

Public Document Pack

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A meeting of **Overview & Scrutiny Committee** will be held in The Assembly Room - The Council House (Chichester City Council), North Street, Chichester on **Tuesday 12 September 2017** at **9.30 am**

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

AGENDA

- 1 **Chairman's announcements**
Any apologies for absence that have been received will be noted at this point.
- 2 **Minutes** (Pages 1 - 10)
To approve as a correct record the minutes of the Overview & Scrutiny Committee meeting held on 13 June 2017.
To consider progress against any recommendations.
- 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 no later than 12:00 on 11 September 2017 is available upon request to Member Services (the contact details for which appear on the front page of this agenda).
- 6 **Environment Services Portfolio Holder address**
The Cabinet Member for Environment Services is invited to present his priorities and areas of focus over the coming months and to answer questions from the committee on progress towards achieving the priorities within his portfolio which appear in the Council's Corporate Plan.
- 7 **Leisure Services Performance Review** (Pages 11 - 62)
The committee is requested to consider the Post Project Evaluation (PPE) report for the leisure procurement project and the 2016-17 Annual Report from Everyone Active (Sport and Leisure Management Ltd) and to confirm that it is satisfied that the contractor is achieving satisfactory levels of performance against the outcomes at paragraph 3.0 in the annual report.

Mr H Potter, the committee's representative on the corporate Leisure Management

Task and Finish Group, will support this review.

- 8 **Southern Gateway, Chichester - Implementation** (Pages 63 - 78)
The committee is requested to consider the draft Project Initiation Document, attached as Appendix 1 and to make any comments they wish to for consideration by Cabinet. The committee is also requested to nominate one of its members to sit on the proposed Chichester Growth Board as an observer.
- 9 **Corporate Plan Mid-Year Review - Terms of Reference** (Pages 79 - 80)
The committee is requested to consider and agree the Terms of Reference for this Task and Finish Group review, to agree the membership and appoint the Chairman.
- 10 **Forward Plan** (Pages 81 - 96)
The Committee is requested to consider the latest Cabinet Forward Plan and to decide whether it wishes to enquire into any of the forthcoming decisions.
- 11 **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 reported at the meeting.
- 12 **Exclusion of the Press and Public**
There are no restricted items for consideration.

NOTES

1. The press and public may be excluded from the meeting during any item of business where 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. Restrictions have been introduced on the distribution of paper copies of supplementary information circulated separately from the agenda as follows:
 - a) Members of the Overview & Scrutiny Committee, the Cabinet and Senior Officers receive paper copies of the supplements (including appendices).
 - b) The press and public may view this information on the council's website here [here](#) unless they contain exempt information.
3. The open proceedings of this meeting will be audio recorded and the recording will be retained in accordance with the council's information and data policies. If a member of the public enters the committee room or makes a representation to the meeting, they will be deemed to have consented to being audio recorded. If members of the public have any queries regarding the audio recording of this meeting, please liaise with the contact for this meeting at the front of this agenda.
4. 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 intention 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.



Minutes of the meeting of the **Overview & Scrutiny Committee** held in the Old Court Room, The Council House (Chichester City Council), North Street, Chichester on Tuesday 13 June 2017 at 9.30 am

Members Present: Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mrs P Dignum, Caroline Neville, Mr N Galloway, Mr K Martin, Mr H Potter, Mr J Ransley, Mr A Shaxson, Mr S Lloyd-Williams and Mrs J Tassell

Members not present: Mr G Hicks and Mr N Thomas

In attendance by invitation: Mr M Bleakley (South Downs National Park) and Mr C Hicks (Business Improvement District)

Officers present: Mr P E Over (Executive Director), Mrs S Archer (Enforcement Manager), Mr R Dunmall (Housing Operations Manager), Mr A Frost (Head of Planning Services), Mrs J Hotchkiss (Head of Commercial Services), Mr D Hyland (Community and Partnerships Support Manager), Mrs B Jones (Principal Scrutiny Officer), Miss A Loaring (Partnerships Officer), Mr S Oates (Economic Development Manager) and Mr T Whitty (Development Management Service Manager)

155 **Chairman's announcements**

The Chairman welcomed all to the meeting, particularly to new member Mr Keith Martin and to Mr Colin Hicks, Chair of Chichester Improvement District (BID).

156 **Minutes**

The committee considered the minutes of the last meeting held on 14 March 2017, requesting the following amendment:

Minute 150: Deletion of the second bullet point at the top of page 5.

RESOLVED

That the minutes of the meeting held on 14 March 2017 be approved as a correct record, subject to the above amendment.

157 **Urgent Items**

There were no urgent items for consideration at this meeting.

158 Declarations of Interest

The following declarations of interest were made:

Mrs P Dignum – personal interest as a Friend of Chichester Festival Theatre (CFT) and personal and prejudicial interest as a Trustee of Pallant House Gallery (PHG)
Mr K Martin – personal interests as a Friend of CFT
Mr J Ransley – personal interest as a Friend of PHG
Mrs N Graves – personal interest as a Friend of CFT
Mrs C Apel – personal interest as a Friend of both CFT and PHG
Mrs J Tassell – personal interest as a Friend of PHG

159 Public Question Time

No public questions had been received.

160 Leader's portfolio address

Mr T Dignum, Leader of the Council, presented progress made and achievements over his first two years as Leader and informed the committee of his plans for the next two years.

Summary of members' questions and comments, as follows:

- The Council can only influence the supply of affordable housing in our local area, not in the area of the district which falls into the South Downs National Park Area (SDNPA). This is currently 30%. The developer will not build houses unless the site is viable.
- We are awaiting the Housing White Paper and will then review our situation regarding housing delivery.
- The Southern Gateway Masterplan has been produced using a consultant, not officer resource. At a later stage development partners will be consulted to take things forward. A timeline is included the Cabinet agenda papers for 19 June 2017.
- There are currently 8/9 Community Land Trusts (CLTs) in progress. A list will be sent to members following the meeting.
- Sceptical about the use of the word 'vision' (Chichester Vision) as it raises aspirations beyond that which can be necessarily achieved.
- Cost of redirecting roads when nothing is to be gained in the way of development land.
- It has been assumed that the law courts would no longer be used for legal purposes.

RESOLVED:

That the Leader's presentation be noted.

161 Preparing a Vision for Chichester City Centre

The committee considered the report circulated with the agenda (copy attached to the official minutes).

Mr S Oates presented the report. The committee was directed to the draft Vision in Appendix 3 and requested to consider the process and procedure that had been followed to get to this point where a final Vision document was now ready to be agreed. They were also asked to consider whether the consultation and the responses on the document were appropriate in order that any comments could be passed to the Chairman of the Steering Group.

Summary of responses to Members' questions and comments:

- The Vision steering group with its high level partnership membership ensures cross party cooperation.
- There will always be conflict between differing views e.g. roads vs pedestrianisation and environmental concerns. Ambitions will need to be managed to help ensure they are deliverable.
- Town centres are changing their approach due to online shopping and the increase in lifestyle shopping (relating to the 'experience') which has resulted in an increase in food and beverage businesses locating in the city.
- There were 472 responses to the online consultation on the Vision, and around 30 further e-mails and letters, plus a large number of comments on social media postings.
- The Vision is inevitably city centric but does reference, for context, the surrounding area such as the South Downs. A map will be included in the final document.
- A large evidence base was considered and the city was compared to other similar heritage and cultural cities, such as Winchester and Canterbury, taking into account both its current offer and an assumed growth of 30%.
- High level jobs are needed due to the disconnect between the high cost of housing and median level paid employment in the city. The University may refocus some of their courses in order to help create the type of jobs envisaged.

RESOLVED:

That the draft text for the Chichester City Centre Vision be noted.

RECOMMEND TO CABINET AND TO COUNCIL:

That the draft Vision be approved.

162 Supporting Chichester Business Improvement District (BID)

The committee considered the report circulated with the agenda (copy attached to the official minutes).

Mr S Oates presented the report. Mr C Hicks, Chair of the BID, gave a brief overview of the BID's position in relation to the Vision, the development of Visit Chichester and working with the Chamber of Commerce to provide assistance to businesses and with Chichester Businesses Against Crime (ChiBAC). The BID had moved away from areas where it has no responsibility such as planning and highways issues, and wishes to work more with local authorities to ensure that the city centre is kept 'current'.

Summary of responses to Members' questions and comments:

- 150,000 maps are printed twice a year. The BID is working with a centre for adults with learning difficulties to enable the map dispensers to be filled regularly. Businesses are signed up to sponsor the printing of the map. The BID is working with the Rotary Club's network of volunteers to put in place city welcoming.
- Chichester has depended on 'supply' for a long time and it needs to become more 'demand' focused now. The profile of Chichester has changed since the crash in 2008. The challenge is how the city can be promoted to become more well-known so we develop the 'demand'.
- There is a desire to bring licensing under one roof as a one stop shop to enable all those involved with licensing issues in one forum.
- The length of planning and highways processes is one of the biggest problems BID levy payers have.
- The BID would like to have better communication with the Council and vice versa. There is good synergy around the city at present with all three councils but there are other organisations the BID would like to be talking to. The BID was not at the table when considering the A27 and Mr Hicks welcomed being part of any future consultation on the A27, the Local Plan and the Southern Gateway.
- Business incubation units – The Enterprise Gateway is not in the city, however there are start-up units in Drapers Yard in the Hornet. The BID is working with the Chamber of Commerce who have a much wider remit. There has been a problem with closure of some of the retail sites in the city centre where incubation areas have been lost. There is a proposal at present in Crane Street to divide up a large office space into smaller ones.
- 25% of the BID's members are Business to Business (B2B) activities – businesses selling to businesses (rather than consumers) and would like to get access to other businesses therefore the BID needs a different focus here.
- The footfall decrease in the city of 30% (nationally 20%) is due to a number of issues - closure of summer festivities in 2012; no shelter when it rains; increased online shopping (nationally 18%). However in comparison to others Chichester is not doing badly. The vacancy rate for shops is 4% (national average 9%). There are 107 major chains and 353 independent businesses in Chichester. The city is offering heritage, culture, learning, discovery, wellbeing and meeting places. We have a large number of self-employed people in the city so there is a good entrepreneurial spirit.
- Chichester's transport problems need to be resolved – particularly access to the city from London and from the north of the district.

RESOLVED

- 1) That the support currently provided by the Council to Chichester BID to deliver joint objectives be noted.
- 2) That regular briefing and updates on issues which the BID wishes to promote are provided to members in the monthly Members' Bulletin for information.

RECOMMEND TO CABINET

- 3) That the Council carry out early consultation with the BID in relation to proposals which affect the city such as transport issues, Local Plan development and Southern Gateway.

163 South Downs National Park Authority Development Management Agency Agreement

The committee considered the report circulated with the agenda (copy attached to the official minutes).

The Chair welcomed Mr Bleakley of the South Downs National Park Authority . Mr Frost presented the report. Mr T Whitty, Mrs S Archer were also in attendance.

The committee made comments, including the following:

- There was a benefit to being involved in planning applications in the SDNPA area as both officers and members are involved directly in influencing those planning applications.
- There was concern that the new payment by way of costed case types would place this Council at financial risk. The cost analysis carried out over the last few months showed a slightly lower figure than previously achieved and therefore there could be a small reduction in payments. Mr Bleakley advised that they had looked at the workload over last 6 years and there had been a general upward trend so the financial risk to the Council was not high. This way the Council was paid for exactly the work carried out which would be a fairer system. He did not expect the payments to Chichester to be significantly different. If there was an unexpected cost increase on CDC's part it could be claimed back from the SDNPA. There may be exceptional costs on an enforcement case for example. There would be an opportunity to review the operation of the agreement annually.
- Enforcement resourcing - It had not been considered necessary to set up a separate team for SDNPA enforcement matters as the protocols for enforcement work within the Chichester local plan area and the SDNPA areas are similar and the team is considerably smaller than the DM teams. There are no significant issues with prioritising work in accordance with the agreed protocols or resourcing the team - the work is split between three investigating officers dealing with east, west and central areas and a team administrator who produces reports and ensures timescales are adhered to. Two senior officers take on more complex cases and engage legal processes where required. Benchmarking work carried out a few years ago showed the service compared favourably with other authorities. The level of resourcing could be reviewed in future if it was considered by members that there were issues that needed to be looked at. Last year there were 560 complaints - the split is slightly more than half for the Chichester local plan area.
- Enforcement process - The note sent to parishes explained the approach taken on enforcement matters and how PC's can access information and updates on current cases. . It can be a relatively slow process, enabling those contravening planning controls to submit retrospective planning applications and appeals so it can in some cases take years. A judgement needs to be taken at some point as

to whether to proceed with formal action or to accept the development as if an application had been made and approved. Planning enforcement is a discretionary service; we don't have to take action and planning guidance supports this. We will, however, take action when harm is identified and if it cannot be overcome by other routes. However, our actions are only as effective as the person's willingness to engage in the process.

- Communication with district and parish councillors - There was concern about the SDNPA's communication with parish councils and with district councillors who represent areas within the park. Mr Bleakley advised that the SDNPA carries out regular surveys with its customers and the next one was planned for early 2018.

RESOLVED:

- 1) That the operation of the current S101 agreement and Service Level Agreement with the South Downs National Park Authority be noted.
- 2) That the position and progress that is being made in relation to the negotiations with the South Downs National Park Authority in connection with potential new delegated arrangements from 1 October 2017 be noted.

RECOMMENDATION TO SOUTH DOWNS NATIONAL PARK AUTHORITY

That the Authority considers the preparation of a Communications Protocol (with district and parish councillors) with the local authorities to whom it contracts development management matters, for inclusion within the agency arrangements.

RECOMMENDATION TO CABINET

- 1) If the response from the SDNPA on the above recommendation is not favourable, to develop a Communications Protocol (with district and parish councillors) with the SDNPA and to bring it back to the Overview and Scrutiny Committee for consideration within six months.
- 2) That a corporate task and finish group be set up to review the resources allocated to enforcement in relation to the SDNPA Enforcement Protocol and the Council's Enforcement Strategy and that membership includes a representative from this committee.

164 Chichester in Partnership - Annual Report 2016-17

The committee considered the report circulated with the agenda (copy attached to the official minutes).

Miss A Loaring presented the report.

The committee made comments, including the following:

- A social prescribing project – the Coastal Clinical Commissioning Group are looking at preventative work. There are models in operation called Community

Connector which involves someone at a doctor's surgery putting people in touch with local community groups.

- The impact of the closure of the Foyer in Chichester had been raised by partners. A paper on the impact of benefit changes and the effect of it on young people was due to be considered by CMT shortly.
- Choose Work referrals have come from Mental Health Services, the Health Service and the Job Centre.

RESOLVED:

- 1) That progress achieved by Chichester in Partnership in 2016-17 be noted.
- 2) That the Chichester in Partnership 2017-18 Business Plan be noted.

165 Cultural Grants Task and Finish Group - Final Report

The committee considered the report circulated with the agenda (copy attached to the official minutes).

Mr D Hyland presented the report in the absence of the Chairman of the Task and Finish Group, Mr G Hicks.

As Mrs P Dignum had declared a personal and prejudicial interest in this item as a Trustee of Pallant House Gallery, she left the room during consideration of this item.

The committee made comments, including the following:

- It is the view of some councillors that we should not be using taxpayers money on grants for the theatre and gallery, however a) the cultural organisations are evidencing a positive economic impact to the district and the Council's annual grants play an important role in them leveraging funds from the Arts Council.
- There are a number of community based groups working with young people at the theatre and youth theatre tickets had been reduced to £5 to encourage young people to attend.
- The amount of grant paid to each organisation was requested – Mr Hyland undertook to respond. The current level of grants for this financial year are - Pallant House Gallery £144,500 and Chichester Festival Theatre £250,000.

RESOLVED:

- 1) That the report from the Cultural Grants Task and Finish Group be noted.
- 2) That the 2016-17 annual reports from the Pallant House Gallery and Chichester Festival Theatre be noted.
- 3) That the Council's 2017-18 Service Level Agreements with both organisations be agreed.

166 **Review of the Housing Allocations Scheme**

The committee considered the report circulated with the agenda (copy attached to the official minutes).

Mr R Dunmall presented the report.

The committee made comments, including the following:

Option 1 – Refusal of three suitable offers of accommodation resulting in suspension of application

Before the policy is implemented we will be clear with applicants and persuade them to bid only on properties which they would like to be offered. The new Sussex Homemove Partnership IT system will be similar to the Rightmove website with flexibility to create better adverts including multiple photographs, facilities in the area, maps with schools etc. If a property is subsequently found to be not suitable and is part of three properties bid on this be removed from their allocation.

