

Public Document Pack

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

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

SUPPLEMENT TO AGENDA

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Appendix 1 - Chichester Vision – Consultation Draft, December 2016
Appendix 2 - Summary of public consultation held during February / March 2017
Appendix 3 – Chichester Vision - Text for Final Version – Draft updated 2-6-17
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Appendix 1 – Appendix 1 - Current (2014) S101 Agreement
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Appendix 1 – Overview & Scrutiny Committee 2016-17 Annual Report
Appendix 2 – Overview & Scrutiny Committee 2017-18 Work Programme

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Chichester Tomorrow A Vision For Chichester

*Your City ... Your Opportunity
Help Shape our Great City's Future ...*

Consultation draft

Prepared by Chichester District Council in association with
The Partners of the Chichester Vision Group

December 2016

Page 1



Your Vision ... Your Voice

Our Vision is your Vision

In developing this, we've researched, we've talked, we've studied, but above all we've listened.

Informed by face-to-face surveys and workshops attended by representatives of community and business organisations, together with a comprehensive range of studies, this Vision places people at the heart of all we do.

And it recognises that change is inevitable.

Our great city has adapted and changed through history and so it will again.

Deliberately aspirational, the Vision's aim is to establish a framework in which we can protect the essence of our past while enhancing the future vitality of our city as the cultural capital of West Sussex, as a place of learning, and as an entrepreneurial retail and business centre.

Importantly, the key organisations and local authorities which serve the City – the District Council, the County Council, the City Council and the Business Improvement District - are united in their agreement to change, to adapt and to direct their policies to enhance our future.

Put simply, if we are expecting residents and citizens of the City to live with change, the local authorities must be prepared to think differently and we will ask our partners to join us in doing so.

What do you think?

To assist us in completing this Vision for your City we want your views and feedback. Your voice will help lead us to the final Vision and an accompanying action plan.

Our six-week public consultation runs from 6 February 2017 to 19 March 2017. This consultation draft of the Vision is available online throughout this period and there is an accompanying questionnaire which we would love you to complete.

There are also four public exhibitions where you will be able to find out more information. For full details on the public consultation, please go to www.chichester.gov.uk

Following completion of the public consultation process, all comments, views and feedback will be considered and the final Vision will be prepared for adoption by Chichester District Council, West Sussex County Council, Chichester City Council and partner organisations and businesses. It is anticipated that the final Vision will be adopted in late Spring 2017. An action plan and timetable for delivery will then be prepared.

The Vision is just that – a Vision

The Vision will serve as a template against which to test new projects and proposals emerging for the City Centre. The Vision will guide and, where appropriate, direct future economic and planning policy for the City Centre, guide how future budgets and resources are allocated, and it will help attract inward investment.

Quite simply, if we get this right, this Vision will be the foundation to sustaining the vitality and viability of the City for decades to come.



A Vision of the future?

An impression of how the Canal Basin could be developed into an active waterside location

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Chichester ...

Bursting with Pride - Brimming with Opportunity

As a place to live, work, do business and spend leisure time, Chichester and its surrounding district is unrivalled.

Already one of the best-loved and most attractive locations on the South Coast, our city is ready to be presented to a much wider audience as one of the UK's top places to live, work, shop, discover, learn and just enjoy life.

Working collectively, we want to offer our citizens, our visitors and our businesses, a more connected city that is a place of opportunity to all.



'Change'...

"The Romans founded Chichester. They built a town on a grid pattern, with the main streets forming a cross. These remain today as North, South, East and West Streets. There were public baths, an amphitheatre for entertainment and, importantly, the Romans manufactured and traded. They established a marketplace lined with shops and there was local industry with carpenters, blacksmiths, bronze smiths, potters and leather workers.

Chichester has a proud history. From the wool-trade to the railways, from brewing to tanning, and from the cathedral to the canal, as Chichester has flourished and grown through the ages, each era has played its part in producing the rich, varied and interesting streetscape that shapes today's city centre.

In the second half of the 20th Century, new post-war thinking enabled Chichester to reimagine itself and emerge into a small city fit for the modern age. It brought the Ring Road, the Leisure Centre, the Festival Theatre, the College, the Library, a remodelled railway station, new business estates, new car parks, and the pedestrianisation of North and East Streets.

This investment in our city has continued into the 21st Century with new retail parks, expanded educational establishments and renewed cultural attractions.

Chichester has a proud legacy of renewing its commitment to the City.

At the centre of this is 'change'. But why does 'change' so often seem to be such an unpopular concept?

Our city has constantly evolved and changed throughout history. There is no reason to fear change - It should be embraced.

After two millennia of change, what we do today will be creating tomorrow's heritage.

With new ideas being considered for the Southern Gateway area, and this new 20-year Vision for the City Centre being prepared, Chichester can capitalise on the legacy of those who, in the past, have encouraged and enabled Chichester to change and to flourish.

But above all, what we do today has the potential to bring a distinctive new edge to the city, enhancing the attractiveness of our city's assets, and generating an appealing new buzz about the city, ensuring people of all ages feel the city is 'theirs'."

Cllr Tony Dignum, Chairman, Chichester Vision Steering Group

Why We Need a Vision



Whether a resident, a visitor or a worker, we all have views on the City Centre and what it offers.

There are those who like things just the way they are.

Conversely, there are some who feel the City Centre lacks vibrancy and ambition; while others feel the City operates below its economic potential and risks losing market share to other towns and cities.

Meanwhile our lifestyles, the way we work, our leisure time, and our shopping habits are changing. There are increasing opportunities for significant economic growth and job creation, and the potential to increase the prosperity of the City and its people.

To secure Chichester's future as a historic cathedral city, a place of learning, and a vibrant and popular centre for residents, visitors and businesses, it is essential to set out a vision for its future.

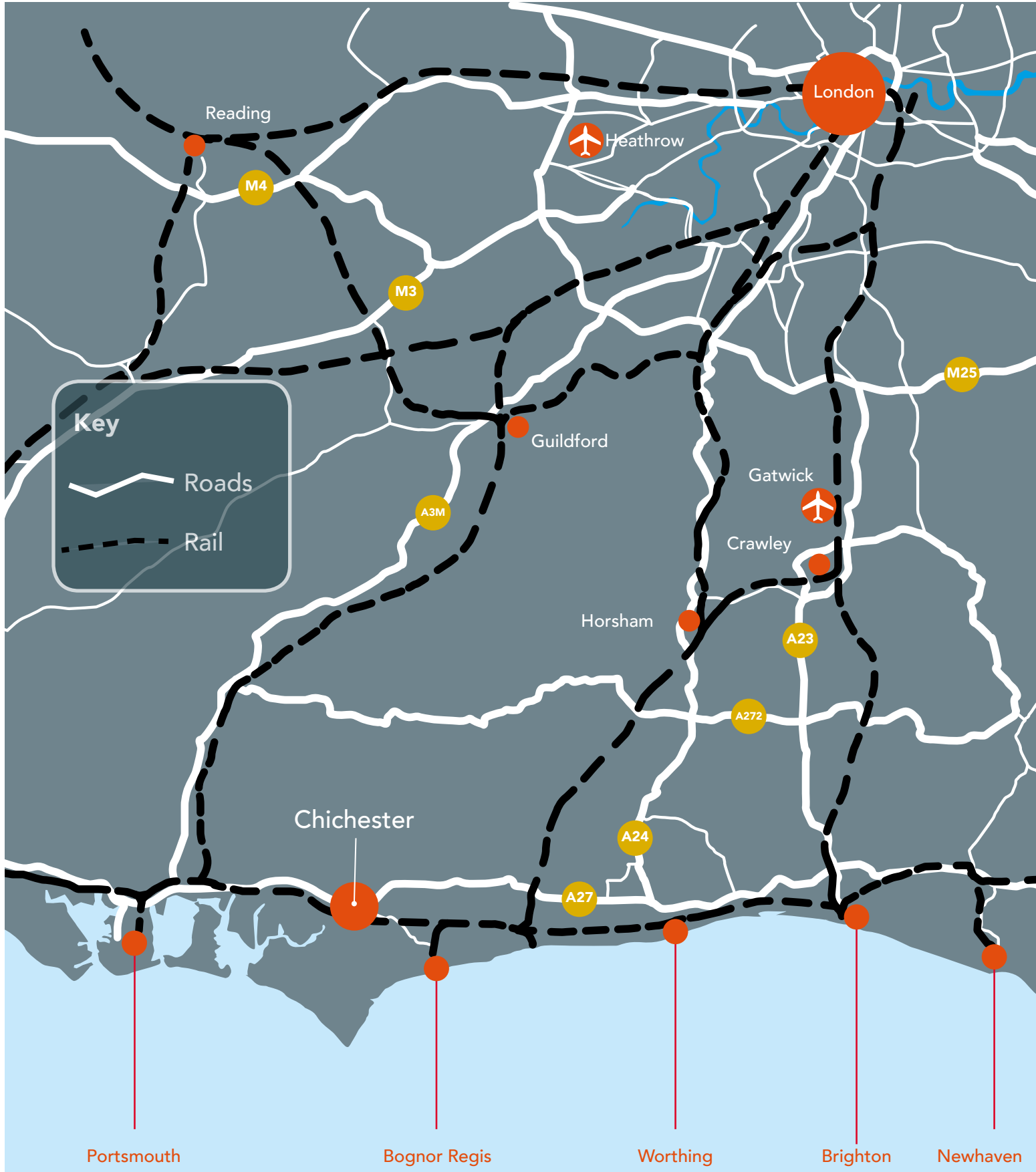
The task is to re-imagine our city's future and, in preparing our Vision for Chichester, we have sought to answer one simple question:

“What do we want Chichester to be?”

In answering, the approach of the people, businesses and organisations who have developed this draft, is to propose an aspirational vision which aims to

- better serve all demographics and enrich the lives of residents, workers and visitors
- welcome people to Chichester
- ensure Chichester is open for business
- make better use of the city's impressive heritage and cultural base
- provide clear objectives to guide investment into the city, so that all current and future development proposals, policies, strategies, ideas and opportunities have due regard as to how they might relate to each other, to the wider city and to adjoining areas

Chichester Today



Chichester

- Total population 27,000 - City Centre population 3,730 (estimate)
- Cathedral city and the county town of West Sussex
- Roman, Medieval and Georgian heritage
- Outstanding cultural assets - the internationally renowned Chichester Festival Theatre, the critically acclaimed Pallant House Gallery, the award-winning Novium Museum, one of the UK's largest planetaria, and a specialist film centre
- A centre of learning with the highly ranked University of Chichester (Sunday Times Good University Guide 2016) and the Ofsted rated 'outstanding' Chichester College
- Key public sector organisations are located in Chichester

District

- Thriving business and retail industry, and home to global brands Rolls Royce and Goodwood
- Workplace population of 67,000 in more than 7,200 businesses
- Very low unemployment
- 25% of working age population hold a degree or equivalent qualification
- One of the safest places to live in the country
- Attracts 6.2 million visitors each year
- Two-thirds of the District is within the South Downs National Park
- Chichester Harbour is designated an Area of Outstanding Natural Beauty
- Home to one of the UK's largest marinas for yachting and pleasure craft
- 40% of the Solent's sailing boats are berthed in Chichester Harbour
- World-class events and festivals including Glorious Goodwood, the Festival of Speed, the Goodwood Revival and polo at Cowdray

Connections

Chichester is well connected to London, to the UK and to Europe

- London is 90 minutes away by road and rail
- Easy access to three international airports
 - Gatwick - less than 60 minutes away by road and rail
 - Heathrow - 90 minutes away by road
 - Southampton - 45 minutes away by road and rail
- Two of Britain's largest continental ferry and freight ports are just along the coast
 - Portsmouth - just 20 minutes away
 - Southampton - just 45 minutes away
- The main South Coast trunk road – the A27 – runs through the heart of the District

The City Centre Today

Thriving towns and cities have a central focal point – an area where residents, visitors and workers meet, relax, shop, do business, enjoy leisure activities, eat, drink and socialise. It is therefore Chichester's city centre – the area within and adjacent to the city walls and ring road, extending east to include St Pancras and the Hornet, northwards to include the Festival Theatre and University, westwards to include the College and southwards to include the Canal Basin and Chichester Gate – which is the focus of our Vision.

The City Centre Today

The distinctive physical layout of the City Centre – still based on the original Roman street plan - lies at the heart of the City's success.

The four main streets emanating from the 16th century market cross, the centrally located cultural and heritage attractions, our excellent public transport links, and three major car parks immediately adjoining the centre, all combine to provide strong foundations for the City's growth and prosperity.

The retail area offers an excellent range of national brands and independent stores, plus a variety of local and nationally branded restaurants, bars and coffee shops.

The south coast railway line runs through the City, the main south coast trunk road skirts its southern boundary, and the City is the central hub for all principal bus routes for the area.

Much of the City Centre is characterised by historic buildings, interesting lanes, open spaces bordered by medieval walls, and a rich variety of architectural styles. Globally recognised heritage and cultural attractions are set within, or just outside, the City; and the City is home to a fast-growing university, the county's largest higher education college, a major hospital and the main administrative offices for the County Council and District Council.



Chichester is Growing

Within the City Centre, prime sites are emerging for new retail outlets, hotels, leisure and cultural attractions, affordable homes, and business space. There are opportunities to enhance the City's streets and public spaces, and to make more of our wonderful heritage and cultural assets for residents and visitors to enjoy.

Around Chichester, 3,500 new homes are planned for construction over the next 15 years; 25 hectares of new, conveniently located employment land is being made available for start-ups and expanding businesses; and space is available for offices, light industrial workshops, research and development facilities, general industrial premises, and warehousing.

As the focal point for services, entertainment, culture, social, retail and leisure activities, the City Centre will be central to the lives of people living and working in these new homes and businesses.

Adapting for the Future

In responding to these opportunities, each resident, worker, business, organisation and local authority will need to adapt to embrace future changes ... and there are challenges to face:

- Competition from online shopping, out-of-town retail parks and neighbouring retail centres
- Increasing traffic congestion, resultant air pollution and parking constraints
- The impact of a diminishing public sector resulting in fewer workers in the City Centre frequenting shops and facilities.
- The need to create new and higher paid jobs
- Demand for new facilities and activities to better serve some demographics
- Demand for new city centre housing sites and affordable housing
- People are generally living longer and want to stay fit, active, healthy and involved into later life
- In 10 to 20 years' time, residents and workers reaching their 60's and 70's are likely to have less disposable income than those in that age bracket today
- Lack of spacious city centre retail and office space
- The need to protect, enhance and promote the City's heritage and culture
- The potential impact of new developments on the character of the City Centre
- A limited evening and night-time economy

“Co-ordinated planning is required to make a positive intervention and future elected parties need to deliver on this vision”

What People Think

Central to developing the Vision has been a drive to generate and inspire new ideas, new proposals and new thinking, and to provide the key data, information and market intelligence required to take an informed view.

The proposals in this Vision have been shaped by field research, reviews of previous plans and strategies, facilitated participation workshops attended by representatives of community and business organisations, and a comprehensive range of studies including:

- Research into comparable towns and cities
- Qualitative and quantitative studies into usage and satisfaction of the City and its facilities among residents, businesses, workers and visitors. These included:

Chichester City Centre User Survey

Chichester City Centre Business Performance Survey

Economic impact of main visitor attractions

Destination Benchmarking Desk Review

- An 'audit' or baseline study of the City in terms of its character and condition, the ease of access, physical assets and the diversity of its local economy
- A retail trends study
- A study by University of Chichester into usage and satisfaction of the City and its facilities among students

Your City ... What You've Said

These studies produced a number of recurring topics which are summarised below/opposite. These, in turn, form the foundation to our Vision.

Traffic ... You Want ...

- fewer cars in the City Centre and to make walking and cycling the main forms of transport
- more pedestrianisation and/or the establishment of shared surfaces
- the theatre, university, canal basin and The Hornet and St Pancras not to feel cut off by busy roads and traffic

"Chichester in general is an attractive place and we should prevent it being spoiled"

Amenities ... You Said ...

- more needs to be made of Chichester's existing assets as well as developing new facilities
- you want the theatre, gallery, museum and other attractions to be better integrated into the Centre
- the northern and southern gateway areas should be improved and redeveloped with new facilities
- pavements and surfaces need to be easier to use and get around, especially for the elderly and less able
- the street scene should be improved with better street lighting, improved street furniture and good signage

"Investment in the public realm is essential"

Living Experience ... You Said ...

- outdoor space is needed for socialising, music, performance art, events and festivals
- you want more trees, greenery, floral displays, water features and open space
- small children, families and young people are not well catered-for
- you want later train and bus services, later opening (licencing) hours, and more events across the year
- a good supply of high density housing so residents can walk everywhere including to work

"Vision should link to people and what they need in social activities. It's not just about the built environment"

Culture, Heritage and the Visitor Economy ... You Said ...

- the City needs to fully recognise and make more of its outstanding heritage, cultural and leisure facilities
- more visitor accommodation is needed and you want more events across the year
- the City will benefit from a stronger evening and night-time economy and new arts and performance facilities such as a concert hall, nightclub, later shopping hours and outdoor space for music and performance
- the City needs better marketing, promoting the whole visitor experience

"Places have a vibe that we can cultivate. We need to cultivate our image"

Students ... You Said ...

- there is a strong need to capitalise on the student population as this 'captive audience' is spending money elsewhere
- University-related employment is needed
- cheaper residential areas would encourage younger people to stay
- the welcome for students should be improved

"Not a youth-friendly town"

Shopping ... You Want ...

- Chichester to retain and to improve its city centre offer with more 'experiences' encompassing shopping, eating out, leisure and social activities
- to combine shopping with ease, value, quality, and to protect independent shops and outlets
- more leisure and events, and a wider variety of places to eat, drink and meet
- all existing non-retail attractions and events to be better integrated into the city centre offer

"Chichester should not become a clone city – lost some of its character due to smaller shops shutting down"

Digital ... You Said ...

- high speed broadband is essential
- there are many, now basic, initiatives that Chichester needs

"People arriving by bus need real-time information – GPS in buses encourages people to take buses"

Business ... You Said ...

- Chichester is losing out to nearby towns
- you want more business sectors in the City Centre
- the University and the College should be used more to support and grow our businesses
- traffic management needs improvement to reduce heavy traffic congestion which is affecting business

"The A27 is always snarled up. It needs to be more fluid and they need to stop talking and put their plans to tackle it into place"

Chichester Tomorrow

A Vision of the future?

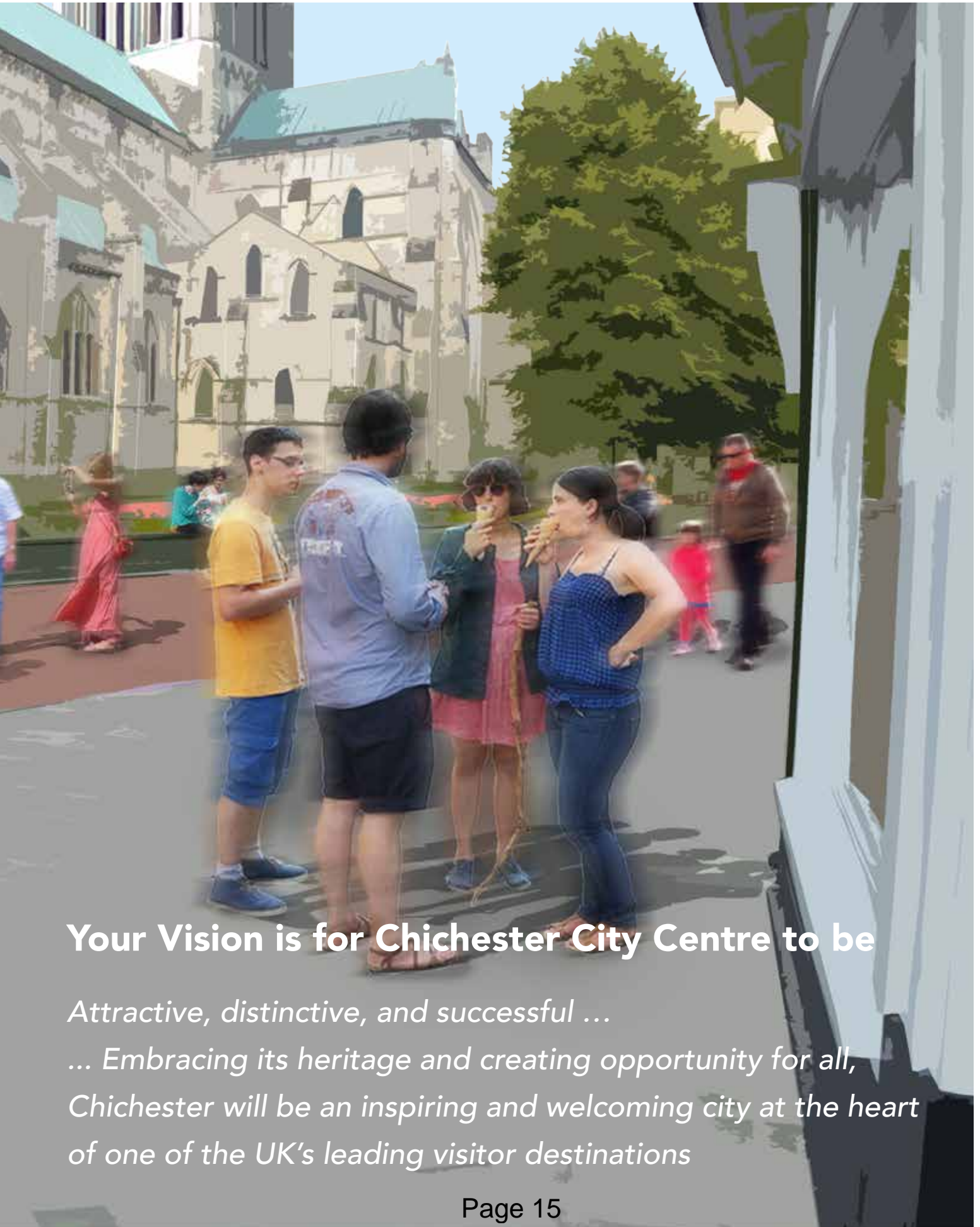
An impression of West Street, with full views of Cathedral and extended pedestrian area



Your Vision for Chichester City Centre

The purpose of this Vision is to improve life for the people of Chichester and to make our city an even better place. We have listened carefully to what local people, businesses and organisations have said and summarising what you have told us:

- You want to ensure the City Centre is a popular, inclusive, forward-thinking location for residents, employees, employers, business and visitors
- You want to bring more people into the City Centre, more often, doing more things
- You want to protect our past while enhancing the future vitality of our city
- You want the local authorities and partner organisations to be thoroughly focused on what our great city can really shout about, achieve and be proud of - and on what we need to do to maximise its profile and ensure the City wins investment and new opportunities, against other cities in the UK
- You want a city which people of all ages feel is 'theirs'



Your Vision is for Chichester City Centre to be

Attractive, distinctive, and successful ...

*... Embracing its heritage and creating opportunity for all,
Chichester will be an inspiring and welcoming city at the heart
of one of the UK's leading visitor destinations*

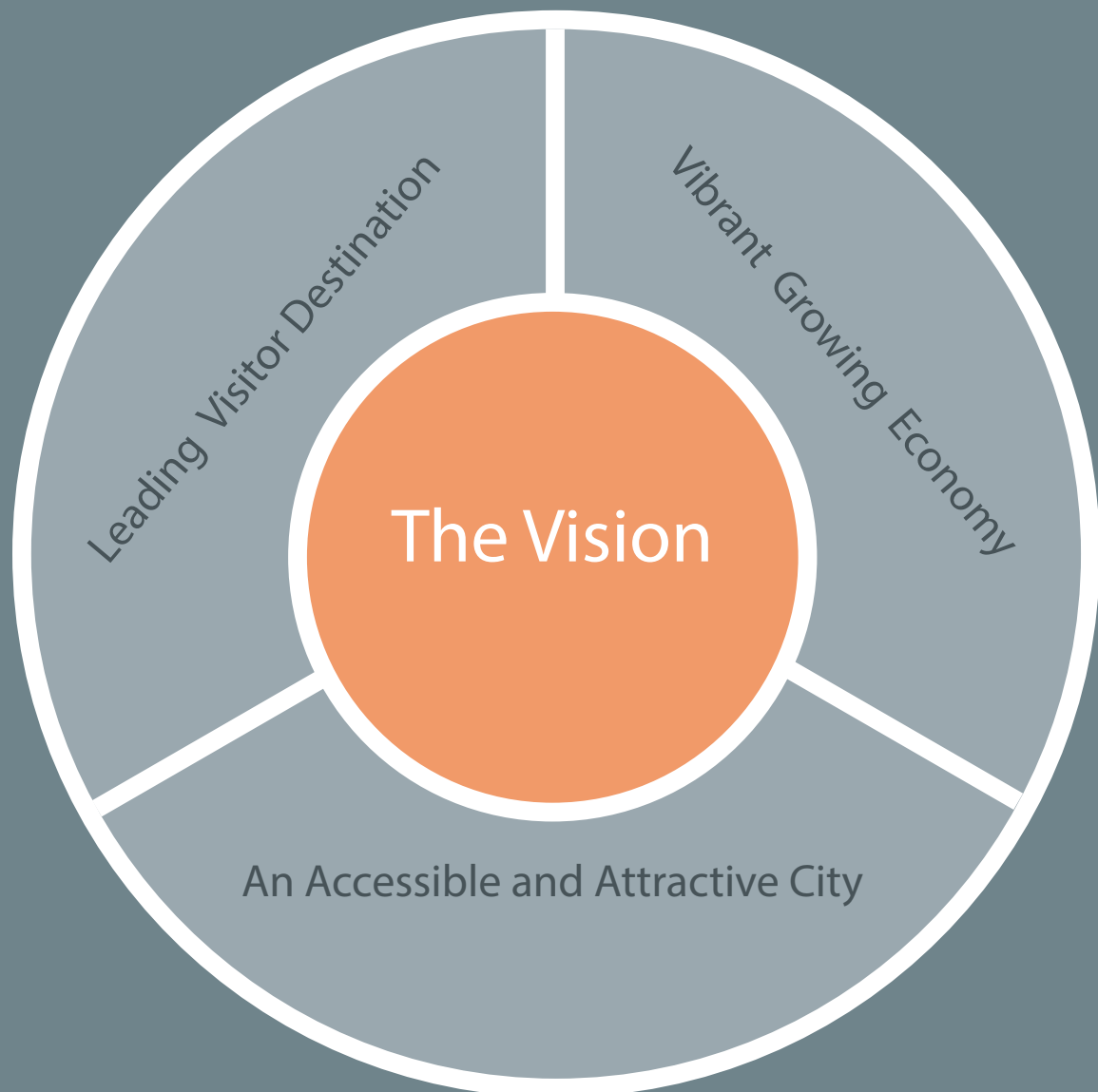
Your Vision - Three Supporting Themes

To meet the Vision we will create a climate and environment where constructive change is encouraged and achievable.

Listening to the community and building on the data and research collected, you have helped us to develop three key themes to guide future plans, policies, and decision-making.

Although there will inevitably be some overlap, the themes will help to direct our thinking and will help to organise specific projects, initiatives and ideas to ensure the City operates, develops and connects in a coherent and organized manner.

Each theme and supporting project and initiative will directly contribute towards meeting the Vision.



1 'Living' - An Accessible and Attractive City

Embracing distinctive design, Chichester will be an increasingly well connected community with people-centred streets, space to breathe, and easy to access on foot, by cycling, by road, by rail, by water, and through digital connectivity.

To do this, Chichester City Centre will

- Be easily accessible but with less traffic, further pedestrianisation and good public transport
- Give more priority for walking and cycling, and provide access for the elderly and the less abled
- Have attractive streets and open spaces
- Create an environment that is welcoming to students and young people, while enhancing life for older people
- Encourage more city centre living with a range of accommodation for all demographics
- Be a 'smart' city that is digitally connected ensuring access to digital services to support residents, businesses and visitors

2 'Working' - A Vibrant and Growing Economy

Chichester will be an expanded city with homes for all ages and attractive to businesses - a prestige city where entrepreneurs, employers and employees connect, thrive and want to be

Chichester will achieve this by

- Being a city that pursues development opportunities and takes a co-ordinated approach to new development
- Making better and more efficient use of public sector land
- Attracting and retaining businesses from a wide range of high earning sectors
- Being a centre of learning and harnessing the knowledge of skilled and professional retirees
- Retaining graduates and developing a skilled workforce to meet the needs of the City's economy

3 'Visiting' - A Leading Visitor Destination

Chichester will be a leading centre of artistic, cultural and heritage excellence at the heart of one of the UK's leading visitor destinations that, by day, is bustling with independent, national and specialist retailers and, at night, is alive with entertainment and activities for all ages.

To do this, Chichester will

- Be a vibrant city offering high quality arts, heritage, culture and leisure opportunities
- Offer the best retail experience in the South
- Have a vibrant evening and night time economy where people find a range of activities

Theme 1 - An Accessible and Attractive City

Chichester will continue to be a great place to live and wishes to welcome and connect with visitors, develop new businesses and become a cultural centre of excellence.

To have attractive streets and open spaces

Good quality streetscapes and way-finding, and attractive public areas – the green spaces, parks and gardens, pavements, roads, lighting and street furniture – are vital to connect with our sense of well-being and reflect how we feel about our city, whether we're there to live, work or visit.

Easily accessible with less traffic, pedestrianisation and good public transport

Physical access to the City is essential. Clear, free-flowing and well signed and managed road, rail and waterway routes, into and out of Chichester, assists residents, workers and businesses, reduces negative environmental impacts, and saves money.

However, while much of the City Centre prioritises vehicles, this allows traffic into cultural, heritage and leisure space.

Our aspiration is to calm and reduce traffic flows within the City Centre and to reverse the priority from vehicles to pedestrians. A significant part of the City Centre is already pedestrianised and one approach might be to build on the success of what has already been achieved. In turn, this should encourage the development and use of sustainable public transport.

But ... Some Challenges

In creating any new pedestrianised areas, it is recognised there will still be a need to maintain access for businesses and residents, and there will need to be some re-routing of buses, while still maintaining good access for bus users into the City Centre.

There may also be a requirement to relocate some car parking areas to just outside the City Centre, ensuring there is still sufficient easily accessible parking for shoppers, visitors and businesses.


Encouraging more city centre living

Maximising city centre living is important to the vitality and health of a city centre; so provision of additional homes within Chichester City Centre area will increase activity across the whole day, adding to the vibrancy of both the daytime and night-time economies. It will also help to ensure a greater number of people feel well connected to services and will eliminate unnecessary travel.

Ideas to help increase the accommodation in the City Centre include encouraging conversions of under-utilised upper-floors above retail and commercial units, increasing urban density with infills, and construction of smaller units.

"A good supply of high density housing is required so that you can walk everywhere including to work. Will encourage the use of smaller shops because they are convenient and easy as part of normal moving around."

... Supporting ideas and proposals



A Vision of the future?
Digital wayfinding would help make the city more accessible, and could be used to attract visitors

*“Signposting needs a whole city approach –
A new waymarking and visitor interpretation
strategy is much needed”*

Traffic - Lessons from Comparable Towns and Cities

Guildford's solution to creating 'Streets for People' is to redirect traffic away from the town centre by switching off the gyratory and increasing the pedestrianisation of the shopping area
York has one of the largest pedestrianised cities in Europe. This has ensured its economic success as a tourist destination with visitors citing the ability to stroll and explore York's heritage and shops as their favourite activity

Create an environment that is welcoming to students and young people

There are over 15,000 students studying in Chichester. However, to many students and young people, the city does not feel welcoming. There is a need for more facilities and attractions for teenagers and young people, and we recognise that having a more vibrant night-time economy – one that offers entertainment and activities for younger people as well as other demographics – is important to help meet our aspiration. But other ideas to support this theme might include:

- Provide a positive welcome to incoming students
- Encourage a wider range of more affordable shopping for students and younger people and offering specific student promotions
- Create a better physical linkage between the university and the City Centre
- Develop the range of entertainment in the city
- Provide affordable accommodation to encourage younger people to live in the City

Over half of students only visit Chichester City Centre during the day-time once a week or less, with nearly a quarter visiting once a month or less

Over 80% of students only visit Chichester City Centre during the evening once a week or less, with over half visiting once a month or less

(Source: Maximising the Student Economy. A survey and report by University of Chichester)

Enhance life for older people

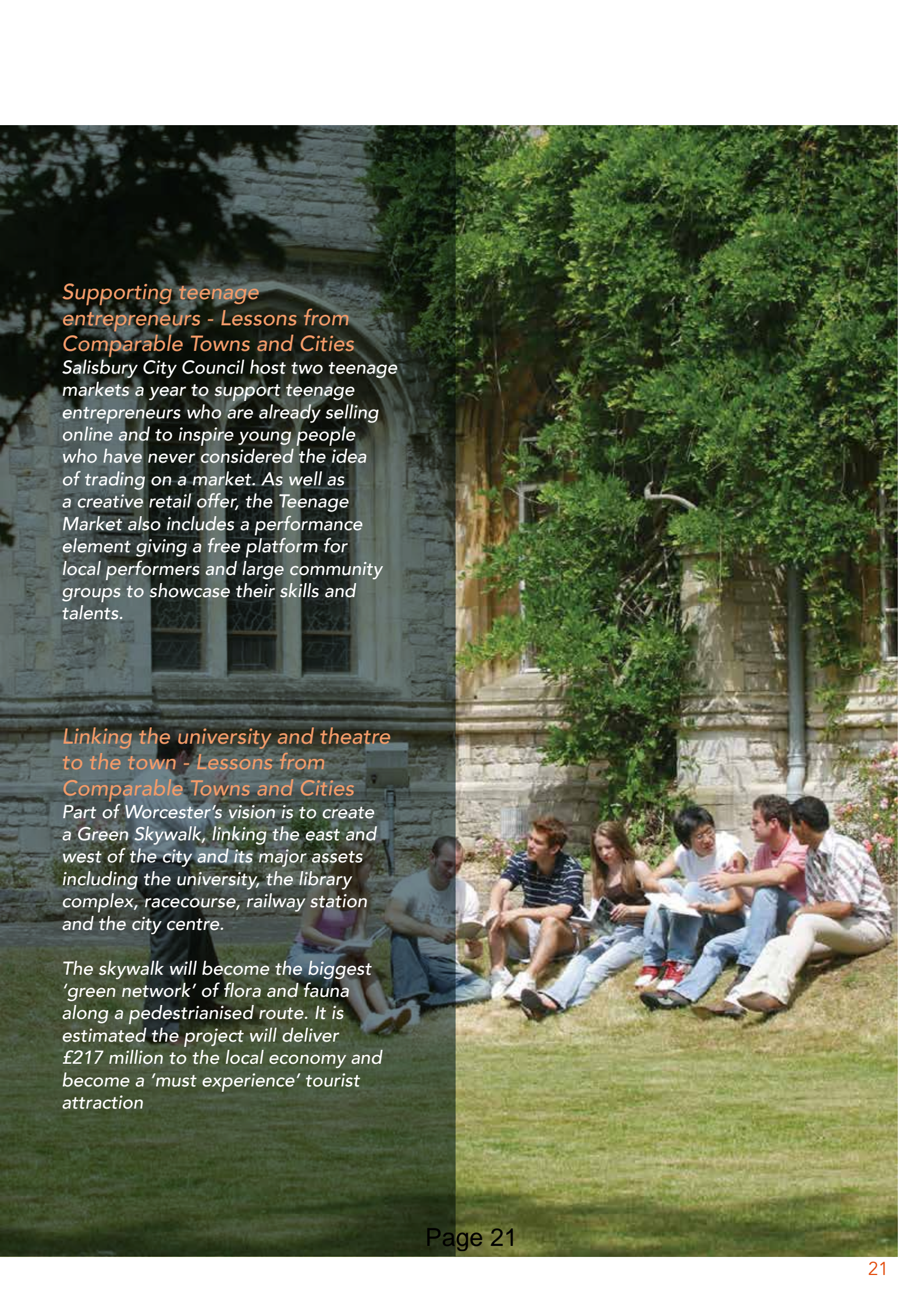
Acknowledging that within the next 10 to 20 years older residents are likely to have less disposable income than those of today, the Vision sets the ambition to ensure the City Centre offers a good range of jobs, facilities, activities and opportunities for social interaction, which are attractive to older people, are easy to access on foot and encourage active and healthy living.

To be a 'smart' city that is digitally connected

Every town and city in the world wants to be the best connected ... but few have genuinely set their aspirations that high.

We live in a 24-hour society where we all work hard and wish to make the most of our leisure. Smart technologies will establish high-value environmental and commercial benefits for the City, connecting people to the fabric of Chichester's infrastructure.

Our ambition is to ensure World-class digital connectivity is at the forefront of our thinking, creating a high-value broadband and digital infrastructure to benefit residents and our educational establishments, and to drive high-value business growth. With a number of businesses already in place, and with the support of the college and university, the City can grow vibrant new business sectors all of which require efficient, fast, reliable, digital connectivity.



Supporting teenage entrepreneurs - Lessons from Comparable Towns and Cities

Salisbury City Council host two teenage markets a year to support teenage entrepreneurs who are already selling online and to inspire young people who have never considered the idea of trading on a market. As well as a creative retail offer, the Teenage Market also includes a performance element giving a free platform for local performers and large community groups to showcase their skills and talents.

Linking the university and theatre to the town - Lessons from Comparable Towns and Cities

Part of Worcester's vision is to create a Green Skywalk, linking the east and west of the city and its major assets including the university, the library complex, racecourse, railway station and the city centre.

The skywalk will become the biggest 'green network' of flora and fauna along a pedestrianised route. It is estimated the project will deliver £217 million to the local economy and become a 'must experience' tourist attraction

Theme 2 - A Vibrant and Growing Economy

Achieving our overall Vision will ensure Chichester, as a great place to live and to work, becomes irresistible to businesses.

Being a centre of learning

Successful colleges and universities play a huge role in the economic well-being of our towns and cities. The ambition is for the University of Chichester and Chichester College to increasingly be major economic drivers in their own right, helping to raise educational standards, supporting enterprise and growth in local business communities and enhancing the external perception of our City.

The City also benefits from being home to a number of skilled and professional retirees, many of whom wish to remain active and offer their knowledge and experience for the benefit of businesses, students and residents.

Attracting and retaining businesses from a wide range of high earning sectors

The City Centre is already home to a wide variety of businesses. As a growing city, Chichester is strongly placed to attract and establish new high value businesses and employment opportunities from a range of sectors including the creative and film industry, high-end finance, architects and engineers, legal and professional, the video game industry, sciences, tourism and events, the arts, and university and college related employment.

Retaining graduates and developing a skilled workforce to meet the needs of the City's economy

This Vision also sets the aspiration to attract and retain more young people and graduates. Bright young businesses tend to be developed by bright young people in places where they choose to live for practical, emotional or lifestyle reasons. Acknowledging that current graduate opportunities locally are limited, some ideas to help retain graduates and to ensure skills meet the needs of businesses include

- Encouraging new businesses and business sectors which match courses offered at the University and the College
- Developing space or an 'incubation hub' for small businesses to support graduates and University/College-related employment
- Providing affordable accommodation to encourage younger people, especially skilled graduates, to live in the City

"There aren't many graduate job opportunities in the area."

"Chichester should be a centre for creative arts, films and theatre"

"Chi is a major cultural centre and we don't provide employment for our graduates"

... Supporting ideas and proposals

Business start-ups - Lessons from Comparable Towns and Cities

York provides business incubator space both at the university and in the Student Enterprise Space at an innovation hub that houses resources to assist local, national, and multi-national business in the York region.

Lewes plans to introduce subsidised rents for creative start-up businesses for half of the workspace included in their new North Street Quarter, which will be available at around 50% of market rate, through a Section 106 agreement.

Winchester is proposing a Creative Enterprise space to establish a hub for new and growing creative businesses.

To be a city that pursues development opportunities and takes a co-ordinated approach to new development

Chichester City Centre has a terrific range of sites available which, collectively, have the potential to provide hundreds of new homes, a variety of new facilities and thousands of jobs.

Four areas in particular - Eastgate, Westgate, Northgate and Southgate – offer substantial land areas ripe for more efficient use.

These 'Gateways' to the City are currently dominated by traffic and create a poor sense of arrival.

The aspiration is to provide attractive and ambitious schemes to bring new businesses, facilities and attractions to the City, to better connect and integrate the City with its immediate surroundings, to 'calm' the traffic, separating pedestrians and vehicles, and to develop welcoming points of entry.

Some initial ideas include

- Changes to roads and traffic flows
- Re-location or re-organisation of the bus station as a key transport hub
- Reducing traffic demand by encouraging a switch to other modes of transport
- Better linkages between the City Centre and the public transport hubs, the Festival Theatre, Chichester Cinema, the Canal Basin and the Hornet
- Comprehensive redevelopment and some reallocation of highway land
- Mixed developments offering new retail and office space, new homes, hotel and visitor accommodation, cultural and leisure facilities, new attractions, and open space
- Pedestrianisation and enhancement of the public realm, with space for cycling and improved connectivity for pedestrians

Consumers want multiple rewards or reasons for using a centre, so the City Centre offer will need to include more food and beverage and more leisure in the future. Retailers are investing in the larger centres and in high impact stores (Source: Retail Trends Summary Report by the Retail Group)

The Southern Gateway and transport hubs - this area of the City is run down, dominated by traffic and creates a poor first impression on arrival (Source: City Centre Audit – An Observational Study by Broome Jenkins, Design Consultants, Chichester)



A Vision of the future?

Redevelopment of the Southern Gateway could see new public spaces and waterfront mixed use development



Gateway Transformation - Lessons from Comparable Towns and Cities

In Exeter the current bus station site is being transformed into a contemporary landscape providing new facilities including a cinema, restaurants, cafes and shops, a green public square and a brand new leisure centre with two swimming pools, a gym and sauna. The complex will form a dramatic new gateway to the city centre and is part of a regeneration of this much run down part of the city.

Located on one of the largest brownfield sites in the UK, York Central represents a once in a lifetime opportunity to deliver major growth in York. Its development will attract high value jobs, deliver new sustainable homes and create world-class public spaces, helping to define the future for the city.

The site includes opportunities for a new office quarter, a new residential community, an expanded and enhanced National Railway Museum, improvements to the railway station and a network of vibrant public squares with routes linking to surrounding neighbourhoods and the City Centre.

To make better and more efficient use of public sector land

The public sector owns land and buildings throughout the City. While some of this is community space, gardens and public facilities, much of it comprises office buildings, road space and car parking land and there may be opportunities to make better and more efficient use of some of it.

For example, in line with the strong aspiration to significantly reduce the number of vehicle movements within the City Centre each day and to reduce the associated environmental issues, one idea is to find alternative uses for some of the short-stay car parking land within the City Centre. Although alternative parking areas would need to be provided close to the City Centre and sustainable modes of transport will need to be increased, re-use of some central car park land might provide

- space for open-air or covered market
- 'green' community space
- open space for performance
- leisure facilities and hotel accommodation
- small-unit retail development
- city centre dwellings
- space for disabled access parking



A Vision of the future?

An impression of Little London car park with a purpose built outdoor market area and open amenity space



Local opportunities

The future structure of local government is currently being considered both regionally and nationally. If local government buildings become available, it is important that their re-use or redevelopment should match the themes in this Vision and, where possible, provide the highest possible number and variety of jobs to minimise any impact from the loss of public sector jobs.

Theme 3 - A Leading Visitor Destination

Our ambition is for Chichester to be at the heart of one of the UK's leading Visitor Destinations

Today, less importance is attached to an 'annual holiday'. Individual breaks are shorter, more day trips are being taken, visits to friends and relatives are essentially holidays, and we take more short breaks to towns and cities. Trips and holidays are often centred on festivals and events, or revolve around specific interests and 'themes' such as culture, heritage, water sports, art, music, cycling, walking, food and drink, and so on (Source: Visit England)

Thus, there are substantial opportunities to increase the value of tourism to the City (and the District).

Chichester is already central to an emerging visitor economy strategy for the District. Our aim is to work with leading players in the visitor economy and to develop stronger partnerships to deliver a better and more attractive year-round visitor destination.

