

NOTICE OF MEETING

East Pallant House East Pallant Chichester West Sussex PO19 1TY

Telephone: 01243 785166

Website: www.chichester.gov.uk

MEETING	OVERVIEW AND SCRUTINY COMMITTEE
DATE/TIME	Tuesday 8 April 2014 at 10:00
VENUE	Committee Room One East Pallant House East Pallant Chichester West Sussex PO19 1TY
	Lisa Higenbottam – Member Services Assistant Direct line: 01243 534684 E-mail: lhigenbottam@chichester.gov.uk

Monday 31 March 2014

PAUL E OVER
Executive Director

AGENDA

*There will be a pre-meeting briefing at 09:30 on the day of this meeting
for the members of the Overview and Scrutiny Committee*

This agenda should be retained for future reference with the minutes of this meeting

The venue for this meeting is on the lower ground floor of East Pallant House

PART I

1 **Chairman's Announcements**

Any apologies for absence that have been received will be noted at this point.

2 **Approval of Minutes** (pages 1 to 9)

The Overview and Scrutiny Committee is requested to approve the minutes of its meeting on Thursday 6 March 2014.

3 **Urgent Items**

The chairman will announce any urgent items that due to special circumstances are to be dealt with under agenda item 10 (b).

4 **Declarations of Interests**

These are to be made by members of the Overview and Scrutiny Committee or other Chichester District Council members present in respect of matters on the agenda for this meeting.

5 **Public Question Time**

The procedure for submitting public questions in writing by no later than 12:00 on Monday 7 April 2014 is available upon request to Member Services (the contact details for which appear on the front page of this agenda).

6 **Review of Business Improvement District (BID)** [Mr Stephen Oates (Economic Development Manager), Mr Andrew Finnamore (Chairman of Chichester City Centre Partnership), Mrs Kim Long (City Centre Manager, Chichester City Centre Partnership)] (pages 10 to 20)

The committee is requested to review the BID's progress to date against its Business Plan and to make any recommendations with regard to its future operation.

7 **Chichester in Partnership – Getting people into Work Strategy – Progress against action plan** [Amy Loaring (Partnerships Officer), Stephen Oates (Economic Development Manager), Mr Steve Hill (Choose Work Co-ordinator) and Mr Steve Wood (Relationship Manager, Department for Works & Pensions) (pages 21 to 50)

The committee is requested to review progress made against the Getting People into Work Strategy action plan and to raise any concerns to the Local Strategic Partnership and/or Cabinet as appropriate.

8 **Amendments to the Housing Allocation Scheme** [Mr Ian Owen (Housing Initiatives Manager)] (pages 51 to 53)

The committee is asked to note the amendments to the Housing Allocation Scheme made under the authority delegated to the Head of Housing and Environment Services, in consultation with the Cabinet Member for Housing and Planning.

9 **Chichester Festival Theatre/Pallant House Gallery Task and Finish Group report** [Clare Apel (Chairman of the Task and Finish Group) and Steve Hansford (Assistant Director of Communities)] (pages 54 to 85)

The Overview and Scrutiny Committee notes this report from the Task and Finish Group, endorses the annual reports from Pallant House Gallery and Chichester Festival Theatre the Council's and endorses the 2014/15 Service Level Agreements with both organisations.

10 **Late Items**

- (a) Items added to the agenda papers and made available for public inspection
- (b) Items that the chairman has agreed should be taken as a matter of urgency by reason of special circumstances to be reported at the meeting

PART II

[Items for which the press and public are likely to be excluded]

The public and press may be excluded from the meeting during any item of business whenever it is likely that there would be disclosure of 'exempt information' as defined in section 100 I of and Schedule 12A to the Local Government Act 1972

NONE

NOTES

With the aim of reducing paper consumption, certain restrictions have been introduced on the distribution of paper copies of longer appendices to reports where those appendices are circulated separately from the agenda:

- (1) **Members of the Overview and Scrutiny Committee, the Cabinet and Senior Members** They receive paper copies of the separate appendices with their copy of the agenda
- (2) **Other Members of the Council** The appendices may be viewed via the Members Desktop and a paper copy will also be available for inspection in the Members Room at East Pallant House
- (3) **The Public and Press** The appendices relating to reports listed under Part I of the agenda which are not included with their copy of the agenda can be viewed as follows:
 - (a) on the Council's website at www.chichester.gov.uk select **Committee papers** from the **Quick links** menu in the bottom right-hand corner of the home page and on the **Committee papers** page that appears next select the link to **Overview and Scrutiny Committee – 8 April 2014** from the list of **current committee papers**
 - (b) at the main reception desk at East Pallant House Chichester or at the Council's Area Offices at Midhurst and Selsey
 - (c) by contacting Lisa Higenbottam (Member Services Assistant) on 01243 534684 or lhigenbottam@chichester.gov.uk

MEMBERS

Mrs C M M Apel (Chairman)
Mr R J Hayes (Vice-Chairman)

Mr A D Chaplin	Mr H C Potter
Mrs P Dignum	Mr F Robertson
Mrs N Graves	Mrs J A E Tassell
Mrs E Hamilton	Mr N R D Thomas
Mr G H Hicks	Mrs B A Tinson
Mr S Lloyd-Williams	Mr M Woolley
Mr G V McAra	

Minutes of a meeting of the **Overview and Scrutiny Committee** held in Committee Room 1 East Pallant House Chichester West Sussex on Thursday 6 March 2014 at 10:00am

Members (15)

Mrs C M M Apel (Chairman)

Mr A D Chaplin	Mr G V McAra
Mrs P Dignum	Mr H C Potter
Mrs E Hamilton	Mr N R D Thomas
Mr G H Hicks	Mrs J A E Tassell
Mr S Lloyd-Williams	Mr M Woolley

were present (11)

Overview and Scrutiny Members Absent

Mrs N Graves
Mr R J Hayes
Mr F Robertson
Mrs B A Tinson

Chichester District Council Members Present as Observers or Contributors

Mr A J French
Mrs E P Lintill
Mrs S J Oakley
Mrs C Purnell

Officers Present for All or Specific Items

Ms P Bushby – Community Interventions Manager
Mrs C Dring – Benefits Manager
Mrs M Grele – Housing Interventions Manager
Miss L Higenbottam – Member Services Assistant
Mrs B Jones – Principal Scrutiny Officer
Mr S Hansford – Assistant Director Communities
Miss A Loaring – Policy Officer
Mrs E Thomas – Health Development Manager

Outside Representatives Present for Specific Agenda Items

Agenda Item 6 – Impact of Welfare Reforms

Mrs C Groves – Arun & Chichester Citizens Advice Bureau

Mr R Fowler – Arun & Chichester Citizens Advice Bureau
Mrs J Kondabeka – Trussell Trust
Mr A Lambert – Arun & Chichester Citizens Advice Bureau

170 Chairman's Announcements

Mrs Apel welcomed everyone to the meeting. There were no specific announcements.

Apologies for absence had been received from Mrs Graves, Mr Hayes, Mr Robertson and Mrs Tinson.

171 Approval of Minutes

Mrs Jones informed the committee that the recommendations of minute numbers 163 and 164 had been approved by Cabinet.

RESOLVED

That the minutes of the Overview and Scrutiny Committee's meeting on Thursday 7 November 2013 are approved as a correct record.

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

172 Urgent Items

There were no urgent items to be considered at this meeting.

173 Declarations of Interest

There were no declarations of interests made at this meeting.

174 Public Question Time

No public questions had been submitted for this meeting.

175 Impact of Welfare Reforms

Mrs Dring (Benefits Manager) introduced the report (copy attached to the official minutes) and gave a brief background on the impacts to date of the changes to housing benefits and reforms. She explained that the council had spent the Department for Works & Pensions (DWP) grant of £233,549 and following bidding had received an additional £25,000. This money had to be spent by the end of March 2014 and would be used for those who had lost out in the bedroom tax loophole.

Mrs Apel asked Mrs Dring whether it had been difficult to identify those affected by this loophole. Mrs Dring advised that some people had rung the council and others were found through a search with the registered provider HydeMartlet.

Mrs Dignum congratulated officers on visiting all those affected. She asked Mrs Dring to clarify section 5.4 of the report which stated 'there is a growing disconnect between what the tenant has to pay and what they can expect to receive by way of housing benefit'. Mrs Dring clarified that the local housing allowance was being increased by 1% whilst local rents were being increased at a much higher rate.

Mrs Dignum asked for clarification on section 8.3 of the report 'there is a mismatch between the number of smaller properties available and the number of tenants wishing to downsize...' Mrs Grele (Housing Interventions Manager) explained that housing tenants wishing to move and under occupying existing properties were being placed in Band A if they were under occupying by 2 bedrooms and in Band B if under occupying by 1 bedroom. The Housing Options team and HydeMartlet were working with those wishing to transfer. However those tenants who pursue a mutual exchange were not covered under this scheme.

Mrs Dignum asked for the numbers of pensioners classed as over occupying to which Mrs Dring replied that the current electronic system cannot carry out this search.

Mr Chaplin requested clarification of how many local instances resulted in the need for compensation. Mrs Dring had not heard of anyone being evicted due to the bedroom tax loophole in the district. Mrs Grele added that under the council allocation scheme in exceptional circumstances there is the ability to look favourably on these cases.

Mrs Apel requested clarification on whether anyone had been made homeless in the district. Mrs Grele advised that some people had experienced reduced outgoings but more suitably priced accommodation had been found and although the impact had been significant no-one had been made homeless.

Mrs Apel asked for information on the ATOS problems. Mrs Dring informed the committee that ATOS had requested to end their contract.

Mrs Grele commented that for some local people moving to smaller accommodation can be tough with belongings to accommodate and preferences to area but with choice based letting there are now options. Mrs Grele informed the committee that most elderly people want to move to bungalows which are not always easy to match.

Mrs Apel thanked Mrs Dring and Mrs Grele for their contribution.

Arun and Chichester Citizens Advice Bureau (CAB)

Carol Groves (Chief Executive Officer of CAB) gave a presentation to the committee on the CAB's work with input from Ray Fowler (Operations Manager, CAB) and Andy Lambert (Big Lottery Trainer and Adviser in Welfare Benefits, CAB).

The following questions and points of clarification were raised by the committee:

Mrs Dignum wanted to know whether advice was being given by CAB on budgeting and prioritisation of money. Mr Fowler referred to the financial capability project that helps those in crisis and works with those who may be at risk in the future.

Mr Hicks thanked the CAB for their presentation and requested the number of people in the organisation and the number of clients seen. Mr Fowler informed the committee that there are many volunteers at CAB but on a daily basis around 4/5 advisors are available to help on average 25 clients.

Mr McAra queried whether there were other welfare legislation burdens in the pipeline that would affect the work of the CAB. Mr Lambert suggested that Universal Credit would be a big change that would result in lump sum payments to families who would need budgeting skills they may not have.

Mrs Hamilton enquired about the use of food vouchers and the Foodbank with particular reference to Tesco vouchers and how these are purchased and used. Mr Fowler informed the committee that the Tesco vouchers were paid from West Sussex County Council social fund. Those issuing the vouchers could not choose what they were spent on but usually these vouchers were allocated to families with children needing supplies such as nappies.

Mrs Tassell asked how strict the ATOS assessments were for disabled people. Mr Lambert told the group that there were 14/15 descriptors that people were graded against with approximately half being physical and half being linked to cognitive mental health. The employment support allowance (ESA) assessment for new benefits is tighter and people are having their appointments for assessment delayed. This results in individuals requiring to register for job seekers allowance (JSA) in the interim in order to continue to receive benefit. Mr Lambert had no statistics to hand on how many were claiming JSA. Mrs Dring undertook to contact Mrs Tassell with further information.

Mr Woolley wanted to know the process of retrospective payments when a ruling is overturned. Mr Lambert advised that additional payments of up to nine months can be paid back if an appeal has lasted that length of time. Mr Woolley suggested that lending money in the interim maybe a solution and informed Mr Lambert of the Chichester Welfare Trust who could possibly be approached to give loans to reliable people in these circumstances. Mrs Groves said the CAB were trying to discourage the use of payday loans.

Mr French asked the CAB if there were differences in the clientele of Chichester, Bognor and Littlehampton. Mr Fowler described no great difference although the population is higher in the Arun area.

Mrs Tassell asked how volunteers were trained. Mrs Groves informed the committee that the training was very extensive. To act as a gateway advisor a volunteer has six weeks training; to become a full advisor a volunteer would train for a day a week over a year. This is carried out at their centre in Bognor Regis where there are three trainers.

Mr Chaplin declared he would like to be contacted to get involved. Mr Fowler undertook to send further information via email for distribution to members via Mrs Jones.

Trussell Trust - Foodbank

Mrs Kondabeka (Project Manager for Trussell Trust) presented information about the Foodbank to the committee highlighting that there had been an increased use of the Foodbanks which could possibly be linked to welfare reforms. People are now getting Foodbank vouchers where they may previously have used a crisis loan.

The following questions and points of clarification were raised by the committee:

Mrs Lintill asked for clarification of how many family units were using the Foodbank. Mrs Kondabeka responded that not many families came back more than once.

Mr Woolley asked what the food parcel consisted of. Mrs Kondabeka explained that people received a three day food parcel of tinned and ambient food, based on a list put together by a nutritionist.

Mr Chaplin asked whether the organisation was national or local. Mrs Kondabeka informed the committee that the Trussell Trust was a national Christian organisation

based in Salisbury. People buy into the franchise and are provided with a database. The local Foodbank was based at Chichester Family Church and had volunteers from local Churches and the Cathedral. The Dean had been an advocate.

Mrs Tassell asked if Tesco's requests for customers to give extra items at the till point was linked with the Foodbank and if the council was involved. Mrs Kondabeka said the council was not involved but that the food donated at Tesco goes to the Foodbank.

Mr Potter asked how the Trussell Trust was funded. Mrs Kondabeka said food is donated through charitable collections. Foodbank locations tend to be free Church halls. Money is raised through bank standing order donations and grants. The main locations in the district are Orchard Street in Chichester, the Methodist Church in Selsey and the URC Church in Petworth.

Mrs Tassell asked how parishes can help. Mrs Kondabeka informed the committee that she had hosted an information evening and all ministers in the district were aware of the Foodbank. Mrs Tassell requested details to be passed to her.

Mrs Apel thanked all guest speakers for their work and their presentations and wished them well in the future.

RESOLVED

That the work which the Council has done to prepare for welfare reforms and to mitigate the impacts on local residents be acknowledged.

That the wider implications and impacts on other agencies be acknowledged.

176 Review of Healthier Chichester Partnership (HCP)

Mrs Thomas asked the committee to consider the main points of the agenda report (copy attached to the official minutes). The HCP had seen changes to staff and priorities and it was not considered as effective as it used to be. She had discussed the future of the partnership with the partners who were happy to dissolve the partnership in order to work with Chichester in Partnership (CIP) to progress health issues. CIP had identified work that would tackle health more widely. A Task and Finish Group would be created to consider a health action plan and take matters forward in the future.

Mrs Lintill added that she recognised the partnership had struggled to engage its members. Health issues were being raised through existing workstreams of the CIP and it would be a far more efficient use of time to merge the HCP with CIP. The CIP involved local organisations and partners including the police, education providers, health commissioning bodies, the fire service and the voluntary sector.

The following questions and points of clarification were raised by the committee:

Mr McAra suggested that the structure was not working and the council should form a Standing Select Committee on health and leisure, to allow a forum to discuss health, leisure and wellbeing issues. Mrs Thomas emphasised the close work between the leisure centre and the wellbeing team. Mr Hansford added that with the national review of health, and Public Health moving to West Sussex County Council, they had commissioned the council to deliver health and wellbeing services. The CIP would be meeting shortly to bring new commissioning groups together and to look at priorities.

Mrs Dignum referred to the report sections 5.4 and 5.6 and asked whether training would be available to members and staff for greater dementia awareness and she requested clarification of low level mental health issues. Mrs Thomas informed the committee that the Dementia Care Forum covering Chichester and Arun would take forward training across many organisations. Low level mental health issues were mainly depression, stress and anxiety related. The Choose Work project aimed to support self-esteem and confidence issues in helping people back to work.

Mr Lloyd-Williams requested clarification of the success achieved against key performance indicators (KPIs). Mrs Thomas informed the committee that targets against KPIs had been achieved by the HCP but recent achievements had tailed off. Moving into the CIP, which has a proven track record with wider membership would allow detailed action planning and target setting against KPIs going forward.

Mr Chaplin requested clarification of section 5.6 regarding the 'social determinants of health... were better addressed by the CIP'. Mrs Thomas replied that the economic, social and environmental aspects would be covered in the wider remit of the CIP. Mr Lloyd-Williams expressed concern at the reporting of outcomes. Mrs Apel replied that progress against the health action plan would be reviewed by this committee in one year's time.

Mrs Thomas advised members that the CIP had an open agenda and that all were welcome to attend CIP meetings.

Mrs Hamilton asked for clarification on the £7500 budget and heard from Mrs Thomas that this year the money had been used on meaningful activities for the Dementia Care Forum which had been monitored and evaluated. The suggestion being the budget move to CIP ring-fenced for health related projects.

RECOMMENDED TO CABINET

That the outcomes of the review be endorsed and that the Healthier Chichester Partnership be merged with Chichester in Partnership.

RESOLVED

That the Chichester in Partnership health action plan be reviewed in one year's time.

177 Targeted Support and Think Family Projects

Mr Hansford gave the committee a brief overview introducing the agenda report (copy attached to the official minutes). Miss Loaring expanded about Selsey Works and the priority of getting people ready for work as well as offering job advice, hot desks, housing benefit services and business support. The Selsey Works aims to offer a facility for the whole community. Funding currently comes from Selsey Town Council and the DWP, West Sussex County Council, Chichester District Council and the Big Lottery Fund. Ms Bushby explained to the committee more about the role of the Family Keyworker who is currently working to capacity with 16 families covering debt management advice, parenting skills, getting back to work, and children's behaviour amongst others.

The following questions and points of clarification were raised by the committee:

Mrs Apel asked where referrals came from for the Family Keyworker. Ms Bushby informed the Committee that it was through a variety of agencies, schools and family link workers.

Mrs Dignum remarked on the good use of painting students from Chichester College to decorate Selsey Works. She referred to minute 6.3 in the report and asked how success on the Think Family casework was measured. Ms Bushby explained that the success criteria are set by the Government and West Sussex County Council (WSSCC) gets payments by results. The Department of Community and Local Government (DCLG) wants 100% success rate from WSSCC, however the District Council have relaxed the target to 80% in order to achieve and demonstrate success.

Mr Chaplin asked for clarification as to whether Hyde Plus had been involved in the Chichester East area. Ms Bushby said they communicate with HydeMartlet regularly, as part of the Joint Action Group (JAG), and that they part fund the Community Wardens and had taken part in the 'days of action' neighbourhood work.

Mr Hicks asked if there were many job opportunities in Selsey. Miss Loaring advised that this was mainly seasonal work but they also help enterprise and self-employment.

Mr Lloyd-Williams asked for clarification that the Think Family neighbourhood work would remain the focus. Mr Hansford replied that it would but the casework would be progressed alongside this.

Mrs Purnell commended the Selsey Works project, saying that it was an exemplary demonstration of partnership working and that none of it would have happened by one party alone. It was unfortunate that people were not able to sign on for unemployment benefit in the office with the high cost of travel for the unemployed. The help for young people with the pop up shops and the hot desking was really positive. The aim was for it to be self-sustainable. Older people were gaining from the technology assistance on offer. Mr McAra asked about arrangements to visit Selsey Works, to which Miss Loaring replied that he could just pop in to the shop when convenient.

