly be applying for funding from the Arts Council England to employ a co-ordinator and develop its programme.

Care for Art

These free workshops operate on a drop-in basis allowing the 24 carers currently registered to attend when they can to avoid any stress. The Gallery has received funding from The Gerald Micklem Trust to continue this project.

Graylingwell Heritage Project

The Graylingwell Heritage Project, exploring the history of the old West Sussex Asylum and its current re-development, will complete in April with exhibitions at Pallant House Gallery, the Otter Gallery at the University of Chichester and the West Sussex Record Office. A publication will also be produced *Under the Watertower* with an introduction by the Executive Director.

III. Care for the collections of the District Council

During this period eight works from the Hussey Bequest were loaned to three external venues. (Please see appendix 1)

In January 2015, the Gallery was the Official Museum Partner of the London Art Fair at the Business Design Centre, Islington. 22 works from the Gallery's collection were included in the exhibition 'The Figure in Modern British Art', which included six works from the Hussey Bequest. Works were exhibited towards the entrance of the Fair, which was extremely well attended and received very positive feedback.

Works were also lent to successful exhibitions at Mascalls Gallery, Kent and Piano Nobile Gallery, London.

There are currently 28 works from the Hussey Bequest on display at the Gallery.

Graham Sutherland Five Progressive Studies for *Entrance to a Lane*; Frank Auerbach *To the Studios* and Marino Marini Cavallo *Horse* were the subjects for the 'Artwork of the Month'

Conservation of Works

After a successful funding application to the Leche Trust we have been able to have the following work glazed.

0156 Graham Sutherland, *Thorn Head* 1947

Hussey Bequest, Chichester District Council (1985)

It was recommended that the work was glazed with museum glass and fitted with a sealed backboard. This will protect it from any possible future physical damage, providing a buffer from changes in relative humidity and protection from dust. Glazing and backing can extend the life of a canvas/support by up to three times, helping to slow down the natural ageing of the materials and postpone the need for interventive conservation treatment. This work was included in the London Art Fair exhibition.

This year the Gallery achieved funding to carry out a comprehensive conservation survey of our sculpture collection following a successful application to the Gabo Trust with the help of Derek Pullen and Jackie Heuman from Sculpcons Ltd. The 12 sculptural objects in the Hussey Bequest have now been assessed, condition-reported and recommendations made for their storage, display and conservation as part of this survey. This will ensure that schedules for preventative and remedial conservation can be effectively implemented as part of the overall Collections Care and Conservation Policy to stabilise conditions, minimise risk and improve accessibility and interpretation of the sculpture collection. The survey will also facilitate the preparation of future funding applications for the conservation of works and enable the Gallery to identify and prioritise works and requirements more efficiently and appropriately. In turn, this will enable greater public access through potential external loans and inclusion within touring exhibitions.

Other

The Lambert Barnard Amberley Panels, which had been on long term loan to Chichester District Museum, were returned and transferred to The Tudor room at the Bishop's Palace for long-term display in early December. The panels are on display in the Tudor Room, which has a magnificent ceiling by Barnard, creating opportunity to bring more of his work to a different audience as well as enabling the Gallery to forge greater links with the Cathedral and The Novium and to maintain visitor interest and access to the Amberley Panels.

IV. Contribute to the economic Development of the District

It is the mission of the Gallery to engage audiences with the best of Modern British, international, contemporary and outsider art, championing the work of established, overlooked and non-traditional artists and stimulating debate with its outstanding and inclusive programmes. The Gallery will care for and interpret the collections, making them available for study and creative inspiration, and welcoming visitors to the distinctive setting of an historic house and contemporary gallery. The Gallery currently attracts an average annual audience of 55,000.

Digital Audiences

- 97,862 - Unique Users

- 41,000 visitors to the Outside In website
- 6,876 – E-Bulletins
- 3,635 – Facebook Followers
- 8,657 - Twitter Followers

Develop the marketing plan including working with local audiences

The Gallery has completed its Strategic and Business Plans for the period 2015-18, which includes a marketing plan around working with local audiences.

Attracting a local audience

The marketing and communications strategy includes the following mix of initiatives:

- Communications and media strategies with local, regional and national media
- Advertising in key press, publications, directories and listings
- Marketing partnerships and reciprocal arrangements with local organisations
- Targeted distribution of print materials within the South East
- Online, including on the Gallery's website, e-bulletins and social media networks
- Trade fairs and promotion, partnering with regional promotional bodies
- Learning programme marketed to schools and universities
- Community programme marketed to local, groups, charities and public bodies
- Marketing to tour operators and group organisers both in the UK and abroad
- AA roads signs are now purchased for every exhibition – and street banners seasonally

To supplement these core activities the Gallery also engages in the following local initiatives:

Open Weekends

During 2014-15 we held two Open Days and received around 700 visitors. The Open Days have now been extended to cover a full weekend and will run three times a year, in-line with our exhibition programme. Free entry will now include the temporary exhibitions. This enables each of our major exhibitions to be enjoyed for free. There will be a wider programming of events during the weekend to encourage more than just the family audience of previous events. Data capture is an important element of these weekends.

Free Thursday Evenings

On Thursday evenings there is free entry to the Gallery's permanent collections from 5-8pm. This aims to encourage a local audience to explore the gallery, often as an after-work activity. Private views for Studio exhibitions are also held on Thursday evenings and are timed to coincide with Gallery talks.

Weekend Tours

There are free (with admission ticket) highlight tours of the collection on Saturdays and Sundays at 2pm. These were previously only offered on Saturdays.

Festival of Chichester event

The Gallery has continued its relationship with the Festival of Chichester and hosted two concerts in 2014, which were very successful. The Gallery's main exhibitions are also marketed through the Festival brochure. The concerts were included in all Gallery publicity materials for the Spring exhibition season, including the Gallery *What's On* leaflet (30,000 printed) which is distributed across the south and key London arts venues, email bulletins, website, social network sites and on press releases to local and national press.

Stagecoach partnership - Route 60

The Gallery has worked in partnership with Stagecoach for the past five years on the Route 60 buses (Chichester to Bognor) to aid visibility of the Gallery for local audiences. Six double deckers (three of each design) and three single deckers have been branded with 'Ticket to ride to 60s art at Pallant House Gallery' (side) and Peter Blake's 'The Beatles' and Paul Catherall's linocut (rear). These include the Gallery's website in large letters on the side when no other paid for advertising is in situ.

Chichester Top Attractions

The Gallery is a member of local tourism groups, Chichester Top Attractions and Chichester Visitors Group, to arrange collaborative marketing activity and tourism strategies. Email swaps are also arranged regularly between members such as West Dean and CFT.

City Centre Partnership/ BID

The Gallery participated once again in the late night Christmas opening as part of BID's promotion of the city centre and also purchased two external, pre-lit Christmas trees for the front of the building.

Macmillan Coffee morning

The Gallery hosted its fifth annual coffee morning in September 2014 in aid of Macmillan Cancer Support. Selling cakes baked and donated by local volunteers and staff, the Gallery welcomed visitors and the local community and raised over £400 for Macmillan. This is a popular event which we plan to repeat in 2015.

Frame and Reference – CVAN (formerly TPSE -Turning Point South East)

The Communications team has been involved with Frame and Reference, a website developed by the regional network for the visual arts: Contemporary Visual Art Network South East (CVAN).

Visitor Profiling

Visitor profiling suggests that visitors come from a triangle between Southampton, Guildford and Worthing/Brighton. A recent visitor postcodes study from Gift Aid admissions between 2010 and 2012 suggests 23.4% of visitors travelled from London/Greater London. Over 1.3 million people live within the primary resident market (less than 60 minutes journey time).

In 2013 the Gallery worked with Audience Agency to carry out a study of visitor postcodes from Gift Aid entrance admissions between 2010 and 2012. Initial findings revealed that, of Gift Aid eligible visitors, 57% belong to either: Liberal Opinions (young, well-educated city dwellers enjoying the vibrancy and diversity of urban life); Professional Rewards (experienced professionals in successful careers enjoying financial comfort in suburban or semi-rural homes); or Alpha Territory (people with substantial wealth living in the most sought after neighbourhoods).

The Gallery also participated in the Visual Arts Benchmarking Survey (VABS) in 2011. Key findings for galleries in the South East stated that the visual arts audience was similar to other regions in the pilot in terms of gender and ethnic origin, but had an older age profile and a larger proportion of those with a disability. In addition, compared to other regions where the question was asked, the audience was more likely to: live in the UK, belong to the Active Retirement Mosaic group, be visiting the gallery for the first time, be aware of a media article about the venue, identify the main reason for visiting as 'to see a specific exhibition/display/a specific artist', use the gallery's café, rated how welcoming the staff were and the exhibitions highly, be visiting as part of a day trip, have no professional or academic involvement with visual art or craft, or be visiting alone.

Comments forms are freely available and visitor comment books are placed within the exhibition spaces. These are used as the main vehicles for gathering visitor feedback and for marketing

purposes. The comments from both sources are recorded and circulated to relevant departments and a monthly report is submitted to the senior management team.

Visitors are surveyed at Family Open Days to establish if the Gallery is succeeding in attracting local family audiences to these days and are compared with previous visitor profiles.

From the Economic Impact Study - September 2008

Visitors spend on average £29.19 each per trip, a figure close to the national average for leisure trips to inland town and cities. Those who lived outside the District spent on average £24 each with other local businesses outside the Gallery. Scaling up this survey sample to the full external visitor numbers suggests that visitors who came to Chichester and visit the Gallery as part of their trip spent around £1,333,000 in the local economy in 2012.

We are investigating the possibility of carrying out a new socio economic impact study.

Appendix 1

| ID Code | Artist / Maker | Title | Venue | Exhibition |
|---------|--------------------|-----------------------------------|------------------------------|--|
| 0150 | Sutherland, Graham | Clapham Church | Mascalls Gallery, Kent | Discovering Palmer's Kent: Samuel Palmer, Graham Sutherland and Paul Drury 14 June – 23 Aug 2014 |
| 0267 | Nash, Paul | Wittenham | Piano Nobile Gallery, London | Paul Nash: Works on Paper 1910-1946 8 Oct – 22 Nov 2014 775+ visitors |
| 0054 | Auerbach, Frank | Reclining Head of Gerda Boehm | London Art Fair | The Figure in Modern British Art: Highlights from the Pallant House Gallery Collection 21-25 Jan 2015 |
| 0061 | Grant, Duncan | Bathers by the Pond | London Art Fair | The Figure in Modern British Art: Highlights from the Pallant House Gallery Collection 21-25 Jan 2015 |
| 0077 | Moore, Henry | Suckling Child | London Art Fair | The Figure in Modern British Art: Highlights from the Pallant House Gallery Collection 21 - 25 Jan 2015 |
| 0115 | Minton, John | Portrait of David Tindle as a Boy | London Art Fair | The Figure in Modern British Art: Highlights from the Pallant House Gallery Collection 21-25 Jan 2015 |
| 0117 | Moore, Henry | Two Apprehensive Shelterers | London Art Fair | The Figure in Modern British Art: Highlights from the Pallant House Gallery Collection 21 -25 Jan 2015 |
| 0156 | Sutherland, Graham | Thorn Head | London Art Fair | The Figure in Modern British Art: Highlights from the Pallant House Gallery Collection 21-25 Jan 2015 |

Service Level Agreement
between Pallant House Gallery and Chichester District Council, 2015/2016

In the course of its work, Pallant House Gallery aims to support the vision and priorities of the Chichester District Council as provided in its Corporate Plan 2013-16: to contribute to the cultural offerings for visitors and residents, to contribute to the quality of life in the District, and to promote economic development in the district.