Option 2 – Employment in the district increased to two years in line with local connection requirement

People are increasingly working for shorter term contracts due to market factors – will two years be too long a period? We need to move to situation where it is equal for everybody by changing the period of employment to two years to meet the 'living in the district' requirement.

Option 3 – Applicants of state pension age able to join register to bid on sheltered housing

No concerns.

Option 4 – Continuous bidding system (rather than the current fortnightly one) on the Sussex Homemove Partnership IT system

A shortlist is produced at close of bidding ordered by local connection and then by the priority bands; priority is by band and if there are two applicants with local connection on Band A, the applicant who joined the band at an earlier date would take precedence.

Option 5 - Applicants who would be disqualified for joining the housing register are allowed if they can demonstrate exceptional circumstances

No concerns

Further comments were made as follows:

- There are two groups of hard-to-let properties. Discussions are held with landlords of sheltered properties and we encourage them to look at meeting future needs so that they don't suffer void periods. The other hard to let properties are in rural areas because they are isolated or have a bad reputation and have been advertised on numerous occasions with no resultant letting. We have on occasions put a homeless person in these properties; we only have a duty to make one offer of housing to homeless applicants.
- The definition of sheltered housing has changed. The removal of wardens has had a huge effect for those living in rural areas, therefore it was to be expected

that sheltered housing in rural areas was difficult to let. There is a need for larger homes provided as 'finisher' homes.

- Hyde does not appear to be good at clearing up homes quickly and putting them back on the market again.
- There is an issue with the lettable standard of Hyde properties. People's expectations have changed and a home rented in the private lettings sector will have good décor, carpets, etc. Hyde should be encouraged to redecorate older properties.
- All landlords, whether of private or social housing, must comply with certain housing standards (Housing Health and Safety Rating System and Decent Homes Standard) in order to let properties, however this does not take into account cosmetic decoration or carpeting. With social housing there is an assumption that properties will meet the standard and we don't have any input or legal duty to check. We do inspect properties for rent in the private rented sector as we have a legal duty to meet the standards before taking the property on for rent.
- Damp and mould in properties is in most cases due to condensation issues associated with the lifestyle of the tenant rather than structural issues.

Although it was acknowledged that it was not relevant to this Allocations Policy review, members suggested that a recommendation be made that a corporate task and finish group be established to consider quality standards in the affordable housing stock in the district.

RESOLVED:

That the proposed amendments to the Housing Allocations Scheme be noted and go forward for consultation with the Council's registered providers of social housing.

RECOMMENDATION TO THE CABINET MEMBER FOR HOUSING SERVICES:

That a corporate task and finish group be established to review the Quality Standards of existing affordable housing stock in the district and the overall demand for the type and volume of new affordable housing in rural and urban areas.

167 Overview & Scrutiny Committee 2016-17 Annual Report and 2017-18 Work Programme

The committee considered the report circulated with the agenda (copy attached to the official minutes).

Mrs Apel presented the report.

Mrs Jones advised the committee that there was an alteration (para 3, page 247) in that 21 recommendations had now been agreed. One recommendation had yet to be considered by Cabinet.

RESOLVED:

- 1) That the committee's 2016-17 Annual Report be agreed.

2) That the committee's 2017-18 Work Programme be agreed.

RECOMMEND TO COUNCIL:

That the Overview and Scrutiny Committee's 2016-17 Annual Report be noted.

168 **Appointment of committee representative to Leisure Contract Monitoring Task and Finish Group**

RESOLVED:

That the appointment of Mr H Potter as the committee's representative on the corporate Leisure Contract Monitoring Task and Finish Group be agreed.

169 **Forward Plan**

The committee considered the Council's latest Forward Plan (July 2017) and did not wish to raise any further issues for review.

The meeting ended at 2.04 pm

CHAIRMAN

Date:

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

12 September 2017

Leisure Services Performance Review

1. Contacts

Report Author:

Sarah Peyman, Sport and Leisure Development Manager,
Tel: 01243 534791 E-mail: speyman@chichester.gov.uk

2. Recommendation

The committee is requested to:

- 2.1. Consider the Post Project Evaluation (PPE) report for the leisure procurement project.**
- 2.2. Receive the 2016-17 Annual Report from Everyone Active (Sport and Leisure Management Ltd).**
- 2.3. Satisfy itself that the contractor is achieving satisfactory levels of performance against the outcomes at paragraph 3.0 in the annual report.**

3. Background

- 3.1 In April 2014, Cabinet agreed that an Options Appraisal be conducted to look at the various management options for the Council's leisure services. The key objective of the appraisal was to investigate, analyse and advise on the options open to the Council in relation to the future management and operation of its sport and leisure facilities.
- 3.2 In September 2014 the results of the Option Appraisal were presented to Cabinet. The Option Appraisal included a full operational review of the scope of services and identified areas for development to increase revenue. It considered the potential management options open to the Council and a suitable evaluation model to assess the options, given the Council's strategic and financial objectives. Each option was then evaluated against the current in house service delivery model.
- 3.3 The Option Appraisal identified that significant revenue savings could be achieved by the Council if it were to consider the option of procuring an external trust/private sector partner and further savings on support costs could also be expected.
- 3.4 Council, at their meeting on 23 September 2014 approved the Cabinet's recommendation that a procurement exercise was undertaken to test the market for future management of leisure services.

- 3.5 Cabinet on 26 January 2016 received the procurement evaluation of the tender returns and recommended to Full Council that the management of the Leisure Centres and Sports Development Service was outsourced. They also approved the preferred contractor as Sport and Leisure Management Limited (SLM Ltd) trading as Everyone Active.
- 3.6 Council approval for the management of the Leisure Centres and Sports Development Service to be outsourced was given at their meeting on 26 January 2016. They also agreed that the Task and Finish Group would continue in a monitoring role, to meet initially at least quarterly and that this would be reviewed 12 months after the contract commencement. They also stated that the Overview and Scrutiny Committee may also choose to review performance of the contract after a period of operation and at intervals thereafter.
- 3.7 The contract was awarded to Sport and Leisure Management Limited for a period of 10 years with the option of a further 5 years and commenced on 1 May 2016.
- 3.8 This report contains information regarding the post project evaluation for the project up to contract commencement in addition to a review of the year one performance and monitoring of the contract.

4. Post Project Evaluation

- 4.1 The Post Project Evaluation (PPE) provides a review of how the Leisure Management Procurement Project performed against the original intentions set out in the Project Initiation Document. 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.
- 4.2 The original project objectives were fully achieved through outsourcing the services to a national leisure management contractor. It has been calculated that an average saving of £1.4 million per annum be achieved over the 10 year contract.
- 4.3 There were some additional costs incurred not initially anticipated for building condition surveys, VAT advice and pensions advice/actuary reports. Additional legal fees were also incurred due to further support required in the preparation of contract documents and advice regarding capital lending. A copy of the PPE can be found at Appendix 1.
- 4.4 The mobilisation period from award of contract to commencement of contract was very short. Everyone Active established a mobilisation team and although most areas of work were completed there was some delay in transferring some of the services including utilities and telephone lines. This however was managed jointly and transferred as soon as possible following the start of the contract.

5. Contract Monitoring and Performance

- 5.1 Following 1 May contract commencement daily calls were held between the client and contract manager. In addition to this weekly inspections of all three centres

were undertaken by the Council and the results from this fed back to the contractor.

- 5.2 Monthly reports are produced by the contractor identifying membership numbers and health and safety accidents/incidents in addition to customer compliments, comments and complaints and the details of maintenance schedules. This information is then discussed at a monthly meeting between contractor and the council.
- 5.3 On a quarterly basis a report is completed by the contractor which includes the monthly reports information but also provides an update on all of the Key Performance Indicators (KPI's) and the budgets for the contract. A meeting is then held between the Council and the contractor to discuss the quarterly reports.
- 5.4 The Members' Task and Finish Group meets on a quarterly basis and receives copies of the quarterly reports. The Contract Manager from Everyone Active attends these meetings to present the reports and to respond to any questions from the group.
- 5.5 Six months after the contract commencement, the Council's insurers Zurich were asked to review and comment on the health and safety monitoring arrangements in place to monitor the contract to ensure the Council's liability in relation to health and safety risks are reduced to a minimum. They noted many areas of good practice but recommended removing the weekly and monthly checks and implementing a new regime such as a six monthly visit to check on the health and safety operational aspects. This would be in addition to the annual auditing to check on management arrangements in place such as reviewing health and safety policy procedures, risk assessments and COSHH assessments etc.

6. Annual Report

- 6.1 The Annual Report 2016-17 covered the 11 month period from 1 May 2016 to 31 March 2017. The report outlines the performance of the contractor in year one and pays particular attention to the effectiveness of the delivery of services against the method statements included in the contract.
- 6.2 Some of the successes for year one include a capital redevelopment project at Westgate Leisure Centre which increased the size and capacity of the fitness suite to 120 stations. A new dedicated spin studio was created and the existing first floor function room was refurbished to provide hot yoga.
- 6.3 The capital development works resulted in the loss of the two squash courts. SLM worked closely with the Westgate Casuals Squash Club to relocate to Westbourne House School and other centre members who played squash regularly were offered a reduction on their centre membership fee. Squash is still offered at The Grange and a junior squash club has also been created there.
- 6.4 Year one of the contract resulted in an increase in attendance across all three sites of 334,660. This is above the target of 200,000 customer visits increase identified in the contract bid. Membership numbers have also increased to 5,649 in year one which is nearly 800 members above the target of 4,850.

- 6.5 50 week swimming lessons have now been introduced and there are now over 900 swimmers enrolled. Growth has been slower than expected and further marketing will be required in year two to make sure the bid target for year 2 is achieved.
- 6.6 The Sports Development Plan and Key Performance Indicators have been approved for year 2 of the contract. The first quarter monitoring report has not identified any major concerns for these being achieved.

7. Consultation

- 7.1 A customer satisfaction survey was conducted by the Council in 2014 which resulted in a customer satisfaction score of 85%. The Contract target was to increase satisfaction by 1% year on year. Everyone Active conducted a customer satisfaction survey in December/January. The results from this survey resulted in a customer satisfaction score of 89%.
- 7.2 The Members' Task and Finish Group has met quarterly since the contract commencement reviewing the quarterly reports. The Members have also received the annual report and commented on the 2017-18 Key Performance Indicators and Sports Development Plan. The Task and Finish Group is happy with the performance of the contractor to date.

8. Community impact and corporate risks

- 8.1 A financial assessment is carried out on the contractor on an annual basis and is considered very low risk. The contract limit still far exceeds the full 10 year value of the contract and the current ratio is recorded as OK. Net profit is less than the previous financial year but the profit & loss reserve account has increased over the last 2 years.

9. Other Implications

	Yes	No
Crime & Disorder:		X
Climate Change: Replacement LED lighting to reduce energy consumption.	X	
Human Rights and Equality Impact:		X
Safeguarding:		X

10. Appendices

- 5.1 Appendix 1- Post Project Evaluation Document Leisure Management Project
- 5.2 Appendix 2 – Chichester Leisure Management Contract Annual Report 2016-2017

11. Background Papers

Leisure Services Management Contract Report – Cabinet 26 January 2016 – published on the Council's website

Project Documentation

POST PROJECT EVALUATION DOCUMENT (PPE)

Leisure Management Project

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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.

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
13/07/17	1	Initial comments	Jane Hotchkiss

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
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Approvals

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1. PURPOSE OF DOCUMENT

This document provides a review of how the Leisure Management project performed against the original intentions set out in the Project Initiation Document (PID).

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

The procurement of Leisure Management Services for the Council's Sport and Leisure Services

3. PROJECT OBJECTIVES

The objectives of the project were to investigate, analyse and advise on the options available to the Council in relation to the management and operation of the sport and leisure services whilst providing revenue savings and transfer of risk. The options appraisal confirmed that transferring the services to an external partner was the recommended option to meet the Council's objectives. Following the appraisal and procurement strategy was developed and the Council tested the market for outsourcing its leisure services.

The objectives were fully achieved through outsourcing the services to a national leisure management contractor. It has been calculated that an average saving of £1 million per annum be achieved over the 10 year contract.

3.1 Outputs

The output for this project was the procurement of a management contract for the Council's sport and leisure services. This was achieved after a tender process which resulted in the appointment of Sport and Leisure Management Limited (trading as Everyone Active) for a period of 10 years with the option to extend for a further 5 years with a contract commencement date of 1 May 2016.

3.2 Outcomes

The key driver for the project was to identify a long term sustainable solution for the future of the leisure facilities by transferring risk and improving the revenue position of the service. The original financial saving target identified in the Project Initiation Document (PID) was £460,000 per annum. This was achieved and exceeded by securing a 10 year contract achieving an annual average revenue saving of £1.4m. There was also expected to be some further revenue savings of circa £138k per annum from support service costs. This figure however has not been achieved and is being addressed as part of the review of the support services following the outcome of the shared services work.

Some of the risks of the service were transferred to the contractor including some of the tenant repairs and maintenance responsibilities and utility costs therefore reducing the risk for the Council for the period of the contract. All 259 staff employed in sports development and the leisure centres transferred to the contractor on 1 May 2016.

To ensure that there was no reduction in service as a result of the service transfer, a service specification was developed and a number of performance indicators developed to assist with monitoring the performance of the contract.

4. PROJECT COSTS

The costs of the delivering the project was anticipated to be £110,800. There were some additional costs that had not been anticipated and these were £9,000 for building condition surveys, VAT advice costing £3,250 and pensions advice/ actuary reports for TUPE Transfer of staff at £10,000. In addition there were costs for the legal consultants due to asking for further advice and support for the preparation of Commercial Property Standard Enquiries which are documents required for commercial property transactions including where a lease of a property is being granted, lending capital funds to the leisure contractor.

The final costs for the project totalled £143,581, an overspend of £32,781.

5. PROJECT PLAN

Project Stage	Scheduled Completion Date	Actual Completion Date	Comments
Options Appraisal	August 2014	August 2014	The Options Appraisal was completed in August but did not go to Cabinet until September as there was no Cabinet meeting in August.
Leisure Procurement	December 2015	January 2016	The majority of the work was completed by the end of December but we required some further clarification information from Contractors prior to the report going to Cabinet. Due to the Christmas period, this information was not available until early January and therefore it was agreed that a special Cabinet and Full Council were held at the end of January to receive the reports.
Cabinet and Council Approval	January 2016	January 2016	A special Cabinet and Full Council were held at the end of January to receive the reports.
Contract Commencement	April 2016	May 2016	Due to Cabinet and Council approval not being agreed until the end of January, this did

			not leave very long for mobilisation. It was agreed that it would be better to start the contract on 1 st May.
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6. PROJECT MANAGEMENT PROCESS

This was a very complex project which involved working with many partners to enable to smooth transfer of services.

An internal officer's working group consisting of Leisure, Estates, Finance, Building Services, Public Relations and Personnel, and a Members Task and Finish Group were established to assist with the project. Due to the elections, the Task and Finish Group representatives changed part way through the project. Originally there was a representative from the Overview and Scrutiny Committee on the group but after the elections this ceased to be the case and therefore the project progress was not fed back to OSC. This has since been rectified with the appointment of Cllr Cullen and then subsequently Cllr Potter.

Work was completed at an early stage with the pension actuary however close to the completion of the project it was identified that the staff would not be transferring to a single company but to three separate companies which resulted in the actuaries having to start the pension calculations again to allow for the split of staff between the three companies.

Issues regarding transfer of the lease for Bourne Community College from WSCC to Bourne Academy complicated the issue of approvals for the issue of a lease and sub lease to the contractor. This was resolved by confirmation from WSCC and Bourne Academy to acknowledge the contractor appointment and the intention to resolve lease.

7. FURTHER ACTION

Continue to monitor the performance of the contract to ensure SLM are continuing to deliver the services as identified in the Contract.

8. REVIEW PLAN

In the PID the sum of c£138,000 was identified as support services savings from the outsourcing of the leisure management contract. Due to progress of the Shared Services Agenda, the full amount of support cost savings from this project have not been realised and it was agreed that these would be picked up as part of the wider Shared Services agenda. It was agreed that the shared services project would not proceed so internally, further reviews of support services are being undertaken.

Chichester Leisure Management Contract

Annual Report

2016 - 2017



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Executive Summary

This report has been prepared by Stuart Mills Contract Manager for Everyone Active Chichester.

This report outlines how Everyone Active has performed in year one of the Chichester Leisure and Sports Development contract.

The report pays particular attention to the effectiveness of the delivery of services against the method statements within the leisure contract.

The report details the many successes from year one including:

- the Capital refurbishment project,
- increased usage statistics,
- continued partnership work with key partners within the district,
- the quality of the service provided and
- the removal of subsidy from Chichester District Council for Leisure Services.