Mr Chaplin asked for clarification on data protection legislation and the role of the ward member in being entitled to confidential information relating to their local residents and the issues they take up for them. Mr Hansford replied that the member would need to have a vested interest pertinent to the issue being discussed, and that the resident would need to give approval for this information to be made available to the member.

RECOMMENDED TO CABINET

That the progress made on the Selsey pilot, the Think Family casework and the Think Family Neighbourhoods projects be endorsed and the draft Think Family Neighbourhood Action Plan be supported.

RESOLVED

That progress against the Selsey pilot, the Think Family casework and the Think Family Neighbourhoods projects be reviewed in one year's time.

178 Chichester Festival Theatre/Pallant House Gallery Task and Finish Group

Mrs Tassell put herself forward to replace Mr Hayes.

RESOLVED

That the Chichester Festival Theatre/Pallant House Gallery Task and Finish Group be reconvened and report back to the committee on 8 April 2014.

That the Chichester Festival Theatre/Pallant House Gallery Task and Finish Group membership will be Mrs C Apel (Chairman), Mr G Hicks, Mr N Thomas, Mr T French and Mrs J Tassell.

179 OSC Work Programme

Budget Task and Finish Group

Members of this group had reported back to the Corporate Governance and Audit Committee on 23 January 2014.

Timing of future Committee Meetings

Members discussed future arrangements for the start time of this committee and

RESOLVED

That the start time of this committee should remain at 10.00am.

Members Scrutiny Seminar

Mrs Graves had produced a report on her attendance at the Westminster City Council seminar which was circulated at the meeting.

Tourism/Visit Chichester Task and Finish Group

Mrs Jones advised the committee that the Tourism/Visit Chichester Task and Finish Group final report would be presented to the OSC on 3 July 2014.

180 Feedback from West Sussex County Council Select Committees

Briefings from Mrs P Dignum (Health and Adult Social Care Select Committee) and Mrs C Apel (Children and Young People's Select Committee) were tabled at the meeting.

It was agreed that Mrs Dignum and Mrs Apel would circulate their reports to the committee by email in future and that this standing agenda item would be removed.

Mr Oakley advised that the minutes of the Environmental & Community Services Select Committee were available on the WSCC website. Following a question from Mr Lloyd-Williams on what is being done to repair potholes, Mr Oakley requested members to report the location of potholes to WSCC in order to raise the profile. Extra Government funding will be available to resource this. He encouraged the use of a smartapp called LoveWestSussex to quickly and easily bring these issues to the direct attention of the contractor in order that they get fixed quickly.

181 Late Items

There were no late items considered at this meeting.

[**Note** The meeting ended at 12:47]

CHAIRMAN

Date _____

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

8 April 2014

Review of Business Improvement District (BID)

1. Contacts

Stephen Oates Economic Development Manager
Telephone: 01243 534669
soates@chichester.gov.uk

2. Recommendation

- 2.1 **The Overview and Scrutiny Committee is requested to review the Chichester Business Improvement District's (BID) progress to date against its Business Plan and to make any recommendations with regard to its future operation.**

3. Background

- 3.1 Members will remember that the Chichester City Centre Partnership was successful in achieving BID status and started delivery in April 2012. The partnership is just finishing its second year of delivery and attached at appendix 2 is an update of their work this year.
- 3.2 Members may remember that the BID elections provided a business plan (see Appendix 1 for an extract) that the Partnership has to deliver against. Details are below:

Promotion - £370,000 including Christmas lights, light switch on event and late night shopping, events/activities, promotion and marketing, advertising (radio, newspaper, buses), sector specific guides, city website, business signage, support for secondary streets, business sector support and city branding & marketing.

Organisation - £370,000 including full time manager, city office, direct support for independents & secondary streets, footfall camera, business communication, BID buying group, business support and advice, comprehensive waste management collection (including recycling and confidential waste), communication with BID members.

Environment - £285,000 including quick response service to environmental issues (secondary street snow clearance, damaged pavements, signage), street improvements, intensive clean-ups, business and pedestrian signage, trade waste solutions, trees and planting, lighting and street furniture improvements.

Safer City - £175,000 crime reduction initiatives and community safety projects, lighting, radio scheme, safety support and advice, night time economy projects such as head cams to reduce anti-social behaviour, mobile CCTV and drug dog patrols, using Chichester Businesses Against Crime (ChiBAC) as the delivery agent.

BID Contingency - £50,000 fund to react to business emergencies as required and one off projects and unforeseen issues over the BID term.

BID Costs - £115,000 annual collection charges, administration and transferral of funds to the BID, BID Ballot and canvassing for existing and subsequent BID in 2017.

- 3.3 In April 2013 the committee received a report detailing progress against their Business Plan for the first year of operation and requested that a further progress report be brought back in one year's time.
- 3.4 The Chairman of the Chichester City Centre Partnership and the City Centre Manager will attend this meeting to answer the committee's questions.

4. Appendices

Appendix 1 – Chichester BID Business Plan

Appendix 2 – Chichester BID progress 1 April 2013 to date

5. Background Papers

None.

Executive Summary

As a city, Chichester faces challenging times. All sectors of our business community operate in a very demanding environment facing competition from other towns and cities along the south coast, as well as e-commerce and the internet.

Old certainties, seem less certain. The future of Chichester as a commercial centre now depends not only on the retention of it's uniqueness – comprising history, tradition, variety and accessibility, but also on us continuing to improve it. We must make the most of the many assets the City has to offer, including the diverse mix of retail, local heritage and culture. Today, we have an opportunity to achieve this with funds that can be ring-fenced for specific projects targeted to your needs.

Be assured, if we don't go forward, we are in danger of slipping back. In order to protect against the risk of decline and at a time when there are severe restrictions on public funds, a Business Improvement District (BID) has been proposed for an area of the City Centre, bounded by the ancient City wall and the inner ring road. BIDs have enjoyed considerable success in the UK and we believe that a BID for Chichester City Centre will give your business and the City Centre a competitive edge.

After some considerable consultation, we have decided to concentrate on the following Strategic Aims for the next five years :

- 1. Improve the marketing and promotion of our City Centre.**
- 2. Improve the organisation of our City Centre.**
- 3. Improve the quality of the environment of our City Centre.**
- 4. Improve the safety and security of our City Centre.**

The City Centre Partnership will manage the BID Area and our challenge will be to become the driving force to enhance footfall and profitability across the City Centre. With these aims, we will encourage more people to come here, encourage them to stay longer, encourage them to spend more, and encourage them to come back.

We cannot do this without your help. Please, **VOTE YES in October.**



Andrew Fynamore
(Chairman – City Centre Partnership)



Kim Long
(City Centre Manager)

BID Area



Alderman's Walk
 A286 (East side of)
 Avenue De Chartres (North side of)
 Baffins Lane
 Basin Road (West side of)
 Canon Lane
 Chapel Street
 Cooper Street
 Crane Street
 Deanery Close
 East Pallant
 East Row
 East Street
 East Walls
 Eastgate Square
 Franklin Place
 Friary Lane
 Guildhall Street
 Lancastrian Grange

Lion Street
 Little London
 Market Avenue (North side of)
 Market Road (excluding car park and WC)
 Needlemakers (West side of)
 New Park Road (West side of)
 New Town
 North Pallant
 North Street
 North Walls
 Northgate (inc Metro House)
 Oaklands Way (South side of)
 Old Market Avenue
 Orchard Street (South side of)
 Priory Lane
 Priory Road
 Shipham Street
 South Pallant

South Street
 Southgate to North of railway line
 St Cyriacs
 St Johns Street
 St Martins Square
 St Martins Street
 St Peter's
 St Pancras
 The Hornet
 The Providence
 The Square, Eastgate
 The Woolstaplers
 Theatre Lane
 Tower Close
 Tower Street
 Wall Cottage Close
 West Pallant
 West Street

BID Projects

Objective 1: To provide a better promoted City Centre

Marketing and Promotion Projects

In Year 1 we will initiate a new **Christmas Strategy** including City Christmas lights and decorations expanding them in to St Pancras, The Hornet, Baffins Lane, St Martins, Little London and the Gates (Eastgate, Southgate, Westgate and Northgate), a **Christmas Light Switch On Event**, **Winter Market** and **Late Night Shopping**. Lighting in the Pallants will also be investigated for future years.

We will introduce and manage a **City Diary** and take over the bookings of buskers and events.

We will create with City businesses, attractions and tourism agencies a **Marketing Strategy** for the City and commence its implementation of promotion through bus, radio and newspaper advertising.

We will create an **Inward Investment Portfolio**, working with agencies and developers to maximise on the vacant/available business accommodation in the City and support businesses in growth and expansion. We will actively seek throughout the term of the BID, to rebuild the City's previous reputation as the Centre for Excellence for **Legal**, **Engineering** and **Architectural** services.

We will capitalise on the national events of the **Olympics** and **Jubilee** to maximise footfall into the City and continue to deliver the **Garden Market**.

In Year 2, as well as continuing the work of Year 1, we will create an **Independents Day** (July 4th) with an **Independents Guide**. A **Shopping Guide**, **Business Directory** and **Eating Out Guide** will be produced in the first of a suite of sector-specific leaflets, with research being carried out to identify further sector requirements. A **City Website** will be created with a searchable **on line business directory** with links to all businesses and the use of apps will be explored for implementation. It will also include a **live web cam** and visitor information. We will ensure that visitors entering our City Car parks will instantly be able to get **City Maps**, information and we will provide signage directly into the City from the Car Parks.

In Year 3 we will continue the work of Years 1 and 2 and introduce new events in to the City working closely with the Cathedral and Goodwood. The "**Rave in the Knave**" idea will be explored with the Cathedral for implementation, and bringing **Revival** in to the City streets will be explored with Goodwood for implementation. Both events would include full involvement of retailers in dressing the City and shop fronts to create a **City Revival** event.

In Years 4 and 5 we will continue with the work of the previous years with new editions of the **Guides**, implementation of the **events calendar** and active promotion of the City.



Chichester Chamber of Commerce and Industry

The opportunity for Chichester businesses to have a Business Improvement District is really important. It's a chance for us to take ownership of the things we as businesses don't like or believe should be improved and to actually make those changes. There's no doubt businesses can benefit and thrive from this opportunity. It would be churlish not to support it.

Louise Fenwick, Vice President, CCCI

Objective 2: To organise the City Centre

Organising the City

In Year 1 we will directly employ a **BID Manager** and provide a **City Office** with easy access for all BID levy payers. We will introduce twice yearly open meetings for all BID levy payers. We will continue the **Cooper Street, Crane Street, St Martins** and **Little London** Working Groups. We will continue to provide **advice, support and assistance** to all BID levy payers where possible in their individual issues.

We will provide a quarterly newsletter (**City Focus**) and **email circulars** to keep BID members informed and advised of what is happening with their money, as well as opportunities that they can take advantage of.

We will transfer the management and analysis of the **Footfall Camera** to the Partnership and provide **annual analysis** to include **car park and weather data**.

We will start the work to take over the **licensing of tables and chairs** including the enforcement and management thereof, complemented by the **licensing of café banners** (which we already manage). In addition we will start the work towards the licensing of **A Boards**, with all income being reinvested into the City and full introduction as soon as practicably possible.

We will start the ground work for a broad range of options for **BID Buying**, including a **Confidential Trade Waste Collection, Recycling Trade Waste options, Insurance, Recruitment, Computer services** and any others identified by the BID members.

In Years 2/3, in addition to the above, we will establish the **St Pancras** and **The Hornet** Working Groups in order that the businesses can identify issues and solutions for implementation in Years 4/5. This will also include **Market Road** businesses.



Marks & Spencers

Marks and Spencer are pleased to support the BID proposal in Chichester.

Matt Ripley, Visual Manager, Chichester Branch

Objective 3: To create a pleasant environment within the city centre

Environmental Projects

Throughout the term of the BID we will carry out six monthly multi-agency reviews (**Street Focus**) of the City with a view to identifying issues and influencing public sector funding towards solving these issues.

Throughout the term of the BID, in a rolling programme, we will replace the **City trees** and introduce **all year round solar lighting** in them.

In Year 1, with a view to implementation thereafter, we will investigate the full cost and feasibility of having a “**man in a van**” as a quick response to environmental issues including **removal of redundant signage**, **minor paving repairs** and **refurbishment of street assets** including **signs**, **benches** and **cycle racks**.

We also hope to have all arrangements in place, including match funding (sponsorship, Lottery Grants, etc) for the **Crane Street Archway**, and to give non-financial support to the businesses to achieve their desired bespoke **hanging signs** and **mini market**.

In Year 2 attention and funding (including sponsorship, Lottery Grants, etc) will be diverted to environmental improvements in **St Martins**, Year 3 in **Little London** and **Baffins Lane** and in Years 4/5 **St Pancras** and **The Hornet** with **Market Road**, based on the Working Groups’ findings.

Business signage and way finding signage will be a key delivery throughout the BID term and we will work with the business community to provide appropriate and joined-up signage.

We will also, subject to funding, do our utmost to sort the issue of **lighting** in “black spots” around the City.

Further, subject to funding, we would look to build the **Oxmarket Bin Store**, for which much of the initial work has already been started. This will improve this area of East Street and develop it into a pleasant area for staff in the City to use.



Amelie & Friends

I am supporting the BID because I realise the importance of having a central body that exists to promote the interests of the business community in Chichester.

Amelie & Friends has already benefited from the work of the City Centre Partnership, and I can only see this increasing if we become a Business Improvement District.

Rowland Leach

Objective 4: To make a safer City Centre

Safer Projects

The City Centre Partnership was pleased to be advised that there are currently no plans to reduce policing in the City by Sussex Police. Therefore the BID funds will be used for other projects to create a safer City and support in particular the **evening and night time economy**.

Using Chichester Businesses Against Crime (ChiBAC) as the delivery agent (subject to formal agreements between the two parties), the BID will provide **head cams for night time door staff** to reduce and eradicate anti-social behaviour. It will further deliver a minimum of two **drug dog operations** per annum.

From Year 2 and throughout the term of the BID, **mobile CCTV** will be made available to hire (at a very competitive rate) to any BID levy payer requiring its use (subject to terms and conditions under RIPA regulations and any other legal procedures).

ChiBAC will support all BID payers with **advice and support** regarding crimes against them and forewarn businesses of the **latest scams** affecting the trading environment. In addition the BID will implement measures to offset the effects of the latest scams, such as the previous successful Snap BAC scheme to combat purse snatching.

The BID will also work to provide a **child safety scheme** with Association of Town Centre Managers (ATCM) accredited companies providing child bands and support in the schemes implementation.

ChiBAC will work closely with the Partnership throughout the lifetime of the BID regarding bi-monthly multi agency **Security Walk Arounds** and advise accordingly on arising City health and safety matters.



David Messam

I think it will be a lot fairer for all concerned if everybody is seen to be paying for the improvements planned within the City walls.

Keith Messam, Manager



Chichester City Centre Partnership – Business Improvement District

Achievements 2013 - 2014

Organisation

Office/Partnership

- AGM held (25th April 2013) and new directors signed up
- City office maintained with direct access for all BID levy payers
- Final accounts approved and submitted to Companies House

Consultations

- Made representation on behalf of the businesses to Chichester District Council Planning Department on the Barnfield Drive Development
- Ran consultation on the potential future growth and development of the Chichester Christmas Festivities, both electronic and paper surveys available
- Ran consultation with affected businesses for the new bus shelter scheme
- Ran consultations with relevant businesses on provisional plans drawn up for road improvements for St Martins, Little London, St Pancras and The Hornet
- Ran consultation with all Crane Street businesses on hanging sign scheme and planning application

Advice/Support

- Supported and advised many individuals and organisations on events, busking and peddling
- Liaised with several agencies and organisations including Chamber of Commerce and Industry, CCAAC, ChiSoc, West Sussex County Council, Chichester District Council, Chichester City Council
- Consultee role on all busker applications for WSCC
- Consultee role on pre-planned activities on the highway for WSCC
- Consultee on street trading licences for CDC

Other

- Database cleaned with all new premises added and old premises removed
- Provided footfall camera and statistics
- Provided quarterly newsletter called City Focus to all businesses with BID Levy and City news updates
- Meetings held with Crane Street to progress their projects
- City Centre Manager continues to be a Board Director of Visit Chichester
- Year 2 BID levy leaflet produced to go out with the Levy Bills
- Openforum meeting held October 2013 at House of Fraser
- Street Art Festival Launched 7th May 2013 by Neil Lawson Baker, with support from CCCP
- “Help for Business” Scheme launched by Peter Spence with support from CCCP
- Novium Museum supported and helped in their event 6th April 2013
- Christmas Light display organised and managed with an additional 28 lights Christmas Tree offer to all businesses with a take-up increase on last year of 8 businesses

Marketing

Marketing

- Continued contract with Recenseo Ltd as retained strategic marketing services
- Ongoing strategic and tactical public relations support
- Blogged and tweeted various events, messages throughout the year
- Major Christmas social media campaign in partnership with Chichester District Council, Selsey Town Team and Midhurst Town Manager
- Voucher campaign for Light Switch On and four page supplement with Observer for the Festivities programme
- Discounted ticket scheme in conjunction with Stage Coach for Light Switch On event
- City map (including attractions and eateries) designed for printing in March

Events

- Garden Market 10-12th May 2013 – popular as ever and now in its 6th year
- Independents Day held July 4th 2013 with bunting created and provided to shops, and a four page supplement produced over two weeks with Observer newspaper
- Ride 2 Chi 28th July 2013 – 126 motorbikes parked up in City
- 28th November 2013 Light Switch On event with fireworks (£3000 secured from John Lewis), community carol concert and entertainment (40000 people)
- 30th November – Saturday Festivities entertainment and activities all day
- 5th, 12th and 19th December 2013 Late night shopping events with entertainment and activities
- 7th – 15th December 2013 Chichester Christmas Market
- 20th December Coca-cola lorry (47500 people)

Projects

- Community Chess in partnership with Chichester Chess Club
- Online searchable shopping and business directory

Environment

Crane Street

- Planning permission secured for the art sculpture project (3 x cranes) and hanging signs

Street scape

- Funded chewing gum cleans for St Martins, Crooked S and Market Road, in partnership with CDC
- Funded nine hanging baskets on the blank wall of M & S St Martins
- Maps designed to replace old maps in car parks (eateries and attractions)
- Provisional plans drawn up for road improvements for St Martins, Little London, St Pancras and The Hornet
- Several meetings with West Sussex County Council officers and councillors to progress road refurbishment schemes for St Martins, Little London, St Pancras, The Hornet and new planting for South Street

- A-Board meetings led by CCCP with WSCC, CDC, CCC, CCAAC and businesses to find solution for A-Boards – plans in progress for slat board signage and planning permission for new fingerposts

Events/Projects

- Achieved agreement with the developers of Barnfield Drive that they will include signage to the City Centre at the entrance / exit to the City Centre
- Organised City entry for Chichester In Bloom with Chichester City Council and retained Gold standard (4th year in a row)

Safety

General

- Security walk-rounds (multi agency) took place: 27th March 2013, 29th May 2013, 24th July 2013, 25th September 2013, 20th November 2013, 4th and 18th December 2013,
- Loss prevention agent operations 24th June 2013, 26th June 2013, (several stops, one ticket for theft plus cannabis warning) 28th August 2013 (two arrests and £411 goods recovered), Operation Tinsel (15th Nov to Christmas Eve) 26 arrests and £3444.47 goods recovered
- Operation Tigger – drug dog 2nd August 2013 and 2nd October
- Provided 4 SIA roaming street personnel (6.00pm – 1.00am) on 5 occasions including Goodwood events
- Continued good relationships with Sussex Police, Licensing Department (Police and Council), members and other agencies

Projects/Events

- 6 body worn cameras purchased and loaned free of charge to BID levy night time economy members
- Free training session for businesses 13th March 2014 (reducing incidents, shoplifting guidance, credit card fraud, witness statements)

Preparatory work already undertaken for 2014

Marketing

- Chichester's Got Style Fashion and Beauty Show 26th April 2014
- AGM 30th April 2014
- Festival of Flowers Shop Window competition 29th May 2014
- Garden Market 30, 31, 1 May / June 2014
- Independents Day 4th July 2014
- Ride 2 Chi 27th July 2014
- Review and evaluation of 2013 events and activities against objectives
- Marketing activity plan in draft form for 2014/15

Environmental

- Additional hanging baskets for communal areas such as North Pallant and Crooked S

Safety

- Key holders scheme for the City

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

8 April 2014

Chichester in Partnership – Getting people into Work Strategy – Progress against action plan

1. Contacts

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2. Recommendation

- 2.1 The Overview and Scrutiny Committee is requested to review progress made against the Getting People into Work Strategy action plan and to raise any concerns to the Local Strategic Partnership and/or Cabinet as appropriate.**

3. Background

- 3.1 In September 2011 Chichester in Partnership identified that rising unemployment and the particular issue of long term unemployment is potentially a growing issue for the district and can have an impact on the quality of life. The partnership agreed to develop a “worklessness” strategy to investigate the issues and develop solutions for the partnership to act upon.
- 3.2 The strategy was developed by Chichester District Council’s Economic Development team and the Partnership’s officer in consultation with numerous partner organisations including Job Centre Plus, West Sussex County Council, Royal British Legion Industries, Coast to Capital LEP and Chichester Chamber of Commerce and Industry.
- 3.3 The “Getting People into Work” strategy was approved by Chichester in Partnership in May 2012 and adopted by Chichester District Council’s Cabinet in June 2012.