This agreement is shared to make clear the benefits to the District generated by the District Council's funding of Pallant House Gallery. These benefits are shown under four headings.

- I. Engage local school children, families and adults with a high-quality cultural programme
- II. Serve community audiences in the District and beyond through specially-designed programmes
- III. Care for the collections of the District Council
- IV. Contribute to the economic Development of the District

| Actions for Gallery | Activity | Measures | Timescales |
|--|---|--|--|
| <p>I – Engage local school children, families and adults with a high quality cultural offering</p> | <p>Provide a Schools Programme of tours and workshops for schools in the District which explore the Gallery’s collection through a range of curriculum related themes including; landscape, portraiture and Pop Art and temporary exhibitions.</p> <p>The Schools Programmes includes, <i>Picture This</i>, a project that supports local schools to select one work from the Gallery’s collection and to use this as a starting point for working across the school’s curriculum.</p> <p>Deliver a teachers Continual Development Programme (CPD) once during the year</p> <p>Increase the audience for the Gallery’s Creating Untitled Programme. Creating Untitled is a free creative forum and workshop organised by the Gallery and open to young people aged 13 to 18.</p> <p>Offer work experience opportunities to students from local schools and FE/HE organisations.</p> | <p>Annual report to include the number of Chichester District Schools engaged in the Schools Programme.</p> <p>To increase by 3 the number of schools engaged in the 2015/16 schools programme against the 2014/15 figure of 9.</p> <p>Maintain at 2014/15 level of engagement</p> <p>Annual report to include the number of teachers taking part.</p> <p>Annual report to include the number of young people engaged in Creating Untitled and Learning Programmes. The Gallery to consolidate links to targeted support service for young people through engagement with youth service programmes and the Chichester Cultural Learning Partnership.</p> | <p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2016</p> |

| | | | |
|--|---|--|--|
| | <p>Offer opportunities for the region's college and university students including; supporting placements from Chichester University Fine Art degree students and providing the opportunity for Fine Art degree students from Northbrook College to be able to present proposals for site specific installations at the Gallery.</p> <p>Support the delivery of Chichester University's MA course in Cultural Studies.</p> | <p>Annual report to include numbers and review of activity.</p> <p>Offer at least 7 placements for 2015/16</p> | <p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2016</p> |
| | <p>Deliver three Open Weekends a year providing free entry to the Gallery with a series of programmes and activities for families.</p> | <p>Number of open days held and number Attending.</p> | <p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2016</p> |
| | <p>Deliver an Adult Programme which highlights and enhances the experience of the Gallery's collections and exhibitions. Events include Thursday evening talks/presentations, workshops, Gallery tours, films and concerts.</p> | <p>Provide separate programmed opportunities for adults during 2014-15</p> <p>Increase digital access audiences over 2014/15 figures</p> | <p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2016</p> |

| | | | |
|--|---|--|--|
| <p>II. Serve community audiences in the District through specially-designed programmes</p> | <p>Develop and market the PHG's Community Programme to people with a wide range of support needs in the District and local communities of Chichester and the region.</p> <p>The Community Programme includes: The Dementia Programme:</p> <ul style="list-style-type: none"> • Art Views • Dementia Friends information sessions • Outside In - supporting artists facing a barrier to the art world • Partners in Art – supporting people in creative partnerships • Pallant Community Workshops – creative workshops every Thursday afternoon • First and Second Steps into the Gallery – a course for those unfamiliar with the Gallery • Care for Art – respite workshops for carers, people they care for and those have recently ended their caring role <p>Deliver the Sussex Artists' Award in partnership with St Wilfrid's Hospice to raise money for both organisations</p> <p>Complete the arts element of the Graylingwell Heritage Project working with Chichester University, Chichester Community Development Trust and the West Sussex Record Office.</p> | <p>Continue to carry out a post-code analysis of current participants so as to quantify the number of Chichester District resident accessing the Gallery's Community Programmes.</p> <p>Maintain over 100 active participants from Chichester District in Community Programmes</p> <p>Share participant's feedback or peer review of scheme in annual reports so as to evidence the impact and benefits of the Community Programme.</p> <p>Engage with the District Council and Chichester in Partnership to consider how the Community Programme can support the targeted work relating to Think Family Neighbourhoods and creating a dementia friendly city.</p> | <p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2016</p> |
|--|---|--|--|

| | | | |
|---|---|--|--|
| <p>III. Care for the collections of the District Council</p> | <p>The Council's collection will be:</p> <ul style="list-style-type: none"> - maintained in a climate controlled environment (where temperature, humidity and light levels are monitored) which adheres to industry standards - stored in a safe, climate controlled environment when not presented in the galleries - used as integral elements of learning and community programmes and as part of temporary exhibitions - professionally housed (in museum-standard mounts and frames), regularly checked for condition and provided with conservation treatment when needed | <p>Annual report to include list of CDC items that have been loaned, including lender and audience information. Also to include report on any conservation or documentation work undertaken.</p> | <p>Ongoing</p> |
| <p>IV. Contribute to the Economic Development and Tourism offer of the District</p> | <p>A. Update an Audience Development plan as part of PHG's Business and Strategic Plans which addresses ways in which local, regional and national audiences will be attracted to the Gallery and Chichester</p> <p>B. Work with other city, district and county arts and culture organisations on marketing their programmes to attract visitors to the District</p> | <ol style="list-style-type: none"> 1. When complete, share the new Audience Development plan with the CDC 2. Share the results of visitor surveys with the CDC annually 3. Report on the economic impact of visitors to the Gallery annually. | <p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2016</p> |

The Service Level Agreement for 2015/2016 is accepted in accordance with the Funding Agreement between Chichester District Council and Pallant House Gallery Trust

Signed:

Signed:

Print Name:

Print Name:

Position:

Position:

For and on behalf of the Council

For and on behalf of the Grantee

Date:

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

2 July 2015

Chichester in Partnership – Getting people into Work Strategy 2012-2015 – Progress against Action Plan

1. Contacts

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2. Recommendation

- 2.1 The Overview and Scrutiny Committee is requested to review progress made against the original Getting People into Work Strategy and action plan 2012-2015, note the revised strategy 2015-18.**

3. Background

- 3.1 In September 2011 Chichester in Partnership identified that rising unemployment and the particular issue of long term unemployment was potentially a growing issue for the district and could have an impact on the quality of life. The partnership agreed to develop a 'worklessness' strategy to investigate the issues and develop solutions for the partnership to act upon.
- 3.2 The strategy was developed by Chichester District Council's Economic Development Service and the Partnership's officer in consultation with numerous partner organisations including Job Centre Plus, West Sussex County Council, Royal British Legion Industries, Coast to Capital LEP and Chichester Chamber of Commerce and Industry.
- 3.3 The original Getting People into Work Strategy 2012-15 and accompanying Action Plan (GPWS) 2012-2015 was approved by Chichester in Partnership in May 2012 and adopted by Chichester District Council's Cabinet in June 2012 (The Action Plan is attached at Appendix 1).
- 3.4 A new Getting People into Work Strategy 2015-2018 was approved by Chichester in Partnership in December 2014 and adopted by Chichester District Council's Cabinet in March 2015 (The Strategy and accompanying Action Plan is attached at Appendix 2)

4 Outcomes to be achieved

- 4.1 The primary aim of the original strategy was to **reduce the length of time individuals are out of work**. The rationale for this was that evidence shows that the longer a person is out of work, the more difficult it becomes to secure employment and the greater the impact it has on other issues such as health and wellbeing.

4.2 The intended outcomes all focused on directly or indirectly supporting people into paid employment. We know that assisting people into work has a wide range of benefits and positive knock-on effects for the economy and society as a whole. Delivering the strategy supported both the council's own strategic priorities for the economy and for community wellbeing, as well as those set out in Chichester District's Sustainable Community Strategy.

4.3 The original GPWS action plan (Appendix 1) identified six priority objectives with outputs and outcomes. They were:

1. To concentrate efforts to support young people in the 16-24 group to improve their readiness for work by:

- Building on the work already being done to support young people, such as apprenticeships and basic skills training
- Providing good quality work experience opportunities to young people within our own organisations to give them credible work experience that employers can have confidence in
- Ensuring those with Special Educational Needs receive the appropriate package of support to improve their chances to learn, train and work

2. To look for solutions to transport barriers by:

- Reviewing with West Sussex County Council and others, the public and community transport services and exploring ways in which we can either influence existing transport providers to provide more flexible transport services or provide new transport services that can get people to where they work or train.
- Encouraging car sharing
- Exploring the potential for wheels to work schemes
- Enabling local business development and self employment where that could help reduce the need to travel

3. To enhance our customers' experience by improving communication and coordination amongst service providers by:

- Developing closer working relationships amongst service providers, for example, by hosting an initial networking event for those providers and community & voluntary sector organisations to share information about what we each do and identify where we can better coordinate our activities
- Producing a database of services available for service providers to use to be able to refer customers to other support organisations
- Reviewing and evaluating how well we communicate to customers and improving access to information

4. To work more closely with employers to match people to the jobs available now and which will be available in the future by:

- Coordinating our engagement with employers
- Adopting a targeted approach to, firstly, fully understanding their recruitment needs and the expectations of potential employees and, secondly, setting out the ways in which we can help deliver their business needs, including recruitment

- Identifying what the gaps are. For example, good work experience practices from school-age onwards
- Addressing through school, further and higher education, the lack of basic skills that employers consistently say are an obstacle to employing people, particularly numeracy and literacy
- Developing skills-matching to match an individuals' skills and experience to jobs available
- Encouraging a Corporate Social Responsibility approach by raising awareness of the employment needs of the District, apprenticeships, work placements and Department for Work and Pensions initiatives such as work trials

5. To focus initially on the wards in the District where the number of people out of work is consistently high compared with other wards by:

- Looking at options for providing a 1:1 support approach to families and individuals who have either never worked or have been long-term out of work
- Adopting a twin-track approach with specific support for those who are 0-6 months unemployed where there is a high probability of getting them back into work quickly, and a longer-term more holistic intervention for those who are longer-term unemployed and who might face more challenging barriers

6. To support the development of local enterprises and self employment as a way out of unemployment.

- Coordinate efforts and initiatives to provide support for enterprise in the District

4.4 These were monitored on an on-going basis by the Chichester in Partnership Co-ordinator and Chichester in Partnership receives regular reports on progress. In addition, the Worklessness Steering Group meet every six months to review progress against targets. Major partners involved in the delivery of this action plan met on a more regular basis.

4.5 Both the Worklessness Steering Group and Chichester in Partnership agreed that they wanted to see the work of the strategy continue for another 3 years.

5. Success of Getting People into work 2012-2015

This section largely reports on the progress since last year's report to the Overview and Scrutiny Committee in April 2014.