To be a vibrant city offering high quality arts, heritage, culture and leisure opportunities

Chichester and its immediate surrounding area is recognised as having outstanding cultural assets, so some ideas to promote this theme include working with partners to develop a new Cultural Strategy, and using the heritage and cultural assets to:

- Help grow year-round tourism in conjunction with the new visitor economy strategy
- Engage and grow the student population
- Provide new businesses and employment in the cultural sector

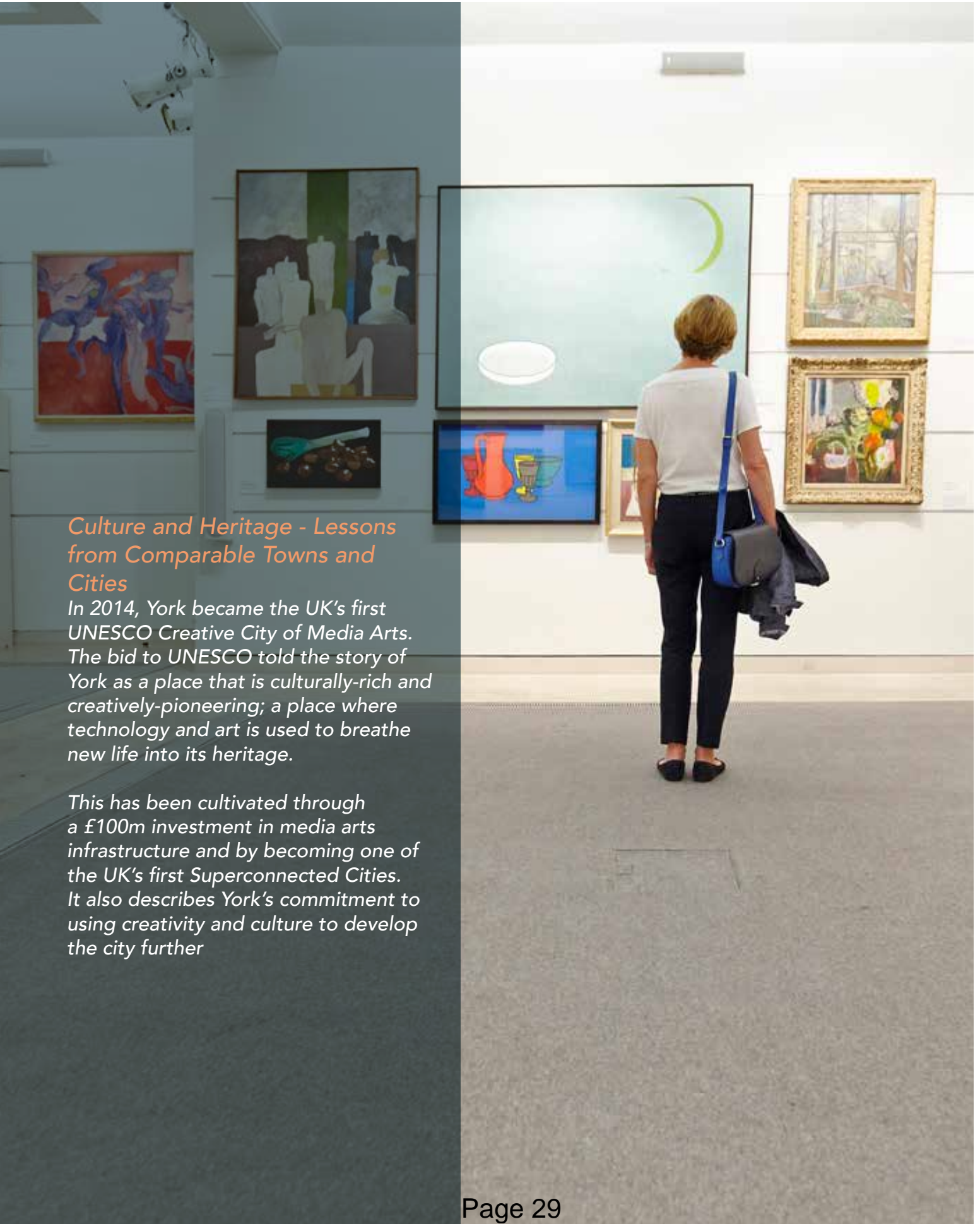
A new Cultural Strategy will help to maximise the benefits and impact of our culture for residents, visitors and business, establishing Chichester as a UK centre of artistic and cultural excellence.

Culture generates £7 in economic return for every £1 spent. (Source: ONS/Centre for Economics and Business Research)

A study of the economic impact of the four main cultural attractions in the city centre - the Theatre, the Gallery, the Museum and the Cathedral - show that, together, these attractions generate £15.7million annually for businesses across the City and District. (Source: TSE Research)

"Chichester should not become a clone city – lost some of its character due to smaller shops shutting down"

... Supporting ideas and proposals



Culture and Heritage - Lessons from Comparable Towns and Cities

In 2014, York became the UK's first UNESCO Creative City of Media Arts. The bid to UNESCO told the story of York as a place that is culturally-rich and creatively-pioneering; a place where technology and art is used to breathe new life into its heritage.

This has been cultivated through a £100m investment in media arts infrastructure and by becoming one of the UK's first Superconnected Cities. It also describes York's commitment to using creativity and culture to develop the city further

To offer the best retail experience in the South

The popularity of Chichester as a shopping centre is at the heart of the City's future. It is already characteristic of a 'speciality town', with a wide variety of shops and reasons to visit. This 'multi-function and multi appeal' of the City Centre has helped Chichester to achieve the success it has to date.

Shoppers like big stores and small specialists, and they want 'experiences' and quirkier 'points of difference'. Shoppers like exploring different 'quarters' across a wide range of retail, food and drink outlets; they want events, walks, open spaces, places to rest, and leisure and cultural attractions; and they want their city centre to be pleasant and easy to use.

Improving choice, delivering value and quality, encouraging these 'points of difference', and creating an enjoyable 'experience' – one that people want to repeat – are essential to persuade people towards the City Centre rather than out-of-town retail parks.

"Chi needs to massively focus on boutiques and high value shopping in the City Centre in a lovely environment. This will increase the whole visitor experience of a medieval city with a vibrant high quality retail experience"

"People like 'quirky' – like The Lanes in Brighton"

Town centre 'content' will continue to change and evolve, with 'content' much more than just shops and businesses - environment, markets, leisure, facilities, residential and other factors are increasingly contributing to the appeal of the location, making it a desirable place to visit and use on a regular basis.

(Source: Retail Trends Summary Report by the Retail Group)



"Consumers, even though overloaded with technology, are still visiting shops"

To have a vibrant evening and night time economy where people find a range of activities

At the heart of every great town or city is a great night time economy.

This Vision aims to meet the demands of residents, workers, and visitors, across all demographics, to develop a high-quality vibrant and safe evening and night-time economy – linking firmly to our aspiration to be a leading centre of artistic, cultural and heritage excellence at the heart of one of the UK's leading visitor destinations.

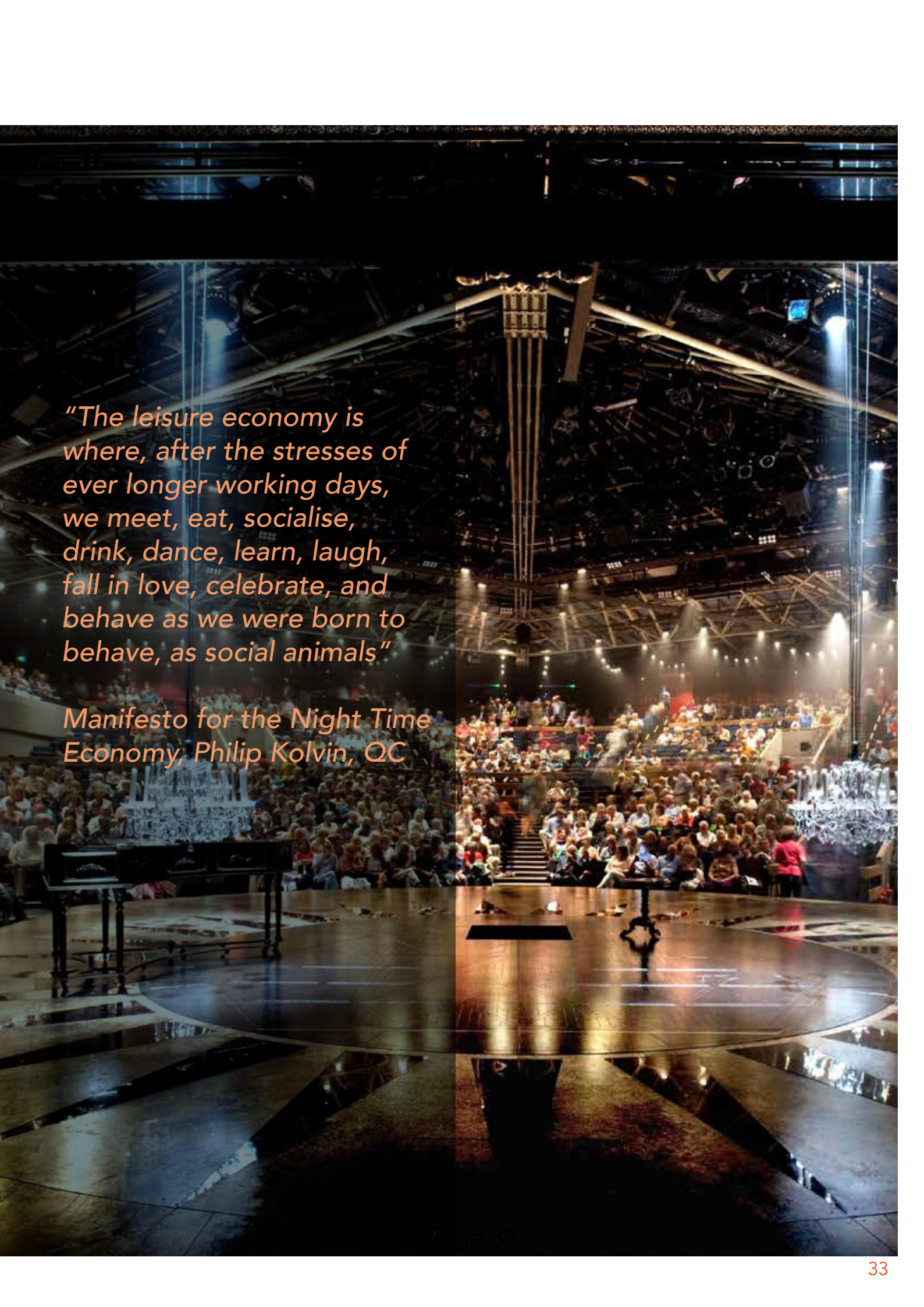
Some ideas to promote this theme might include:

- Later shopping hours
- Improvements to street furniture and lighting, signposting, pavements and so on, designed to enhance the experience of users of the night time economy
- A new concert hall and art cinema
- A venue for live music, comedy and dance
- A night club
- Outdoor space for performance and for relaxing and socialising, for example around the Cathedral or the Canal Basin
- Later licensing hours

“Feels empty and abandoned after 5.30pm”

“No nightlife. Chichester Gate is very ‘flat’ with no atmosphere”

*80% of students stated that Chichester needs a nightclub, and over half stated that not having a nightclub has negatively affected their university experience. Each university town and city Chichester is benchmarked against has a wide variety of nightlife and entertainment. Each city has at least one nightclub.
(Source: Maximising the Student Economy. A survey and report by University of Chichester)*

A large, ornate theater with a grand staircase and a stage with a piano. The theater is filled with people, and the stage is lit up. The ceiling is high and features a complex network of beams and lights. The overall atmosphere is one of grandeur and elegance.

"The leisure economy is where, after the stresses of ever longer working days, we meet, eat, socialise, drink, dance, learn, laugh, fall in love, celebrate, and behave as we were born to behave, as social animals"

Manifesto for the Night Time Economy, Philip Kolvin, QC

How to give your views

As indicated on page 10, the ideas in this Vision have been informed by face-to-face surveys, participation workshops attended by representatives of community and business organisations, and through a comprehensive range of studies.

Now we've arrived at our draft Vision and the accompanying themes, we want your views and feedback.

Our six-week public consultation runs from 6 February 2017 to 19 March 2017 and there are a number ways to comment and to provide your views and feedback

- **Online**
This consultation draft of the Vision is available online throughout this period and there is an accompanying questionnaire which we would love you to complete.
- **In Person**
There will be public exhibition days where you will be able to find out more information
- **In Writing**
As well as being available at the public exhibition days, copies of this Vision are available to read at the offices of Chichester District Council, The Novium Museum, Chichester City Council and Chichester Library, and there will be a collection point if you wish to leave any written comments

For full details on the public consultation, please go to www.chichester.gov.uk

Following completion of the public consultation process, all comments, views and feedback will be considered and the final Vision prepared for adoption by Chichester District Council, West Sussex County Council, Chichester City Council and partner organisations and businesses.

It is anticipated that the final Vision will be adopted in late Spring 2017.

*"This Vision is still evolving.
Now you've read and absorbed the content
we welcome your views"*

References and acknowledgements

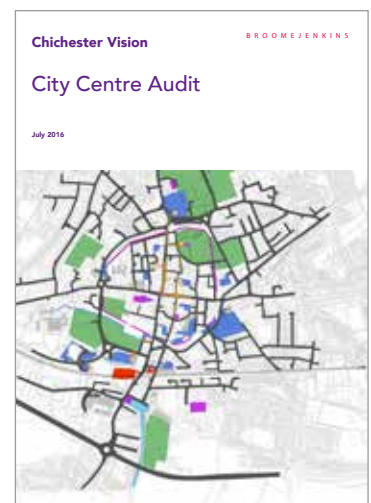
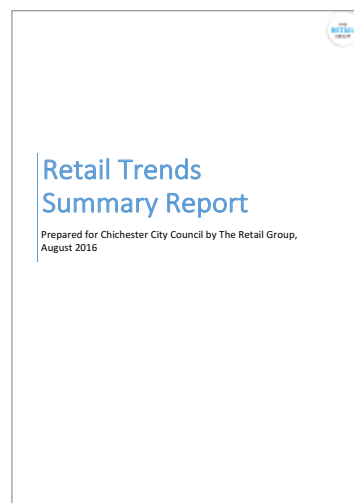
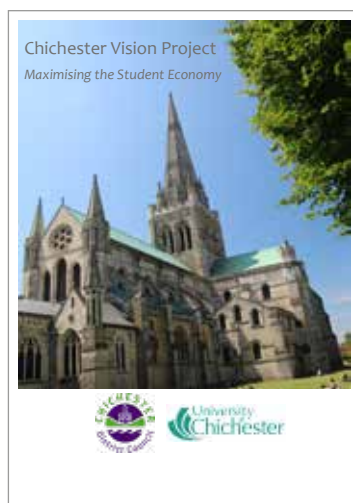
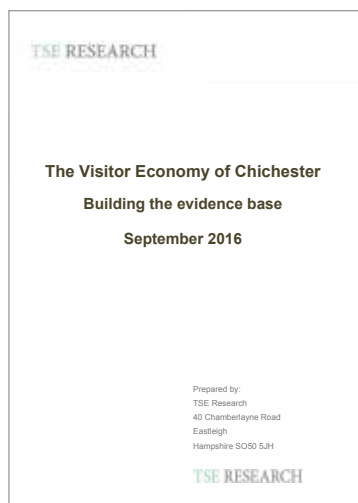
Steering Group and Partners

Produced by Chichester District Council in association with partners of the Chichester Vision Group:

- Cllr Tony Dignum – Leader, Chichester District Council
- Cllr Louise Goldsmith – Leader, West Sussex County Council
- Cllr Jane Kilby – Chichester City Council
- Colin Hicks – Chair, Chichester BID
- Julie Kapsalis – Chair, Chichester Chamber of Commerce & Industry
- Dr Andrew Clegg – Chair, Visit Chichester
- The Very Reverend Stephen Waine – Dean, Chichester Cathedral
- Rachel Tackley – Director, Chichester Festival Theatre
- Andrew Churchill – Commercial Director, Pallant House Gallery
- Cathy Hakes – Museum and Tourist Information Centre Manager, Novium Museum
- Alex Williamson – Chief Executive, Goodwood
- Seamus Higson - Deputy Vice-Chancellor University of Chichester
- Shelagh Legrave – Principal, Chichester College
- Michael Watson – Managing Director, Stagecoach South
- Sandra Norval - Former Head of Environment, Govia Thameslink Railway Ltd

Field Research Reports

- Participation Workshops - Chichester District Council - February and March 2016
- The Visitor Economy of Chichester - TSE Research - September 2016
- Retail Trends Summary Report - The Retail Group - August 2016
- City Centre Audit - by BroomeJenkins - June 2016
- Maximising the Student Economy - Students of the University of Chichester - May 2016
- Comparable Towns and Cities benchmark exercise - Chichester District Council Economic Development 2016



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A Vision for the future?
An impression of how the Canal Basin could be developed into an active waterside location

Chichester Vision

Review of Public Consultation held during February and March 2017

This paper provides a brief summary of the (draft) Public Consultation Analysis and the key items for discussion, set out in five sections as follows:

Section 1 - Headline Summary of consultation responses	Page 1
Section 2 - Applying the Key Consultation Feedback to the Vision	Page 4
Section 3 - Issues to Consider	Page 5
Section 4 - Additional Items	Page 6
Section 5 – Summary	Page 6

Section 1 - Headline Summary:

- **472 responses** were received to the online survey between 3rd February and 19th March 2017
- **70.5%** of respondents are Chichester residents, **23.3%** work in Chichester, **13.3%** are visitors to Chichester, **6.6%** represent a business operating in Chichester and **12.2%** said 'other'
- **48.7%** of respondents are female and **46.7%** are male. **4.6%** preferred not to disclose their gender
- **93%** of respondents provided their home postcode and **90%** of these are in Chichester District. **30%** provided their work postcode if located in Chichester
- **88.6%** of respondents have read the consultation draft of the Chichester Vision
- The table below shows the breakdown of responses by age group.

Age Group	% Respondents (Number)
Under 16	9.1% (42)
16 – 24	3.5% (16)
25 - 34	8.0% (37)
35 - 44	13.9% (64)

Age Group	% Respondents (Number)
45 – 54	14.5% (67)
55 – 64	19.3% (89)
65+	26.4% (122)
Prefer not to say	5.4% (25)

- The majority of respondents (**83.6%**) are regular visitors to the city centre with most being those who live or work here - Nearly half visit Chichester City Centre daily, (**49.5%**) and just over one third (**34.1%**) visit weekly
- The top three things that respondents love about Chichester are shopping, places to eat and drink, and pedestrianised streets, closely followed by parks and gardens, the theatre, Chichester Cathedral and the environment

- Traffic in the centre is an issue and there is high demand for further pedestrianisation in the city centre. Attractive streets and open spaces were favourable for the vast majority, and retaining graduates and building a skilled workforce were also high on the list
- The most common answers when asked what respondents would change about Chichester are
 - to reduce traffic and pollution in the city centre
 - to support independent businesses
 - to provide safe and more diverse evening culture
 - for the city to have a variety of year-round entertainment for all ages
- Over three-quarters of respondents agreed with the over-arching Vision statement and there was agreement across the board for each of the supporting initiatives and ambitions under the three individual themes

The following statements under each of the themes are ranked in order of importance, with the figures in brackets showing the combined percentage of those stating 'Strongly Agree' and 'Agree'

Living - An Accessible and Attractive City

- 1.** Have attractive streets and open spaces (**93.3%**)
- 2.** Be easily accessible with less traffic, further pedestrianisation and good public transport (**86.4%**)
- 3.** Give higher priority to walking/cycling and provide access for the elderly and less able (**83.4%**)
- 4.** Create an environment that is welcoming to students and young people, while enhancing life for older people (**81.8%**)
- 5.** Be a smart city centre that is digitally connected, ensuring access to digital services to support residents, businesses and visitors (**79.6%**)
- 6.** Encourage more city centre living with a range of accommodation for all demographics (**60%**)

The most common open comments for this theme mirror the aims above. There were a number of comments regarding car parks in Chichester and ensuring there are enough, as they are essential in supporting less able residents and visitors.

Working - A Vibrant and Growing Economy

1. Retain graduates and develop a skilled workforce to meet the needs of the city's economy (**84.3%**)
2. Make better and more efficient use of public sector land (**80.4%**)
3. Pursue development opportunities and take a co-ordinated approach to new development (**79.6%**)
4. Attract and retain businesses from a wide range of high-earning sectors (**78.7%**)
5. Be a centre of learning and harness the knowledge of skilled and professional retirees (**76.9%**)

The top open comments for this theme mirror the aims above and there were a lot of comments regarding the need to support independent businesses.

Visiting; A Leading Visitor Destination

1. Be a vibrant city offering high quality arts, heritage, cultural and leisure opportunities (**88.6%**)
2. Have a vibrant evening and night-time economy where people find a range of activities (**76.5%**)
3. Offer the best retail experience in the South (**70.3%**)

Again, the top open comments mirror these aims. There was a high volume of respondents who said they would like a safe and diverse evening culture with shops and cultural attractions remaining open later, interesting street-lighting, more 'café culture', and other types of entertainment such as comedy clubs and acoustic music events, plus later public transport services.

The Vision Statement

'Your Vision is for Chichester City Centre to be:

Attractive, distinctive, and successful ... Embracing its heritage and creating opportunity for all, Chichester will be an inspiring and welcoming city at the heart of one of the UK's leading visitor destinations'

- **76.2%** said they agree with the over-arching Vision statement, **12.7%** do not agree and **11%** of respondents were unsure

- When asked for any further thoughts, comments or ideas, a third of those who responded to this open question said Chichester should be a green city with reduced traffic and priority for cyclists and pedestrians
- The other top comments were that the city gateways need improvement and that change should be sympathetic to Chichester's character with a balance of family friendly activity and night-life

Responses via Letter and Email and Social Media

The top comments from the additional written feedback were in line with the rest of the report findings

Section 2 - Applying the Key Consultation Feedback to the Vision

The consultation responses provide clear support for the Vision as it stands. They show that respondents agree with the Vision statement, each of the themes, and each of the supporting ambitions and initiatives.

The additional comments, thoughts, changes and ideas suggested and offered by respondents reconfirm that all of the key items are supported, and (in no particular order) reference the following items and issues:

- Traffic - Too much traffic/pollution in the City Centre
- Make Chichester a green city with reduced traffic and priority for pedestrians and cyclists
- Regeneration of public transport – greener, improve connectivity and provide later services
- Improve car parks and introduce park & ride for less able residents and visitors
- More pedestrianised streets and pedestrianised areas
- Public realm – improve surfaces and reduction of clutter
- More greenery, more trees and flowers, plus artworks/sculptures – interesting public space and outdoor performance and art areas
- Provide varied affordable housing in the city centre
- Social and physical infrastructure is needed for new developments to support all types of residents
- City centre living balanced with business accommodation
- Better use of and new facilities in parks and gardens
- Improved high speed broadband and mobile
- Change needs to be in sympathy with the character of the city, sustainable, with appropriate infrastructure, and with a balance of heritage, family friendly activity and nightlife
- Improve the city gateways, including Chichester Gate and the bus and railway stations
- Shopping – strong support for independent shops

- Business – expand range of business sectors and support independent businesses and start-ups
- Balance of shops and food and drink establishments
- Provision of a safe and diverse evening economy and nightlife
- Variety of year-round entertainment for all ages – including festivals and events, and attractive and flexible indoor and outdoor spaces
- Affordable and accessible arts and culture
- Improve tourism coordination
- More family friendly and resident focussed – too many empty properties
- Better facilities for the u 30s – make Chichester more attractive for younger people to live and work here

Thus, we could take the view that, subject to updating wording, the existing text should simply form the final Vision.

However, in light of some of the additional comments from respondents the text will be strengthened and amplified in places.

Section 3 – Issues to Consider

Among the many and various consultation responses there are a few conflicts. While the number of respondents taking conflicting views is generally less than 10%, I felt it worth highlighting some of these to ensure we have given them due consideration:

1. Over three quarters of respondents agree with the over-arching Vision statement. However, the open comments reveal that a small number of respondents feel the statement is too vague and did not want to commit without enough information
2. There is strong support for reduction in traffic and pollution, more greenery, more pedestrianisation, better space for pedestrians and cyclists, and so on. However, the open comments reveal that a small number of respondents (7.6%) say bus services through the city should be retained. Similarly, a small number of respondents (8.9%) say that city centre car parks should be retained
3. There is strong support for independent shops and businesses, but the open comments reveal that a small number of respondents (6.6%) feel that Chichester shouldn't aim to offer the 'best retail experience in the South'
4. There is strong support for development of the evening and night-time economy, with this being in the top three things people would like to have in Chichester. The open comments reveal that a very small number of respondents (1%) do not want night-time activities in the City Centre
5. Similarly, there is strong support for development of the visitor economy and to attract more visitors. However, the open comments again reveal that a very small

number of respondents (2.1%) feel Chichester should not seek to be a leading UK visitor destination.

Section 4 – Additional Items

The consultation provided very few, if any, really new or imaginative ideas, suggestions or initiatives.

However, there are items which have been raised as having insufficient prominence in the Vision or which, in some cases, are missing from the Vision altogether:

- **Health and wellbeing** in terms of the City as a place to live and work
- **Sport** – The Vision currently makes no mention of sport
- **The Cathedral** – It has been pointed out that the Cathedral is only referenced a limited number of times
- **Homelessness, rough sleepers and support to vulnerable people** – These are not referenced in the current Vision
- **Police and presence of authority** – This is not directly referenced in the current Vision

The Vision's principal aim is to articulate a clear 'Vision' for the City from an economic and planning policy viewpoint. However, these items will be acknowledged and referenced in the final document.

Section 5 – Summary

The current 'consultation draft' of the Vision has been well received. The consultation responses provide a clear steer that the ambitions and aspirations set out in the document are welcomed and agreed by a high majority – generally well in excess of three-quarters – of respondents.

The Vision document is now being revised to:

- reflect any revisions required under sections 1 to 3 above
- update the text to reflect that this is now the final document
- include a wider range of images and illustrations to amplify the text
- provide a stronger 'promotional' feel to the document

Stephen Oates
Economic Development Manager
12-5-17

Design Direction Notes:

- Page numbers are given for guidance only. The consultation draft was 36 pages. If the design leads to a reduced pagination or different order of pages, there is a desire, if possible, to reduce the document to 32 or 28 pages
- If felt appropriate, the document can be sectionalised along the lines of
 - S1 - Intro/background – currently pages 2 & 3 and 6 & 7
 - S2 - The City Centre today – currently pages 8 to 13
 - S3 – How this vision has been produced – currently pages 14 to 17
 - S4 – Vision, Supporting Themes and Ambitions – currently pages 18 to 31
 - S5 – Delivering the Vision – currently page 32
- It is important that the document feels ‘uncluttered’ and contains plenty of images and illustrations. Suitable ‘comparative’ images from example developments elsewhere across the country can be used if they add genuine value to illustrate a point
- Images should include plenty of people across all demographics
- Design to feel important, assertive, interesting and engaging, but upbeat, accessible, friendly, and positive
- Items highlighted in blue in the text below are further direction notes
- Various quotes (largely from public consultation responses) have been included through the document. Please liaise with me if there are too many (or too few)

Page 1 - Title Page

Your City ... Your Vision ...

**Chichester Tomorrow ...
... Vision for Chichester City Centre**

Prepared by Chichester District Council in association with The Partners of the Chichester Vision Group

July 2017

Pages 2 & 3

An introductory two-page spread with the Vision Statement and supporting visuals, quotes and text

Page heading: **Chichester ... Bursting with Pride - Brimming with Opportunity**

Vision Statement:

Attractive, distinctive, and successful ...

... Embracing its heritage and creating opportunity for all, Chichester's City Centre will be inspiring and welcoming, and at the heart of one of the UK's leading visitor destinations

Supporting Text:

As a place to live, work, do business and spend leisure time, Chichester and its surrounding district is unrivalled.

Already one of the best-loved and most attractive locations on the South Coast, our city is ready to be presented to a much wider audience as one of the UK's top places to live, work, shop, discover, learn and just enjoy life.

Working collectively, we want to offer our citizens, our visitors and our businesses, a more connected city that is a place of opportunity for all.

Quotes for inclusion as appropriate:

"A city for all ages - from children and students to families and senior citizens of all physical and mental abilities – and inclusive and affordable, Chichester should be a community city that takes care of its population by creating quality jobs, quality homes and a quality lifestyle. A little city with a big heart and great ambition to be the cultural gem of the South Coast"

"Places have a vibe that we can cultivate. We need to cultivate our image"

"We need to be forward thinking, attracting and retaining skilled young people as well as celebrating all the artistic and heritage elements that make Chichester such an amazing City"

"Excellent aspirations, achievable without vast public investment"

"The Vision must be bold and possibly even controversial to ensure our city is inclusive and set for a future generation that will not stand for sterility"

Page 4**Contents**

Page 2	Your Vision
Page 4	Contents
Page 6	Your Vision ... Your Voice
Page 8	'Change'
Page 9	Why we need this Vision
Page 10	From Countryside to Coast, the City Centre in Context
Page 12	The City Centre Today
Page 14	How we've produced this Vision

Page 18	Your Vision and Three Supporting Themes
Page 20	Theme 1 - An Accessible and Attractive City
Page 24	Theme 2 - A Vibrant and Growing Economy
Page 28	Theme 3 - A Leading Visitor Destination
Page 32	How to give your views
Page 33	Acknowledgements and references

Page 5

Image – poss ‘future’ image/illustration

Pages 6 & 7

Page Heading: **Your Vision ... Your Voice**

In developing this, we’ve researched, we’ve talked, we’ve studied, but above all we’ve listened.

Informed by face-to-face surveys and workshops attended by representatives of community and business organisations, together with a comprehensive range of studies, and a full public consultation, this Vision places people at the heart of all we do.

And it recognises that change is inevitable.

Our great city has adapted and changed through history and so it will again.

Deliberately aspirational, the Vision’s aim is to establish a framework in which we can protect the essence of our past while enhancing the future vitality of our city as the cultural capital of West Sussex, as a place of learning, and as an entrepreneurial retail and business centre.

The key organisations and local authorities which serve the City – the District Council, the County Council, the City Council and the Business Improvement District - have confirmed their willingness to think differently, embrace opportunity and challenge the norm. Importantly, they are united in their agreement to adapt, to change and to direct their policies to enhance our future.

We ask residents, businesses and our partners to join us in doing so.

 Highlight in separate panel:

The City Centre – The Focus of the Vision

Thriving towns and cities have a central focal point – an area where residents, visitors and workers meet, relax, shop, do business, enjoy leisure activities, eat, drink and socialise.

It is therefore Chichester’s City Centre – the area within and adjacent to the city walls and ring road, extending east to include St Pancras and the Hornet, northwards to include the Festival Theatre and University, westwards to include the College, and southwards to include the Canal Basin and Chichester Gate – which is the focus of our Vision.

Map?

Page 7

The Vision is just that – a Vision

The Vision will serve as a template against which to test new projects, policies and proposals emerging for the City Centre. The Vision will guide and, where appropriate, direct future economic and planning policy for the City Centre, guide how future budgets and resources are allocated, and it will help attract inward investment.

Fully researched and, following full consultation, enjoying overwhelming public support, this Vision will be the foundation to sustaining the vitality and viability of the City Centre for decades to come.

Page 8

Page heading: 'Change'...

"The Romans founded Chichester. They built a town on a grid pattern, with the main streets forming a cross. These remain today as North, South, East and West Streets. There were public baths, an amphitheatre for entertainment and, importantly, the Romans manufactured and traded. They established a marketplace lined with shops and there was local industry with carpenters, blacksmiths, bronze smiths, potters and leather workers.

Chichester has a proud history. From the wool-trade to the railways, from brewing to tanning, and from the cathedral to the canal, as Chichester has flourished and grown through the ages, each era has played its part in producing the rich, varied and interesting streetscape that shapes today's city centre.

In the second half of the 20th Century, new post-war thinking enabled Chichester to reimagine itself and emerge into a small city fit for the modern age. It brought the Ring Road, the Leisure Centre, the Festival Theatre, the College, the Library, a remodelled railway station, new business estates, new car parks, and the pedestrianisation of North and East Streets.

This investment in our city has continued into the 21st Century with new retail parks, expanded educational establishments and renewed cultural attractions.

Chichester has a proud legacy of renewing its commitment to the City.

At the centre of this is 'change'. But why does 'change' so often seem to be such an unpopular concept?

Our city has constantly evolved and changed throughout history. There is no reason to fear change - It should be embraced.

After two millennia of change, what we do today will be creating tomorrow's heritage.

With this new 20-year Vision for the City Centre, together with new ideas already being considered for the Southern and Northern Gateway areas, Chichester can capitalise on the legacy of those who, in the past, have encouraged and enabled Chichester to change and to flourish.

But above all, what we do today has the potential to bring a distinctive new edge to the City, enhancing the attractiveness of our city's assets, and generating an appealing new buzz about the City, ensuring people of all ages feel the City is 'theirs'."

Cllr Tony Dignum, Chairman, Chichester Vision Steering Group

Page 9

Page Heading: Why We Need a Vision

Whether a resident, a visitor or a worker, we all have views on the City Centre and what it offers.

There are those who like things just the way they are.

Conversely, there are some who feel the City Centre lacks vibrancy and ambition; while others feel the City operates below its economic potential and risks losing market share to other towns and cities.

Meanwhile our lifestyles, the way we work, our leisure time, and our shopping habits are changing. There are increasing opportunities for significant economic growth and job creation, and the potential to increase the prosperity of the City and its people.

To secure Chichester's future as a historic cathedral city, a place of learning, and an enticing and popular centre for residents, visitors and businesses, it is essential to set out a vision for its future.

The task has been to re-imagine our city's future and, in preparing this Vision for Chichester City Centre, we have sought to answer one simple question:

"What do we want Chichester City Centre to be?"

In answering, the approach of the residents, businesses and organisations who have developed this draft, is to propose an aspirational vision which aims to

- better serve all demographics and enrich the lives of residents, workers and visitors
- welcome more people to Chichester
- ensure Chichester is open for business
- make better use of the City's impressive heritage and cultural base
- provide clear objectives to guide investment into the City Centre, so that all current and future development proposals, policies, strategies, ideas and opportunities have due regard as to how they might relate to each other, to the wider City and to adjoining areas

Pages 10 & 11

Page Heading: From Countryside to Coast - the City Centre in Context

Include Context Map of SE

The City Centre in Context

It is the City Centre – the area of Chichester within and adjacent to the city walls and ring road - which is the focus of this Vision.

Sitting at the heart of the wider city, the City Centre serves as the main educational, shopping, recreational and service centre for the residents of the surrounding administrative District of Chichester ... and the City Centre's distinctive cultural, heritage and leisure assets are a significant draw for substantial numbers of visitors to the wider area.

A perfect mix of city, countryside and beaches, from the South Downs to the coast, as a place to live, work, do business and spend leisure time, the District of Chichester is unrivalled ...

- Home to a wide variety of manufacturing and service businesses – from global brands to nationally known names including
 - Rolls Royce Motor Cars
 - More Foods
 - Montezuma's Chocolate
 - Nature's Way Foods
 - Oceanair
 - Checktrade
 - ... plus a wealth of creative, professional, finance, horticulture, marine and tourism businesses
- Workplace population of 67,000 in more than 7,200 businesses
- 25% of working age population hold a degree or equivalent qualification
- One of the safest places to live in the country
- Attracts 6.2 million visitors each year
- Two-thirds of the District is within the South Downs National Park
- One of the South-East's premier beaches is at West Wittering
- A coastline providing excellent conditions for sailing, fishing, windsurfing and diving
- Chichester Harbour is designated an Area of Outstanding Natural Beauty
- Home to one of the UK's largest marinas for yachting and pleasure craft
- An oasis of culture with the Cass Sculpture Park, the Weald and Downland Living Museum, Roman antiquities, and historically important National Trust properties
- World-class events and festivals including Qatar Goodwood Festival, the Festival of Speed, the Goodwood Revival and polo at Cowdray

Connections

The City of Chichester is well connected to London, to the UK and to Europe

- London is 90 minutes away by road and rail
- Easy access to three international airports
 - Gatwick - less than 60 minutes away by road and rail

- Heathrow - 90 minutes away by road
- Southampton - 45 minutes away by road and rail
- Two of Britain's largest continental ferry and freight ports are just along the coast
 - Portsmouth - just 20 minutes away
 - Southampton - just 45 minutes away
- The main South Coast trunk road – the A27 – runs through the heart of the District

Page 12 - **The City Centre Today**

The distinctive physical layout of the City Centre – still based on the original Roman street plan – lies at the heart of the City's success.

Much of the City Centre is characterised by historic buildings, interesting lanes, open spaces bordered by medieval walls, and a rich variety of architectural styles. The four main streets emanating from the 16th century market cross, the centrally located cultural and heritage attractions, our excellent public transport links, and three major car parks immediately adjoining the centre, all combine to provide strong foundations for the City Centre's growth and prosperity.

Globally recognised heritage and cultural attractions are set within, or just outside, the City; and the City is home to a fast-growing university, the county's largest higher education college, a major hospital and the main administrative offices for the County Council and District Council.

- City Centre population 3,730 (estimate)
- Magnificent C.12th Cathedral
- Roman, Medieval and Georgian heritage
- Attractive retail area offering an excellent range of national brands and independent stores, plus local and nationally branded restaurants, bars and coffee shops
- South Coast railway line runs through the City, the South Coast trunk road skirts its southern boundary, and the City Centre is the central hub for the areas' principal bus routes
- Beautiful and spacious public parks and gardens
- Outstanding cultural assets - the internationally renowned Chichester Festival Theatre, the critically acclaimed Pallant House Gallery, the national award-winning Novium Museum, and highly regarded Chichester Cinema at New Park
- A centre of learning with the highly ranked University of Chichester (*Sunday Times Good University Guide 2016*) and the Ofsted rated 'outstanding' Chichester College
- County town of West Sussex - Key public sector organisations are located in Chichester

[Include City Centre Map](#)

Page 13

Chichester is Growing

Within the City Centre, prime sites are emerging for new retail outlets, hotels, leisure and cultural attractions, affordable homes, and business space. There are opportunities to enhance the City's

streets and public spaces, and to make more of our impressive heritage and cultural assets for residents and visitors to enjoy.

Around Chichester, 3,500 new homes are planned for construction over the next 15 years; 25 hectares of new, conveniently located employment land is being made available for start-ups and expanding businesses; and space is available for offices, light industrial workshops, research and development facilities, general industrial premises, and warehousing.

As the focal point for services, entertainment, culture, social, retail and leisure activities, the City Centre will be central to the lives of people living and working in these new homes and businesses.

Adapting for the Future

In responding to these opportunities, each resident, worker, business, organisation and local authority will need to adapt to embrace future changes ... and there are challenges to face:

- Competition from online shopping, out-of-town retail parks and neighbouring retail centres
- Increasing traffic congestion, resultant air pollution and parking constraints
- The impact of a diminishing public sector resulting in fewer workers in the City Centre frequenting shops and facilities
- The need to create new and higher paid jobs
- Demand for new facilities and activities to better serve some demographics
- Demand for new city centre housing sites and affordable housing
- People are generally living longer and want to stay fit, active, healthy and involved into later life
- In 10 to 20 years' time, residents and workers reaching their 60's and 70's are likely to have less disposable income than those in that age bracket today
- Lack of spacious city centre retail and office space
- Protection, enhancement and promotion of the City's heritage and culture
- The potential impact of new developments on the character of the City Centre
- A limited evening and night-time economy

"We must act now to reduce traffic, encourage better lifestyle choices for our citizens and become a greener better connected city where the needs of all generations are catered for. We need to challenge the 'car is king' mind set, as well as providing an environment where independent businesses and shops can thrive"

Pages 14, 15, 16 & 17

Page Heading: How we've produced this Vision

The purpose of this Vision is to improve life for the people of Chichester and to make our city an even better place.

Therefore, central to developing the Vision has been a drive to generate and inspire new ideas, new proposals and new thinking, and to provide the key data, information and market intelligence required to take an informed view.

The proposals in this Vision have been shaped by field research, reviews of previous plans and strategies, facilitated participation workshops attended by representatives of community and business organisations, full public consultation, and a comprehensive range of studies (See *Acknowledgements and References – Page 35*).

Your City ... What You've Said

We have listened carefully to what local people, businesses and organisations have said. Summarising what you have told us:

- You want to ensure the City Centre is a popular, inclusive, forward-thinking location for residents, employees, employers, business and visitors
- You want to bring more people into the City Centre, more often, doing more things
- You want to protect our past while enhancing the future vitality of our city
- You want the local authorities and partner organisations to be thoroughly focused on what our great city can really shout about, achieve and be proud of - and on what we need to do to maximise its profile and ensure the City wins investment and new opportunities, against other cities in the UK
- You want a city which people of all ages feel is 'theirs'

Traffic ... You Want ...

- fewer cars in the City Centre and priority for walking and cycling
- more pedestrianisation, less pollution, cleaner air and greener transport
- regeneration of public transport with improved connectivity and later services
- the Theatre, university, canal basin, The Hornet and St Pancras to be less cut off by busy roads and traffic

"We must reduce traffic, introduce much better and clean public transport, improve and extend cycle paths and pedestrianisation, and increase our green spaces"

Amenities ... You Said ...

- more needs to be made of Chichester's existing assets - the Theatre, Gallery, Cathedral, Museum and other attractions should be better integrated into the Centre
- the four 'gateway' areas should be improved and redeveloped with new facilities
- pavements and surfaces need to be easier to use and get around, especially for the elderly and less able
- the street scene should be improved with less clutter, better street lighting, improved street furniture, and good signage and information

"If the economy and prestige of the City is to grow, it will need to provide a quality offer to the people it wishes to attract"

Living Experience and Wellbeing ... You Said ...

- outdoor space is needed for socialising, music, performance art, events and festivals
- you want more trees, greenery, floral displays, and interesting public space
- you want a safe and diverse evening economy and nightlife, with later opening and licencing hours

- a good supply of high density housing is needed so residents can walk everywhere including to work

“Vision should link to people and what they need in social activities. It’s not just about the built environment”

Culture, Heritage and the Visitor Economy ... You Said ...

- the City needs to fully recognise and make more of its outstanding heritage, cultural and leisure facilities
- more visitor accommodation is needed and you want more events across the year
- the City will benefit from a stronger evening and night-time economy, plus new arts and performance facilities such as a concert hall, nightclub, live music venue, later shopping hours, and outdoor space for music and performance
- the City needs far better marketing, promoting the whole visitor experience

“Chi undersells itself. More hotels, more things to do all year, more tourists make sense. Why do I have to go to Brighton to find late opening, comedy, theatre, shows, live music, late eating, etc., when Chi could have all this? There is a lot of talent locally in music, dance, drama, art, but nowhere for them to be seen regularly”

Younger People and Students ... You Said ...

- small children, families and young people are not well catered-for
- make Chichester more attractive for younger people to live and work here
- there is a strong need to capitalise on the student population as this ‘captive audience’ is spending money elsewhere
- the welcome for students should be improved and University-related employment is needed

“The key demographic sector that we need to encourage further is younger people as they are our future. Encouraging our university students to stay on and set-up businesses in the District will bring a new vitality to the area”

Shopping ... You Want ...

- to protect independent shops and businesses
- Chichester to improve its city centre offer with more ‘experiences’ combining shopping, leisure and social activities, with ease, value and quality
- more leisure and events, and a wider variety of places to eat, drink and meet
- all non-retail attractions and events to be better integrated into the city centre offer

“The Centre needs to encourage independent shops ... Creative trade is flourishing elsewhere and could do here with the right facilities and outlets. Drapers Yard is a great start”

Digital ... You Said ...

- high speed broadband is essential
- mobile reception urgently needs improving
- there are many, now basic, initiatives that Chichester needs

“Improve the connectivity of the City and local area with mobile and broadband coverage, signal strength and data speeds”

Business ... You Said ...

- you want more business hubs and spaces for entrepreneurs, creatives and craftspeople and better support for start-up and independent businesses
- business sectors in the City Centre should focus on attracting people of all capabilities and the University and the College should be used more to support and grow our businesses
- development needs to be well-coordinated and respectful of the City’s heritage and environment
- heavy traffic congestion is affecting business – new infrastructure is urgently needed

“It needs to be far more cutting edge. There could be greater small business facilities and training, to encourage entrepreneurs to live and work here”

In a separate panel:

Our principal aim is to articulate a clear ‘Vision’ for the City from an economic and planning policy viewpoint. However, a handful of items were raised during the public consultation as having insufficient prominence in the Vision:

- **Health and wellbeing** - The provision and operation of health services is subject to separate government and local government policies. This Vision does, however, strongly link public health and wellbeing to public and green spaces, environment and public realm, housing, and heritage and culture
- **Sport** – Where this is a vision for the City Centre, it makes no mention of sport. While the provision and promotion of sporting activities are remitted to other local and national bodies, it is acknowledged that the provision of sporting facilities can add to peoples’ wellbeing as well as being an economic driver. We also note that the University has some 1,200 students in its sports department
- **Homelessness and support to vulnerable people** – These issues are actively focussed upon and tackled by other strategies at local authority and BID level. Therefore they are not directly referenced in the Vision, although they will continue to be important considerations when progressing new developments and initiatives
- **Police and presence of authority** – Chichester is seen as a safe place to live and work, and levels of crime and disorder are low. These issues are also therefore not directly referenced in the Vision, although they will continue to be important considerations when progressing new developments and other activities

Pages 18 & 19

Page Heading: Your Vision and Three Supporting Themes

Building on the data and research collected, an over-arching Vision statement has been articulated, supported by three key themes to guide our thinking, future plans, policies, and decision-making. Our public consultation confirmed strong support for each of these.