4 Outcomes to be achieved

- 4.1 The primary aim of the strategy is to **reduce the length of time individuals are out of work**. The rationale for this is that evidence shows that the longer a person is out of work, the more difficult it becomes to secure employment and the greater the impact it has on other issues such as health and wellbeing.
- 4.2 The intended outcomes are to support people into paid employment. We know that assisting people into work has a wide range of benefits and positive knock-

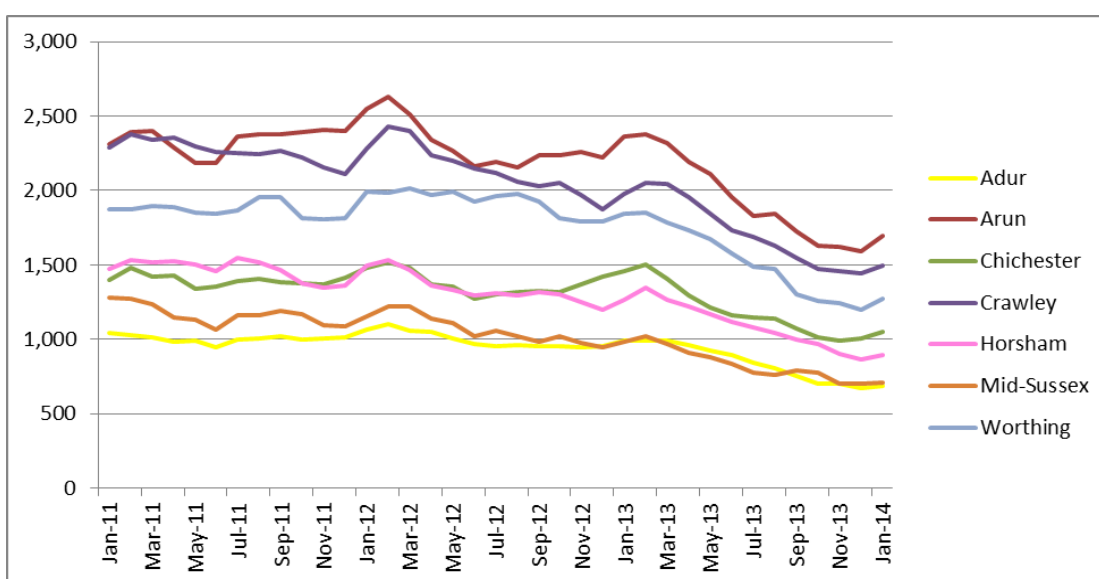
on effects for the economy and society as a whole. Delivering the strategy supports both the council's own strategic priorities for the economy and for community wellbeing as well as those set out in Chichester District's Sustainable Community Strategy.

- 4.3 The action plan identifies six priority objectives with outputs and outcomes. These are be monitored on an on-going basis by the Chichester in Partnership Co-ordinator. Chichester in Partnership receives regular reports on progress. In addition, the task and finish group reconvene every six months to review progress against targets. Major partners involved in the delivery of this action plan meet on a more regular basis.

5. Progress so far

- 5.1 In terms of the general unemployment figures, Graph 1 below shows the number of Job Seeker's Allowance claimants in the age group 16-64, in the District between 2011-2014. When analysing these figures the current economic climate must be considered and acknowledge that this strategy may not be able to reduce unemployment in the district but can help to mitigate a potentially growing problem.

**Graph 1: Job seekers allowance claimants aged between 16-64
Jan 2011 - Jan 2014**



- 5.2 The table below compares the number of JSA claimants from when Choose Work started to a year later and we can see that the biggest difference is for those that have been claiming up to 6 months, the specific area that this strategy was aiming to make an impact upon.

	Baseline Total number January 2012	Total Number January 2013	Total Number January 2014	Difference between 2013-14
Total	1475	1455	1050	-405
Claiming JSA up to 6 months	950	930	665	-265

Claiming JSA over 6 months and up to a year	280	210	130	-80
Claiming JSA for over a year	240	315	255	-60

5.3 The development and delivery of this strategy has led to new, stronger relationships being built with the local Jobcentre Plus, Chichester College, Chichester Chamber of Commerce and Industry, Chichester University and Royal British Legion Industries. With their help progress has been made on some of the projects identified in the action plan.

5.4 In order to deliver this strategy a number of task and finish groups have been set up to develop and deliver on certain areas. These groups have organisational leads and report to Chichester in Partnership. Task and Finish groups include:

- Work experience
- Apprenticeships
- Selsey Works

6. Work experience project (Choose Work)

6.1 The partnership was successful in applying for a Department of Work and Pensions (DWP) grant of £20,000 to employ a part time Work Experience Coordinator for two years with CDC paying the on costs. Emulating a successful scheme in Horsham, the Work Experience Coordinator works closely with the local Jobcentre Plus to provide good quality work experience for the unemployed across the district. The project is called "Choose Work". This part of the strategy is monitored by Chichester in Partnership and the DWP.

6.2 A Choose Work Coordinator was employed in January 2013 and the post is hosted by Chichester District Council on behalf of Chichester in Partnership. The outcomes planned for the first year of this project were:

- i. At least 15 work experience placements created within the district council in the first year
- ii. Recruit five local businesses/organisations to offer a minimum of two work placements
- iii. At least 25 young people supported into a work experience placement

In the second year the planned outcomes are:

- iv. CDC to continue to offer at least 15 work experience placements within the year
- v. 20 local businesses to offer a minimum of two work placements each

6.3 In the first year of the project 49 people were officially on the programme (a total of 120 people have had some form of interaction with the work placement coordinator). Initially the project was only allowed to help 18-24 year olds, but this caveat was removed half way through the year. 47% of people who have been on the programme have found a job. 14 are still claiming JSA. 30 companies have been involved in offering work placements. A Return on

Investment calculation suggests that this project saves the public purse an estimated £118,388 a year - ten times the original investment.

6.4 A successful bid for extra money has been made to the DWP to increase the Coordinator's hours. Extra targets (on top of the original year 2 targets) have been set to include this change. They include :

- Recruiting a minimum of 5 additional local businesses/ organisations to offer and complete a minimum of 2 work placements each
- Complete a minimum of 15 work experience placements for suitable customers identified and referred by Chichester Jobcentre Plus
- Support a minimum of 28 customers into a work experience placement.
- It is expected that a minimum of 50% (14 customers) will enter either further education, employment, self-employment or training and off-flow from benefit within 13 weeks of completing a placement

6.5 From April 2014 there is now a part time "Choose Work Coordinator" employed in SelseyWorks. All Selsey based individuals will be referred to there, while the coordinator will focus his work on the Think Family neighbourhoods such as Chichester East, Chichester South and Tangmere.

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

6.7 This project has found that it is not just the work experience that is helping the participants. The Choose Work Coordinator also offers mentoring and coaching to the individuals as and when they need it. In order to quantify the usefulness of this work, the partnership asked the University of Chichester to evaluate this part of the project. (Appendix 1)

6.8 On 11th March we approached CiP about the future of this project, asking them to consider the following options:

- Do nothing
- Carry the project on, and find alternative funding
- Look at expanding the project

The Core group agreed that they want the project to continue. The Partnerships Officer will now seek out alternative funding to continue and possibly expand this project.

7. Service Provider Network

7.1 The Chichester Service Provider Network ran for a year. However, at the same time Hyde Martlet set up a similar group that meets more frequently and was better attended. It was agreed to end the Chichester Service Provider Network in favour of the Hyde Martlet network.

8. Apprenticeships

- 8.1 The Apprenticeships task and finish group is led by Chichester College and includes CDC, WSCC, National Apprenticeship Service (NAS) and Chichester Chamber of Commerce and Industry. The aim of the group is “to reduce unemployment in the local area by supporting young people within Chichester, to access the apprenticeship scheme and work with local employers to ensure there are enough places available”. Planned outcomes are:
- At least 25% of those young people secure a permanent job at the end of their apprenticeship
 - 250 16-18 year olds become apprentices in 2012-2013
- 8.2 CDC hosted an Ambassador’s Event to seek potential ambassadors as apprentices and to encourage young people to consider apprenticeships. A number of events also took place across the county during National Apprenticeships Week. On 17th January 2014 a successful business event to promote apprenticeships was organised. The event was attended by over 100 delegates and was supported by CiP, Federation of Small Businesses, Chichester College, WSCC, Chichester Chamber of Commerce & Industry, National Apprenticeship Service and CDC. As well as hearing from businesses and young people who benefited from apprenticeships, delegates were able to learn about the grants and other support that they could claim when employing a young person. Relevant exhibitors were also available at the event to provide advice and support.
- 8.3 The total number of people signing up to apprenticeships in Chichester College for 12/13 was 596 although not all these will be from Chichester District. 190 businesses have signed up & pledged to take on apprentices.

9. Business Support Website

- 9.1 New business orientated websites have been developed. The first is an inward investment site developed by the WSCC and includes a property database. The second is a directory website created by Coast to Capital, sign-posting business support services across the C2C area. This also includes procurement opportunities.
- 9.2 Neither of these fulfils the objectives set out in CDCs Economic Development action plan. To this end CDC’s Economic Development Service is aiming to establish a new high quality informative website to help drive new business and generate jobs through the provision of relevant and targeted information which will assist and support start-ups across the District 24 hours-a-day.
- 9.3 The project will drive business growth and create jobs by encouraging local trade, providing increased opportunities for businesses to work together, promoting inward investment, training and skills, apprenticeships and work experience, alerting businesses to new opportunities, events and activities to assist the visitor economy, a database with sources of business advice, funding opportunities and commercial premises, whilst sharing knowledge and keeping businesses informed. Funding and resources for this are still being addressed.

10. Targeted Support Work

- 10.1 Selsey North was the pilot area for this work. This report will only look at those aspects of the project that dealt with unemployment in the area. Working in partnership with Selsey Town Council, Chichester College, WSCC and DWP the concept the “SelseyWorks” project was developed.
- 10.2 SelseyWorks is a local facility that offers job search advice, the “Choose Work” initiative, training courses and business set up advice in one place near the centre of Selsey. This reduces the need for local residents to travel into Chichester for services. The outcomes for this project are:
- To assist 600 people over an 18 month period on their customer journey with a real focus on overcoming barriers such as transport.
 - To assist 600 people in using Universal Job Match, and will engage at least 50% of them in a programme of training and one to one sessions to ensure they can access both Universal Job Match and the new on-line benefits systems.
 - Get at least 10% back in to work.
 - Open up 50 work experience placements with further opportunities for 75% of them.
 - Support the DWP digital agenda so that 85% of people from the area are given the skills to access services digitally.
 - Grow 15 new businesses through entrepreneurship and mentoring
 - Offer financial and debt advice to coincide with the introduction of Universal Credit and changes to the benefits system to ensure that people are helped to manage their budgets effectively
- 10.3 The project successfully engaged a group of unemployed people to help with the decorating of this facility. This garnered positive responses from the participants. The facility opened on the 3rd February. At the date of writing this report 59 people have used the facility. 34 of these were looking for job advice and/or training. The choose work coordinator in Selsey has found that many people are not yet ready for work experience and need support with basic skills like job searching, CV’s and interview skills.

11. Future of the Strategy

- 11.1 The strategy covers three years to 2015. The action plan was reviewed in October 2013 to ensure that it is relevant and includes partner projects. The Selsey Works Project and its outcomes have been added to the action plan (see Appendix 2).
- 11.2 The task and finish group will meet on May 16th to decide whether to carry the strategy on beyond 2015. Issues to be considered are
- The increase in part time work and zero hour contracts
 - Maintaining the low level of unemployment in the district
 - Improving employment in the Think Family Neighbourhoods.
 - Increasing the number of people in the district with qualifications
 - Supporting the self-employed.
- 11.3 The delivery of the strategy will be monitored by Chichester in Partnership Core group on a regular basis.

12. Resource and legal implications

- 12.1 CDC is the lead partner on a number of these strategic outcomes and is accountable to the Chichester in Partnership Core Group.
- 12.2 CDC is also the accountable body for the partnership and therefore is responsible for any funding. For example, Chichester District Council is responsible for the delivery of the Work Experience Coordinator post.
- 12.3 CDC receive the full market rent for 53 the High Street (SelseyWorks) and the building has been physically improved by the project.

13. Consultation

13.1 Partner organisations consulted in the development of this strategy are:

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

14. Community impact and corporate risks

- 14.1 The aim of the strategy is to have a positive impact on those that are unemployed in our district, by supporting them back into work. If individuals return to work they will not be claiming benefits or demand other services such as health, police and housing.
- 14.2 The SelseyWorks Initiative is already having an impact on residents within the community by raising aspirations and engaging local businesses.
- 14.3 Risks to CDC have been kept to a minimum as project funding has primarily come from other sources.

15. Other Implications

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

16. Appendix

Appendix 1 – Evaluation of the Choose Work scheme on behalf of Chichester in Partnership (February 2014).

Appendix 2 – “Getting People into Work” Action plan (updated November 2013)

17. **Background Papers:**

Getting People into Work Strategy and original action plan

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



**Evaluation of the Choose Work scheme on behalf of
Chichester in Partnership**

Version 1.2

Author: Dr Rob Warwick

Date: 26/02/2014

Document Control

Summary of changes

This section records the history of significant changes to this document. Only the most significant changes are described here.

Version	Date	Author	Description of change
0.1	10.02.2014	R Warwick	Report framework
1.0	13.02.2014	R Warwick	First draft
1.1	17.02.2014	R Warwick	Internal review by Dr Michel Leseure
1.2	26.02.2014	R Warwick	Changes following meeting with Amy Loaring, CDC

Where significant changes are made to this document, the version number will be incremented by 1.0.

Where changes are made for clarity and reading ease only and no change is made to the meaning or intention of this document, the version number will be increased by 0.1.

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1.0 Executive Summary

A Department of Work and Pensions (DWP) report (Hasluck & Green, 2007) on previous work programmes states that:

Customers often face several interrelated factors that make it difficult for them to take up employment. ... The evidence points to the need for holistic approach rather than a one-dimensional approach to provision (p3).

It is clear the Choose Work Programme has been effective in providing an holistic approach to enabling people into work. Each individual is treated as such with attention given to finding out their hopes and aspirations and the challenges they face on the way. These challenges can be numerous and not immediately apparent.

The strength of the Programme lies in the flexibility and the time taken throughout the Programme to address these challenges and actively engaging with employers to find the most appropriate placement.

The Choose Work Coordinator is dedicated and enthusiastic, providing an individual service for both the customer and the work placement provider thus providing substantive personalisation from beginning to end.

As is often the case with successful small scale initiatives care needs to be taken when considering replicating the model elsewhere. It can be seen from an additional project currently being rolled out in Selsey that valuable learning from the Choose Work Programme is being considered and the service tailored to the distinctive needs to the area.

2.0 The Choose Work Programme

2.1 Aims

The Choose Work Programme was initially aimed at 18 to 24-year-olds with the objective of enabling them to obtain work experience they need to secure employment (Chichester in Partnership, 2012a). This is achieved by offering them work placements lasting between 2 to 8 weeks, whilst allowing them to receive benefits. It is understood that since the Programme started the age range of participants has increased.

The Programme became operational in January 2013 and is due to complete in January 2015.

2.2 Context of the Programme

2.2.1 Unemployment in the Chichester area

Unemployment in Chichester District has traditionally been low. However between January 2006 and January 2010 Jobseeker's Allowance (JSA) claimants, an indicator of unemployment, increased from 900 to 1690 (Chichester in Partnership, 2012a) (Chichester

in Partnership, 2012b) although as of December 2013¹ this figure stands at 955 (Office National Statistics, 2014).

In terms of the bigger picture the Institute of Fiscal Studies reported in 2011/12 that the UK spent over £200bn on social security benefits amounting to £3,324 per person, or 13.5% of GDP (Browne & Hood, 2012).

When it comes to Job Seekers Allowance alone, which amounts to only 2% of benefits and tax credit expenditure, this comes to £4.175bn. This works out as an annual cost of £3,482 per JSA claimant².

Customers who use this programme face a number of barriers both as individuals and in the workplace: the former relating to lack of confidence, mental health and an image of 'worthlessness'; and, the latter relating to the cycle of no job without experience but one can't get experience without a job. The Programme therefore aims to break the cycle and to give participants confidence and support.

2.2.2 Choose Work service provision

With employer on costs the Programme comes to £11,880pa. This provides 16 hours per week. It is understood that this will shortly be increased to support underfunded provision in terms of coaching (see figure 1).

2.3 Benefits and outcome measures

2.3.1 Benefits

The council has identified a number of benefits of the Programme focused on the participants themselves, the local economy, Chichester District Council (CDC), and partner organisations (Chichester in Partnership, 2012a).

2.3.2 Outcome measures

Outcome measures listed were (Chichester in Partnership, 2012a):

- within the first year
 - CDC offering 15 work experience placements who have been unemployed for less than 12 months
 - 25 young people supported into a work experience placement
 - recruiting five local businesses (offering a minimum of two basements each)
- thereafter
 - 15 placements the year and work experience in ethos embedded into the council's culture
 - a further 20 local businesses offering to placements the year

Since January 2014 these targets have been increased in line with additional resources dedicated to the programme.

¹ The latest month for which figures are available.

² Based on 1,199,000 claimants (Browne & Hood, 2012, p. 5)

3.0 Objective of the review

This short review aims to provide: 1) learning that could be applied whilst the project is still in progress; and 2) some early insights of overall project benefits.

This will include:

- A review of the job seeker's experience of the Programme and how this has affected their ability to move into work.
- Features of the Programme that enabled the above to occur. In other words, what the participants valued, or indeed were frustrated with, that affected their ability to find employment.
- Interfaces between this Programme and other work Programme initiatives.