To concentrate efforts to support young people in the 16-24 group to improve their readiness for work

5.1 Choose Work began as a two-year work experience programme for unemployed residents of Chichester District. Established in January 2013 and funded by the Department for Work and Pensions, it exceeded its target of engaging 80 people into work placements in its first two years. In total 89 unemployed people were placed into voluntary work experience, 47% of whom found work and better future prospects. Over 30 companies were involved in offering work placements. A return on investment calculation (based on DCLG

figures) indicates that this project over a 2 year period saved the public purse an estimated £311,979 – 12 times the original investment of £25,000. For 2015, further funding from Department of Work and Pensions and from CDC has enabled Choose Work to continue and to expand its vital work, helping many harder-to-reach unemployed residents and delivering employability workshops and support in the rural areas of the District. Choose Work is now engaging with those on Employment and Support Allowance and they can be more difficult to help. Since January 2015, 99 clients engaged via Chichester and rural workshops by Choose Work, with 19 work experience placements delivered, and 14 new partners engaged, and enabling over 25% clients back into work so far.

- 5.2 The Chichester College Back to Work Team 'Community Works' has given construction students, together with long-term unemployed people, the opportunity to gain real work experience and to help them up-skill and increase their employability chances. The project has run for a year and helped 10 different community projects across the district so far.
- 5.3 The Apprenticeship Group delivered the second annual business conference in January 2015. This promoted the apprenticeship scheme to construction and engineering companies. It was another upbeat and informative event successfully engaging with 75 local businesses. There were good presentations from apprentices, and businesses employing apprentices. The conference also provided information about financial incentives, opportunities and support available.
- 5.4 The National Apprenticeship Service has provided the Economic Development Service with weekly updates on apprentice vacancies for the West Sussex area, and the information has been used to help find opportunities for Choose Work candidates and to fill vacancies where possible.
- 5.5 Number of apprentices: for 2013-14 there were 560 starts in the full year; for 2014-15 from August 2014 to January 2015, there were 310 starts (data for the full year will be available in Autumn 2015).
- 5.6 'Become an Apprentice' Exhibition. The Economic Development Service continued to promote apprenticeship opportunities to young people via its 'Become an Apprentice' exhibition event in October 2014. This event had over 30 local employers and agencies advertising their live vacancies, and young people were invited to attend to find out more.
- 5.7 EDS produced a 'Guide to Apprenticeships for Young People' with input from the other apprentices in the Council, and the draft version was consulted-on with external groups.
- 5.8 Employer's Guide to Work Experience. The Economic Development Service worked closely with local schools' work experience coordinators in producing an 'Employer's Guide to Work Experience for Pre-16 year-old students in Chichester District. The guide is now being promoted widely with all partners and via business networking events. The aim is to continue to encourage more employers to offer work placements.

- 5.9 'Find your Future' project with Wellbeing. This project complemented the Choose Work project. Through a number of our projects we were noticing people who had low level mental health needs. Although often there was no formal diagnosis, they needed a bit of extra help to get their lives going in the right direction. 'Find your Future' can best be described as a series of workshops to help individuals think differently about their life. A number of participants gave this project positive feedback and they generally moved into the Choose Work project when ready.

To look for solutions to transport barriers

- 5.10 WSCC have introduced a concession on local buses for unemployed people and the development of local services such as SelseyWorks was also seen as an alternative way to overcoming the transport barrier. This objective is being continued into the next strategy.

To enhance our customers' experience by improving communication and coordination amongst service providers

- 5.11 Input and funding was provided into a new employability website called 'Pathway – Steps to Success', which has been designed by young people for young people to help them make decisions on their future career.
- 5.12 A network meeting was set up for employment support service providers that was useful in improving communications. Following the initial meeting this initiative has continued and is now run by Hyde Martlet and partners meet on a quarterly basis. The ongoing meetings for this strategy and related projects are also helping in communication and increased partnership working.

To work more closely with employers to match people to the jobs available now and which will be available in the future

- 5.13 Coast to Capital launched the 'Business Navigator' website and an Inward Investment website was also launched.

To focus initially on the wards in the District where the number of people out of work is consistently high compared with other wards

- 5.14 Selsey Works. The SelseyWorks project was born out of the Think Family Neighbourhood Area work and inspired and driven by this Strategy. After a year of running Selsey Works a cost benefit analysis exercise was undertaken, using the DCLG cost savings tool as the basis for the analysis. Although some of the values in the DCLG calculator may be overly optimistic, they are the values that are being used nationally for the Troubled Families Initiative.

| | Number of people | Cost saving for state per person | Total cost saving to the state |
|--|-------------------------|---|---------------------------------------|
| People helped into successful employment | 30 | £8219* | £238,351 |
| Business Start-ups | 18 | £8219* | £147,942 |

| | | | |
|--|----|----------------------|-------------------|
| College/ Apprentices | 9 | £8219* | £73,971 |
| Carers Supported | 18 | £18,473 ^a | £332,514 |
| Homelessness (refuge project) | 15 | £18515* | £277,725 |
| Number of “at risk” young people supported to gain qualifications. (Tune In Project) | 23 | £5411* | £124,453 |
| Total Savings | | | £1,194,956 |

*Figures derived from DCLG cost savings calculator tool

^aFigure derived from Carers UK

5.15 In early 2015 SelseyWorks had to adapt to a reduction in funding. The project is now offered by Selsey Town Council. From the beginning of July it will have a full time worker and be working out of an office beside the town council. SelseyWorks has won the chance to be a Department of Communities and Local Government (DCLG) 'Our Place' neighbourhood and we will be working with them on future plans.

To support the development of local enterprises and self employment as a way out of unemployment.

5.16 The Business Support Officers within the Economic Development Service have continued to play a key role here, assisting with the formation of numerous businesses through help with business plans, discussing and refining ideas, seeking funding and premises, and signposting clients to other sources of support and advice.

5.17 Within SelseyWorks space was provided for entrepreneurs to launch their businesses and, with the close input of one off the Council's Business Support Officers, it successfully helped 18 new businesses.

Other Benefits and Case Studies

5.18 Further benefits received from partnership working under the strategy have been; improved relations with partner organisations such as Chichester College and Department for Work and Pensions, supporting local communities to find their own solutions to problems, and helping local residents take their lives forward.

5.19 Choose Work Case Study – Client One

Client One is in his late 40's and came to Choose Work following many years of working at Management level in bars, pubs and clubs. Alcoholism had led to him leaving work to seek treatment and to a period of unemployment.

Due to his illness, Client One was unable to return to his previous employment and was looking for a complete change of work. He was particularly interested in working in the countryside and in an outdoors job.

We organised a Work Experience Placement for him at New House Farm, East Dean, with a sheep farmer who is a tenant on the Goodwood Estate. Client One did a wide variety of tasks from lambing to fencing. The farmer was delighted to have the extra help and has asked if he can work with Choose Work again if we have another similar client who is looking for experience. During his placement, he took time away from the farm for Crop Spraying and Fork Lift Truck courses with Growtrain.

Client One subsequently got a job working for a local timber mill.

5.20 Choose Work Case Study – Client Two

Client Two is in his late 50's. After 25 years working in a Midhurst acrylic moulding factory, he gave up his job to move to Selsey and get remarried. As he had always been in work he never imagined it would be difficult to get a new job.

He had been out of work for 6 months when he came to Choose Work. We signposted him to the Find a Future course run by Steve Hill for Chichester District Council Wellbeing Department, as we felt he would benefit from a new perspective on his life and on his job search. He was already volunteering for Selsey Wildlife Trust and was not keen to do any additional work experience.

We worked with Client Two on his CV and advised him to contact various local organisations on spec to see if they had vacancies. These included Selsey Press, Bunn Leisure and various horticulture businesses locally. He didn't have any immediate success and we continued to work with him, recommending a number of jobs we found through the District and helping him with applications for positions including Montezuma's chocolate factory and Brick Kiln Garden Centre.

After 8 months out of work, he was offered a Grounds Maintenance position at Bunn Leisure. The Manager had been impressed with his on spec application which he had kept on file and contacted him when a position became available.

6. Getting People into Work Strategy 2015-2018 (Appendix 2)

- 6.1 The new strategy will continue some of work set out by the original document but explore other areas of concern such as workplace skills, helping those facing social injustice and improvement through skills. Specific outcomes will be developed as the projects are advanced. The new strategy can be found in Appendix 2.
- 6.2 Projects such as Choose Work, SelseyWorks and Community Works will continue, though funding for projects will need to be sourced and new projects around other areas of concern are under early stages of development.
- 6.3 The new strategy sets out six priority areas:
 - To help those facing social injustice into work. For example

- Employment Support Allowance claimants, lone parents, and older people in rural areas assisted by developing local support for residents who are seeking work or setting up their own businesses
- Those living in the Think Family neighbourhoods helped to access employment support and their skills developed
- People helped into full-time and better paid employment through access to training, and improved work based skills
- People with caring responsibilities helped to stay or return to work through exploiting the opportunities that new technologies present
- To increase workplace skills (such as interview skills, confidence and work place etiquette) in school leavers by embedding skills into the local curriculum
- Solutions to overcome transport-to-work barriers in the District identified, and relevant partners working to help deliver these

7. Resource and legal implications

- 7.1 CDC is the lead partner on a number of these strategic outcomes and is accountable to the Chichester in Partnership Core Group.
- 7.2 CDC is also the accountable body for the Partnership and therefore is responsible for any funding. For example, Chichester District Council is responsible for the management and delivery of the two Choose Work Coordinator posts.

8. Consultation

Partner organisations consulted in the development of the original strategy and the new strategy include:

- Department for Work and Pensions
- Voluntary Action Arun and Chichester
- Chichester Chamber of Commerce and Industry
- Chichester College
- University of Chichester
- Royal British Legion Industries (a work programme provider)
- Action in Rural Sussex
- StonePillow
- Chichester and Arun Citizen's Advice Bureau
- West Sussex County Council

9. Community impact and corporate risks

- 9.1 The aim of the strategy is to have a positive impact on those that are unemployed in our district, by supporting them back into work. If individuals return to work they will not be claiming benefits or demand other services such as health, police and housing.
- 9.2 Choose Work has had a considerable impact on residents within the community by raising aspirations and engaging local businesses. This has also been the case with Selsey Works.

- 9.3 Risks to CDC have been kept to a minimum as project funding has primarily come from other sources. Funding for Choose Work Coordinators posts is in place until January 2016, and further bids for future funding with DWP, the Council and other sources will need to be secured if Choose Work Programme is to continue.

10. Other Implications

| Are there any implications for the following? | | |
|--|-----|----|
| | Yes | No |
| Crime & Disorder: | | ✓ |
| Climate Change: | | ✓ |
| Human Rights and Equality Impact: | | ✓ |
| Safeguarding: | | ✓ |
| Other (Please specify): eg Biodiversity | | ✓ |

11. Appendix

Appendix 1 – Getting People into Work Action Plan 2012-2015

Appendix 2 – Getting People into Work Strategy and Action Plan 2015-18

12. Background Papers:

Getting People into Work Strategy and original action plan

<http://www.chichesterinpartnership.org.uk/index.cfm?articleid=20031>

Getting People into Work – Action plan

This plan sets out the actions that Chichester in Partnership members and key partners will take to address barriers identified in the Getting People into Work Strategy 2012-2015. The principal aim of the strategy is to **reduce the length of time that people are out of work**.