The report also highlights areas where further work is required to fully achieve all of the contract method statements.

Executive Summary Recommendations

- Further action is required to attract people over the age of 50 to both the leisure centre and Sports Development programme.
- Further analysis of energy reduction investments is required once they have had time to bed in.
- Swimming lesson growth has been slower than expected and further marketing will be required in year two to make sure the bid target is to be achieved.
- Further work is required to develop a fundamental sports programme within local schools.
- A more concerted effort is required to attract 20 regular volunteers.
- A structured programme of community sports leader award courses is required to support a minimum of 30 students in achieving this qualification.
- A review of the 80% of 16-25 year old colleagues registered within in first 6 months of employment on an NVQ course is required.

1.0 Overview & Background

Sport and physical activity within the Chichester District has a high profile and is recognised as important in its contribution to achieving the council's strategic aims and objectives. The council identified a requirement for the management of the three leisure centres and sports development team for a period of ten years commencing 1st May 2016. Everyone Active demonstrated we were the operator of choice due to our experience as a successful contractor that has the vision, expertise and resources to develop the service showing innovation and creativity to meet the sporting requirements of the council.

Westgate Leisure Centre

Was originally opened January 1987 and has over the years seen a number of its facilities updated. Westgate Leisure Centre has a range of facilities including: Swimming pool, Sports Hall, Gym, Health Suite, Café, Dance studio and ancillary facilities. From May 2016 to November 2016 Everyone Active invested 1.5 million pounds into upgrading and refurbishing the Westgate facilities. This included a gym extension, Hot Yoga Studio, Indoor cycling studio, Café refurbishment, New Reception, new Wellbeing offices and a new membership sales area. Investment was made into energy efficient plant and lighting.

Westgate Leisure centre attracted in the region of 584,000 customer visits per year prior to Everyone Active taking over the management of the facilities. It is the largest leisure centre within the Chichester District and the activity programme attracts users from all age groups and ability levels with a relatively even split between males and females.

The Grange Community and Leisure Centre

Was opened in March 2014 after it was decided to replace the old Grange Leisure Centre. The Grange Community and Leisure Centre is home to a number of facilities including, Sports halls, Gym, Health Suite, function rooms, Café and Ancillary facilities. The centre in partnership with West Sussex County Council (WSCC) also includes a Library and Registrar's office.

The Grange Community and Leisure Centre attracted in the region of 263,000 customer visits per year prior to Everyone Active taking over the management of the facilities. It is a community hub within Midhurst and the activity programme attracts users from all age groups and ability levels with a relatively even split between males and females.

Bourne Leisure Centre

Was opened in July 2004 in partnership with Bourne Community College (WSCC). Bourne Leisure Centre is a dual use site, used by both the public and the school, and is home to a number of facilities including, Sports halls, Gym, Dance Studio, Multipurpose room, Multi Use Games Area (MUGA) and ancillary facilities.

Bourne Leisure Centre attracted in the region of 181,000 customer visits per year prior to Everyone Active taking over the management of the facilities. It is a small well used facility within Southbourne and the programme attracts users from all age groups and ability levels with a relatively even split between males and females.

Sports Development

The Sports development team is made up of two full time equivalent posts. Their role is around increasing participation in sport in the Chichester District and focuses on key areas including:

- Programmes for basic skills development,
- Promoting Participation,
- Improving Performance,
- Developing Talent and Excellence,
- Playing new, not necessarily mainstream sports,
- Receiving/giving coaching and
- Delivering key events.

2.0 Performance against method statements

2.1 Health & Fitness Investment

Our primary investment proposal was to increase the size and capacity of the fitness suite at Westgate Leisure Centre to 120 stations. The aim of this proposal was to assist in increasing participation of the gym for existing users as well as targeting non-users and hard to reach groups (such as people with disabilities) through new equipment and programmes. The development has created greater capacity – leading to an increased membership base. (Please refer to 4.2 for membership numbers)

The improvements and increased capacity was achieved by:

- creating a link from the existing fitness suite into the existing dance studio,
- completing a double squash court conversion with a mezzanine floor, and
- Creation of additional fitness suite space by converting the existing dance studio and first floor of the squash court conversion into dedicated fitness suite accommodation.

A dedicated spin studio was also created adjacent to the new gym space and a new group exercise studio created on the ground floor of the squash court conversion. The new spin studio is equipped to be able to deliver virtual classes to supplement the existing live classes. Currently 22 virtual classes are being delivered per week.

Following the changes to the Gym we were able to apply for Inclusive Fitness Initiative (IFI) status which is currently pending. We have also applied for this at both Bourne and The Grange.

The gym has been kitted out with state-of-the-art Technogym equipment where by customers can now use their programmes across the Chichester sites.

The existing first floor function room was refurbished and plant was installed giving us the ability to provide Hot Yoga classes for the first time. Currently we run 16 hot yoga classes per week.

Due to the refurbishment works the Westgate casual squash club was displaced. We worked closely with the chairman of the club and found them a new home at Westbourne House School. We continue to meet regularly with the club to discuss how we can continue to help the club grow and attract new members. The club is still advertised from Westgate Leisure Centre. A junior squash club has started at The Grange where squash continues to be popular.

Members who played Squash were offered reduced rate memberships with a price fixed for the life of the membership.

2.2 Energy Investment

The following energy efficiency projects have been completed this year:

- upgrading the existing light fittings with efficient LED units (Westgate & Bourne) and
- Installing Variable Speed Drive Units (VSDs) to main circulation pumps. (Westgate)

The investment that the Council made on the Combined Heat and Power (CHP) units has been another key area of energy saving with an average run time on the unit of 16.8 hours per day. Some of the above has resulted in Westgate Leisure Centre being awarded a D rating on its current display energy certificate the best rating it has ever had. Bourne has also seen a better rating and now holds a B rating. Please also see energy key performance indicator in section 4.9.

Currently the pool covers detailed in the contract method statement have not been installed. The energy savings from these are currently being recalculated to see if this is still beneficial to do.

2.3 Cosmetic Improvements

All three sites have been re-branded in key areas with larger scale re-decoration at Westgate Leisure Centre. The Café at Westgate received a major refurbishment, redecoration and relocation of the server. The reception area at Westgate was also refurbished with access controls added to help with security. These have also helped with fast track service at reception and have improved the ability to capture data and report effectively on customer usage.

Signage has also been improved inside and outside of the facilities, this is so customers are better directed around the facilities in order to improve the customer flow. These improvements have made the facilities more appealing to customers.

2.4 Community benefits of the developments

- Enhanced facilities, improving customer experience and sustainability,
- Increased health and fitness capacity, catering for a wider target audience including target groups such as Young People, Older People and People with Disabilities,
- New and innovative programme choices such as virtual group cycling and hot yoga,
- IFI equipment catering for hard to reach target groups,
- Online workout videos, support and advice forums “ask the expert”,
- Creation of new employment opportunities, as a result of programme growth and increased demand, Improved health and wellbeing through improved programming and increased choice in activity, and Increased customer satisfaction through improved facilities and increased number of colleagues delivering front line services.
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3.0 Authority Outcomes

Within the method statement we laid out how we would achieve the Chichester Districts Council's outcomes. Each outcome and our performance against it is outlined below:

A more active community:

- The Everyone Active card has been implemented across the three sites with 32,229 registrations. This puts us well placed to achieve the target of 50,000 cards by the end of year three.
- We have worked closely with the Chichester District Wellbeing Service to make Westgate Leisure Centre a dementia friendly centre. Staff have undergone dementia awareness training and a site audit has been conducted.
- New activities have been added to the existing programmes including, 25 Virtual Spinning classes per week, 16 Hot Yoga classes per week, 3 Body Pump classes per week, 2 Body Combat classes per week, 3 Walking football sessions per week, 1 Netball session per week, 1 Basketball session per week and Small Group training run at varying times throughout the year. Additional sessions of existing activities have also been added to the programme including 1 extra Active Antz session, 3 additional Yoga classes, 1 additional Indoor Cycling, 2 additional adult swimming lesson sessions. This has resulted in a greater choice of activities for the local community.
- Active Gym sessions have been increased across the three sites and the age range has been extended to include eleven year olds. Schools have been written to and asked if they would like us to run dedicated gym sessions for their pupils. Currently only Bourne Community College and Midhurst Rother College have taken up this offer.
- Participation levels have increased across the Chichester contract to 1,235,894 customer visits this is in excess of the 200,000 customer visits increase laid out in the bid method statements.
- 50 week swimming lessons have been introduced and the swimming programme now has over 900 swimmers enrolled. We have introduced the Aqua Passport which ensures all parents and swimmers can see how they are progressing through their swimming pathway. This motivational tool reduces attrition rates and helps maintain and develop new swimmers. The programme is updated by the teacher on a daily basis recording a swimmers progress on a handheld device, the parent can then log into the portal and review their child's progress as well as monitoring which skills they have yet to achieve. Videos of swimmers are also available so that a parent can see the standard of stroke required to pass the stage. The children can view their progress as they travel through the stages with trophies and games being unlocked to maintain motivation. The online programme enables regular communication with our customers via newsletters, marketing and answering questions.

Swimming lesson growth has been slower than expected and further marketing will be required in year two to make sure the bid target is continued to be achieved.

- The school swimming programme continues to be well utilised. The following schools are currently on the School swimming programme; North Mundham, Central, Chichester Free School, Jessie Young Husband, Bosham, Kingsham, The March, Lavant, Boxgrove, Parklands, Southbourne, Sidlesham, St Richards, Singleton, West Dean, Prebendal, Fishbourne and Eastergate.
- We are working closely with the Chichester District Wellbeing Service to tackle health inequalities within identified focus areas and for key demographics. We have introduced a walking programme and outreach sessions to Selsey.
- We have provided Sports Development Representation at Active Sussex Network Conferences and Strategy updates. We have been a key partner in collaborative working relationship supporting local sports clubs, groups, volunteers and coaches.
- The Mini Olympics/Festival of Sport programme involves Year 5 students from schools across the District. The May 2016 event was the largest ever staged to date with almost 400 Primary School Students participating in the Festival Day and featured schools from the Chichester District Think Family Neighbourhood areas.
- A record number of participants took part in the 2016 Chichester Triathlon series. To mark the tenth Chichester Triathlon Series a brand new race was launched as part of the weekend offer. A Junior Triathlon race was held alongside the Junior Aquathlon on the Saturday of the race weekend and received the accolade of being awarded Triathlon England South East Race Series status. This meant that as well as a large contingent of local participants, competitors from Triathlon Clubs across the South of England travelled to Chichester to take part and score points in this championship race.

On the Sunday adult Olympic and Sprint distance race categories took place and the total number of participants across the whole weekend was a record 870. The previous highest participant total was set the year previous and only reached 650.

- The Children on the Edge Chichester Half Marathon is organised in partnership with local charity Children on the Edge. The Chichester Half Marathon has a challenging multi terrain route which takes in the historic sites of Chichester, including the Cathedral, Market Cross, and Roman Walls, and takes competitors to the pinnacle of the South Downs.

2016 saw the introduction of two brand new events: a ten mile multi terrain race and a half marathon team relay event. The introduction of these brand new races allowed us to reach 1,015 registrations which was a record total.

- The Sport in the Community programme provides a range of fundamental sports camps for young people aged 6-15 in the school holiday periods. Inclusively priced, they cost only £7.50 per participant, or £5 for any tenants of our scheme partners (local Registered Social Landlords (RSLs)). This initiative is a #ChiActive project with the University of Chichester hosting the sessions and their students performing the coaching delivery of the camps.

A brand new camp was launched called the Chi Sport Athletics camp. This camp was released as a celebration of the Rio Olympics and to capitalise in the increased interest in participation in athletic opportunities.

Links have been made with staff at Westward House Sheltered Housing so that they can make referrals for free places alongside those made by other key agencies.

- Diversionary summer sports programmes were delivered in the Chichester, Selsey and Tangmere Think Family Neighbourhood areas. They have also taken place in Hunston, a priority area as identified by Affinity Sutton. These free weekly sports sessions were aimed at young people aged between 12 and 17.
- Primary Schools within Think Family Neighbourhood Areas have been visited as part of the Five Ways to Wellbeing programme with Everyone Active contributing to the Physical Activity Session.
- Event support was given to the Chichester Community Development Trust in the delivery of the Graylingwell Park Summer Garden Party, a community event which supports local youth groups and projects. Between 3,000 and 4,000 people attended the event.
- The Sports Development Team also attended the Sussex Police Open Day (attendance circa. 5,000 people) and the Chichester District Council Do Something Different Days which attracted a combined total of almost 200 people and were staged in Think Family Neighbourhood areas.
- The Sports Development Team worked with local partners in the delivery of National PlayDay events. A small scale event was delivered in Graylingwell Park, with a showcase event staged in Florence Park (within the Chichester East Think Family Neighbourhood Area) attracting over 1,000 people. As well as celebrating children's right to play, Playday is a campaign that highlights the importance of play in children's lives and allows us to showcase local children's services.
- The Sports development team continued to help with the delivery of the British colleges beach rugby festival this included attendance at working group meetings, help with setup on the day, staffing of event, facilitation of link between the colleges event and Chichester Rugby Football Club (RFC) event. Unfortunately we were unable to get support from Saracens RFC this year but this will be explored again next year.

Promoting community cohesion / benefiting target groups

- A Sports and Activity Development Plan has been effectively implemented across the Chichester District with the delivery of this managed by the Sports Development team and the General Managers at the three sites.
- Three free open days were held at the three leisure centres to encourage the local community to come and get involved in activities. A range of Olympic athletes attended and instructed swimming workshops for children from local schools and the Westgate swim scheme.
- The Get Active Festival was developed in 2005 as an Olympic Legacy event. The Festival involves over 40 different sports and arts clubs offering free taster sessions for people of all ages. The day also features National Governing Bodies (NGB's) roadshows, the Chichester District Wellbeing Team whom offer Mini Health Checks, a play "zone" for young children, fun inflatables, a mobile climbing wall, and the Spirit FM roadshow. The Get Active Festival has continued to grow year on year and attracts over 5,000 people to each event.
- In 2016 the Get Active Festival formed part of a wider Get Active Month and included Open Days at Everyone Active Centres. The Get Active Chichester Programme was also launched during the Get Active month. This is an opportunity for us to use cutting-edge marketing and behaviour change techniques to increase participation in physical activity in hard-to-reach groups. We are focusing on residents aged 45-65 in Chichester who are currently classified as inactive and would like to become more active, but need support in order to do so.
- The Everyone Active brand and values have been introduced across the centres with customers and colleagues being encouraged to take part in exercise five times a week for thirty minutes each time.
- A customer focus group is held on a quarterly basis to gain customer feedback on the sites and the activities on offer. A non-user questionnaire was carried out to identify barriers to engaging with our services.
- We have not yet introduced a Fundamentals programme into local schools however this is something we are hoping to work with schools on in 2017/18.

Improving health and wellbeing

- The Sports Development Manager and Active for Health coordinator have worked closely with the local GP's to ensure there is a clear pathway to increase the number of people completing the Exercise Referral Scheme and moving into mainstream leisure activities. (see key performance indicator 4.3)
- We have promoted healthy activity through local businesses (eg corporate membership, pre-work and lunch time workouts, Healthy Workplace Scheme etc.) We have attended the following organisations:
 - **Southbourne School** – presentation on benefits of exercise and membership
 - **Chichester Fire Station** – outreach event and activities
 - **Princes** – health and wellbeing presentation
 - **Direct Life** – Benefits of corporate Membership
 - **Cineworld** – working together to promote each others business
 - **Festival Theatre** - health and wellbeing presentation
 - **Health and Wellbeing Evening at Westgate for local businesses.**
 - **Chichester Chamber event** – promoting health and wellbeing for local business
- Throughout the facilities we promote healthy living and eating. Both the Café at The Grange and at Westgate have a range of healthy food and drink choices on offer. We have obtained a silver Eat Out Well award and will strive for gold. <http://www.eatouteatwell.org/pages/index.cfm>. We aim to offer a variety of foods so customers can make informed choices. Healthy options include, porridge, a range of salads, pasta, omelettes and jacket potatoes. We encourage all users to be as healthy as possible and run many programmes to help local residents. These include the Active for Health scheme and First Step to Fitness. The Chichester District Council Wellbeing teams delivers NHS health checks, a stop smoking service, a weight management service and a pre diabetes course which are all free of charge and based at the centre.
- We have worked closely with the Health & Wellbeing forum to help identify targeted support. A good example of this are the outreach sessions delivered by the First steps to fitness coordinator in both Selsey and Midhurst. Two key members of the team were identified to attend a behaviour change course to help shape some of the services we have on offer.