The review will not include the cost effectiveness or other quantification of the initiative's outcomes, see appendix 2.

4.0 How the review was carried out

The following formed the approach to the review:

- A targeted review of the literature on work programmes, particularly research reports commissioned by the Department of Work and Pensions (and those cited by them). This offered a comparative context for evaluation.
- Interviews to evaluate the process undertaken and the interaction with participants and employers. This provided primary evidence of how the Programme was running, see appendix 3 for Question Set. Those interviewed on 10th February, 2014 were:
 - Steve Hill, Work Experience Co-ordinator, Economic Development (Partnership Projects), Chichester District Council.
 - Hierlei Edwards, Grant Funding Provision Adviser, Department for Work and Pensions.
- Assessment of the regular reports that were carried out as part of the Programme. This provided a 'real time' view of how the programme was running.
- Assessment of the narratives of the individuals who in the Programme. This provided a perspective of the customer's view of the programme, see appendix 1.

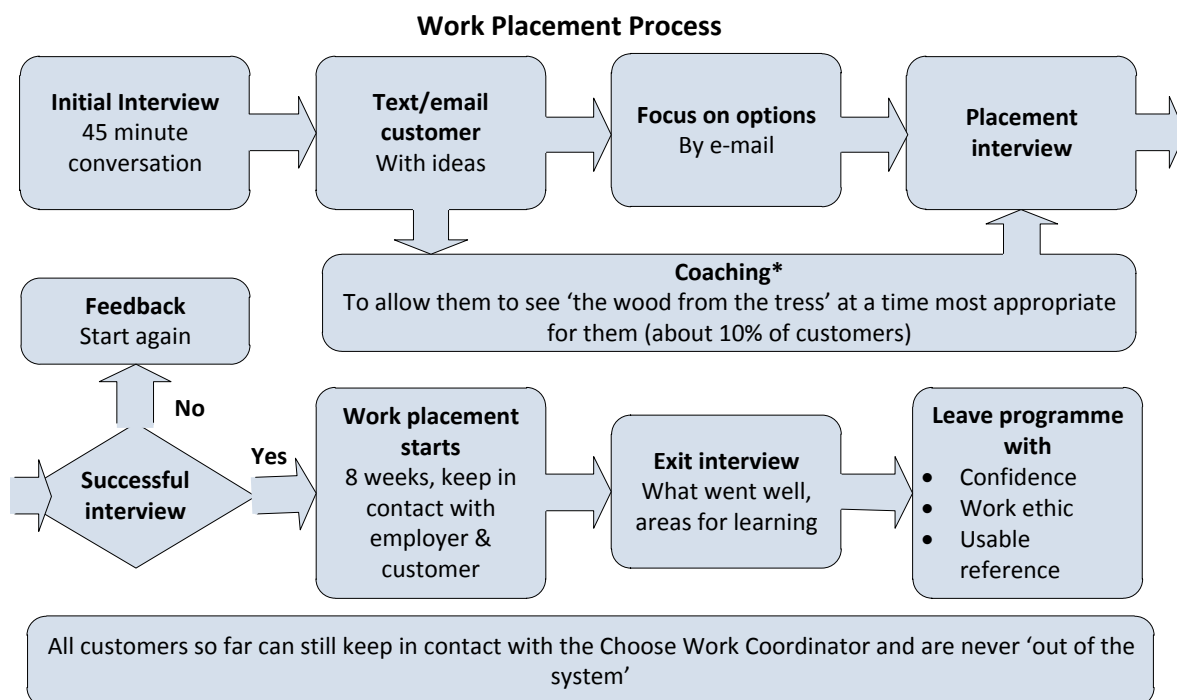
Due to the constraints of this review face-to-face interviews with participants was not possible.

Given the relatively low numbers of people on the Programme so far no conclusions could be drawn on the breakdown of customers who used the service.

5.0 What is involved in the Choose Work Programme

Each customer would expect a highly personalised service that would start with the work placement coordinator getting to know the individual, including the hopes and dreams and the nature of any constraints. The following chart describes a 'process' that a typical customer might expect, see figure 1.

Figure 1



*Currently under-funded

Although this might indicate a rigid flow this is far from the case with customers' needs being individually catered for as can be seen in the narratives in appendix 1.

This process is enabled by developing relationships with work placement employers in the local vicinity.

6.0 Findings

6.1 The data

In the context of 995 people in the Chichester area receiving Job Seeker's Allowance (JSA) from the start of the Programme in January 2013³:

- 49 people have officially been on the Programme.
- c120 people have had some form of interaction with the Choose Work Coordinator, this might take the form of an informal meeting or telephone and email support
- 71% are now off benefits
 - 23 have found work
 - 12 are not claiming benefits
 - 14 are still claiming benefits
- 47% of people having found a permanent job.
- 30 companies having been involved offering work placements

³ Source: Choose Work Coordinator and CDC Policy Officer, February 2014

- 16 hours per week Choose Work Coordinator

These figures have met or exceeded benefits listed in the business case (Chichester in Partnership, 2012a).

6.2 The customer, their needs and how these are responded to

There is no typical profile of a Choose Work customer, people range from those with degrees to others with literacy and numeracy problems. Customers also presented with a range of health problems from autism to motor neuron disease (MND); whilst others presented with low confidence from being out of the job market for a number of years. Other reasons include caring responsibilities, broken relationships, previous poor career advice as well as troubled backgrounds and may not immediately be apparent⁴.

Considerable effort is placed upon finding out what customers wants to do with their lives and to understand difficulties and problems, this forms the focus of initial consultations. Occasionally problems only become apparent further into the process including at least one whilst on work placement. Appendix 1 gives a range of the types of people involved in the Programme, how they were helped.

An important element that customers' value is the coaching and support that they receive. There is considerable variance in the length and nature of this coaching support, sometimes only becoming apparent when an issue arises that the co-ordinator or even the customer was unaware of. This element, as shown in Figure 1, has been largely underfunded, a situation that is being addressed as of January 2014. Sensibly this will broaden the nature of the coaching to group coaching and peer to peer support.

In a 2011 Department of Work and Pensions (DWP) qualitative research report into the Department's own work programme (Newton, et al., 2011, p. 101) personalisation was seen as critical. In the report they distinguish between two forms of personalisation: procedural and substantial. The former referring to a selection of pathways and interventions customer may be pointed to after discussions with officials. The latter being an intervention tailored directly to the individual's needs, for example advice and support that match the goals and aspirations of individuals and support addressing individual needs. In the DWP study the *substantial personalisation* approaches were focused on those with more complex needs whilst the rest were grouped according to broad categories. The report states that: '... advisers regretted that they were not able to provide more opportunities for specific training to meet individual needs' (Newton, et al., 2011, p. 102). This is in contrast this with the Choose Work Programme where all participants receive a substantial degree of personalisation.

Although, as figure 1 indicates, there is a broad process each customer is treated as an individual. Care is taken from the start to understand hopes and aspirations as well as constraining factors and to match these to a suitable work placement role.

In a research article on the role of welfare and work programmes as a route out of poverty the author (Newman, 2011) stresses the importance of empowering unemployed people to shape and develop their progress into work including skills and career progression. The nature of the personalisation and active involvement of the customer in the Choose Work

⁴ See JP case study, Appendix 1

Programme would indicate that it has been effective in increasing employability, confidence and motivation. This was evidenced discussions with the Choose Work Coordinator and from the accounts of people who have been through the Programme, see appendix 1.

Typically customers are recruited directly from the local Job Centre where the Choose Work Coordinator has built up a number of effective relationships. Whilst this accounts for approximately 80% of referrals proactive steps have also been taken to identify people who would benefit from the Programme from the Register of Social Landlords, Chichester College, the Council's magazine and website as well as word-of-mouth.

6.3 Work placement employers

So far 30 employers have been involved from sectors that include filmmaking, music, car maintenance, museums, agriculture, conservation, hair and beauty as well as Chichester District Council itself. This has been based upon developing proactive relationships with employers and drawing on informal networks.

The building up of effective relationships with employers has previously found to be challenging with Job Centre staff being reluctant to take on this role (Hasluck & Green, 2007, p. 4). These relationships are not straightforward particularly for smaller organisations, whereby problematic placements affect future possibilities requiring a further build-up of trust and confidence. It is understood that this is complicated further, from an employer's perspective, by the number and range of programmes seeking work experience (ranging from work programmes to education).

6.4 Constraints and scalability

The success of the Choose Work Programme is based largely in part to the enthusiasm and dedication of the Choose Work Coordinator who has a personal drive to 'treat people as people' and is of the view that once a person has had an involvement with the Programme that they are a part of it is the life. This personal enthusiasm is obviously to be welcomed and nurtured. However such personal dedication can be rare and may be an important constraint should the scheme be replicated on a large scale, for example nationally or super-regionally, that said this is not a unique position the small and successful programmes.

It is understood that a similar programme this been instigated in Selsey, an area of local deprivation, with a similar *modus operandi* that will also include also business development and a number of pop-up shops. This approach to tailored incremental programme development, paying attention to previous experience and how these are to be reconciled with specific local needs, is to be welcomed.

6.5 Interfaces beyond the Programme

Key interfaces with the Choose Work Programme includes the local Job Centre (and DWP) and local employers.

As previously stated relationships seem to be effective at a personal level between the Choose Work Coordinator and Job Centre staff as well as DWP management. It is clear that the constraints on some DWP programmes, particularly for the long-term unemployed, have affected some customers' engagement with the Choose Work Programme.

It is understood that the distinctiveness (or brand) of the Choose Work Programme, with a different ethos from those offered by the DWP, was welcomed by customers, particularly

having the resource to fully understand their needs and the separation of their participation from possible sanctions.

Given the challenge of 'changing the system' that is in operation nationally the Programme can only look to implement limited small-scale local actions to improve interfaces between Choose Work and the Job Centre. This has been done in the form of developing effective relationships and communications so as to enable people to make full use of the Programme when they are available to do so.

7.0 Discussion

The Choose Work Programme has adopted a very human and tailored approach to support people into work by providing appropriate work placements that gives them confidence, a 'work ethic' and a practical reference. It is clear that this is appreciated by the customers of the Programme.

From DWP's own sponsored research and other literature cited this type of substantive personalisation is seen to be effective although harder to achieve when scaled up, for example nationally. This personalisation also extends to developing a network of employers who would be willing to offer work placements, thus enabling an effective fit between the customer's needs and wishes and those of the employer.

The success of this Programme seems due, at least in part, to the dedication and enthusiasm of the coordinator. Should the Programme be extended beyond that currently envisaged it is this enthusiasm that will be challenging to 'replicate' particularly on any large scale. A similar project is being rolled out in Selsey with an additional one being considered for Midhurst. This incremental programme development, learning lessons along the way, is to be welcomed particularly when it comes to the necessary process of tailoring the service to local needs and ensuring appropriately dedicated and able staff and employed.

In terms of quantified benefits outlined in the business case, namely recruiting local employers into the scheme and placements taken up at CDC and elsewhere, these have been met or exceeded.

Given the importance of personalisation in both the customer and the work placement employer sides of the process any future study might usefully consider a maturity framework to focus on these essential elements. The development and deployment of this might be a useful technique to facilitate the application of the model elsewhere.

8.0 References

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Appendix 1: Narratives from those involved in the programme

The following narratives are taken from the regular monitoring reports of the Choose Work service (Hill, 2013). They show the diverse nature of people who use the service and the differing nature of what success looks like. There is one example of where a placement did not work out indicating the difficulty in determining a customer's 'life story' and how this might come to affect the placement.

People on the programme

SL – DVD Project

SL has successfully completed her placement and Chichester District Council is now in possession of a splendid new manual handling training film. The DVD is likely to be used by other local authorities, too and may be the first in a suite of such films made by CDC.

The Butterfly FX, a Hampshire-based film company, mentored and guided SL during the process, providing the equipment and film crew, too.

Part of the purpose of the placement was to provide SL with a more local network of film-making support (she is a recent Film graduate).

She has also been receiving *Life Coaching support from Steve Hill* (as a FREE additional part of the Choose Work scheme, provided by Steve on a voluntary basis).

Life Coaching has enable SL to begin to realise her ambitions to build a 'portfolio career' using her film-making skills, and transferable skills. She is in the process of researching a film-making business, making videos for family events.

The development of SL's business will hopefully be enhanced by a 'Let's Do Business' course, provided via the local Job Centre Plus.

AC – CDC Web/GIS Team

AC has been developing his part-time computer repair business, with support from Steve Hill and the Web/GIS Team at CDC.

At the time of writing, AC has been working on his life goals in order to decide clearly what he needs to do next.

He also feels more confident in his job application and interview skills and is applying for a couple of IT jobs with CDC, to augment income from his fledgling business.

GM – Music Fusion, Havant (and local studios)

GM has used Choose Work to understand more clearly, the local music studio landscape. He has been working (on Choose Work placement) with Music Fusion in Havant and has also spoken with Chichester-based studios, to understand the real world of setting up on your own. He has also been in communication with SoCo Music Project in Southampton, with a view to working a few sessions at their Hightown Studio.

FJ – Southbourne Junior School

FJ wanted a placement as *Classroom Assistant at Southbourne Junior School*. A local girl, with an interest in education, FJ had already worked for Southbourne Infant School, but didn't know how to get into the Junior school.

Choose Work managed to set up an 8-week placement for FJ, but when she went for her interview for the placement, Head Teacher Luke Hanna, decided to offer FJ a two-month paid position, filling in for a Classroom Assistant.

So, FJ didn't actually begin her Choose Work placement, but benefitted (and continues to benefit) from being part of Choose Work.

How? Well, it may seem strange that FJ couldn't contact the Junior School herself, especially as they share a campus and FJ knows people from the Infant side. The thing is, FJ has self-confidence issues and finds it hard to get her point across when talking to adults that she doesn't know.

To help address these issues, FJ has been working with Steve Hill to support her in overcoming her low confidence. In fact, FJ is keen to push herself into situations that she finds uncomfortable and words of encouragement and strategies for dealing with times when confidence needs boosting are all she needs. But, before she came into contact with Choose Work, this support was not available.

FJ has taken control of her future and is planning to join an agency that provides 'supply' Classroom Assistants to schools.

LD – CDC Planning Admin and Stonepillow Restore

Looking for a confidence boost and a career change into Administration, LD came to Choose Work fired-up to make a change in her life.

She went in at the deep end, with a 4 week placement with the Planning and Development Control team at CDC – the sharp end of Admin – and is completing her time with Choose Work at the excellent charity Stonepillow, where her understanding and empathy with homeless people will combine with her developing admin skills and experience.

MD – Q Hair and Beauty

A new departure for Choose Work. As our reputation for developing real opportunities that count for local unemployed people, we were approached by local Hairdressing business 'Q' Hair and Beauty to provide a Choose Work placement as a trial for Michaela.

MD from 'Q' Hair and Beauty was also offered a 'Work Trial' for Michaela, but decided on a Choose Work placement instead due to the flexibility and proven success of Choose Work locally.

The 'forward-focused success' drive of Choose Work, and the fact that Choose Work can offer Coaching and other support for people on placement, also appealed to MD, an advocate of staff development, and she is now championing the scheme to other local hair and beauty providers.

Michaela was offered a paid job within 2 weeks of starting her placement.

People left before the programme because they found a job

AC I met her on 24 October and lined her up for a placement with Harvey Monaghan and the Web/GIS Team at CDC. She got a job in Swindon (her chosen location) before the placement interview.

Problems with a placement - Went 'AWOL'

[We] developed an interesting partnership with a farm in response to an interview with Choose Work candidate, JP – who came to us via the disability adviser.

[The employer] was offering a short placement leading to a paid job. However, JP had other issues in his life that prevented him from starting the placement. In fact, he didn't tell the farm, or me or his adviser. He simply disappeared. [The disability adviser] finally tracked him down and found out that he wouldn't be starting the placement.

JP had a communication problem as well – something that we didn't know when we started working with him – he doesn't answer the phone or respond to messages from any telephone number that he doesn't recognise. I guess most of us do the same thing, except that with Joe answering or not answering unscheduled phone calls wasn't a choice, it was something he mentally couldn't handle.

The problem for Choose Work in this situation, is the breakdown in goodwill in our relationship with the partner who will be providing the placement. Will they be so willing to take on a Choose Worker in the future?

Appendix 2: Terms of Reference

The following forms the Terms of Reference ⁵agreed between Amy Loaring, Chichester District Council and Rob Warwick, Chichester University.

Brief overview

As a result of Chichester in Partnership's 'Getting people back to work' strategy the 'Choose Work' initiative was developed, funded and commenced in November 2013. This included the appointment of a part time work experience coordinator to find appropriate work placements. It is understood that this is funded for two years and was initially focused towards 18-24 year olds, although the scope has since increased. The objective of the work placements is to provide valuable work experience with local employers so as to further develop an individual's 'work culture' and to enhance their CVs.

Objective of this review

The two year initiative has just past its halfway mark. This short review aims to provide: 1) learning that could be applied whilst the project is still in progress; and 2) some early insights of overall project benefits. This will include:

- A review of the job seeker's experience of the programme and how this has affected their ability to move into work.
- Features of the programme that enabled the above to occur. In other words, what the participants valued, or indeed were frustrated with, that affected their ability to find employment.
- Interfaces between this programme and other work programme initiatives.

The review, comprising of a short report, will be qualitative in nature and will not include cost/benefit analysis or other quantification of the initiative's outcomes.

Approach

The following inter-connected factors will be considered: 1) the employers and placement providers, 2) the experience of people seeking work, and 3) the service provided by the work experience co-ordinator and the project overall.

The review will comprise of the following inputs:

- Initial business case documentation including Chichester District Council's 2012-15 'Getting People into Work' strategy.
- Regular project reporting information (which is currently understood to be monthly).
- Feedback and narratives that have been written by those on the programme.
- Data and statistics provided by Job Centre Plus (including any comparative data if available)
- Interviews with the Work Placement Coordinator and the Job Centre liaison officer.

⁵ Excluding costs

Appendix 3: Question areas explored in interviews

The following question area formed the basis for semi-structured interviews.