This is a rolling annual action plan which will evolve as some actions are completed and new actions are identified. Progress on delivering the actions will be reviewed by the Task & Finish Group and reported to Chichester in Partnership every six months.

| Action | Output | Outcome | Lead | Delivery Partners |
|--|---|--|----------------|---|
| Objective 1: To concentrate efforts to support young people aged 16-24 to improve their work readiness | | | | |
| 1.1 Develop a segmented approach to support people who are out of work <ul style="list-style-type: none"> • 0-6 months • 6-12 months • 12 months or more • People with Special Educational Needs | Targeting of solutions for the different groups of people out of work Jobcentre Plus to agree an approach with delivery partners Schools contact programme to maintain high awareness of the importance of identifying and referring disaffected young people to options for work experience tasters to capture young people's interest in practical skills before they reach age 16. | The length of time people are out of work is reduced | Jobcentre Plus | Action in Rural Sussex Affinity Sutton Chichester College Hyde Martlet Maximus Royal British Legion Industries Stonepillow Womens Wisdom and other relevant support providers |

| Action | Output | Outcome | Lead | Delivery Partners |
|---|---|---|--|---|
| <p>1.2 Work with key employers to identify and adopt best practice models of providing good quality work experience for young people</p> | <p>Identify key employers</p> <p>Invite the Horsham Work Experience officer to explain her role to the Task & Finish Group and employers</p> <p>A good practice guide for employers</p> | <p>Task & Finish Group considers whether this type of approach would be appropriate for the district</p> | <p>Chichester Chamber of Commerce</p> | <p>Affinity Sutton Chichester College Chichester District Council Large employers Royal British Legion Industries University of Chichester West Sussex County Council</p> |
| <p>1.3 Continue to provide good quality work experience to young people</p> | <p>Use Horsham Work Experience programme as a guide</p> <p>Use evidence from Stonepillow's successful social enterprise work experience programme, which has been working with JCP</p> | <p>50 pre-Work Programme young people take up a work experience opportunity in 2012-2013</p> <p>Young people gain a good understanding of what it is like to be in the workplace, develop their skills and experience, and as a result, increase their confidence</p> | <p>Chichester District Council / Job centre plus</p> | <p>Chichester in Partnership members</p> |
| <p>1.4 Support young people to access the Apprenticeship scheme and work with employers to ensure there are enough places available</p> | <p>250 16-18 year olds become apprentices in 2012-2013</p> | <p>At least 25% of those young people secure a permanent job at the end of their apprenticeship</p> | <p>Chichester College/ Chichester District Council</p> | <p>Employers including Chichester in Partnership members and support providers</p> |

| Action | Output | Outcome | Lead | Delivery Partners |
|---|---|--|----------------------------|--|
| 1.5 Encourage employers to take up Youth Contract opportunities | 100 Employers recruit through Youth Contract 2012-2013 | Young people gain a good understanding of what it is like to be in the workplace, develop their skills and experience, and as a result, increase their confidence and capabilities | Jobcentre Plus | Chamber of Commerce Chichester College Chichester District Council Employers Stonepillow Support providers |
| Objective 2: To identify solutions to key barriers | | | | |
| 2.1 Identify potential solutions to transport barriers | Research on Access: identifying alternative solutions where there is no public transport provision or schedule of services does not provide the flexibility people need Cost: identifying ways in which public transport can be made affordable for people in work experience or early-on in employment External funding bids submitted where appropriate to provide extra resources and solutions | Research to determine what future actions are required and what the intended outcomes should be subject to findings | West Sussex County Council | Action in Rural Sussex Chichester District Council Affinity Sutton Hyde Martlet Royal British Legion Industries |

| Action | Output | Outcome | Lead | Delivery Partners |
|--|---|---|--|---|
| 2.2 Undertake further research into the availability and affordability of child care in the district | Identify what needs to be done or could be done to make child care more accessible to those who are out of work | Research to determine what future actions are required and what the intended outcomes should be subject to findings | Chichester District Council | West Sussex County Council Voluntary Action Arun and Chichester |
| Objective 3: To enhance our customers' experience by improving communication and coordination amongst service providers | | | | |
| 3.1 Host an initial networking event in May 2012 for service providers to inform and establish a future service providers' networking group | An active service providers' network | Partners have a better understanding and awareness of the services each organisation can provide and improve their communication with each other leading to enhanced customer service | Chichester District Council to set up inaugural meeting and future lead partner to be identified through the network | Action in Rural Sussex Affinity Sutton Chichester College Chichester District Council Hyde Martlet Jobcentre Plus Royal British Legion Industries Stonepillow Voluntary Action Arun and Chichester Other training and service providers |
| 3.2 Through the network, identify ways in which service providers keep each other and customers up-to-date to help them identify who they can work with to support their customers or refer their customers to | Service providers agree and put in place appropriate methods | Partner organisations' customers are able to access the full range of support available to them | Chichester College (as Chair of the network for first 12 months) | Jobcentre Plus Stonepillow Voluntary Action Arun & Chichester |

| Action | Output | Outcome | Lead | Delivery Partners |
|---|---|--|--|--|
| Objective 4: To work more closely with employers to match people to the jobs available now and will be available in the future | | | | |
| 4.1 Service providers work together to develop a business focused web site that provides the business community with information on what services and support are available, such as help with apprenticeships and skills development | A targeted approach to help businesses understand which organisations can help with skills development, training and recruitment | Businesses are better informed of the support available to them and find it straightforward to access that information | Chichester District Council | Affinity Sutton Chichester Chamber of Commerce Chichester College Jobcentre Plus Registered Social Landlords Royal British Legion Industries Stonepillow University of Chichester |
| 4.2 Service providers work together through their network to develop ways they can link with businesses in a more joined-up way to support them with their development needs, such as training and recruitment | Service providers collaborate to inform businesses | Businesses feel confident that they can access appropriate information and support and are encouraged through this process to provide good quality work experience and recruit apprentices | Chichester College (as Chair of the network for first 12 months) | Affinity Sutton Chichester Chamber of Commerce Chichester College Jobcentre Plus Employers Hyde Martlet Stonepillow University of Chichester |
| 4.3 Work with local employers to develop procurement policies that encourage and support businesses, contractors and suppliers to source people, goods and services locally | Review Affinity Sutton's approach and prepare a good practice guide to local procurement that employers can adopt or adapt to their business needs Investigate Arun Business Partnership's model | An increase in locally sourced goods and services, creating more jobs and supporting local businesses | Chichester District Council | Chamber of Commerce Chichester in Partnership members and partners Local employers |

| Action | Output | Outcome | Lead | Delivery Partners |
|--|--|--|--------------------------------|--|
| Objective 5: To focus initially on the wards in the District where the number of people out of work is consistently high compared with other wards | | | | |
| 5.1 Establish a working group for the selected areas to provide tailored support to individuals, focusing initially on Selsey, Tangmere, Witterings, Midhurst and Petworth | Outputs to be determined as part of the Targeted Communities project and likely to include: <ul style="list-style-type: none"> • number of people supported each year and; • number of people take up training or employment Establish where the resources will come from | A reduction in the number of people who are out of work long-term in these wards bringing the numbers more in line with those in other wards | Jobcentre Plus | Targeted Support Task & Finish Group, likely to include: Action in Rural Sussex Affinity Sutton Chichester College Chichester District Council Hyde Martlet Royal British Legion Industries |
| Objective 6: Promote local enterprise and self-employment as a way into employment | | | | |
| 6.1 Promote awareness of enterprise and self-employment as a route into work | 200 people on taster courses/workshops Up to 26 people supported to develop business plans 12 people supported with enterprise grants (by Prince's Trust over two years) | The district sustains its level of self-employment at 16% or more until and as the economy recovers | Chichester Chamber of Commerce | Action in Rural Sussex Affinity Sutton Chichester College HMRC Hyde Martlet Jobcentre Plus Let's do Business Group Prince's Trust Stonepillow University of Chichester Womens Wisdom |



2015-18

Getting People into Work



March 2015

Chichester District Council

Chichester in Partnership

Getting People into Work Strategy 2015-2018

1. Foreword

Chichester District benefits from having a very attractive natural and built environment, a diverse and healthy employment base and a choice of good quality housing making it a desirable place to live and work. For many it is seen as a “rich” place where everyone is employed and lives in a beautiful rural home.

Chichester in Partnership’s aspiration is for all of Chichester District’s residents to be able to benefit from these quality-of-life factors and to be able to fully participate in all aspects of living in the District. While many are able to do so, there are individuals, and in some cases families, within the District who are less able to for a number of reasons. The image of the rural idyll where everyone has a job and has money is false; there is poverty, unemployment and deprivation in our district that is masked by the apparent wealth and rurality of our district.

Not being in employment can have a major impact on a person’s quality of life, where they are able to live, whether they can travel, and whether they can afford food and clothing. In an expensive area such as Chichester these problems can be magnified.

Not being in work can also result in acute lack of confidence which can make the challenge of getting a job feel very daunting. Mental health issues, having drug or alcohol problems or not having family support can all affect a person’s ability to get into work. In many cases individuals require a great deal of support before they feel able to return to work or become employed for the first time.

We know that assisting people into work has a range of benefits and knock-on effects for the economy and society as a whole. Securing paid employment is also one of the biggest factors in helping address health inequalities and improving a person’s wellbeing

Over the past three years we have had a lot of success with the delivery of this strategy, something that I and the partners of CIP are very proud of. I would also like to acknowledge the good work that is already being done by many private, public and voluntary sector organisations involved and to thank them for their commitment and contribution to delivering this strategy.

Josef Ransley
Chair, Chichester in Partnership

2. The Original Strategy

Three years ago when the economy was on a downhill spiral and the threat of large scale unemployment was imminent, the number of people unemployed nationally increased to 2.7 million, its highest level since 1994. Although Chichester has never suffered large amounts of unemployment we wanted to ensure that we were not detrimentally impacted by the recession. Chichester in Partnership agreed that they wanted to develop a strategy to mitigate the effects and to support people to stay in and get work. The strategy was developed by Chichester District Council’s Economic Development Service and the Partnership’s officer in consultation with numerous partner organisations including Job Centre Plus, Selsey Town Council, Chichester College, West Sussex County Council, Royal British Legion Industries, Coast to Capital LEP and Chichester Chamber of Commerce and Industry.