Partner engagement

- A detailed marketing plan has been implemented using local media sources based on demographics. Examples of local media sources used include The Chichester Observer Newspaper and Spirit FM. We have also continued to use opportunities from the Chichester District Council magazine Initiatives and web advertising on the Council website. Please see the marketing section 7.0 of this report for more details.
- We have been working with ChiVaac to support local clubs with volunteer recruitment and retention. We have a member of the Sports Development Team designated to be our Volunteer Coordinator to ensure a quality volunteer experience.
- Service Level Agreements in place with Active Sussex over the delivery of Sportivate initiatives. Partnership work with local clubs with projects such as the Get Active Festival and Go Tri initiatives.
- The Chichester District Community Sports Forum was launched in April 2015. It provided an opportunity for local sports clubs and organisations to meet and discuss issues that they face and allow us to better understand their needs and offer support with their ongoing development.

We held the forum in February 2017 and worked with our partners the University of Chichester, Chichester District Council, Chichester College and Active Sussex to deliver the forum. We have been able to support this event through use of facilities, promotion of the sporting pathways available and work experience/volunteer opportunities for Students and Coaches.

Quality of service

- To ensure quality standards across the Chichester contract the Everyone Activity quality management system has been introduced. Gold standard audits take place to ensure the quality standards are being followed.
- Customer feedback is continued to be sought using the following methods:
 - Annual customer survey
 - Customer feedback forms
 - Customer focus group
 - Meet the manager sessions (Bourne)
 - Non user survey
- All three sites and the Sports development team have had a Quest Assessment (Quest is the UK Quality Scheme for Sport and Leisure) and we have achieved Excellent.
- All three sites have had an audit from the Inclusive Fitness Initiative (IFI). The IFI has been established for over 10 years, supporting leisure centres to become more welcoming and accessible environments to disabled people. It helps leisure facilities to get more disabled people physically active. All three sites have an action plan of items that are required before the mark can be awarded and we expect this to be complete by June 2017.
- We have introduced 10 new sports coaches across the contract. Five of those are employed and five are volunteers. Walking football sessions across the three sites are all run by volunteers.

Providing local economic benefit

- A comprehensive staff training programme, personnel development plans, Emerging Managers Programme and apprenticeship schemes have been introduced into the Chichester contract. We currently have four apprentices' employed across the contract. One Manager was nominated for the emerging general manager course. Other colleagues have progressed their career in the course on the year with three employees moving into management positions.
- We have currently not achieved the target of having 80% of 16-25 year olds colleagues registered on an NVQ course within the first six months of employment. We are working closely with our delivery partner lifetime training to continue to advance colleagues with their careers.
- We have provided four work placement in the past eleven months as well as providing work experience opportunities to local secondary schools. These have been offered in both Leisure services and SportsDevelopment.
- 10 new sports coaches by the end of year 1.
- Within the method statement an aim was to have 20 new regular volunteers by the end of year one. Unfortunately we haven't achieved this but we do have eight new regular volunteers. We will continue to work on this in 2017/18.
- A structured programme of community sports leader award courses is required to support a minimum of 30 students in achieving this qualification. This was not achieved in year one of the contract but this is a programme we will develop in 2017/18.
- Funding bids have been applied for during the last year for a total of £82,000. Several bids are still pending. Actual successful bids amount to £54,000. (Please note this does include the continuation of the first steps to fitness scheme.)

Sustainability/ Environmental Improvements

- As detailed in section one of this report we have carried out a range of environmental investment works at Westgate and Bourne with the aim of achieving a 40% reduction in utility consumption. For the result of these reduction please see key performance indicator 4.9.
- We have implemented internal recycling and environmental awareness programmes and energy reduction plans for staff and customers. This is led by each sites Carbon Reduction coordinator. We have recently changed waste collection supplier so we can measure more accurately our recycling levels across the sites. This supplier will also supply internal recycling bins to encourage greater recycling. An environmental board is on display at each sites which encourages users to use green methods of transport.
- Benchmark energy usage with Everyone Active sites by using digital energy software will begin from year two of the contract. This has been delayed due to complications with the transfer of energy suppliers.
- We have ensured regular repairs, maintenance and servicing is carried out on plant and equipment – ensuring equipment operates efficiently.

Value for Money

- All prices have been reviewed as part of an annual pricing review. All fitness direct debit prices have been frozen and the average price increase for other activities is 1%. This will enable us to continue to encourage more people to get active. Concessionary rates continue and the fitness membership concessionary rate has been reduced from age 65 to 60.

3.1 Think Family

As well as focused delivered activity sessions we have offered free use of the public facilities at all of the leisure centres during off peak hours. We have also offered them free places on our sport in the community holiday camps.

3.2 Looked After Children (LAC) and Care Leavers Agreement

Everyone Active Chichester, working with West Sussex County Council and Chichester District Council, is committed to supporting LAC and care leavers by providing a more affordable and incentivised route to those wanting to lead more healthy and active lives. An agreement was set up in January 2017 for reduced rates to the gym and free swimming.

3.3 Compass Card West Sussex Agreement

In partnership with WSCC all three of the Chichester sites are offering discounts to compass card holders. Compass Card West Sussex is a card which provides special rates for young people under 25 who have special educational needs and disabilities.

4.0 Performance against Key performance Indicators

4.1 Usage

As part of the contract the following key performance indicators (KPI) were agreed with regard to usage within the Chichester contract:

- Increase in attendances of 30% compared to 2015/16
- 20% Increase by people aged over 50
- 45% increase in young people aged 0-15
- 20% increase in people with disabilities

In 2016/17 we have achieved the following figures:

KPI	2015/16	2016/17	% Increase
Increase in attendances of 30% compared to 2015/16	995,670	1235,894	37%
20% Increase by people aged over 50	164,098 (Please note this is 11 X May 2016 sample)	180,173	*10%
45% increase in young people aged 0-15	56,419 (Please note this is 11 X May 2016 sample)	72,757	**29%
20% increase in people with disabilities	4,752 (Please note this is 11 X May 2016 sample)	9,886	***108%

* Please note in the last two quarters growth has been 19% and 41% respectively.

** Please note in the last two quarters growth has been 40% and 92%.

*** Please note our data collection is now a lot stronger and one of the data fields we now collect is if customers have any disabilities. This was not collected previously.

The individual site performances are below:

Site	2015/16	2016/17	% Increase
Westgate Leisure Centre	495,261	689,262	39%
The Grange Community & Leisure Centre	241,399	332,932	38%
Bourne Leisure Centre	164,574	213,700	30%

The above results can be partly attributed to the major investment works at Westgate Leisure Centre, the successful marketing and community initiatives and successful site programming.

4.2 Membership

The following KPI was set regarding membership numbers:

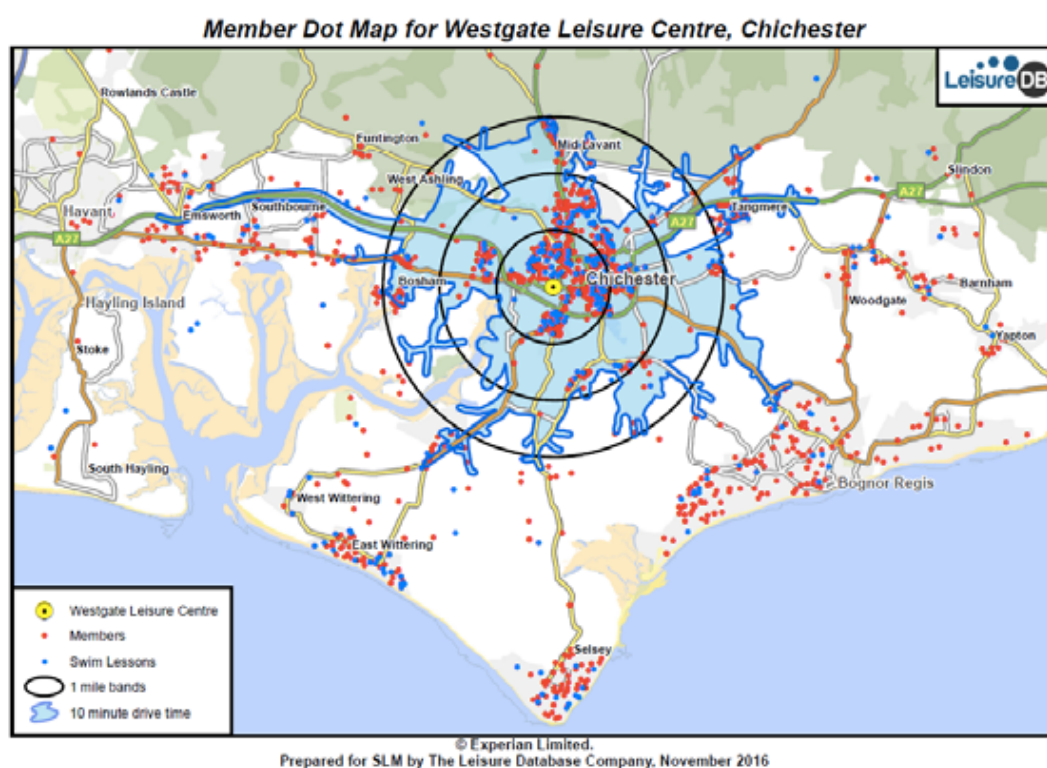
Increasing direct debit members (like for like) numbers and retention rate. To reach 4850 by end of year one.

The table below shows the current position:

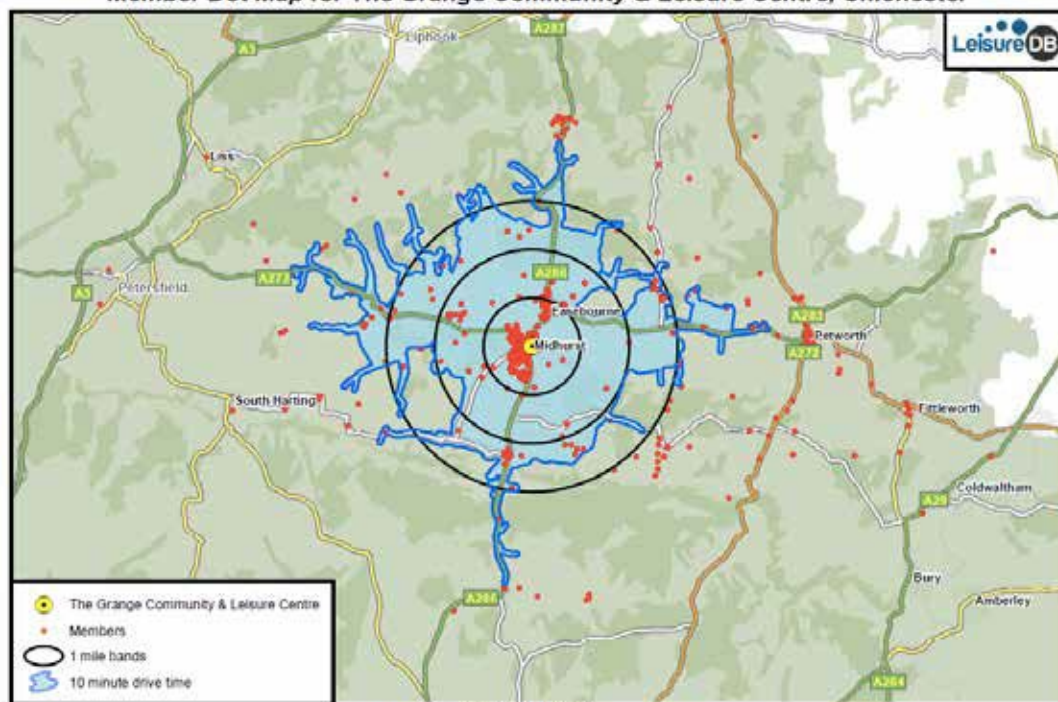
Site	Amount of members 2015/16	Amount of members 2016/17
Westgate Leisure Centre	2476	3468
The Grange Community & Leisure Centre	850	1157
Bourne Leisure Centre	800	1024
Total	4126	5649

These memberships include both Gym access, Class access and at Westgate Leisure Centre swimming pool access. A large investment has been made into the sales team across the three sites in order to generate additional sales. The team benefits from sales leads through Everyone active cards, outreach events, text messaging and email marketing.

The information below shows where members are based in relation to the sites: Please note the Westgate map also show swimming lesson users.

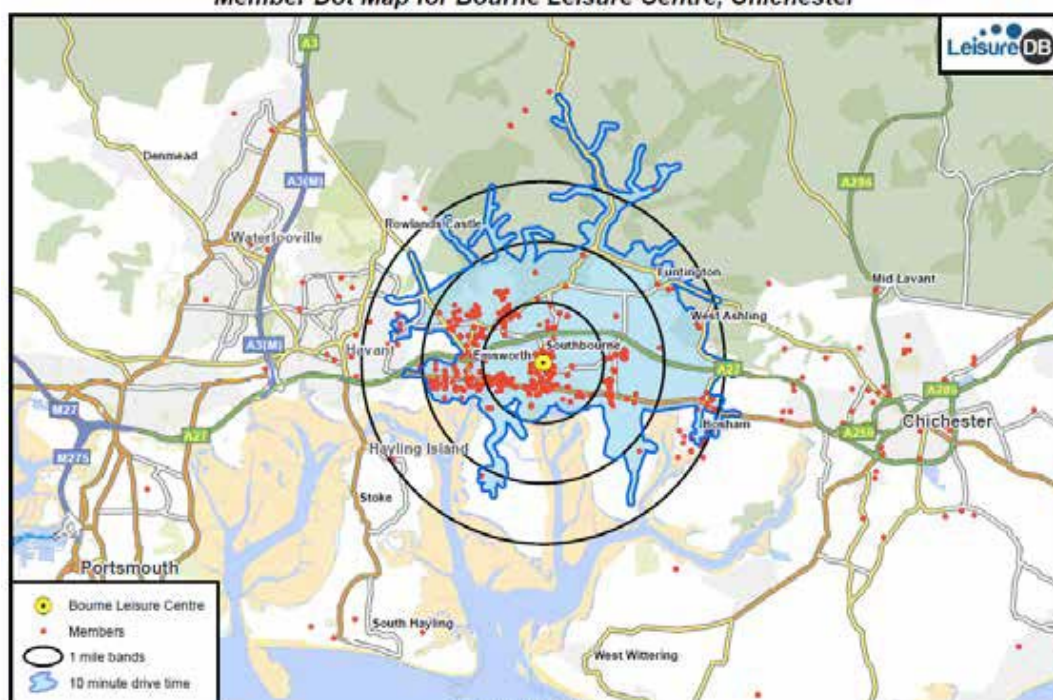


Member Dot Map for The Grange Community & Leisure Centre, Chichester



© Experian Limited.
Prepared for SLM by The Leisure Database Company, November 2016

Member Dot Map for Bourne Leisure Centre, Chichester



© Experian Limited.
Prepared for SLM by The Leisure Database Company, November 2016

4.3 Exercise Referral

The following KPI was set regarding the exercise referral programme:

- 25 % Increase in number of participants completing the exercise referral programme.
- 25 % Increase in retention of participants following the exercise referral programme.

The table below shows the end of year result:

KPI	2015/16	2016/17	% Increase
25 % Increase in number participants completing the exercise referral programme.	174	215	23%
25 % Increase in retention of participants following the exercise referral programme	147	188	28%

Please see a testimony below from one of our GP Referral customers;

When I first had my heart attack back in August 2014, I found myself in a dark place with my mood swings going up and down. It was only when the Cardiac team at St Richards Chichester got involved that I started to come to terms with what had happened.

I spent 8 weeks undergoing circuit training with them at the hospital and then was asked if I would like to take up further training at the Westgate Centre under the care of Tina Scutt.

She has been brilliant over the last 2 years setting up a program for me to work to every week, offering advice, checking my blood pressure and keeping an eye on my heart rate to ensure I don't over-do things. If ever she was away the rest of the active team step in to keep an eye on me.

I'm currently still under the hospital waiting for an operation to clear a blockage in my leg and Tina and the team are still helping me.

Without Tina and the team around her I don't think I would be where I am today, I'm relaxed, fit (well as fit as I can be) and have a positive outlook on the future. They are a credit to "Everyone Active" and they've given me the drive and enthusiasm to apply myself to getting fitter and maintaining a healthy lifestyle.

They are brilliant. Well done. Gordon Webb

4.4 Sports Development

The following KPI was set to increase general participation in sport in the Chichester District:

- Increase in participation by local people of over 3 X 30 mins per week. 2% Increase against Active People Survey (APS) results compared to APS9 28% Oct 2015 Result

This KPI has not been assessed as part way through the year changed its measure to the new Active Lives survey.