Although there will inevitably be some overlap, the themes will help to organise specific projects, initiatives and ideas to ensure the City Centre operates, develops and connects in a coherent and organized manner.

Each theme and supporting ambition and initiative will directly contribute towards meeting the Vision.

 Highlight prominently (possibly in highlighted panel):

Your Vision is for Chichester City Centre to be

Attractive, distinctive, and successful ...

*... Embracing its heritage and creating opportunity for all,
 Chichester City Centre will be inspiring and welcoming,
 and at the heart of one of the UK's leading visitor destinations*

Include Graphic of Vision surrounded by three themes

Page 19

1. THEME - 'Living' - An Accessible and Attractive City Centre

Embracing distinctive design, Chichester City Centre will be an increasingly well connected community with people-centred streets, space to breathe, and easy to access on foot, by cycling, by road, by rail, by water, and through digital connectivity.

To do this, Chichester City Centre will

- Be easily accessible but with less traffic, less pollution, further pedestrianisation and well-coordinated public transport
- Give more priority for walking and cycling, and provide access for the elderly and the less abled
- Have attractive streets and open spaces
- Create an environment that is attractive and welcoming to students and young people, while enhancing life for older people
- Encourage more city centre living with a range of accommodation for all demographics
- Be a 'smart' city that is digitally connected ensuring access to digital services to support residents, businesses and visitors

2. THEME - 'Working' - A Vibrant and Growing Economy

Chichester will be an expanded city with homes for all ages and attractive to businesses - a prestige city where entrepreneurs, employers and employees connect, thrive and want to be

Chichester City Centre will be central to achieving this by

- Being a city centre that pursues development opportunities and takes a co-ordinated approach to new development
- Making better and more efficient use of public sector land
- Attracting and retaining businesses from a wide range of high earning sectors
- Being a centre of learning and harnessing the knowledge of skilled and professional retirees
- Retaining graduates and developing a skilled workforce to meet the needs of the City's economy

3. THEME - 'Visiting' - A Leading Visitor Destination

Chichester City Centre will be a leading centre of artistic, cultural and heritage excellence at the heart of one of the UK's leading visitor destinations that, by day, is bustling with independent, national and specialist retailers and, at night, is alive with entertainment and activities for all ages.

To do this, Chichester City Centre will

- Present a lively and attractive offering of high quality arts, heritage, culture and leisure opportunities
- Offer the best retail experience in the South
- Have a vibrant evening and night time economy where people find a range of activities
- Provide a variety of events and activities, and an attractive, clean and welcoming environment

Pages 20, 21, 22 & 23

Page Heading: Theme 1 - An Accessible and Attractive City ... Supporting ambitions and initiatives

Easily accessible with less traffic, less pollution, further pedestrianisation and good public transport

Physical access to the City Centre is essential. Clear, free-flowing and well signed and managed road, rail and waterway routes, into and out of Chichester, assists residents, workers, visitors and businesses, reduces negative environmental impacts, and saves money.

However, much of the City Centre currently prioritises vehicles, allowing traffic into cultural, heritage, retail and leisure space.

Our ambition is to calm and reduce traffic flows within the City Centre, improve air quality and to reverse the priority from vehicles to pedestrians.

A significant part of the City Centre is already pedestrianised and one approach might be to build on the success of what has already been achieved. In turn, this should encourage the development and use of sustainable public transport that is efficient and affordable, simple and intuitive, networked and integrated, reliable and low-emission. Another approach might be to re-allocate the

use of public car parking land, moving core parking areas to outside the Ring Road.

But such traffic reduction initiatives would create some challenges.

In creating any new pedestrianised areas, it is recognised there will still be a need to maintain access for businesses and residents. It would also require some re-routing of buses, while still maintaining good access for bus users into the City Centre and, if there is any relocation of car parking areas to just outside the City Centre, we will need to ensure there is still sufficient easily accessible parking for shoppers, visitors and businesses.

“Pedestrianise in front of the Cathedral and create a public space for all to enjoy”

 Separate Panel:

Traffic - Lessons from Comparable Towns and Cities

Guildford’s solution to creating ‘Streets for People’ is to redirect traffic away from the town centre by switching off the gyratory and increasing the pedestrianisation of the shopping area

York has one of the largest pedestrianised cities in Europe. This has ensured its economic success as a tourist destination with visitors citing the ability to stroll and explore York’s heritage and shops as their favourite activity

Give more priority for walking and cycling, and provide access for the elderly and the less abled

In line with the ambition to reduce and calm traffic flows within the City Centre our approach will be to create ‘people-centred streets’ with a shift towards active travel, where people move more on foot or by cycle, together with convenient, secure infrastructure to support this.

As well as the further pedestrianisation mentioned above, other initiatives might include provision of more room on the pavements for easy pedestrian use, safer crossings and intersections, better accessibility, and improved linkages between the City Centre and public transport hubs, the Festival Theatre, the Canal Basin and the Hornet

“I would make the streets safer for people to walk and cycle. Lots of people trip up, the disabled find the pavements very bumpy. With an aging population making the streets safer must be a priority.”

To have attractive streets and open spaces

Good quality streetscapes and way-finding, and attractive public areas – the green spaces, parks and gardens, pavements, roads, lighting and street furniture – are vital to connect with our sense of well-being and reflect how we feel about our city, whether we’re there to live, work or visit.

One ambition is to undertake a city-wide review of the public areas to reduce street clutter, improve amenities, improve road and pedestrian surfaces, introduce lighting conducive to supporting the night-time economy, and implement a well-designed, planned and consistent provision of street furniture and facilities to benefit all ages.

Another ambition is to rethink the City Centre's signage, information provision and way-finding, looking at it from a visitor's perspective, to make the city more accessible and attractive.

Separate Panel:

Linking the university and theatre to the town - Lessons from Comparable Towns and Cities

Part of Worcester's vision is to create a Green Skywalk, linking the east and west of the city and its major assets including the university, the library complex, racecourse, railway station and the city centre.

The skywalk will become the biggest 'green network' of flora and fauna along a pedestrianised route. It is estimated the project will deliver £217 million to the local economy and become a 'must experience' tourist attraction

Create an environment that is welcoming to students and young people

There are over 15,000 students studying in Chichester. However, to many students and young people, the City does not feel welcoming. There is a need for more facilities and attractions for teenagers and younger people, and we recognise that having a more vibrant night-time economy – one that offers entertainment and activities for younger people as well as other demographics – is important to help meet this ambition. But other ideas to support this theme might include:

- Provide a positive welcome to incoming students
- Encourage a wider range of more affordable shopping for students and younger people and offering specific student promotions
- Create a better physical linkage between the university and the City Centre
- Develop the range of entertainment and activities in the City Centre
- Provide affordable accommodation to encourage younger people and families to live in the City

"There should be more enrichment and leisure opportunities for young people, such as rehearsal and practice spaces for budding artists and musicians, or an improved skate park"

Separate Panel:

Over half of students only visit Chichester City Centre during the day-time once a week or less, with nearly a quarter visiting once a month or less

Over 80% of students only visit Chichester City Centre during the evening once a week or less, with over half visiting once a month or less

(Source: Maximising the Student Economy. A survey and report by University of Chichester)

 Separate Panel:

Supporting teenage entrepreneurs - Lessons from Comparable Towns and Cities

Salisbury City Council host two teenage markets a year to support teenage entrepreneurs who are already selling online and to inspire young people who have never considered the idea of trading on a market. As well as a creative retail offer, the Teenage Market also includes a performance element giving a free platform for local performers and large community groups to showcase their skills and talents.

Enhance life for older people

Acknowledging that within the next 10 to 20 years older residents are likely to have less disposable income than those of today, the Vision sets the ambition to ensure the City Centre offers a good range of jobs, facilities, activities and opportunities for social interaction, which are attractive to older people, are easy to access on foot and encourage active and healthy living.

A range of initiatives, some of which are linked to other themes and ambitions, might include:

- reducing street clutter and provision of well-designed street furniture and facilities
- improved pedestrian surfaces, safer crossings and intersections, and provision of more room on the pavements for easier accessibility
- better linkages between the City Centre and public transport hubs
- a year-round programme of well-publicised events, festivals and activities
- a wide range of shops and food and drink outlets, together with open spaces, places to rest, and leisure and cultural attractions

"Events, festivals, community gardens, and open air cinemas in the summer are a good way to bring people together and create a feeling of pride in a town. A town needs to cater to ALL ages and demographics"

"Easy to feel alone. In reality there are things happening that you can go to, but it is very hard to find out about them. Needs coordinating and raising awareness"

Encouraging more city centre living

Maximising city centre living is important to the vitality and health of a city centre; so provision of additional homes within Chichester City Centre will increase activity across the whole day, adding to the strength of both the daytime and night-time economies. It will also help to ensure a greater number of people feel well connected to services and will eliminate unnecessary travel.

Initiatives to help increase the accommodation in the City Centre might include encouraging conversions of under-utilised upper-floors above retail and commercial units, increasing urban density with infills, construction of smaller residential units especially for single people and couples, and provision of student accommodation and starter homes in new city centre developments.

“A good supply of high density housing is required so that you can walk everywhere including to work. This will encourage the use of smaller shops because they are convenient and easy as part of normal moving around.”

To be a ‘smart’ city that is digitally connected

Every town and city in the world wants to be the best connected ... but few have genuinely set their aspirations that high.

We live in a 24-hour society where we all work hard and wish to make the most of our leisure time. Smart technologies will establish high-value environmental and commercial benefits for the City Centre, connecting people to the fabric of Chichester’s infrastructure.

Our ambition is to ensure World-class digital connectivity is at the forefront of our thinking, creating a high-value broadband and digital infrastructure to benefit residents and our educational establishments, and to drive business growth. With a number of businesses already in place, and with the support of the college and university, the City can grow attractive new business sectors all of which require efficient, fast, reliable, digital connectivity.

In turn, these initiatives benefit the City’s environment by reducing avoidable travel.

“Improve the connectivity of the City and local area both with mobile and broadband coverage, signal strength and data speeds. However, this needs to be achieved without damaging the local environment with unsympathetic masts or digging up paths for cable laying”

Page 24, 25, 26 & 27

Page Heading: Theme 2 - A Vibrant and Growing Economy ... Supporting ambitions and initiatives

To be a city that pursues development opportunities and takes a co-ordinated approach to new development

Chichester City Centre has a terrific range of sites available which, collectively, have the potential to provide hundreds of new homes, a variety of new facilities and thousands of jobs.

Four areas in particular - Eastgate, Westgate, Northgate and Southgate – offer substantial land areas ripe for more efficient use.

These ‘Gateways’ to the City Centre are currently dominated by traffic and create a poor sense of arrival.

The ambition is to provide attractive and innovative schemes to bring new businesses, facilities and attractions to the City Centre, to better connect and integrate the City with its

immediate surroundings, to ‘calm’ the traffic, separating pedestrians and vehicles, and to develop welcoming points of entry.

Some initial ideas include

- Changes to roads and traffic flow
- Re-location or re-organisation of the bus station as a key transport hub
- Reducing traffic demand by encouraging a switch to other modes of transport
- Better linkages between the City Centre and the public transport hubs, the Festival Theatre, Chichester Cinema, the Canal Basin and the Hornet
- Comprehensive redevelopment and some reallocation of highway land
- Mixed developments offering new retail and office space, new homes, hotel and visitor accommodation, cultural and leisure facilities, new attractions, and open space
- Pedestrianisation and enhancement of the public realm, with space for cycling and improved connectivity for pedestrians

“Make every gateway much more attractive”

Separate Panel:

*Retailers are investing in the larger centres and in high impact stores
(Source: Retail Trends Summary Report by the Retail Group)*

*The Southern Gateway and transport hubs - this area of the City is run down, dominated by traffic and creates a poor first impression on arrival
(Source: City Centre Audit – An Observational Study by Broome Jenkins, Design Consultants, Chichester)*

Separate Panel:

Gateway Transformation - Lessons from Comparable Towns and Cities

In Exeter the current bus station site is being transformed into a contemporary landscape providing new facilities including a cinema, restaurants, cafes and shops, a green public square and a brand new leisure centre with two swimming pools, a gym and sauna. The complex will form a dramatic new gateway to the city centre and is part of a regeneration of this much run down part of the city.

Located on one of the largest brownfield sites in the UK, York Central represents a once in a lifetime opportunity to deliver major growth in York. Its development will attract high value jobs, deliver new sustainable homes and create world class public spaces, helping to define the future for the city.

The site includes opportunities for a new office quarter, a new residential community, an expanded and enhanced National Railway Museum, improvements to the railway station and a network of vibrant public squares with routes linking to surrounding neighbourhoods and the City Centre.

To make better and more efficient use of public sector land

The public sector owns land and buildings throughout the City. While some of this is community space, gardens and public facilities, much of it comprises office buildings, road space and car parking land.

The future structure of local government is currently being considered both regionally and nationally so, while there is a desire among many to ensure properties remain in public ownership, there may be opportunities to make better and more efficient use of some land and buildings. If local government buildings do become available, it is important that their re-use or redevelopment should match the themes in this Vision and, where possible, provide the highest possible number and variety of jobs to minimise any impact from the loss of public sector jobs.

In line with the strong aspiration to significantly reduce the number of vehicle movements within the City Centre each day and to reduce the associated environmental issues, one idea is to find alternative uses for some of the short-stay car parking land within the City Centre. Although alternative parking areas would need to be provided close to the City Centre and sustainable modes of transport will need to be increased, re-use of some central car park land might provide:

- space for open-air or covered markets
- ‘green’ community space
- open space for performance
- leisure facilities and hotel accommodation
- small-unit retail development
- city centre dwellings
- space for disabled access parking

“Use of public sector land does bother me: once lost, never regained. Can we ensure the benefits of it stay in the public sector rather than sale to developers? One of the attractions of the City is the space to be found in unexpected places”

“Agree with making better use, but with the caveat that it is not turned into residential. We should focus on business or cultural experiences”.

“Public sector land is just that: public”

Attracting and retaining businesses from a wide range of high earning sectors

The City Centre is already home to a wide variety of businesses. As a growing city, Chichester is strongly placed to attract and establish new high value businesses and employment opportunities from a range of sectors including the creative and film industry, high-end finance, architects and engineers, legal and professional, the video game industry, sciences, tourism and events, the arts, and university and college related employment.

“More concentration on attracting people in the creative industries, and fostering a better environment for the existing creative community. The creative and tech industries are the future of

this country's economy and Chichester is currently not viewed a particularly creative city in the eyes of young creatives."

Separate Panel:

Business start-ups - Lessons from Comparable Towns and Cities

York provides business incubator space both at the university and in the Student Enterprise Space at an innovation hub that houses resources to assist local, national, and multi-national business in the York region.

Lewes plans to introduce subsidised rents for creative start-up businesses for half of the workspace included in their new North Street Quarter, which will be available at around 50% of market rate, through a Section 106 agreement.

Winchester is proposing a Creative Enterprise space to establish a hub for new and growing creative businesses.

Being a centre of learning and harnessing the knowledge of skilled and professional retirees

Successful colleges and universities play a huge role in the economic well-being of our towns and cities. The ambition is for the University of Chichester and Chichester College to increasingly be major economic drivers in their own right, helping to raise educational standards, supporting enterprise and growth in local business communities and enhancing the external perception of our City.

The City also benefits from being home to a number of skilled and professional retirees, many of whom wish to remain active and offer their knowledge and experience for the benefit of businesses, students and residents.

"I like the idea of Chichester becoming a centre of learning"

"The University should be encouraged to provide more professional degrees"

Retaining graduates and developing a skilled workforce to meet the needs of the City's economy

This Vision also sets the ambition to attract and retain more young people and graduates. Bright young businesses tend to be developed by bright young people in places where they choose to live for practical, emotional or lifestyle reasons. Acknowledging that current graduate opportunities locally are limited, some ideas to help retain graduates and to ensure skills meet the needs of businesses include

- Encouraging new businesses and business sectors which match courses offered at the University and the College
- Developing space or an 'incubation hub' for small businesses to support graduates and University/College-related employment

- Providing affordable accommodation to encourage younger people, especially skilled graduates, to live in the City
- Develop the nightlife and entertainment of the city, and create more affordable shopping for students and young people

“I found nothing in the city that I could have applied for after graduation in 2013 that was of graduate level”

“Chichester needs to concentrate and become a centre of excellence in one or two specialities to follow the developments at the University and factories such as Rolls Royce”

Pages 28, 29, 30 & 31

Page Heading: Theme 3 - A Leading Visitor Destination ... Supporting ambitions and initiatives

Separate Panel:

Today, people attach less importance to an ‘annual holiday’. Individual breaks are shorter, more day trips are being taken, visits to friends and relatives are essentially holidays, and we take more short breaks to towns and cities. Trips and holidays are often centred on festivals and events, or revolve around specific interests and ‘themes’ such as culture, heritage, water sports, art, music, cycling, walking, food and drink, and so on (Source: Visit England)

Thus, there are substantial opportunities to increase the value of tourism to the City (and the District).

Chichester is already central to an emerging visitor economy strategy for the District. Our aim is to work with leading players in the visitor economy and to develop stronger partnerships to deliver a better and more attractive year-round visitor destination. Our ambition is for Chichester to be at the heart of one of the UK’s leading Visitor Destinations

“Recognise that Chichester is a small historic city set in outstanding countryside where the tourism offer is currently poor. Priority should be given to making full use of available sites to meet tourist needs, notably hotel accommodation within the City Centre”

To be a vibrant city centre offering high quality arts, heritage, culture and leisure opportunities

Chichester City Centre and its immediately surrounding area is recognised as having outstanding cultural assets – the Festival Theatre, the Gallery, Chichester Cinema at New Park, the Novium Museum, and the Cathedral, plus generous parks, gardens and open spaces, and impressive heritage buildings and structures.

Initiatives to promote this theme therefore include working with partners to develop a new Cultural Strategy, and using the heritage and cultural assets to:

- Help grow year-round tourism in conjunction with the new visitor economy strategy

- Engage and grow the student population
- Provide new businesses and employment in the cultural sector
- Provide a year-round programme of events, festivals and activities for residents and visitors

A new Cultural Strategy will help to maximise the benefits and impact of our culture for residents, visitors and business, establishing Chichester as a UK centre of artistic and cultural excellence.

“An overall strategy of discovering, nurturing and expanding existing successes is vital”

“Chichester should be a centre for creative arts, films and theatre”

Separate Panel:

*Culture generates £7 in economic return for every £1 spent
(Source: ONS/Centre for Economics and Business Research)*

*A study of the economic impact of the four main cultural attractions in the city centre - the Theatre, the Gallery, the Museum and the Cathedral - show that, together, these attractions generate £15.7million annually for businesses across the City and District
(Source: TSE Research)*

Separate Panel:

Culture and Heritage – Lessons from Comparable Towns and Cities

In 2014, York became the UK’s first UNESCO Creative City of Media Arts. The bid to UNESCO told the story of York as a place that is culturally-rich and creatively-pioneering; a place where technology and art is used to breathe new life into its heritage.

This has been cultivated through a £100m investment in media arts infrastructure and by becoming one of the UK’s first Super-connected Cities. It also describes York’s commitment to using creativity and culture to develop the city further

To offer the best retail experience in the South

The popularity of Chichester as a shopping centre is at the heart of the City’s future. It is already characteristic of a ‘speciality town’, with a wide variety of shops and reasons to visit. This ‘multifunction and multi appeal’ of the City Centre has helped Chichester to achieve the success it has to date.

Shoppers like big stores and small specialists, and they want ‘experiences’ and quirkier ‘points of difference’. Shoppers like exploring different ‘quarters’ across a wide range of retail, food and drink outlets; they want events, walks, open spaces, places to rest, and leisure and cultural attractions; and they want their city centre to be pleasant and easy to use.

Improving choice, delivering value and quality, encouraging these ‘points of difference’, and creating an enjoyable ‘experience’ – one that people want to repeat – are essential to persuade people towards the City Centre rather than out-of-town retail parks.

“It should offer an alternative to high street clones by encouraging independent retailers”

“People like ‘quirky’ – like The Lanes in Brighton”

Separate Panel:

Town centre ‘content’ will continue to change and evolve, with ‘content’ much more than just shops and businesses - environment, markets, leisure, facilities, residential and other factors are increasingly contributing to the appeal of the location, making it a desirable place to visit and use on a regular basis.

(Source: Retail Trends Summary Report by the Retail Group)

To have a vibrant evening and night time economy where people find a range of activities

At the heart of every great town or city is a great night time economy.

This Vision’s aim is to meet the demands of residents, workers, and visitors, across all demographics, to develop a high-quality vibrant and safe evening and night-time economy – linking firmly to our ambition to be a leading centre of artistic, cultural and heritage excellence at the heart of one of the UK’s leading visitor destinations.

Some initiatives to promote this theme might include:

- Later shopping hours
- Improvements to street furniture and lighting, signposting, pavements and so on, designed to enhance the experience of users of the night time economy
- A new concert hall and dedicated art cinema
- A venue for live music, comedy and dance
- A night club
- Outdoor space for performance and for relaxing and socialising, for example around the Cathedral or the Canal Basin
- Later licensing hours
- More hotels and visitor accommodation

“Having lived in the city centre for 3 years, I have to say that after 6pm, the City Centre almost closes down. All the arts locations are so well hidden that they never figure on anyone’s radar. The theatre is also isolated”

"A night time economy for the 30's, 40's and 50's is missing"

"Nightlife doesn't always have to mean loud and rowdy - just more consideration given to the types of entertainment on offer such as comedy clubs or places to hold acoustic music events"

Separate Panel:

80% of students stated that Chichester needs a nightclub, and over half stated that not having a nightclub has negatively affected their university experience. Each university town and city Chichester is benchmarked against has a wide variety of nightlife and entertainment. Each city has at least one nightclub.

(Source: Maximising the Student Economy. A survey and report by University of Chichester)

"The leisure economy is where, after the stresses of ever longer working days, we meet, eat, socialise, drink, dance, learn, laugh, fall in love, celebrate, and behave as we were born to behave, as social animals"

Manifesto for the Night Time Economy, Philip Kolvin, QC

Provide a variety of events and activities, and an attractive, clean and welcoming environment

In line with our ambition to be at the heart of one of the UK's leading Visitor Destinations, the City Centre must be open for business, providing an attractive environment and persuasive welcome. It is recognised that events attract visitors and more use could be made of parks, gardens and open spaces. Attention to detail is essential and local planning, licensing and transport policies must support, encourage and help facilitate the growth of the visitor economy.

Appropriate initiatives include:

- investment in new infrastructure, facilities, attractions and events throughout the year
- supporting work to keep our visitor and cultural attractions fresh and engaging
- encouraging provision of new visitor accommodation
- provision of attractive and eye-catching information panels and banners to inform visitors and residents about events, entertainment and activities
- help to facilitate the staging of events, festivals and exhibitions
- ensuring the planning system better understands and serves the needs of the City Centre and its businesses to grow and diversify, and by embedding a culture that gives confidence to investors

"Take more pride in our City" ... "You need to cultivate distinctiveness"

Separate Panel:

Chichester Cathedral

Physically, the Cathedral is a central landmark in the City and, with its 900 years of history and its current contribution to the life of the City, it is of significant heritage, cultural and therefore economic importance to the City Centre ... as well as playing an important role in the social and spiritual well-being of residents and visitors.

Page 32

Page Heading: Where Next? – How the Vision will be delivered

It is firmly acknowledged that this Vision must not simply set out ambitions, ideas and initiatives without these leading to determined actions and activity.

To meet the Vision we will therefore create a climate and environment where constructive change is encouraged and achievable. This will involve:

- Awareness – To generate recognition that the Vision is essential to the future of the City Centre
- Leadership and partnership – To secure cross-party support, and business and political champions
- Skills – To ensure we have the skills to manage the delivery of initiatives and projects
- Communication – To take people along with us on the journey

Vision Delivery Steering Group

This Vision will be a principal guide for all three local authorities and the key organisations in Chichester when setting spending plans, and when considering significant issues and proposals affecting the City Centre.

Following agreement and adoption of this Vision, the structure for operational delivery and governance **will be/is** a 'Vision delivery steering group' comprising

- the leaders or senior elected representatives from the three local authorities
- The chairman of Chichester BID
- the chief executives or relevant senior officers from the three local authorities
- Chairpersons and/or senior executives of key Chichester businesses and community organisations

Project Planning and Implementation Plan

It is not the role of this document to set-out a detailed delivery and action plan. This is published separately and is subject to regular review.

“Co-ordinated planning is required to make a positive intervention and future elected parties need to deliver on this vision”

Page Heading: References and Acknowledgements**Steering Group and Partners**

Produced by Chichester District Council in association with partners of the Chichester Vision Group:

- Cllr Tony Dignum – Leader, Chichester District Council
- Cllr Louise Goldsmith – Leader, West Sussex County Council
- Cllr Jane Kilby – Chichester City Council
- Colin Hicks – Chair, Chichester BID
- Julie Kapsalis – Chair, Chichester Chamber of Commerce & Industry
- Dr Andrew Clegg – Chair, Visit Chichester
- The Very Reverend Stephen Waine – Dean, Chichester Cathedral
- Rachel Tackley – Director, Chichester Festival Theatre
- Andrew Churchill – Commercial Director, Pallant House Gallery
- Cathy Hakes – Museum and Tourist Information Centre Manager, Novium Museum
- Alex Williamson – Former Chief Executive, Goodwood
- Seamus Higson - Deputy Vice-Chancellor University of Chichester
- Shelagh Legrave – Principal, Chichester College
- Michael Watson – Managing Director, Stagecoach South
- Sandra Norval - Former Head of Environment, Govia Thameslink Railway Ltd

Studies, Research Reports and Consultation

The proposals in this Vision have been shaped by field research, reviews of previous plans and strategies, facilitated participation workshops attended by representatives of community and business organisations, full public consultation, and a comprehensive range of studies

- Participation Workshops - Chichester District Council - February and March 2016
- The Visitor Economy of Chichester - TSE Research - September 2016
- Retail Trends Summary Report - The Retail Group - August 2016
- City Centre Audit - by BroomeJenkins - June 2016
- Maximising the Student Economy - Students of the University of Chichester - May 2016
- Comparable Towns and Cities benchmark exercise - Chichester District Council Economic Development 2016
- Chichester Vision – Consultation Draft February 2017 – Public Consultation Report and Analysis April 2017

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SMO
11-5-17

Last updated 2-6-17

Chichester Vision Project 2015/17 – Project Plan Timetable

Task	Start Date	Completion Date	Responsible Owner
Stage 1 Preparation and Agreement			
Complete		31-5-16	
Stage 2 Research and Consultancy			
Complete		31-10-16	
Stage 3 Vision Work			
Complete		12-3-17	
Stage 4 Completion			
Review Public Consultation report and consultees comments	7-4-17	5-5-17	Steve Oates
Appoint and liaise with graphic designer	2-5-17	2-6-17	Steve Oates/ Ali Thompson
Steering Group meeting	11-5-17	11-5-17	
Redraft/amend Vision document	11-5-17	31-5-17	Steve Oates
Report to OSC – Report on X Drive	26-5-17	26-5-17	Steve Oates
Preparation of new visuals	31-5-17	16-6-17	Steve Oates/ Ali Thompson
Officers from LA's to review revisions and feed back	31-5-17	9-6-17	Steve Oates/ Ali Thompson
Draft document design		16-6-17	Steve Oates/ Ali Thompson
Partners Group meeting		w/c 12 June	Ali Thompson
CDC Chief Exec & Leader review		TBC	Diane Shepherd/ Steve Oates
CDC OSC	13-6-17	13-6-17	Steve Oates
Officers from LA's to review final revisions and feed back	13-6-17	19-6-17	Steve Oates/ Ali Thompson
Final Vision text approved by Project Partners	19-6-17	19-6-17	Steve Oates
Presentation to CDC Members	19-6-17	19-6-17	Steve Oates
Complete Chichester Vision final draft		20-6-17	Steve Oates & external consultant
Steering Group		22-6-17	
Report to, and adoption by, Cabinet: 1. Draft report to CMT 2. Final report in X:drive 3. Cabinet meeting date		20-6-17 28-6-17 11-7-17	Steve Oates
Report to, and adoption by, partner authorities and organisations	26-6-17	21-7-17	Diane Shepherd
Report to, and adoption by, CDC full Council		25-7-17	Diane Shepherd

Chichester Vision Project 2015/17 – Project Plan Timetable

Vision completed and printed		31-8-17	Steve Oates
Stage 5 Engagement and Implementation			
Prepare outline governance and proposals for establishment of Delivery Steering Group, and/or appointment of Delivery Executive, for approval by Steering Group	1-6-17	19-6-17	Steve Oates
Production of outline Delivery Plan	1-6-17	11-8-17	Steve Oates
Establish Delivery Steering Group (DSG)		15-9-17	Diane Shepherd/ Steve Oates
Delivery Steering Group to finalise and agree Delivery Plan		15-9-17	
Launch/Publication of Vision		30-9-17	Diane Shepherd/ Steve Oates/DSG
Implementation of Delivery Plan	1-9-17	Ongoing	DSG
Further engagement to be confirmed after completion and on consideration of the final Vision			

Last Updated – 2-6-17



YOUR **BUSINESS** | YOUR **CITY** | YOUR **VOTE**



BUSINESS PLAN



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- 18** Your vote counts
- 19** How do I vote?

The Chichester Business Improvement District (BID)

Businesses in Chichester now have the opportunity to vote for BID2 and reaffirm Chichester's position and intent to remain at the forefront of successful, business focussed Cities in the UK. **The BID levy currently provides:**

- ✓ **Christmas lights and festivities** which attracted 70,000 people into Chichester on 26 November, including 12,000 people for the switch-on event
- ✓ **City performance measurements** such as the footfall camera, digital foot flow monitors and sales turnover figures show footfall is in line with national trends
- ✓ **Improved safety and security of our City Centre** through Chichester Businesses Against Crime (ChiBAC), significantly reducing criminal activity
- ✓ **Thirteen new City Mapboards, 100,000 City Maps and 51 Dispensers**, actively promoting our attractions, restaurants, pubs and cafés
- ✓ **An attractive and welcoming City environment** with side street improvement projects, hanging baskets, deep street cleaning and celebratory flags projects
- ✓ **A focused and ongoing 'Choose Chichester' marketing campaign** and an Events Marketing Manager to provide support and social media for all BID members events
- ✓ **Co-ordinated City Centre management** via a BID Manager working closely with the Councils, along with a BID Office, business support, website and business directory
- ✓ **Slatted business signs**, listing businesses in all side streets, coming this year
- ✓ **Increased one-to-one BID engagement** through a new BID Ambassador



Farmers Market



ChiBAC



Crane Street project



New City map boards



Christmas 2015 lights

Why Chichester BID..?

There is already an increase in activity since Chichester businesses voted overwhelmingly in favour of having a BID. Our positive message is that Chichester is proactive, open for business, new opportunities and investment.

Over the last five years, in a challenging post recession business environment, **Chichester BID has raised over £1.3m from the BID levy**, which has made a significant contribution to improving the attraction of the City for consumers and businesses.

The Chichester BID Levy has paid for:

Increased marketing and promotion of our City centre

Christmas Lights and festivities attracted **70,000 people** on 26 November 2015 – that's an **additional 78% footfall** (against the year with no lights).

Significantly **a million consumers** chose to visit Chichester in the Christmas period 2015.

Niche markets and a focused and ongoing **'Choose Chichester', campaign promoted the City for shopping, days out, heritage, arts and culture**. Promotional activity in parish magazines, Sussex Life, Heart and Spirit Radio has helped sustain visitor numbers from across the region, supported by a social media presence on FaceBook and Twitter.

Improved organisation of our City Centre

The BID office represents Chichester's businesses which helps deal with important City centre issues such as licensing and consent activity as well as lobbying for change and improvement to local authority policy.

A new **BID Ambassador** to engage with BID members and visitors.

Your BID Levy pays for City performance measurements such as the footfall camera, digital foot flow monitors and retail turnover. This activity provides significant evidence that helps us all monitor the performance of Chichester but also provides actionable insights that help us **make better business decisions to promote our City**.

Keeping our City environment attractive and welcoming

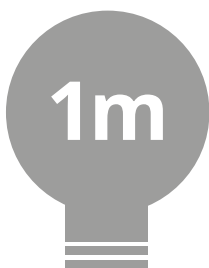
13 new City Mapboards and 100,000 City Maps actively promoting our attractions, businesses, restaurants, pubs and cafés. Located at **over 50 City dispensers**, our City maps are vital wayfinding tools helping visitors navigate their way around our City.

The Crane Street rejuvenation project, and other ongoing side street initiatives, such as business wayfinding signage, helps to support our independents who keep Chichester unique and increase footfall. Deep street cleans **removing 10 years' worth of chewing gum and grime** off the pavements.

Improved the safety and security of our City Centre

Chichester Businesses Against Crime (ChiBAC). Crime Reduction is achieved through a radio link scheme, CCTV, body worn cameras, drug dog operations, cyber-crime training and undercover detectives. These help deter offenders and repeat crime, with **high level police detection rates at circa 65%** as opposed to 35% outside of ChiBAC area.

In 2015 anti-social behaviour dropped by 26% (drug crimes nearly halved), over 100 people were banned from the City and there was a 16% drop in burglaries.



Numbers visiting Chichester for the Christmas festivities 2015



Christmas lights switch-on event increased footfall by 78% in 2015



13 new City Mapboards and 100,000 City Maps



In 2015 anti-social behaviour dropped by 26%

“

The BID is there to make Chichester an even better place than it is already – for both businesses and consumers – and to help bring people to the city to appreciate it. And that’s what it does, working in lots of areas, sometimes independently and sometimes bringing together partnerships. It’s a real force for good in Chichester and we would be much poorer without it.

David Coulthard
Communar Chichester Cathedral

”



New leadership, new vision

Chichester BID2 will have a new Leader, Colin Hicks (pictured right), who is keen to encourage our business partners to work more collectively to develop a more joined-up approach to City centre management, promotion and business opportunity. As central government devolves even greater power to Local Authorities, there is an even greater call to action for BID's to work closer with our local councils.



Advocacy

Businesses are asking for a more joined up approach across County, City and District Councils for City Centre services and policy. Chichester BID has created the opportunity to work more closely with the Chamber of Commerce & Industry and Visit Chichester to strongly represent the views of the private sector going forwards.

Non-Executive Board Directorships

All levy payers can raise issues through the BID champions or board members. The current Board brings together expertise from a broad range of sectors.

Director Representation 2017-2022

Independent consultant – Chair

Independent retailer

Independent eatery

Independent service business

Multiple retailer

Small chain service business

Multiple service business

Culture and heritage

Night time economy

District Council

City Council

Board Advisors

Hospitality

Residents' representative

West Sussex County Council

Major Attractions

Education

One business under threshold



As the economy continues to evolve, the City and the principal players have to evolve with it. The BID is now positioned as an objective and articulate representative of the City's private sector business community. By working in partnership with local authorities, city groups and organisations, we can now achieve outcomes, in collaboration, that refine and improve what cannot, and will not be achieved on our own.



The BID now helps form policy which does, and will, move our City into the new sharing and information-based economy, on both a regional and national scale. By voting for Chichester BID, you have an articulate, objective and business-focused partnership working together to improve, manage and promote Chichester.

Andrew Fynamore
Chair 2012-2017





Working in partnership



BID foot flow counter

Priorities for BID2, 2017–2022

What will we achieve in our second term?

Working collaboratively, our plan will be based on strong leadership to enable an economically sound, safe, attractive and organised City centre. Our team will focus on the **successful promotion of our City**, and the **attraction of increased visitors, customers, businesses, employees and investment**.

The team has listened to the concerns of our BID members and in response, **BID2 will focus more on demand and less on supply**, by improving the customer and business experience and move away from streetscape improvements.

1

Strategic Partnership

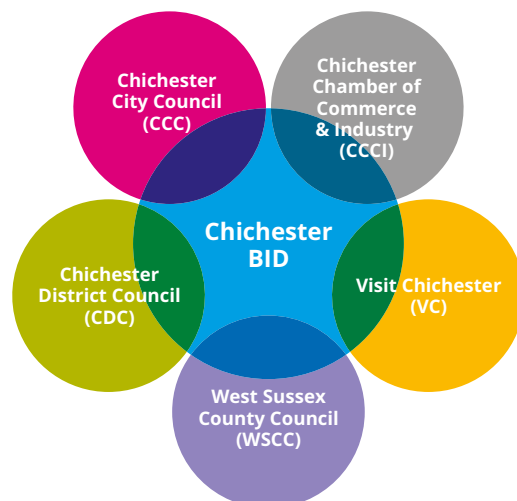
- Representing the private sector voice to West Sussex, District and City Councils, on City works and services and working closely with Chichester Chamber of Commerce & Industry on matters concerning policy and planning through forums, meetings and steering groups.
- The BID has obvious synergies with other bodies in Chichester, as shown below.



Since 2012, Chichester has enjoyed bigger and better Christmas celebrations, signage and renovation projects for side streets to support our independents and crime has been reduced through the excellent ChiBAC (Chichester Business Against Crime) scheme. The BID has also initiated a project to measure the city's overall footfall and sales performance in order to support BID levy payers in their planning and promotional activities.



Brendon Cook
Kiwi Recruitment



Synergies with other bodies in Chichester



2 Business Opportunity

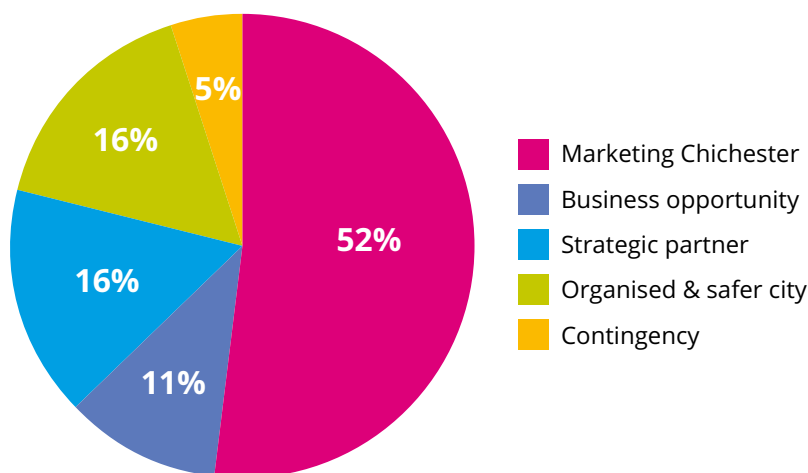
- Networking and promoting Chichester as a key place to invest and 'do business', working closely with the Chichester Chamber of Commerce & Industry.
- Promote Chichester as a vibrant place to live, work and visit.

3 Organised and Safer City

- BID Ambassador, to be the 'eyes and ears' on the street.
- Financing ChiBAC (Chichester Business Against Crime) for crime reduction making Chichester a more welcoming and safer environment.
- Connecting and engaging Chichester with a digital strategy for data collection and consumer and visitor insights.

4 Promoting Chichester

- **Events**
Continued provision of Christmas Lights and Festivities. Enhanced support with social media, organisation and marketing for our BID members on events such as Roman Week and the Festival of Flowers.
- **Marketing**
Creation of a Partnership with Visit Chichester to help brand, market and promote Chichester nationally as a Key Visitor Destination along with continued regional City Centre marketing focused on building brand loyalty for repeat business. Activity will be undertaken through traditional and digital business advertising opportunities.



BID2 expenditure plans

“

It is key that local government and businesses work closely together to achieve continued improvements for our City. The Chichester BID is a great way of doing this and not only helps bring about physical improvements but by working with partners including the District Council it is also an effective way of raising issues identified by BID levy payers. This year the BID and District Council have been working closely with organisations across the City on the Chichester Vision which is looking at the City's needs over the next 20 years. This is an exciting time for Chichester and the BID is a crucial partner to help deliver the Vision and increase tourism to Chichester through events and more effective marketing and communication.



Gillian Keegan
Chichester District Council

”



Consultation and feedback

This business plan has been drawn up after extensive consultation and following discussions with our BID members representing different sectors and areas across the City. **The results showed:**

- **BID members, in particular our Independents, want increased marketing to raise Chichester's profile** and more segmentation across the BID members to create better business opportunities and more street-focused support.
- Events are seen as important and businesses appreciate the support offered from the BID for organisation and promotion of their events, **but more needs to be done to promote our professional services and independents.**
- BID members have requested an **increase in one-to-one engagement to feedback their ideas and concerns.**

We have listened to feedback from our BID members:

1. City Licensing would work better under one central roof.

Chichester BID has created a One Stop Shop proposal for all three Councils to focus their requirements to one central office.

2. The timescale required to achieve CDC Planning and WSCC Highways permissions for improvements should be shortened.

Through a more strategic partnership we will lobby for improvements to planning policy, which must also be aligned with the City Vision plan for Chichester.

3. The best way to engage and share information with BID members is through face-to-face meetings rather than corporate communications.

In Term 2, the BID will employ a City Ambassador to be the eyes and ears on the street and in regular touch with our BID members as well as meeting and greeting our visitors.

4. The loss of small affordable incubator spaces for Independents and offices is having a negative impact on our entrepreneurs and business development in Chichester.

The BID has introduced sector focus groups to help twin businesses with similar target audiences to create more business opportunity, as well as lobbying planning applications to retain our smaller incubation space and to better support new businesses coming into the area.

5. Chichester City Centre is under-promoted both as a destination and a place to do business.

Certain physical attributes of the City Centre were successfully developed in Term 1 but the marketing has not made enough impact. This will be significantly increased in Term 2.

6. Christmas lights and markets attract new visitors, develop brand loyalty and encourage repeat business.

BID2 will build on this success and increase Christmas festivities.

7. The BID, with its focus on the retail sector and improvements to the streetscape, was unnecessarily single-track in meeting its responsibilities to the levy payers. The business-to-business sector missed out.

The BID will focus on creating business opportunities for the business-to-business sector working closely with the Chichester Chamber of Commerce & Industry.

8. BID funding for a safe and secure City through ChiBAC is an investment that has become almost invisible, because it is so effective. Its praises need to be sung.