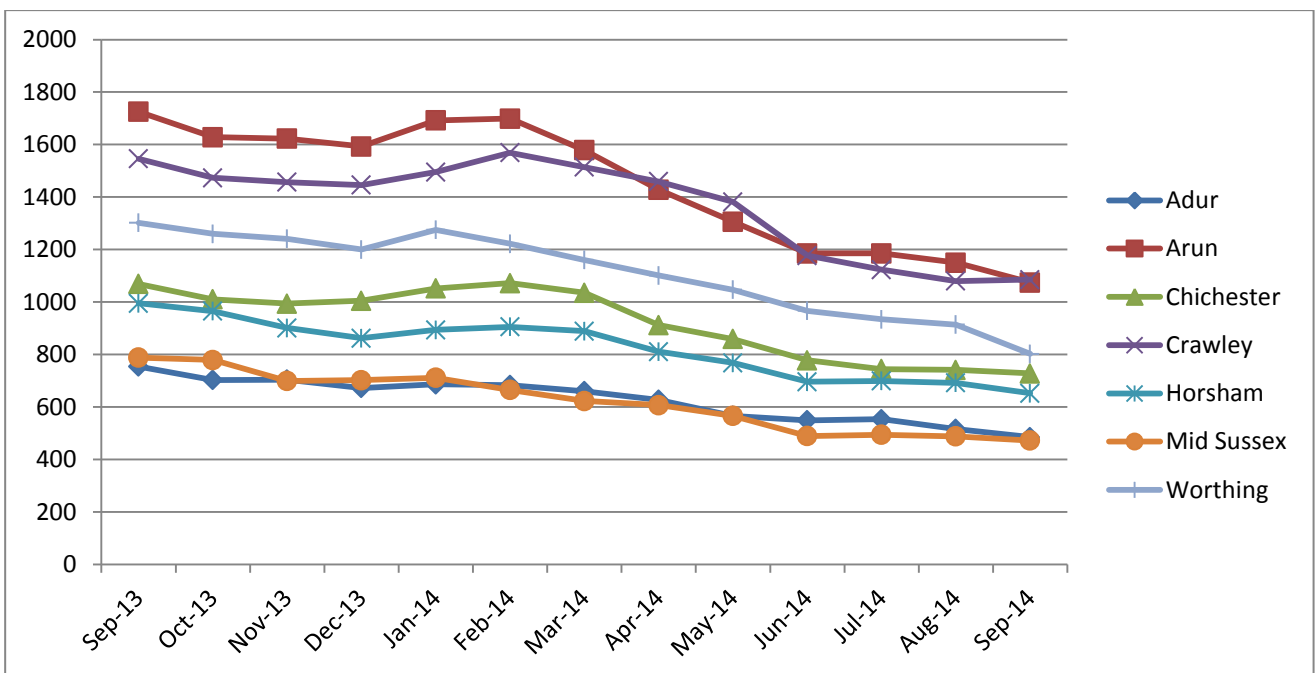
The main priorities for our original strategy were to address the barriers to work by:

1. Reducing the length of time people are out of work
2. Increasing the employment rate amongst those who are out of work
3. Supporting local employers to recruit the people they need to keep their businesses successful

3. Progress of the strategy

In terms of the general unemployment figures, the table below shows the number of Job Seeker's Allowance claimants in the age group 16-64, in the District. When analysing these figures we need to consider the current economic climate and acknowledge that this strategy may not be able to reduce unemployment in the District but can help to mitigate a potentially growing problem.

Graph 1: Job seekers allowance claimants aged 16-64, Jan 2011 – Sept 14



The development and delivery of this strategy has led to new, stronger relationships being built with the local Jobcentre Plus, Chichester College, Chichester Chamber of Commerce and Industry, Chichester University and Royal British Legion Industries. By working together we have developed new, innovative projects that help those most in need in our district. These are summarised below:

Work Experience Project (Choose Work)

In 2012, the partnership was successful in applying for a Department for Work and Pensions (DWP) grant of £20,000 to employ a part time Work Experience Coordinator for two years. Emulating a successful scheme in Horsham, the Work Experience Coordinator works closely with the local Jobcentre Plus to create good quality work experience for the unemployed across the District. We have named this project 'ChooseWork'. This part of the strategy is monitored by Chichester in Partnership and the Department for Work and Pensions.

The outcomes planned for the first year of this project were:

- At least 15 work experience placements created within the District Council in the first year
- Five local businesses/organisations recruited to offer a minimum of two work placements

- At least 25 young people supported into a work experience placement

In the first year of the project (2013) 49 people have officially been on the programme and a total of 120 people have had some form of interaction with the work placement coordinator. Initially the project was only allowed to help 18-24 year olds. This limit was removed half way through the year in order for us to help more people. 47% of people who have been on the programme have found a job. Only 14 are still claiming JSA. 30 companies have been involved in offering work placements. This project was far more successful than we originally envisaged, and an independent evaluation by the University of Chichester found that our methods of helping people was invaluable in getting people back to work.

Case Study: ChooseWork Miss W

Miss W was unemployed and needed work experience to help boost her confidence and improve her prospects of finding employment. Following an eight weeks work experience programme through Choose Work, she was successfully appointed as a Customer Services Assistant at Westgate Leisure Centre. The employer was also able to benefit from a Wage Incentive funding support from Department of Works and Pensions of a total of £2,275 towards employing her

Since January 2014, 44 more people have been supported into work placements and nearly half have now found work and a brighter future. The Choose Work Coordinator has also engaged with 99 people; all have benefitted from 1-1 mentoring and coaching within the Choose Work programme.

Two Choose Workers placed within the Economic Development Service after long periods of unemployment have now successfully found full-time jobs in the District. One is now a Food and Beverage Manager, and the other is an Administration Officer. Many other Choose Workers have been successful in gaining paid employment and apprenticeship vacancies in the District.

From April 2014 a part time 'Choose Work Coordinator' has been employed in SelseyWorks with the aim to help 10 people into work experience. We have also found through this project that it is not just the work experience that is helping the participants. The Choose Work Co-ordinator also offers mentoring and coaching to the individuals as and when they need it and it is this extra effort that really makes the difference.

In 2014 the Healthier Chichester Partnership funded a number of Choose Work workshops. Both of the Choose Work Coordinators have found that a number of the people they are dealing with are suffering from low level mental health problems (e.g. anxiety, depression, confidence issues). Such issues prevent them from getting work but are not bad enough to receive medical assistance. These workshops (led by the Choose Work Coordinators) help people with these issues and provide a kind of peer support network.

Case Study: ChooseWork Miss M

After a very long time struggling to find work, Miss M was introduced to the Choose Work scheme by the Job Centre. After a short interview to help discover what sort of fields of work she might be interested in, she was put in contact with the customer service team at the Council. The team were very friendly and welcoming and within her first week there she felt very at home. The work gave her experience with actually interacting with members of the public and the work environment. It was a huge confidence booster and helped her learn how to deal with tricky situations under pressure. Ultimately the 8 week work placement was cut short at 6 weeks as within two weeks of joining the Council she was actually offered a temporary position at a local school as a library assistant. The skills she developed on the Choose Work scheme proved invaluable in helping her in the new job, as it has not only given her confidence, but she now knows how to present herself, build good relationships within the workplace, and it has given her a passion for helping people.

Service Provider Network

The Chichester Service Provider Network ran for a year. However, at the same time Hyde Martlet set up a similar group that meets more frequently and was better attended. It was agreed to end the Chichester Service Provider Network in favour of the Hyde Martlet network. This network is currently developing a directory of services for use by frontline workers.

Apprenticeships

The Apprenticeships task and finish group is led by Chichester College and includes CDC, WSCC, National Apprenticeship Service(NAS) and Chichester Chamber of Commerce and Industry. The aim of the group is “to reduce unemployment in the local area by supporting young people within Chichester, to access the apprenticeship scheme and work with local employers to ensure there are enough places available”. Planned outcomes were:

- At least 25% of those young people secure a permanent job at the end of their apprenticeship
- 250 16-18 year olds become apprentices in 2012-2013

CDC hosted an Ambassador’s Event to seek potential ambassadors as apprentices and to encourage young people to consider apprenticeship as future options. A number of events also took place across the county in National Apprenticeships Week. We staged a successful business event to promote apprenticeship on 17 January 2014 which was attended by over 100 delegates. The lunch event was supported by Chichester in Partnership, Federation of Small Businesses, Chichester College, West Sussex County Council, Chichester Chamber of Commerce & Industry, National Apprenticeship Service and Chichester District Council. As well as hearing from businesses and young people who benefited from apprenticeships, delegates were able to hear about the grants and other support that they could claim when employing a young person. Relevant exhibitors were also available at the event to provide advice and support.

The Economic Development Service partnered with WSCC, Chichester College and the National Apprenticeship Service to promote an apprenticeship jobs fair on 22 October 2014 to bring together local young people looking for apprenticeship opportunities and the businesses who can provide them. It was well attended where local opportunities were realised and accessible.

The Economic Development Service also actively promoted apprenticeship scheme to other departments within the Council and has enabled recent recruitment of four apprentices, including the appointment of an administration apprentice within its own service.

The total achieved for 12/13 was 596 (Not all these will be from Chichester District) and 190 businesses have signed up and pledged to take on apprentices.

Targeted Support Work - Selsey

This work covered a number of issues but this summary only covers those that dealt with unemployment in the area. Working in partnership with Selsey Town Council, Chichester College, WSCC and DWP we developed the concept of 'SelseyWorks'

SelseyWorks is a local facility in Selsey town centre that offers job search advice, the Choose Work initiative, training courses and business set-up advice all in one place, thereby reducing the need for local residents to travel into Chichester for services. The planned outcomes for this project are:

- To assist 600 people over an 18 month period on their customer journey with a real focus on overcoming barriers, such as transport, which are major issues to securing work
- To assist 600 people in using Universal Job Match, and will engage at least 50% of them in a programme of training and one to one sessions to ensure they can access both Universal Job Match and the new on-line benefits systems
- Get at least 10% back in to work
- Open up 50 work experience placements with further opportunities afterwards for 75% of these
- Support the DWP digital agenda so that 85% of people from the area are given the skills to access our services digitally
- Grow 15 new businesses through entrepreneurship and mentoring
- Offer financial and debt advice to coincide with the introduction of Universal Credit and changes to the benefits system to ensure that people are helped to manage their money and budget effectively

The project successfully engaged a group of unemployed people to help with the decorating of this facility. This garnered very positive responses from the participants. The facility opened on the 3rd February 2014. A sizeable number of people have used the facility with many of these were looking for job advice/training of some kind. The Choose Work coordinator in Selsey initially found that people are not ready for work experience and they need a lot of support with basic skills like job searching, CV's and interview skills. However, feedback we are receiving about the facility is very positive. The local, independent, friendly service is proving to be the ideal facility for engaging those that are difficult to reach.

Case Study: Selsey Works

Client Miss H: Mother of 4, looking to get back into work and wanted to access training.

- We arranged for her to meet Chichester College during our Friday drop in session.
- She is now at Chi College undertaking a Book Keeping course and was looking to start another accountancy related qualification

Case Study: Selsey Works

Client Mrs S: Client was currently unemployed, had no qualifications and two young children.

- We assisted in getting her CV up to date and assisted her with using our website to access local job opportunities. We assisted her with an application to a local leisure company and she was successful in gaining employment with this company.

Case Study: Selsey Works

- **Client Mrs B:** Working mother has recently been dismissed unlawfully, required advice regarding employment law as well as support in possible business venture.
 - Directed to ACAS and employment law details, also advised to visit job centre to discuss signing on.
 - Arranged meeting with George Smith to discuss business opportunity.
 - Assisted in logo development, business paperwork and creation of social media site.
 - Client now has sufficient customers and is only claiming working tax credits as a result.

4. What have we learnt?

Through the development of these projects over the past 3 years we have learnt a good deal about what the barriers to work are for our local community.