Question Set 1: 'facts and figures' about the programme

1. How long has the programme been:
 - a. running
 - b. will continue to run
2. How many:
 - c. people in the programme
 - d. people are on waiting lists
 - e. employers are signed up to the scheme
3. Quantitative facts (e.g. employment rates etc)
 - f. JSA in distract today
 - g. Follow up – people who are now in
 - i. Full time employment
 - ii. Education

Question Set 2: how the programme is working

1. Describe the typical profile of a person who has been through the Choose Work programme, including:
 - a. previous existing barriers to employment (education, health etc)
 - b. the variety of people in the programme
 - c. how they have been chosen (nature of any bias towards difficult or more straightforward people for placement)
2. Describe how you engage with employers, including:
 - a. how would you get them interested
 - b. the benefits that they perceive being part of the programme
 - c. reservations and bad experiences
 - d. the benefits from being involved in the programme
3. Describe the constraints and the scalability of the programme if it were to be adopted elsewhere
4. Drawing on a typical example explain to me your interactions with a 'typical' user of the service, including:
 - a. the span of time from beginning to end,
 - b. the nature of that interaction (e.g. issues to do with trust, motivation, scepticism, enthusiasm etc)
 - c. the number and nature of interactions you have with,
 - i. the person,
 - ii. the employer
5. How would you describe:
 - a. success
 - b. failure
6. Describe the interfaces between your programme and others (for example those that the DWP run) including:
 - a. areas that work well
 - b. frustrations and constraints

Getting People into Work – Action plan 2013

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

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

Action	Output	Outcome	Lead	Delivery Partners	Update 2013	Target Date
Objective 1: To concentrate efforts to support young people aged 16-24 to improve their work readiness						
1.1 Develop a segmented approach to support people who are out of work <ul style="list-style-type: none"> • 0-6 months • 6-12 months • 12 months or more • People with Special Educational Needs 	Targeting of solutions for the different groups of people out of work Jobcentre Plus to agree an approach with delivery partners Schools contact programme to maintain high awareness of the importance of identifying and referring disaffected young people to options for work experience tasters to capture young people's interest in practical skills before they reach age 16.	The length of time people are out of work is reduced	Jobcentre Plus	Action in Rural Sussex Affinity Sutton Chichester College Hyde Martlet Maximus Royal British Legion Industries Stonepillow Womens Wisdom and other relevant support providers	Development of Work experience project aimed at 18-24 year olds. However schemes with DWP can no longer be focused on specific age groups. Task and finish group to look into the provision and gaps in career advice for children and young people and attempt to identify a local solution.	January 2015
Action	Output	Outcome	Lead	Delivery Partners	Update 2013	Target Date
1.2 Continue to provide good quality work experience to young people Work with key employers to identify and adopt best practice models of providing good quality work experience for young people	Use Horsham Work Experience programme as a guide Use evidence from Stonepillow's successful social enterprise work experience programme, which has been working with JCP Identify key employers Invite the Horsham Work Experience officer to explain her role to the Task & Finish Group and employers A good practice guide for employers	<ul style="list-style-type: none"> • Chichester District Council offering at least 15 work experience placements in the first year to those young people who have been unemployed for less than 12 months. • Recruiting 5 local businesses/ organisations to offer a minimum of 2 work placements each • In the first year at least 25 young people supported into a work experience placement. 	Chichester District Council	Affinity Sutton Chichester College Chichester District Council Large employers Royal British Legion Industries University of Chichester West Sussex County Council	"Choose work" has been launched with Steve Hill as its Coordinator. The project is led by Chichester District Council and funded by the Department of Work and Pensions. In the first year the project outcomes will be Since January 30 young people in Chichester have been assisted into high quality work experience. We've recruited 12 businesses/organisations outside the Council Looking at extending the scheme to a fulltime post for the second year and will start investigating the potential for future funding	Project complete January 2015

		<p>In the 2nd year the project will</p> <ul style="list-style-type: none"> Chichester District Council to continue to offer at least 15 placements a year and the work experience ethos to be embedded into the culture of the Council. A further 20 local businesses/ organisations to offer a minimum of 2 work placements each 				
Action	Output	Outcome	Lead	Delivery Partners	Update 2013	
<p>1.3 Support young people to access the Apprenticeship scheme and work with employers to ensure there are enough places available</p>	250 16-18 year olds become apprentices in 2012-2013	At least 25% of those young people secure a permanent job at the end of their apprenticeship	Chichester College/ Chichester District Council	Employers including Chichester in Partnership members and support providers	546 apprentices have completed. 190 businesses have signed up & pledged to take on apprentices. CDC hosted an Ambassador's Event to seek potential ambassadors as apprentices, to encourage young people to consider apprenticeship as future options.	March 2015
<p>1.4 Encourage employers to take up Youth Contract opportunities</p>	100 Employers recruit through Youth Contract 2012-2013	Young people gain a good understanding of what it is like to be in the workplace, develop their skills and experience, and as a result, increase their confidence and capabilities	Jobcentre Plus	Chamber of Commerce Chichester College Chichester District Council Employers Stonepillow Support providers	<p>Youth Contract includes key initiatives such as: Wage incentives Work experience (see 1.2) Sector Based work Academies (none in this district) Apprenticeships (see 1.4)</p> <p>WSSC are active players in this area offering Sector based academies (and encouraging District and Boroughs to participate), utilising the Wage Incentive scheme where practical and offering apprenticeship opportunities. We promote the Youth Contract schemes to Schools, our supply chain and are happy to sign-post businesses to these opportunities.</p> <p>Awaiting information from Chichester College</p>	March 2015
<p>1.5 Stonepillow Restore Trainees</p> <ul style="list-style-type: none"> Trainees come from many sources including our own client base, Job Centre Plus, Mandatory 	13/14 we are expecting in excess of 120 Trainees.	Trainees develop new transferrable skills and build self-confidence making them more "job ready"	StonePillow	Job Centre plus Aldingbourne Trust	During the financial year 12/13 Stonepillow Restore had 97 Trainees engage in work activity. 33 are in full-time employment and a further 12 went back into education.	

Work Activity and The Aldingbourne Trust.						
1.6 Springboard Helping people who have been long term unemployed and returning from the Work Programme	For 30% of people who go on the course come off the JSA register with a percentage returning to work	Help the long term unemployed with life skills and build self confidence in order for them to be in a better position for job searching or setting up their own business.	Chichester College	Job Centre Plus	Receiving positive feedback from JCP and candidates and looking at providing a version for lone parents. Too early for reporting figures.	March 2015
Objective 2: To identify solutions to key barriers					Update 2013	
2.1 Identify potential solutions to transport barriers	<p>Research on Access: identifying alternative solutions where there is no public transport provision or schedule of services does not provide the flexibility people need</p> <p>Cost: identifying ways in which public transport can be made affordable for people in work experience or early-on in employment</p> <p>External funding bids submitted where appropriate to provide extra resources and solutions</p>	Research to determine what future actions are required and what the intended outcomes should be subject to findings	West Sussex County Council	Action in Rural Sussex Chichester District Council Affinity Sutton Hyde Martlet Royal British Legion Industries	<p>WSSCC took responsibility for this element of work and success was had in mitigating the impact of the Public Transport review. The impacts of a significantly reduced bus service has been addressed by Stagecoach's enhancement of (and investment in) evening and weekend services.</p> <p>A (others exist) local Community Transport provider SAMMY was supported by the funding hub and was successful in getting a big lottery grant which links services with Chichester Bognor Regis and Littlehampton.</p> <p>WSSCC has made an extension of the Concessionary Fares scheme to young job-seekers to cover all geographical areas including Chichester.</p> <p>WSSCC developed a project to survey the road routes and tried to identify additional pull-ins which would ease the flow of traffic, but to date have been unable to get sufficient parish buy-in to develop the project further.</p> <p>There has been internal liaison with the viability of sustainable transport schemes in the area such as car clubs.</p> <p>A questionnaire for unemployed people to complete which will help identify barriers to work has been developed but due to a shortage in DWP resources the questionnaire has not been rolled out yet</p>	September 2014
Action	Output	Outcome	Lead	Delivery Partners	Update 2013	
2.2 Undertake further research into the availability and affordability of child care in the district	Identify what needs to be done or could be done to make child care more accessible to those who are out of work	Research to determine what future actions are required and what the intended outcomes should be subject to findings	Job centre plus Chichester District Council	West Sussex County Council Voluntary Action Arun and Chichester	A questionnaire for unemployed people to complete which will help identify barriers to work has been developed but due to a shortage in DWP resources the questionnaire has not been rolled out yet	September 2014
Objective 3: To enhance our customers' experience by improving communication and coordination amongst service providers					Update 2013	
3.1					Initial event happened and a network has been created. This	Complete

Host an initial networking event in May 2012 for service providers to inform and establish a future service providers' networking group	An active service providers' network	Partners have a better understanding and awareness of the services each organisation can provide and improve their communication with each other leading to enhanced customer service	Chichester District Council to set up inaugural meeting and future lead partner to be identified through the network	Action in Rural Sussex Affinity Sutton Chichester College Chichester District Council Hyde Martlet Jobcentre Plus Royal British Legion Industries Stonepillow Voluntary Action Arun and Chichester Other training and service providers	network has now been replaced by a county wide one run by Hyde Martlet.	
3.2 Through the network, identify ways in which service providers keep each other and customers up-to-date to help them identify who they can work with to support their customers or refer their customers to	Service providers agree and put in place appropriate methods	Partner organisations' customers are able to access the full range of support available to them	Hyde Martlet	Jobcentre Plus Stonepillow Voluntary Action Arun & Chichester	Hyde Martlet have set up a county wide network that meets on a regular basis and has good attendance this will be the main network now. With special ad hoc meetings set up if necessary. Network has found that regular meetings of the network are the best way to keep each informed. Electronic means have been tested but found to be resource heavy and ineffective.	Complete
Objective 4: To work more closely with employers to match people to the jobs available now and will be available in the future						
4.1 Service providers work together to develop a business focused web site that provides the business community with information on what services and support are available, such as help with apprenticeships and skills development	A targeted approach to help businesses understand which organisations can help with skills development, training and recruitment	Businesses are better informed of the support available to them and find it straightforward to access that information	West Sussex County Council	Affinity Sutton Chichester Chamber of Commerce Chichester College Jobcentre Plus Registered Social Landlords Royal British Legion Industries Stonepillow University of Chichester	Website being developed by West Sussex County Council. Coast to Capital 'Business Navigator' website is now out for consultation, and plans to launch it in Autumn. Inward Investment website is also being progressed, which should go live by end of September 2013.	September 2014

Action	Output	Outcome	Lead	Delivery Partners	Update 2013	Target Date
Objective 5: To focus initially on the wards in the District where the number of people out of work is consistently high compared with other wards						
5.1 Establish a working group for the	Outputs to be determined as part of	A reduction in the number of people who are out of	Selsey Town Council / Chichester District Council	Targeted Support Task & Finish	"Selsey works" project has been developed. The project is to provide a self-sufficient, self-sustaining, end to end resource for the local community to help address long	Selsey Works to Launch 31 st January 2014 for a two year period until December 2016

<p>selected areas to provide tailored support to individuals, focusing initially on Selsey, Tangmere, Witterings, Midhurst and Petworth</p> <p>Selsey works” project has been developed. The project is to provide a self-sufficient, self-sustaining, end to end resource for the local community to help address long standing issues of unemployment, worklessness and barriers to accessing training and employment. The enterprise will be a holistic hub in which people will be supported at every stage of the journey from long-term unemployment via training, development and mentoring back into either work, education or starting their own business.</p>	<p>the Targeted Communities project and likely to include:</p> <ul style="list-style-type: none"> • number of people supported each year and; • number of people take up training or employment <p>Establish where the resources will come from</p>	<p>work long-term in these wards bringing the numbers more in line with those in other wards</p> <p>Selsey Outcomes</p> <ul style="list-style-type: none"> • To assist 600 people over an 18 month period on their customer journey with a real focus on overcoming barriers such as transport which is a major issue. • To assist 600 people in using Universal Job Match, and will engage at least 50% of them in a programme of training and one to one sessions to ensure they can access both Universal Job Match and the new on-line benefits systems. • Get at least 10% back in to work. • Open up 50 work experience placements with an apprenticeship opportunity afterwards for 75%. • Support the DWP digital agenda so that 85% of people from the area are given the skills to access our services digitally. • Grow 15 new businesses through entrepreneurship and mentoring using Princes Trust and Lets Do Business. • Offer financial and debt advice to coincide with the 		<p>Group, likely to include: Chichester College Chichester District Council Hyde Martlet Women’s Wisdom Royal British Legion Industries</p>	<p>standing issues of unemployment, worklessness and barriers to accessing training and employment. The enterprise will be a holistic hub in which people will be supported at every stage of the journey from long-term unemployment via training, development and mentoring back into either work, education or starting their own business.</p> <p>Project is developing with funding in place and building confirmed. Launch date will the 31st of January</p>	
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		introduction of Universal Credit and changes to the benefits system to ensure that people are helped to manage their money and budget effectively				
Objective 6: Promote local enterprise and self-employment as a way into employment					Update 2013	
6.1 Promote awareness of enterprise and self-employment as a route into work	To develop an Enterprise Knowledge Hub for the district – this will be a tool that local practitioners can use to signpost local businesses to the appropriate service. To support the development and promotion of enterprise by developing events linked to the National enterprise week.	The district sustains its level of self-employment at 16% or more until and as the economy recovers	Chichester Chichester Chamber of Commerce	Action in Rural Sussex Affinity Sutton Chichester College HMRC Hyde Martlet Jobcentre Plus Let's do Business Group Prince's Trust Stonepillow University of Chichester Womens Wisdom	Chichester In Partnership has set up an Enterprise Task and Finish group. This group is look at develop a strategy and action plan for developing enterprise culture in the district and coordinating partner efforts.	January 2015

Chichester District Council

OVERVIEW & SCRUTINY COMMITTEE

8 April 2014

Amendments to the Housing Allocation Scheme

1. Contacts

Report Author:

Ian Owen, Housing Initiatives Manager,

Tel: 01243 534582 E-mail: iowen@chichester.gov.uk

2. Recommendation

- 2.1. To note the amendments to the Housing Allocation Scheme made under the authority delegated to the Head of Housing and Environment Services, in consultation with the Cabinet Member for Housing and Planning.**

3. Background

- 3.1. On 9 July 2013, Cabinet approved a revised Housing Allocation Scheme that incorporated major changes of policy.
- 3.2. Cabinet also authorised the Executive Director of Home and Communities, in consultation with the Cabinet Member for Housing and Planning, to make future amendments of a non-policy nature to the Allocation Scheme and then to report any such changes to the Overview and Scrutiny Committee.
- 3.3. On 4 February 2014 Cabinet approved the delegation of the relevant power to make non-policy amendments from the Executive Director of Home and Communities to the Head of Housing and Environment Services. This was subsequently ratified by Council on 4 March 2014.
- 3.4. Since its introduction in July 2013 the new Allocation scheme has operated very successfully. However, it has become apparent that a few sections would benefit from some minor amendment. The rationale behind the individual amendments is outlined in Section 4 of this Report.
- 3.5. Following a recommendation from the Housing Initiatives Manager (in consultation with the Housing Operations Manager), the Head of Housing and Environment Services and the Cabinet Member for Housing and Planning approved the changes outlined in this Report.

4. The Amendments

References below to section numbers and pages refer to sections and pages of the revised Housing Allocation Scheme dated 6 March 2013.

- 4.1 **Section 5.7** - A few cases have arisen where housing register applicants earn marginally over the income threshold (and as a result have been unable to join

the housing register) but have needs within the household that can only realistically be met in social housing. Typically this is where a household member requires substantial adaptations to a property in order for it to meet their needs. Private landlords will not usually agree to any type of adaptation, and with major adaptations the chances of agreement are negligible. They are people that could also not afford to purchase a property on the open market *and* pay for the adaptations required to make it suitable.

To address this problem, households earning over the income threshold will now be permitted to join the housing register where there are evidenced medical circumstances that make a home in the social sector the only realistic option.

4.2 **Band C reasons on pages 15-16** – The Housing Act 1996 requires local authorities to frame their allocation scheme so as to give ‘reasonable preference’ to people who are owed certain homeless duties. This extends to all people who are homeless within the meaning of Part 7 of the Act. What this means, in effect, is that preference must be given to people that are actually homeless as a matter of fact, regardless of whether those people are likely to be owed a statutory rehousing duty. For example, applicants that are not in priority need, or who may be deemed to be intentionally homeless, would not be owed a statutory duty but they are, nonetheless, homeless. Such people should be given ‘reasonable preference’ on the housing register. The amendments made to the Band C reasons on page 16 address this.

4.3 **Appendix C on page 32** – A clarifying amendment has been made to the local connection criteria for employment which makes it clear that an applicant must be *currently* employed within the district and have been so for at least the *last* 12 months.

The words “in most cases” have been added to the paragraph that sets out what evidence an applicant must produce when claiming that they need to live in the district to give or receive care to or from a close relative. It has previously been a requirement that the person providing the care must be able to demonstrate that they receive, or are entitled to receive, Carer’s Allowance. Whilst this is still the expected level of evidence required, a degree of flexibility in this area is necessary to cover exceptional cases where a legitimate medically supported care need exists but, for one reason or another, an entitlement to Carer’s Allowance cannot be demonstrated.

4.4 Throughout the document the words “Assistant Director of Strategic Housing and Planning Policy” have been replaced with “Head of Housing and Environment Services” to make it consistent with the new structure.

5. Resource and legal implications

5.1. None other than the Officer time to effect the amendments.

6. Consultation

N/A

7. Other Implications

	Yes	No
Crime & Disorder:		X
Climate Change:		X
Human Rights and Equality Impact:		X
Safeguarding		X

8. Appendix

8.1. None

9. Background Papers

9.1. Housing Allocation Scheme 6 March 2014 showing new amendments in red.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

8 April 2014

**Chichester Festival Theatre / Pallant House Gallery
Task and Finish Group report**

1. Contacts

Clare Apel – Chairman of the Task and Finish Group
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Steve Hansford – Head of Service, Community Services
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2. Recommendation

- 2.1. **That the committee notes this report from the Task and Finish Group.**
- 2.2. **That the committee endorses the annual reports from Pallant House Gallery and Chichester Festival Theatre.**
- 2.3. **That the committee endorses the Council's 2014/15 Service Level Agreements with both organisations.**

3. Background

- 3.1. In April 2010 the Council entered into Funding Agreements with Chichester Festival Theatre and Pallant House Gallery. The agreements provide annual funding of the theatre and gallery for eight years until 31 March 2018.
- 3.2. The agreements require the theatre and gallery to enter into a service level agreement (SLA) and to present an annual report to the Council each year. The agreement also allows for a three yearly review or reconsideration if the Council's financial position changes to an extent that places other services at risk. It also includes a clause on the need to work together with other funding partners to secure the financial stability of the organisations.
- 3.3. A Task and Finish Group was convened in March 2014 to review the two organisations' progress against their 2013/14 SLAs and to consider and develop the draft 2014/15 SLAs. The group consisted of Mrs C Apel (Chair), Mr A French, Mr G Hicks, Mr N Thomas and Mrs J Tassell. The group met with the gallery and the theatre separately to receive their reports, to question and scrutinise their work and to raise any concerns.

4. Consultation

- 4.1. The group met with representatives of the theatre and the gallery - at the theatre with Mr A Finch, Executive Director and Mr R Rowbotham, Learning and

Participation Director and at the gallery with Mr M Steene, Executive Director and Mr S Martin, Artistic Director.

- 4.2. The group considered the annual reports from both organisations and compared performance against their 2013/14 SLAs and heard from the Directors with regard to projects of related interest to the Council and its work. Members also considered the proposed 2014/15 SLAs and discussed targets and outcomes.
- 4.3. The group agreed that the Council was achieving value for money from its grants to both organisations particularly in the community work being carried out which meets the authority's priorities set out in its Corporate Plan of supporting vulnerable people and communities and in contributing to the economic impact of the area. The gallery's work with dementia sufferers and their carers was of particular note and the Council would work with both organisations in developing joint working projects on priority areas.
- 4.4. It was agreed that this year and in 2015 the group would meet with the Directors of the theatre and gallery. Every third year they will in addition attend the full Overview & Scrutiny Committee and make a presentation.

5. Community impact and corporate risks

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

6. Other implications

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

7. Appendices

- Appendix 1 Chichester Festival Theatre 2013/14 Annual Report
- Appendix 2 Chichester Festival Theatre 2014/15 Service Level Agreement
- Appendix 3 Pallant House Gallery 2013/14 Annual Report
- Appendix 4 Pallant House Gallery 2014/15 Service Level Agreement

**REPORT TO THE OVERVIEW AND SCRUTINY COMMITTEE
CHICHESTER DISTRICT COUNCIL
April 2014**

**CHICHESTER FESTIVAL THEATRE
2013/14 Season**

Olivier Award Nominations for 2014

Best Revival – Private Lives

Best Actress – Anna Chancellor, Private Lives

Best Actor – Henry Goodman, The Resistible Rise of Arturo Ui

The most exciting regional theatre in the country 'Daily Telegraph'

1 INTRODUCTION

This report has been requested by the Corporate Policy Officer of Chichester District Council, in order to provide background information to the Overview and Scrutiny Committee for its meeting on 8 April 2014.