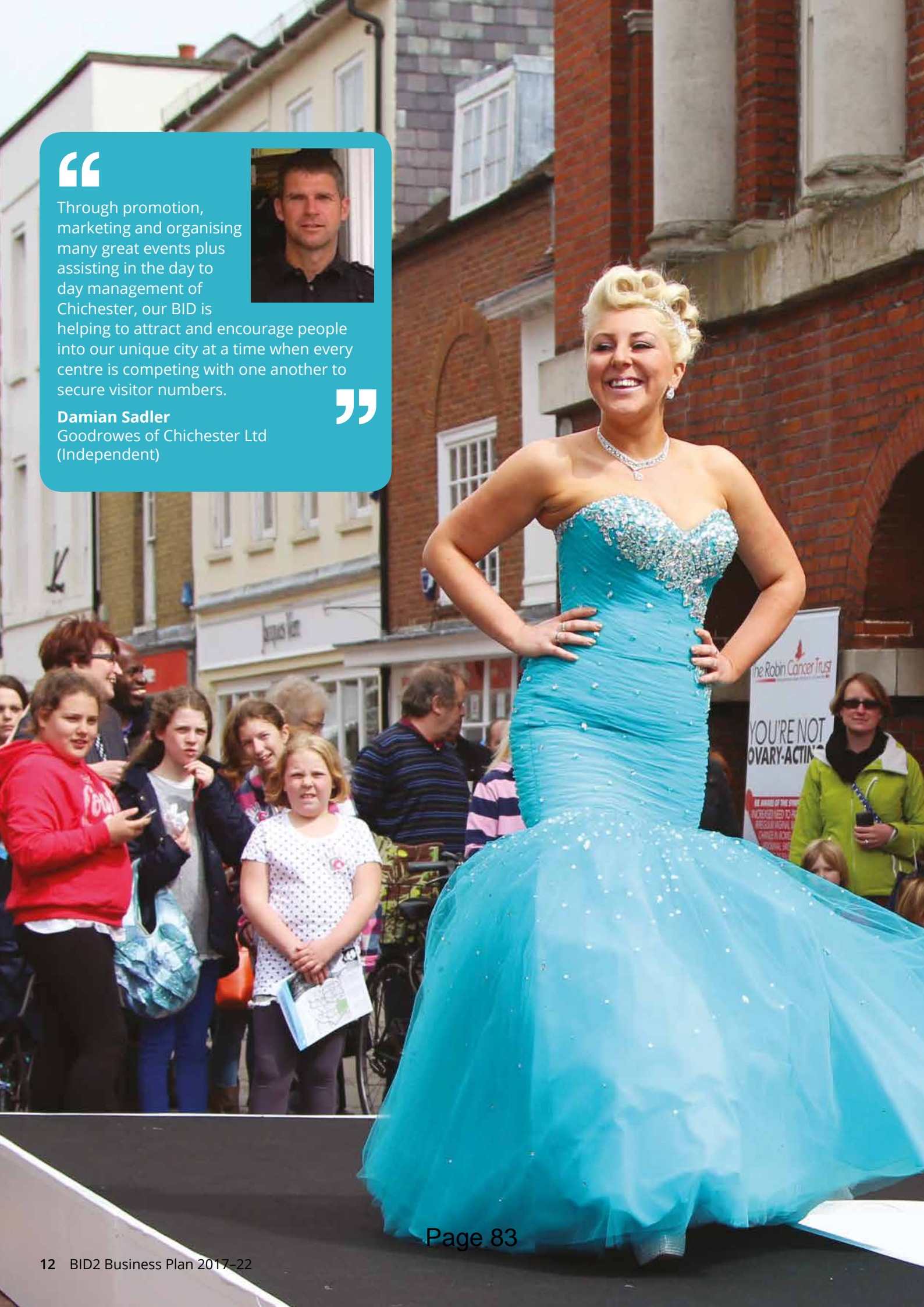
BID2 will seek to better promote ChiBAC's additional services to our business-to-business community, and support City Angels.

“

Through promotion, marketing and organising many great events plus assisting in the day to day management of Chichester, our BID is helping to attract and encourage people into our unique city at a time when every centre is competing with one another to secure visitor numbers.

Damian Sadler
Goodrowes of Chichester Ltd
(Independent)

”



How will Chichester BID add value to your BID Levy..?

From 2017-2022, we are raising the Levy by 0.25%. Therefore, the BID levy will be fixed at 1.25% of each hereditament's rateable value, for each year over the next five years.

This raise will allow us to deliver your key priorities:

- 1** 50% of the budget to be spent on marketing, events and the promotion of Chichester, 50% of the budget on creating more business opportunity for BID members.
- 2** Most importantly, Chichester BID will use this 0.25% increase of funds (£67,500) to attract match-funding, sponsorship, grants and other funds available nationally.
- 3** The BID can unlock a further £50,000 from Chichester District Council, to brand and actively promote Chichester across the country, in partnership with Visit Chichester.
- 4** The BID will use the funds allocated to business opportunity to work more closely with the Chamber of Commerce & Industry to offer BID members business expertise and support, consultation and networking to create more business opportunities in Chichester.
- 5** Chichester BID will provide leadership in partnership with Chichester Businesses Against Crime (ChiBAC), Visit Chichester and The Chamber of Commerce & Industry to deliver a more joined-up approach to promoting Chichester as a key visitor destination and a safe, welcoming and organised City in which to live, work and do business.

Chichester BID continues to:

- Give local businesses the opportunity to lead the way and decide what they want for their area
- Provide focused and targeted promotion of the City Centre
- Offer networking and collaborative working opportunities with neighbouring businesses
- Offer invaluable advice and assistance in dealing with the Council, Police and other public bodies
- Provide an opportunity to influence funding and decision-making
- Remain a not-for-profit organisation

Who will be part of Chichester BID2?

Chichester BID's geographical area is within Chichester's City walls including Southgate, Northgate, St Pancras and The Hornet.

 BID Area



Map (right): © Crown copyright. All rights reserved (100018803) (2006). Map not to scale

2017–2022 Financial Projections

BID Levy at 1.25% of Rateable Value

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5	Total
BID levy income	350,000	350,000	350,000	350,000	350,000	1,750,000
Grants and sponsorship (not including 0.25% match-funding)	5,000	5,000	5,000	5,000	5,000	25,000
Total BID2 levy revenue	355,000	355,000	355,000	355,000	355,000	1,775,000

Less Collection & Renewal Costs (11%)

Collection costs	14,500	14,500	14,500	14,500	14,500	72,500
Non collection contingency	17,500	17,500	17,500	17,500	17,500	87,500
Renewal process	-	-	-	-	40,000	40,000*
CDC ballot process	-	-	-	-	5,000	5,000*
Total costs	32,000	32,000	32,000	32,000	77,000	205,000
Available revenue	323,000	323,000	323,000	323,000	278,000	1,570,000

Expenditure BID2 objectives

A. Marketing Chichester (52%)	168,000	168,000	168,000	168,000	141,300	815,600
B. Business opportunity (11%)	35,500	35,500	35,500	35,500	30,350	173,500
C. Strategic partner (16%)	52,000	52,000	52,000	52,000	44,600	253,750
D. Organised & safer city (16%)	51,000	51,000	51,000	51,000	49,400	79,500
Contingency 5%	16,150	16,150	16,150	16,150	12,350	77,500
BID2 expenditure	323,000	323,000	323,000	323,000	278,000	1,570,000

BID levies for 2017–22

Rateable value	Weekly cost	Annual levy
£5,000	£1.20	£62.50
£10,000	£2.40	£125.00
£20,000	£4.81	£250.00
£50,000	£12.02	£625.00
£100,000	£20.19	£1,050.00
£250,000	£60.10	£3,125.00
£300,000	£72.12	£3,750.00

The BID Contingency

The BID sets aside a sum per annum from its budget to act as a contingency margin to support businesses as required, in addition to a non-collection contingency. If, at the end of the financial year, there has been no call on either contingency fund, then it will be invested in the 4th quarter of each year into the other four main objectives, (either as a lump sum or shared).

*Only payable if Chichester BID seeks a third term for a Business Improvement District

“

I'm backing the BID because like every winning team Chichester Business Improvement District is greater than the sum of its individual parts. As a collective, the BID is able to market and promote the City, and add a return of investment of many thousands of pounds to the 560 plus levy payers. The BID has developed a clear step change in strategy and with new Leadership, can successfully deliver it. Firm foundations have been laid in the BID's first 5 years and with more energy, enthusiasm and expertise available for BID2, there is no limit to what Chichester businesses can achieve.

Lyn Bethan
House of Fraser

”



LEG II
AUGUSTA

Meet the BID2 management team



Charlotte Wickins

BID Manager

Charlotte will report to the BID Board and manage the BID Team, office and projects. She will account for the BID budget and ensure transparency through a variety of BID communications and focus groups.



Jeanette Hockley

Events and Marketing Manager

Chichester BID members' events will be supported by Jeanette Hockley, who will also manage all aspects of marketing and promoting our City Centre, as well as our social media, website and communications.



Colin Hicks

Chair Designate 2017-2022

Colin will use his governance and organisational leadership experience, to Chair the BID Board and steer the BID Team into new strategic partnerships and projects, with clear direction over the next term.

Team Advisors



Chichester Chamber of Commerce & Industry



Visit Chichester



Chichester Advisory Group



Ex Chairman

There will be a **much higher level of engagement with partners and members in BID2**, with our monthly focus group meetings which will help with transparency and **much more effective modes of distributing information** such as our City Ambassadors and digital options. Our BID members all use different ways to communicate and we have to make it as easy as possible for them to keep up to date.



Chichester has plenty on offer to accommodate the changing habits of today's consumers. Not only are we a multiple shopping destination, but a learning city and a place for relaxation and entertainment that is alive with arts, culture and heritage of national importance. This City is ready to be presented to a much wider audience as one of the UK's top places to live, work, shop, discover, learn and just enjoy life.

Working collectively, we can offer our commercial, independent and retail businesses, as well as visitors and citizens, a more connected City that is a place of opportunity to all. The private sector investment in Chichester through the BID is essential to attracting new interests. We are determined to seize the opportunities that are out there to attract additional financing that will match our BID members' aspirations and investment.

Colin Hicks

Chair Designate 2017-2022





Spirit FM promotion



AGM 2015

Your vote counts

For the BID to proceed to another term, more than 50% of those who vote must vote 'yes'. Of those positive votes, the total rateable value must be higher, when added together, than the rateable value of those who voted 'no'.

If Chichester BID2 secures a 'yes' vote, then all businesses within the BID Levy geographical area are **legally obliged to pay the BID Levy for the next 5-year BID term.**

The Chichester BID 2nd Term runs from **1 April 2017 to 31 March 2022.**

Alteration

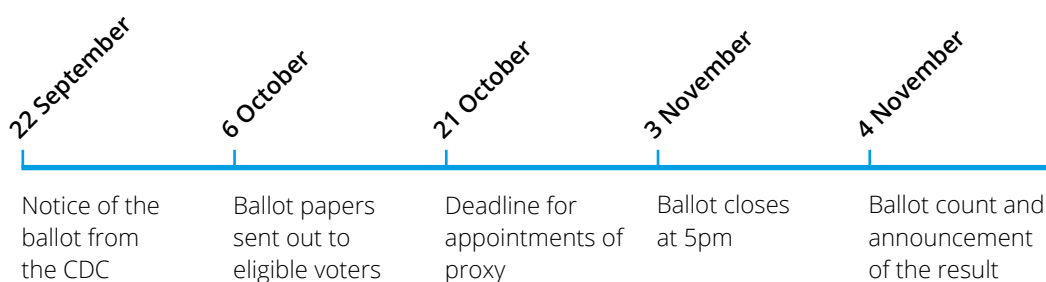
Neither the BID area nor the BID levy percentage can be altered during the BID Term, without an Alteration Ballot. The budget headings and project costs can be altered within the constraints of the revenue received through the BID levy.

BID levy collection

Chichester District Council is obligated to issue invoices and collect the BID Levy from our BID members on behalf of the BID.

Chichester BID then receives the funds raised from the Levy in monthly instalments from the District Council directly, which are **spent against the agreed annual budget to deliver our members' objectives.**

Proposed timescale





The Wrenford Centre volunteers



Crane Street Project

How do I vote?

'Back the BID' by voting Yes during October so we can collectively create the best opportunity for businesses in Chichester.

From 6 October–3 November 2016, eligible businesses will be asked to cast their vote in a secret ballot. To ensure neutrality the ballot will be administered by Chichester District Council.

All defined levy payers (occupiers) are entitled to one vote per hereditament (property space). Therefore, a ballot paper is sent to the occupier of each hereditament with those occupying more than one

hereditament receiving more than one ballot paper. Every ballot paper is a vote that counts.

It is possible to appoint a proxy to vote on your behalf. Proxy applications are to be made to Chichester District Council **by 5pm on 21 October 2016**. Levy payers that have been exempt from paying the BID levy are not eligible to vote.

When you Vote Yes for ChiBID 2 you will have a strong network of private sector partners and a voice at the table of our Local Authorities, where Chi BID is already guiding on policy, planning and investment for the future.



For further information on Chichester BID please contact:

Charlotte Wickins – BID Manager
Chichester BID Office, 82 North Street,
Chichester, West Sussex PO19 1LQ
T: (01243) 773263
M: 07803 698 191
E: cwickins@chichesterbid.co.uk
www.chichesterbid.co.uk

Look out for our
BID BUDDY
volunteers in October,
who will be available to
answer any queries
you may have.

Chichester BID is a member of British BIDS and currently registered as a not for profit limited company, as Chichester City Centre Partnership CIC, at Companies House, Registration no 7961000, along with its Memorandum of Articles and Association and Constitution.

Chichester
Business Improvement District **BID**

VOTE YES



BID2 working together



Follow us on Twitter @ChichesterBID

Date:

23rd April

2014

SOUTH DOWNS NATIONAL PARK AUTHORITY

and

CHICHESTER DISTRICT COUNCIL

AGENCY AGREEMENT

Relating to the provision of
Planning services in Chichester District Council
Section 101 of the Local Government Act 1972

AGENCY AGREEMENT made the 23rd day of April 2014

PARTIES

1. **SOUTH DOWNS NATIONAL PARK AUTHORITY** of Rosemary's Parlour, North Street, Midhurst, West Sussex, GU29 9SB (the "National Park Authority")
2. **CHICHESTER DISTRICT COUNCIL** of East Pallant House, 1 East Pallant, Chichester, West Sussex, PO19 1TY (the "Council")

BACKGROUND

1. From 1st April 2011, the South Downs National Park Authority is the sole local planning authority for the area of the South Downs National Park, pursuant to Section 4A of the Town and Country Planning Act 1990 and as provided in The South Downs National Park Authority (Establishment) Order 2010.
2. Section 63 (5) of the Environment Act 1995 gives effect to Schedule 7 to that Act and paragraph 13 (1) of Schedule 7 provides that Section 101 to 106 of the Local Government Act 1972 (arrangements for committees and sub-committees) shall have effect as if a National Park Authority were a local authority for the purposes of those sections.
3. On 19 November 2013, the South Downs National Park Authority resolved to continue to provide some of its development management planning functions through agency arrangements with 10 existing local planning authorities that have a part of their areas within the South Downs National Park.
4. The Council is willing and has agreed to exercise the Planning Services on behalf of the South Downs National Park Authority under Section 101 of the Local Government Act 1972, in accordance with the measures outlined.
5. The South Downs National Park Authority and the Council have agreed that funding will be based on the premise of clarity over costs incurred by the 'Council' from delivering the service specified by the NPA, with no profit or loss and that the aim throughout the

Agreement Period will be to continue to improve development management quality, user's experience and value for money in the long term.

6. The Council has a duty to provide the South Downs National Park Authority with such assistance and information as the South Downs National Park Authority may reasonably request for the purposes of discharging any of its functions pursuant to paragraph 6 of Schedule 4 of The South Downs National Park Authority (Establishment) Order 2010.

SECTION 2 – PRELIMINARY

Definitions

7. "Authorised Officer" means The Director of Planning for the South Downs National Park Authority and Director of Environment for the Council and "authorised officers" shall be construed accordingly.
8. "Agreement Period" means the period 1st April 2014 to 31st March 2017 or to the end date of any agreed Extension.
9. "Commencement Date" means 1st April 2014.
10. "Council" means Chichester District Council, East Pallant House, 1 East Pallant, Chichester, West Sussex, PO19 1TY.
11. "Default" means any breach of the obligations of either Party (including but not limited to fundamental or persistent breach or breach of a fundamental term) or any material default, act, omission, negligence or statement of either Party in relation to the subject matter of the Agreement and in respect of which such Party is liable to the other.
12. "Expiry Date" means 31st March 2017 or the end date of any agreed Extension.
13. "Force Majeure Event" means a natural and unavoidable event or circumstance that is beyond the control of the Parties and which interrupts or prevents either Party from performing any or all of its obligations pursuant to this Agreement.

14. "National Park Authority" means the South Downs National Park Authority, commonly referred to as the "National Park Authority" and the "SDNPA" within this Agreement.
15. "Parties" means the South Downs National Park Authority and the Council and "Party" shall be construed accordingly.
16. "Planning Services" means those development management planning services exercisable by the National Park Authority as sole planning authority which the Parties have agreed should be delivered by the Council during the Agreement Period and which are set out in paragraph 119 of Schedule 1 to this Agreement.
17. Service Level Agreement (SLA) means the service standards and general processes against which the development management service and performance will be delivered and monitored throughout the period of the Agreement (as developed and attached to this Agreement). The SLA will be the subject of regular review by both parties and will be used to help measure performance and to help inform payments for the services provided.
18. "Working Day" means a complete calendar day which is not a Saturday or a Sunday or a public holiday

Interpretation

19. reference to any Act of Parliament, order, regulation, statutory instrument or the like shall include a reference to any amendment, modification or re-enactment of the same;
20. words importing one gender shall include the other; words in the singular shall include the plural and vice versa and word importing individuals shall be treated as importing corporations and vice versa;
21. clause headings and notes are for ease of reference only and do not affect the interpretation of this Agreement;
22. reference to a clause, schedule, section, part or appendices is a reference to a clause, schedule, section, part or appendices within this Agreement unless expressly stated

otherwise;

23. The Schedules to this Agreement form part of this Agreement.

Commencement and Duration of Agreement

24. This Agreement shall commence on the Commencement Date and unless terminated earlier in accordance with the terms of this Agreement will remain in force until the Expiry Date.

25. No later than 31st March 2016 (or such later date as the Parties may agree) the Parties may agree to extend the Agreement by a further period or periods of up to three years (an "Extension").

26. Any such Extension shall be on the same or substantially the same terms and conditions as under this Agreement, subject to any necessary changes that may be agreed by the Parties.

SECTION 2 – DELEGATION OF PLANNING DEVELOPMENT MANAGEMENT SERVICES

Agency and Exercise of Agency

27. In accordance with Section 101 of the Local Government Act 1972 and subject to the terms and conditions of this Agreement the South Downs National Park Authority hereby authorises the Council to discharge the Planning Services within that part of its administrative area that is within the South Downs National Park during the Agreement Period and the Council shall act as the National Park Authority's agent for these purposes.

28. Each Party shall review this Agreement at least annually and report its findings to the other. The Parties shall pay particular attention to the effectiveness of arrangements, costs, income, expenditure, performance and decision making and may thereafter, by agreement, vary the terms of Schedule I. Any changes agreed by the Parties to the terms of Schedule I following such review will be in writing, executed by both Parties and recorded as a Variation to this Agreement in accordance with paragraph 104.

29. Notwithstanding paragraph 27, nothing herein contained shall prevent the South Downs National Park Authority from exercising the Planning Services as a whole or in respect of any particular case within the Planning Services PROVIDED THAT:
30. In the case of the South Downs National Park Authority exercising the Planning Services as a whole pursuant to this clause funding by the National Park Authority for the Planning Services will continue in accordance with the provisions of Schedule 2 until either a Dispute is concluded in accordance with Section 6 or if sooner the Agreement is terminated in accordance with Section 5; or
31. In the case of the South Downs National Park Authority exercising the Planning Services in respect of any particular case pursuant to this clause funding by the National Park Authority will continue in accordance with the provisions of Schedule 2 as if the Council were exercising the Planning Services in respect of the particular case.
32. Notwithstanding paragraph 27, the Council may in exceptional cases request the National Park Authority to exercise any or all of the Planning Services either for the duration of this agreement or for a specified period of time or in respect of a particular planning application in which case the National Park Authority may in its discretion exercise the Planning Service or Planning Services to the extent of the request and to the exclusion of the Council.
33. This Agreement supersedes any and all agreements or understandings between the Parties whether written or oral relating to the matters which are the subject of this Agreement.
34. In exercising the Planning Services the Council hereby agrees with the National Park Authority that so far as practicable it shall discharge the Planning Services in accordance with Schedule 1, the Service Level Agreement attached to this Agreement, any relevant guidance issued by the National Park Authority and have regard to and comply with all statutory and legislative requirements associated with delivery of the Planning Services. The National Park Authority hereby agrees with the Council that so far as practicable it shall comply with the obligations placed upon it as specified in Schedule 1.

35. The National Park Authority and the Council hereby warrant and represent each to the other that it has full capacity and power to enter into this Agreement and that in doing so it has complied with all applicable laws and accordingly it will fully and promptly indemnify the other party against all costs losses expenses claims demands or proceedings suffered or incurred by that party as a result of inaccuracy to any extent of the warranty and representation contained in this clause.

36. The Council shall use all reasonable endeavours to ensure that all individuals employed or engaged by it under a contract of service or contract for services in connection with the discharge of the Planning Services are of suitable character and are appropriately qualified experienced and trained in the area of work which they are to perform. Such experience and training shall be provided to reflect the need for a clear understanding of the special qualities, and the duties and objectives of the National Park and the consequential context of planning within the National Park.

SECTION 3 –INDEMNITIES AND INSURANCE

Indemnity and Insurance

37. The National Park Authority shall be responsible for and shall indemnify the Council against all claims (including reasonable legal expenses) incurred by the Council arising from the exercise of the Planning Services but this shall not apply where the Council is shown to be negligent in discharging the Planning Services and such negligence has directly caused the circumstances leading to such claim.

38. The Council shall use all reasonable endeavours to undertake the Planning Services in such a way as to minimise third party claims or any legal liability arising in connection with or incidental to the carrying out of the Planning Services through the negligence default acts or omissions of the Council or its employees, agents or contractors.

39. The Council shall indemnify the National Park Authority against any financial claim made against the National Park Authority as a result of a negligent act or negligent omission by the Council or its employees and contractors in discharging the Planning Services.

40. The National Park Authority shall indemnify the Council against any financial claim made against the Council as a result of a negligent act or negligent omission by the National

Park Authority or its employees and contractors in relation to the operation of this Agreement.

Insurances

41. The Council shall throughout the term of this Agreement take out and maintain with a reputable insurer policies of insurance in respect of the following risks for not less than the following amounts in respect of any one incident or series of connected incidents:

- Employers Liability £20 million
- Public Liability £20 million
- Professional Indemnity Insurance £2 million
- Officials Indemnity Insurance - £2 million

Conduct of Claims

42. This clause shall apply to the conduct by the Council in relation to claims made by a third person against the Council in respect of the Planning Services. Accordingly:

- a. In the event that the Council receives any notice, demand, letter, or other document concerning any claim arising from the discharge the purported discharge or the failure to discharge the Planning Services or any of them from any third party it shall notify the National Park Authority of the claim as soon as reasonably practicable and in any event within twenty (20) working days of receipt of the same.
- b. The National Park Authority shall (subject to it giving to the Council an indemnity to its reasonable satisfaction against all costs and expenses that it may incur by reason of such action) be entitled to dispute the claim at the National Park Authority's own expense and take conduct of any defence, dispute, compromise, or appeal of the claim and of any incidental negotiations. The Council shall give the National Park Authority all reasonable co-operation, access and assistance for the purposes of considering and resisting such claim.

43. With respect to any claim conducted by the National Park Authority pursuant to paragraph 42b:-

- a. The National Park Authority shall keep the Council fully informed and consult with it about material elements of the conduct of the claim;
 - b. The National Park Authority shall not bring the name of the Council into disrepute; and
 - c. The National Park Authority shall not pay or settle such claims without prior consent of the Council, such consent not to be unreasonably withheld or delayed.
44. The Council or its insurers shall be free to pay or settle any claim on such terms as it thinks fit and without prejudice to its rights and remedies under this Agreement if the National Park Authority fails to notify the Council of its intention to take conduct of the relevant claim within twenty (20) Working Days of receipt by the National Park Authority of the notice from the Council under paragraph 42.

Limitation of Liability

45. In respect of any claims of liability arising out of the wilful default and/or negligence of the Council its employees agents or contractors, the Council shall, subject to paragraph 46, have unlimited liability for all reasonably foreseeable loss suffered by the National Park Authority as a result of the default giving rise to the claim.
46. Notwithstanding any other provision of this Agreement neither party shall be liable to the other party (as far as permitted by law) for any indirect special or consequential loss or damage in connection with this Agreement, howsoever caused, which shall include, without limitation, any loss of or damage to profit, revenue, contracts or anticipated savings.
47. Subject always to the other provisions of this clause, the provisions of paragraph 46 shall not be taken as limiting the right of either Party to claim from the other for additional operational and administrative costs and expenses resulting directly from the wilful default and/or negligence of the other Party.
48. Each Party shall at all times take all reasonable steps to minimise and mitigate any loss or

damage for which the relevant party is entitled to bring a claim against the other Party pursuant to this Agreement.

49. Notwithstanding any other provision of this Agreement neither party limits or excludes its liability for death or personal injury.

SECTION 4 – FINANCIAL ARRANGEMENTS

General Principles

50. The Parties declare their intention that the discharge of the Planning Services shall be fully transparent and as open book as possible and that the aim will be to improve value for money throughout the Agreement Period and in particular to converge payments, costs and standards.
51. The method of calculating the payment to be made by the National Park Authority to the Council for the delivery of the Planning Services by the Council and the timing of such payment is set out in Schedule 2.
52. The Council shall ensure that the Planning Services are run in an efficient and economic manner and shall provide, following a reasonable request by the National Park Authority, all financial information associated with the provision of the Planning Service within a timely manner and no more than 20 working days from any reasonable request.
53. The Council will ensure that all planning fees and fees for related development management work (including income and fees from Section 106 Obligations) shall be paid directly to the South Downs National Park Authority in accordance with guidance and processes issued and the protocol that forms part of this Agreement. The SDNPA will review these arrangements from time to time and will ensure that the Council has relevant and up to date guidance to ensure that this can be operated effectively and consistently.
54. Requests from the Council for additional resources shall be made in accordance with the guidance and related Protocol that is operated consistently across the National Park. Properly completed requests that accord with the Protocol will be considered in a timely

manner and decisions will be made by the SDNPA and conveyed to the Council, in accordance with the Protocol.

SECTION 5 – TERMINATION

Expiry

55. This Agreement shall terminate on the Expiry Date unless it shall have been terminated earlier in accordance with the provisions of this Agreement or extended in accordance with paragraph 25, in which case it shall terminate at the end of such extension.

Termination

56. In the event that either party wishes to terminate this Agreement at any time prior to the Expiry Date or the expiry of any agreed Extension, it shall give to the other party a minimum of 12 months notice in writing provided that in the event that any Extension has been made for a period of less than 12 months, the period of notice required to terminate this Agreement during such Extension shall be not less than half the duration of such Extension.

57. In the event that the Council:

- (a) is guilty of fraud or dishonesty or acts in any manner which in the opinion of the National Park brings or is likely to bring the Council or the National Park Authority into disrepute or is materially adverse to the interests of the National Park; or
- (b) refuses or neglects to comply with any reasonable and lawful direction of the National Park Authority.

the National Park Authority may notify the Council of its intention to terminate the Agreement, or terminate the provisions of any part of the Agreement, by written notice (the First Notice) and provide the Council with a reasonable period of time in which to respond (which shall be a period of no less than one month and no more than three months). In the event that the National park Authority in not satisfied with the response of the Council to the First Notice, the National park Authority may terminate the

Agreement, or terminate any provisions of any part of the Agreement by written notice (the Second Notice) to the other Party with immediate effect with no liability to make further payment to the Council in respect of services provided after the date of the Second Notice.

58. The Parties may terminate the Agreement, or terminate the provisions of any part of the Agreement by written notice to the other Party with immediate effect if that other Party commits a Default and if:

- a. the Default is not remedied within 30 days, or such other period as may be agreed between the Parties, after issue of a written notice from the other Party specifying the Default and requesting it to be remedied; or
- b. the Default is not capable of remedy; or
- c. the Default is a fundamental breach of the Agreement

and in the case of default by the National Park Authority, it shall remain liable for payment to the Council in accordance with Schedule 2 until the date of determination.

Consequences of Expiry or Termination

59. In the event of termination however and whenever occurring:

60. the Parties shall:

- a. Fully co-operate in terminating, modifying, restructuring, assigning or notating contractual arrangements entered into to mutual advantage and shall properly and timeously execute any documents necessary;
- b. enter into such arrangements with the each other as they may agree concerning the ownership and control of any assets acquired;
- c. use their reasonable endeavours to agree an amicable financial settlement between them;
- d. as soon as reasonably practicable transfer or return any property including data belonging wholly to the other party, to that other Party or in the event that any such

property comprises information reports analysis studies or data of any description and belongs jointly to the parties provide to the other Party a copy of such property;

61. In the event that one Party terminates this Agreement pursuant to paragraph 56, that Party shall indemnify and keep indemnified the non-terminating Party from and against any claims, costs, losses expenses liabilities demands and proceedings (including reasonable legal and other professional costs) suffered or incurred by the other party and arising from or in connection with such early termination.
62. In the event that the National Park Authority terminates this Agreement pursuant to paragraph 57, the Council shall indemnify and keep indemnified the National Park Authority from and against any claims, costs, losses expenses liabilities demands and proceedings (including reasonable legal and other professional costs) suffered or incurred by the National Park Authority and arising from or in connection with such early termination.
63. In the event that one Party terminates this Agreement pursuant to paragraph 58, the other Party shall indemnify and keep indemnified the terminating Party from and against any claims, costs, losses expenses liabilities demands and proceedings (including reasonable legal and other professional costs) suffered or incurred by the terminating Party and arising from or in connection with such early termination. The Parties agree that where the Transfer of Undertakings (protection of Employment) Regulations 2006 (TUPE) are applicable to the expiry of or early termination of this Agency Agreement, the parties shall comply with their respective obligations under TUPE and co-operate to affect he smooth transfer of staff. In the event that TUPE does not apply, the parties shall endeavour to agree how to apply its principles to preserve continuity of service.

SECTION 6 - DISPUTE AVOIDANCE AND DISPUTE RESOLUTION

Referral to Officers, Chief Executives and Leaders

64. Subject to the provisions of paragraph 65 below, any dispute arising under, or in connection with this Agreement ("Dispute") shall be dealt with in accordance with this Section 6 and neither Party shall be entitled to commence or pursue any legal

proceedings under the jurisdiction of the courts in connection with any such Dispute until the procedures set out in this Section 6 have been exhausted.

65. Paragraph 64 shall be without prejudice to the rights of termination stated in Section 5.
66. Any disputes arising in connection with this Agreement will normally be resolved amicably by referral to the Authorised Officers of both parties who shall attempt in good faith to resolve the Dispute.
67. If the Authorised Officer of either Party considers that there is a Dispute between the Parties to which Section 6 should apply, they shall give written notification to the Authorised Officer of the other Party.
68. Where the Authorised Officers do not within twenty (20) working days (or such longer period as the Parties may agree) of written notification of a Dispute achieve a solution acceptable to both parties, and provided no right of termination has been exercised, then the matter shall be referred to the Chief Executives of both Parties who shall endeavour to meet promptly, and in any event within twenty (20) working days (or such longer period as the Parties may agree) of the referral to them of the Dispute, and shall in good faith discuss and seek to resolve the Dispute.
69. In the event of an unresolved Dispute between the Chief Executives the matter in Dispute shall be referred for resolution to the Leader of the Council and the Chairman of the National Park Authority who may be advised by their respective Chief Executives, Authorised Officers or any other person. In the event that the Leader of the Council and the Chairman of the National Park Authority are unable to resolve the Dispute within twenty (20) Working Days, the procedure set out in paragraph 64 will be "exhausted".

Mediation and Litigation

70. If any Dispute has not been resolved pursuant to the provisions of paragraph 69 within twenty (20) Working Days of the date on which it is referred for resolution under the said paragraph 69, that Dispute may be referred by either Party to a mediator (the "Mediator") to be agreed between the Parties and if no agreement is

reached within ten (10) Working Days (or such longer period as the Parties may agree) a Mediator to be appointed by the Centre for Effective Dispute Resolution in England.

71. The Mediator shall determine the rules and procedures by which the mediation shall be conducted save that:

- a. each Party shall be entitled to make a written statement of its case to the Mediator prior to the commencement of the mediation provided that such statement shall be provided to the Mediator and to the other Party not less than 20 days or such other period as may be agreed by the Mediator before the mediation is to commence; and
- b. within 21 days of the conclusion of the mediation the Mediator shall provide a written report to the Parties which report shall set out the nature of the dispute and the nature of its resolution if any.

72. The Mediator shall be entitled to be paid his reasonable fee which shall be paid in equal parts by the Parties.

73. Other than in respect of emergencies neither Party shall be entitled to commence litigation procedures until the completion of the mediation in accordance with this clause if one of the Parties has chosen to refer the matter to a mediator in accordance with paragraph 70.

74. Unless this Agreement has been terminated each Party shall continue to perform its obligations under this Agreement, notwithstanding the existence of a Dispute.

SECTION 7 – GENERAL

Provision and recording of Statistical Information, Accounts & other Documents, attending meetings etc.

75. Each Party shall make available to the other such relevant information within its possession as the other Party may from time to time reasonably require.

76. Without prejudice to any provision in this Agreement requiring the keeping of records, the supply of statistics, or the provision of information each Party shall keep such other records and details of or concerning discharge of the Planning Services and the performance of their respective obligations under this Agreement as the other Party may by notice in writing reasonably require and shall produce or provide copies of such records and details to the other Party as, when and in such form as that other may reasonably require.
77. The Council will use the SDNPA IDox UNIFORM Planning administration system to validate and register all development management applications and related work within the National Park and process, determine and monitor those cases that it handles. This will include the provision of all data and the completion of all relevant fields within UNIFORM, as requested by the SDNPA. The SDNPA will ensure that it provides adequate guidance and processes to ensure that the Parties can provide this information and will provide similar guidance to enable the Council to obtain agreed performance and other information and reports from the UNIFORM system.
78. Without prejudice to any provision in this Agreement, each Party shall keep and maintain all necessary information and shall provide all necessary assistance to enable the other Party to complete all necessary official returns or statistics of which the providing Party has been given reasonable written notice and which are related to the Planning Services.
79. Each Party shall provide the other with such assistance and information as the other Party may require, to help enable that other Party to properly allocate such expenditure as it may need to incur in relation to the discharge of the Planning Services.
80. The Parties will make all reasonable efforts to attend or be appropriately represented at all officer and other meetings and working groups that relate to the provision of the SDNPA planning services. Examples include the SDNPA Planning Working Group (PWG), the SDNPA Development Management Group (DMG), the related Enforcement Group and the SDNPA Planning Administration User Group (PAUG), although this may change over the time of this Agreement.

Audit Information and Access

81. Each Party's external and internal auditors shall have the like powers set out in Part II of the Audit Commission Act 1998 and all other audit and related legislation. Each Party shall at all reasonable times (including following the expiry or earlier termination for whatever reason of this Agreement) allow or procure for any auditor for the purposes of an external or internal or audit:

- a. immediate access to,
- b. permission to copy and remove any copies of, and
- c. unless the Council is obliged to retain for its own purposes, to remove the originals (but providing copies of such originals where the same are required for the on-going compliance with a Party's obligations under this Agreement) of -

any books, records and information in its possession or control which in any way relates to or are or were used in connection with this Agreement or the discharge of the Planning Services including (but without limitation) any of each Party's data and any such information stored on a computer system.

82. Each Party will provide all practicable co-operation and afford all appropriate access to personnel and records in order to assist the requesting Party in carrying out any investigations other than any which are already under way at the Commencement Date in relation to matters which are relevant to the subject matter of this Agreement and any investigations which are carried out after the termination or expiry of this Agreement.

Freedom of Information

83. Each Party acknowledges that they are subject to the requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and shall where reasonable assist and co-operate with each other to enable the other Party to comply with their information disclosure obligations.

Data Protection

84. The Parties will comply with the Data Protection Act 1998

Successors

85. The provisions of the Agreement are binding on any statutory successors of the Parties unless otherwise expressly or by necessary implication so provided for in this Agreement.

Relationship of Parties

86. Nothing in the Agreement shall be construed as creating a partnership or as a contract of employment as between the Council and the National Park Authority.

Illegality and Severability

87. In the event that any part of this Agreement shall be or become or be declared void, invalid, illegal or unenforceable (together "Invalidity") for any reason whatsoever including by reason of the provisions of any law or change thereto or any decision of any court or regulatory body having jurisdiction over the Parties or this Agreement, the Parties hereby expressly agree that, subject to paragraph 88, the remaining parts and provisions of this Agreement shall continue in full force and effect with such amendments as are necessary to ensure that the balance of obligations remains so far as possible the same as under the Agreement or as may be agreed between the Parties.

88. In the event that any such invalidity is so fundamental as to prevent the accomplishment of the purpose of this Agreement, the Parties shall immediately commence good faith negotiations to remedy such invalidity provided that in the event that they are unable to do so within 30 days (or such other period as they may agree) either Party may terminate this Agreement by notice in writing to the other.

Third Party Rights

89. The Parties do not intend that any person who is not a Party to this Agreement shall have any rights under the Contracts (Rights of Third Parties) Act 1999 or otherwise to enforce any term of this Agreement.

Variations

90. This Agreement may be varied at any time by agreement in writing between the Parties and such agreed variation(s) shall be endorsed on or attached to this Agreement and no variation or amendment shall be actionable until the endorsement or attachment has been executed by both Parties.

Waiver

91. The failure of either Party to insist upon strict performance of any provision of this Agreement or to exercise any right or remedy to which it is entitled hereunder, shall not constitute a waiver thereof and shall not cause a diminution of the obligations established by this Agreement.
92. No term or provision of the Agreement shall be considered as waived by any Party unless a waiver is given in writing by that Party and specifically states that it is a waiver of such term or provision.
93. No waiver under paragraph 92 shall be a waiver of a past or future default or breach, nor shall it amend, delete or add to the terms, clauses or provisions of this Agreement unless (and then only to the extent that) it is expressly stated in that waiver.

Force Majeure

94. Neither Party shall be liable to the other for any delay in or failure to perform its obligations under the Agreement if such delay or failure results from a Force Majeure Event and either or both Parties shall give written notice to the other as soon as reasonably practicable of such delay or failure. Notwithstanding the foregoing, each Party shall use all reasonable endeavours to continue to perform its obligations under the Agreement. If a Party is unable to perform its obligations under the Agreement as a result of a Force Majeure Event for a period in excess of twelve weeks (commencing on the date of the notice provided in accordance with this Clause) the other Party may terminate the Agreement by notice in writing with immediate effect.

95. If either Party becomes aware of circumstances of a Force Majeure Event which gives rise to or is likely to give rise to such failure or delay on its part it shall notify the other as soon as possible and shall estimate the period that such failure or delay shall continue.

Fraud

96. The Council shall take all reasonable steps to safeguard the National Park Authority's funding of this Agreement against fraud generally and, in particular, fraud on the part of its employees. The Council shall notify the National Park Authority immediately if it has reason to suspect that any fraud has occurred or is likely to occur.

Notice

97. Any notice (or other communication) required to be given under the Agreement shall be in writing and shall be delivered personally, or sent by first class pre-paid post or recorded delivery or by commercial courier or by fax, to each Party required to receive the notice at its address set out below or such other office as may be notified:
- a. The South Downs National Park Authority, Rosemary's Parlour, North Street, Midhurst, West Sussex, GU29 9SB
 - b. The Chichester District Council, East Pallant House, 1 East Pallant, Chichester, West Sussex, PO19 1TY
- a. Any notice (or other communication) shall be deemed to have been duly given:
 - b. if delivered personally, when left at the address referred to in the Agreement; or
 - c. if sent by pre-paid first class post or recorded delivery, at 9.00a.m. on the second business day after posting;
 - d. if delivered by commercial courier, on the date and time of the signature of the courier's receipt;
 - e. if sent by fax, on the date and time of receipt.

98. A notice (or other communication) required to be given under this Agreement shall not be validly given if sent by e-mail.

99. The provisions of this clause shall not apply to the service of any process in any legal action or proceedings where the normal legal rules as to delivery will apply.

Interest on Late Payments

100. In the event that any sum due from either Party to the other has not been paid by the date on which payment was due such sum shall bear interest at a rate of 3% over the base lending rate of HSBC Bank from the date on which such payment fell due until the date on which it is paid.

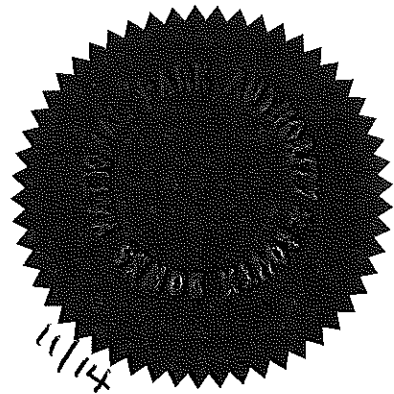
Law of Agreement

101. The Agreement shall be subject by the laws of England and subject to the exclusive jurisdiction of the English Courts.

IN WITNESS of which the Parties have executed and delivered this Agreement as a Deed the day and year first above written.

EXECUTED as a Deed by
Affixing of the COMMON SEAL
of THE SOUTH DOWNS NATIONAL
PARK AUTHORITY
in the presence of:

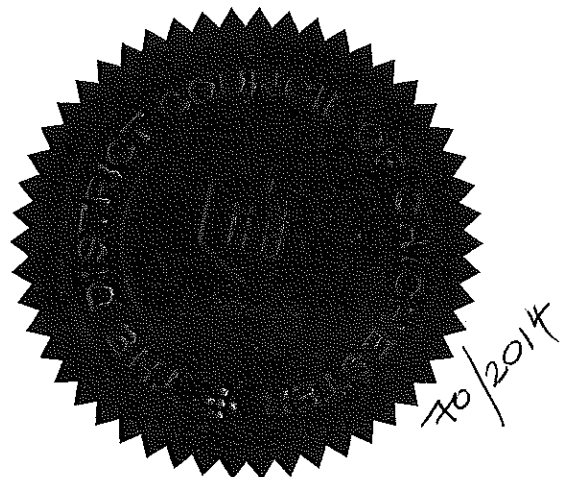
T. B. Betty



Authorised Signatory

EXECUTED as a Deed by
affixing of the COMMON SEAL of
CHICHESTER DISTRICT COUNCIL
in the presence of:

M. R. Carroll



Authorised Signatory

Schedule I- Service Terms

Introduction

102. This Schedule sets out the specification of the service to be delivered by the Council from 1st April 2014 for the Agreement Period. The Schedule defines the scope and constraints of the service and the responsibilities of the Council to ensure that service delivery is efficient and effective. The purpose of the Schedule is also to ensure that the appropriate resources and systems are in place for the Council to provide the planning services on behalf of the South Downs National Park Authority.

103. The objectives of this Schedule are to:

- a) provide a clear and concise description of the service
- b) provide clear definitions of roles and responsibilities
- c) show how the quality of service will be measured
- d) identify contacts for reporting and resolving issues

104. It is essential that the Parties recognise that the requirements in terms of service delivery may change over the life of the Agreement.

105. Any change in the service terms provided in this Schedule will be managed in accordance with the terms of the Agreement and in line with procedures set out in paragraph 106 below. The National Park Authority does not regard this Schedule as a static entity fixed for the period of the Agreement; it is instead a framework within which the National Park Authority wishes to see development and innovation of the Planning Services for the entire National Park area.

106. Where the Parties require a variation to the service terms, the scope and standard of the service will be discussed, agreed and signed by the Parties in the form of a separate document to be attached as an addendum to these service terms in accordance with paragraph 90.

107. The National Park Authority has installed and has provided the Council with access to an IT system ("the IDox UNIFORM System") which is to be used for the purposes of delivering the Planning Services across the Park. The National Park

Authority has provided and paid for training and on-going running costs associated with the use of the IDox UNIFORM System, including all steps set out herein and any consequences thereof.

108. The Council must use the IDox UNIFORM System for the purposes of delivering the Planning Services on behalf of the National Park Authority. In general terms, this should include using the system for the :-

- Receipt of planning applications
- Validation of planning applications
- Withdrawal of planning applications
- Any deferrals, resolutions or determinations of planning applications
- Receipt of planning appeals
- Determination of planning appeals
- Enforcement and stop notice register or the undertaking of any other enforcement activity
- Enforcement appeals
- EIA register information including screening opinions and directions, scoping opinions and directions, notifications made under Regulations 7(2), 8(2) and 9(4), any directions made under Regulation 4(4), Environmental Statements (including further information) and any Statement of Reasons.
- All UNIFORM field data entry, as advised

General

109. The Council's planning website shall include an information page throughout the Agreement Period for the purposes of explaining the Planning Services and working relationship and arrangements between the Parties and include a link to the National Park Authority's website. The content and format of the web page is to be approved by the National Park Authority.

110. The Council will retain all of its records of planning history pre 1st April 2011 for all sites within the South Downs National Park which fall within its administrative area in accordance with its existing record retention practices.

111. Where a new Unique Property Reference Number (UPRN) is created by the District Council, the District Council shall send the UPRN to the National Land and Property Gazetteer (NPLG) central hub within one week of its creation, or as otherwise agreed by the National Park Authority.
112. Where any local land charges applications are made to the Council and the Council consults the National Park Authority in respect of any search application, the National Park Authority will use reasonable endeavors to respond to the Council within 48 hours unless this is not possible due to circumstances outside the control of the National Park Authority unless otherwise agreed between the Parties.
113. Where the Council wishes to comment on any planning application being determined by the National Park Authority, it should either make such comments within 21 days of the application being validated, or should seek agreement from the National Park Authority within 21 days of the planning application being validated for the period within which comments should be made. Any comments so made will be considered by the National Park Authority when processing and determining the application. The National Park Authority will consider the comments of the Council on all relevant planning matters which are received before the matter is determined.