- Transport and Distance to work- If you are unemployed the Job Centre says that you should apply for jobs within 90 minutes travelling time (on public transport). However this is unrealistic to a number of our residents due to the lack of frequency of public transport, child care or caring issues, and the expense of such travel. Generally people want a job close to their home.
- Multiple issues – Generally we are finding that the people that need help in getting into work have more than one issue/barrier affecting them. Overcoming these multiple issues can be resource intensive.
- Low level mental health needs - We are finding that a large number of unemployed are suffering from undiagnosed mental health issues such as depression, anxiety and low confidence. This has meant that one-to-one support through SelseyWorks and ChooseWork can be more resource intensive than expected. However, both projects have had success with these people. Both projects have been set up with a supportive, non-judgemental, friendly approach to accessing services. This is proving to be a successful way of helping people either into work or at least to a better place in their lives.

Case Study: SelseyWorks

- **Client Mr E:** Client has long term mental health issues and associated social issues, currently not in employment and finds it very difficult to engage socially; he has been previously excluded from accessing certain services due to his often abusive/aggressive nature.
 - We were able to offer bespoke assistance to reduce social engagement.
 - Updated CV and assisted with accessing benefits.
 - We have got him engaged with First Steps to Fitness and with Chichester College to gain his CSCS card.

- Red tape – The benefits/support system can sometimes work against people. Because someone is on a certain benefit or on the work programmes they cannot use services offered by our projects and we are limited in helping people who may have work but want to improve their situation. Unemployed individuals are moved from scheme to scheme without a consistent form of support that is needed.
- Sometimes it's not about getting work – sometimes it's about getting a person into a better place in life, be it helping them overcome depression or able to deal with their finances better. This is still seen as a positive outcome even though it cannot be included in performance figures.
- Underemployment – Within Chichester unemployment is low. However the number of people on low wages is high. Where these people want to improve themselves and get into better paid employment the amount of support is limited.
- Expectations – Not everybody wants a career or a job with a lot of responsibility. Some people just want a job they can enjoy that is close to home, so when working with people we have to not just keep their expectations in check but our own too. There will also be a percentage of our population on low level wages and claiming benefits. Actually it is a necessity of a functioning society that we do have people to work in retail shops, care homes and hotels.

5. What has changed?

National Policy Context

Since the development of the last strategy a lot has changed and developed, in particular the overall economy. Although we no longer face a severe credit crunch and recession, and the economy has stabilised, living costs are still high and wages have remained below the inflation rate. The unemployment rate is now low but the wage levels are also low. Government is overhauling the benefits system while piloting new ways of supporting people into work. Set out below are some of the major issues that we will need to consider in the next three years.

- **The economy**
Economic conditions since the banking crisis in 2008, the subsequent credit crunch and global recession have been very challenging. The UK economy has seen very moderate growth rising from a recession time low in 2009 to just above 1% in 2010 and slowing down again since. Financial institutions remain cautious about lending, many businesses have

contracted and those that are ready to expand are waiting for improved economic conditions before committing themselves to grow.

Government measures, introduced since May 2010 in an effort to reduce the UK's financial deficit, have impacted very heavily on public sector jobs, public sector contracting and the voluntary sector. In turn, many private sector businesses have also been affected as public sector organisations have had less funding and have had to cut back on services and spending.

- **Universal Credit**

In the next couple of years universal credit will be introduced across the country. Universal credit is a welfare benefit launched in the United Kingdom in 2013 to replace six means-tested benefits and tax credits. These six benefits are: Income-based Jobseeker's Allowance, Income-related Employment and Support Allowance, Income Support, Working Tax Credit, Child Tax Credit and Housing Benefit. Unlike some existing benefits, such as Income Support, that have a 100% withdrawal rate, the Universal Credit will be gradually tapered away, as is the case with the existing tax credits and Housing Benefit so that, in theory, people can take a part-time job and still be allowed to keep some of the money they receive. The claiming system will mainly be online. The introduction of a whole new system will initially put a lot of pressure on frontline services as it is bedded in and we will have to consider how it will work in rural areas where internet connections are unreliable.

- **Supervised Job Search Pilot**

Sussex is the pilot area for a new supervised job search pilot. This involves Jobsearch activity for 35 hours a week for 13 weeks supervised in a training Centre by a contracted provider. Claimants will get help in searching and applying for jobs, writing covering letters, job application skills and interview techniques. When on this pilot they will be unable to take part in any other schemes or projects.

- **The Election**

Following the General Election, over the next 3 years national policy will change. However, the focus to get people off benefits and into work is likely to remain no matter who is in government.

- **Help to work: drive to help long term unemployed**

Government have developed the 'help to Work' initiative. This is a nationwide drive to help the long term unemployed into work. This includes new intensive measures to help the long term unemployed including intensive coaching, meeting the job advisor every day and mandatory community work placements

- Youth Contract/ Apprenticeships
- Careers advice / employability website
- Post Work Programme

- **Fuller Working Lives: A framework for action**

The Department for Work and Pensions introduced this framework for action to help people who have an unplanned exit from the labour market. To help people stay in work they have removed the default retirement age and the introduction of the new state pension. Within this framework there are a number of actions planned including:

In 2015 there will be a national strategy published for supporting older people to remain active in work, self-employment, and participation in civic society, by seeking to reduce the number of people who feel unable or unsupported to work because of ill or declining health. This will include:

- Extending the right to request a flexible working to all employees
- Creation of the Centre for Ageing Better
- Testing new and tailored provision for older job seekers
- Pilot to fund assistive technology to support carers who are in employment.

Local Policy Context

Chichester District's economy has remained relatively buoyant despite the difficult economic conditions over the last four years. The District has a number of high profile national and internationally renowned private businesses employing 250 people or more, including Rolls Royce, Wiley, Mercers and Natures Way.

The majority, however, are small businesses employing fewer than 10 people. The majority of larger organisations are in the public sector including West Sussex County Council, Chichester District Council, St Richard's Hospital, Chichester College and the University of Chichester. In total, there are 6,700 businesses providing 67,000 jobs. Public Administration and Health employ 15,400 or 30% of the of the entire employment base in the District.

Employment is concentrated around the main centres and infrastructure in the District - Chichester, Midhurst, Petworth, along the coast and along the A27. We have identified access to and the cost of travel as one of the primary barriers to employment meaning that those who live more remotely might find it harder to travel to work than those living in and around the main centres.

- **Chichester District's Sustainable Community Strategy – A Very Special Place**

This document sets out the overarching 20-year vision for the District and its communities. One of the five main themes in the vision is the **Economy**, which provides the context for the Getting People Into Work Strategy, its primary aim being to provide the environment for a strong local economy where businesses can thrive and grow and local people have skills relevant to local employers. We need to ensure that we are supporting local businesses to create the type of jobs people aspire to and will need during the economic recovery and beyond.

We are focussed on the need, not just to safeguard existing jobs but to assist businesses in the creation of new jobs to replace those that have been and are being lost. Businesses have told us there is a skills-match issue – that is to say, local employers who are recruiting find that many of the people applying for work do not necessarily have the skills and experience to match the jobs available.

- **Creating a Prosperous and Sustainable Economy - An Economic Strategy for Chichester District 2013-2019**

Chichester District Council's strategy for the economy sets out a number of priorities that relate to employment, these are:

Priority 1: Attract and Retain Working Age Talent

Better understand and respond to working age people's housing needs and attract and retain more students to the District. Find new and innovative ways of providing residential accommodation that is affordable and attractive to working age households. Increase work

placement opportunities for young people and to develop their business and entrepreneurial skills.

Priority 3: Match Skills to Business and Economic Needs

Develop strong links with education-business networks and strengthen the links between the District's schools and Further and Higher Education providers.

Maximise internship and apprenticeship opportunities.

Develop procurement policies that encourage employer investment in education/training

- **West Sussex Public Health Plan**

Within the County Health plan they prioritised 'influences on our health'. This includes the aim "to improve access to good jobs and reduce long term unemployment across communities". The Plan aims to:

- Help vulnerable adults to access and maintain employment
- Develop a diverse workforce amongst local employers without significant additional financial investment
- Improve opportunities for young people to access training, education and employment (through apprenticeships, internships and work experience)

- **Coast to Capital Strategic Economic Plan and Coast to Capital Skills Strategy**

The overall aim of the Coast to Capital Skills Strategy is for businesses to be able to access the skills they need to compete internationally and to deliver the exceptional growth and productivity gains set out in the Coast to Capital Strategic Economic Plan. There are three strategic priorities

- Stimulate the demand for skills by encouraging business ambition
- Ensure skills provision meets the needs of Coast to Capital businesses, focusing on it priority sectors
- Ensure people make informed decisions about their learning and career choices

- **Coastal West Sussex Partnership**

Linking to the above strategy, the Coastal West Sussex Partnership also wants to raise the quality of jobs and skill levels of the local population in order to broaden and strengthen its economic base. It has two priorities

- Support local people to acquire the skills that the economy needs
- West Sussex will have a well respected programme of enterprise education in all its schools, colleges and universities and a coordinated approach to apprenticeships and the workforce development that supports local business needs.

They wish to do this by embedding enterprise in the educational curriculum and supporting businesses to influence and contribute to the curriculum.

6. What next?

Priorities

When assessing what we should focus on in the next 3 years, we have taken into consideration the available data, what our partners and current projects are telling us, national and local issues that are arising, and what the priorities are for our partner organisations. With this in mind we have developed six priorities that we believe we can deliver upon in Chichester District in the next 3 years:

1. To help those facing social injustice into work e.g. ESA claimants, lone parents, and older people in rural areas, by developing local support for residents seeking work or setting up their own businesses

2. To help those living in the Think family neighbourhoods to access employment support and to improve their skills
3. Helping people into full-time and better paid employment by getting them access to training and improving their work based skills
4. Using the opportunities that new technologies present, helping people with caring responsibilities to stay or return to work
5. To increase workplace skills (such as interview skills, confidence and work place etiquette) in school leavers by embedding skills into the local curriculum
6. To investigate solutions to transport barriers in the district and influence relevant partners to help deliver these

An Action Plan explaining how we will deliver upon the priorities is below at Appendix 1.

Appendix 1 - Getting People into Work – Action plan 2015

This plan sets out the actions that Chichester in Partnership members and key partners will take to address barriers identified in the Getting People into Work Strategy 2015-2018.