2 CONTEXT

- 2.1 Chichester Festival Theatre (CFT/the Company) operates as a registered charity and is managed by a Board of voluntary Trustees under the chairmanship of Sir William Castell.
- 2.2 The current Executive team - Jonathan Church (Artistic Director) and Alan Finch (Executive Director) - has been in post since October 2005 and has delivered 8 Festivals. This report deals with the financial year April 2013 to March 2014 and includes the results of Festival 2013.

3 FESTIVAL 2013

Due to the impact of RENEW, Chichester Festival Theatre produced a scaled down Festival for 2013, in the Minerva Theatre and in the Theatre in the Park.

3.1 In Festival 2006, 141,800 tickets were issued; this had increased to 208,298 for Festival 2012 (the last directly comparable year. Due to the scaled down season, 133,619 tickets were issued for Festival 2013.

3.2 Theatre in the Park

Festival 2013 ran from 15 July until 5 October 2013. The season included two productions staged in a temporary state-of-the-art auditorium, Theatre in the Park.

The brand new auditorium was erected in June to keep audiences enthralled as the main Festival Theatre remained out of commission due to the £22 million RENEW redevelopment. Mirroring the Festival Theatre's auditorium, the building housed 1,400 seats and a thrust stage. It was installed in just eight days with the entire project completed in four weeks, situated a few minutes stroll across Oaklands Park from the Festival Theatre site.

Theatre in the Park was unveiled with a major revival of the exhilarating Broadway musical *Barnum* presented in association with Cameron Mackintosh. The creative team was led by Olivier Award-winning Director Timothy Sheader (Artistic Director Open Air Theatre Regent's Park), Co-Director and Choreographer Liam Steel (*Into the Woods* and the new film of *Les Misérables*), Co-Choreographer Andrew Wright (Olivier Award-nominated for CFT's *Singin' in the Rain*) and musical maestro Stephen Brooker (*Les Misérables* stage production and film, *Mary Poppins*, *Miss Saigon*). The production starred the versatile and highly talented Broadway entertainer Christopher Fitzgerald in the title role. It played for 55 performances and achieved its Box Office target.

Neville's Island was the second production to be staged in the Theatre in the Park. This was a revival of Tim Firth's comedy about a disastrous outward bound expedition by four out-of-condition, middle-aged businessmen, sent off on a team-building exercise and shipwrecked on an island in the Lake District. It was directed by Chichester Festival Theatre's Associate Director, Angus Jackson. Cast included Ade Edmondson, Rufus Hound, Tim McMullan and John Marquez. It was well received by audiences and critics receiving 4* reviews from the national press. It played for 21 performances but missed its Box Office target.

Approximately 100,000 people enjoyed a range of productions and activities at Theatre in the Park during Festival 2013. As well as *Barnum* and *Neville's Island*, there were one-night events performances by Jimmy Carr, The BBC Concert Orchestra and Sandi Toksvig, the University of Chichester Graduation ceremonies and various talks, workshops and tours.

3.3 Minerva Theatre

Festival 2013's Minerva season opened on 22 April and closed on 5 November 2013. There were 5 productions in Festival 2013, including one World Premiere.

Distinguished director Richard Eyre and choreographer, Stephen Mear returned to CFT to open Festival 2013 with the Broadway musical *The Pajama Game*, based on Richard Bissell's novel 7 ½ cents. The cast featured Hadley Fraser and Joanna Riding. It ran for 55 performances gathering positive 5* and 4* reviews from critics and excellent responses from the audiences. The production sold out and exceeded its Box Office target by 10.7%

The first play to be directed by Angus Jackson during Festival 2013 was David Edgar's World Premiere of his political drama, *If Only*, which looked at the future of the UK's coalition government. The cast featured Jamie Glover, Martin Hutson, Charlotte Lucas and Eve Ponsonby. It ran for 48 performances and fell just short of its Box Office target – a remarkable achievement for a new play about contemporary party politics.

If Only was followed by the return of Jonathan Church's critically-acclaimed production *The Resistible Rise of Arturo Ui* by Bertolt Brecht, one of the undoubted hits of Festival 2012. Translated by George Tabori in a revised version by Alistair Beaton it again saw Henry Goodman in the title role. Set in Chicago in the 1930s during the Great Depression, the play is a powerful and sharp-witted parable of the rise of Hitler. It ran for 34 performances and was widely praised and following the Chichester run, the play transferred to the West End's Duchess Theatre where it was widely praised by critics. Henry Goodman has been nominated for a 2014 Olivier Award for Best Actor for his performance as Arturo Ui.

Arturo Ui was followed by *Another Country*, Julian Mitchell's sensitive exploration of sexuality and politics, set against the backdrop of a public school. Directed by Jeremy Herrin, *Another Country* was co-produced with Theatre Royal Bath Productions in association with Fiery Angel. It played for 37 performances and exceeded its Box Office target by 9.1%.

Triple Tony Award-winning, Oscar nominated Broadway and screen actor Frank Langella played the title role in a new production of William Shakespeare's greatest tragedy, *King Lear* – a late addition to the programme. Directed by Angus Jackson it ran for 32 performances before transferring to the Harvey Theater at New York's Brooklyn Academy of Music in January 2014. The production received very strong reviews and narrowly missed achieving its Box Office target.

4 WINTER + CHRISTMAS SEASON 2013/2014

The Festival Theatre remained closed due to its redevelopment. There was no Winter Season in 2012/2013 or 2013/14.

Chichester Festival Youth Theatre's enthralling Christmas production of one of Roald Dahl's most deliciously revolting stories, *The Witches*, was adapted by David Wood with 2 separate casts of young actors directed by Dale Rooks, Chichester Festival Theatre's Youth Theatre Director with design by Simon Higlett. The production ran for 40 performances, delighting audiences young and old. It received positive reviews and exceeded its Box Office target. It was presented in the round in the Minerva and was the longest-running CFYT production to date.

5 CHICHESTER FESTIVAL THEATRE AWAY FROM HOME

- 5.1 Festival 2011's production of *Singin' in the Rain*, directed by Jonathan Church, transferred to the West End's Palace Theatre in February 2012 for a highly successful run until 31 August 2013. It is currently on a 16 venue national tour which commenced on 9 November 2013 running until 5 October 2014. The production was nominated for three Olivier Awards in 2012 and won Best Musical at the Manchester Theatre Awards on 7 March 2014.

UK & Ireland Tour 2013/14
Co-producer: Stage Entertainment
Director: Jonathan Church

- 5.2 Robert Fox, Theatre Royal Bath Productions, Hampstead Theatre and Chichester Festival Theatre presented the Hampstead Theatre production of *The Judas Kiss* by David Hare. Starring Rupert Everett as Oscar Wilde. It ran for a limited season from 6 September to 13 October 2012. It then

transferred to the Duke of York's Theatre for a limited run from 9 January to 6 April 2013 and received outstanding reviews.

Duke of York's Theatre, 104 St Martin's Lane, London
Co-producers: Robert Fox, Theatre Royal Bath Productions, Hampstead Theatre
Director: Neil Armfield

- 5.3 Festival 2012's production of Noël Coward's *Private Lives* opened at the West End's Gielgud Theatre on 22 June and played for a limited season until 26 September 2013. Four of the original cast (of five) returned, including Toby Stephens and Anna Chancellor who has been nominated for a 2014 Olivier Award as Best Actress. *Private Lives* was recently broadcast at cinemas throughout the UK as part of CinemaLive and Digital Theatre's West End Theatre series.

Gielgud Theatre, Shaftesbury Avenue, London
Co-producer: Old Vic Productions
Director: Jonathan Kent

- 5.4 Following the revival of *The Resistible Rise of Arturo Ui* for the Minerva Theatre's 2013 season the production then transferred to the West End's Duchess Theatre for a limited season of 12 weeks from mid-September 2013. Henry Goodman once more played the eponymous role. It attracted a large number of school parties during its run at the Duchess.

Duchess Theatre, Catherine Street, London
Co-producer: Nimax
Director: Jonathan Church

- 5.5 Festival 2013's revival of Julian Mitchell's *Another Country* transfers to Trafalgar Studios from 26 March 2014 until 21 June 2014.

Trafalgar Studios, 14 Whitehall, London
Co-producers: Theatre Royal Bath Productions and Fiery Angel Partners
Director: Jeremy Herrin

- 5.6 Festival 2013's production of *The Pajama Game* will transfer to Shaftesbury Theatre from 2 May 2014. The production will run for a limited West End season until 13 September 2014.

Shaftesbury Theatre, Shaftesbury Avenue, London
Co-producers: McCabe/Smith Partnership
Director: Richard Eyre

- 5.7 Festival 2013's revival of the Broadway musical *Barnum* begins a UK tour on 5 September 2014. Brian Conley will take the lead as P T Barnum, America's greatest showman with Linzi Hatley as Chairy.

UK Tour
Producers: Cameron Mackintosh and Michael Harrison

6 LEARNING, EDUCATION AND PARTICIPATION DEPARTMENT (LEAP)

- 6.1 Three highlights of 2013-14 for LEAP were:

- the establishment and foundation of two major RENEW-inspired projects introduced at the end of last year (*Pass It On* and CFYT – West)
- sustaining and refreshing the year-round programme in the context of RENEW

- the delivery of the longest running Youth Theatre production ever, with 40 performances ‘in-the-round’ of Roald Dahl’s *The Witches*

6.2 With the ongoing refurbishment and redevelopment of the Festival Theatre, LEAP has continued to develop its activity, partnerships and to take projects to other places; despite the temporarily diminished resources at CFT, the volume of attendances at LEAP activities has continued to grow:

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
Total Participants at sessions	21,875	22,630	35,813	37,556	50,542	50,056	58,386	60,000*

*estimated until June 2014

6.3 Young People

a. **Locations.** At the end of 2013-14 Chichester Festival Youth Theatre (CFYT) is running youth theatre sessions on a weekly basis in 12 locations.

- CFYT has continued to operate 20 groups in the Rehearsal Room in the Steven Pimlott Building and - when the constraints of RENEW have had greatest impact - the upstairs room of Chichester City and Portfield United Football Club in Oaklands Park.
- CFYT operates a further 2 groups within the District at, and in partnership with, Midhurst Rother Academy.
- The full list of locations is:

- 1 Chichester Festival Theatre, Chichester
- 2 Midhurst Rother Academy, Midhurst
- 3 Sir Robert Woodard Academy, Littlehampton
- 4 Park Community School, Leigh Park, Hampshire
- 5 University of Chichester, Bognor Regis
- 6 Sir Robert Woodard Academy, Lancing
- 7 Oriel High School, Crawley
- 8 Oakmeads Community College, Burgess Hill
- 9 Rydon Community College, Storrington
- 10 Bewbush Academy Primary School, Crawley
- 11 Weald Community School, Billingshurst
- 12 The Capitol, Horsham

b. CFYT continues to be able to attract a diverse range of young people to take part in the Youth Theatre and is inclusive in everything it does.

There have been no changes to the inclusive policies which govern membership of CFYT in 2013/14:

- There are no auditions or entry requirements to join CFYT, other than a necessary commitment to attend. Names of selected participants continue to be taken ‘out of a hat’.
- The establishment of “CFYT-West” continues to grow the opportunities for young people to engage in high quality theatre workshops through the development of new groups. It is now possible for a young person to join CFYT at the beginning of any term if s/he is prepared to travel to a satellite group.

- There are 184 young people between Year 6 - 13, who are currently waiting for vacancies in specific groups. Up slightly on last year but still a great improvement on the thousand strong waiting list of 2009.
 - Currently, there are 717 members in groups from 119 different primary, secondary, independent schools and Home Education Clusters.
 - Fees remain at £60 per term or £165 per year, with 40 young people currently receiving significant discounts through bursaries.
- c. Young people are offered a range of high-quality experiences in drama, technical theatre, dance and street theatre and other genres.
- LEAP increased its offer to 16 half-term holiday activities (in April, May, October and February) and 6 summer scheme programmes for children and young people for all age ranges from 2 – 21 years.
 - LEAP has opened a new technical youth theatre group at the Capitol in Horsham, adding to the two already offered in Chichester. One Musical Theatre company on Wednesdays in Chichester for Year 5 – Year 9, a young playwrights programme on Saturdays in Chichester, which has had access to leading playwrights and literary managers and directors.
 - LEAP has co-ordinated 2 venues for the Shakespeare Schools’ Festival (the Capitol in Horsham and The Alexandra Theatre in Bognor) and acted as the Regional Hub for National Theatre Connections. This has enabled 24 youth theatre and schools groups from the region to perform at professional venues.
 - Production opportunities produced and directed by LEAP in 2013/14 included:
 - *The Tempest* for Shakespeare Schools’ Festival
 - The Mobile Phone Show for National Theatre Connections
 - *The Witches* at the Minerva for Christmas 2013/14
 - Pass It On! for the Festival of Chichester
 - The following “Short” performance opportunities for Festival 2013: Word For Word; Friday Night Is Film Night; Once-A-Year-Day; The Political Circus and I-spy at the Seaside
 - Lend Us Your Ears – a musical afternoon for RENEW.
 - LEAP has attracted funding to develop CFT as an Arts Award Development hub, which enables young people to gain qualifications through their activities with CFT in a nationally recognised qualification.
- d. Young people are offered development opportunities and signposting to work in the creative industries through events, internships and Assistant posts, and the “Ladder of Participation” programme.
- Sixty 14–19 year olds with some parents attended a Theatre Industry Careers Day on 31 May 2013.
 - CFT attended careers events at Selsey Academy, Bishop Luffa, Oathall Community College, and Northbrook College and others further afield.
 - Twenty-five young people between 16-24 years have offered work experience placements at CFT in the past year in props, stage management, marketing, technical and LEAP.
 - CFT has offered the following trainee positions in 2013/14:
 - LEAP Apprenticeship in Community Arts (12 months formal apprenticeship began in September 2013).
 - Two Heritage Activities Trainees (one completing in February 2014, the second beginning in January 2014).
 - Three Youth Theatre Internships (one completing in September 2013 and two starting in September 2013, one coming straight from unemployment)
 - Trainee Producer (started in September 2013)

- e. CFT works with the University of Chichester and other education establishments on joint learning projects as appropriate.
- CFYT runs 2 weekly satellite groups at the Bognor Regis Campus of The University of Chichester.
 - LEAP is working through the Heritage project with University of Chichester (particularly History and English departments) to create links between the heritage material, CFT programming and academic teaching.
 - The University of Reading is supporting CFT with the development of CFT's first "Relaxed Performance" for those with learning difficulties in late 2014.
 - LEAP through the Pass It On Project is collaborating with 4 local primary schools to develop "playboxes" as primary school resources out of CFT's archives. This is still in a research and development phase.
 - CFYT worked with the National Association of Youth Theatres to offer a training event (Raising The Game) for 38 Youth Theatre Leaders from around the region.
 - LEAP is working with Artswork (based in Southampton) to deliver its Creative Employment Programme, which is currently being assessed by North Herts College.
 - LEAP has partnered 2 secondary schools (QE2 and Bishop Luffa) in delivering Artsmark: Widening Participation projects for and with their selected feeder primary schools. This has provided Music Technology workshops and Drama and Literacy workshops for 10 educational settings. Five of these settings have been in the Chichester District.

6.4 District and community

- a. Festival 2013, imposed by the constraints of RENEW, was far from a fallow year for events, providing significant opportunities for workshops and talks to attract, engage and develop new audiences.

In the active Festival months between 1 April 2013 and 4 January 2014, CFT hosted 38 events, reaching 6,198 people. This included:

- 9 free pre-show talks reaching at least 1,333 people.
 - 6 free post-show talks reaching 1300 people.
 - 7 "Shorts" where young people work with professionals to present their work inspired by Festival 2013; these opportunities gave 478 young people opportunities to work more closely with professional artists. Shorts then allowed young people to perform to approximately 500 audience members.
 - 3 theatre days, and one Heritage Open Day opening up theatre from technical, creative and rehearsal perspectives, reaching 250 people.
 - 1 politically important Forum on Education Reform and Performing Arts, reaching 46 people
 - 5 Link Events in support of the inaugural Festival of Chichester programmed by CFT, reaching 299 people.
 - 325 people took part in public tours around the extraordinary Theatre in the Park.
- b. Learning, Education & Participation continue to innovate in order to attract new audiences to events. In the past year LEAP has developed:
- 5 Link Events for the Festival of Chichester – including a heritage walk of the theatres of Chichester.
 - Heritage Open Day - concrete making workshops!
 - Library Talk on "why list Chichester" with Elaine Harwood.

c. The use of new technologies as ways of engaging more with rural residents continued to be developed.

- *The Pass it On* Heritage Learning & Participation project has developed a linked website to CFT which outlines and articulates the findings and events from the Heritage Lottery Fund funded project. The website can be found at passiton.cft.org.uk
- Talks from Festival 2012 remain online and are beginning to form an important archive of the conversations; the talk with Toby Stephens has now been listened to 6,142 times.
- All 9 talks from Festival 2013 are online and have attracted 4,348 downloads at the end of January 2014. The impact of online use is now helping CFT to shape the events with an eye for future content.

d. During the year, LEAP engaged with Chichester District Council in investigating programmes of targeted work relating to arts and health and older people's engagement.

- "CFYT Friday", CFT's youth theatre for young people with disability, has continued to go from strength to strength with 15 regular members.
- CFT's first regular adult theatre group for those with disability now has 14 regular members.
- Both "Friday" groups have been working on a full youth theatre project inspired by the Pass It On Project.
- Both ETC and Fred & Ginger classes for older people have grown extra groups now having a combined attendance of 91 participants weekly, up from 59 members last year. Members from these groups regularly connect with other areas of LEAP's activity.
- LEAP held a mini conference in Chichester on 15 February, for an audience invited by the High Sheriff of West Sussex, to explore and promote examples of best practice within LEAP's work for CFT, with particular regard to work which has a positive social impact.

e. A new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage is being developed.

- Significant progress has been made in organising an archive for CFT in partnership with West Sussex Record Office which has provided a range of material for talks, workshops, tours and short pieces of theatre about or inspired by Chichester Festival Theatre's heritage. There are 200 volunteers working on this project with CFT and 1,805 participants and audience members have engaged with this heritage across all aspects of this work. More details of the way in which CFT is working with its heritage can be found at passiton.cft.org.uk.

7 RENEW – The refurbishment and development of the Festival Theatre

7.1 Construction Progress

Progress on the refurbishment and extension of the Festival Theatre is on programme, working towards a planned opening in July 2014.

April- June 30 2013

- Final design process consolidated to ensure full co-ordination between sub-contractors and design team.
- Work on concrete frame of extension continued; by June mezzanine to floor slab in the extension (ceiling to dressing rooms at first floor level) was laid.
- Formwork built within scene dock to form final roof slab.
- Work continued at high level in auditorium.
- Work continued on the Ground Source Heat pump (GSHP) and an independent hydrologist was appointed to oversee the development of the boreholes.