Training

114. National Park specific induction and training will be required for all of the Council's staff and Members involved in the delivery of the Planning Service and this is to be provided by the National Park Authority at its own cost. The requirements will be jointly discussed and agreed between the Parties. Non National Park specific induction training and on-going professional development needs of the Council's staff and members involved in the delivery of the Planning Services is to be provided and funded by the Council. Both parties will share proposed relevant and appropriate training before it is given, where it relates to planning both within and outside the National Park.

Working Relationship

115. The National Park Authority wishes to maintain a close working relationship with the Council and ensure that the Planning Services can be delivered effectively.

The Council shall therefore regularly and in any event not less than annually submit its views on how the arrangements are working on an on-going basis.

116. Service Review meetings shall take place on a frequency to be agreed between the Parties, and shall be attended by officers from the National Park Authority and the Council. The purpose of these meetings will be to review the operation of the Agency Agreement and to be additional to routine contact between key individuals at the appropriate level, in the Council and the National Park Authority.

South Downs National Park Identity

117. The following are examples of when the National Park Authority branding should normally be used:-

- Letter heads
- Decision Notices
- Enforcement Notices
- Site Notices
- Tree Preservation Orders
- Newspaper Advertisements/Public Notices
- Web site
- Publicity material
- Staff ID and powers of entry
- Premises
- Application files
- Rubber stamps/decision stamps and parallel electronic versions

Organisational Structure

118. The Council shall notify the National Park Authority (and shall consider any comments from the National Park Authority) when any substantive changes are to be made to the staffing structure for providing the Planning Services. The National Park Authority will notify the relevant Council if and when proposing any substantive changes to its staffing structure.

Definition of “Planning Services”

119. Subject to the specified exceptions, the Council will undertake all work associated with the delivery of the statutory development management planning function of the National Park Authority pursuant to Parts III, VII, VIII and X of the Town and Country Planning Act 1990 and associated legislation, as detailed in 2.3 below, in relation to its own administrative area which falls within the boundary of the South Downs National Park for the Agreement Period and shall provide all the necessary staff to undertake the Planning Services.

The specific services to be provided by the Council are as follows:

Planning Determinations, Orders and Consents

120. Everything associated with the determination of a planning application, order or consent, which includes (but is not limited to) those processes listed in paragraph 121 below, but which excludes those applications submitted by the National Park Authority under Regulation 3 of the Town and Country Planning General Regulations 1992, is to be undertaken by the Council except if one or more of the criteria set out in paragraph 123 below are satisfied or if paragraph 126 applies.

121. The processes referred to in 120 above which are associated with the determination of a planning application, order or consent include, however are not restricted to, the following:

- Planning application enquiries
- Pre-Application advice
- EIA Screening/Scoping
- Receipt of application
- Registration of application
- Validation of application
- Publicity and Consultation of application
- Consideration of application
- Production of report (delegated or committee)
- Determination of application/order/consent

- The keeping of Planning Records
- On-line publication of all planning applications
- Enforcement activities

122. Providing any information required by the Data Protection Act 1998 and/or the Freedom of Information Act 2000 in the course of the above processes. These processes shall be undertaken in accordance with provisions to be agreed with the National Park Authority.

123. Subject to paragraphs 125 and 126 below, if any one or more of the following criteria are satisfied the assumption is that the application, order or consent may have a significant effect on the purposes for which the South Downs National Park has been established and will be determined, following a direction from the National Park Authority to the Council, by the National Park Authority and not the Council;

- a. If a planning application is classed as EIA Development in the Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2006.
- b. If a planning application is a major development which, by reason of its scale, character or nature, has the potential to have a serious adverse impact on the on the natural beauty and recreational opportunities provided by the National Park.

124. In the instance where a planning application is published on an Agenda of a Council Committee for determination and the National Park Authority considers that it may wish to determine the application, the National Park Authority will provide an appropriate Direction and in addition will, if possible, give three (3) Working Days notice that it may wish to determine the application. The Council will continue to consider the application, reach a 'minded to' decision and:

- a. If it is minded to determine the application in accordance with its officers recommendation it may proceed to determine the application accordingly; or
- b. If it is minded to determine it other than substantially in accordance with its officer's recommendation, it shall not proceed to determine the application, but will refer it

to the National Park Authority, advising it accordingly. During the period of three (3) Working Days after the Council's Committee meeting, the National Park Authority will decide whether the application should be recovered for its determination (in which case it will be reported to the National Park Authority Planning Committee for determination), or whether the Council can proceed to determine the application in line with its 'minded to' decision.

125. The National Park Authority may decide, in consultation with the Council, that determination of a planning application, order or consent should be undertaken by the Council despite satisfying one or more of the criteria listed in paragraph 123 above. This will only take place if the National Park Authority is satisfied that the application, order or consent will not have a significant effect on the purposes for which the South Downs National Park has been established. In this instance the National Park Authority will serve an appropriate direction on the Council to the effect that the Council may determine the application.

126. The National Park Authority may at any time decide that any application, order or consent may have a significant effect on the purposes for which the South Downs National Park has been established and should be determined by the National Park Authority and not the Council. Where an application, order or consent falls outside the criteria set out in paragraph 123 above, the National Park Authority shall give good and sufficient reason for this decision to the Council, and shall serve a direction on the Council accordingly.

127. The National Park Authority, in consultation with the Council, has produced guidelines to explain instances when it is likely to feel that an application, order or consent will have a significant effect on the purposes for which the South Downs National Park has been established.

128. The procedures and standards to be applied by the Council in connection with the following:-

- Third party enquiries regarding planning applications
- Pre-application discussions
- Planning Fees
- validation of planning applications

- registration of planning applications (to include reference numbering)
- National Park Authority notification of receipt of application
- EIA Screening and Scoping
- Stakeholder involvement
- Case handling
- Consultation standards and procedures
- Scheme of Delegation for planning matters
- Committee procedures (to include despatch of agenda's, public participation, frequency of meetings, report and agenda formats etc.)
- Monitoring of planning applications
- complaints

are to be agreed between the Council and the National Park Authority.

Planning Compliance and Enforcement

129. All planning enforcement functions exercised pursuant to the Town and Country Planning Act 1990 (Part VII) and associated legislation shall be undertaken by the Council whether they were the determining authority or not. Enforcement priorities and procedures shall be in accordance with the Protocol between the National Park Authority and the Council for enforcement of planning and related matters that forms a subsequent part of this Agreement. This shall include enforcement for mineral and waste work for the County Councils and all other enforcement work for the District Councils.

130. Those matters referred to in paragraph 129 above which are associated with the provision of a planning enforcement service include, but are not restricted to, the following;

- Resolution of complaints
- Service of Planning Contravention Notices and other Information Requisition Notices, Temporary Stop Notices, Enforcement Notices, Stop Notices, Breach of Condition Notices.
- Prosecutions
- Injunctive relief proceedings.
- Certificates of Lawful Use or Development

131. The Council shall consult with the National Park Authority prior to service of Temporary Stop Notice, Stop Notice and Injunctive Relief proceedings in all instances and the National Park Authority shall either endorse the action to be taken or require that it not be taken, subject to action required to be taken as a matter of urgency, when the National Park Authority agreement shall be sought retrospectively and as soon as reasonably practicable.

132. The National Park Authority may where it decides that it is expedient to do so, supplement the Council's enforcement service.

Specialist and Support Services

133. Services relating to historic buildings, conservation areas, design, archaeology, ecology, landscape, trees, highways, agricultural viability, economic development, agriculture, land management, law, human resources, accountancy, democratic services and other specialisms or support services which are required in order to provide the Planning Services are to be provided or obtained as appropriate by the Council in accordance with provisions to be agreed with the National Park Authority.

National Park Authority development proposals

134. Any National Park Authority development proposals will be submitted and determined by the National Park Authority under Regulation 3 of the Town and Country Planning General Regulations 1992. These applications fall outside the provisions of the Agreement.

Council's development on land within the National Park

135. Any planning application or consent submitted by the Council to the National Park Authority will follow the same process as for any other planning application or consent and therefore unless the application or consent is regarded as having a significant effect on the purposes for which the National Park Authority has been established it will be determined by the Council.

Section 106 Obligations

136. Where a planning application is determined by the Council and there is a related planning agreement, the Council shall negotiate and undertake all associated work from drafting to completion of the agreement as agent for the National Park Authority. The Council shall at all times inform the National Park Authority of progress of such agreements in a manner to be agreed between the National Park Authority and the Council.
137. The National Park Authority will maintain a register of all planning agreements to ensure that all payments meet the purposes for which they are intended. The Council shall actively monitor the register in relation to agreements that they have negotiated. The register will be publicly accessible on the National Park Authority's website. The Council will maintain a register or other suitable arrangement of all planning agreements that relate to land within the boundary of the South Downs National Park entered into prior to the 1st April 2011.
138. Arrangements for planning agreements, including financial provisions, shall be in accordance with the Protocol between the National Park Authority and the Council for handling Section 106 Agreements linked to the grant of planning permission, which forms a later part of this Agreement.

Planning Appeals

139. Planning, planning enforcement and other appeals relating to matters determined by the Council will be undertaken, from beginning to end, including appearance at any appeal, by the Council. As set out in Schedule 2 to this Agreement all non-routine and/or significant costs associated with such appeals e.g. instruction of expert witnesses or appointment of Counsel shall be agreed with the National Park Authority before they are incurred. This will be in accordance with the Protocol that relates to requests for additional National Park Authority resources and which forms a subsequent part of this Agreement.

Planning Applications determined by the National Park Authority

140. Notwithstanding the provisions of paragraph 123, the Council shall undertake administrative and related functions in respect of applications being determined by the National Park Authority, except that such functions shall not include the processing or determination of any such application. The National Park Authority will consider helping to meet the cost of such functions in accordance with the provisions of Schedule 2.

Responsibilities

141. The Council will:
- a. Comply with any protocol which may be agreed between the Parties.
 - b. Provide a service that meets or exceeds the targets in this Schedule.
 - c. Provide service availability and support as agreed between the Parties that is acceptable to the National Park Authority including access to officers and opening times of public reception offices provided that such access and opening times shall not exceed the usual services provided by the Council.
 - d. Adopt the highest appropriate standard in commissioning and managing the delivery of services from external providers.
 - e. Comply with all legislative and Council policy for the specific work areas.
 - f. Comply with all National Park Authority corporate codes and rules provided that such corporate codes and rules shall not conflict with the Council's own corporate codes and rules.
 - g. Ensure that a named officer is identified to deal with each matter.
 - h. Where possible alert the National Park Authority, via the Link Officer, to any potential issues, and explain the matter as fully as possible so that appropriate action can be taken.
 - i. Assist the National Park Authority in resolving any problems by all reasonable means.
 - j. Seek to agree a case handling checklist on agreed selected matters within a realistic mutually agreed timescale or timescales.
142. The National Park Authority will:
- a. Where possible alert the Council to any potential problems, and explain the matter as fully as possible so that appropriate action can be taken

- b. Assist the Council in resolving any problems by all reasonable means
- c. Ensure that there is reasonable communication and access between the National Park Authority and the Council, particularly through the services of a Link Officer
- d. Provide a timely service in relation to requests for information and advice from the National Park Authority.

Performance Management

143. As part of the review of the Agreement pursuant to paragraph 144 below, the National park Authority shall prepare a report on the performance of the Council over the previous 12 months, or for other such period as may be agreed between the Parties.

144. The following table includes examples of the types of indicator that the National Park Authority may use as a basis for this report. However, these will be developed, expanded upon and refined over time. The Council may also wish to add tailored indicators to assist with the assessment, in particular to assess the 'added value' of the service in meeting National Park purposes.

No.	Definition
	Planning Applications
1	Proportion of cases provided with pre-application advice by the Council
2	Proportion of cases with improved outcomes through advice provided and negotiation (added value).
3	Speed of decision making compared to other National Park Authorities
	Planning Appeals
4	Overall success rate at appeal
5	Proportion of cost application cases successfully defended
6	Number of cases successfully defended where there was a potential damage to the natural beauty, the wildlife or cultural heritage of the South Downs National Park
	Enforcement
7	Proportion of cases where action is taken in relation to total complaints
8	Proportion of cases resolved through negotiation, without formal action being necessary
9	Success rate where legal action is taken
10	Proportion of sites tidied in relation to total complaints received

11	Number of planning conditions complied with as a result of threatened or actual Breach of Condition notice action
12	Number of unauthorised advertisements removed through legal action or as a result of the threat of legal action
	Enhancing and protecting the natural and historic environment
13	Action taken through Development Management services to protect or enhance the historic or natural environment – quantity and outcomes
14	Enforcement action taken in relation to Listed Buildings, Conservation Areas or development affecting national designations – quantity and outcomes

145. The procedures adopted by the National Park Authority for reviewing the performance of the Council may include a review of the Council either individually or collectively with other Councils within the National Park area. Reviews by the National Park Authority may also be service specific or topical. The National Park Authority may undertake a programme of reviewing decisions made by local authorities across the National Park area to determine whether, overall, the agreement with the Council is operating satisfactorily.

Resolving Issues

146. In the event of repeated failure to meet the service terms the Director of Planning at the National Park Authority and the authorised Officer of the Council shall meet and an action plan will be agreed upon to ensure that service comes back on track.

Schedule 2 - Financial Provisions

Ongoing financial arrangements

147. All income associated with planning applications and other consents including fee monitoring and income from pre-application advice will be received and held by the South Downs National Park Authority. All payments by the National Park Authority to the Council for the delivery of the Planning Services will be made on a gross basis, in accordance with the arrangements set out in paragraph 148 below. East Sussex and Hampshire County Councils are unable to enter site monitoring fees into UNIFORM and shall, therefore, enter all such fees on the quarterly returns and cross refer them with relevant case references for audit purposes,

148. Payments will be made annually to the following Councils:-

- Adur District Council.
- Mid-Sussex District Council.
- Worthing Borough Council
- East Sussex County Council
- Hampshire County Council.

Payment will be made quarterly to the following Councils:-

- Chichester District Council.
- East Hampshire District Council.
- Horsham District Council.
- Lewes District Council.
- Winchester City Council.

Funding Mechanism

149. The National Park Authority will pay the Council for the delivery of the planning services by way of a fee for the service, based on an assumed level of planning applications and other activity received and dealt with by the Council in preceding financial years and the tolerances set out in paragraph 155 for variations from that level. Despite the payment mechanism being calculated on the basis of an assumed level of applications dealt with by the Council, the overall purpose of this

payment mechanism is to cover the delivery of the entire development management planning service provided by the Council.

150. The total payment for the defined planning service will cover, amongst other things, all administrative and professional costs associated with the validation, processing and determination of applications and consents, routine correspondence, pre-application enquiries, planning enforcement, specialist and support services and work associated with routine planning agreements and planning appeals.

151. On or before the 15th December of each year, the National Park Authority, following discussions with the Council about the historic and projected levels of planning development management work for the following financial year, will indicate to the Council the fee that it proposes to pay the Council for all development work (as set out in paragraph 149 above) to be undertaken during the following financial year.

152. On or before the following 31st January of each year, the National Park Authority, following further discussions with the Council (where required) will confirm to the Council the fee that will be paid by the National Park Authority to the Council for all development management work (as set out in paragraph 150 above) to be undertaken during the following financial year. If a further period is required to negotiate and agree the fee that is to be paid, both parties will work together to agree a way forward by no later than 28th February, each year. In the event that the Council finds the offer made by the National Park Authority unacceptable, and the parties have been unable to negotiate and agree a mutually acceptable fee by 31st January in respect of the following year, the Council may terminate the Agency Agreement by serving notice in accordance with Section 6 of this Agreement. During the notice period, the National Park Authority will pay the Council a fee that enables the Council to recover its reasonable costs at current prices up to the level paid in the previous year for the same level of activity (and tolerance range). This may be adjusted upwards or downwards for marginal costs where anticipated workload falls outside the agreed activity limit.

153. The Council shall provide a claim form within one calendar month of 30th June, 30th September, 31st December and 31st March each year, which sets out the

number of planning applications/consents received by the Council in the previous quarter. The claim form must be signed by the Chief Finance Officer of the Council and it will not be accepted by the National Park Authority if it is not signed accordingly.

154. If a claim for an additional payment is to be made for additional work undertaken in the previous quarter or year, this shall be made in accordance with the Protocol for Additional Payments using Form A that forms a subsequent part of this Agreement. The Council will use its best endeavors to continuously monitor general workloads on a quarterly basis and will inform the National Park Authority of any increases or decreases in work that fall outside agreed tolerance levels. These apply as follows:-

155. An increase or decrease of more than 5%, based on the estimated workload for the year in question and having regard to the average annual caseloads over the preceding three years:-

- Chichester District Council.
- East Hampshire District Council.
- Horsham District Council.
- Lewes District Council.
- Winchester City Council.

An increase or decrease of more than 10%, based on the estimated workload for the year in question and having regard to the average annual caseloads over the preceding three years:-

- Adur and Worthing Councils.
- Mid-Sussex District Council.
- East Sussex County Council
- Hampshire County Council.

156. Once application caseload numbers have been reconciled and agreed between the parties, the National Park Authority shall pay the agreed fee, within 15 working days of that agreement, to the Council on a quarterly basis to the following Councils:-

- Chichester District Council.

- East Hampshire District Council.
- Horsham District Council.
- Lewes District Council.
- Winchester City Council.

Once all fees, payments and application caseload numbers have been reconciled and agreed between the parties for the first quarter of each year, the National Park Authority shall pay the agreed annual fee, within 15 working days of that agreement, to the Council, to the following Councils:-

- Adur and Worthing Councils.
- Mid-Sussex District Council.
- East Sussex County Council
- Hampshire County Council.

157. Following receipt of the claim form and in line with the provisions of 153 above, the National Park Authority will make adjustments and either recover, on a locally negotiated marginal cost basis, any fees paid to the Council which fall under the locally negotiated tolerance or pay the Council, on a locally negotiated marginal cost basis, any fees which are above the locally negotiated tolerance.

158. If the agreed adjustment is upwards, the National Park Authority will pay the Council the agreed additional sum as part the Council's following annual or quarterly payment. If the agreed adjustment is downwards, the National Park Authority will make a downward adjustment to the Council's following annual or quarterly payment.

Non-Routine matters

159. All requests for additional payments for non-routine and/or significant costs associated with the delivery of the development management Planning Service, including but not limited to planning appeals, enforcement and the negotiation of planning agreements, shall be submitted to and agreed by the National Park Authority before any expenditure is incurred. These costs, if agreed, such agreement not to be unreasonably withheld or delayed, will be met by the National Park Authority and paid to the Council outside the funding mechanism referred to above.

160. All claims for additional payments should be made in accordance with the Protocol for Additional Payments and must be submitted using Form B that is contained within the Protocol. Following receipt of a properly completed claim form, the National Park Authority will consider the request and will respond in accordance with timescales set out in the Protocol. It will then pay the Council in accordance with the Protocol, once any additional payment has been formally agreed.

Awards of costs in appeals

161. All costs awarded against an appellant in an appeal or other such similar costs shall be credited to the National Park Authority upon recovery from the appellant.

162. The National Park Authority shall reimburse costs awarded against the Council in the event that the decision was either an officer delegated decision, or a committee decision made fully in accordance with an officer recommendation.

163. In other cases, or in instances when agreed procedures were not followed, the costs shall be borne by the Council.

Planning Agreements

164. In accordance with the Protocol for handling Section 106 Agreements linked to the grant of planning permission, that forms a subsequent part of this Agreement, all monies received by the Council, acting as agent for the National Park Authority, from a developer associated with obligations in planning agreements, where such agreements are entered into on or after 1st April 2014, shall be paid directly to the National Park Authority or transferred from the Council to the National Park Authority. This shall be completed as soon as reasonably practicable, and in accordance with the Protocol. All funds received shall then be retained by the National Park Authority.

165. The National Park Authority shall continue to hold such monies until such time as it is required for the purposes for which the monies have been paid or as

may otherwise be agreed. Requests for the release of funds shall be made in accordance with the Protocol and using the forms that accompany it. Thereafter, the National Park Authority shall release the relevant funds upon agreement to the request in a timely manner.

166. If the matter is not resolved, or if there are more serious concerns about the quality of service, the National Park Authority should ask for a special service review meeting with the individual responsible for the delivery of the Planning Services.

Protocol One (1) between the South Downs National Park Authority and the Council for planning enforcement and related matters

Purpose of the Protocol

167. From 1 April 2014, the South Downs National Park Authority (SDNPA) has agreed to delegate a number of planning functions to ten existing local planning authorities, through an agency agreement under Section 101 of the Local Government Act 1972.
168. In order to give effect to this agreement, a protocol is necessary to provide a clearly agreed procedure for enforcement activities associated with planning and related matters.
169. Enforcement is a key element of the planning process. The fundamental element of enforcement activity relates to the control of development, ensuring that development without planning permission is subject to appropriate planning control, and also ensuring that where planning permission is granted with or without conditions, the development is in accordance with the permission granted.
170. However, enforcement activity also relates to areas of special control relating to Listed Buildings, Conservation Areas, advertisements and trees, which are all subject to specific regulatory control, with associated enforcement provision.
171. This agency agreement between the SDNPA and the Council will provide that the Council is required to undertake the full range of enforcement activity on behalf of the SDNPA. The agreement also provides that the SDNPA may, where it decides that it is expedient to do so, supplement the Council's enforcement service. The purpose of this protocol is to set out how this arrangement will work in practice.

Relevant enforcement standards and procedures.

172. In addition to the statutory provisions and government policy the enforcement standards and priorities set out in this protocol are applicable to enforcement activity by the Council and the SDNPA within the SDNP. Changes in

government policy will be reflected in the application of the protocol, as appropriate.

Enforcement activity with the SDNP – key principles:

Recording

173. All complaints relating to breaches of planning control are to be recorded and processed using the IDox UNiform enforcement module and DMS and discussed with Link officer, if identified by the Link Officer as potentially significant

Contact

174. The first point of contact for all enforcement matters within the area of the Council will be the relevant lead enforcement officer at the Council. Enforcement matters which are initially reported to the SDNPA for investigation will be referred as soon as reasonably practicable to the Council.

Resource

175. The Council will decide on the level of resource that will be made available to provide an enforcement service for the SDNPA. The effectiveness of this service in meeting the objectives and standards of the SDNPA will be subject to annual review, as provided for in this Agency Agreement. If there is concern by either party that the service is not satisfactory in any respect this will be specified in the review, and the review will agree measures to achieve satisfactory standards for the following year. This is without prejudice to the SDNPA seeking such a review during the course of the year, at its discretion.

Review

176. The Council shall notify/seek approval from the SDNPA for enforcement matters in accordance with the table set out below paragraph 180 of this protocol.

Undertaking Enforcement Action

177. Paragraph 188 specifies categories of enforcement in three different levels of priority. Typically, these will be as follows:

- Level 1 lists the enforcement matters that are the highest level of priority where enforcement is of the most serious and significant order, and requires urgent and immediate attention.
- Level 2 lists the enforcement matters that are significant, but can be dealt with in a more moderate way, and specifically, are of a less significant or less urgent nature than level 1 matters.
- Level 3 lists the enforcement matters that are less significant or urgent and more routine, and the outcome is less likely to have national park significance.

178. The Council shall only issue a stop notice, pursue a planning injunction or take any other action that may result in an award of costs or claims for compensation being made against the SDNPA if a report setting out the costs/risks/benefits has been submitted to the SDNPA and the SDNPA has confirmed approval in writing.

179. The SDNPA shall respond to any required request for approval as set out in the table below paragraph 180 within 5 working days.

180. The following table identifies the various enforcement tools available to the Council and sets out the role of the SDNPA in the enforcement process.

Enforcement tool	SDNPA requirement
a. Requisition for Information Notices:	No requirement to consult
b. Planning Contravention Notice (PCN):	No requirement to consult
c. Police & Criminal Evidence (PACE) Act 1984:	No requirement to consult
d. Breach of Condition Notice (BCN):	No requirement to consult
e. Enforcement Notice:	No requirement to consult

f. Stop Notice:	Cost/Benefit/Risk analysis to be submitted and SDNPA approval required,(5 day response)
g. Temporary Stop Notice:	Requirement to consult.
h. Section 215 Notice:	No requirement to consult
i. Prosecution for advertisement/tree/enforcement notice offence	j. No requirement to consult unless financial support required from SDNPA when Cost/benefit/risk/ report should be submitted and SDNPA approval given (5 day response time:
k. Injunction:	l. Cost/benefit/risk/ report should be submitted and SDNPA approval given (5 day response time:
m. Direct Action:	n. Cost/benefit/risk/ report should be submitted and SDNPA approval given (5 day response time: as soon as possible
Monitoring of Conditions	No requirement to consult
o. Minerals and Waste Compliance and monitoring arrangements	No requirement to consult
p. Minerals and Waste – other enforcement matters	As for general enforcement measures above

No Further action

181. A decision to take no further action on an enforcement matter shall be decided as follows:

Level 1 matters - with the approval of the SDNPA following the submission of a report within 5 working days which assesses the planning merits and assesses the risks and potential costs and potential benefits of not taking action.

Level 2 matters – following discussions with the SDNPA Link Officer.

Level 3 matters – at the discretion of the Council.

Monitoring and Compliance (East Sussex and Hampshire County Councils only)

182. The County Council will prepare and maintain a list/register of minerals and waste sites within the SDNP area to be monitored. The register will consist of sites which have been granted planning permission and which require monitoring. Monitoring of these sites will be undertaken by the County Council to ensure development is carried out in conformity with the planning permission and any relevant conditions.

183. There will be two components to the monitoring to be undertaken:

- Chargeable monitoring of mineral and landfill sites in accordance with the Town and Country Planning Act 1990 and within the Town and Country Planning (Fees for Applications and Deemed Applications) (Amendments) (England) Regulations 2006; and
- All other waste and mineral sites including, but not exclusively, scrapyards, waste transfer stations, wastewater treatment works, composting facilities and aggregate processing sites.

184. A schedule indicating the types of sites and frequency at which they should be monitored will be prepared by the County Council and agreed with the SDNPA. The monitoring visits to each of the registered sites will be in accordance with the agreed schedule and in any event at least one monitoring visit per site per annum, unless otherwise agreed between the SDNPA and the County Council.

185. The County Council will provide to the SDNPA, on a frequency to be agreed, details of the number of monitoring visits that have been undertaken and any issues or problems identified. Where breaches of planning control are identified through site monitoring, breaches will be dealt with in accordance with this Protocol and proportionate action taken as necessary.

SDNPA enforcement resources

186. The SDNPA may also deploy its own enforcement resource to complement the enforcement resources of the Council. Any enforcement undertaken by the SDNPA within the area of the Council will be in accordance with the converged priorities set out in paragraph 188 of this Agreement.

187. The SDNPA will advise the Council of any enforcement activity it proposes to undertake within its area in good time (other than in urgent cases, when it will act in a reasonable manner and will make every effort to notify the Council, as soon as possible thereafter). The SDNPA will work together with the Council to ensure that the most effective means of enforcement is pursued.

Enforcement Priorities

188. The following priorities are based on the criteria where damage is irreversible and prosecutable (Priority 1) or serious (Priority 2) or more routine (Priority 3) and anonymous complaints which are not serious

Priority 1:

- Works to /harm to/damage or harm to designated heritage asset (listed buildings, demolition in a conservation area, scheduled monuments and registered parks and gardens);
- work to/felling/damage TPO trees or trees in a Conservation Area;

Response time: Within one working day of receipt

Priority 2:

- Stationing a new residential caravans in the countryside;
- starting work on site without discharging pre-commencement conditions;
- works resulting in landscape harm to sensitive designations;
- works likely to be harmful to public health or compromise highway safety;

Response time: within 10 working days of receipt.

Priority 3:

- Other breaches of planning control,
- display of advertisements,
- untidy land

Response time: within 15 working days of receipt.

Anonymous complaints will only be investigated at the discretion of the Host Authority unless there is evidence of significant irreversible harm.

Minerals and Waste Enforcement

Priority 1

Enforcement matters that are the highest level of priority where enforcement is of the most serious and significant order, and requires urgent and immediate attention.

- Unauthorised development which causes serious immediate and irreparable harm to the environment or public amenity, particularly any works judged to harm the special qualities of the National Park, for example risks to protected species or a SSSI)
- Unauthorised development which is causing severe disturbance to neighbours or poses a threat to public safety.

Response time: Within one (1) working day of receipt

Priority 2

Enforcement matters that are significant, but can be dealt with in a more moderate way, and specifically, are of a less significant or less urgent nature than level 1 matters.

- Breaches of planning control contrary to the policies of the Local Development Plan

- Complaints where the time limit for taking formal action is about to expire
- Complaints of significant harm being caused to amenity, for example, unauthorised uses of land which cause amenity problems to neighbouring properties
- Commencement of development in non compliance with the conditions of a planning permission.

Response time: Within ten (10) working days of receipt

Priority 3

Enforcement matters that are less significant or urgent and more routine and the outcomes are less likely to have national park significance.

- Minor breaches of planning conditions, unless covered above.
- Other unauthorised developments that are not the source of significant public complaint.

Response time: Within fifteen (15) working days of receipt

Protocol Two (2) between the South Downs National Park Authority and the Council for Section 106 Agreements, related payments and unilateral undertakings linked to the grant of planning permission and for other financial arrangements.

Purpose of the Protocol

189. On 1 April 2011, the South Downs National Park Authority (SDNPA) became the planning authority for the designated area. The SDNPA delegated a number of planning functions to those of the existing local planning authorities who wish to exercise delegation, through an agency agreement under Section 101 of the Local Government Act 1972. These came to an end on 31 March 2014 and this Agreement replaces that from 1 April 2014. This Protocol forms part of the new Agreement.
190. In order to give effect to this new agreement, this protocol is necessary to provide a clearly agreed procedure for the handling of Section 106 Obligations and related payments and other financial arrangements associated with planning fees and related matters.
191. In order to give effect to this agreement, this protocol is necessary to provide a clearly agreed procedure for the processing of planning applications which require a legal agreement under Section 106 of the Town & Country Planning Act 1990 and for other unilateral undertakings. Throughout this protocol, references to Section 106 agreements refer also to unilateral undertakings.
192. Section 106 agreements may be required where a proposed development, which is acceptable in principle, has external impacts which cannot be controlled, or managed, by the imposition of planning conditions. In such cases, it may be appropriate to negotiate a Section 106 legal agreement to secure obligations from the developer before planning permission can be granted. Such obligations can include specific actions, or payments, to make the development acceptable.

193. The purpose of this protocol is to set out arrangements for the processing of planning applications involving Section 106 agreements, the release of planning permission, and for associated financial arrangements. It also covers longer-term management and maintenance arrangements for any facilities or assets funded by Section 106 agreements.
194. This protocol does not apply to Community Infrastructure Levy provisions. However, this is likely to progress extensively within the life of this Agreement and new provisions and arrangements will be developed and implemented as part of that process. Changes to this protocol may well then need to be developed and agreed during the life of this agreement.
195. The Protocol also sets out the arrangements that will be followed in relation to the collection, payment and management of all fees and other income that relates to the delegated development management function.

Relevant planning policies

196. The following planning policy documents will be used as the basis for negotiating and delivering Section 106 agreements in that part of the National Park which falls within the Council's area.
197. The developer contribution for schedules associated with the planning policy documents marked with an asterisk* at paragraph 196 above are to be reviewed annually by the Council and the Park Authority should be advised accordingly.
198. Should any of the documents described at paragraph 196 above be amended or replaced, then the most up to date versions of these documents shall be interpreted to apply to this protocol provided always that any changes in the above planning documents may trigger a need to carry out a review of this protocol by the SDNPA and the local authority, to ensure that it remains relevant and up-to-date.

Processing planning applications which may require a Section 106 agreement

199. The Agency Agreement will provide that the SDNPA will normally determine applications which have been deemed to be significant. These applications may well generate a need for a Section 106 agreement and these agreements will be negotiated and completed by the SDNPA.

200. Section 106 agreements may however also be necessary for some of the planning applications that will be determined by the Council under the agency arrangements. These agreements will be negotiated and completed by the Council acting as agent for the SDNPA. In addition, the Council will identify where, and for what purpose, financial contributions are to be allocated and spent.

201. The following table identifies the different stages of the application process and demonstrates which authority will be negotiating and completing 106 Agreements and associated processes.

Application Stage	Applications to be determined by SDNPA	Applications to be determined by the Council
<p>1 Pre-Application Discussions.</p>	<p>In both cases, the SDNPA and the Council will liaise, via the SDNPA Link Officer or otherwise, on any proposals which may generate a need for s106 agreement and will co-ordinate pre-application advice to applicants.</p>	
<p>2 Application receipt, validation, and registration</p>	<p>In both cases, the Council will receive, validate and register the application, alerting SDNPA via the Link Officer if the application is likely to require a s106 agreement, or where a unilateral s106 agreement has been submitted with the application documents.</p>	
<p>3 Negotiations with the applicant on any necessary S.106 agreement</p>	<p>The SDNPA will negotiate with the applicant on s106 agreement, liaising with the The Council through the Link Officer.</p> <p>Where the Council, as service provider may be affected by the s106 agreement the SDNPA will use Form A to seek confirmation of the scope, preferred allocation, and timing of any developer</p>	<p>The Council will negotiate with the applicant on any necessary s106 agreement, liaising with The SDNPA through the Link Officer.</p> <p>The Council will continue to use its existing protocol with other service providers, such as the relevant County Council (where appropriate), to seek their input to negotiations.</p>

Application Stage	Applications to be determined by SDNPA	Applications to be determined by the Council
	contribution affecting the Councils service.	
4 Drafting of S.106 agreements	<p>The SDNPA will liaise with the applicant's lawyers (and any other parties) on the detailed drafting of the s106 agreement, seeking an undertaking for any costs incurred from the applicant.</p> <p>If the Council is a party to the Section 106 agreement, the final draft will be supplied to the Council for comments, and the Council shall respond as soon as possible and in any event within 15 working days unless otherwise agreed with the SDNPA.</p>	<p>The Council will provide an initial draft of the Section 106 agreement to the SDNPA for comments. The SDNPA shall provide comments within 10 working days unless otherwise agreed between the SDNPA and the Council.</p> <p>The Council will liaise with the applicant's lawyers (and any other parties) on the detailed drafting of the S.106 agreement, seeking an undertaking for any costs incurred from the applicant.</p>
5 Conclusion of S106 agreement and release of planning permission	SDNPA will complete the s106 agreement and issue the relevant planning permission	The Council will complete the s106 agreement as agent for the SDNPA and issue the relevant planning permission.
6 Compliance with the S.106 agreement	The SDNPA, in liaison with the Council, will monitor compliance with the terms of the s106 agreement and take any necessary action to enforce compliance.	The Council will monitor compliance with the terms of the s106 agreement and take any necessary action to enforce compliance, in accordance with the provisions of the enforcement protocol.
7 Processing costs incurred	The SDNPA will seek to retrieve the costs of preparing s106 agreements from applicants, as far as practicable.	<p>Routine administrative and legal costs in handling s106 agreements are provided for in Schedule 2 of the Agreement. Non-routine costs will be agreed with the SDNPA before they are incurred.</p> <p>All cost reimbursements from applicants will be passed onto the SDNPA.</p>

Banking, allocating and spending of, and accounting for, any payments made, as a result of Section 106 Agreements and unilateral payments and undertakings.

202. Irrespective of whether the planning application has been determined by the SDNPA or by the Council acting on its behalf, all financial contributions received under Section 106 Agreements will be payable to, and held by, the SDNPA until they are required and released for the purposes for which they have been paid or may otherwise be agreed.
203. The SDNPA will hold all such payments in a separate ring-fenced account for the Council area and will provide an annual statement of account to the Council itemising all Section 106 agreements and indicating the funds which are available (including accrued interest), allocated or spent.
204. The SDNPA will maintain for public information a web page, setting out the information detailed in paragraph 203 above, to be updated annually.
205. Where the Council, as service provider or on behalf of other parties such as the County Council, Parish Council etc., wishes to call on Section 106 funds held by the SDNPA to implement or maintain the works required in a Section 106 agreement, it will submit Form B to the SDNPA confirming that works are planned to commence within 12 weeks and seeking release of allocated funding.
206. Where the related planning application was determined by the SDNPA, the SDNPA will consider the submitted Form B, and notify the Council whether the proposed use of funding is in accordance with the terms of the Section 106 agreement and whether the requested funding can be released to the Council, such agreement not to be withheld unreasonably.
207. Where the related application was determined by the Council, the Council will confirm to the SDNPA that the proposed use of funding is in accordance with the terms of the Section 106 agreement and provided that it is, the requested funding will be released as requested.

208. The Council will accept audit responsibility for the proper spending and use of Section 106 funding released to them by SDNPA.

Banking, allocating and management of all other fee and related payments for the development management function.

209. From 1 April 2014, all planning application and related fees must be paid directly to the South Downs National Park Authority. This includes payments made by cheque, on-line over the telephone and by bank transfer. No application fee or any other related payments shall be collected by or held directly by the Council.
210. Payments can be received by the SDNPA in a number of ways and the Council shall follow the agreed arrangements, which in general terms are as set out below.
211. Cheque payments will only be accepted if they are made payable to the South Downs National Park Authority. Cheques made payable to the host authority or any other body must not be accepted and must be returned to the payee by the Council. The Council will send all valid cheques to the South Downs National Park Authority in a timely manner (daily or weekly as may be agreed), The SDNPA will pay in and record all cheque payment received and will, where required, produce regular reports to the host authority setting out payments received.
212. The Council is able to take SDNPA fee payments over the telephone and to record such payments on the SDNPA finance system. The Council is also able to advise customers how to make on line payments into the SDNPA finance system themselves or how to make payments electronically in other ways (such as BACS). In general terms, the Council should encourage all payments to be made on-line or over the telephone, as far as possible as within the life of this agreement, the SDNPA may decide to no longer accept any payments by cheque.

FORM A

SCOPE OF DEVELOPMENT CONTRIBUTIONS

(This proforma is for the SDNPA case officer to send to infrastructure providers and for them to respond early in the process of negotiating a S.106 agreement).

Application No:

Site:

Proposed Development:

Case Officer's Notes: (e.g. implications of the proposal to be borne in mind; queries about infrastructure schemes; related applications)

Development Contributions required: (calculated by case officer on basis of existing SPG policies)

Specific local proposals towards which contributions will be put: (to be completed by the service provider)

How the spending relates to the proposed development (For the service provider to complete. NB: Also need to include information on whether the spending forms part of any larger projects that are planned)

[Empty rectangular box for content]

Timing (to be completed by service provider)
Also include details of total cost of project and how remainder of project funding to be raised

Date

Form B

REQUEST FOR DEVELOPMENT CONTRIBUTIONS FUNDING

This proforma is to facilitate SDNPA's confirmation that proposed expenditure complies with the terms of the agreement. Part 1 is for the Council to complete for submission to the SDNPA case officer not less than 12 weeks prior to the commencement of works.

Part 2 is for the SDNPA case officer to complete and return with four weeks of receipt.

PART 1

Application No:

Site/Development:

Agreement details: (Date, parties, etc.)

Development Contribution Received: (Plus interest accrued; less sum(s) previously expended)
Net amount held:

Expenditure proposed and relationship to the development/agreement: (Scheme, description, costs and timing) – detailed costs including quotations and/or invoices to be provided)
--

Signed:

Dated:.....

.....

PART 2

I confirm that expenditure of the development contribution as proposed complies with the terms of the agreement, and that the requested funding of £..... will be released.

Signed:

Dated:

Protocol Three (3) between the South Downs National Park Authority and the Council relating to requests for additional payments for increased workloads or to cover exceptional potential costs that fall outside agreed service provision.

Purpose of the Protocol

213. On 1 April 2011, the South Downs National Park Authority (SDNPA) became the planning authority for the designated area. The SDNPA has delegated a number of planning functions to 10 existing local planning authorities (host authorities) which wish to exercise delegation, through an agency agreement under Section 101 of the Local Government Act 1972.
214. The initial agreements came to an end on 31 March 2014 and this Agreement replaces them. This Protocol forms part of this new Agreement and will operate for up to three years from 1 April 2014 onwards.
215. In order to give effect to this new Agreement, a protocol is necessary to provide a clearly agreed procedure for dealing with all requests for additional payments from host authorities to the National Park Authority.
216. The purpose of this protocol is to provide a process and the arrangements for requests for additional payments to be submitted by Council and then dealt with properly and in a timely manner by the National Park Authority.

Increased workloads

217. This protocol applies to requests for additional resources by the Council for increased payments that might be appropriate or situations where reduced payments may be appropriate because overall workloads have increased or decreased, resulting in an increase or reduction in the Council's marginal costs. This will be based on current and comparative caseloads for the previous quarter or year, compared to those for the projected quarterly or annual workload and for those that extend beyond the

tolerances set out in Schedule 2 (Financial Provisions) to this Agreement. These tolerances are as follows:-

218. An increase or decrease of more than 5% based on the projected quarterly and annual workloads for the year in question:-

- Chichester District Council.
- East Hampshire District Council.
- Horsham District Council.
- Lewes District Council.
- Winchester City Council.

An increase or decrease of more than 10% based on the projected annual workload for the year in question:-

- Adur and Worthing Councils.
- Mid-Sussex District Council.
- East Sussex County Council
- Hampshire County Council.

219. For this type of request for additional resources due to increased caseloads, the Council will complete and return Form A below to the SDNPA.

Other additional or exceptional work

220. This protocol also applies to all requests for a contribution from the National Park Authority for other exceptional additional work or related costs that clearly and reasonably fall outside the scope of the development management work for which the Council is already paid by the National Park Authority. For these requests, the Council will use and complete form B below.

221. It is not possible to be definitive or specific about what might fall within the definition of exceptional work in relation to paragraph 220 above. However, for guidance purposes only, some examples might include:-

- a. Exceptional legal or specialist support costs in relation to a complex Planning Inquiry.
- b. Exceptional legal costs in relation to an unusual or non-routine legal action that the host authority is taking on behalf of the SDNPA.
- c. The provision of legal advice that extends beyond what a host authority would normally be expected to provide because of the particular complexity or unusual circumstances of a planning case or where such advice is required to properly assess risks to the NPA or the host authority.
- d. The procurement of highly specialised advice or support to help with an unusual or complex planning case, including major planning applications and, in exceptional circumstances, some types of major pre-application enquiry or post application work casework.
- e. The provision of additional specialist or other support to help tackle any unusual, unanticipated or exceptional workload issues that might arise.
- f. The provision of specialist or related support where a case raises unusual or unique issues that are of paramount importance or significance to National Park purposes and duties.

222. It is also not possible to be definitive or specific about what will not normally fall within the definition of exceptional work anticipated in relation to paragraph 220 above, but for guidance purposes, some examples might include:-

- a. Additional resources to deal with short term peaks in workload.
- b. Additional resources to deal with a shortage of staff resources through sickness absence or as a result of internal arrangements within the host authority.

- c. The provision of advocacy support for routine Public Inquiries.
- d. The provision of specialist support for routine cases and appeals.
- e. The provision of specialist support generally, particularly where this can be provided by the NPA itself to support a case.
- f. Any other work that does not fall outside general work types or levels on which initial payments were agreed.

Process to be followed for requests for additional resources

- 223. All requests to the SDNPA for additional resources will be made on the relevant form (Form A or Form B) which are contained within this Protocol. It will be fully completed and signed by the Council and then sent electronically to the Planning Services Manager and the Planning Performance Officer at the SDNPA.
- 224. The date on the form should be the date that the form is delivered to and received by the SDNPA. If other SDNPA officers have been involved in or have particular knowledge of a case when using Form B, they should also be sent a copy of the request as this will make processing more efficient and a decision quicker to make.
- 225. Payment for agreed requests for additional payments will be paid in a timely manner, in accordance with the SDNPAs normal practices and protocols. The SDNPA will consider the request in accordance with the following timescales:-
- 226. All valid requests for additional resources will be acknowledged by email within 2 working days of receipt and the host authority will be advised which SDNPA officer will be dealing with the request.
- 227. **Form A requests** for additional or reduced resources, because of overall caseload changes that result in an increase or decrease in the Council's marginal costs, will be dealt with by the NPA as follows:-

- Where the SDNPA requires further information, this will be requested within 10 working days of receipt of the request being acknowledged.
- The SDNPA will consider the request and unless it is urgent (as indicated on the request form) the SDNPA will seek to make a decision and notify the Council within 20 working days of receipt of the original request or of all the additional requested information being received.