This is a rolling annual action plan which will evolve as some actions are completed and new actions are identified. Progress on delivering the actions will be reviewed by the Steering Group and reported to Chichester in Partnership every six months.

| Action | Output | Outcome | Lead | Delivery Partners | Target Date |
|---|--|--|-----------------------------|---|---------------|
| Objective 1: To help those facing social injustice into work | | | | | |
| <p>1.1</p> <p>Continue to provide good quality work experience opportunities for all residents within Chichester with a focus to help those that are “difficult to reach”</p> <p>Work with key employers to identify and adopt best practice models of providing good quality work experience for young people</p> | <p>Expand the ChooseWork project to cover a larger geographical area (to exclude the Manhood Peninsula)</p> <p>Identify key employers</p> <p>A good practice guide for employers</p> | <p>In the first year of project</p> <ul style="list-style-type: none"> To engage 120 customers from all working age benefits referred to the programme Chichester District Council offering at least 50 work experience placements to customers across all benefits who are not on Work Programme Recruiting 5 local businesses/organisations to offer a minimum of 2 work placements each | Chichester District Council | <p>Department of Work and Pensions</p> <p>Chichester College</p> <p>Job Centre Plus</p> | February 2016 |

| | | | | | |
|--|---|--|------------------------------------|--|--|
| <p>1.2</p> <p>Through workshops and peer support help those most in need to feel better and be better able to engage with services.</p> | <p>Delivery of ChooseWork Workshops which offer a form of life coaching</p> | <p>Number of people who find the workshops have helped them</p> <p>Number of people on ESA engaged with project</p> | <p>Chichester District Council</p> | <p>Job Centre Plus</p> <p>West Sussex Public Health</p> <p>SelseyWorks</p> | |
| <p>1.3</p> <p>Stonepillow Restore Trainees</p> <p>Trainees come from many sources including our own client base, Job Centre Plus, Mandatory Work Activity and The Aldingbourne Trust.</p> | <p>The target for 2015/16 is 240 participants</p> | <p>Trainees develop new transferrable skills and build self-confidence making them more job ready</p> | <p>StonePillow</p> | <p>Job Centre plus</p> <p>Aldingbourne Trust</p> | |
| <p>1.4</p> <p>Springboard</p> <p>Helping people who have been long term unemployed and returning from the Work Programme</p> | <p>30% of people who go on the course come off the JSA register with a percentage returning to work</p> | <p>Help the long term unemployed with life skills and build self confidence in order for them to be in a better position for job searching or setting up their own business.</p> | <p>Chichester College</p> | <p>Job Centre Plus</p> | |
| <p>Objective 2: To help those living in “Think family” neighbourhoods/ rural areas to access employment support and to improve their skills</p> | | | | | |

| Action | Output | Outcome | Lead | Delivery Partners | Target Date |
|---|---|--|------------------------------------|---|-------------|
| <p>2.1</p> <p>To ensure that local residents can access the services they need to improve their employment chances or skills.</p> | <p>Working with local Registered social Landlords to provide mini community hubs or outreach services in the identified areas.</p> | <p>Reduction in JSA figures</p> <p>Number of residents engaged</p> <p>Number of people referred to other support services.</p> | <p>Chichester District Council</p> | <p>RSLs</p> <p>Department of Work and Pensions</p> <p>Job Centre plus</p> | |
| <p>2.2</p> <p>For SelseyWorks as our pilot project, to continue offering support services to the whole of the District and develop its local offer</p> | <p>To get the project classified as a charitable status</p> <p>Get counselling training for staff members</p> <p>Promote pop up shop more, therefore increasing the income</p> <p>Develop project to help carers/ ex carers into employment</p> <p>Increase signposting to other services</p> <p>Develop local recruitment business</p> | <p>Get 25 people into work experience</p> <p>Help 20 people into employment</p> <p>Help the development of 5 new businesses</p> <p>Engage with and support or signpost 500 local people</p> <p>Generate £7,000 from pop up shop facility</p> <p>To help 10 young people with the young persons project</p> | <p>Selsey Town Council</p> | <p>Job Centre Plus</p> <p>Chichester College</p> <p>Selsey Youth Dream</p> <p>Chichester District Council</p> <p>Selsey Academy</p> | |

| Objective 3: Helping people to full/ better paid employment by getting them access to training that can improve their work based skills. | | | | | |
|---|--|--|--|---|--------------------|
| Action | Output | Outcome | Lead | Delivery Partners | Target Date |
| 3.1 To create accessible training for those on low wages to increase their skills | Investigate if there is any funding available for projects that aim to improve skills for those not on benefit. Investigate the feasibility of such a project. | Increase the number of people in the District with qualifications Increase in the average wage salary | Hilary Strong | Chichester District Council, WSCC, Affinity Sutton | |
| 3.2 Support young people to access the Apprenticeship/ Traineeship scheme and work with employers to ensure there are enough places available | To create local apprenticeships events that encourages local businesses to take on apprentices. To encourage local organisations to develop charters that supports the development of apprenticeship roles. | At least 25% of those young people secure a permanent job at the end of their apprenticeship Create at least 15 traineeship opportunities | Chichester College/ Chichester District Council | Employers including Chichester in Partnership members and support providers | |

| 3.3 | Encourage people to gain qualifications through work experience in the community | To deliver a community work experience project | Deliver 10 community projects a year for two years Upskill 150+ individuals through the project | Chichester College | Chichester District Council Job Centre Plus | July 2016 |
|--|---|---|--|--|--|-----------|
| Objective 4: Through the use of new technologies help people with caring responsibilities to stay or return to work | | | | | | |
| Action | Output | Outcome | Lead | Delivery Partners | Target Date | |
| 4.1 | To develop a project that support carers back into employment, through the use of new technology and the other project such as SelseyWorks and ChooseWork | Research, development and pilot of a project that helps carers back into work | Number of carers in work increases Number of carers engaged. | Chichester District Council/ SelseyWorks | Carers Support MIND West Sussex Prevention Assessment Team | 2018 |
| Objective 5: To increase work based skills in school leavers by embedding skills in the local curriculum | | | | | | |
| Action | Output | Outcome | Lead | Delivery Partners | Target Date | |
| 5.1 | With Coastal West Sussex investigate ways to embed work place skills into the | Research of successful projects. Discussions with schools as to willingness | Number of children with increased work place skills | Chichester District Council/ Coastal West | | |

| schools of Chichester | to be involved | | Sussex Chichester District Council | West Sussex County Council | |
|--|---|---|--|---|-------------|
| Objective 6: To investigate solutions to transport barriers in the district and influence relevant partners to help deliver these solutions | | | | | |
| Action | Output | Outcome | Lead | Delivery Partners | Target Date |
| Investigate the Transport barriers to accessing employment | Research to identify barriers, and to identify comparable solutions in other districts and counties | <ul style="list-style-type: none"> i) WSCC & partners engaged with alleviating worklessness through overcoming transport barriers; ii) Pilot project launched | Chichester District Council | <ul style="list-style-type: none"> West Sussex County Council Local Town Councils Membership Organisations | 2018 |

Appendix 2 - Economic Data

Below we set out some of the data available that supports our strategy. This was prepared in September 2014. Unfortunately local data is not available for some of the issues we would like to look at such as zero hour contracts, true number of NEETS, etc.

Skills and Qualifications

The number of people with no qualifications has grown in Chichester District by 635 to 18,566 which is almost 1 in 5 people (over 16), this is third highest in West Sussex.

In 2012, of the six secondary schools in the District, only three were above the national average for GCSE attainment measure of 5 A*-C including English and Maths. These are Bishop Luffa CofE School, Midhurst Rother College and Chichester High School for Boys.

People qualified to degree level have increased by 13,309 or 76% since 2001, 4th highest in West Sussex. This shows the District is becoming more knowledge led and may lead to a greater expectation in the job market.

Chichester District has the highest number of full time students in West Sussex with 6,266, this has grown by 1,353 since 2001 and remains the only district or borough in West Sussex with a University.

Earnings and Housing Affordability

The mean average salary by **place of residence** (people who live in the district) in Chichester District for 2012 is £27,369 (Source: Average Survey for Hours and Earnings Office for National Statistics 2013 Provisional).

- Male full time: £42,222
- Female full time £28,672
- Male part time £10,668
- Female part time £9,394

Housing affordability is an issue in the District. The average house price in the District (April – June 2013 more up to date information is unavailable) is £351,261 (Source: BBC/Land Registry).

Comparing the average house price to average salary gives a ratio of 12.8/1. In other words a person living locally on an average annual full-time salary of £27,369 would need to be able to access more than twelve and half times that salary, to be able to afford an average priced house in the district.

Employment and Economic Activity in the District – Facts and Figures

Useful headline indicators relating to worklessness include: economic activity, employment and unemployment. This section sets out these headline indicators for the District.

Chichester District has a residential population of 113,794¹ with a working age population of 67,267, 59% of the district's total population. The age group with the highest number of people is people aged 45-59

¹ Source: Census 2011 – Office for National Statistics

with 23,286 or 20.4% of the total population. People aged 60-64 have increased the most since 2001 with an additional 2,260 people. The mean average age of the population as at Census 2011 is 44.5 years.

56,102 people aged 16-74 are economically active in the District, this is 69.2% of all people aged 16-74 (81,037). This includes part-time, full-time, self-employed, unemployed and Full-time students (in work), this is in line with regional and national averages.

24,935 people aged 16-74 are economically inactive in the District, this is 30.8% of all people aged 16-74 (81,037). This includes retired, students (not in work), looking after home or family, long-term sick or disabled and other. This is in line with regional and national averages.

Chichester District has a high percentage of people who are self-employed - 14.5%. This is the highest in West Sussex and is higher than county, regional and national averages. Chichester District is ranked 26th out of the 326 local authorities in England for the percentage of people self-employed.

Women who are self-employed increased by 1116 or 37.86% (3rd highest in West Sussex) from 2001 and men increased by 907 13.33% (4th highest in West Sussex). There are also 1,369 more one person businesses than there was in 2001.

N.B. Job seekers allowance claimant information is taken from September 2013; claimant data for total claimants, employment support allowance, lone parents and carers are taken from February 2013 and are both from Nomis.

Unemployment and Economic Inactivity

There are individuals in the District who, for reasons such as taking early retirement, choose not to work, and are therefore, economically inactive. Equally, there are households where one individual's income is sufficient to support others in the household who do not then need to work.

Unemployment figures are collected by the Department for Work & Pensions (DWP) each month. These figures are based on the number of people who are claiming **Jobseeker's Allowance**. These are people of working age, 16-64, who are out of work but are actively seeking work. Jobseeker's Allowance is a benefit paid by the Government to people who are out of work and who can demonstrate that they are actively looking for work.

The Jobseeker's Allowance figure does not include those who are out of work for reasons such as disability, long-term illness or because they are a carer looking after someone else. People in those situations who are not able to take up employment are usually eligible for other forms of benefit such as Employment Support Allowance or in some cases, Incapacity Benefit.

Jobseeker's Allowance claimants – people aged 16-64

The total number of people in Chichester claiming Jobseeker's Allowance in September 2013 was 1,069 which is 1.6% of the working age population. This compares to 2.0% in the South East and 3.2% in Great Britain. This figure has fallen from a peak of 1,409 in August 2010.

668 were men and 401 were women

Of the 1,069 people unemployed:

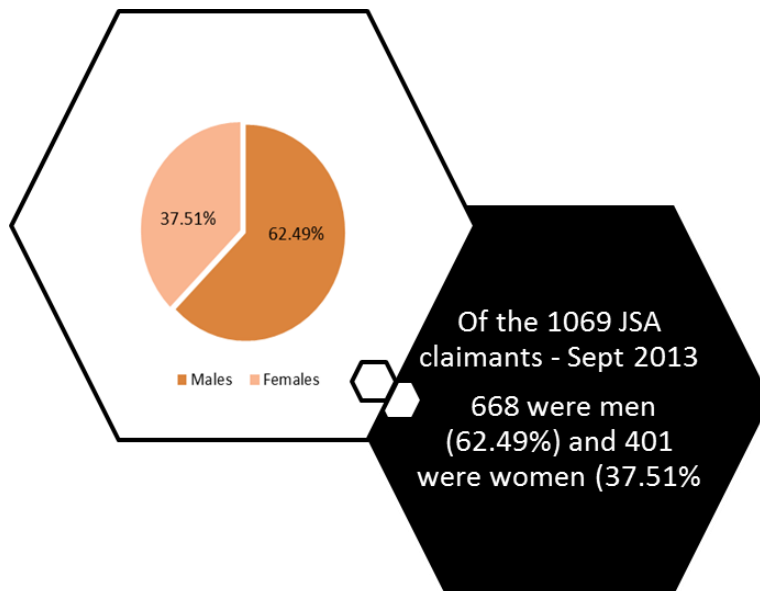
- 600 had been unemployed up to 6months
- 195 had been unemployed over 6 and up to 12 months; and

- 270 had been unemployed over 12 months

These figures are rounded and are estimates.