July – September 30 2013

- Osborne and the CFT team held a series of workshops to ensure that programming was robust resulting in Osborne submitting a reliance statement in September confirming that the project was on programme for a completion date of 2 May 2014.
- Work in the existing building included high level work in the auditorium being completed and the birdcage scaffold removed. Ductwork and containment were well advanced and theatre specialist cabling began. External roof works were completed and the infill panels to the concrete frame were insulated and waterproofed prior to the anodised aluminium cladding being installed.
- In the new build the concrete frame was completed and both ground floor foyer extension slabs were poured. The external cladding was started and M&E installation was well under way.
- The topping out ceremony was held on the 13 September marking the end of the concrete frame work ahead of programme.

October – December 31 2013

The programme in the run up to the Christmas break was of great importance to the work-streams in the New Year. Osborne and the CFT team agreed a series of milestones targets for this period to monitor progress and report against:

- M&E first fix complete
- All glazing installed
- Cor-Ten cladding complete
- Roof works complete
- New build and existing building sealed and watertight
- Underfloor heating installed to ground and 1st floor
- Screeds poured to ground and first floor
- 14 boreholes were dug to create a closed loop GSHP

These were largely completed with the exception of the foyer staircase glazing and the completion of the Cor-Ten cladding. The first floor screed was postponed in favour of the plastering prior to the Christmas break to ensure M&E could complete their first fix.

Work was hindered by the weather resulting in a flood event before Christmas in the new basement which resulted in an insurance claim and a replacement motor and gearbox for the scenic lift.

January – March 2014

In January 2014 the focus of the project moved from building to finishing and commissioning with monthly milestone targets being set and reported against which included:

- Power on to site
- Complete all contaminant to site
- Complete Cor-Ten Cladding
- Closed loop external works complete and commencement of central plant.
- Commence first floor screed
- Complete all glazing
- All lifts complete
- Commence screed to foyer and green room
- Complete all plant room first fix

In February a 2 week extension of time was granted to the Section 1 completion of the auditorium, foyer and get-in lift resulting in full completion being programmed for 2 May. CFT made a contribution to out of hours work to ensure that the completion programme is maintained.

In March concrete repairs will be completed to the external elevations of the building and the finishes progressed throughout the building. The carpet and seating will be completed in the auditorium and the dressing rooms finished and 'locked down'.

7.2 Re-occupation

- a. The re-occupation of the Festival Theatre has been subject to much scrutiny by the CFT team; in finalising the 2014 opening programme, the CFT team and Board agreed an opening date for the first production of 12 July.
- b. The strategy for re-occupation is focused around the delivery of the auditorium and foyers. The essential operational departments such as theatre management, technical and building services will move into the building on a permanent basis as soon as the building is handed over leaving the majority of the administration in temporary accommodation in portacabins and the Steven Pimlott Building until the first show has opened. This will ensure that the organisation's energies remain focused on public re-occupation and production requirements.
- c. The re-opening of the Festival Theatre will begin with an open weekend consisting of tours, events and talks which will start to test the facilities at a nominal scale. This will allow CFT to test systems and gauge initial public reaction to orientation, comfort and safety.
- d. The second wave of test events will be staged individual events during week commencing 16 June with full production support with the intention to test all systems and procedures both from a technical/building and public safety point of view. Following these test events and during the fit-up the first two productions of the year, there is a 3 week period whilst snagging and alterations can be put in place as a direct result of the tests prior to the first and opening show of the season in the renewed Festival Theatre on 12 July.

7.3 Transition: Theatre in the Park

- a. The Theatre in the Park which ran from Monday 15 July to Saturday 5 October 2013, hosting 2 CFT productions of *Barnum* and *Neville's Island*, 3 one night events and the University of Chichester graduation ceremony, was phenomenally successful, and the space, environment and overall experience was widely lauded.
- b. The key assets from the Theatre in the Park have been retained to sell whilst local community organisations benefited from donations of site materials and equipment including Chichester Canal Trust, Transition Chichester, The Weald & Downland Open Air Museum, Tuppenny Barn and West Dean College.
- c. The re-instatement of Oaklands Park is being carried out and managed by CDC Parks and is planned to begin in March 2014.

7.4 The RENEW project is going to cost at least £22 million and to date the Theatre has secured pledges of £21.85 million. The £1.5 million and £500,000 from West Sussex County Council and Chichester District Council respectively, successfully unlocked a grant of £12 million from Arts Council England in July 2012. Since then, some £7.85 million has been awarded to the project by trusts and foundations and over £3.5 million has come from major philanthropists, local donors and members of CFT's audience.

7.5 In December 2012 the Theatre received confirmation of a £1.2 million grant from the Heritage Lottery Fund (HLF). This award was split between a contribution to the capital costs of restoring the Grade 2* listed features of the Festival Theatre and to underpin a 3-year community engagement programme celebrating the history and heritage of the Festival Theatre. This project gives the Theatre the opportunity to work with local people and lower income regional residents who do not currently engage with CFT and who need additional practical support to visit or participate in activities. This project is also providing training opportunities and the chance to learn new skills. In addition, 3 young people will be offered Trainee Apprenticeships (each lasting 1 year) giving them the unique experience of working on an arts/heritage project and real, paid work experience.

7.6 The Theatre has a focused strategy in place to raise the remaining £150,000 over the next 5 months.

8 PUBLIC FUNDING

CFT's public funding remains dependent upon a three-way 'partnership' between Arts Council England, Chichester District Council and West Sussex County Council (WSCC), albeit the nature of the tripartite relationship may alter after 2014/15. In 2012 – the last full year of operations due to RENEW - public subsidy accounted for 15.3% of CFT's total income. The proportion for the year ending 31st March 2013 is not a useful comparator as it was distorted by RENEW.

Arts Council England (ACE)

8.1 Revenue funding

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

2012/13	£1,604,079
2013/14	£1,640,973
2014/15	£1,816,000

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

b. However, following several widely publicised in-year cuts from ACE (whose own budgets were drastically reduced by the Treasury) CFT's current revised grants are:

2013/14	£1,606,856
2014/15	£1,740,214

c. CFT is currently preparing its application for the next round of NPO funding – 2015/16-2017/18 - which is due for submission by the end of March 2014. The funding, if granted, will be for a period of 3 years, although ACE has informed all its NPOs that it is possible that the level of funding will be confirmed for only the first year of the agreement. CFT will not receive confirmation of its funding for 2015/16-2017/18 until August 2015 at the earliest and it is likely that only the first year will be guaranteed.

d. Whilst ACE is keenly aware that all public sector funding (including its own) has been subject to substantial cuts, it has reiterated its expectation that its revenue funding for CFT should remain part of a tripartite arrangement with Chichester District Council and WSCC.

8.1.2 Capital funding

- a. CFT received a £12 million grant from ACE towards its £22 million RENEW project. One of the conditions of the grant was that CFT received a commitment from Chichester District Council and WSCC to contribute to the funding of this major capital project.

Chichester District Council

8.2.1 Revenue funding

The 8-year Funding Agreement (2010-2018) between CFT and Chichester District Council (conditional upon a Service Level Agreement, which is regularly reviewed) covers the period of funding from ACE for which CFT will be applying in March 2014 (see paragraph 8.1.1.c above). The commitment from Chichester District Council to £250,000 per annum for 2015/16-2017/18 is already proving to be a significant factor in the informal discussions leading up to CFT's application and will positively assist CFT in leveraging a further 3-year revenue grant from ACE (assuming a successful application).

The long-term commitment from Chichester District Council has also proved important – not just financially but because it expresses the Council's confidence and pride in the most significant theatre in ACE's South East England portfolio.

8.2.2 Capital funding

Chichester District Council's grant of £500,000 towards RENEW has been paid in full. CFT anticipated that the Council's support would prove important for non-ACE contributors to the RENEW fundraising campaign; indeed, many of the large trusts and foundations to which CFT applied, and who made some of the largest grants to RENEW, required confirmation of the Council's support before they would consider any grant application.

West Sussex County Council (WSCC)

8.3.1 Revenue funding

- a. West Sussex County Council (following a 63% cut in its revenue funding for CFT in 2010), agreed to provide £85,600 per annum up to and including 2014/15 (subject to conditions relating to Learning, Education & Participation detailed earlier in this report). 2014/15 is, therefore, the final year of the current agreement with WSCC.
- b. Concern about the ending of any revenue support for CFT from WSCC has already been expressed by ACE, leading up to CFT's application for a further three years of funding, affecting, as it does, the spirit of the tripartite support.
- c. Discussions have been opened with WSCC about ways in which its revenue support for CFT can be continued through direct commissioning criteria.

8.3.2 Capital funding

- a. WSCC's capital grant of £1.5 million was made to CFT as one of 'the strategic economic assets of the County', and has been paid in full.
- b. The position of the trusts and foundations referred to in 8.2.2 above applied equally to WSCC.

CONCLUSION

2013/14 was the second year of CFT's three-year RENEW Transition Period.

Inevitably, when embarking on RENEW, there had been concerns about whether or not it would be possible to present a high-quality Festival in 2013 without the main house on what had become a large building site. However, CFT was determined not to close its doors to its hard-won and loyal audiences and the Board of Trustees backed the concept of a temporary auditorium – The Theatre in the Park. The success of Festival 2013 surpassed all expectations – not just because of the quality of the productions in both auditoria but thanks to the extraordinary reaction of the audiences (many of whom had never before visited CFT) to what one newspaper described as “the theatre equivalent of Glyndebourne”. Without the commitment and enthusiasm of every member of CFT's staff, Festival 2013 could not have been delivered.

However, the Theatre in the Park would not have been possible without Chichester District Council's active co-operation in the creation of what was an unusual and very large structure on the Council's land, with the attendant additions as the plans for the temporary theatre developed. The Council's role in creating one of the most memorable Festivals in the Theatre's history cannot be underestimated.

The new era for Chichester Festival Theatre, based on the firm foundations built over the past eight years, will begin in July 2014 with the opening of the renewed Festival Theatre. CFT is looking forward to the continued support of Chichester District Council, and all its public and private funders, on which its future will depend.

Alan Finch
Executive Director
Chichester Festival Theatre

March 2014

Service Level Agreement Chichester Festival Theatre and Chichester District Council 2014/15

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

Sections:

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

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
1.1 Summer 2014 season of CFT productions – the programme	1 Produce a summer season programme to include new commissions and a range of drama forms to attract a wide range of audience.	Programme to be sent to CDC Lead Officer	Annual report to CDC and twice yearly verbal update	October 2014	Festival Brochure 2014
	2 Engage world-class theatre professionals to direct, produce, perform and design and technically support the summer season to attract audience.	Listings in Board papers and peer review	As above	October 2014	
	3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs.	Listings in Board papers	As above	October 2014	
	4 Review the summer season as part of Annual report to Overview & Scrutiny Committee.		Annual report to CDC	March 2015	Report to be with CDC. Date to be confirmed.
1.2 Summer 2014 season of CFT – the audience	1 Achieve audience target figures set out in Strategic Plan.	Numbers and % of targets	Annual report to CDC and twice yearly verbal update	March 2015	
	2 Work with District-based partners on cross-marketing and partnership projects based around the summer programme.	Who/what partnerships in place	As above	March 2015	
2.1 Chichester to a wider world	1 Deliver a 10% increase on positive press comments for summer season at regional and national level. A summary of all 2013/14 Press coverage figures: National Press (print) 90 articles Local Press (print) 468 articles Online 732 articles National and regional reviews 239	Review (website).	Annual report to CDC and twice yearly verbal update.	October 2014	
	2 Through co-production and touring/transfers of summer productions ensure that the quality of Chichester productions is widely known.	Number and location of other venues	As above	October 2014	

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
3.1 Learning and Participation – young people	1 To continue to run the Chichester Festival Youth Theatre (CFYT) at a number of locations.	Locations used	Annual report to CDC and twice yearly verbal update	March 2015	
	2 To attract a diverse range of young people to take part in CFYT and to adopt fair and inclusive practices in all that is done. If CDC identifies geographical priority area to discuss how the CFYT might address this, subject to funds and staff available.	Monitoring activity of learning & participation dept.	As above	March 2015	
	3 To offer young people (through schools, colleges, youth work and holiday activities) a range of high quality experiences in drama, technical theatre, dance and street theatre and other genres.	Peer review; awards where appropriate;	As above	Annual review meeting	
	4 To offer development opportunities and signposting for young people to work in the creative industries through events, internships and Assistant posts.	Number of events and participants.	As above	Annual review meeting	
	5 To work with formal education establishments on joint learning projects as appropriate, including University of Chichester.		As above	March 2015	
3.2 Learning and Participation – District community	1 To refresh a programme of events, courses and talks linked to the theatre programme that are available to the general public and to monitor take-up of these.	Number of events; attendances; copy of programme	Annual report to CDC and twice yearly verbal update	Annual review meeting	
	2 To focus a strand of events on attracting a younger audience. And develop the use of the Festival Theatre to celebrate the RENEWED Festival Theatre.	Number of new events/activities pa;	As above	Annual review meeting	
	3 To continue to develop the use of internet platforms to widen awareness, access and availability to L&P events.	Usage of analytics, feedback and blogs etc	As above	March 2015	
	4 To engage with the District Council in investigating programmes of targeted work relating to areas of need.	Specific to projects, to be shared with CDC	As above	March 2015	
	5 To develop a new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage.	Details and attendance at heritage events	As above	March 2015	
4.1 Winter 2014 - programme	1 Programme an autumn and winter season from available touring product that is high quality.	Programme; attendance per event; reviews in local papers etc	As above	October 2014 March 2015	
	2 Within this programme to include productions which appeal to families and produce specific family-	Programme; attendance, copies of	As above	October 2014 March 2015	

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	friendly marketing.	marketing			
4.2 Winter 2014 programme – audience	1 Achieve audience target figures set in Strategic Plan to sustain the business plan.	Attendances	As above	Annual review meeting	
5.1 RENEW – refurbishment + redevelopment of the Festival Theatre	1 Provide regular progress reports on RENEW project. 2 On-going review of the Transition Period, both from an operational and financial perspective to ensure CFT remains within budgeted parameters. 3 To complete the fundraising campaign to raise the outstanding RENEW monies required. 4 Report on re-occupation and opening program.		As above As above As above As above		
6 Organisational stability & development	1 Meet six-monthly with CDC Lead Officer to review progress on SLA and business position of theatre. 2 Provide lead officer at CDC with copies of Board papers as issued, on a confidential basis, to ensure regular communications. 3 To organise annual meeting with all public sector funding partners to ensure that the partnership is sustained. 4 To commission appropriate studies of audience and economic impact to inform CFT's development plans and to share appropriate information with the Council. 5 To seek additional funding from the private and charitable sector to sustain the Theatre's operations.	Diaries, meeting papers as appropriate Prompt despatch Meeting notes Every 3 years as resources permit Submission of application to ACE	Calendar, meeting notes Post log Annual report to CDC Annual report to CDC Verbal reporting September 2014	October, annual review meeting. October and annual review meeting. Annual review meeting March 2015 May 2014	

The Service Level Agreement for 2014/2015 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

Signed:

Signed:

Print Name:

Print Name:

Position:

Position:

For and on behalf of the Council

For and on behalf of the Grantee

Date:

Date:

Chichester District Council – Service Level Agreement Report 2013-14

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

2013 - 14:

- 50,615 people visited plus an online audience of over 180,000
- Over 2,500 school students visits
- Over 3,000 separate participations in the Community Programme
- 870 family tickets
- 500 children tickets
- 1,000 student tickets
- 1,500 workshop tickets
- 1,200 members of group visits

Creating Untitled

Creating Untitled is a new learning offer, which the Gallery has been developing since late 2012. A free creative group open to young people aged 13 - 18 which is run in series (four workshops per series), each with a different creative focus. Group members select each series focus, with the support of the lead artist educator. We initially started to recruit members through a series of introductory workshops, which we ran in a number of Chichester secondary schools including Chichester High School for Girls. We also approached the youth team at the New Park Youth Centre and we have now established a link with their Creating Pathways course members and their Intensive Support team. The group is currently taking part in Series 5, which will conclude with a studio exhibition of the participants' work. At the start of Series 6 each member will be invited to take part in the Bronze Arts Award, which is a National Arts Council award. Since April 2013, 100 participants have attended.

- The Gallery hosted a student from the GraduateOn Internship Programme through the University of Chichester from April to June 2013. The student was based in the Art Reference Library, conducting research on the collections and copyright.
- A student from the University of Sussex conducted work experience with the curatorial department in Spring 2013, working on a learning resource for the Paolozzi exhibition
- A FE graduate from Central St Martins was hosted for work experience with the community programme
- Several students from local schools and colleges have been hosted for work experience with the front of house team.

Picture This

From March 2013, Pallant House Gallery and St Anthony's School worked on a project to increase both teachers' and pupils' access to and engagement with the Gallery and our permanent collections. Using the Gallery's painting Danseuse No.5 by Gino Severini, the whole school, which includes primary and secondary pupils and their teachers, were encouraged to work with the painting across the curriculum. The project began with a teachers' event in which 25 members of the teaching and support staff came to the Gallery and took part in an introductory and practical workshop. In March 2013, 143 pupils and 52 staff members visited the Gallery. The work produced at the Gallery and in the school was exhibited in the Studio from 29th May – 30th June 2013.

Picture This + 1

In 2014, 'Picture This' became 'Picture This + 1', with St Anthony's school inviting a new school to take part, Jessie Younghusband School. The project will follow the same format as last year, with the full staff team taking part in a CPD (careers professional development) workshop and every class visiting to view this year's project picture, 'Redland Park Congregational Church, Bristol' by John Piper, but the +1 has allowed an additional school to take part and for St Anthony's to pass on and mentor the new school in the 'How to' of using our collection as a key learning resource.

The partnership and the work produced will be celebrated during the 'Picture This + 1' Studio exhibition from 1 July – 27 July 2014.

Friends of Chartres and Pallant House Gallery 4th Schools Competition

The competition received 38 entries in 2013, which included three from schools in Chartres. The theme was 'a sense of place' and the schools used printmaking as a medium to make their entries. The awards ceremony was attended by 140 pupils, parents and teachers. The pupils from the winning school, Parklands Community Primary School, and three pupils from each of the highly commended schools, took part in workshops led by a professional printmaker.

Friends of Chartres and Pallant House Gallery 5th Schools Competition

The competition launch event took place on October 17th. The 2013/14 theme is Illuminated Text Ancient & Modern. The focus was developed using the French school's curriculum, which will hopefully encourage more French schools to take part and help to promote languages and literacy with the UK entries.

- The Gallery hosted a student from the Graduate-On Internship Programme through the University of Chichester from April to June 2013. The student was based in the Art Reference Library, conducting research on the collections and copyright.
- A student from the University of Sussex conducted work experience with the curatorial department in Spring 2013, working on a learning resource for the Paolozzi exhibition
- A FE graduate from Central St Martins was hosted for work experience with the community programme
- Several students from local schools and colleges have been hosted for work experience with the front of house team.

Northbrook – Exchange Exhibition 2013

In 2013 our annual collaboration with Northbrook College concluded with a four week exhibition. This partnership project gives BA (Hons) Fine Art students from Northbrook College the opportunity to work to a professional brief and create a series of site-specific artworks in locations within both the historical town house and the contemporary wing.

Chichester University Student Placements

In 2013 we provided placements at the Gallery for second year Fine Art degree students from Chichester University. The placement is an integral part of their course work and seven students gained experience working in different aspects of the Community Programme. Three students who had placements in the Partners in Art scheme have requested to continue in their partnerships as volunteers, having found the experience deeply rewarding. Another student, who made a significant contribution to the latest issue of Pallant Press, also asked to continue researching and writing for the Gallery's press and Communications Department

This year, we have again provided four-month placements for seven students. Four students are now in short term Partners in Art partnerships; one student is working for Outside In; another for the Communications Department and the final student is in a new placement working with the Learning Programme Coordinator.