4.5 Quality

The following KPI's were set in regard to quality standards:

- Attainment and improvement in Quest scores. Quest plus accreditation of good and top 25% in the UK.

In March 2017 all three Chichester sites went through a Quest assessment and all three sites have achieved the status of Excellent.

4.6 Customer Satisfaction

The following KPI was set with regard to our annual customer survey:

- Increase user Satisfaction score by 1% year on year with a starting point of 85%.

The Customer satisfaction result from our annual customer survey carried out in December/January 2017 was 89% customer satisfaction.

The survey received 281 responses in total; an increase of 2% on the 276 received when a Westgate Leisure customer satisfaction survey was carried out in 2014. 175 responses were from Westgate Leisure Centre users, 57 were from Bourne Leisure Centre users and 45 were from The Grange. Female respondents outnumbered males for this survey and, responses came from a good range of ages, with a fairly even split between Over 45's (119) and under 45's (116).

The results have a strong bias towards Westgate Leisure Chichester, 57% of respondents saying they used this centre most often. The remaining respondents were split evenly between Bourne Leisure Centre 23% and The Grange, Midhurst 20%.

The majority of the respondents were direct debit membership holders making up 62%. Centre memberships represented 17% of the users surveyed. The length of membership held by respondents was very evenly split with 31% between 1-5 years, 21% more than 10 years, 18% less than 6 months, 15% 5-9 years and 15% 6 months to 1 year.

The majority of the respondents who completed the survey attend the centre three or more times per week 48% with the next highest grouping being twice a week at 24%.

In the previous survey nearly a half of respondents (45%) said the best thing about Westgate Leisure was that the location of their local centre was convenient for them, however in this survey that has dropped to 24% with 51% of respondents saying facilities available are the best thing about Westgate Leisure Centre.

88% of respondents would be likely to recommend Everyone Active Chichester sites to a friend or colleague, on a scale of 0-10, with 0 being very unlikely and 10 being very likely, 88% of respondents ticked 7 or higher. This has risen from 78% on the previous survey.

Level of satisfaction is high with contact in person, 89% of respondents are either very satisfied or satisfied with this method of communication. This is an increase on the 85% from the previous survey.

Dissatisfaction with communication over the telephone has dropped significantly, with only (8%) saying they were either dissatisfied or very dissatisfied. There was least satisfaction with Westgate. With 11% being dissatisfied or very dissatisfied, 43% of respondents don't use this method of contact.

91% of respondents are very satisfied or satisfied with the general level of cleanliness throughout the centres and this constitutes an improvement from the 75% result of the last survey. Broken down by site The Grange had 100%, Bourne Leisure Centre was 93% and Westgate Leisure Centre was 87%. Changing rooms and toilets are deemed to be the least clean areas.

4.7 Health & Safety

Three KPI's were set around Health and Safety and the results of these are shown in the table below:

KPI	2015/16	2016/17
Number of Health and Safety incidents no increase on 2015/16 figure per 1000	0.185	0.211
Number of Health and Safety near misses no increase on 2015/16 figure per 1000	0	0.00081
Number of accidents reportable to HSE no increase on 2015/16 figure per 1000	0	0

The above table shows a slight increase in the amount of accidents recorded per 1000 visitors. This has been investigated and no trends were discovered. A greater awareness of accident reporting following training in May could have contributed to this.

4.8 Training

The following KPI was set with regard to training:

- Increasing workforce development opportunities such as coach education courses, apprenticeship schemes. Min 5 NVQ's and four Apprentice

The results of this are shown below:

Name	Course Completed
Adam Littlechild	Level 2 Fitness Instructor
Davin Haskett	Level 2 Fitness Instructor
Hannah Williams	Level 2 Fitness Instructor
Jaiden Barnes	Level 2 Fitness Instructor
Jason Davis	Level 3 Leisure Management
Aaron Rayner	Level 2 Sales

Name	Currently On
Steve McFarlane	Level 3 Personal Trainer
Luke Carter	Active Leisure Fitness Level 2
Tiffany Hudson (Apprentice)	Active Leisure NVQ Level 2
Jack Ballantyne (Apprentice)	Active Leisure NVQ Level 2
Natasha Squires	Level 3 Personal Trainer
Liam Jahr (Apprentice)	Active Leisure NVQ Level 2
George Ede	Level 3 Personal Trainer
Adam Littechild	Level 3 Personal Trainer
Grace Fisher	Active leisure fitness Level 2
Jake Hurst	Ops Services (Dry) Level 2

A number of staff have been on Everyone Active specific courses including:

- Gym Kit Course
- GP Referral Course
- Carbon Reduction Coordinator Training
- Site Safety Coordinator Training
- Sales Boot camps
- Retail Training

4.9 Energy Efficiency

The following KPI was set regarding the energy efficiency of the Chichester contract:

- A 45% reduction in annual CO2 emissions:

In order to achieve the above KPI the following measures were taken:

- LED Lighting replacement scheme
- Fully operational CHP Unit
- Installation of Variable Speed Drives (VSD's)
- Carbon reduction coordinators

LED

A full lighting replacement has now taken place at both Westgate Leisure Centre and Bourne Leisure Centre. Along with the LED lights the sports hall lights can be controlled by a tablet and the lux levels adjusted depending on what sports are being played.

CHP

The CHP continues to perform well with an average running time of **16.8** hours per day.

VSD

Variable speed drives have now been fitted on the Westgate pool pumps. A variable speed drive is a piece of equipment that regulates the speed and rotational force, or torque output, of an electric motor. The variable speed drive lowers the speed of the pump thus saving energy.

Carbon Reduction Coordinators

Each of the three sites has a dedicated Carbon reduction coordinator. Their role is to work with the General Manager to increase awareness of the opportunities to reduce energy consumption and implement energy saving initiatives. The Chichester contract carbon reduction coordinators are:

- Jamie Millar
- Grant Odle
- Jason Davis

Each of the above have now attended a one day seminar and will be running internal workshop sessions for all colleagues. (Grant will attend the next available workshop now he has taken over the role at The Grange.)

Electricity	57.7% Reduction
Gas	



What is important to note from the graphs above is the effect on not only the CHP but the LED lighting. As you can see following the implementation of the LED lighting in December the quarter Jan-March has seen the biggest CO2 saving. (76.88%)

5.0 Charitable Fundraising

5.1 Ultra-White Collar Boxing

Everyone Active work closely with Ultra White Collar Boxing and are proud of the fantastic work to raise money for Cancer Research UK as a partnership. At our charity boxing events we hold a raffle and auction where all proceeds go to Cancer research. The boxers also raise money through sponsorship from friends, family and local businesses. Each boxer is required to raise a minimum of £50 but many of them raise a lot more.

The link below will take you to the Ultra White collar boxing just giving page which has over seven million pounds worth of donations.

<https://www.justgiving.com/company/Ultrawhitecollarboxing>

5.2 Anthony Nolan & Juvenile Diabetes Research Foundation (JDRF)

Everyone Active Chichester has raised more than £2,000 for its two chosen charities, JDRF and Anthony Nolan, after hosting a range of activities across the leisure centres.

We helped to get Chichester extra active in November by engaging customers and colleagues at Westgate Leisure Centre, Bourne Leisure Centre and The Grange Community and Leisure Centre in a number of fundraising events, ranging from raffles to 'row-a-thons'.

Group exercise instructor, Nicky Worton ran a two-hour bootcamp at Westgate where more than 100 people participated in a High Intensity Training session and raised over £200.

Ben Polhill, Sports Development Manager, apprentice Jack Ballantyne and work placement student Nicholas Stringer played their part by donning Everyone Active's mascot costume and rowing 10,000 metres to raise more than £100.

Colleagues at Westgate also made almost £600 by completing a 12-hour ride on spin bikes, which saw them cycle more than 685km.

The money was donated to Everyone Active's chosen charities, JDRF, which provides support for those with type 1 diabetes, and Anthony Nolan, which works to save the lives of people with blood disorders and blood cancer.

6.0 Sports Clubs, community groups and societies

The benefits of having so many different groups using the centre, means we can then engage with a variety of people attending the sessions. From this we can gauge the demands and needs of the community, which in turn helps us provide more activities for the local community.

We aim to cater to a wide audience and offer a diverse programme of activities across all sites, which is demonstrated by the different groups that currently access our facilities on a weekly basis.

Westgate

Active Tots
 South Coast Sports - Football
 CDC Badminton Club
 Chichester Runners
 Rugby Tots
 (Omar) Zheng Dao Lo Martial Arts Academy
 Sussex Otters Swimming Club for the Disabled
 Weightwatchers
 Chichester Fencing Club
 The Academy of Gym
 Chichester Aikido
 Friday Night Football Club
 Sama Karate
 (Ed) Zheng Dao Lo Martial Arts Academy
 Adult Ballet Classes
 Out There West Sussex
 Chichester Cormorants Swimming Club
 Westgate Chichester Triathlon Group
 South Coast Street Dance
 Westgate Chichester Triathlon Group - Juniors
 Leisure and Wellbeing
 The Sanctuary
 Teddy Wilfs
 Chichester Sports Therapy
 Mercer 5-a-side Football
 Wiltshire 5-a-side Football
 Cole's 5-a-side Football
 Minton's 5-a-side Football
 Keynes 5-a-side Football

The Grange

Badminton 87
 Midhurst 82 Badminton Club
 Midhurst Gym Club
 Midhurst Indoor Stoolball League
 Not 2 bad
 The Grange Badminton Club
 Centre Stage Academy Theatre School
 Cowdray Park Bridge Club
 Double LL Club
 Labour Party
 Midhurst Art Society
 Midhurst Eagles Short Mat Bowls Club
 Midhurst Grange Bridge Club
 Midhurst Long Mat Bowls
 Midhurst Squash Club
 Rother Valley Together
 Rotary Club of Midhurst and Petworth
 Sama Karate
 The Midhurst Dance School
 Durand Academy
 Midhurst Rother College
 Over the Counter
 Tuesday PM Badminton
 Watt Badminton
 Midhurst CC Football
 Ladies Badminton
 Causer Badminton
 Lambert Badminton
 Rother Badminton
 Phoenix Badminton
 Amies Badminton
 Bingo Club
 Leasee
 Haven Beauty Rooms
 Philip Allen
 Events
 Mud, Body, Spirit Fairs
 Catering
 Inner Wheel

Bourne

Southbourne Gym Club
 South Coast Sports
 Bourne Badminton
 Coal Exchange
 Baby Ballet
 Southern Judokan Judo Club
 Bourne Community College
 Adult Ballet
 Boogie Bounce
 NHS Blood & Transport
 Bourne Archery Club
 Pay over the counter
 Roland Chaffey
 Badminton
 Medhurst
 Thomas Badminton
 Cornesie Football
 Smith Football
 Akerman Football
 Enska Karate Club
 Anthony Lawrence
 Mousley Football
 Loten Football
 Bosham FC
 Baby Massage
 St Johns youth club
 Leasee
 Ricky Lidbetter
 Julliette Dover (First Aid)

7.0 Marketing

The Marketing plan aims to help the Chichester contract teams to understand their customers in order to deliver the business plan objectives and deliver the best possible service. The overarching objective of the plan is to achieve the KPI Objectives agreed by Everyone Active and CDC.

7.1 Open Days

Open days took place across the sites culminating with the Westgate Leisure Centre open day on the 5th November 2016. This was a major event where local school children and swim school children were invited to swim with some Olympic swimmers. Rebecca Adlington Olympic Gold Medallist and Alex Danson Olympic Gold Medallist held a question and answer session for those attending the event. Over 1000 customers attended on the day taking part in activities including:

Free swimming/ Gymnastic tasters/ Bouncy Castle and Soft Play/ Gym challenges/ Face painting/ Taster classes/ Badminton Skills/ Walking football

The day attracted good press coverage and a raised profile for the three sites.

A YouTube video is available of the Westgate open day:

<https://www.youtube.com/watch?v=PfA17HFbkMQ>

7.2 Social Media

Social media champions pro-actively promote each of the centres. Facebook page likes have continued to grow and are now as follows:

Site	Page Likes
Westgate Leisure Centre	2,921
Bourne Leisure Centre	284
The Grange Community & Leisure Centre	198

Please note Bourne and The Grange did not have their own Facebook pages prior to the 1st May.

7.3 Everyone Active cards

Everyone Active (EA) cards are a key component in the Everyone Active marketing process. To use any site customers are asked to sign up to an Everyone Active card. We then use this information to offer products to customers that they may be interested in. For example an adult with a child may receive a text or email regarding children's birthday parties. Each site is set a monthly EA card target. The table below shows how the sites have performed:

Site	Total 2016/17
Westgate Leisure Centre	22,819
Bourne Leisure Centre	4751
The Grange Community & Leisure Centre	4659
	32,229

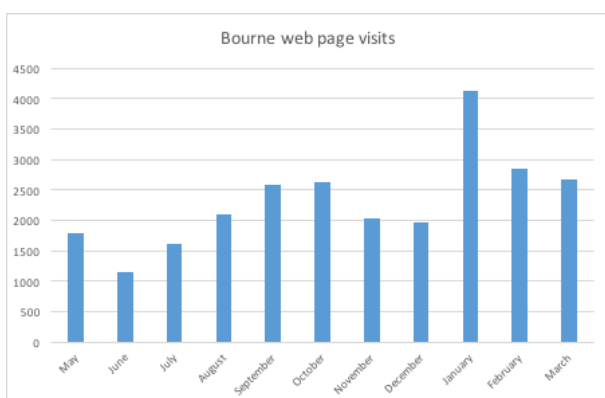
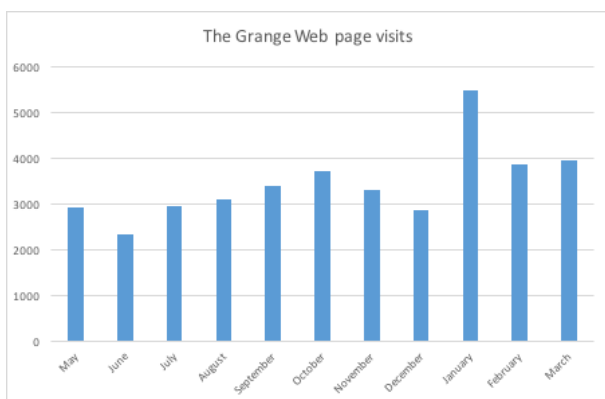
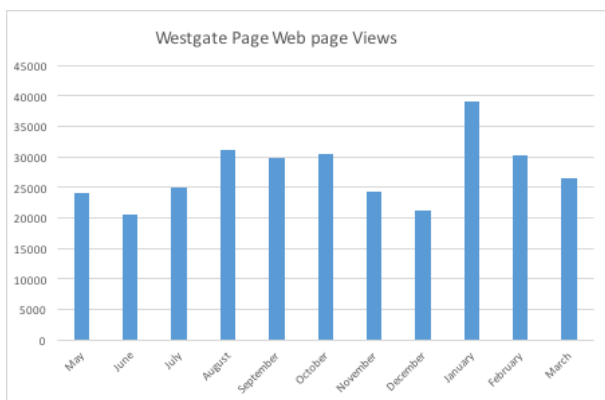
7.4 Everyone Active App

The Everyone Active app allows customers to book activities at the touch of a button. The app also allows the Chichester contract to send customers push notifications making them aware of problems at sites or offers they may wish to take advantage of. The table below shows the amount of app downloads per site:

Everyone Active Mobile App Users Total Registered To Club.			
	Westgate	Grange	Bourne
Jun-16	739	135	162
Jul-16	1014	201	243
Aug-16	1224	231	289
Sep-16	1433	274	352
Oct-16	1685	322	439
Nov-16	2098	390	515
Dec-16	2315	432	577
Jan-17	2521	463	618
Feb-17	3151	564	772
Mar-17	3583	644	878

7.5 Website usage

Website usage continues to be high despite some negative feedback around the usability of the Everyone Active website. We hope to launch a new website with improved functionality in May. The graphs below show website visits per site:



7.6 PR

7.7 Marketing Plan 2016/17 target evaluation:

A marketing plan was produced to ensure key areas were focused on. This was reviewed on a quarterly basis by the Leisure task and finish group. The results of this are shown below.

DD Membership

Category	DD Membership
Target:	Attract 2,000 new Premier+ members;
Progress:	2961 new members joined.
Target:	Attract 655 new Bourne Premier Members;
Progress:	838 new members joined.
Target:	Attract 695 new Midhurst Premier Members;
Progress:	993 new members joined
Target:	To maintain retention rates above the national average (65.5%) across all three sites.
Progress:	Currently on 69.5% although this is only based on eleven months data.