The higher number of short-term versus long-term unemployed would indicate that we have a proportionately large number of people who should be relatively work-ready. Those aged 25-49 form the largest number of claimants overall with 560.

Male and female split – Job seekers allowance claimants September 2013 (Nomis)



| JSA claimants over 12 months May 2011 v September 13/14 | | | | number change | % change since 2011 |
|---|--------|--------|--------|---------------|---------------------|
| | May-11 | Sep-13 | Sep-14 | | |
| Adur | 150 | 180 | 100 | 50 | -33.3 |
| Arun | 290 | 405 | 255 | 35 | -12.1 |
| Chichester | 230 | 270 | 190 | 40 | -17.4 |
| Crawley | 340 | 335 | 235 | 105 | -30.9 |
| Horsham | 280 | 235 | 115 | 165 | -58.9 |
| Mid Sussex | 170 | 115 | 75 | 95 | -55.9 |
| Worthing | 290 | 350 | 195 | 95 | -32.8 |

Long term Job seekers allowance claimants May 2011 Vs. September 2014 local authority level.

| JSA Claimants by Age and Duration - Sept 13 v Sept 14 | | | | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | 18-24 | | | 25-49 | | | 50-64 | | |
| | Sep-12 | Sep-13 | Sep-14 | Sep-12 | Sep-13 | Sep-14 | Sep-12 | Sep-13 | Sep-14 |
| Total | 345 | 250 | 150 | 715 | 560 | 385 | 265 | 250 | 190 |
| 6 months | 245 | 180 | 105 | 425 | 300 | 220 | 115 | 120 | 90 |
| 6-12 months | 50 | 40 | 20 | 125 | 105 | 65 | 65 | 50 | 40 |
| over 12 months | 50 | 30 | 20 | 165 | 155 | 105 | 85 | 80 | 65 |

Jobseeker's Allowance claimants by age/ duration (September 2014 v 2013v 2012)

Employment support allowance and incapacity benefit

Employment Support Allowance (ESA) is available for people whose ability to work is limited by ill health or disability. Employment Support Allowance replaced both **Incapacity Benefit (IB)** and **Income Support (IS)** paid on the grounds of incapacity for new claims from 27 October 2008.

As at February 2013, there were 2,620 claimants for Employment Support Allowance and Incapacity Benefit in the district, this figure has only reduced slightly to 2,570 in February 2014.

These figures, despite remaining relatively stable over time, are likely to decrease going forward. Nationally the number of Incapacity Benefit claimants has fallen and we could see a corresponding effect in the district. The Government's Welfare to Work reforms requires all people claiming Incapacity Benefit to have their fitness for work re-assessed.

As a result, some benefit claimants are being assessed as fit to work and are no longer able to claim Incapacity Benefit but are instead registered as unemployed and able to claim Jobseeker's Allowance. At the same time we may see therefore, an increase in the number of Jobseeker's Allowance claimants but overall, little change in the total numbers claiming these benefits.

| ESA and IB claimants May2011 v February 2013 v February 2014 | | | | | | |
|--|--------|--------|--------|---------------|----------|--|
| | May-11 | Feb-13 | Feb-14 | Number Change | % change | |
| Adur | 2190 | 2150 | 2140 | 50 | -2.28 | |
| Arun | 5080 | 4970 | 4950 | 130 | -2.56 | |
| Chichester | 2650 | 2620 | 2570 | 80 | -3.02 | |
| Crawley | 3590 | 3450 | 3470 | 120 | -3.34 | |
| Horsham | 2610 | 2590 | 2570 | 40 | -1.53 | |
| Mid Sussex | 2920 | 2760 | 2740 | 180 | -6.16 | |
| Worthing | 4030 | 3840 | 3930 | 100 | -2.48 | |

Employment support allowance and Incapacity benefits at local authority level compared from May 2011 to February 2014

All local authorities have seen a reduction in employment support allowance and incapacity benefit claimants in the period from May 2011 to February 2013. Worthing and Mid Sussex have seen the most significant reductions, whilst Chichester has only seen a reduction of 30. This is in line with Horsham and Adur.

Not in Education, Employment or Training

The number of people in Chichester and Arun Districts who are **Not in Education, Employment or Training (NEETs)** in March 2011 was 273, Chichester had 91 and Arun had 182. Some of the reasons why a person may find themselves in this position include suffering a long-term illness; being a carer, being a teenage parent or being pregnant.

In addition, more than half of the 274 individuals have **Special Educational Needs**. This is a significant number and we need to examine the reasons why, for example whether individuals have basic skills needs or specific learning difficulties. It will be important to make sure that the right type of specialist support is provided for these individuals to address the issues they are dealing with.

Around 50% of individuals Not in Education, Employment or Training live around the more densely populated areas along the A27. The rest are spread across the district with concentrations in Selsey and Midhurst. A primary source of support, particularly careers advice, for people not in education, employment or training has been the Connexions service, that in order to reach those individuals has visited clients directly as the most effective method of providing support tailored to individual's needs.

A small number of those Not in Education, Employment or Training have been so for 12 months or more. Amongst the rest, there is quite a lot of churn with some doing training and getting into work but finding it hard to hold down a job over a length of time. There are a number of reasons for this but a common factor is Special Educational Needs. The number of NEET's who are female is slightly higher than male and a significant number of both have an academic attainment lower than Level 2.

Chichester District is ranked 5th out of 7 in West Sussex District and Boroughs with an average of 3.70%, which is below the overall West Sussex rate of 5%. The five wards in the district with the highest numbers of NEETs (West Sussex County Council - August 2011) are:

- Chichester South 18
- Chichester East 17
- Selsey North 16
- Chichester West 10
- Tangmere 6

An issue for those with lower level or no qualifications is that if they are interested in taking up a college course to help train and make them work-ready, they might not have the entry-level qualifications for the course. We know that having to re-take exams can be nerve-racking and demoralising and can put people off.

An option in this instance could be to look at integrating core competencies such as basic Maths and English into foundation level learning as a more constructive approach to help those individuals. Vocational taster courses could also be one way for those people to try out different types of work to see what they are most suited to, thereby improving their chances of getting a job in that field.

Lone Parents

Chichester East ward had 85 people claiming lone parent's benefits; this is more than double than any other ward in the district. There were 510 people claiming lone parent benefits as at February 2014.

Chichester East, Chichester South, Chichester West and Selsey North wards are all in the top five for employment support allowance, incapacity benefit and lone parent's claimants.

Organisations such as the Daycare Trust have highlighted the cost of child care in the UK as a major concern for parents, both those who are in work or those who want to work but think they cannot as they

are worried that they will not be able to afford child care. This is a particular challenge for lone parents who want to work but working does not appear a viable option if they are not able to get a job that pays enough or is sufficiently flexible to their needs.

Informal child care and support, often provided by local family can be an important factor for those who do work.

This issue can be further compounded for those living in areas with limited or no public transport services due to the time it can take to travel between home, child care facilities and work and the cost involved.

There are some facilities and services available that can help, including breakfast and after school clubs as well as some child care provision through the district's Children and Family Centres. In some cases Jobcentre Plus or Work Programme providers might be able to provide some initial help with covering child care costs.

Lone parent's benefits top four wards May 2011 Vs. February 2013v February 2014

| Lone Parent claimants May 2011 v February 2013 v February 2014 | | | | | |
|--|--------|--------|--------|---------------|----------|
| | May-11 | Feb-13 | Feb-14 | Number Change | % change |
| Adur | 520 | 470 | 420 | 100 | -19.2 |
| Arun | 1010 | 920 | 870 | 140 | -13.9 |
| Chichester | 620 | 510 | 510 | 110 | -17.7 |
| Crawley | 1140 | 930 | 930 | 210 | -18.4 |
| Horsham | 550 | 450 | 430 | 120 | -21.8 |
| Mid Sussex | 540 | 470 | 450 | 90 | -16.7 |
| Worthing | 780 | 570 | 590 | 190 | -24.4 |

All authorities have seen a reduction in lone parent's claimants, most notably Worthing and Crawley. Chichester has the 2nd highest reduction with 110 fewer claimants than in May 2011.

As a percentage, all authorities have seen a reduction. Worthing have seen the largest reduction of -26.9%, Chichester reduced by -17.7% and Arun reduced the least with -8.9%.

Child Poverty

We know from government research that lone parent families are amongst those most likely to experience social exclusion and have complex issues to deal with. Those who are on low incomes and benefits can find the financial challenge to support their families particularly difficult to overcome. There are children living in poverty in each ward in the District. Data provided by HM Revenue & Customs (HMRC) indicates high rates to the West, South and East of the City as well as other settlements such as: Tangmere, East Wittering; Selsey North and South, Midhurst, Petworth and Sidlesham.

The impact of growing up in poverty can have lifelong effects including poorer health, poor academic attainment, diminished economic prospects and on-going social exclusion. Supporting parents, particularly lone parents to get into work could have far-reaching benefits by helping lift children out of poverty.

Carers

Care responsibilities can involve many types of care for all sorts of needs. Health, mobility and disability issues are often the reason a person will be looking after another person. Depending on individual circumstances, carers can feel that they have little prospect for working.

As at February 2014 there were 650 residents claiming carer's benefit. However, this only accounts for claimants; it is unknown how many other claimants there are in the district. Chichester East, Southbourne, and Selsey North are the top three wards.

In some cases, carers are able to balance being a carer and being in work. In other cases people who have been working but then need to care for someone might feel it is too challenging to achieve that balance and they stop working. Other carers who have been caring for a long time and might never have had a job or have not been working for a long time can feel as though they do not have skills that are relevant in the workplace and lack the confidence to try getting a job.

However, if carers have some hours free in a day or a week, the opportunity to work

Part-time, possibly even as a form of respite from their caring responsibilities, could bring benefits by developing their skills and giving them a chance to interact with people in a work environment. A critical aspect of creating such opportunities hinges on employers' allowing individuals the flexibility they need to work around their caring responsibilities.

| Carers claimants May 2011 v February 2013 v February 2014 | | | | | |
|--|---------------|---------------|---------------|--------------------------|-----------------|
| | May-11 | Feb-13 | Feb-14 | Number Change | % change |
| Adur | 420 | 450 | 470 | -50 | 11.9 |
| Arun | 860 | 920 | 1000 | -140 | 16.3 |
| Chichester | 580 | 620 | 650 | -70 | 12.1 |
| Crawley | 610 | 690 | 740 | -130 | 21.3 |
| Horsham | 530 | 590 | 610 | -80 | 15.1 |
| Mid Sussex | 480 | 560 | 580 | -100 | 20.8 |
| Worthing | 590 | 650 | 680 | -90 | 15.3 |

Carer's at local authority level compared from May 2011 to February 2014