University of Chichester course in Cultural History MA

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

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

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

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

• In 2013-14 there have been 4,363 separate participations in workshops and other activities related to the Gallery. There are 157 people participating in the Community Programme of which 93 live in the Chichester District.

• Recent comments from participants in the Community Programme evidence the pleasure and benefits the workshops provide to the participants.

‘Partners in Art has helped me to take part in something outside of home. It helps to combat my depression.’

‘Thank you very much for all you do for us all at Pallant House. I look forward to the Thursday group so much and have enjoyed the extra workshops giving me a chance to try new skills.’

‘Partners in Art is one of our life savers!’

Care for Art

These monthly workshops at the Gallery were initially a collaboration between Pallant House Gallery and the Carers' Support Service, Bognor Regis, Chichester and Rural. Care for Art provides opportunities for local carers to learn new artistic techniques and meet new friends. The workshop is free and operates on a drop in basis allowing the 24 carers currently registered to attend when they can without stress. The Gallery has received funding from The Gerald Micklem Trust to continue this project as the Carers Support Service were no longer able to contribute to the funding due to major reorganisation.

‘Thank you to everyone who makes this possible, it’s such a vital release from the pressure, worry and dark times that I can’t thank you all enough, this I know is what we all feel.’

During 2013, 33 volunteer partners, 27 partners and 10 family/carers participated in the 2013 annual review.

Including people with dementia and their carers

Chichester is aiming to become a dementia friendly city and the Community Programme is contributing to this, by working on how best to include people with early to moderate stage dementia and their carers to engage with the Gallery.

The Friarsgate Trust has granted £400 for the development and delivery of training for volunteers who are interested in working with people with dementia in the Gallery. The Partners in Art model will be adapted to meet the specific needs of people with dementia to enable them to enjoy the creative opportunities the Gallery provides. The Head of learning and Community has been making connections with the newly formed Dementia Forum, Carers Support Service and the Harold Kidd Unit at Graylingwell as part of this development.

III. Care for the collections of the District Council

- Two temporary exhibitions at Pallant House Gallery featured ten works from the Hussey Bequest: 'Modern British Collage and its Legacy' (15 June – 29 September 2013) and 'Artist Studies: From Pencil to Paint' (15 February – 22 June 2014)
- The CDC owned works have formed a key part of guided tours, school visits, and have been used for research by artists with a range of support needs through Outside In: Step Up.



2 Works from the Hussey Bequest have been the special subject of Artwork of the Month public talks, creative workshops and special interpretation:

- Henry Moore, Helmet Head and Shoulders, 1952
- Joe Tilson, Triptych No.3a, 1960

Three works from the Hussey Bequest have featured in Teachers Resource Packs for temporary exhibitions, which consider loans from the temporary exhibitions in context with works in the Gallery collection.

New research was completed and interpretation and labelling was created for 11 works from the Hussey Bequest.

No CDC items were requested for loan to external exhibitions in the year 2013-14.

Digital photography of 30 works in the Hussey Bequests for future publications, marketing and website.

Planning and fundraising has taken place for new Collections digital database which we plan to implement in 2014-15, with the ultimate aim of having an illustrated on-line database to increase access to the collections.

Condition Reports have been carried out by professional conservators on the following works:

Zenzie Tinker Conservation Ltd (November 2013): Marino Marini, Cavallo, c.1959

Ann Broomfield Painting Conservator (March 2014): Graham Sutherland, Christ Appearing to Mary Magdalen, 1961.

Conservation and remounting has taken place on the three works by Sarah Deere (Paper conservators, July 2013): Ceri Richards, Preparatory designs for Cope for Chichester Cathedral, 1959.

IV. Contribute to the economic Development of the District

It is the mission of the Gallery to engage audiences with the best of Modern British, international, contemporary and outsider art, championing the work of established, overlooked and non-traditional artists and stimulating debate with its outstanding and inclusive programmes. The Gallery will care for and interpret the collections, making them available for study and creative

inspiration, and welcoming visitors to the distinctive setting of an historic house and contemporary gallery. The Gallery currently attracts an average annual audience of 50-55,000.

2013:

- 50,615 people visited plus an online audience of over 180,000
- Over 2,500 school students visits
- Over 3,000 separate participations in the Community Programme
- 870 family tickets
- 500 children tickets
- 1,000 student tickets
- 1,500 workshop tickets
- 1,200 members of group visits
- 5,000 tickets sold for Gallery events, including talks and, concerts
- 4,200 Friends
- 1,600 Library visitors

Digital Audiences

- 180,000 visitors of the Gallery's website
- 49,000 visitors to the Outside In website
- 6,497 E-bulletins
- 3,215 Facebook Fans
- 6,245 Twitter Followers

Develop the marketing plan including working with local audiences

The Gallery is currently producing a Strategic Plan for the period 2014-18, which will include a marketing plan that includes our work with local audiences. The Plan is due to be ratified at the Board meeting in June 2014.

Attracting a local audience

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

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

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

Sussex Artist Award

A fundraising initiative between PHG and St Wilfrid's Hospice. Over 350 entries were received for the Award and the judges; the HCE, Matthew Sergison Main, James Stewart and Toni Arden made a selection from works exhibited in the Studio from July 9th to August 4th 2013. Greg Perry and John Gill, Chairman of the Fine Arts Section of the British School in Rome and former Director of

the Brighton Photo Biennale and the Chisenhale Gallery, London, chose one artist to have a solo show in the Studio in 2014. The exhibition was very successful and resulted in seven sales, raising money for St Wilfrid's Hospice and Outside In. The award winner was Elspeth Ross for her piece *Vintage Blouse* and her prize is a solo show in the Studio next year and the Outside In artist Josie Goddard won third prize.

Following conversations with St Wilfrid's it has been agreed that we will be holding the competition again in 2015 and that the event will be biannual. We are also considering how to add value to the competition to encourage more entries, possibly through offering a cash prize.

Family Open Days

At the start of 2013 to ensure our Family Open Days are accessible and family friendly, we changed the event day from a Saturday to a Sunday this was informed by questionnaires and visitor feedback. We run three Family Open Days a year, one per exhibition season, and these days provide free opportunities to engage with the permanent collections and our exhibition programme. Family focused creative activities, such as face-painting and badge-making, help raise donations for the Learning and Community Programmes. In the Studio we run a free drop in workshop for all ages, which relates to the Gallery's collections. This has proven to be extremely popular for families who enjoy the opportunity to be creative together as a family and the Studio is usually full for the whole afternoon. Publicity is directed to local audiences via a press release to local press including; Chichester Observer, West Sussex Gazette, Chichester Herald and Spirit FM; local social media networks such as CDC and Visit Chichester; listings sites such as West Sussex District Council; flyers mailed directly to local schools and colleges and on the news and events pages of the Gallery website. Average attendance for Open Days is around 500 visitors. This year we carried out visitor surveys on two of the three Open days. The findings showed that 60% (March 2013) and 43% (September 2013) of respondents said they lived locally. Of those respondents who visited as part of a family group, 47% (March) and 89% (September) said they were local.

CH-ART

Working with the Unity Arts Trust, Pallant House Gallery has established Ch-Art . "A place where creative people can have a voice, make new contacts and learn from each other." Established in 2011 Ch-Art is an opportunity for local artists to meet at the Gallery once a month to network, share art and attend events. Attendance by local artists at the Gallery hosted CH-ART events has again been strong with over 370 participating in the Thursday evening events during the year. These included: Pecha Kucha , CH-ART TV and a discussion event around creativity. The Ch-Art events are increasingly attracting more members of the Community Programme and several Ch-Art members have recently participated in the Partners in Art volunteer training. The events are also being aligned with the current exhibition programmes.

Free Thursday Evenings

On Thursday evenings there is free entry to the Pallant House Gallery permanent collections from 5-8pm. This is aimed at encouraging a local audience to explore the gallery, often as an after-work activity. There is a free tour of the collections with an experienced gallery guide at 5.15pm taking themed approaches to the works on display such as Landscapes, Ways of Seeing, Sculpture: Material and Form and Collectors and Collecting. There is a further free Highlights tour on Saturdays aimed at a general tourist audience.

Festival of Chichester event

The Gallery has worked with the organisers of the new Festival of Chichester as a host venue for a collaborative event, the Pallant Festival Prom with Benjamin Wolf (piano) and Tanya Sweiry (violin) on 29 June 2013. The concert was included in all Gallery publicity materials for the spring exhibition season including the Gallery *What's On* leaflet (30,000 printed) which is distributed across the south and key London arts venues, email bulletins, website, social network sites and on press releases to local and national press.

Southern Cathedrals Festival

The Gallery collaborated with the Southern Cathedrals Festival (Chichester Cathedral) to present the concert 'Poulenc and the Painters: A Programme of Portraits' featuring a pianist and baritone on 19 July 2013.

Stagecoach partnership - Route 60

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

Chichester Top Attractions – Goodwood leaflet exchange

The Gallery is a member of the local tourism group, Chichester Top Attractions, which meets quarterly to discuss business trends, collaborative marketing activity and tourism strategies. As part of the activity of the group, the Gallery took part in the annual Goodwood leaflet exchange which is attended by local accommodation providers and attractions. Email swaps are also arranged regularly between members such as West Dean and CFT.

City Centre Partnership/ BID

The Gallery once again participated in the late night Christmas opening as part of BID's promotion of the city centre at Christmas, and also purchased two external, pre-lit Christmas trees for the front of the building. The Gallery invited three local Carol singing groups, including two local schools, to sing as part of the late night Christmas opening events. The Gallery's bookshop participated in BID's Independents Day on 4 July, encouraging footfall into the city centre.

Local Business Partnership

Pallant House Gallery is a member of the Chichester Chamber of Commerce and Industry. This year nine local businesses including Rathbone Investment Management, Thesis Asset Management and Thomas Eggar have hired the Gallery for events for their staff and audiences.

Macmillan Coffee morning

The Gallery hosted its fourth annual coffee morning in aid of Macmillan Cancer Support in September 2013. Selling cakes baked and donated by local volunteers and staff, the Gallery welcomed visitors and the local community and raised over £500 for Macmillan. A popular event, we plan to repeat again in 2014.

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

The Communications department has been involved with Frame and Reference, a website developed by the regional network for the visual arts: Contemporary Visual Art Network South

East (CVAN). Following research undertaken by Audiences South East on behalf of CVAN, the network decided to develop a site that would represent the best of the South East visual arts under a collective brand; Frame and Reference. The Gallery is closely involved in supplying content to the site and regularly liaising with the Editor. The Artistic Director and Executive Director are members of the CVAN network of gallery directors including Turner Contemporary, Towner Eastbourne, Aspex Portsmouth and other venues.

Visitor Profiling:

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

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

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

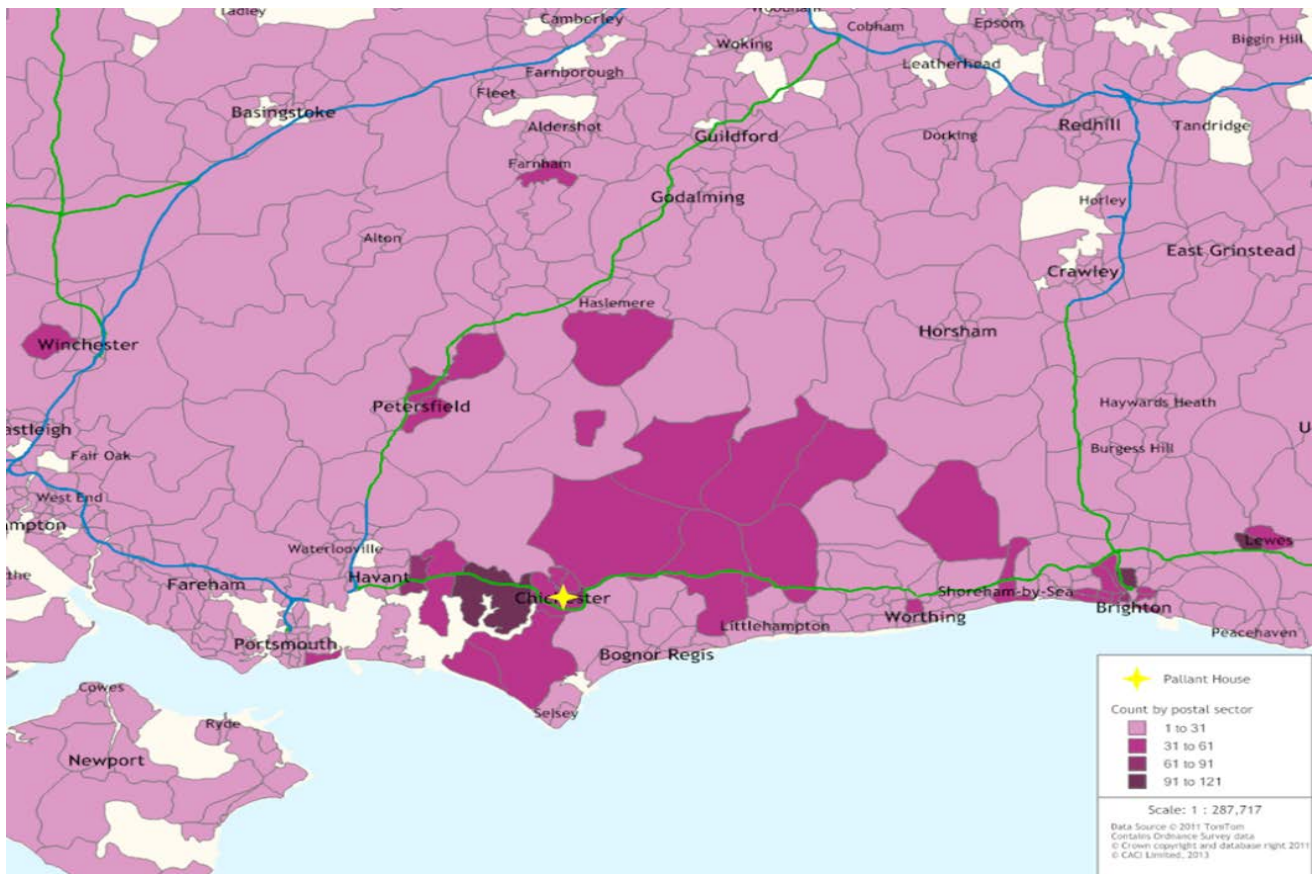
Comments forms are freely available and visitor comment books are placed within the exhibition spaces. These are used as the main vehicles for gathering visitor feedback and marketing purposes. The comments from both sources are recorded and circulated to relevant departments and a monthly report is submitted to the management team.

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

From the Economic Impact Study September 2008

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

We are investigating the possibility of carrying out a new economic impact survey to correspond with the Chichester Festival Theatre's planned survey.



Service Level Agreement between Pallant House Gallery and Chichester District Council 2014/2015

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

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

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

Actions for Gallery	Activity	Measures	Timescales
I – Engage local school children, families and adults with a high quality cultural offering	<p>Provide a varied Schools Programme of tours and workshops for schools in the District which explore the Gallery's collection through a range of curriculum related themes including; landscape, portraiture and Pop Art.</p> <p>The Schools Programmes includes, the Picture This project supports schools to select one work from the Gallery's collection and to use this as a starting point for working across the school's curriculum.</p> <p>Increase the audience for the Gallery's Creating Untitled Programme. Creating Untitled is a free creative forum and workshop organised by the Gallery and open to young people aged 13 to 18.</p> <p>Offer work experience opportunities to students from local schools and FE/HE organisations.</p>	<p>Annual report to include the number of Chichester District Schools engaged in the Schools Programme.</p> <p>Annual report to include the number of young people engaged Creating Untitled and Learning Programmes. The Gallery to consolidate links to targeted support service for young people through engagement with youth service programmes.</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer</p>

	<p>Offer opportunities for the region's college and university students including; supporting placements from Chichester University Fine Art degree students and providing the opportunity for Fine Art degree students from Northbrook College to be able to present proposals for site specific installations at the Gallery.</p> <p>The Gallery will also be supporting the delivery of Chichester University's new MA course in Cultural Studies.</p> <p>Deliver three Family Open Days a year providing free entry to the Gallery's collections with a series of programmes and activities for families.</p>	<p>Annual report to include numbers and review of activity.</p> <p>Number of open days held and number of families attending.</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer</p> <p>Verbal update provided at a six monthly review meeting with the lead Officer</p>
	<p>Deliver an Adult Programme which highlights and enhances the experience of the Gallery's collections and special exhibitions.</p> <p>- Offerings will include Thursday evening talks/presentations, workshops, Gallery tours, films and concerts.</p>	<p>We will provide up to 160 separate programmed opportunities for adults during 2014-15</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer</p>
<p>II. Serve community audiences in the District through specially-designed programmes</p>	<p>Continue to develop and market the PHG's Community Programme to the harder to reach and marginalised elements of the District and local communities of Chichester and the region to include people with dementia.</p> <p>The Community Programme works with a diverse range of local people with a wide range of support needs and includes: Outside In - supporting artists facing a barrier to the art world Partners in Art – supporting people in creative partnerships</p>	<p>Continue to carry out a post-code analysis of current participants so as to quantify the number of Chichester District resident accessing the Gallery's Community Programmes.</p> <p>Share participant's feedback or peer review of scheme in annual reports so as to evidence the impact and benefits of the Community Programme.</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer</p>

	<p>Pallant Community Workshops – creative workshops every Thursday afternoon</p> <p>Step Up – Training for people to lead workshops and research the collections</p> <p>First Steps into the Gallery – a course for those unfamiliar with the Gallery</p> <p>Care for Art – respite workshops for carers</p> <p>Quiet Sessions – a self-managed workshop</p> <p>PHG will deliver the arts element of the Graylingwell Heritage Project <i>From Past to Present</i> working with Chichester University, Chichester Community Development Trust and the West Sussex Record Office.</p>	<p>Engage with the District Council and Chichester in Partnership to consider how the Community Programme can support the targeted work relating to Think Family Neighbourhoods and creating a dementia friendly city.</p> <p>Provide a report on the development of the project which includes audience response, peer/press reviews and match to target audiences.</p>	
III. Care for the collections of the District Council	<p>The Council's collection will be:</p> <ul style="list-style-type: none"> - maintained in a climate controlled environment (where temperature, humidity and light levels are monitored) which adheres to industry standards - stored in a safe, climate controlled environment when not presented in the galleries - used as integral elements of learning and community programmes and as part of temporary exhibitions - professionally housed (in museum-standard mounts and frames), regularly checked for condition and provided with conservation treatment when needed 	<p>Annual report to include list of CDC items that have been loaned, including lender and audience information. Also to include report on any conservation or documentation work undertaken.</p>	Ongoing
IV. Contribute to the economic Development of the District	<p>A. Update an Audience Development plan as part of PHG's Strategic Plan which addresses ways in which local, regional and national audiences will be attracted to the Gallery and Chichester</p> <p>B. Work with other city, district and county arts and culture organisations on marketing and programmatic offerings to attract visitors to the District</p>	<ol style="list-style-type: none"> 1. When complete, share the new Audience Development plan with the CDC 2. Share the results of visitor surveys with the CDC annually 3. Report on the economic impact of visitors to the Gallery annually. 	Verbal update provided at a six monthly review meeting with the Lead Officer

The Service Level Agreement for 2014/2015 is accepted in accordance with the Funding Agreement between Chichester District Council and Pallant House Gallery Trust

Signed:

Print Name:

Position:

For and on behalf of the Council

Date:

Signed:

Print Name:

Position:

For and on behalf of the Grantee