228. **Form B requests** for additional or reduced resources because of exceptional circumstances or for work clearly falling outside that normally provided under the Agreement, will be dealt with by the SDNPA as follows:-

- Where the SDNPA requires further information, this will be requested within 3 working days of receipt of the request being acknowledged.
- The SDNPA will consider the request and unless it is urgent (as needs to be indicated on the request form) the SDNPA will seek to make a decision within 10 working days of receipt of the original request or receipt of any additional requested information being received.
- The SDNPA will seek to deal with urgent cases more quickly, provided the Council has properly explained and justified the request, has submitted the request in a timely manner and has provided a reasonable timescale for the matter to be dealt with by the SDNPA.

South Downs National Park Authority - Delegated Development Management Service

FORM A - Request For Additional Payment For Increased Caseload

Name of Council -

Officer submitting request -

Telephone number and email address -

Date request submitted to SDNPA -

Caseload Assessment

Number of cases originally anticipated this year

Number in previous quarter

Number of cases so far this year

Number now anticipated during full year

If this is an urgent case, please explain why and what timescale a decision is required by?

Financial Request

Total additional payment requested - £

Do you expect to make further requests for additional payments this year and if so, how much?

Resources provided to date

Additional payment requests made to the SDNPA this year -

Number and amount agreed by the SDNPA this year -

Total additional payments made to your Council so far this year - £

Other comments that may help inform the request

[Empty rectangular box]

Caseload breakdown

Please summarise by application types below the structure of the caseload received so far this year and for the last quarter.

[Empty rectangular box for caseload breakdown details]

Comments from Planning Services Manager

Date -

SDNPA Decision

APPROVE/REFUSE

Reasons for decision

Signed by SDNPA Authorised Officer (Director of Planning)-

Date -

South Downs National Park Authority - Delegated Development Management Service

FORM B - Request For Additional Payment For Service Provision

Name of Council -

Officer submitting Request -

Telephone number and email address -

Date request submitted to SDNPA -

Site and Case Details

Site Address -

Type of Case -

Application or case reference -

SDNPA Officer contact –

If this is an urgent case, please explain why and what timescale a decision is required within?

Financial Details

Total contribution requested - £

Total of any contribution being provided by the Council - £

Please describe below exactly what the resource is to be used for and explain how the sum is broken down –

Resources provided to date

Number of requests for additional payments made to the SDNPA this year –

Number agreed by the SDNPA –

Total additional payments made to your Council so far this year - £

Why is this work exceptional?

Please explain, having regard to the agreed guidance, why this work is exceptional and why it is not covered by the payment that is already made to your Council.

Comments from SDNPA Officer who has had involvement or has knowledge of the case.

[Empty rectangular box]

Comments from SDNPA Legal officer (where required) –

[Empty rectangular box for comments]

SDNPA Decision

APPROVE/REFUSE

Reasons for decision

Signed by SDNPA Authorised Officer -

Date -

Post payment evaluation

Notes and progress of case

Case outcomes and overall evaluation

**Service Level Agreement identifying performance management measures
and procedures to be followed from 1 April 2014**

Service Level Agreement for the provision of a SDNPA Development Management Service

Between the South Downs National Park Authority

And

Chichester District Council

I. Context

This Service Level Agreement (SLA) should be considered and applied in the context of the Agency Agreement dated January 2014 which was completed under Section 101 of the Local Government Act 1972 between the SDNPA and Chichester District Council (the host authority). It provides the more detailed specification of the standards of service, outputs and outcomes required by both parties. This SLA relates only to those parts of the authority's development management service that are included in the delegated authority, as set out in the Section 101 legal Agreement.

The SLA includes the responsibilities and standards to be met by both the SDNPA and the host authority. It includes the level of service that should be provided by both parties through jointly agreed performance indicators and the targets to be achieved, and the monitoring and review process to be followed. It will be operative from 1 April 2014 onwards and will continue to operate until such time that either party resolves to terminate the Agency Agreement or agrees to alternative measures. Some measures have already been introduced and these will also continue as above.

The detailed provisions are based partially on the outcome of the Addison Associates MEPS PLUS review carried out jointly during 2011, together with known best practice and following discussions with all authorities involved in this Agreement. The MEPS PLUS review was a joint piece of work which examined processes and procedures followed by all 15 Councils that (at that time) provided a planning service within and outside the National Park. The aim was to identify, introduce and improve best practice right across the South Downs National Park.

The SLA will be the subject of regular review by both parties and will form the basis of regular performance reports on all indicators. It will also be used to help inform the annual negotiations that take place each year for the development management service that is provided by each host authority.

2. Focus of approach

The structure of this Service Level Agreement follows the general approach to the processing of planning applications and related development management matters. It has also been designed to follow three key themes:-

Customer focus and outcomes: - The SDNPA's philosophy is to help ensure that all customers receive a good development management service and one that focusses upon them. The SDNPA planning service aims to be at least as good as the best service provided by our most customer focussed partners and also one which improves, year on year.

Quality of service. - The development management service must reflect the importance of the landscape designation and the aims and objectives of the Management Plan for the South Downs National Park, as well as our statutory purposes and duty.

Decisions made and the background to them being made must always be guided by these principles and the importance of the landscape. The service must, therefore, deliver a high quality environment and ensure that these important considerations, enshrined within the purposes and duty of National Parks, are always a key part of the evaluation of all development management decisions.

Performance – A customer focussed service should also be efficient in terms of processes and procedures and must be timely and effective. Appropriate performance management of approaches will help to ensure that both of these important objectives are met.

These three themes apply throughout this SLA and help to drive the measures set out below. These measures should help ensure that the development management service delivered by the SDNPA and the host authority is both effective and robust.

3. Objectives

The aims of the SLA are, therefore, designed to help ensure that:

- the cost, type and level of service across all parts of the South Downs National Park is as consistent as possible, including processes and procedures and performance
- the level of service is at least good practice and where possible, best practice
- the services are provided as efficiently and effectively as possible, so as to ensure that good value for money is provided and to help reduce costs, where possible
- Customer satisfaction can be established against known expectations and is then used to help guide future service improvements.
- The potential for confusion and conflict between the relevant authorities, the applicants and the community is minimised, thereby limiting any risk of complaint or legal challenge against processes or decisions.

The SLA has been designed in recognition of the established partnership arrangement between the host authority and the SDNPA and seeks to drive service excellence, reflecting best practice in the delivery of a development management service. It is also based on:-

- Indicators being capable of recording and measurement and reporting from the SDNPA UNiform system, where possible.
- The Indicator targets being realistic and relating to best practice.

South Downs National Park Authority (SDNPA)

Signed –

Date –

Name – Tim Slaney

Role – Director of Planning

Chichester District Council

Signed –

Date –

Name –

Role –

<u>Criteria</u>	<u>Objective</u>	<u>Responsibility</u>	<u>Measure</u>	<u>Timescale</u>
A.) <u>Pre-application advice - provision, charging and recording.</u>	i) Information on procedure and cost is publicly available.	SDNPA and Host Authority	Relevant websites.	Implemented from 7 January 2013 onwards.
	ii) Service standards are in place for providing advice for all applications. Written information is available (including validation requirements).	SDNPA and Host Authority	Published timescales and processes are in place for responding to all requests.	Standards to be in place by 1 April 2014.
	iii) A consistent charging regime is in place and is adhered to across the SDNP.	SDNPA and Host Authority	Standard charging regime introduced across the South Downs National Park.	Initial operation from 7 January 2013 and to be reviewed annually thereafter.

	<p>iv) Planning applications that have been the subject of pre-application advice should be processed and determined more quickly.</p>	<p>SDNPA and Host Authority</p>	<p>All minor and other applications that receive and follow pre-application advice are determined within 30 working days from validation.</p>	<p>Performance to be measured from 1 April 2014 onwards.</p>
	<p>v) SDNPA to be advised of all relevant pre-application approaches which have the potential to generate a “significant” application.</p>	<p>Host Authority</p>	<p>All major applications that receive and follow pre-application advice are determined within 60 working days from validation.</p> <p>Record of pre-application approach to be recorded on UNIFORM and Link Officer advised, using template on SDNPA UNIFORM system, within 2 working days.</p>	<p>Performance to be measured from 1 April 2014 onwards.</p>

	vi) all pre-application enquiries to be processed on IDOX system	SDNPA and Host Authority	Through the SDNPA system	Implemented January 2013 onwards.
<u>B) Financial arrangements for the recording of pre-application advice fees and implementation of a common charging regime.</u>	i) Records of all pre-application fees received are maintained.	SDNPA and Host Authority	Recorded on UNIFORM from 7 January 2013 onwards.	Quarterly returns for all host authorities to be produced by SDNPA from 1 April 2014 onwards.
	ii) SDNPA to hold all planning related fees, including Section 106 payments, pre-application fees and any other fees or payments.	SDNPA	SDNPA to implement and help publicise arrangements for the collection and holding all fees.	From 1 February 2014 onwards.

<p>C) <u>EIA screening and scoping of applications</u></p>	<p>Confirm whether all applications fall within Schedule 1 or Schedule 2 at validation stage, in relation to Schedule 3.</p>	<p>SDNPA and Host Authority</p>	<p>SDNPA to prepare a template in UNiform for confirmation to be recorded. SDNPA and host authorities to record on SDNPA UNiform system within 3 working days of receipt.</p>	<p>Performance to be measured from 1 April 2014 onwards.</p>
<p>D) <u>Validation and registration of applications.</u></p>	<p>i) Early validation of all valid householder and minor applications.</p> <p>ii) Early validation of all valid major applications.</p>	<p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p>	<p>Validation within 3 working days for valid minor and other applications.</p> <p>Validation within 5 working days for valid major applications.</p>	<p>To be monitored from 1 April 2014 onwards</p> <p>To be monitored from 1 April 2014 onwards be monitored by the SDNPA as part of the host authority annual performance review.</p>

	<p>iv) Districts to provide County Councils with UPRN for County applications in a timely manner.</p>	Host Authority	Provide UPRN within one working day of request.	
E) <u>Recording and filing, including planning registers and records.</u>	<p>ii) All notes and information should be recorded on an electronic file to provide a clear audit trail.</p>	SDNPA and Host Authority	All relevant notes to be recorded and stored on UNIFORM.	Files to be updated on an on-going daily basis.
F) <u>Statutory advertising - consultations, neighbour notification and site notices.</u>	<p>i) Consultation requirements apply to all authorities and to be undertaken fully in accordance with the SDNPA Statement of</p>	SDNPA and Host Authority	Consultation is undertaken in accordance with the SDNPA Statement of Community Involvement (SCI) (not	<p>Site notices to be displayed on all sites.</p> <p>Neighbour notification and all other advertising to be</p>

	Community Involvement		required for tree or any prior approval notifications). Third parties to be advised of applications going to Committees.	undertaken within 10 working days of completing the validation process.
G) <u>Processing of applications.</u>	i) Improvement of outcomes is achieved by working to add value to proposals throughout the processing of all cases.	SDNPA and Host Authority	Completion of “Added value” records on SDNPA UNiform system and on-going monitoring and reporting. Added value record to be completed to confirm and demonstrate proportional pro-active working with applicant.	SDNPA to produce quarterly monitoring reports from 1 April 2014 onwards to show if value has been added.
	(ii) all data should be checked for accuracy	SDNPA and Host Authority	Regular checks to be carried out in accordance with SDNPA protocol on a monthly basis	From 1 April 2014 onwards.

<p>H) <u>Site visits and recording</u></p>	<p>i) All applications are subject to a site visit by the case officer.</p> <p>ii) Officer site visit date recorded on UNIFORM,</p>	<p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p>	<p>All site visits to be undertaken within 15 working days of validation.</p> <p>Date of site visit to be recorded in UNIFORM.</p>	<p>SDNPA to produce quarterly monitoring reports from 1 April 2014 onwards.</p> <p>SDNPA to produce quarterly monitoring reports from 1 April 2014 onwards.</p>
<p>I) <u>Reports, decisions and conditions.</u></p>	<p>i) All delegated and Committee applications are the subject of an officer report.</p>	<p>SDNPA and Host Authority</p>	<p>All reports to set out reasons for the recommendation, conditions (where appropriate) and make reference to relevant policies, the Partnership Management Plan and National Park guidance.</p>	<p>Applied to all cases from 1 July 2012 onwards.</p>

	<p>ii) Consistent approach across the National Park for both delegated and Committee reports.</p> <p>iii) Standard conditions to be used, as far as possible</p>	<p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p>	<p>Only the approved SDNPA report templates to be used from July 2012 onwards.</p> <p>SDNPA standard conditions and reasons used once developed and agreed.</p>	<p>Applied to all cases from 1 April 2014 onwards.</p> <p>From 1 July 2014.</p>
<p>J) <u>The use of specialist advice</u> (design, archaeology, landscape, ecology)</p>	<p>i) Protocol in place for the use and application of specialist advice across the National Park.</p>	<p>SDNPA</p>	<p>SDNPA to prepare protocol on agreed process and related funding arrangements.</p>	<p>Agreed procedure to be developed by July 2014.</p>

	ii) Protocol to be applied consistently across the National Park.	SDNPA and Host Authority	Once adopted, Protocol to be used by all host authorities and the SDNPA.	Agreed procedure to be operative from July 2014 onwards.
<u>K) Member site visits and protocols.</u>	i) Member site visits to take place before Committee meetings, whenever possible, in order to reduce delays in decisions for customers.	SDNPA and Host Authority	Practices currently vary in different host authorities.	All authorities to work towards operating this arrangement from 1 April 2014 onwards.
	ii) All site visits follow an agreed protocol which has been published by the host authority or the SDNPA.	SDNPA and Host Authority	Individual protocol to be agreed and publicised on host authority and SDNPA websites.	Individual protocols to be published on all websites by 1 April 2014.

<p>L) <u>Public speaking at Planning Committees.</u></p>	<p>i) Publication of individual protocols for public speaking at all Planning committees.</p> <p>ii) Each protocol to provide equality of opportunity for all parties and prior notification by public speakers.</p> <p>iii) Third parties to be advised of applications going to Committees.</p>	<p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p>	<p>To be available and published on host authority and SDNPA websites by April 2014.</p> <p>To be available and published on host authority and SDNPA websites.</p> <p>To be undertaken fully in accordance with the SDNPA Statement of Community Involvement (SCI).</p>	<p>Compliance of host authority and SDNPA processes to be assessed in April 2014.</p> <p>To be monitored by the SDNPA by October 2014 as part of the host authority annual performance review.</p> <p>From 1 April 2014 onwards.</p>
<p>M) <u>Delivering timely decisions.</u></p>	<p>i) Make sound and timely decisions and all planning and related applications. Processes and procedures are developed, improved</p>	<p>SDNPA and Host Authority</p>	<p>Decisions on 65% of minor applications in 8 weeks.</p> <p>Decisions on 80% of other applications in 8</p>	<p>SDNPA to produce quarterly monitoring reports from 1 April 2014 onwards.</p>

	<p>and adopted to help ensure that timely decisions are reached for customers.</p> <p>ii) Improving performance and speed of decisions.</p>	<p>SDNPA and Host Authority</p>	<p>weeks.</p> <p>Decisions on 60% of major applications in 13 weeks or 11 weeks from when SDNPA direction served unless PPA or PAA in place.</p> <p>Decisions on 60% of applications with an EIA in 16 weeks or 14 weeks from when SDNPA direction served unless PPA or PAA in place.</p> <p>Processes in place to issue decisions quickly.</p>	<p>.</p> <p>To be monitored by the SDNPA as part of the host authority annual performance review.</p>
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<p>N) <u>Section 106 Obligations arrangements to help deliver a common approach to monitoring and compliance.</u></p>	<p>i) Standard section 106 Agreements to be used, where relevant.</p>	<p>SDNPA and Host Authority</p>	<p>Section 106 template to be prepared and introduced by the SDNPA during 2014.</p>	<p>From 1 April 2014</p>
	<p>ii) All section 106 Agreements (unless routine) to be discussed with the SDNPA.</p>	<p>SDNPA and Host Authority</p>	<p>Liaison through Link officers or other officers, as appropriate.</p>	<p>In place from 1 April 2012 onwards.</p>
	<p>iii) All section 106 Agreements to be recorded electronically and uploaded to DMS by host authority. SDNPA to monitor and publish quarterly summary reports.</p>	<p>SDNPA and Host Authority</p>	<p>All Section 106 Obligations to be recorded in UNIFORM with background information and to be sent to the SDNPA Planning Performance Officer.</p>	<p>SDNPA to manage monitoring from 1 April 2014 onwards.</p>

	iv) Improve the proportion of Section 106 Obligations ready for completion at the time of a resolution or decision to approve an application.	SDNPA and Host Authority	Work towards achieving 50% of all cases. Standard templates to be used where possible and appropriate and advice to be issued to applicants at all stages of processing.	Work to achieve 50% of all obligations being ready for completion at time of resolution to approve from 1 April 2014 onwards. SDNPA to monitor as part of the host authority annual performance review.
O) <u>Enforcement and compliance monitoring.</u>	i) Enforcement policies updated and published to include an acknowledgement, planned assessment processes and a timetable for action.	SDNPA and Host Authority	Enforcement Protocols converged to deliver a more standard approach across the SDNP	From 1 April 2014 onwards.

	<p>ii) Enforcement Strategy developed which will include timescales for action and prioritisation.</p> <p>iii) Host authorities and SDNPA to work to SDNPA Enforcement Strategy.</p>	<p>SDNPA</p> <p>SDNPA and Host Authority</p>	<p>SDNPA to develop an Enforcement Strategy in partnership with host authorities and to be adopted and in use from 1 April 2014.</p> <p>Actions and performance to be recorded on SDNPA UNiform system and to be monitored and reported from 1 April 2014 onwards.</p>	<p>All complaints to be acknowledged at time of receipt from 1 April 2014 onwards.</p> <p>Strategy under preparation and to be in use from 1 April 2014.</p> <p>SDNPA to produce quarterly monitoring reports and to consider as part of annual performance reviews from 1 April 2014 onwards.</p>
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<p>Q) <u>Performance management internally and with the SDNPA.</u></p>	<p>i) Introduce a robust and customer focussed performance management framework.</p>	<p>SDNPA</p>	<p>Performance framework introduced during 2013/14 for monitoring and reporting on performance from 1 April 2014 onwards.</p>	<p>Performance management framework to be applied from 1 April 2014 onwards.</p>
	<p>ii) SDNPA and host authorities to provide information to help ensure that all performance is appropriately measured and monitored.</p>	<p>SDNPA and Host Authority</p>	<p>SDNPA and Host authorities to enter all agreed and relevant performance data on SDNPA UNIFORM system.</p>	<p>Performance to be monitored by the SDNPA from 1 April 2014 and publicly reported quarterly from July 2014 onwards.</p>
	<p>iii) Jointly implement the SDNPA Improvement Plan that will follow completion of the 2014 Planning Customer Survey.</p>	<p>SDNPA and Host Authority</p>	<p>Implement all improvement actions to help provide a higher quality Planning service for all customers.</p>	<p>Implement from 1 April 2014 onwards</p>

<u>R) Appeal management.</u>	<p>i) All appeals to be recorded on and managed through SDNPA UNIFORM system.</p> <p>ii) All appeal decisions to be recorded on SDNPA UNIFORM system.</p> <p>iii) all appeal decisions to be available to view on public access as soon as possible.</p> <p>iv) High level of overall performance on appeals.</p>	<p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p> <p>SDNPA and Host Authority</p>	<p>All appeals recorded on SDNPA UNIFORM system.</p> <p>All decisions to be recorded SDNPA UNIFORM system.</p> <p>All appeal decisions to be uploaded to DMS</p> <p>Overall success rate of 70% on SDNPA appeals.</p>	<p>Recorded on UNIFORM within 2 working days of notification of appeal by PINS.</p> <p>Within 5 working days of appeal decision being received.</p> <p>Within 3 working days of receipt from PINS</p> <p>To be monitored through SDNPA UNIFORM system on a quarterly basis.</p>

Final Version - 301213

Chichester In Partnership Annual report 2016-17

Amy Loaring, Partnerships Officer

Introduction

CIP is Chichester District's Partnership of partnerships and includes the work of the Healthier Chichester Partnership which is reflected in our priorities. It also monitors the work of Chichester Community Safety Partnership and closely aligns with the work and projects it undertakes

Welcome to Chichester in Partnership's annual report for 2016-2017. Our priorities for the year are listed below alongside a description of the sub group which is responsible to the partnership for delivery of the supporting projects:

1. Getting People into work – this task and finish group has had a change in chairmanship and a review of its membership and terms of reference. The newly constituted “Choose Work Group” has been reviewing the strategy to ensure that it is deliverable.
2. Dementia friendly Chichester – This work has been led by two local partnerships; the Dementia Alliance and the Chichester Learning and Arts Partnership. Both of which meet regularly and have terms of reference.
3. Helping residents with low level mental health needs – there is no group taking this work forward at the moment but we are working closely with MIND to develop the local offer and develop the promotional work.
4. Tackling Financial Exclusion in Chichester – This task and finish has met irregularly and has struggled to find consensus between partners to take work forward, plus a lot of this work happens at a national scale. This project needs to be reviewed.


A new community strategy for the partnership was develop, approved and published. This has set a strategic way forward for the next 5 years. However things may change unexpectedly over the next 5 years and CIP will need to be flexible enough to adapt to any changes that may arise, issues will be brought to the Core group for a decision as to whether it should be actioned.

The actions undertaken during the year are listed below:

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
	■ - Project ended or not being taken forward

The Economy						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
1. Getting People into work						
1.1	To launch a new Choosework model which will focus on ESA clients, pre-assessment ESA clients and IS clients as well as JSA clients which have additional health issues. The focus of delivery is providing a personalised service unique to the needs of each client and their journey.	<p>5 engagement days in identified areas of need.</p> <p>100 clients moved forward 30 clients that are furthest distance from the labour market supported to be more resilient and economically rejuvenated</p> <p>150 clients participated in Engagement days</p>	<p>Residents supported in their personal development to move forward in their lives so they are less reliant on public services support.</p> <p>Reduction in ESA figures</p>	Chichester District Council	March 2017	<p>●</p> <p>Choosework model has been successfully launched. 91 clients engaged with 29 clients moving into paid work 31 Clients supported into volunteering or work experience</p> <p>107 people participating in engagement days with one event still to happen.</p> <p>60% of future funding for the next three years has</p>

Key	● - Progress being made/ targets met
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The Economy						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
						been sourced from CDC and we are currently sourcing the other 40%. We have successfully applied for £70,000 from DCLG communities fund
1.2	Stonepillow Restore Trainees <ul style="list-style-type: none"> • Trainees come from many sources including our own client base, Job Centre Plus, Mandatory Work Activity and The Aldingbourne Trust. 	Expecting in excess of 120 Trainees.	Trainees develop new transferrable skills and build self-confidence making them more “job ready”	StonePillow	Ongoing	Awaiting figures
1.3	To ensure that local residents can access the services they need to improve their employment chances or skills.	Working with local Registered social Landlords to provide mini community hubs or outreach services in the identified areas. Number of residents engaged	Reduction in JSA figures Number of residents engaged Number of people referred to other support services.	Chichester District Council	March 2018	 Working with CARE and SPRING group in Chichester East to develop the offer for local residents and to help them help themselves. They have run 2 successful events

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
	■ - Project ended or not being taken forward

The Economy						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
		Number of people referred to other support services.				for residents. Still in negotiations with Affinity Sutton over development of a local hub
1.4	To create accessible training for those on low wages to increase their skills	Investigate if there is any funding available for projects that aim to improve skills for those not on benefit. Investigate the feasibility of such a project.	Increase the number of people in the district with qualifications Increase in the average wage salary	Chichester District Council	March 2018	● Group agreed to investigate the skills gap in the district. anecdotal evidence of it e.g. hard to get professional cooks into post due to rural venues and transport issues, administration – demand is high and supply of candidates not always equal to it. Next stage is to contact some of the local recruitment agencies and also looking at the possibility of Wheels to Work scheme.

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
	■ - Project ended or not being taken forward

The Economy						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
						Along with an Into Work promotion locally – using press to educate people and parents over career choices and the local support available.
1.5	To develop a project that support carers back into employment, through the use of new technology and the other project such as SelseyWorks and ChooseWork	Research, development and pilot of a project that helps carers back into work Number of carers engaged.	Number of carers in work increases	Chichester District Council/ SelseyWorks	March 2018	◆ Choose work has supported a number of carers but no project has developed out of this
1.6	With Coastal West Sussex investigate ways to embed work place skills into the schools of Chichester	Research of successful projects. Discussions with schools as to willingness to be involved	Number of children with increased work place skills Future reduction in the number of NEETS	Chichester District Council/ Coastal West Sussex	March 2018	● Bishop Luffa school has approached Choosework to do some work with potential NEETS and this is an areas we are looking at further developing.
1.7	Support young people to access the Apprenticeship/ Traineeship scheme and	To create local apprenticeships events that	At least 25% of those young	Chichester College/	March 2018	● The new Apprenticeship Levy

Key

- - Progress being made/ targets met
- ◆ - Progress being made but there are delays
- - Project ended or not being taken forward

The Economy						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
	work with employers to ensure there are enough places available	encourages local businesses to take on apprentices. To encourage local organisations to develop charters that supports the development of apprenticeship roles. Create at least 15 traineeship opportunities	people secure a permanent job at the end of their apprenticeship Create at least 15 traineeship opportunities	Chichester District Council		that has been introduced has made this action unnecessary, however the partnership will continue to support the development of an apprenticeship graduation ceremony

Health & Wellbeing						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
2.Dementia Friendly Chichester						
2.1	Develop best practice and evidence based projects.	Receive regular updates from Crawley Wellbeing Act on the learning from Crawley and other dementia friendly towns / cities	Less duplication of activity or services developing new projects in isolation and better quality activity delivered.	DAA	Ongoing aligned with Crawley	● Total of 32 members signed up by end 2017/18

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
	■ - Project ended or not being taken forward

Health & Wellbeing						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
2.2	Dementia familiarisation / awareness raising	A training programme for delivering dementia friends training.	A wide range of people working in front facing roles and coming into contact with members of the public who could potentially have dementia or be a Carer are skilled and have confidence to support them	CDC	March 2017	<p style="text-align: center;">●</p> <p>Total of 1000 DF created by end 2017/18</p>
2.3	Secure sponsorship to support the work in this action plan.	Ensure sponsors pledge appropriate staff in organisations to be trained in Dementia awareness and provide 'in kind' support e.g. venues.	A sustained programme of sponsorship and support 'in kind' is in place from local businesses and organisations.	DAA	March 2017	<p style="text-align: center;">●</p> <p>Continue with new organisations focusing on supermarkets and community venues</p>
2.4	Meaningful activity for people with Dementia and their Carers.	Continue to deliver the activity days out and social activity programme	People with Dementia and their Carers are engaged in	MIND	March 2017	<p style="text-align: center;">●</p> <p>On going as mainstream activity</p>

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
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Health & Wellbeing						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
		for people with Dementia and their Carers.	evolving a sustained programme of activities.			
2.5	Arts for Dementia work	Action plan developed by working group	A Dementia Festival planned for May 2016 during Dementia awareness week Regular arts related activity in place for people with Dementia and their Carers.	Chichester Festival theatre	Ongoing	● Launch new awareness leaflets in Chichester. Discussion for having a large event for DAW rather than lots of smaller ones to pool resources. Invite business, services etc Martha to contact Andy Dixon re space with Chi University Consider using apiteto for food
2.6	Dementia Strategy	Ensure actions of the DAA relate to the WSX strategy and contribute to outcomes.	See WSX dementia strategy	DAA core group partners	Ongoing	● ½ yearly updates from WSCC strategic lead for Dementia
2.7	Dementia services mapping activity	Review service mapping and	Resource for partners to	DAA core group partners	Ongoing	NA

Key

- - Progress being made/ targets met
- ◆ - Progress being made but there are delays
- - Project ended or not being taken forward

Health & Wellbeing						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
		ensure it is kept up to date and is shared to avoid duplication.	understand local services No duplication of services			
2.8	Support for partners to develop, deliver and evaluate projects in the community to support people with Dementia and their Carers	A small sparks grant funding process is in place	Small projects are supported in communities to support the overall work of the DAA	CDC / CiP partners	March 2017	● Develop the funding ideas for small grants for supporting Dementia related actions.
2.9	Information leaflets	Draw on information already created to deliver information across Chichester	4 leaflets created for specific groups to help understand DF communities. GP/hospitals, Transport, Business, shops etc generic Printed for launch DAW 2017	CDC	May 2017	● Leaflets are with the print designer and will be ready for printing by end of March
2.10	Service User Group for Bognor/Chichester	Grow the group of members of Positive Thinkers	Feedback obtained to be presented to the DAA core and wider groups. Core members to	Alzheimers soc	March 2017	● Talk to Chichester University Undergraduates Secret shopping in

Key

- - Progress being made/ targets met
- ◆ - Progress being made but there are delays
- - Project ended or not being taken forward

Health & Wellbeing						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
			consult when needed with the group with projects that are being implemented			Bognor on Banks – Barclays have had dementia friends sessions following visit. Sargent Higgins consulting the group 21/11/16 about the Sussex Police Missing person's protocol Engagement at Xmas concert
3.Helping residents with low level mental health needs						
3.1	Develop a local Mental health Strategy that supports local mental health services and identifies ways of supporting those with low level mental health needs	Development of three year strategy and action plan	Coordination of services and improvement in support for those with low level mental health needs. Outcomes to be developed	Chichester District Council	June 2016	● Partners have been asked to sign up to the "Time to change" pledge and in return the partnership is funding the training of staff.

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
	■ - Project ended or not being taken forward


Housing & Neighbourhoods						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
4.Tackling Financial Exclusion - Base data for this is still being developed therefore no figures have been included in the outcomes yet.						
4.1	Provide training to frontline staff specifically aimed at increasing their knowledge and of available support or specific skills when supporting customers who may be financially excluded	Training sessions for frontline staff	Increased referrals to support services. Reduced income deprivation	CAB/CDC	March 2018	◆ To be developed but funding will need to be sourced for this
4.2	Support and promote opportunities for sustainability and awareness of schemes that are currently running within the district, especially schemes in the rural areas and help improve digital skills.	Increased joint ventures.	Increased referrals to support services. Reduced income deprivation Reduced number of people in rent arrears Reduced number of bankruptcies	CAB/CDC	March 2018	◆ To be developed
4.3	Look at opportunities to deliver financial management information to young people.	Deliver finance lessons to NEETS or schools	Less young people with debt problems. More young	Outset youth Action	March 2018	● Choosework and Outset youth action delivered a pilot project offering life

Key	● - Progress being made/ targets met
	◆ - Progress being made but there are delays
	■ - Project ended or not being taken forward




Housing & Neighbourhoods						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
			people with bank accounts. Reduced number of people in rent arrears			skills to NEETS, including financial education. Will look at repeating this in the future.
4.4	Working with the West Sussex Credit Union at how they can market their products more widely in the district	Increased promotion of WSCU	Increased number of people from Chichester are Credit union members	WSCU	March 2018	■ Working group felt that this would not help their clients so this action has been removed
4.5	Create a financial inclusion page on a CDC website.	Publically accessible webpage on local financial advice	Feeds into other outcomes	CDC	September 2016	● Local information has been placed on the Chichester in Partnership page but we need to ensure this links into other websites
4.6	Jointly develop a local data set to monitor poverty issues in the district.	Local data set that can inform partners of debt	Partnership will be able to focus work on specific areas/ types of debt.	CDC/CAB	September 2016	■ Local data is inconsistent and patchy. Will continue to work with partners on this but a standard dataset may be

Key

- - Progress being made/ targets met
- ◆ - Progress being made but there are delays
- - Project ended or not being taken forward

Housing & Neighbourhoods						
	Action	Output	Outcome	Lead	Target Date	2017 Progress
						difficult to develop.
4.7	Collate and produce an information booklet and aim to distribute to households in identified areas of need with information on local services	A directory of local support services that frontline staff can access	Frontline staff have greater knowledge of where to refer clients who need financial help	CDC	September 2016	 Directory has been drafted, to be shared with partners and published in 2017

Key

-  - Progress being made/ targets met
-  - Progress being made but there are delays
-  - Project ended or not being taken forward



Chichester in Partnership

Business Plan 2017-18

The Economy					
	Action	Output 2017-18	Planned Outcomes	Lead	Target Date
1.1	To launch a new Choosework model which will focus on ESA clients, pre-assessment ESA clients and IS clients as well as JSA clients which have additional health issues. The focus of delivery is providing a personalised service unique to the needs of each client and their journey.	<p>80 clients in the 12 months to April 2018 and an additional 80 clients the following year, making a total of 160 clients, with 70% of clients moved forward and assessed via the staircase method.</p> <p>Support 42 clients into work experience placements (26% into Work experience).</p> <p>Support 30 clients into employment (18% into employment).</p> <p>Help 25 clients into volunteer work.</p> <p>Run 5 engagement events with the aim of engaging with 45 new clients, introducing them to the Choose Work programme.</p>	<p>Residents supported in their personal development to move forward in their lives so they are less reliant on public services support.</p> <p>Reduction in ESA figures</p>	Chichester District Council /DCLG	March 2018
1.2	<p>Stonepillow Restore Trainees</p> <ul style="list-style-type: none"> Trainees come from many sources including our own client base, Job Centre Plus, Mandatory Work Activity and The Aldingbourne Trust. 	Expecting in excess of 120 Trainees.	Trainees develop new transferrable skills and build self-confidence making them more "job ready"	StonePillow	Ongoing
1.3	To ensure that local residents can access the services they need to improve their employment chances or skills.	Working with local Registered social Landlords to provide mini community hubs	Reduction in JSA figures Number of residents engaged	Chichester District Council / Community	March 2018

The Economy					
	Action	Output 2017-18	Planned Outcomes	Lead	Target Date
		or outreach services in the identified areas.	Number of people referred to other support services. Number of residents engaged Number of people referred to other support services.	Groups	
1.4	To create accessible training for those on low wages to increase their skills	Investigate if there is any funding available for projects that aim to improve skills for those not on benefit. Investigate the feasibility of such a project.	Increase the number of people in the district with qualifications Increase in the average wage salary	Chichester District Council	March 2018
1.5	To develop a project that support carers back into employment, through the use of new technology and the other project such as SelseyWorks and ChooseWork	Research, scope and development of a project that helps carers back into work	Number of carers in work increases Number of carers engaged.	Impact Initiatives/ Careline	March 2018
1.6	Investigate ways to embed work place skills into the schools of Chichester	Through a redesign of the ChooseWork project we will deliver projects in local schools. Planned outcomes are: We will aim to engage with 50 pupils in group sessions. We will also look to engage with 5 students at each school through individual interventions.	Number of children with increased work place skills Future reduction in the number of NEETS	Chichester District Council	March 2018
1.7	Support young people to access the Apprenticeship/ Traineeship scheme and work with employers to ensure there are enough places available	To create local apprenticeships events that encourages local businesses to take on apprentices. To encourage local organisations to develop charters that supports the	At least 25% of those young people secure a permanent job at the end of their apprenticeship To look at developing a local	Chichester College/ Chichester District Council	March 2018

The Economy					
	Action	Output 2017-18	Planned Outcomes	Lead	Target Date
		development of apprenticeship roles. Create at least 15 traineeship opportunities	traineeship offer		

Health & Wellbeing					
	Action	Output	Planned Outcomes	Lead	Target Date
2.Dementia Friendly Chichester					
2.1	Develop best practice and evidence based projects.	Receive regular updates from Crawley Wellbeing Act on the learning from Crawley and other dementia friendly towns / cities	Less duplication of activity or services developing new projects in isolation and better quality activity delivered.	DAA	Ongoing aligned with Crawley
2.2	Dementia familiarisation / awareness raising	A training programme for delivering dementia friends training.	A wide range of people working in front facing roles and coming into contact with members of the public who could potentially have dementia or be a Carer are skilled and have confidence to support them	CDC	March 2018
2.3	Secure sponsorship to support the work in this action plan.	Ensure sponsors pledge appropriate staff in organisations to be trained in Dementia awareness and provide 'in kind' support e.g. venues.	A sustained programme of sponsorship and support 'in kind' is in place from local businesses and organisations.	DAA	March 2017
2.4	Meaningful activity for people with Dementia and their Carers.	Continue to deliver the activity days out and social activity programme for people with Dementia and their Carers.	People with Dementia and their Carers are engaged in evolving a sustained programme of activities.	MIND	March 2017
2.5	Arts for Dementia work	Action plan developed by working group	Regular arts related activity in place for people with	Chichester Festival theatre	Ongoing

Health & Wellbeing					
	Action	Output	Planned Outcomes	Lead	Target Date
			Dementia and their Carers.		
2.6	Dementia Strategy	Ensure actions of the DAA relate to the WSX strategy and contribute to outcomes.	See WSX dementia strategy	DAA core group partners	Ongoing
2.7	Dementia services mapping activity	Review service mapping and ensure it is kept up to date and is shared to avoid duplication.	Resource for partners to understand local services No duplication of services	DAA core group partners	Ongoing
2.8	Support for partners to develop, deliver and evaluate projects in the community to support people with Dementia and their Carers	A small sparks grant funding process is in place	Small projects are supported in communities to support the overall work of the DAA	CDC / CiP partners	March 2018
3.Helping residents with low level mental health needs					
3.1	Engage and encourage Core group partner organisations to sign up to a local Mental Health pledge. Once Core group partners have signed up we will ask our wider partners to also take part	Organise at least 4 training sessions for partner organisations Report on Project Progress to CiP Work with 4 partner organisations to develop action plans on mental health and sign up to Time to Change pledge	Improve public attitudes and behaviour towards people with mental health problems. Reduce the amount of discrimination that people with mental health problems report in their personal relationships, their social lives and at work. Make sure even more people with mental health problems can take action to challenge stigma and discrimination in their communities, in workplaces, in schools and on-line.	MIND/Chichester District Council	March 2018

Health & Wellbeing					
	Action	Output	Planned Outcomes	Lead	Target Date
			Create a sustainable campaign that will continue in communities and workplaces long into the future.		

Housing & Neighbourhoods					
	Action	Output	Planned Outcomes	Lead	Target Date
4.Tackling Financial Exclusion					
4.1	<p>To ensure that services are ready and available to support residents to meet future challenges affecting their financial resilience.</p> <p>Make it easier for residents to seek help and engage with services when they need help and support with their finances.</p> <p>For all partners to promote effective approaches and share learning on financial inclusion.</p>	<p>Establish an internal working group to coordinate preparations for the implementation of Universal CAccessredit</p> <p>Review CDC policies and procedures to ensure that vulnerable residents are supported and helped with financial issues at earliest opportunity</p> <p>Identify and explore 2 funding opportunities for financial capability training with schools or with NEETS</p> <p>Work with local partners to identify most effective means to promote local services.</p>	<p>Improve budgeting awareness and skills in target audience</p> <p>For CDC and local partners to set good practice in how to help people with debt problems</p>	CDC CAB	March 2018
5. Access to Services					
5.	Identify locations where the vulnerable residents of Chichester District Communities know where they can go locally for information/advice about essential community services	<p>Identify 6 additional community based organisations for case study report</p> <p>Present final report on case studies, research findings, establish</p>	<p>To identify community hubs that are already working as information gateways</p> <p>To identify</p>	WSSC/ CDC	March 2018

Housing & Neighbourhoods					
	Action	Output	Planned Outcomes	Lead	Target Date
		<p>principals and next steps</p> <p>Select up to 3 community groups to support in line with the principals established.</p> <p>Host celebratory event for community groups involved to showcase work and disseminate learning</p>	<p>community hubs with the potential to provide information gateway function</p> <p>Provide good practice on how a community hub can provide an information gateway</p>		
6. Community Assessment Framework					
6.1	<p>Develop a community assessment of Tangmere to act as a baseline for work in the area.</p> <p>Develop guidelines on how to use the Assessment Framework and identify other areas where it can be used</p>	<p>Approved by Tangmere Parish Council and/or local organisations</p> <p>Assessment tool Guidelines/ toolkit published</p>	<p>Community Assessment report of Tangmere.</p>	CDC	December 2017
7. Social Prescribing Project					
7.1	<p>CDC will engage with partners (CCG, WSCC, VAAC initially) to develop a social prescribing Community Referrer/s (CRs) project that will be physically based in rural GP practices but linked very closely to local services. Individuals will be referred to the community referrer who will contact and meet with the patient and signpost to local services</p>	<p>(Scale will be dependent on funding sourced during 2016/17)</p> <p>Partnership Agreement in place with Coastal West Sussex Clinical Commissioning Group, West Sussex County Council, VAAC.</p> <p>Resource project/ Recruit staff and engage with GPs</p> <p>Develop operating procedures and evaluation tools</p> <p>Present progress to Chichester in Partnership</p>	<p>Success would be seen by following the client journey through case studies, using the existing Wellbeing service evaluation process where people are contacted at 3 months after receiving the service, and the 5 ways to Wellbeing tool, uptake by GPs, number of patients/ people referred and reduction in repeat demand.</p>	CDC/ CCG/ WSCC/ VAAC	December 2017

Housing & Neighbourhoods					
	Action	Output	Planned Outcomes	Lead	Target Date
		Develop capacity through relations with local community groups and VAAC Conduct evaluation			
8. Young people					
8.1	Coordination of services that support young people to ensure that there is no duplication and that needs are being met.	Development of a Young person's services forum and conference Joint meetings of local youth clubs to discuss the issues of local young people	A directory of services for front line staff Development of joint projects that meet local needs	Choose Work	March 2018

CIP Marketing Plan					
	Action	Output	Planned Outcomes	Lead	Target Date
9.1	Close down of CIP website and development of CIP Face book page.	CIP Facebook page to develop to be a useful source of information for local partners CIP Facebook page to be used to promote CIP projects (e.g Choose Work) To use Facebook posts and boosts to promote campaigns and events	Increased Facebook likes of CIP page Public attendance at suitable CIP events	Partnerships officer	March 2018
9.2	Development of CIP branded events including Showcasing events and events that promote our themes and projects	At least 1 CIP Annual event a year. (to be open to the public)	Increase in wider LSP membership Increased links with local projects	Partnerships Officer	March 2018
9.3	Continuation and delivery of Chichester in Partnership news letter.	Delivery of 12 ebuletin letters a year	Increased knowledge of what is going on locally	Partnerships Officer	

OVERVIEW & SCRUTINY COMMITTEE CHICHESTER DISTRICT COUNCIL April 2017

CHICHESTER FESTIVAL THEATRE - 2016/17 Season

INTRODUCTION

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. This report deals with the financial year April 2016 to March 2017 and includes the results of Festival 2016 - the final festival/Winter season delivered by Jonathan Church (Artistic Director) and Alan Finch (Executive Director) before stepping down in September 2016.

The appointment of Daniel Evans as Artistic Director designate was announced on 2 December 2015 and Rachel Tackley as Executive Director designate was announced in March 2016 – joining CFT in July and September 2016 respectively.

FESTIVAL 2016

Festival 2016 ran from 18 April until 29 October 2016, playing to 82.2% capacity. Overall, it was a positive year with 214,259 people enjoying work on our stages. Our commitment to developing and engaging with younger audiences from our community is ongoing and the new Executive Team is continuing this commitment to accessibility for Festival 2017. In Festival 2016 we kept our Prologue tickets (available to audiences aged 16-25) at £8.50 and sold 1,028. At the end of March 2017 membership stood at 5,236, a 43% increase on 2016. In Festival 2017 we have reduced the ticket price to just £5.

As part of our commitment to developing audiences from low socio-economic backgrounds, we continued to keep 10,000 tickets available at our lowest adult ticket price of £10.

WINTER SEASON: The Winter bought-in season was a great success at the box office, though finding good quality shows that are adaptable to our thrust stage is always tricky. Whilst hugely popular with audiences, *Stepping Out*, *A Room With A View* and *The Dresser* were challenging productions practically and we felt were not up to the same production standards as our Festival season, despite extra technical rehearsal time and months of planning.

The Minerva shows were extremely well-received, including our popular extended Family programme, especially our first show for audiences of 18 months-3 years – *Sensacional*, and *Mr Popper's Penguins* for ages 3+ which attracted new families to CFT, some for the first time. *Peter Pan*, our now much-awaited Christmas production from our Youth Theatre, was a thrilling success playing to a total of 25,289 people. The relaxed performance on 30 December 2016 was attended by a remarkable 728 people (compared to 270 at 2016's relaxed performance of *A Christmas Carol*).