Sports Development

Category	Sports Development
Target:	To achieve 700 competitors across the two days of this year's Triathlon;
Progress:	This target was achieved with 780 competitors across the two days.
Target:	To increase participation at SITC sessions to achieve a throughput of 7,000 visits along with launching these activities in Bourne and The Grange.
Progress:	This figure appears to have been unrealistic given that in 2015/16 participation was 2025 (Not including Easter). Participation in 2016/17 currently stands at 1740. We are on course to better last year's number by 5%.
Target:	To attract 1,000 competitors to this year's half marathon.
Progress:	This event attracted over 1000 competitors in October.
Target:	To increase attendance at the Get Active Festival by 10% and turn the Get Active Festival into a get active month.
Progress:	This event took place in September. It is hard to judge if attendances were higher than previous years but the feedback we received was excellent. This is now a Get Active month.
Target:	To develop and deliver a programme of educational visits to promote sport and healthy living in schools.
Progress:	Supporting the physical activity element of the "5 Ways to Wellbeing" programme within local Primary Schools. Developing a sport and physical activity factsheet and homework project for pupils involved in the programme. Working with the University of Chichester to deliver sports sessions in target schools based on identified need and creating strong pathways for participants into sports clubs.
Target:	To launch Back to Netball and Back to Basketball programmes across the contract and have one session per week.
Progress:	Basketball has been launched at Westgate and has been very successful. Netball has been launched at Westgate and the Grange and numbers are beginning to build.
Target:	To promote and work with local partners to host two free/low cost sport sessions per month in Selsey and Tangmere.
Progress:	Working with the Community Wardens, the Sports Development team will be delivering a series of drop in sessions at the Bracklesham Youth Club, which meets every Thursday.
Target:	To run a weekly coached learn to skate session for younger users and develop social skating activities for young adults.
Progress:	A meeting was attended at The Base Skate Park to discuss opportunities for skate and scooter coaching along with other events to provide a pathway for progression for current recreational skaters. The Base coaches will be in attendance at Get Active Festival 2017 and are now in the process of putting together coaching packages for weekly coaching and skate camps during the summer holidays.

Swimming

Category:	Swimming
Target:	To launch 50 week swimming lessons in September 2016.
Progress:	This was launched in September 2016.
Target:	Grow the current occupancy level from 565 to 965 by April 2017.
Progress:	We have finished the year on 902 so although we haven't hit our target we have managed to grow the scheme by 64%
Target:	To sell 50 one to one swimming lessons per month.
Progress:	This was achieved throughout the year with an average of 86 per month.
Target:	To run six rookie lifeguard and Water Polo courses per year.
Progress:	Twelve Rookie lifeguard courses per year continue to be offered. Four colleagues highlighted for water polo training. Were booked on to CPD at end of February but was cancelled due to low numbers. Will re-sign colleagues to session when new date finalised.
Target:	Increase adults swimming by 1% by April 2017
Progress:	We finished the year with 18,714 adult swims. Last year we had 18,469. This represents a 1% increase.
Target:	Increase disabled swimming opportunities and increase the number of people with disabilities swimming by 10% by April 2017
Progress:	In May we had 3 users with disabilities using the pool outside of specialist clubs. In October we had 23 users with disabilities using the pool outside of specialist clubs. This has now risen to 43 in March. This represents a higher than 10% increase but the data collected now is stronger than previous years.
Target:	To increase wet-side parties from 7 per month to 10 per month by April 2017
Progress:	This has proved more difficult to increase than we anticipated and despite our efforts it has continued averaging 7 per month.

Active for Health

Category:	Active for Health
Target:	Increase in number of participants completing the exercise referral programme by 25%.
Progress:	Please see KPI report.
Target:	Increase in retention of participants following the exercise referral programme by 25%.
Progress:	Please see KPI report.

Group Exercise

Category:	Group Exercise
Target:	To review all classes on a weekly basis to make sure cost per head targets are met and make changes as necessary.
Progress:	Cost per head has reduced to under £1.50 at Westgate and under £2.00 at both Bourne and The Grange.
Target:	Introduce a hot yoga programme (Chichester only).
Progress:	This was successfully achieved in November.
Target:	Introduce virtual class programme (Chichester only).
Progress:	This was successfully achieved in November.

Squash

Category:	Squash
Target:	To enable the Westgate squash club to continue to play and develop attracting 10 new players by April 2017.
Progress:	The Squash club continues at Westbourne House and they have picked up three new members. We continue to meet with the Squash club chairman to see how we can continue to drive squash participation.
Target:	Introduce a Junior Squash coaching programme at The Grange, holding one session a week.
Progress:	This has been introduced and is now in its second period. On average the group attracts eight young people per week.
Target:	Increase Squash usage at The Grange by 5% by April 2017
Progress:	Using May as a sample Squash court usage at the Grange has grown by 49%. The court bookings for May was 115 and the average for the rest of the year is 171.
Target:	Advertise alternative Squash provision across the district at all Chichester sites. –
Progress:	We continue to advertise the Squash club at Westbourne House.
Target:	Introduce Squash in Think Family schools within the Chichester District offering 30 hours of free coaching.
Progress:	This has now been delivered at Kingsham Primary and a different school will be chosen next term.

8.0 Audits and Statutory Visits

8.1 Environmental Health Audits

Both Westgate Leisure Centre and The Grange Community and Leisure Centre both continue to hold level five food hygiene ratings.

8.2 Health & Safety Audits

Everyone Active perform a Gold Standard Health & Safety Audit on an annual basis. All three Chichester sites were assessed within three months of contract mobilisation. Sites are not scored in year one of the contract but the feedback received in regards to all three sites was excellent.

8.3 Amateur Swimming Association Audit

In February 2017 we were selected at random to represent Everyone Active for a ASA learn to swim audit. The site was found to be fully compliant. There were no non-compliances raised.

8.4 Quest Assessment

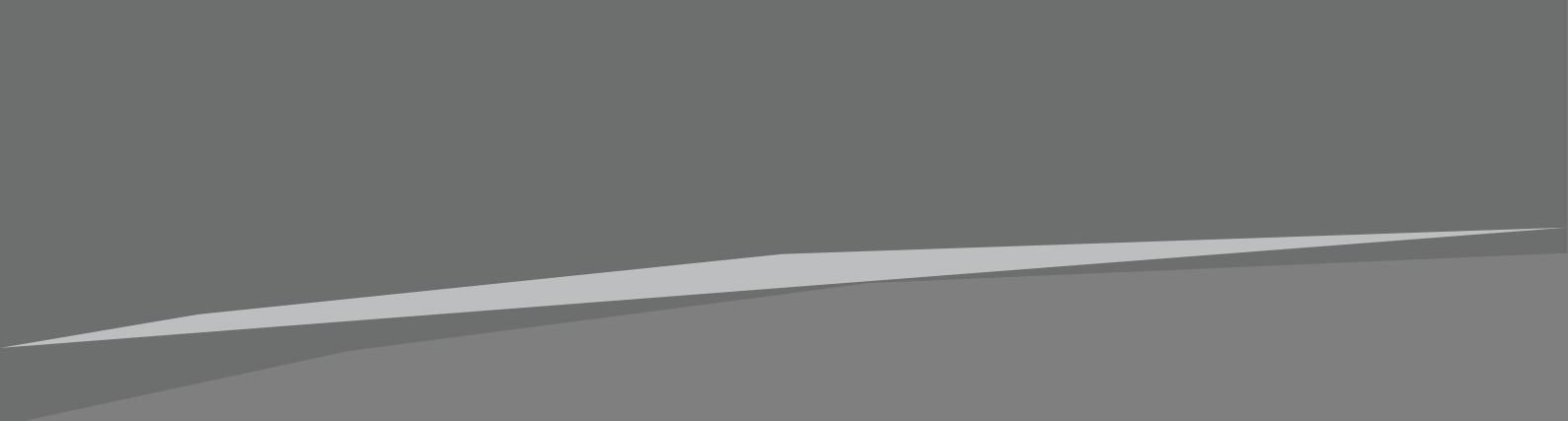
In March all three Chichester sites received Quest Assessments. All three sites performed very well and have been awarded the status of Excellent. This is the highest a site can be awarded the first time through a Quest Assessment.

8.5 Inclusive Fitness Initiative Audit

The findings of this audit were detailed under community outcomes.

9.0 Financial

Competition for the leisure pound continues to increase not only do we see increased competition from local competitors but new leisure facilities have opened within the district, the latest of which a trampoline park offers a different kind of leisure experience and will impact upon our casual swim income and party income. With this increase in competition it will make it harder to continue to increase usage and memberships as the local community has greater choice which will dilute the market share and put pressure on other areas of the business.



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Chichester District Council

Overview and Scrutiny Committee

12 September 2017

Southern Gateway, Chichester - Implementation

1. Contact

Report Author:

Paul E. Over, Executive Director,

Tel: 01243 534639 E-mail: pover@chichester.gov.uk

2. Recommendation

- 2.1 That the Committee is requested to consider the draft Project Initiation Document, attached as Appendix 1, and to make any comments they wish to for consideration by Cabinet.**
- 2.2 That the Committee is requested to nominate one of its members to sit on the proposed Chichester Growth Board as an observer.**

3. Background

- 3.1 This project involves the regeneration of an area of circa 12 hectares (30 acres) of brownfield land with potential housing, business, leisure and commercial uses. The project will bring significant improvements to the, public realm, transport infrastructure, enhancements to the quality of the environment including improved pedestrian linkages to the city centre and the regeneration of the only canal basin in West Sussex. The map (appendix 2) shows the key development sites.
- 3.2 The project is described in more detail in the Project Initiation Document (PID) (see Appendix 1). It builds on the Southern Gateway – Preparation of Masterplan PID approved by Cabinet in June 2016. The PID sets out why and how the implementation phase should proceed, who is involved and their responsibilities. It will provide the baseline for the project's management and for an assessment of its overall success.
- 3.3 However, this report is not concerned with the content of the Masterplan itself. This will be the subject of separate consideration by Cabinet and Full Council in November 2017. Formal sign off of this PID by Cabinet will not take place until after, and if, the masterplan is adopted by Council.

4. Outcomes to be achieved

- 4.1 The outcomes, and the associated outcome measures, of the regeneration project are more fully set out in the PID (section 4) with the final totals being subject to the adoption of the Masterplan. They fully support key corporate priorities contained in the Sustainable Community Strategy, Corporate Plan, Local Plan, Housing Strategy and Economic Development Strategy as well as

important countywide, regional (LEP) and national objectives associated with housing delivery and growth.

5. Proposal

- 5.1 That the Overview and Scrutiny Committee consider the draft Project Initiation Document, attached as Appendix 1, and make any comments they wish to for consideration by Cabinet. The Committee should contain their comments to the processes proposed for successful delivery of the regeneration and not the content of the masterplan which is the subject of a separate approval process in which all members will be engaged.
- 5.2 The Masterplan process has been managed by a Steering Group of members and senior officers from key organisations and partners including the Homes and Communities Agency (HCA) and WSCC. It is likely that in the near future a “Growth Deal” will be agreed with WSCC that will ensure resources are directed to the areas of maximum need so that key projects are delivered. Whilst the deal will be signed off by leaders and the Chief Executive it is likely that a Growth Board, which will incorporate the role of the Vision Implementation Group, the Southern Gateway Project Implementation Group and the Infrastructure and Joint Member Liaison Panel, will be formed. This Board, which will consist of members and officers from CDC and WSCC, will provide a strategic oversight to a range of projects including the Southern Gateway implementation. The officer implementation project group will continue and report progress to the Board.
- 5.3 In order that the Overview and Scrutiny Committee are able to maintain a link with project progress the Committee is invited to nominate one of their members to sit on the proposed Chichester Growth Board as an observer.

6. Alternatives that have been considered

- 6.1 The options for delivery are set out in full in section 8 of the PID.

7. Resource and legal implications

- 7.1 Finance: existing approved capital budgets will be utilised to get the project to development brief stage/market. Acquisition costs will be the subject of further reports to Cabinet and may be funded by the development partner depending on timing. The gap between relocation costs compared to the value of sites released will be covered, in part, by grant bids submitted.
- 7.2 Retained legal consultants are in place together with in house support and expertise, particularly Compulsory Purchase Order (CPO) and development conveyancing. Retained property expertise is also engaged to support the in-house expertise in this area.
- 7.3 Staffing implications – in house resources are sufficient to progress this project, provided external consultancy remains in place.
- 7.4 IT requirements – none

- 7.5 Property implications – these are significant for the Council’s own land holdings and our interests will be protected via development agreement(s) with any prospective developer.

8. Consultation

- 8.1 The provisional Communications approach is set out in section 12 of the PID. This will be developed into a Communications Strategy for the project as an early action.

9. Community impact and corporate risks

- 9.1 This project will have a long term positive impact on the community once the short term dis-benefits to existing occupiers, businesses and residents have passed. These are set out in sections 2, 3 and 4 of the PID.
- 9.2 The risks together with the measures that will be taken to manage those risks are set out in the risk log contained in section 13 of the PID.

10. Other Implications

Are there any implications for the following?		
	Yes	No
Crime & Disorder: The development will be completed to secure by design standards.	x	
Climate Change: The development will comply with at least BREEAM good standards which will far exceed the standard of the buildings currently on site.	x	
Human Rights and Equality Impact: Should a CPO be required an Equality Impact Assessment will be completed.	tbc	
Safeguarding and Early Help:		X
Other (Please specify): e.g. Biodiversity		X

11. Appendices

- 11.1 Project initiation document (PID) - Southern Gateway Implementation
- 11.2 Development plan area

12. Background Papers

- 12.1 None

Project Documentation

PROJECT INITIATION DOCUMENT (PID)

Southern Gateway Implementation

Release:	6th Draft
Date:	29 August 2017
Author:	Paul Over Jane Hotchkiss Amy Loaring
Approved by:	Cabinet

Note: the completion of this document is 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.

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
30/11/2016	1	First draft	AL/PO
16/02/2017	2	Second draft	Implementation Sub-Group
06/03/2017	3	Third draft	Commercial Programme Board
07/03/2017	4	Fourth draft	CPB; HCA and WSCC
15/03/2017	5	Timescale updated	PO/JH/AL
29/08/2017	6	Timescale and outcomes updated to reflect latest masterplan position for OSC consideration	PO/JH/DS/AF

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
01/03/17	Andy Buckley	Minor amendments proposed and now included within the report.

Approvals

This document requires the following approvals:

Name of person, group or committee
SLT
Commercial Programme Board (CDC)
Overview and Scrutiny Committee (CDC))
Cabinet (CDC)
Strategic Land Ownership Group
Council – in relation to any consideration of a Compulsory Purchase Order in accordance with Article 4 of the Constitution

Distribution

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

Name	Job Title
Andrew Frost	Head of Planning Services
Steve Carvell	Executive Director
Cllr Susan Taylor	Cabinet Member for Planning
Cllr Carol Purnell	Cabinet Member for Housing
Tony Dignum	Leader of the Council
Paul Over	Executive Director
Nick Bennett	Legal Services Manager
Jamie Dallen	Highways West Sussex County, Council
Gerard Overton	Homes & Communities Agency

Jane Hotchkiss	Head of Commercial Services
Alan Gregory	Project Manager, Estates
Patrick Harrison	Strategic Surveyor, Estates
SLT	
Nick Smales	Director of Economy & Place, WSCC
Steve Oates	Economic Development Manager
Amy Loaring	Partnership Officer
Mark Catlow	Accountancy Services
Mark Regan	Senior Estates Surveyor
Phil Pickard	Procurement Manager
Sarah Parker	Public Relations Manager

1. PURPOSE OF DOCUMENT

1.1 This Project Initiation Document builds on the Southern Gateway – Preparation of Masterplan PID approved by Cabinet in June 2016. It sets out why and how the implementation phase should proceed, who is involved and their responsibilities. It will provide the baseline for the projects management and for an assessment of its overall success.

2. PROJECT DESCRIPTION

2.1 The regeneration of an area of circa 12 hectares (30 acres) of brownfield land in a mix of public and private ownership with potential housing, business, leisure and commercial uses. The project will bring significant improvements to the, public realm, transport infrastructure, enhancements to the quality of the environment including improved pedestrian linkages to the city centre and the regeneration of the only canal basin in West Sussex. The masterplan map showing the key development sites is in the Appendix.

2.2 This 12 hectare/30 acre regeneration scheme will be operating at scale. The largest regeneration project in Chichester city centre in living memory it will facilitate missing elements of provision for young people (Chichester is the only University city in West Sussex) and tourist facilities (Chichester is the strongest tourism location in West Sussex (Source: Visit England website (www.visitbritain.org)).