BUILDINGS

Frustratingly, there have been intermittent failures of our ground source heat pump system, but we finally have some baseline data for the year 2016/17 (para 5.1 in SLA 2016/17 refers). We have seen a reduction in heating energy and our EPC rating has dropped from category C to B. The Minerva refurbishment completed in April 2016 gives us a BMS control system for better energy management. We have undertaken a significant project to enable our stores of props and furniture to be more accessible and create an electronic catalogue. This enables us to be more proactive in ensuring props, furniture and costume are recycled between shows and allows promotion of it to creative teams and outside borrowers in the community.

LEARNING AND PARTICIPATION

CFT's Learning, Education & Participation (LEAP) department has continued to develop its year-round programme of participatory activities, projects and events to connect and engage annually with 62,000 people of all ages (0-92 years), abilities and cultures within the local community. The social impact is significant,

particularly in relation to the enhancement of individuals' health and well-being, self-esteem, identity and image.

- Youth theatre with 9 satellite locations
- Youth Musical Theatre
- Youth Technical
- Theatre workshops for young people with disabilities and more complex needs
- Wheelchair Dance
- Early Years workshops
- Playwriting workshops for schools
- Adult workshops in dance, singing, playwriting and devising
- Interactive storytelling workshops for families with young children
- Workshops for people living with dementia
- Workshops for people with mental health conditions

Aligned to CFT's mission, LEAP's ambition is to promote inclusivity, accessibility and diversity, ensuring rich opportunities for all individuals, regardless of age, culture and social background to feel inspired, challenged and excited by the arts.

Integrated into the weekly activities are individuals with protected characteristics, including those living with dementia or low level mental health conditions, young carers, underachievers, young people not in education, employment or training, young refugees and those experiencing financial hardship.

Celebrating Arts award Good Practice Centre

LEAP has taken a prominent lead in Arts Award Accreditation opportunities for young people across the region by hosting and coordinating forums, training events, surgeries and platforms, collaborating with the Cultural Learning Partnership.

In January 2017, CFT was successfully awarded Arts Award Good Practice Centre 2017/18 status by ACE for championing opportunities for children and young people ("CYP") to be inspired in their creative journey as artists, arts leaders and theatre-makers through the achievement of Arts Award qualifications. During the past year, LEAP has exceeded its target of progressing CYP to receive an Arts Award from an estimated 119 to a total of 135. The most recent Assessor reported:

'A monumental achievement - the portfolios document extensive opportunities and reflection is entrenched throughout. These are possibly the most thorough, comprehensive portfolios I have ever moderated.'

60% of the LEAP team are Arts Award Advisor trained; a further 3 practitioners trained to Silver/Gold.

Advocacy and Networking

Since January 2017, LEAP has hosted and presented a number of local, regional and national networking events and forums including:

- hosting a Chichester in Partnership showcase – a symposium to celebrate partnership-working and strategic leaders in community engagement programmes - for example, CFT's work with Dementia Alliance and The Chichester Centre;
- representation at a National Theatre Education Forum – LEAP's Director and Community Partnerships Manager delivered a presentation focusing on 'how youth and community engagement is integrated into CFT's artistic vision and practice';
- hosting a regional ARTS CONNECT Festival for people with learning disabilities, which showcased work whilst bringing together carers, support workers, service providers and families to signpost them to the range of arts facilities in their communities.

During the past year, LEAP has been delivering weekly theatre-skills workshops in partnership with The Chichester Centre, a low secure and mental health facility. Participants benefit immensely from the

opportunity to develop communication and team-building skills as well as an appreciation of a space where their imagination and creativity is respected. The group has written scripts inspired by plays within CFT's summer festival which will culminate in a public performance sharing by participants from both the Chichester Centre and CFT's Devised Theatre community group for adults.

'It is a unique opportunity for our clients to engage in a world that many may not have experienced before, to look at opportunities for developing confidence and for gradually working together to enable a sense of social inclusion in the immediate area.'

Occupational Therapist, The Chichester Centre

Throughout 2016, CFT's Community Partnerships Manager and CDC's Partnerships Officer have met regularly to identify key target areas and priorities within the local community. This has instigated a number of wider community outreach projects in specific areas such as Chichester East, Tangmere and Selsey [See SLA 3.2.3]

There are active strategies for widening the reach to more vulnerable and disadvantaged young people through partnerships with local organisations such as Outset Youth Action, West Sussex Young Carers, The Chichester Information Shop for Young People, Southern Domestic Abuse, Anti-bullying works; St Anthony's and Fordwater Special schools.

PUBLIC FUNDING (ACE AND CHICHESTER DISTRICT COUNCIL)

2016/17 was the second year of CFT's three-year NPO Funding from ACE (£1.74m pa), with no in-year cuts to date. CFT has applied for the next round of NPO funding from ACE covering a period of 4 years 2018/19 to 2021/22. The announcement from ACE of all NPO grants is scheduled for 1 July 2017.

2016/17 was the penultimate year of the current funding agreement with CDC. The new four-year funding for CFT was announced in February 2017 at £185k per annum. CDC's funding is contingent upon four-year funding from ACE.

CFT's core model remains critically dependent on sustained public investment to defend creative risk and extend social and cultural impact.

CONCLUSION

In 2016, a new chapter in CFT's history began with the appointment of its new executive team. Rachel Tackley (Executive Director) and Daniel Evans (Artistic Director) bring their experience of touring, not-for-profit theatre buildings and diversity to CFT. The new Executive is determined to stamp their values on the organisation and this change is already signified in Festival 2017.

The new Executive team has no desire to alter the current programming format and will continue:

to produce 10-12 excellent productions in its Festival season, including plays, musicals and Youth Theatre productions by world class artists and creative teams;

to collaborate with partners to ensure its work reaches as wide an audience as possible by transferring its productions to London and throughout the UK, curate a diverse range of visiting work during the Winter season, including ballet, opera, concerts, comedy and contemporary music.

CFT's work is already synonymous with excellence and ambition; the new Executive will build on this reputation ensuring that CFT remains 'the jewel in the crown of regional theatres'.

The new Executive also recognises, however, that CFT faces significant challenges, particularly in the areas of diversity, inclusivity and modernity.

Rachel Tackley
31 March 2017

Service Level Agreement Chichester Festival Theatre and Chichester District Council 2016/17

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 2016 season of CFT productions – the programme	1 Produce a summer season programme to include new commissions and a range of drama forms to attract a wide range of audience.	Programme to be sent to CDC Lead Officer	Annual report to CDC and twice yearly oral update	October 2016	Achieved. Chichester's Festival 2016 included epic dramas, two musicals and two new plays. Full details in the brochure. Summary below:
	2 Engage world-class theatre professionals to direct, produce, perform and design and technically support the summer season to attract audience.	Peer review	As above	October 2016	<ul style="list-style-type: none"> • Hugh Bonneville in Ibsen's An Enemy of the People, directed by Howard Davies. • Joseph Fiennes as Lawrence of Arabia in Ross by Terence Rattigan, directed by Adrian Noble. • Bertie Carvel made his directorial debut with a revival of John Galsworthy's Strife.
	3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs.		As above	October 2016	<p>Two British musicals:</p> <ul style="list-style-type: none"> • Rachel Kavanaugh directed a new stage version of Half a Sixpence with book by Julian Fellowes. A co-production with Cameron Mackintosh Ltd. • Patricia Hodge and Steven Pacey led the cast in the world premiere of Travels with My Aunt, based on Graham Greene's novel. <p>Two new plays premiered in the Minerva Theatre:</p> <ul style="list-style-type: none"> • FRACKED! by Alistair Beaton, featured James Bolam and Anne Reid • First Light by Mark Hayhurst. A co-production with Mark Goucher. <p>The Royal Shakespeare Company's 'theatrical tour-de-force' pairing of Love's Labour's Lost and Much Ado About Nothing – celebrating Shakespeare's 400th anniversary. A co-production with RSC and Theatre Royal Haymarket.</p> <p>The highly acclaimed National Theatre production of This House by James Graham which was directed by Jeremy Herrin. A co-production with the National Theatre.</p>
	4 Review the summer season as part of Annual report to Overview & Scrutiny Committee.		Annual report to CDC	March 2017	Draft report to be with CDC by 31 March 2017.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
1.2 Summer 2016 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 oral update	March 2017	Audience figures achieved – Festival 2016 generated sales of £6,194,616.30 against a target of £5,864,000.00; the season finished on 106% of target
	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 2017	CFT works in partnership with partners noted on the back page of the Festival brochure 2016. In particular, University of Chichester, Chichester College, Lancing College, CASS Sculpture Foundation and Pallant House Gallery.
2.1 Chichester to a wider world	1 Deliver a 5% increase on positive press comments for summer season at regional and national level. A summary of all 2015/16 Press coverage figures: National Press (print) 662 articles Local Press (print) 763 articles Online 1881 articles National and regional reviews 554	Review (website).	Annual report to CDC and twice yearly oral update.	October 2016	Due to a change in our cuttings service we can no longer provide an annual itemised count. Therefore, the following is a summary: CFT's profile is reflected in international, national & local media coverage. The Festival season receives greater attention from the national theatre critics than any other regional theatre outside Stratford-upon-Avon. Festival 2016 productions received substantial news, feature, listings and review coverage in every national newspaper from The Sunday Times and Observer to the Sun and Daily Mail; on Radio 4's PM & Front Row, Radio 3's In Tune & Free Thinking, and Radio 2's Graham Norton; as well as extensive regional TV, radio, press and online coverage, including a special 'regional focus' feature on the leading theatre website WhatsonStage (120,000 Twitter followers).
	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 2016	<i>Singin' In The Rain</i> (Festival 2011) – International tour Australia until January 2017 <i>Guys and Dolls</i> (Festival 2014) transferred to The Savoy Theatre London and UK Tour until October 2016 <i>Young Chekhov</i> (Festival 2015) – transferred to National Theatre, London, July to October 2016 <i>Running Wild</i> (Festival 2015) – transferred to Regent's Park Open Air Theatre London, May to June 2016. UK Tour from February to June 201 with the Children's Touring Partnership. <i>Half a Sixpence</i> (Festival 2016) – transferred to the Noël Coward Theatre October 2016 to September 2017. <i>Love's Labour's Lost</i> and <i>Much Ado About Nothing</i> (Festival 2016) – transferred to Theatre Royal Haymarket December 2016 to March 2017. <i>Goodnight Mister Tom</i> – UK Tour until May 2016 <i>The Judas Kiss</i> – Toronto and New York, March to June 2016.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
3.1 Learning and Participation (LEAP) – young people	1 To continue to run the Chichester Festival Youth Theatre (CFYT) at a number of locations.	Locations used	Annual report to CDC and twice yearly verbal update	March 2017	CFT maintains extensive youth theatre provision for young people in Chichester and 9 satellite locations. A total of 26,334 attended 1,292 sessions annually.
	2 To attract a diverse range of young people to take part in CFYT and to adopt fair and inclusive practices in all that is done. If CDC identifies geographical priority area to discuss how CFYT might address this, subject to funds and staff available.	Monitoring activity of learning & participation dept.	As above	March 2017	CFYT works with partnership organisations to reach young people with protected characteristics (see report). Bursary assisted places have increased by 61% in the last year.
	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	In addition to weekly youth theatre workshops, a further 20,000 children and young people (CYP) have participated in a range of high quality arts experiences: theatre rehearsals, technical tasters, musical theatre & dance workshops, playwriting, stage combat.
	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	45 CYP were offered short term work experiences. 70 young people attended a creative careers day. CFT offered 8 one/two year apprenticeships.
	5 To work with formal education establishments on joint learning projects as appropriate, including University of Chichester.		As above	March 2017	LEAP leads a cultural educational partnership programme with formal educational establishments providing a range of cultural learning opportunities for students/teachers.
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	A programme of events has engaged with 8,604 participants from the local community - pre & post show talks; debates, theatre days, classes & workshops.
	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	<p>As part of our relaunch of our young people's tickets scheme in Festival 2016, rebranding the scheme as Prologue, we introduced a strand of new events exclusively for Prologue members (aged 16-25) which we hadn't previously offered. These included <i>Hugh's Talking</i>, a career talk with Hugh Bonneville and a <i>Half A Sixpence Dance Workshop</i> led by the company dance captain and cast members, both of which sold out. We also increased attendance of our annual Creative Choices event in association with ArtsWork by 61%.</p> <p>Our pool of Young Ambassadors promoting the Prologue scheme to their peers doubled in 2016, to 10 ambassadors drawn from local workplaces, higher education institutions and schools. These young people helped us spread the word online, through print distribution to their local networks and by representing the theatre at local events.</p> <p>During our Winter season we committed to offering</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>3. To continue to develop the use of internet platforms to widen awareness, access and availability to LEAP events.</p> <p>4. To engage with the District Council in investigating programmes of targeted work relating to areas of need.</p> <p>5. To develop a new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage.</p>	<p>Usage of analytics, feedback and blogs etc</p> <p>Specific to projects, to be shared with CDC</p> <p>Details and attendance at heritage events</p>	<p>As above</p> <p>As above</p> <p>As above</p>	<p>March 2017</p> <p>March 2017</p> <p>March 2017</p>	<p>Prologue tickets for more of the touring productions that visited us so that young people can have access to affordable tickets all year round. We made it a standard for week-long productions visiting the Festival Theatre, as well as encouraging more companies performing in the Minerva to offer Prologue seats as part of their contract. The number of Prologue tickets sold in our Winter 2016 season increased by 26% on the previous winter season.</p> <p>Digital drafts playwriting course; Recorded pre & post show talks On-line digital archive</p> <p>Throughout 2016, CFT's Community Partnerships Manager and CDC's Partnerships Officer have met regularly to identify key target areas of need including::</p> <ul style="list-style-type: none"> • A series of Dementia-friendly creative engagement sessions at the recently opened Dementia Support hub in Tangmere; • An intergenerational project combining Chichester Festival Youth Theatre members with older members of the community at Sussex Grange - Selsey Care Home; • A collaboration with Youth Outset, introducing NEETS (young people not in education, employment or training) to theatre-skills, technical taster days as well as volunteering opportunities at CFT; and • A Symposium of Partnerships, hosted by CFT offering an opportunity for local organisations to network, share information and forge new partnerships. <p>Content from CFT archive used on Eduqas Digital Ed resources website for GCSE Drama. 2 students from University of Chichester completed a 6 week work placement with CFT Heritage. CFT Heritage content used to support new Dementia-friendly hub.</p>
<p>4.1 Winter 2016 - programme</p>	<p>1 Programme a Winter season from available touring product that is high quality.</p> <p>2 Within this programme to include productions which appeal to families and produce specific family-friendly marketing.</p>	<p>Programme; attendance per event; reviews in local papers etc</p> <p>Programme; attendance, copies of marketing</p>	<p>As above</p> <p>As above</p>	<p>October 2016 March 2017</p> <p>October 2016 March 2017</p>	<p>The winter season ran from 2 November to 18 February 2017 and offered traditional classics and shows new to Chichester. Details in Winter brochure.</p> <p>We became a member of the Family Art Standards in 2016 and followed their guidance when planning and marketing to attract and retain a family audience. We also ran in house Family Friendly</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
					<p>training for all Box Office, FOH and Catering staff in Winter 2016. The larger family programme – 9 productions - were highlighted in a bespoke piece of print – distributed to 13K family postcodes in PO19, and further to other family friendly events locally.</p> <p>Productions for family audiences included:</p> <ul style="list-style-type: none"> • Peter Pan – a CFYT Christmas production. Age7+ (20 performances 25,289 total audience) • Christmas Concerts - for all the family. (3,212 total audience) • Moscow City Ballet's The Nutcracker – for all the family. (5981 total audience) • Children's Concert • Mr Popper's Penguins. Age 3+ (3,181 audiences - 24% new; 12% schools) . The Minerva Theatre was 'taken over' by penguins as this Christmas adventure – the entrance was transformed with penguins lining the glass doors, footprints leading up to the snowflake decorated foyer, and free penguin crafts and activities we're held in the Play Café (Minerva Bar & Grill) where a child friendly menu was available. • The Ovation Rock Show • Gandini Juggling – for all the family – possibly less family friendly than we originally thought following the previous year's smashed. This was much more sophisticated and appealed to a slightly older audience of 14+ • Comedy Club 4 Kids! – Age 6+ Sold out and we have welcomed them back for 2 more shows during Festival 2017. • Sensacional – Age 18 months- 3 years • Pat-A-Cake Baby – Ages 2-7 • Running Wild - Following a hugely successful run at Regent's Park Open Air Theatre, Running Wild returned to CFT before a national tour. (12,593 total audience) • A programme of family workshops .
4.2 Winter 2016 programme – audience	1. Achieve audience target figures set in Strategic Plan to sustain the business plan.	Attendances	As above	Annual review meeting	The season of 98 performances in the Festival Theatre and 68 in the Minerva Theatre, exceeded its Box Office target by 11%.
5.1 CAPITAL DEVELOPMENTS	<p>1. CFT is committed to being environmentally aware, reduce its energy consumption and increase its sustainable practices as determined by its Environmental Action Plan 2014:</p> <p>a) Energy consumption will be recorded during the first year of activity since the capital project</p>		Annual report to CDC		We saw a reduction in heating energy from 95 in 15/16 to 54 kWh/sqm in 16/17 and electricity from 148 kWh/sqm in 15/16 to 133 kWh/sqm in 16/17. This has also seen our EPC rating drop from category C-53 to a category B- 46 in 16/17. CFT will continue to monitor and look for opportunities to match or improve in forthcoming years.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>and benchmark levels set in July 2015. A target for reduced energy consumption will be set in July 2015 and then annually reviewed against progress.</p> <p>b) Building on the use of energy efficient technologies installed in the Festival Theatre CFT will further develop core best practice methods and identify equipment which can be implemented as appropriate in the Minerva Theatre.</p> <p>c) CFT will continue to investigate working with partners, including Chichester District Council, to benefit from regional initiatives such as sustainable transport and recycling.</p>				<p>The Minerva refurbishment completed in April 2016 gives us a BMS control system for better energy management, low energy LED lighting throughout and water saving percussive taps. Baseline data will be completed in April 2017 for comparison annually, like the festival theatre, to ensure maximum efficiency is achieved.</p> <p>CFT is undertaking a replacement of its backstage main staircase lighting system with upgrade from CFL to LED lighting. This sees a saving of almost 50% in energy in 62 fittings running for on average 16 hours per day- a reduction from 61.5kwh to 31kwh per day. CFT continues to proactively look for opportunities to invest in energy efficiency projects like this.</p> <p>CFT continue to work with Veolia to manage waste disposal. We are now recycling more and looking at changing the frequency of collections and also considering a compacter which will squash the recycling matter and allow us to fill the large bins with more material and therefore having fewer collections.</p>
6 Organisational stability & development	<p>1 Meet six-monthly with CDC Lead Officer to review progress on SLA and business position of theatre.</p> <p>2 To organise annual meeting with all public sector funding partners to ensure that the partnership is sustained.</p> <p>3 To commission appropriate studies of audience development plans and to share appropriate information with the Council.</p>	<p>Diaries, meeting papers as appropriate</p> <p>Meeting notes</p> <p>Submission of application to ACE</p>	<p>Calendar, meeting notes</p> <p>Annual report to CDC</p> <p>Annual report to CDC</p>	<p>October, annual review meeting.</p> <p>Annual review meeting</p> <p>March 2017</p>	<p><u>11 July 2016</u>: Initial meeting: Rachel Tackley, Daniel Evans (Artistic Director designate) with Steve Hansford and Dave Hyland, CDC. <u>27 July 2016</u>: CFT submitted funding application for 2018-2022.</p> <p><u>29 April 2016</u>: Introductory meeting for Rachel Tackley (Executive Director designate) accompanied by Alan Finch to meet Diane Shepherd CEO and Paul Over, Leader Cllr Tony Dignum and Cllr Eileen Lintill.</p> <p><u>10 May 2016</u>: Alan Finch attended the Overview and Scrutiny Committee.</p> <p><u>25 October 2016</u>: Introductory meeting for Daniel Evans to meet Diane Shepherd accompanied by Rachel Tackley.</p> <p>CFT works with the Arts Council funded Audience Agency to regularly mine box office data providing audience analysis to better inform marketing initiatives and identify audience development opportunities. A new CRM system provides greater opportunity to gain further insight on all bookers, their behaviours and their location. In addition to</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	4 To seek additional funding from the private and charitable sector to sustain the Theatre's operations.		Oral reporting September 2016	May 2017	<p>working closely with the Audience Agency for specific reports (Festival 2016 and 2015/16), CFT surveyed its audiences throughout the year including for Festival 2016 productions (7,285 surveys completed); Winter season & Family Friendly surveys (1,294 completed) and Relaxed Performance survey (24 completed). CFT holds regular consultation sessions with 16-25 Prologue Ambassadors and Workplace Ambassadors to monitor which areas of activity are working effectively for this hard-to-reach age group and where adjustments are required.</p> <p>Plans to increase funding from voluntary sector - from individuals, corporates and trusts and foundations to increase Development income to £1m over the next five years.</p> <p><u>Increase in Development income:</u> 2016/17 (March) income ytd - £920,000.</p> <p>A revised five year forecast has taken place in connection with the NPO application. 2017/18 reforecast figure -£940,000. 3% increase on original forecast figure. This figure is subject to change depending on our final year-end figures for 16/17.</p> <p>Included in our Development income CFT is developing high-level corporate sponsorship, pledged for a minimum of 3 years.</p> <p><u>6. Corporate income:</u> 2016/17 income - £196,000. 10% increase from 2015/16</p> <p>Portfolio is building on national corporate relationships. We continue to focus on building our work with smaller, local businesses in order to strengthen relationships within our surrounding community.</p> <p><u>7. Developing a new high level donor programme with pledge support for 3 years which commenced in January 2017:</u> <u>Futures Fund</u> - for Benefactors (Major donors giving at £3K and above) who would like to support CFT in its core vision and mission of work. Futures Fund will support our work with Youth & Community, Training & Development (Mid-Career Programme),</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
					<p>and New Writing (Playwrights' Fund.)</p> <p><u>Patron's Circle</u> – for donors giving at £1,500+ who are particularly interested in supporting our on stage work and becoming more involved with the rehearsal process during a current season. This programme is an extension of an already existing membership scheme – the Commissioning Circle.</p>

The Service Level Agreement for 2016/2017 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

Signed:

Print Name:

Position:

For and on behalf of the Council

Date:

Signed:

Print Name:

Position:

For and on behalf of the Grantee

Date:

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
3.1 Learning and Participation (LEAP) – young people	1 Maintain the extensive CFYT programme: reaching 800+ participants (aged 5-25)	Monitoring activity of learning & participation dept.	Half Yearly oral update, Annual report to CDC	October 2017, March 2018	
	2 Extend provision for Young Carers and other children and young people (CYP) under-represented to participate in CFYT with full bursary placements. Increase CFYT bursaries from 8% to 15% by targeting individuals from low socio-economic backgrounds.	Monitoring bursaries and under-represented communities	As above	October 2017, March 2018	
	3 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;	Annual Report to CDC	March 2018	
	4 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	March 2018	
	5 Continue to work with formal education establishments and connect with different departments for new joint learning projects as appropriate, including Chichester College.	Number of projects.	As above	March 2018	
3.2 Learning and Participation – District community	1. 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 by District Residents.	Number of events; attendances (identifying number of District residents); copy of programme	Half Yearly oral update, Annual report to CDC	October 2017, March 2018	
	2. Continue to develop and attract a younger audience and provide audiences with a deeper understanding of CFT through a series of supporting events.	Number of new events/activities pa;	Annual Report to CDC	March 2018	
	3. Continue to develop awareness of and access to the broad range of LEAP events.	Usage of analytics, feedback and blogs etc	As above	March 2018	
4.1 Winter 2017 - programme	1 Continue to programme a diverse range of work in the visitor season aimed at a broad audience.	Programme; attendance per event; reviews in local papers etc	Half Yearly oral update, Annual report to CDC	October 2017, March 2018	
4.2 Winter 2017 programme – audience	1 Achieve audience target figures in line with budgets.	Attendance figures	Annual report to CDC	March 2018	
5.1 Capital Developments	1. CFT is committed to being environmentally aware, reduce its energy consumption and increase its sustainable practices as determined by its				

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>Environmental Action Plan 2014:</p> <p>a) CFT has seen a reduction in heating energy from 95 kWh/sqm in 15/16 to 54 kWh/sqm in 16/17 and electricity from 148 kWh/sqm in 15/16 to 133 kWh/sqm in 16/17. This has also seen our EPC rating drop from category C-53 to a category B- 46 in 16/17. CFT will continue to monitor and look for opportunity to match or improve in forthcoming years and draw a baseline following the refurbishment of the Minerva building in 2016 for benchmarking in forthcoming years.</p> <p>b) Following the installation of energy efficient technologies in the Minerva theatre in 2016 as part of its refurbishment CFT continues to proactively look for further energy efficiencies across the organisation. Current activity is focussed on conversion of back of house lighting to LED from fluorescent units, and tighter management of energy use by staff.</p> <p>c) CFT will continue to investigate working with partners, including Chichester District Council, to benefit from regional initiatives such as sustainable transport and recycling.</p>	<p>Baseline established</p> <p>Identified energy efficiencies (number, description)</p> <p>Who, or what partnerships are in place Initiatives that have been planned and/or implemented (number, description)</p>	<p>Annual report to CDC</p> <p>As above</p> <p>As above</p>	<p>March 2018</p> <p>March 2018</p> <p>March 2018</p>	
6 Organisational stability & development	1 Meet six-monthly with CDC Lead Officer to review the financial position and achievements against the Business Plan.	Diaries, meeting papers as appropriate	Calendar and meeting notes	October 2017, March 2018.	

The Service Level Agreement for 2017/2018 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

Signed:

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Print Name:

Print Name:

Position:

Position:

For and on behalf of the Council

For and on behalf of the Grantee

Date:

Date:

PALLANT HOUSE GALLERY

Pallant House Gallery Service Level Agreement Annual Report

April 2016 – March 2017

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

Schools Programme

Entry to the gallery is now free for children up to age 16

Number of schools visits 69

Different Schools Visiting 44 of which 30 were from the Chichester District

Total number of pupils visiting 1,033

New School's Programme

Following a comprehensive review of the School's Programme in consultation with our Teacher's Advisory Group, a new programme has been produced, which was launched at the gallery on 27th March 2017. The new programme has four new themes that relate to cross-curricular activities that can be explored both in the gallery and back in the school environment.

The launch provided a wide range of taster sessions and drop in workshops for teachers and pupils. The launch event attracted some teachers from schools who have not to date visited the gallery with their pupils. We were delighted that Central School attended with 4 teachers and 34 pupils. The school is very local and it was the first time they had made a visit to the gallery. The feedback was very positive and we are confident the new Schools Programme will increase visits to the gallery.

Teachers CPD

The gallery has provided a range of CPD sessions for teachers throughout the year, including the launch of this year's Picture This project, guided tours and exhibition packs introducing the gallery's three temporary exhibitions and the Schools Programme launch. A total of 99 teachers took part in these CPD sessions.

Picture This Project

350 pupils and 15 teachers took part in this project, Picture This 2016, an annual schools learning initiative using a selected project painting, from Pallant House Gallery's Collection, to inspire a range of cross curricular activities within the classroom. We worked with St Anthony's school, Jessie Younghusband School and Westbourne Primary School was invited as the third partner. The chosen artwork was 'Night' by Victor Willing; the project, concluded in an exhibition of the student's responses to the artwork in the Studio. The private view was well attended, 90 children and families. As in previous years a significant number of families were visiting the gallery for the first time.

Following an evaluation meeting with the three schools that collaborated in the Picture This 2016, Jessie Young Husband's school decided to take a step back from the project for Picture This 2017 due to capacity issues. The third school to take part in 2017 is Fishbourne, who are keen to not only have workshops at the gallery but also pair up with St Antony's and Westbourne Primary at their respective schools to have a series of workshops with them. The artwork chosen by the participating schools this year is 'Setting for the Cosmic Dance', by Alan Davie. They were attracted to the artwork due to its 'open nature' in the form of pattern and shapes that can be explored across the curriculum. The teachers felt they could incorporate art but also music, science and dance into their workshops at school. With this in mind the CPD for teachers to launch the project, was more experimental in approach with a carousel of workshops, one was an Art Views, another a 3D collaborative activity and the third a collective brainstorming session on the range of possible approaches and activities responding to the artwork. The CPD was more successful than previous years with 19 teachers attending. An exhibition will be held in June 2017 to showcase the work produced by pupils.

Arts Award

As an Arts Award centre and supporter, the gallery supported 9 children to achieve silver, 13 bronze in 2016. A further 9 children have worked for their bronze award in 2017 and are currently waiting for their work to be assessed by an external moderator.

The Learning Programme Manager has just completed training to be a Discover and Explore Arts Award adviser. We plan to introduce Discover and Explore Arts Award in autumn 2017 as it is felt these awards are more flexible and cover a wide age range from 5 – 25yrs. They are also more compatible with the way the Gallery is developing its work with young people.

Young People Programme

Over summer 2016 we ran a series of workshops for Young People between the ages of 15 – 25. The first workshops were not well attended but we are confident this will change and develop over time. We are in conversations with local colleges and schools to strengthen this part of the programme by working in partnership with young people. We aim to run the programme with similar values and approaches to the drop in activities in the Community Programme and the model of social inclusion will guide this development. We are currently providing free monthly workshops for young people the numbers remain low but we are pleased that some who participated in the recent bronze arts award are now attending these workshops. We know speaking to other galleries that this age group is difficult to attract. We anticipate with the developing partnership with Chichester College and the support of our new Learning and Community Working Group we can make further progress developing this new audience.

Early Years, children and families

A total of 51 studio sessions/workshops were provided in the financial year 2016/17 for early years, children and families and young people, attracting 524 participants

Early Years

A new free Early Years offer was launched in August 2016 for children 0-4yrs, to run on the first Friday every month. An artist led gallery visit takes place before each workshop. The August workshop was fully booked and all workshops since have been fully booked, indeed over subscribed. This offer will be reviewed in the summer 2017, to consider an additional monthly session to meet the demand and possibly to charge a small fee.

Family drop-in monthly sessions

These sessions also started in August 2016 and have been well attended. The sessions lend themselves naturally to intergenerational creative activity something that the LCP team are keen to develop and encourage in activities such as Art Views over the next 2 years.

We are keen to remove barriers that may prevent families and young people visiting and participating in the life of the gallery. Free entry for children up to 16 years and students with ID or NUS cards has been very well received.

Learning Assistant Role

A new post, Learning Assistant, has been created to support the administration of the Learning and Community Programme and the numerous necessary developments in the department. The Learning Assistant joined the team in June 2016 and has already made a significant impact in enabling the department to thoroughly review and update its work, particularly with schools, children and families and young people's activities. There is already a marked increase in the number of schools visiting the Gallery compared with last year.

The creation of the Learning Assistant post and a freelance CP administrator (working 4 hours a week) has also had an impact on the work of the Community Programme, releasing time for the Community Programme Manager to meet more referrals and reduce the waiting list. We are now able to be more responsive and can meet new referrals within two weeks of receiving their application.

Artist Educator Recruitment

As part of the new developments in the LCP, particularly with children, families, young people and schools, we reviewed how we work with and recruit our freelance artist educator pool. A new process of recruiting is now in place and is in line with most other museums and galleries practice. Current Artist Educators and potential new artist educators were invited to apply and we now have a pool that have the right skills and experience to take forward the new developments across the LCP. The Artist Educators pool will be reviewed every two years.

Chichester Cultural Learning Partnership (CCLP)

The LCP department continues to be a member of the Chichester Cultural Learning Partnership. A membership of 6 local cultural organisations, Chichester Festival Theatre, Fishbourne Palace, The Novium, Weald and Downland Museum, Chichester Cathedral and Pallant House Gallery. The CCLP bring members of the learning departments together to share best practice, training and deliver joint projects. Key initiatives the CCLP have collaborated on this year:

- The CCLP worked with the Artsworld Bridge organisation on the Bognor and Selsey School's investment programme 2016. The aim to connect with schools that have a high percentage of students from lower socio economic backgrounds. The CCLP organisations successfully connected with schools that had previously not engaged with them.
- Designed an attractive leaflet, raising awareness and promoting the work each organisation can offer to schools. This was distributed widely in Chichester and local region.
- Designed a booklet 'Living Well with Dementia', promoting dementia friendly activities provided by each organisation throughout the year. This was distributed to health and social service centres, GP practices and community/arts centres.
- The Community Programme also benefitted from projects in partnership with Sussex Weald and Downland Museum and Chichester Cathedral, see below.

College and Universities

Entry to the gallery is now free for all students showing an ID or NUS card

504 students visited

14 different colleges and Universities visited

25 college and university visits in total (some made repeat visits)

We continue to have a strong working relationship with Chichester University and Northbrook College. Working with Chichester College over the last 6 months on the ICreate project, a new development that both organisations are keen to develop further on future projects.

Northbrook College

The annual 'Interventions' project was deferred for one year due to personnel changes in the Learning and Community department, resulting in lack of capacity to deliver this project for March 2017.

The project will resume in October 2017 followed by an exhibition in March 2018. Students this time will be invited to submit proposals for Room 6 responding to the bed in some way as well as to curate the whole room. We also intend this project to be more a collaboration with the gallery than in previous years, with the Learning Programme Manager being involved in the tutorials.

Chichester College

The development of ICreate, a new project working with Chichester College graphic art students to create a set of collectable art cards that suggest ways to interact with PHG's collections, exploring the building space and providing a link for more information about the young person's programme via QR codes will conclude with an exhibition in the Garden gallery in June 2017. It is anticipated that this project will be the start of building a stronger profile for the Gallery, encouraging students to engage with the Gallery outside of their curriculum as well as a long-term partnership with the College.

Chichester University

We are strengthening our partnerships with the University and working with other departments. On the 11th of February we had a poetry reading event with students from the Creative Writing Course at the University reading their poems that were inspired by the gallery. This was a huge success with 30 people attending.

Student placements

We provided 5 Chichester University Fine Art students placements in the Community Programme working in Partners in Art, creative partnerships for 4 months. This connects students with a diverse mix of people and approaches to creativity. The number of placements was reduced by 2 places due to the personnel changes in the LCP department. In the coming year we expect to provide 7 placements again offering a wider range of opportunities within the department.

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

Community Programme

There are currently 180 active members of the Community Programme of which 107 members are living in the Chichester District.

There are in addition 24 people living with Dementia/carers who also live in the Chichester district and have participated in the Community Programme in the last year.

Community Programme Social Impact Study

The study has been published and copies have been distributed to key stakeholders and supporters, relevant arts and community organisations and potential funders.

A presentation of the study was given at the gallery on 28th July 2016, by the researcher and author of the study, Susan Potter. This was followed by a panel discussion, revealing further insight into the unique model of inclusion that has evolved in the Community Programme.

We are raising awareness and the profile of the Community Programme with key audiences both local and national, by sharing this model of inclusion as an example of best practice.

The Head of Learning and Community has written several articles titled 'Inclusion without labels', 'A community of Equals' that were published in the national Museums Association Journal and Arts Professional respectively.

The Head of Learning and Community was invited to speak at the National Portrait Gallery, British Portraits Annual Seminar in December 2016. This year she has been invited to speak at the Arts, Health and Wellbeing International Conference in Bristol, with a particular focus on the success of the gallery working with people from the local community and the avoidance of labelling people by their disability, health condition or social circumstance.

Volunteers

Volunteers continue to play a key role in the work of the Learning and Community department.

There are currently 40 Partners in Art volunteers and a further 25 volunteers who assist Artist Educators in workshops for schools, families, young people and adults. The training for volunteers continues to be developed, 15 new volunteers attended training in February 2016 to learn about the values, aims and ethos of the Learning and Community Programme and the range of volunteer roles. They choose a specific role of interest and attend a further training session to learn about and prepare for the volunteer role in detail.

Including people living with dementia

The Gallery has received significant funding in the past year to support the next phase of our Dementia friendly offer, including developing creative opportunities after the Art Views sessions and deliver further Dementia Friends sessions for Gallery staff and volunteers. The Art Views sessions will be increased to twice monthly due to the growing popularity of this activity.

We have had an increase of applications for the programme from people living with dementia and their carers. Art Views and Meet and Make (workshop working with a wide range of art materials and techniques) are now fully booked. Many new referrals have heard about our dementia friendly offer through the 'Living Well with Dementia' information booklet that we have created with the Chichester Cultural Learning Partnership.

Community Programme Activities and Partnerships

Studio Sessions

The 6 weekly sessions and 2 monthly sessions are the core activity of the Community Programme. Each session is designed to meet people's different needs. Some sessions are lively and sociable other's calm and focused. Additional projects and partnerships with other organisations are provided throughout the year to offer opportunities for people to develop their creative interests and practice further.

5,723 is the total attendance at the Studio Sessions and other projects for the year 2016/17

Chichester Cathedral Partnership

The Community Programme is working in partnership with Chichester Cathedral to run a series of six workshops, each exploring six key themes. In January the Community Programme Manager gave a presentation to 50 education volunteers at the Cathedral, sharing good practice in working with a diverse mix of people from the local community. The Cathedral wants to open their activities to a wider audience and is keen to learn from the Community Programme.

Community Programme Fundraising Exhibition

For the second year Community Programme participants have donated their own artworks to raise funds for the Community Programme. The exhibition and sales has been another great success raising £2,456.00 that is match funded. Participants say they are delighted to have the opportunity make a contribution to the Community Programme that they value so highly.

Ambassador Training

In February 2017 we trained a further twelve people from the Community Programme to be ambassadors. In the training the Ambassadors learnt how to share their experiences of being involved in the Community Programme. Ambassadors will join the LCP team at talks, training and other events.

The Company – ‘Cyrano’ production in partnership with Sussex Weald and Downland Museum

This project involved fourteen members of the Community Programme to make costumes and props for an outdoor production of ‘Cyrano’, by the site-specific theatre group, The Company, at the Weald & Downland Open Air Museum. The production was performed outdoors over a series of weekends at the museum in June 2016. This was a highly successful project for members of the Community Programme who were delighted to see their props and costumes used to full effect in the production. We have had further discussions with The Company to consider the possibility of another site specific production at Pallant House Gallery, that could involve the whole Learning and Community Programme, inspired by the history and collections the gallery.

Chichester Harbour Conservancy - Dell Quay

On Monday 8th August 2016 members of the Community Programme attended a photography workshop at the education centre in Dell Quay. This was provided free of charge through the Chichester Harbour Conservancy Friends. Four artists from the Community Programme had their photographs selected for the Chichester Harbour Conservancy photography exhibition held at Chichester Yacht Club in November 2016.

Pallant Creative Collective

This collective was formed in 2015 by Community Programme members with the aim to support those interested in exhibiting artworks outside of Pallant House Gallery. The collective have participated in the Littlehampton Arts trail two years running and 4 artists were selected for the Worthing Museum Open Art Competition exhibited in 2016/17.

The collective has grown in numbers participating and are currently planning to put forward an exhibition proposal to Chichester Cathedral for an exhibition in 2018. There are also plans to constitute the group with opportunities to give clear roles to some members who wish to develop their skills and experience and support members to prepare for and hang exhibitions.

Outside In

The last six months have seen some significant changes to Outside In (OI). Following internal conversations between the board of Pallant House Gallery (PHG) and the Executive Director at the

Gallery it has been agreed that OI should be established as a standalone organisation, whilst maintaining a close and supportive relationship with the Gallery. OI is now registered as a Charitable Incorporated Organisation and will come into operation from April 1st 2017.

The decision to establish OI as an independent charity has been motivated by the need for it to be better resourced so as to grow and deliver an expanded programme of support for excluded artists, both nationally and internationally. The medium term goal is to find a home for the charity, providing a space for it to programme exhibitions, hold a collection and provide studio and training spaces for artists.

An endowment fund is being established and £500k has been given by two supporters to start the fund with the aspiration to raise this figure to £2 million in the next three years. Funding applications have also been made to the Paul Hamlyn Foundation, Esmée Fairbairn Foundation and Arts Council England to secure core funding for the first two years. The Paul Hamlyn Foundation application has been successful and £62k has been given to the project for two years.

III. Care for the collections of the District Council

There are currently 17 works from the Hussey Bequest on display
Ten works on paper were included in the popular De'Longhi Print Room exhibition: The British Landscape Tradition From Gainsborough to Nash which showcased rarely seen historic landscape drawings and watercolours from the collection

Thomas Gainsborough *A Suffolk Lane* and John Davies *Small Head No.17* were subjects for the 'Artwork of the Month'

External Loans 1 April 2016 – 31 March 2017

During this period 8 works from the Hussey Bequest were loaned to 4 external venues

ID	Artist / Maker	Title	Date	Medium /Support	Lender	Exhibition
0337	Bomberg, David	Ronda Bridge	1935	Oil on panel	Towner Art Gallery	David Bomberg: Landscapes 09/07/16 – 11/09/16
0054	Auerbach, Frank	Reclining Head of Gerda Boehm	1982	Oil on canvas	Bonhams, London	The Colony Room: Masterpieces from Pallant House Gallery 02/10/16 – 11/10/16
0098	Auerbach, Frank	To the Studios	1977	Oil on board	Bonhams, London	The Colony Room: Masterpieces from Pallant House Gallery 02/10/16 – 11/10/16
0115	Minton, John	Portrait of David Tindle as a Boy	1952 (circa)	Oil on canvas	Bonhams, London	The Colony Room: Masterpieces from

						Pallant House Gallery 02/10/16 – 11/10/16
0156	Sutherland, Graham	Thorn Head	1947	Oil on canvas	Bonhams, London	The Colony Room: Masterpieces from Pallant House Gallery 02/10/16 – 11/10/16
0160	Sutherland, Graham	Christ Appearing to Mary Magdalen (Noli Me Tangere)	1961	Oil on canvas	Two Temple Place	Sussex Modernism and the Art of Alternative Living 28/01/17 – 23/04/17
0333	Piper, John	View of Chichester Cathedral from the Deanery	1975	Ink, watercolour and crayon on paper	Two Temple Place	Sussex Modernism and the Art of Alternative Living 28/01/17 – 23/04/17
0061	Grant, Duncan	Bathers by the Pond	c.1920-1	Oil on canvas	Two Temple Place Tate Britain	Sussex Modernism and the Art of Alternative Living 28/01/17 – 23/04/17 Queer British Art 1861-1967 05/04/17 – 01/10/17

Four works from the Hussey Bequest were loaned to a major exhibition chronicling the life and times of the legendary Colony Room and featuring key works from the PHG Collection held at Bonhams Mayfair galleries during Frieze week to promote awareness of the gallery's collection of Modern British Art.

Works from the Bequest were also lent to successful exhibitions at Towner Art Gallery, Eastbourne (12907 visitors) and Two Temple Place, London (current).

Conservation of Works

The following works were conserved prior to inclusion in the De'Longhi Print Room exhibition *The British Landscape Tradition From Gainsborough to Nash* 11 May – 26 June 2016

0099 Badmin, Stanley Roy *From the Edge of Bignor Park, Spring 1964* Watercolour on paper

Removal of old hinges and associated adhesive
Dry cleaned recto and verso
Washed, relaxed and pressed
Repair and support of cut, top edge
Hinged into prepared mount of museum quality acid free board

0285 Havell, William, *Landscape with a Cottage*, n.d. watercolour on paper

Removal of old hinges and associated adhesive
Dry cleaned recto and verso
Washed, relaxed and pressed

Removal of metal particles, resulting pits filled and toned
Hinged into prepared mount of museum quality acid free board

0335 Hills, Robert, *A Lane at Beddington*, watercolour on paper

Dry cleaned recto

Washed, relaxed and pressed

Lifted from board, removal of synthetic adhesive where possible

Hinged into prepared mount of museum quality acid free board

0037 Bomberg, David *Ronda Bridge* 1935 Oil on panel

Loan of this work to the Towner Art Gallery, Eastbourne for the exhibition 'David Bomberg: Landscapes' enabled us to have this key work from the Hussey Bequest glazed with 4 mm laminated anti reflective/UV glass and backed with a melinex lined correx backing. This ensured it would remain in the best possible condition whilst on loan and on return to Pallant House Gallery. We are supportive of loans to external venues as we believe it allows a wider audience to see collection works and encourages greater understanding through interpretation and exhibition context. At the same time we need to ensure that works travel and are shown in the best condition possible as part of our policy of preventative conservation.

0286 Pasmore, Victor, *Points of Contact No. 36* 1982 colour lithograph on paper

This work was seen by our paper conservator prior to inclusion in the current exhibition 'Victor Pasmore: Towards a New reality' and hinged into a prepared mount of museum quality acid free board to ensure its safe display and storage.