3. BACKGROUND

3.1. The Southern Gateway area has long been seen as an opportunity to make better use of the southern approach to Chichester city. In 2001 the Southern Gateway Framework was adopted by the District Council and retains its status as Supplementary Planning Guidance. Whilst much progress has been made (e.g. with the former Osborne's site, the Girls High School and the Southern Sidings development) significant opportunities remain to regenerate the area. These opportunities have not been realised as a result of the recent economic downturn, the costs of relocating existing users and the extraordinary development costs associated with some of the sites. These barriers are considered to be surmountable with public sector support and investment.

3.2. Recent developments make this an opportune time to resurrect this opportunity. Those developments include:

- I. The announcement that the Law Courts are to be closed;
 - II. The approval of the District Council led Chichester Vision;
 - III. The anticipated adoption of a new Masterplan for the area; and
 - IV. The Government's emphasis on growth and jobs (with new funding streams to assist).
 - V. The closure of the Kingsham First and Middle school
- 3.3. The regeneration area within the Southern Gateway includes the Bus Station and Depot, the Basin Road Car Park, the Courts Buildings, the Police Station, former Kingsham school and the Royal Mail depot
- 3.4. A Masterplan is in the process of being developed by appointed consultants and is expected to be adopted by Council following public consultation in November 2017.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

- Successful Local Growth Fund (LGF) and other funding secured which will lever in an estimated £83m of private sector investment (excluding relocation and acquisition costs).
- Purchase of any privately owned property required to deliver the project.
- Successful relocation of existing uses
- Creation of the strategic implementation group.
- Approval of a Compulsory Purchase Order (CPO) if required.
- Securing a development partner.

4.2. Outcomes

The project is estimated to deliver:

- New jobs;
- Existing jobs protected(Stagecoach and Royal Mail);
- New homes/student accommodation delivered;
- Business/retail and leisure floorspace created (onsite)
- New community health facility (subject to funding and specification)
- Possible return on investment for any capital funding provided by CDC (subject to separate reports)
- Improvements to the public realm, the transport system and the appearance of the townscape and buildings in the area.

These proposals, once delivered, will make a significant contribution to and directly support the Community Strategy and Corporate Plan especially in relation to housing, jobs and infrastructure by unlocking brownfield sites. The redevelopment of much of this area has stalled for decades due to lack of public funding available to unlock the sites. This project will include investment in infrastructure (Waste Water Treatment, bus/rail interchange, improved access for pedestrians and cyclists) together with enhancements to the public realm.

This project will build on current economic success in an area where performance is already good and where the private sector, by their previous involvement in nearby

developments, have demonstrated that they are eager to be involved. Public funding will ensure that these final opportunities are realised.

By directly marketing the new employment space to high growth, high value sectors such as high end finance; digital; pharmaceutical and creative industries will ensure that this regeneration contributes to ensuring that the Chichester area performs well above the UK average. (GVA per head across Chichester, Arun, Adur and Worthing was £21,274 - below both the regional (£27,012) and national (£25,367) figures. Source ONS December 2015)

4.3. Outcome Measures

Based on a viable Masterplan and making reasonable assumptions on the mix of proposals:

- 1434 new jobs;
- protect at least 200 existing jobs (Stagecoach and Royal Mail);
- 335-365 new homes/student accommodation;
- 21,600-22950 sqm of business/retail and leisure floorspace (onsite)
- Successful relocation of existing uses comprising of 4,000 sqm of off-site relocation space.
- Return on investment on the basis of CDC “Investment protocol”
- Public satisfaction survey – at least 80% of respondents confirm they are either satisfied or very satisfied with the development
- Improved air quality
- Improved travel times

NB. These outcome measures will be adjusted to be consistent with the adopted masterplan.

4.4. Dis-benefits

- Disturbance during construction
- Impact on business viability to existing retail offer
- Behavioural change required if traffic movements are reconfigured
- Potential loss of locally listed/listed buildings
- Potential loss of trees
- Loss of public car park capacity

4.5. Out of Scope

The project will not include:

- Master planning and associated traffic studies – it is assumed this dependency is already signed off.
- Any regulatory processes (other than those associated with a CPO) or obtaining of necessary permissions and consents. This would be done by developers.
- Relocation of the railway line which dissects the southern gateway area
- Excludes management of the building contract

5. PROJECT CONSTRAINTS

- Approval and timescales of delivery of Masterplan
- Approval and timescales of any required CPO
- Strategic Partner Agreements
- Timing and expenditure constraints of certain funding streams
- Planning constraints
- Contaminated land
- Fragmented land ownership
- Government and local planning policy.
- Waste water treatment capacity
- Availability of suitable relocation sites

6. PROJECT ASSUMPTIONS

The delivery of the project assumes:

- A viable Masterplan, including traffic implications, adopted by November 2017.
- Public and Private funding can be raised to fund development costs and funding gaps relating to relocations.
- On-going political and public support for the project
- Willingness of partners to engage in the strategic implementation process
- The Law courts to be closed and handed to the HCA by February 2018.
- Waste water capacity for development can be provided.
- Road space reconfiguration is implementable.

7. PROJECT COSTS

7.1. Project Delivery Costs

The cost of the project comprises staff costs of the Project Team which are included within the existing base budget and consultancy/professional services costs which are currently estimated at up to £155,000.

	Description	Cost (£)	Comments
1	Development/marketing surveyor consultant	155,000	This funding is already approved via CDC Cabinet (January 2017) and West Sussex One Public Estate. Some of these costs might be recoverable from the developer once selected. Additional strategic partnership funding will be sought. This excludes disposal commission at present.
2	CPO surveyor consultant		
3	Legal CPO consultant		
4	Legal Property Consultant		
5	Waste water treatment/flooding/contamination surveys		
6	Property relocation and acquisition costs	13,500,000	These costs will be funded from the capital

			receipt of the site being released plus external/partnership funding yet to be secured to fund abnormal development costs and relocation costs. The costs estimates exclude fees, VAT, contingency and SDLT. This excludes any value attributable to Sussex Police land. They assume a developable site with no abnormal costs.
7	CDC capital investment	TBC and subject to separate report	
	Total	13,655,000	

CDC has allocated Executive Director, estates, legal, finance, PR, procurement and project management support for the project. The development costs, which are not included above, will be borne by the appointed developer.

7.2. On-going Costs Following Project Completion

The only ongoing cost to the council would relate to the management function associated with any development share that the council retained. This would be subsumed into the existing role of the estates service.

It is also assumed that what is built is commercially viable and does not require any further public financial support in terms of ongoing operational revenue.

The Council will be forgoing the income from the bus depot, bus station and Basin Rd car park (circa £75,500 per year), although some of the car park income will deflect to the nearby Council owned Avenue de Chartres car park, where there is currently spare capacity. This lost income could be compensated for by the Council taking a share of the development proceeds (capital and/or revenue).

8. OPTIONS SUMMARY

The Council could allow the future development of the Southern Gateway area to be market-led. This option has been discounted since experience over the past few decades has indicated without public sector support the development opportunities that remain are unlikely to come forward. Whilst some of the sites might be capable of independent development proceeding in such a piecemeal fashion weakens the case for public funding and risks the disjointed funding of infrastructure.

There are several alternative ways in which this project could be implemented including:

- Self-Promote – CDC & partners assemble the land, obtain planning permission and undertake the development themselves
- Grant an Option – this will allow a third party to draw down the land at an agreed price during a fixed period of time
- Conditional Sale – this allows a third party to purchase the site once certain conditions e.g. an acceptable planning permission, has been obtained
- Unconditional Sale – following site assembly the site is sold at an agreed sum with no conditions
- Unconditional Contract with Planning Overage – as unconditional sale but with a clause that allows an additional payment to be made to CDC/partners if a more favourable development is achieved
- Public-Private Partnerships – the formation of a new legal entity to deliver the development. The partnership could include landowners and would define the various contributions to costs and benefit sharing arrangements.

Any of these options could proceed with or without a CPO. The major landowners the Homes and Communities Agency, WSCC and CDC have discussed the matter with external consultancy support and the conditional sale to a developer is the agreed preferred route. This minimises financial exposure/risk to the landowners, retains a degree of control over the content of the eventual development and provides an opportunity to participate in the investment if any of the partners chooses so to do.

9. PROJECT APPROACH

The Southern Gateway implementation will involve a mix of in-house, partnership and external consultancy resources. It will proceed via the formation of a Strategic Land Ownership Group that will manage the disposal programme, timescale and selection of development partner. It will also agree the way in which costs and benefits are shared.

10. PROJECT PLAN

Task No.	Task / milestone	Completion Date	Responsible Owner	Dependency
Stage 1- Funding Applications/ approvals				
1a	HCA	November 2017	Steve Carvell	
1b	LEP	November 2017	Paul Over	
1c	WSCC	September 2017	Jane Hotchkiss	
1d	One Public Estate grant	September 2017	Paul Over	
1e	DCLG housing bid	July 2017	Linda Grange	
1f	Housing Infrastructure Fund	September	Paul Over	

	(HIF)	2017		
1g	Other funding streams	December 2017	Amy Loaring	
Stage 1a – Communications Strategy				
1a.1	Complete Communications Strategy	December 2017	Sarah Parker	Phase 1 Masterplan
Stage 2 – Appointment of Consultants				
2a	Funding For Consultants	February 2017	Paul Over	1d
2b	Procurement process to begin	April 2017	Patrick Harrison	2a
2c	Appointment of Consultants	August 2017	Paul Over	2b
2d	Commission studies: WWT; Contamination and Flooding	November 2017	tbc	2c
Stage 3 – Development of Partnership				
3a	Engagement with Partners	Jan 2017	Paul Over	
3b	Agree development Delivery vehicle	April 2017	Paul Over	
3d	Enter into development partnership/MOU	Sept 2017	Paul Over	Phase 1 Masterplan
3e	Agree strategic approach to CIL	Sept 2017	Paul Over	
3c	Agree partner investment approach	December 2017	Paul Over	Phase 1 Masterplan
Stage 4 – Relocation and Acquisition of strategic partner sites¹				
4a	Identification of relocation sites	December 2017	Patrick Harrison & Mark Regan	
4b	Completion of acquisition of Law Courts by HCA	February 2018	Gerard Overton (HCA)	MoJ decision on release
4c	Completion of acquisition of Police station site	March 2018	Mark Regan/HCA	Masterplan
4d	Enter into development partnership on High School site Kingsham	March 2018	Nick Smales (WSCC)	Masterplan
4e	Closure of Basin Road Car Park	tbc	Paul Over	Appointment of development partner and planning consent
4f	Completion of Royal Mail relocation and acquisition	October 2019	Mark Regan	1b & c
4g	Completion of Bus station/Depot relocation and acquisition	October 2019	Patrick Harrison	1b, c and 4a
4h	Engage with Network Rail	Sept 2018	Policy Planning	Masterplan

¹ Timeline assumes no CPO is required.

Stage 5 - CPO resolution				
5a	Council Resolution	Tbc	Nick Bennet	
5b	CPO confirmed	Tbc	Nick Bennet	
Stage 6 – Selection of Developer				
6a	Soft market test	February 2018	Alan Gregory	Stage 4
6b	Invite to tender (OJEU)	April 2018	Alan Gregory	Stage 4
6c	Select developer	August 2018	Alan Gregory	6b
6d	Conclude conditional contract to appoint developer	November 2018	Alan Gregory	6c
Stage 7 – Development Delivery				
7a	Design development	December 2018 (prov)	Alan Gregory	6d
7b	Obtain planning permission	May 2019 (prov)	Alan Gregory	7a
7c	Deliver development	June 2019 onwards (prov)	Alan Gregory	7b/Stage 4

11. PROJECT TEAM

Name	Role
Paul Over	Project Sponsor
Jane Hotchkiss	Project lead/Shadow Project Sponsor
Alan Gregory	Project manager (Estates)
Amy Loaring	Project Coordinator/Technical Support
Nick Bennett	Legal
Mark Catlow	Finance
Patrick Harrison	Estates (workstream lead)
Mark Regan	Estates (workstream lead)
John Ward	Governance
Steve Oates	Economic Development
Mike Allgrove	Policy Planning
Gerard Overton	Strategic Landowner (HCA)
Nick Smales	Strategic Landowner (WSCC)
Sarah Parker	Public relations & Communication Strategy (as required)
Phil Pickard	Procurement (as required)

The Project Team will report to a Steering Group, or the proposed Growth Board, whose membership will comprise senior political and officer representation from CDC and WSCC together with the Project Sponsor providing the link between the Project Team and Steering Group. The Steering Group/Growth Board will provide strategic direction to the project and resolve resource issues that cannot be resolved within the resources delegated to the project team.

12. COMMUNICATION

Elected CDC members will be kept informed through the monthly Members' Bulletin, bespoke email communication, as necessary, workshops and reports, on an exception basis, to the Commercial Programme Board and Steering Group/Growth Board. CDC officers will be kept informed through reports to Corporate Management Team.

Key stakeholders who are not strategic partners i.e. not landowners, will be kept closely apprised of progress and be offered the opportunity to feed into the process at key stages. Such groups would include the Chichester BID, City Council and Visit Chichester.

Consultation material will be made available on the website and in hard copy at Council offices and public libraries. All public consultation will be carried out in accordance with the Council's Statement of Community Involvement. A Communication Strategy will be developed.

Strategic Partners will utilise their own communications channels to publicise and inform their stakeholders in accordance with the collectively agreed Communication Strategy.

The normal regulatory communication and consultation process will be followed i.e. Development Plan and Infrastructure Panel and Planning Committee when planning related aspects e.g. pre-application and planning application, require consideration. .

13. RISK LOG

The following risks have been identified together with an assessment of their severity and actions that can be taken to mitigate/reduce the risk. Details of all project risks will be recorded as and when they are identified.

Risk No	Risk Description	Likelihood Unlikely Possible Probable Certain	Impact Minor Significant Serious Major	Planned Actions to Reduce Risk	Responsible Officer
1	Masterplan not adopted by November 2017	2	4	Member briefing before DPIP/Cabinet	Andrew Frost
2	Law Courts not handed over to HCA by February 2017	2	2	Close liaison with HCA & contingency built into Masterplan.	Gerard Overton (HCA)
3	Disengagement of Strategic Landowner organisations	2	3	Steering group to sign off draft documents and on-going liaison with other partners. Completion of MOU.	Paul Over
4	Consultants don't deliver to deadline	2	2	Contract to ensure delivery	Legal

5	Demand in certain market sectors changes so as to render the Masterplan commercially unviable.	2	3	Constant updating of viability advice as implementation proceeds.	Alan Gregory
6	CPO if required, is not approved	2	4	Consultancy support to ensure well founded grounds for CPO	Nick Bennett
7	Lack of funding to cover relocation costs	2	4	Timely reapplication to LEP/HCA and exploration of alternative funding routes	Paul Over and Amy Loaring
8	Demands for community/public realm type uses make the scheme overall unviable	1	3	Steering group input and regular re-appraisal of the scheme as it progresses	Paul Over
9	Unforeseen abnormal costs	2	2	Key studies undertaken in advance e.g. contamination; flooding and drainage	Alan Gregory
10	Failure to agree terms and complete acquisitions	2	3	CPO and independent valuations	Patrick Harrison and Mark Regan
11	Road space reconfiguration is not implementable	1	4	WSCC Highways input to project team	Nick Smales (WSCC)
12	Availability of consultancy advice	1	2	Use tried and tested framework agreement to source expertise; test knowledge via tendering process	Patrick Harrison

DEVELOPMENT OPPORTUNITIES AND PUBLIC REALM PRIORITIES COMPOSITE



CORPORATE PLAN REVIEW - TERMS OF REFERENCE, SCOPING OF WORK AND PLAN

Review topic	Corporate Plan Mid-Year Progress Review 2017
Terms of Reference	To consider a mid-year progress report for the period April to September 2017. To identify any further action that needs to be taken to challenge poor performance and to reduce any risk to an acceptable level.
TFG members	To be appointed at the Overview and Scrutiny Committee meeting on 12 September 2017.
Officer Support	Mr David Hyland, Miss L Higenbottam and service areas where required.
Background	The Council's Corporate Plan projects for 2017-18 were revised by the Cabinet in January 2017. A number of new project proposals were developed and actions to meet the priorities within the plan. It is timely that a review is undertaken mid-way through the year to ensure that the council is achieving satisfactory levels of performance against the key project areas of the plan.
Outcomes to be achieved	The council's key projects are monitored for successful delivery. Action is taken to address any risks to the Council as a result of poor performance.
Methodology/ approach	As set out in the project plan below.
In scope	Review of progress against 2017-18 Corporate Plan projects.
Excluded from scope	Review of the council's priorities.
Consultation	None required.
Evidence sources	<ul style="list-style-type: none"> • A mid-year performance report against Corporate Plan projects taken from the Council's Covalent performance management system. • Performance updates from services areas. • Action plans to address failing performance.
Site visits	None.
Review completion date	Report to OSC 14 November 2017.
How does the review link to strategic aims and priorities?	Links to strategic priorities in the council's Corporate Plan.

PROJECT PLAN

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

	Action	Timescale
1	TFG to receive Corporate Plan Mid-Year progress report and review to consider progress against the Corporate Plan projects for the period April to September 2017 and to identify areas where further information is required, poor performance or non-completion is posing a risk to the Council and to the achievement of the expected project outcomes.	Late Oct 2017
2	Further meeting should there be a need to hear from service managers and Heads of Service as to progress and issues affecting non-delivery of projects.	Early Nov 2017
3	Report to Overview & Scrutiny Committee	14 November 2017

Chichester District Council



CHICHESTER DISTRICT COUNCIL

FORWARD PLAN

**For the period
1 October 2017 to 31 January 2018**

An outline of the decisions expected to be made by the Council's Cabinet

Published 31 August 2017

CHICHESTER DISTRICT COUNCIL
FORWARD PLAN FOR THE PERIOD 1 OCTOBER 2017 TO 31 JANUARY 2018

This Forward Plan outlines the decisions which are expected to be made by the Council's Cabinet during the period of four months from 1 October 2017 to 31 January 2018. On occasions the timetable for reports may change due to unforeseen circumstances. Additionally the Forward Plan also identifies decisions which are likely to be taken by the Cabinet in the coming year beyond the four month period covered by the Plan.

The meetings of the Cabinet due to be held during this period are 3 October 2017, 7 November 2017, 5 December 2017 and 9 January 2018 to be held at the offices of Chichester District Council, East Pallant House, East Pallant, Chichester.

Parts of these meetings may be held in private if the Cabinet considers it likely that there will be disclosure of confidential information or exempt information of a description specified in Part 1 of Schedule 12A to the Local Government Act 1972.

The Forward Plan includes key decisions, which are those which if taken by the Cabinet will have significant financial implications or significant impact in the District, and other decisions which may be of interest to the public.

The Forward Plan includes information on the person to contact to inspect relevant documents.

The Cabinet may also consider other documents or items which are not included in the Forward Plan due to changing circumstances.

The Membership of the Cabinet is currently as follows:

Councillors Mr J Connor, Mr A Dignum (Chairman), Mrs J Kilby, Mrs E Lintill (Vice-Chairman), Mr P R Barrow, Mrs G Keegan, Mrs P A Hardwick, Mrs S T Taylor and Mr P Wilding.

The Forward Plan will be revised each month and rolled forward to the next four monthly period.

Any person who wishes to make representations about any matter in the Forward Plan should contact the report author or Member Services, Chichester District Council, East Pallant House, Chichester, PO19 1TY (e-mail memberservices@chichester.gov.uk) at least a week before the meeting at which the decision is to be made. Any person who wishes to receive a copy of any document relevant to the matters listed in the Forward Plan should contact the same people.

If you have any general queries on the contents of the Forward Plan please contact Katherine Jeram, Member Services Officer on 01243 534674 (e-mail kjeram@chichester.gov.uk)

Tony Dignum
Leader of the Council

Topics due to be considered are as follows:

Topic	Page
3 October 2017	
Article 4 Direction - Chichester Conservation Area	4
Barnfield Drive, Chichester - Phase 2 Investment Opportunity	4
Chichester Vision - Approval of Action Plan and Delivery Governance Arrangements	4
Discretionary Housing Payment Policy	5
Fishbourne Conservation Area Character Appraisal	5
New Discretionary Rate Relief Scheme	6
Risk Based Verification Policy	6
Road Space Audit	6
Section 106 Allocation - Westhampnett Community Hall	7
Tower Street Public Conveniences, Chichester – Refurbishment Scheme	7
7 November 2017	
Careline Review	8
Council Tax Reduction Scheme 2018/2019 - Approval of Scheme	8
Housing Allocations Scheme Review	8
Parking Strategy Review and Car Park Charges 2018/2019	9
Provision of a Parking Enforcement Service	9
Review of CCTV Assets, Functions and Costs	10
Selsey Haven Project	10
South Downs National Park Local Plan – Response to Pre-Submission Consultation	10
Southern Gateway – Adoption of Final Masterplan	11
Southern Gateway - Implementation Phase	11
5 December 2017	
Alteration to the Rural Settlement List	12
Determination of the Council Tax Base for 2018-2019	12
Financial Strategy and Plan 2018/2019	13
Treasury Management 2017-2018 Mid-Year Update Report	13
Westbourne Conservation Area Character Appraisal	13
9 January 2018	
Local Plan Review Preferred Approach Consultation	14
6 February 2018	
Budget Spending Plans 2018-2019	14
East Pallant House Options Appraisal	15
Infrastructure Business Plan - Approval Following Consultation	15
Treasury Management Strategy, Policy and Prudential Indicators 2018-2019	16
6 March 2018	
Carry Forward Requests 2018	16

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Article 4 Direction - Chichester Conservation Area On 6 September 2016 Cabinet considered a report called "Review of Character Appraisal and Management Proposals for Chichester Conservation Area and Implementation of Associated Recommendations". Cabinet approved the making of an Article 4 Direction for Chichester Conservation Area to remove a number of permitted development rights. Cabinet is requested to consider a further report so that the correct wording can be used to take into account changes made following Town and Country Planning (General Permitted Development) Order 2015.
Report author	Mr Mike Allgrove, Planning Policy Conservation and Design Service Manager mallgrove@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Barnfield Drive, Chichester - Phase 2 Investment Opportunity
Report author	Mr Patrick Harrison, Strategic Asset Management Surveyor pharrison@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Chichester Vision - Approval of Action Plan and Delivery Governance Arrangements To approve the establishment of the 'Chichester Vision Delivery Steering Group' and associated governance arrangements; and to approve the initial delivery action plan and timetable. To agree any funding to commence implementation of initial projects.

Report author	Mr Stephen Oates, Economic Development Manager soates@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Discretionary Housing Payment Policy To seek cabinet approval of the Discretionary Housing Payment Policy, which has been revised for 2017/18 and 2018/19 to take account of the roll out of Universal Credit across the District from April 2018. It is intended that this Policy will assist the Council in setting aside appropriate funds to support the Scheme as the effect of Welfare Reform continues to affect residents of the District.
Report author	Mrs M Rogers, Benefits Manager mrogers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Fishbourne Conservation Area Character Appraisal Approval of the revised conservation area character appraisal and management proposals for the existing Fishbourne Conservation Area, changes to the conservation area boundary, and implementation of Article 4 Directions to control small scale changes to the fronts of unlisted residential buildings to preserve the character.
Report author	Mr Ian Wightman, Senior Historic Buildings Adviser iwightman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	New Discretionary Rate Relief Scheme To agree a new scheme following a number of business rate reforms announced by the Government.
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Risk Based Verification Policy Cabinet approval is sought for a Risk Based Verification Policy to be adopted for the purpose of Housing Benefit administration. The adoption of such a policy will enable the service to allocate more resources to claims that present a greater risk of fraud and error. It will also reduce the cost of administration and improve performance, by reducing the number of days taken to process new claims and changes in circumstances.
Report author	Mrs M Rogers, Benefits Manager mrogers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	Road Space Audit Along with many towns and cities across the UK Chichester faces a number of challenges – it must accommodate significant new development, both residential and commercial, whilst preserving its historic character. Parking is particularly problematic, with high demands and constraints in meeting supply in the area of greatest demand. West Sussex County Council has appointed consultants (WSP Parsons Brinckerhoff) to consider the

	<p>parking issues and use of road space in Chichester city to consider the challenges and consider how these might be affected by emerging strategies and plans in the area, along with consideration of the changing role of the high street. The work undertaken will set the way for a strategic vision for on-street parking within the city.</p> <p>This report to members will provide an update on the work undertaken so far and will request consideration of the proposals which are being put forward.</p>
Report author	Mrs Tania Murphy, Parking Services Manager tmurphy@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	<p>Section 106 Allocation - Westhampnett Community Hall</p> <p>To approve the release of S106 Community Facilities contributions from two development sites to Westhampnett Parish Council for use in the construction of a new Community building.</p>
Report author	Mr David Hyland, Community and Partnerships Support Manager dhyland@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	<p>Open</p> <p>Part II item - No (work tendered and contracted by Westhampnett PC so should not need to be included in the report)</p>

Date of Meeting	3 Oct 2017
Matter in respect of which the decision is to be made	<p>Tower Street Public Conveniences, Chichester – Refurbishment Scheme</p> <p>Cabinet will be recommended to award a contract to the preferred contractor for a fixed price following a competitive tender exercise.</p> <p>Details of the submitted tenders will be included as a part 2 appendix.</p>

Report author	Mr John Bacon, Building & Facility Services Manager jbacon@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Fully exempt

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Careline Review Reporting outcomes from stages 1 and 2 of a review of the Chichester Careline Service. Stage 1 providing a financial assessment of the business and the current operating environment and market conditions. Stage 2 providing an appraisal of a range of future business options and subsequent recommendations for the future of the service.
Report author	Mr Steve Hansford, Head of Community Services shansford@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Council Tax Reduction Scheme 2018/2019 - Approval of Scheme To agree a local council tax reduction scheme for 2018/19.
Report author	Mrs M Rogers, Benefits Manager mrogers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to	Housing Allocations Scheme Review Three yearly review of the Housing Allocations Scheme.

be made	The scheme determines applicants that are eligible and qualify to join the Housing Register and decides the priority that applicants are given on the Register. (Recommendation from Overview and Scrutiny Committee)
Report author	Mr Rob Dunmall, Housing Operations Manager rdunmall@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Parking Strategy Review and Car Park Charges 2018/2019 The Chichester District Car Park Strategy 2010 – 2020 sets out the principles and vision for the provision of parking by the authority. It is considered that now is a good time to review and re-fresh this document, to enable changes which have been seen over recent years to be considered and to allow consideration of emerging policies and strategies to be included. Links to other projects – such as the Road Space Audit and Smarter Choices – will also be considered. The document will be considered first by the Chichester District Parking Forum and is being submitted to Cabinet for final agreement.
Report author	Mrs Tania Murphy, Parking Services Manager tmurphy@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Provision of a Parking Enforcement Service Consideration of the Agency Agreement with West Sussex County Council for the Provision of a Parking Enforcement Service
Report author	Mrs Tania Murphy, Parking Services Manager tmurphy@chichester.gov.uk

List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Review of CCTV Assets, Functions and Costs To consider how to provide the service more efficiently. Consider data on the use of CCTV in prosecutions and reducing crime. (Recommendation from Overview and Scrutiny Committee)
Report author	Mrs Tania Murphy, Parking Services Manager tmurphy@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Selsey Haven Project To report back to Cabinet on phase 2 - the findings of the economic and technical feasibility studies. To outline the possible proposals on the way forward of the project. (Recommendation to Council)
Report author	Mrs Alison Stevens, Environment Manager astevens@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	South Downs National Park Local Plan – Response to Pre-Submission Consultation The South Downs National Park Authority will be consulting

	on its Pre-Submission Local Plan prior to submission to Secretary of State for Examination. Recommendation: To approve the Council's response to consultation on the South Downs National Park Pre-Submission Local Plan.
Report author	Mr Robert Davidson, Principal Planning Officer (Strategic Planning)
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Southern Gateway – Adoption of Final Masterplan (Recommendation to Council)
Report author	Mr Mike Allgrove, Planning Policy Conservation and Design Service Manager, Miss Amy Loaring, Partnerships Officer mallgrove@chichester.gov.uk, aloaring@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Nov 2017
Matter in respect of which the decision is to be made	Southern Gateway - Implementation Phase The report will request the approval of the Project Implementation Document (PID) for the implementation of the development which will include approval of the resource plan and timetable. (Recommendation Overview and Scrutiny Committee) (Recommendation to Council)
Report author	Mr Paul E Over, Executive Director POver@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No

Exempt?	Fully exempt The PID will include commercially confidential information regarding the acquisition/relocation costs of privately owned premises within the redevelopment area.
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Date of Meeting	5 Dec 2017
Matter in respect of which the decision is to be made	Alteration to the Rural Settlement List To seek cabinet approval of the creation of a new rural settlement for Rural Rate Relief purposes. Businesses located in rural settlements with a population below 3,000 will not pay business rates if the business is either: job• The only village shop or post office, with a rateable value of up to £8,500 • The only public house or petrol station, with a rateable value of up to £12,500
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Dec 2017
Matter in respect of which the decision is to be made	Determination of the Council Tax Base for 2018-2019 To set the Council Tax base for 2018/19 The tax base is effectively an estimate of the number of council tax dwellings 7 in the District. This is adjusted for the effect of the discounts and exemptions, properties being in different valuation bands expressed as the number of band D equivalent dwellings in the district. This figure is then adjusted for the assumed collection rate. (recommendation to Council)
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Dec 2017
Matter in respect of which the decision is to be made	<p>Financial Strategy and Plan 2018/2019</p> <p>The purpose of the report is to update the Council's medium term financial strategy and action plan to help guide the management of the Council's finances having signed up to the government's four year settlement in the previous year, and to build upon the work already achieved in the deficit reduction plan in previous years.</p> <p>The key recommendations from this report will help formulate the 2018-19 budget, and level of Council Tax.</p> <p>Cabinet is asked to recommend to Council the following;</p> <p>(1) The key financial principles and actions of the five year financial strategy</p> <p>(2) That the current five year Financial Model is noted</p> <p>(3) That a minimum level of general fund reserves be set, having considered the recommendations from the Corporate Governance and Audit Committee</p> <p>(4) That the current resources position is noted.</p>
Report author	Mrs Helen Belenger, Accountancy Services Manager hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Dec 2017
Matter in respect of which the decision is to be made	<p>Treasury Management 2017-2018 Mid-Year Update Report</p> <p>To note the Mid-Year progress report for the six months to September 2017.</p>
Report author	Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Dec 2017
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Matter in respect of which the decision is to be made	Westbourne Conservation Area Character Appraisal Approval of the revised conservation area character appraisal and management proposals for the existing Westbourne Conservation Area, changes to the conservation area boundary, and implementation of Article 4 Directions to control small scale changes to the fronts of unlisted residential buildings to preserve the character.
Report author	Mr Ian Wightman, Senior Historic Buildings Adviser iwightman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	9 Jan 2018
Matter in respect of which the decision is to be made	Local Plan Review Preferred Approach Consultation The Preferred Approach Consultation is the second stage of the Local Plan Review, which will replace the existing Chichester Local Plan and provide an updated planning framework for the period to 2034. There will be consultation on a draft Local Plan which will include the amount of development and the locations where that will be delivered, alongside other detailed planning policies. It is intended to undertake public consultation over a 6 week period from February to March 2018. Recommendation: To approve the Local Plan Review Preferred Approach for public consultation. (Recommendation to Council)
Report author	Mr Mike Allgrove, Planning Policy Conservation and Design Service Manager mallgrove@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Feb 2018
Matter in respect of which the decision is to be made	Budget Spending Plans 2018-2019 To set a net budget requirement and the council tax for the

	Council for the financial year 2018-19.
Report author	Mrs Helen Belenger, Accountancy Services Manager hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Feb 2018
Matter in respect of which the decision is to be made	East Pallant House Options Appraisal An options appraisal investigating potential future use of East Pallant House by Chichester District Council or release of the site to generate income and relocation of office based staff
Report author	Mr John Bacon, Building & Facility Services Manager jbacon@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	6 Feb 2018
Matter in respect of which the decision is to be made	Infrastructure Business Plan - Approval Following Consultation Approval of the IBP following a six week stakeholder consultation. (Recommendation from Development Plan and Infrastructure Panel) (recommendation to Council)
Report author	Mrs Karen Dower, Principal Planning Officer (Infrastructure Planning) kdower@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	6 Feb 2018
Matter in respect of which the decision is to be made	Treasury Management Strategy, Policy and Prudential Indicators 2018-2019 Treasury Management Strategy, Policy and Prudential Indicators
Report author	Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	6 Mar 2018
Matter in respect of which the decision is to be made	Carry Forward Requests 2018 In accordance with Financial Regulations, at the end of each financial year Cabinet may determine that unspent balances of a specific nature may be carried forward into the following financial year. (Recommendation from Corporate Governance and Audit Committee)
Report author	Mr David Cooper, Group Accountant dcooper@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open