Other

In the last year we have been advised of a number of changes in value to some works in the Hussey Bequest, details of which are attached.

The application for Government Indemnity Renewal has been sent and we are waiting to hear from the Arts Council. Under the terms of this agreement only works with a valuation greater than £1000.00 can now be included so any items that this applies to (ie: are valued less than £1000.00) are now covered by Pallant House Gallery's agreement with Blackwell Green.

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 welcomes visitors to the distinctive setting of an historic house and contemporary gallery. The Gallery currently attracts an average annual audience of 60,000.

Digital Audiences

- Facebook: 4,496
- Twitter: 14,442
- Instagram: 4,994
- E-bulletin subscribers: 7,593
- Open Weekend 2016 (7-8 May): over 1400 visitors
- Unique users to visit website, April 2016- now: 115,138

Develop the marketing plan including working with local audiences

The Gallery has been following its Strategic and Business Plans for the period 2015-18, which includes an audience development plan dealing with local, national and international audiences, and encourages diversity in the Gallery's audience profile.

Attracting a local audience and attracting a non-local audience to the area

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

- Communications and media strategies with local, regional, national and international media
- Advertising in key press, publications, directories and listings
- Strategic marketing partnerships and reciprocal arrangements with local and regional organisations
- Targeted distribution of print marketing 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 such as Visit Chichester
- 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 purchased for every exhibition – and street banners seasonally
- Advertising campaigns for each exhibition are carried out across the Southern Rail network

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

Open Days

During 2016-17 the Gallery held a Free Open Weekend, attracting 1400 visitors and a further Open Day during the Summer holidays. Free entry applies to the whole Gallery, allowing our major exhibitions, as well as the collection itself, to be enjoyed for free. Wider programming of events during the weekend introduces new audiences to the Gallery and its work, including the activities of the Learning and Community Programme, spotlight talks on artworks, and archive talks in the library. The audience profile at these events includes many who have not visited the Gallery previously, or who have not visited for a long time.

Half-price Tuesdays

On Tuesdays there is half price entry to the Gallery's collections and exhibitions all day.

Free Thursday Evenings

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

Free Entry for Under 16s and Students

In 2015 free entry for children under the age of 16 was introduced to make the Gallery's collection and exhibitions as accessible as possible to local families and young people. Since this date, family ticket sales have increased.

In July 2016 free entry for students was introduced to target and expand on engagement from a sector which is now face substantial student tuition fees.

Weekend Tours

There are free (with admission ticket) highlight tours of the collection on Saturdays

Pallant Residents Association

The Gallery has joined the Pallant Residents Association and hosted their first AGM in January 2017.

Festival of Chichester event

The Gallery has continued its relationship with the Festival of Chichester marketing its summer season exhibitions through the Festival brochure.

Chichester Tourism Marketing

The Gallery is a member of local tourism groups, Visit Chichester and Chichester Visitors Group, and arranges collaborative marketing activity and tourism strategies. Email reciprocals are also arranged regularly between members, such as Weald and Downland Open Air Museum, West Dean and Chichester Festival Theatre, and the marketing teams at these organisations work closely together to promote partnership projects.

City Centre Partnership/ BID

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

Macmillan Coffee morning

The Gallery hosted its seventh annual coffee morning in September 2016 to support Macmillan Cancer. Selling cakes baked and donated by local volunteers and staff, the Gallery welcomed visitors and the local community and raised over £622 for Macmillan.

Audience Profiling

The Gallery continues to take part in the ongoing Audience Finder project, a free national audience data and development project run by the Audience Agency with the support of Arts Council England, enabling cultural organisations to understand, compare and apply audience insight. This gives us a clear picture of who are current visitors are which can be benchmarked against other arts organisations taking part in the South East, as well as nationally.

Our Audience Finder analysis for 2016/17 shows that compared to other organisations in the Contemporary Visual Arts Network we have a higher than average representation of the highly engaged Commuterland Culturebuffs (32%) and Metroculturals (13%) groups, as well as medium engaged Home & Heritage (14%) segment, meaning we are successfully attracting audiences from these groups. The Gallery is also doing better than other surveyed organisations in the South East at attracting members of all three highly engaged groups, possibly explained by our long-standing national reputation for high quality exhibitions, when compared to younger galleries in the region.

Audience Finder insight for 2016/17 tells us that 79% of our visitors are 'extremely likely' to recommend the Gallery to a friend, family member or colleague. It also tells us that 55% of respondents had visited the Gallery on more than one occasion during the past 12 months, with a median attendance of 3 times. This suggests strong motivation for repeat visits once visitors have engaged with the Gallery, plus the existence of a loyal audience which should be further cultivated.

Comments cards are freely available and visitor comment books are placed within the exhibition spaces. The cards are used as one of our vehicles for gathering visitor feedback and data. Comments from all sources are recorded and circulated to relevant departments and a monthly report is submitted to the senior management team.

Economic Impact Study - 2015/16

Following the 2008 Economic Impact Study, the Gallery commissioned an up to date Economic Impact Study to gauge the Gallery's impact on the local area. The full report was completed in summer 2016 with a launch event for key stakeholders and has been distributed to CDC councilors.

Social Impact Study

Alongside the Economic Impact Study, Susan Potter was appointed to carry out a Social Economic Impact Study, the results of which were presented to CDC in summer 2016.

FURTHER INFORMATION

Arts Council

The Gallery submitted its application to Arts Council England for National Portfolio Organisation (NPO) funding for the period April 2018 to March 2022. Currently the Gallery receives £89,000 per annum. The outcome should be received in June 2017.

The Coach House

The Gallery is launching a major capital project to convert the former Coach House at rear of the Gallery into a new Collections Centre, administration building with meeting rooms and facilities for staff, and additional gallery space. A fundraising campaign will be launched during 2017 with applications to Arts Council, HLF and other trusts and foundations.

Service Level Agreement between Pallant House Gallery and Chichester District Council, 2017/2018 (FINAL)

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

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

Actions for Gallery	Activity	Measures	Recorded in	Target date for review
I – Engage local school children, families and adults with a high quality cultural offering	Maintain the level of engagement in the Schools Programme of tours and workshops for schools in the District.	Number of schools engaging in Schools programme, Number of schools participating in <i>Picture This</i> , number of young people visiting Gallery.	Annual Report to CDC	March 2018
	Engage with and prioritise schools in areas known to be working with significant number of students from lower socio economic backgrounds, and schools that are not providing opportunities for students to engage in the arts.	As above	As above	March 2018
	Deliver a teachers Continual Development Programme (CPD) once during the year	Number of teachers taking part (identify those from schools in the District and further afield).	As above	March 2018
	Increase the audience for the Gallery’s Young People Programme. Free monthly creative workshops providing a space for young people aged 15 – 25 to develop their creativity, using the Gallery’s collections and exhibitions.	Number of young people engaged in the Young People’s workshops and Learning Programmes.	As above	March 2018
	The Gallery to consolidate links to targeted support service for young people through engagement with youth service programmes and the Chichester Cultural Learning Partnership.	Description of engagement, activities that result.	As above	March 2018
	Offer work experience opportunities to students from local schools and FE/HE organisations.	Number of opportunities delivered	Half yearly oral update, Annual report to CDC	October 2017, March 2018
	Provide opportunities for students to present proposals for site specific installations at the Gallery	Description of activities, number of students participating	Annual Report	March 2018
	Evaluate the Chichester College Icreate project with the view to further partnership working with the college.	Documented evaluation, identify future opportunities.	Evaluation, Summarised in Annual Report	Shared when available, March 2018

I – Engage local school children, families and adults with a high quality cultural offering (continued)	<p>Deliver three Open Days (one weekend and one day) a year providing free entry to the Gallery with a series of programmes and activities for families.</p> <p>Deliver an Adult Programme which highlights and enhances the experience of the Gallery’s collections and exhibitions. Events include Thursday evening talks/presentations, Art Courses, workshops, Gallery tours, films and concerts.</p> <p>Increase digital access audiences over 2016/17 figures</p>	<p>Number of open days held and people attending (adults / young people)</p> <p>Programme of activities, number of people attending</p> <p>Number of participants, including number of new participants, % increase</p>	<p>Half yearly oral update, Annual report to CDC</p> <p>As above</p>	<p>October 2017, March 2018</p> <p>October 2017, March 2018</p>
II. Serve community audiences in the District through specially-designed programmes	<p>Develop and market the PHG’s Community Programme to people with a wide range of support needs in the District and local communities of Chichester and the region.</p> <p>Maintain over 150 active participants from Chichester District in Community Programmes</p> <p>Evidence the impact and benefits of the Community Programme.</p> <p>Preparation for the 2018 Sussex Artists’ Award in partnership with St Wilfrid’s Hospice to raise money for both organisations</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>Post-code analysis of participants</p> <p>Number of District residents</p> <p>Case Studies, Participant’s feedback, or peer review of scheme</p> <p>Number of contributors, fundraising totals</p> <p>Description of partnership activity and what resulted</p>	<p>Annual report to CDC</p> <p>As above</p> <p>Half yearly update, Annual report to CDC</p> <p>Annual Report to CDC</p> <p>As above</p>	<p>March 2018</p> <p>March 2018</p> <p>October 2017, March 2018</p> <p>March 2018</p> <p>March 2018</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>List of CDC items that have been used as integral elements.</p> <p>List of CDC items that have been loaned, including lender and audience information.</p> <p>Description of any conservation or documentation work undertaken on the collection</p>	<p>Half yearly update, Annual report to CDC</p> <p>As above</p> <p>As above</p>	<p>October 2017, March 2018</p> <p>October 2017, March 2018</p> <p>October 2017, March 2018</p>

IV. Contribute to the Economic Development and Tourism offer of the District	Update an Audience Development plan as part of PHG's Business and Strategic Plans which addresses ways in which local, regional and national audiences will be attracted to the Gallery and Chichester	Report progress on development, share final plan	Audience Development Plan, progress reported at half yearly oral update, Annual Report to CDC.	When available, October 2017, March 2018
	Undertake visitor survey/s and/or Economic Impact study.	Document findings and conclusions, any resultant action. Quantify Economic Impact of Gallery visitors to the local economy.	Survey and or Economic Impact report, half yearly oral update, Annual Report to CDC.	When available, October 2017, March 2018
	Work with other city, district and county arts and culture organisations on marketing their programmes to attract visitors to the District	Who/what partnerships are in place or participated in.	Half yearly oral update, Annual Report to CDC	October 2017, March 2018
V. Organisational development	Conclude revisions to the PHG Articles of Association	Final Articles shared with CDC for approval by CDC Cabinet	Articles of Association, Board minutes, CDC Cabinet minutes	August 2017

The Service Level Agreement for 2017/2018 is accepted in accordance with the Funding Agreement between Chichester District Council and Pallant House Gallery Trust

Signed:

Signed:

Print Name:

Print Name:

Position:

Position:

For and on behalf of the Council

For and on behalf of the Grantee

Date:

APPENDIX

Review of Chichester District Council's Housing Allocation Scheme

Introduction

On 9 July 2013 the Cabinet approved a substantially revised Allocation Scheme. The Scheme was revised to take advantage of the freedoms provided by the Localism Act 2011, which allowed local housing authorities to determine the applicants that qualify to join their housing registers. The objective was to develop a Scheme that reflects the needs of local people and to ensure that all people on the housing register have a realistic opportunity of being allocated a social home.

The main feature of the Scheme was the introduction of local connection criteria so that only applicants, subject to some exceptions, with a local connection to the district qualify to join the housing register. In order to have a local connection to the district the applicant must demonstrate one of the following:

- Currently permanently reside within Chichester District and have done so without a break for the preceding two years.
- Have resided within Chichester District for four out of the last six years.
- Is currently employed within the district and has been continuously for at least the last twelve months and must include at least twenty hours a week within the district.
- The applicant needs to live in the district to provide or receive care from a close relative and that person has lived continuously in the district for a period of five years.
- Other exceptional circumstances that the local authority might reasonably consider to constitute a local connection as agreed by the Head of Environment and Housing and the Cabinet Portfolio Holder.

The other major feature of the Scheme was the introduction of a rural allocation policy so that when an existing affordable home within the rural area becomes available for re-let, preference will be given to households that are able to demonstrate a local connection to the parish in which the property is located and have an identified housing need (i.e. those households that are in Band A to C).

The rural allocation scheme was introduced to help sustain local communities and to ensure that low income households can be accommodated in the locality where they have a strong local connection.

The Scheme imposed income limits in order to ensure that the limited stock of affordable housing stock is available for those in greatest need. The Scheme provides that applicants with an annual household income of more than four times the Local Housing Allowance for the size of property they need do not qualify to join the housing register. The income limits are set out in the following table.

Number of Bedrooms Required	Four times the Local Housing Allowance
One	£27,953
Two	£35,040
Three	£41,321
Four or More	£55,904

Applicants with significant housing related debts to the Council, a social landlord or a private rented sector landlord do not qualify to join the housing register unless they have entered into an agreed repayment plan and have been paying continuously for a period of at least six months and continue to pay once on the housing register.

The Localism Act 2011 amended Part VI of the Housing Act 1996 so that transferring tenants with no assessed housing need do not qualify for an allocation of affordable housing. Thus the Scheme provides that transferring tenants do not qualify to join the housing register unless they have an assessed housing need (i.e. they are in Bands A to C).

The only policy change to the Scheme, since it was approved on 9 July 2013, relates to the Syrian Vulnerable Persons Relocation Scheme (SVPRS) and it was approved by Cabinet on 8 March 2016. People housed via the SVPRS will be directly allocated a home without the need to provide a local connection or to be placed on the housing register.

Review

It is considered that the Council's Allocation Scheme has largely met the objectives in that there has been a significant reduction in the number of applicants on the housing register. On 1 July 2013 there were 5,687 applicants on the housing register and of those 1624 had no local connection to the district. On 10 May 2017 there were 1498 applicants on the housing register and only 12 applicants with no local connection to the district. The applicants without a local connection include households to whom we have accepted the full homelessness duty or members or ex-members of the Armed Forces.

Table 1 shows the number of applicants on the housing register as of the beginning of January each year and demonstrates the significant reduction in numbers on the housing register over time. The figures in brackets are the percentage of applicants in a particular band expressed as percentage of the total of number of applicants on the housing register. Whilst the total number on the housing register has reduced significantly the percentage of applicants in each band has remained relatively constant.

Number on Register by Band	2011	2012	2013	2014	2015	2016	2017
Band A	69 (1.3%)	61 (1.3%)	42 (0.8%)	40 (1.2%)	45 (1.7%)	39 (2.1%)	26 (1.9%)
Band B	256 (5.6%)	304 (6.5%)	180 (3.3%)	172 (5.1%)	162 (5.9%)	190 (10.3%)	115 (8.4%)
Band C	1860 (40.5%)	1567 (33.5%)	1933 (35.5%)	993 (29.2%)	762 (27.9%)	443 (24.1%)	373 (27.4%)
Band D	2408 (52.4%)	2747 (58.7%)	3291 (60.4%)	2192 (64.5%)	1762 (64.5%)	1170 (63.5%)	848 (62.3%)
Total	4593	4679	5446	3397	2731	1842	1362

Table 1: Number of applicants on the housing register as of the beginning of January each year.

Prior to the introduction of the new Allocation Scheme the only way to constrain the number of households on the housing register was by adopting good housekeeping practices by removing applicants who had not placed bids for six months. This was a resource intensive and costly exercise. We still adopt that approach but it is less time consuming because of the reduced numbers on the housing register and the fact that most applicants place bids on a regular basis.

The evidence indicates that Chichester is a desirable place to live. Despite the local connection criteria we still receive a large number of applications to join the housing register as table 2 below demonstrates.

	2011	2012	2013	2014	2015	2016
Number of applications	2047	2200	1987	1654	1918	1984

Table 2: Number of applications to join the housing register by year.

The first four months of 2017 has seen an increase in the number of applications received; 830 applications have been received which is higher than the number of applications received in the same period in any of the previous six years.

Table 3 below sets out the number of applicants that were housed via the housing register by priority band from 1 January 2011 to 20 April 2017. The figure in brackets after each entry is the number of applicants housed by band expressed as a percentage of the total number housed.

The data set out in Table 3 indicates that there has been a significant change in the priority band of applicants being housed via the housing register following the implementation of the new Housing Allocation Scheme on 9 July 2013. Fewer applicants in Bands A and B have been housed since that date. The evidence indicates that prior to the introduction of the new Scheme applicants with no local connection to the district but with a high assessed need were being housed at the expense of local applicants who had a lower assessed need. This demonstrates that the main objective of the Scheme has been achieved in that social homes are being allocated to applicants with a local connection to the district.

	Number of applicants housed by year						
	2011	2012	2013	2014	2015	2016	2017 to 30 April 2017
Band A	110 (22.8%)	87 (19.6%)	59 (13.7%)	32 (6.6%)	38 (7.2%)	34 (6.3%)	12 (7.1%)
Band B	202 (41.9%)	176 (39.8%)	126 (29.1%)	110 (22.6%)	80 (15.2%)	83 (15.4%)	21 (12.5%)
Band C	128 (26.6%)	148 (33.4%)	224 (51.9%)	284 (58.4%)	306 (58.1%)	354 (65.5%)	115 (68.4%)
Band D	42 (8.7%)	32 (7.2%)	23 (5.3%)	60 (12.4%)	103 (19.5%)	69 (12.8%)	20 (12.0%)
Total	482	443	432	486	527	540	168

Table 3: The number of applicants housed each year by priority band.

The information in Tables 1 and 3 indicate that there were more applicants in Band A housed in each year than there were applicants in that band at the start of the year. This indicates that households with the greatest need are housed promptly.

Properties available to be let through the housing register are advertised in the Homemove Magazine on a fortnightly basis and in order to consider the impact of the rural allocation scheme it was decided to examine the outcomes of the properties advertised. The adverts for the period from 9 July 2013 to 31 December 2013 were excluded to allow some period for stability following the introduction of the new scheme as were adverts from 1 January 2017 since the outcomes may not have been determined at the time of writing the report. From 1 January 2014 to 31 December 2016 there were 78 editions of the Homemove Magazine and 39 editions selected at random were analysed as part of this review. The results are set out in table 4 below.

	Type of accommodation			
	Sheltered no rural local connection requirement	Sheltered with rural local connection requirement	General needs no rural local connection requirement	General needs with rural local connection requirement
Number of adverts	127	77	523	429
Number let	53	22	423	328
Number let to applicant with required local connection	n/a	1	n/a	122
Number re-advertised	68	48	72	82
Number withdrawn	6	5	27	15
Number ready to offer	0	2	1	4
Average number of bids per advert.	6.5	2.7	36.7	23.4

Table 4. Analysis of the outcomes from adverts placed in a random sample of Homemove magazines.

The evidence indicates that the rural allocations policy is partially successful in addressing the needs of rural communities since 122 of the 328 (37.2%) general needs properties let in rural parishes went to an applicant with a rural connection to the relevant parish. However, there seems to be little demand for sheltered accommodation from those living in rural parishes since only 1 out of 22 (4.5%) properties let went to an applicant with a rural local connection to the relevant parish.

Further analysis of the data tends to indicate that new homes in rural parishes are more popular than older properties and such homes attract more bids from applicants with a local connection to the parish as well as those without the relevant local connection. They are also more likely to be allocated to an applicant with a valid local connection to the relevant parish.

It should be noted that the rural allocation policy only gives preference to applicants with a relevant local connection if they have an assessed housing need (priority Bands A to C). There are a number of applicants in Band D who are not accorded the preference because they are considered to be adequately housed, however, they may be part of newly forming household and have to be accommodated separately by their respective parents or they

may be struggling to afford accommodation in the private rented sector. The preference given under the rural allocations policy cannot be extended to those applicants in Band D because the legislation and guidance require that such schemes should not override the rights of applicants who have an assessed housing need.

The evidence indicates that properties in rural areas are less popular than those in the more urban parishes because on average they attract fewer bids and higher percentage of such properties have to be re-advertised.

The evidence indicates that the local connection criteria adopted is sensible and reflects the needs of the local population. Many local housing authorities have adopted a five year residency requirement rather than the two year residency requirement adopted in the Council's Scheme. The data indicates that a significant number of available properties have to be re-advertised before they are allocated. If a more stringent residency requirement were to be introduced there would be fewer applicants on the housing register and there would be less demand for social accommodation. This would lead to less bids being made on available properties and an increase in the refusal to accept an offer. More properties would be hard to let and lead to an increase in void costs.

There appears to be a particular problem in respect of sheltered accommodation since over 50% of the properties have to re-advertised before they are allocated. Some have to advertised several times before they are allocated including an increasing number that have been advertised cross-boundary before a suitable new tenant has been found. Such accommodation is becoming increasingly difficult to let and it is impacting on the void times experienced by the Registered Providers of Social Housing.

There appears to be a number of reasons why sheltered accommodation is becoming increasingly difficult to let. Clearly there are fewer households on the Council's housing register and, therefore, there are less people wanting such accommodation. Some sheltered accommodation is situated in isolated rural areas and difficult to access unless the applicant is a car owner. Older people appear to want accommodation in locations where they can easily access services. Some of the sheltered accommodation is relatively old and it no longer meets the needs of the client group. It tends to be relatively small, sometimes consisting of a bedroom/lounge and consequently doesn't meet the expectations of the client group.

The majority of the sheltered schemes no longer have wardens on site and this may be another factor in their declining popularity.

The difficulty in allocating sheltered accommodation needs to be addressed to avoid leaving such homes vacant for a considerable time before they are allocated and a possible solution will be suggested in the following sections.

Issues Identified

The review indicates that overall the Council's Allocation Scheme has meet the objectives and the housing register now better meets the needs of local people, however, during its

operation a number of issues have arisen that should be considered within the review and they are as follows.

1. The Hyde Group has indicated that it is experiencing a high number of refusals when they make an offer of the property to an applicant who has placed a bid on it. This appears to be a historical problem but has become more evident since the allocation of its properties is now carried out centrally rather than from the local office. We have been advised that the level of refusal is higher than in other areas. It is also evidenced by the fact that a relatively high number of properties are re-advertised before they are successfully allocated to a new tenant.

The reason for the high level of refusal is not clear and it may be due to a number of factors including applicants placing bids on unsuitable properties because they are under the misapprehension that they must place three bids in each and every bidding cycle. Some applicants do not carry out any research and place bids on properties in remote locations even though they don't have their own transport. It may also reflect the fact that the Hyde Group's lettable standard may be low and clients anticipate the property being in a better condition than it actually is at the time of viewing.

Refusals increase Hyde's costs and increase void times so a potential solution would benefit Hyde and in the longer term all applicants on the register due to the reduction in void times.

It has been suggested that the problem could be minimised by introducing a sanction against applicants who regularly refuse offers of accommodation. It is suggested that if an applicant refuses three offers then they should be suspended for a period of time and thus would be excluded from placing any further bids until re-instated.

2. Shelter has suggested that the local connection criteria set out in the Scheme discriminates against disabled people. This is because there is a residency requirement that requires the applicant to live in the district and to have done so continuously for a period of at least two years but a local connection can also be gained by employment in the district for at least 20 hours a week for 12 months. It is contended that people who are unable to work, such as disabled people and mothers with young children are disadvantaged by the local connection criteria.

The local connection by way of work was to encourage people low income working families to move to the area they are working in. This has a number of benefits to the community as a whole since evidence indicates that we have an ageing population and will need people to care for them. It will be difficult to attract such workers if they are unable to obtain housing, in the district that is affordable for them. It may have a climate change benefit by reducing the pollution by reducing car journeys.

It is also a key aim of the Council to generate economic growth and the Scheme assists that by encouraging low income families to work and live in the district. If

households work in the district but live in a neighbouring area it is likely that much of their income will be spent outside of the district, however, if they live and work in the district a significant proportion of their income will be spent in the district and benefit local businesses.

The Scheme does have an exceptional circumstances clause that allows a local connection to be awarded if the Head of Housing and Environment and the Cabinet Portfolio Holder agree. This can be used if a disabled person or indeed any applicant can demonstrate that there are exceptional circumstances that should accord them a local connection.

The existing scheme could be retained as is or the criteria to gain a local connection via work could be extended to two years to bring it in line with the residential requirement.

3. The difficulty in letting sheltered accommodation has been identified during the course of the review. Some such properties are hard to let and have to be let by advertising them cross-boundary, which is to make them available to any household registered with a local housing authority within the Sussex Homemove Partnership. Even then some units have not been let and the landlord has had to resort to advertising them on Rightmove or Zoopla in order to attract a tenant.

As discussed earlier there are a number of reasons why sheltered accommodation is becoming less attractive to applicants. Much of the accommodation was designed and built at a time when people's expectations were lower. It is considered that the removal of the warden from the vast majority of schemes has also had a significant impact on the popularity of sheltered schemes particularly in the more rural areas. Residents in the rural schemes can no longer rely on receiving support from a warden and consequently they need to more independent in order to access services.

It is considered that a possible solution to the problem is to open up the Council's housing register to all applicants of state pension age irrespective of whether or not they have a local connection to the district. Applicants with no local connection to the district would be restricted to only being able to place bids on sheltered accommodation and they would be placed below applicants with a local connection to the district on any particular shortlist.

By adopting such an approach no applicant with a local connection to the district would be denied the opportunity to be allocated a property by an person without a local connection, however, it should ensure that such properties will become easier to let.

4. The current Allocation Scheme is based on allocating housing via a fortnightly bidding cycle and this can cause delays and increase void times. A number of Registered Providers of Social Housing have indicated that they would prefer a weekly bidding cycle or a continuous bidding cycle. At the present time our IT system can only deliver a fortnightly bidding cycle, however, the Sussex Homemove

Partnership is currently tendering for a new system and one of the key requirements is that it will allow flexible bidding patterns.

It is suggested that the Allocation Scheme should be amended to allow continuous bidding when the new system is implemented in April 2018. This will have a number of benefits including the reduction in void times. Incorrect adverts can be withdrawn and advertised the next day rather than waiting a fortnight. The workflow for staff will be smoothed because there will be no need to set aside time to check adverts and to carry out shortlisting. Continuous bidding cycles increase client choice and allows them to place more bids per year because they will retain the right to have up to three bids at any one time on properties that are open for bidding.

It may also reduce the number of refusals since applicant will not feel the need to place three bids in any one fortnightly bidding cycle and they will be more careful with their choices.

5. A number of applications to join the Council's housing register have been made by households who have recently moved to the district with a disabled child and their new home does not meet the needs of the child.

Such cases can be considered under exceptional circumstances and if the Head of Housing and Environment and the Cabinet Portfolio Holder agree they can be awarded a local connection and be accepted on the housing register.

When the Scheme was developed it was envisaged that exceptional circumstances would apply if an applicant needed to move to the area in order to receive specialist support, such as education or medical treatment, that was only available within the district or if an applicant had moved away from the district for a period of time in order to obtain supported housing but was now ready to move back to the district. However, a number of the cases did not fulfil these requirements.

It is proposed that the Scheme should be amended to allow applicants who can demonstrate exceptional circumstances, subject to the agreement of the Head of Housing and Environment and the Cabinet Portfolio Holder, to join the housing register but they will not be awarded a local connection.

The proposal would thus provide two levels of exceptional circumstances. The first would provide a local connection and thus the applicant would be treated as if they had a local connection and the second level would allow an applicant to join the housing register but without the award of a local connection. The second level is the same as extended to applicants who the Council has accepted the full homelessness duty for despite the fact that they have no local connection under the Scheme. It also applies to members and ex-members of the Armed Forces who have no local connection to the District.

Options and recommendations

This section discusses the options available for each of the issues identified and a recommendation of a preferred option made. This represents the first stage in the consultation process and the members' agreement is sought for the options that will go forward for consultation with our Registered Providers of Social Housing partners.

1. It is suggested that the solution to the problem of a high level of refusals is to introduce sanctions so that applicants only place bids on properties that they genuinely want to be allocated rather than placing speculative bids. There may be some dis-benefit to imposing sanctions because it may reduce the number of bids placed on certain properties. However, informal discussions with partners indicate that they would prefer one bid from an applicant who wants a particular property than many bids from applicants with no interest in the property.

The sanction commonly used in these circumstances is to suspend or remove an applicant from the housing register if they refuse a specified number of offers. Suspension is a kinder sanction because it allows the applicant to retain their priority date when the application is made live after the suspension period has been served. If the applicant is removed and excluded from the housing register for a period of time, when they re-apply their priority date will be the date of application.

There is range of interrelated options that could be applied.

- Applicants can be suspended or removed from the register and disqualified from re-joining for a specified period of time after refusing a specified number of offers of accommodation that meets their needs.
- The length of the suspension or disqualification could vary from 3 months to 12 months or longer.
- The number of offers refused before the sanction is applied could vary from one offer to any specified number of offers.

Recommended Option. It is recommended that any applicant that refuses three suitable offers of accommodation is suspended on the housing register for a period of 12 months.

2. It has been suggested that the local connection gained by working in the district for at least 20 hours per week for a period of at least 12 months at the time of making the application discriminates against applicants who are unable to work due to disability, age or having young children. The Scheme mitigates against this by making provision for applicants who are able to demonstrate exceptional circumstances. The options considered are as follows:
 - Align the work criteria with the residential requirement so that an applicant will need to demonstrate that they have worked in the district for a period of at least 20 hours a week for at least 2 years.
 - Retain the existing qualification criteria by way of work.
 - Amend the qualifying criteria and exclude local connection by way of work.

Whilst there are considerable benefits of encouraging people to work and live in the area the current local connection does give this group of people an advantage over those that are unable to work.

Recommended Option. It is recommended that the local connection criteria in respect of people who work in the district is amended to bring it in line with the residential criteria so that it reads *“An applicant is currently employed within the district and has been continuously for at least the last 2 years. Although the employment need not be paid the applicant must be able to prove that they perform genuine work that is carried out predominantly within the Chichester District boundaries. Their employment must include at least 20 hours per week within the District.”*

3. Sheltered housing is becoming increasingly difficult to let and there is a variety of reasons for this including the fact that many schemes longer meet the expectations of older people. The options considered are as follows:
 - Do nothing. This is likely to have an adverse effect upon the Council’s partner landlords by creating long term voids, which will lead them to advertise such properties outside of the Homemove Partnership.
 - Amend the scheme to allow all applicants of state pension age to join the housing register and restrict their bidding to sheltered accommodation only. The applicants will only be eligible to place bids in respect of sheltered accommodation. They will be given a lower preference than applicants with a local connection thus no sheltered property will be offered a property to such an applicant unless the shortlist of applicants with a local connection has been exhausted.

Recommended Option. It is recommended that all applicants of state pension age are allowed to join the Council’s housing register on the basis that they will only be eligible to place bids in respect of sheltered accommodation and that all applicants with a local connection to the district will be given preference over them when shortlists are drawn up.

4. The bidding cycle is currently on a fortnightly basis and can cause delay in allocating properties and increase void times. When the Sussex Homemove Partnership implements an IT system in April 2018 it will be possible to have flexible bidding periods. The options considered are as follows:
 - Retain the currently fortnightly bidding system. This system leads to long void times, poor workflow because major tasks such as placing adverts and shortlisting must be done at certain times and diverts resources away from other tasks.
 - Move to a weekly bidding system. This would reduce void times to an extent but would still create peaks and troughs in workflow.
 - Continuous (or daily bidding cycles). This is an attractive option that minimises void periods. A property can be placed on the system as soon as the existing tenant hands in their notice. Mistakes in adverts can be amended immediately rather than correcting them and placing them in the following bidding cycle. Workflow is smoothed so that tasks can be completed on a daily basis. It provides more flexibility and choice to applicants on the housing register.

Recommended Option. It is recommended that when the new Sussex Homemove Partnership IT system is implemented in April 2018 that the Allocation Scheme is amended to provide a continuous bidding system rather than the current fortnightly bidding cycle.

5. The current Scheme provides little flexibility when considering the exceptional circumstances of applicants with no local connection to the district. At the present time the only option is to refuse such cases or to allow them onto the housing register and accord them a local connection, subject to the agreement of the Head of Housing and Environment and the Cabinet Portfolio Holder. Similarly it is difficult to exercise discretion in relation to applicants who do have a local connection but do not qualify for other reasons such as housing related debt, income and anti-social behaviour. The options are considered are as follows:
- Do nothing and retain the existing qualifying criteria.
 - Amend section 5.7 of the scheme so that applicants that would not otherwise qualify to join the housing register can be allowed to join if they can demonstrate exceptional circumstances and it is agreed by the Head of Housing and Environment and the Cabinet Portfolio Holder. Applicants who do not have a local connection to the district will not be awarded such a connection under this provision. This option will add flexibility to our decision making and not restrict it.

Recommended Option. It is recommended that an additional option is added to section 5.7 of the Allocation Scheme so that, subject to the agreement of the Head of Housing and Environment and the Cabinet Portfolio Holder, applicants who would otherwise be disqualified from joining the housing register can be allowed to do so if they can demonstrate exceptional circumstances.

Summary

The Allocation Scheme approved on 9 July 2013 has met the primary objectives in that it better meets the needs of people with a local connection and that all applicants on the housing register have a reasonable opportunity of being allocated a social home and this is demonstrated by the fact that a higher proportion of applicants in the lower priority bands (Bands C and D) have been allocated homes since the new scheme was adopted.

The review has identified a number of recommended changes to the Scheme that will address some of the issues arising. It is anticipated that none of the changes will have a significant impact upon the number of households on the housing register nor will they disadvantage any applicant with a local connection to the district.

The Sussex Homemove Partnership is currently procuring a new IT system and when it is introduced there may be some further desirable operational changes necessary to the Scheme to ensure that it can be operated as efficiently and effectively as possible.

Chichester District Council

Overview and Scrutiny Committee – draft Annual Report 2016-17

Introduction by the Chairman

To be added

Clare Apel
Chairman of the Overview & Scrutiny Committee

Scrutiny at Chichester District Council

Scrutiny is the way in which non-executive members of the council hold the Cabinet to account. They do this by reviewing existing council policy or decisions and by inputting into the development of new policies before the Cabinet approves these. In some cases they may ask for a decision (made by the Cabinet) to be re-considered before it is implemented to make sure all possible outcomes are thought through. These are called call-ins.

The Overview and Scrutiny Committee (OSC) or its task and finish groups may require any member of the Cabinet, any chief officer, and-or any head of service to attend before it to explain in relation to matters within their remit. Other public sector or public service officials, external partners and-or residents and stakeholders may also be invited to address the committee, discuss issues of local concern and-or answer questions. Recommendations may be made to the Cabinet or directly to Council. In scrutinising an external partner or partnership, the recommendations may be made directly to that body. The views of the Overview and Scrutiny Committee may be reported to the Cabinet or the Council, and the chairman of the committee shall be entitled to address the meeting on the committee's views.

Setting the Overview and Scrutiny work programme for 2016-17

The 2016-17 OSC work programme was developed taking into account:

- the Corporate Plan projects agreed by Cabinet
- the Forward Plan of Cabinet key decisions over the next few months
- projects identified from individual Service Plans
- items proposed or raised by Members
- topics included in last year's work programme which were delayed
- topics requiring members' involvement suggested by the Business Routeing Panel

A number of Task and Finish Groups were set up to carry out reviews in more depth and to report back to the main committee. These task and finish group reviews are detailed later in the report. Space was left in the work programme for topical issues that often arise during the year.

All Members were consulted in the development of this work programme through a member workshop held on 29 March 2016.

The impact and influence of scrutiny

OSC met seven times in 2016-17 (five ordinary meetings and two special meetings). The Chairman meets with the committee half an hour before each meeting to enable discussion about the agenda items and to agree the key issues to be explored on each topic.

Task and Finish Groups are used to take issues offline in order to maximise the volume and depth of a review.

A total of 23 recommendations were made by the committee to the Cabinet or Leader during the year. 19 recommendations were agreed. Three recommendations have yet to be considered by Cabinet and 1 recommendation (in relation to a call in) was not progressed by Cabinet.

There was one call-in this year. The decision, which related to an extension of evening parking charges in two car parks, was called in by six members of the Council for the following reasons:

- Inadequate consultation process and flawed interpretation of responses
- Inequality of charges on New Park due to different car parking hourly rates
- Effect on Chichester Festival Theatre and New Park activities and night time economy

The call-in was heard by the OSC on 24 January 2017. The OSC made a recommendation to Cabinet to reconsider the decision, taking into account the following comments made by the committee:

- By identifying only the two car parks for the introduction of evening car parking charges is unfair and targeted to the City
- An increase in all current car parking charges in all the district's car parks during current charging hours would be a more fair and equitable means to increase car parking charges

Cabinet met on 7 February 2017 and, having considered the comments made by the Overview and Scrutiny Committee at its special meeting on 24 January 2017, upheld the decision it had made on 10 January 2017 with respect to Off-Street Parking Charges and the decision came into immediate effect.

Of the 48 members on the council, 15 are on the OSC. With Cabinet Members and other interested members attending meetings or involved in task and finish groups this equates to 58.33% of all members being involved in scrutiny in some form or other during the year.

Mr M Cullen was nominated by the committee to be its representative on the corporate Leisure Contract Management Task and Finish Group. Mr N Galloway was nominated by the committee to be its representative on the corporate Novium Options Task and Finish Group.

Members' training and development

- Mrs N Graves attended a South East Employers' Leading and Chairing Overview and Scrutiny event on 7 April 2016
- Mrs P Plant attended a Regional Scrutiny Networking Seminar (led by Mr S Quigley) at Farnborough on 15 September 2016.

- Mr S Morley attended a Financial Scrutiny training event at the Centre for Public Scrutiny on 22 September 2016.
- Mrs C Apel attended a Democracy, Governance and the Truth seminar at the Centre for Public Scrutiny, Bloomsbury on 1 December 2016.

Main areas of work for OSC this year and outcomes-achievements

Areas of focus	Outcomes-achievements
Planning and Housing Portfolio Holder	<p>Mrs S Taylor was invited to present her priorities and areas of focus over the next year and to answer questions from the committee on progress towards achieving the aims and targets of the Council's Corporate Plan priorities. She covered a range of issues within her portfolio - local planning performance standards, the Housing Strategy, the Local Plan, affordable housing, resourcing the Planning department and South Downs National Park Authority contract, pre-application process, permitted development rights consultation, starter homes, relationships with neighbouring authorities regarding planning, building control options, housing for vulnerable under 25 year olds.</p> <p>Outcome: The committee noted progress towards achieving the aims and targets of the Corporate Plan priorities relating to this portfolio and noted the areas of focus over the next year.</p>
Chichester in Partnership Annual Report 2015-16	<p>The committee noted the progress achieved by Chichester in Partnership as identified in its action plan progress report including the following projects – Choose Work, financial inclusion, Selsey Works, Dementia Arts festival, partner organisations showcase, Our Place neighbourhoods and health and wellbeing.</p> <p>A recommendation was made to Cabinet that consideration be given to establishing an emergency fund for Chichester In Partnership for the period 2016-2021 to ensure its ability to function in times of hardship.</p> <p>Outcome: Council subsequently approved a £10K funding reserve for the partnership.</p>
Chichester Business Improvement District (BID) Renewal	<p>Mr Finnamore (the outgoing Chairman of Chichester BID), Mr Colin Hicks (the proposed incoming Chairman) and Mrs C Wickens, the BID Manager, attended to give evidence, outlining the areas of success.</p> <p>The committee recommended to Cabinet that the BID Renewal business proposal be agreed and that renewal of the BID for the further term of five years be supported. The committee also recommended to Cabinet that the level of support provided by this Council to the BID's strategic partnership be considered and that a further report be requested that identifies how our joint objectives can be better delivered. This will be considered by the committee in June 2017.</p> <p>Outcome: The ballot resulted in a positive result for Chichester</p>

	BID. A further report will be presented to the OSC on 13 June 2017 relating to the level of the council's support.
Chichester Vision	<p>The committee noted the progress made to date in the preparation of the Chichester Vision. However they recommended to Cabinet that their concerns regarding the lack of attention being given to access to and from the city be noted and that the long term provision be improved.</p> <p>Outcome: This is being taken into account as the Vision progresses.</p>
Shared Services Review including the Building Control Service Delivery Options	<p>The committee recommended to Cabinet that the detailed business cases and plans be developed for all six of the services proposals. Cabinet in July 2016 resolved this as well as recommending that a contribution of £25K be made for a project manager to support this process.</p> <p>Outcome: Following a further in depth review Cabinet decided in January 2017 not to go ahead with the shared services arrangement with Arun District Council and Horsham District Council.</p>
Southern Rail	<p>The Committee recommended to the Leader of the Council that a letter be written to the Government Minister and to the two local Members of Parliament expressing the Council's concern at the recent decision to reduce Southern Rail services, highlighting the impact on residents, businesses and visitors and seeking an explanation of how the situation will be resolved.</p> <p>Outcome: A response to this letter was subsequently received by the Leader from the Parliamentary Under-Secretary of State, Department of Transport and circulated to all members by email on 30 August 2016.</p>
Southern Water (SW)	<p>The committee heard from Mr P Kent (Environment & Wastewater Strategy Manager) and Mrs B Rhead (Stakeholder Engagement Manager (Sussex)), both of SW. A series of questions had been developed by the committee and sent to SW to answer at the meeting. Members of the public also attended to ask further questions of SW. A full review was carried out which concluded with a number of recommendations.</p> <p>The committee resolved that a meeting be arranged with interested parties to include the Environment Agency, Southern Water, West Sussex County Council, this council and other relevant bodies to investigate and identify a way forward to resolve the issue of flooding as a result of riparian watercourses. They also resolved that the council investigates the imposition of better planning conditions for dealing with foul water drainage which reflect the requirements of individual sites and ensures that these conditions are properly enforced over the lifetime of the development. Southern Water was requested to provide written answers to those questions that were not able to be answered at the meeting which were subsequently received and circulated to</p>

	<p>members.</p> <p>Outcome: Improved liaison with SW and better communication with members. A tour of the Apuldram Waste Water Treatment Works was organised for the committee by SW and this took place on 23 March 2016.</p>
Choose Work Evaluation	<p>Performance against the targets and activities of this programme were considered by the committee. The council commits its support to hosting the project and to part fund 30% of the costs. If the Lottery Fund bid is successful this would cover the costs of project for two years.</p> <p>Outcome: Members were supportive of the programme, however there were concerns that partners were not contributing to this project. The committee requested officers to seek the remainder of the funding from partners and, in the event that there is a shortfall in funding, the committee recommendation to Cabinet that the council makes up that shortfall, but that further enhancements to the project be sought.</p> <p>Subsequently Choose work has been successful in its bid for the Department of Communities and Local Government Communities Fund where we have received £70,000 to spend by the end of 2018. With this funding we will expand the Choose Work offer to work with potential NEETs in local schools. We have also published our offer to the Department for Work And Pensions (DWP) commissioning process, but we are still awaiting DWP to put out any contracts. Currently there is no shortfall in funding but we will continue to investigate other avenues of funding in order to make the project sustainable.</p>
Post Project Evaluation (PPE) of the Multi-Agency Agreement for the Management of Encampments across West Sussex and the Provision of a Gypsy and Traveller Transit Site (GTTS) at Chichester, West Sussex	<p>The PPE provided a review of how the proposed construction of the GTTS, supported by the multi-agency agreement had performed against the original objectives and success criteria set out in the PID. The PPE process allows lessons learned from the scheme to be passed on to other projects and ensure that provision has been made to address all open issues and risks and highlight future actions and recommendations where appropriate.</p> <p>Outcome: The committee noted the findings of the PPE and suggested that officers should approach Southern Water to ask that they reconsider a mains waste service connection at the transit site. The Building Services and Facilities Manager is currently in discussions with the WSCC Transit Site Manager, County Surveyors and Officers from the Environment Agency regarding a number of suggested options designed to provide an economic alternative to the current foul water disposal system which is currently in operation at the Transit site.</p> <p>Option1. Disconnect the existing foul water cesspits on site and link the final foul water drainage connections a new pumping</p>

	<p>chamber with rising main, linking the transit site to the existing foul water system, or, a gravity drainage system connected to scheme still under consideration</p> <p>Option2.Implement a possible scheme to provide a mains drainage connection from the existing Westhampnett Road foul water sewer, pending implementation of a proposed major residential housing development opposite the Transit site. There are a number of conditions to be met but, subject to confirmation on final proposals, there could be sufficient surplus capacity in the new infrastructure to accommodate the Transit site discharge.</p> <p>This is an ongoing project and the Building Services and Facilities Manager will periodically update the Committee on any progress made.</p>
Housing for Care Leavers	<p>This review was carried out by a task and finish group set up by the West Sussex Joint Scrutiny Steering Group and led by Worthing Borough Council. A number of recommendations were made relating to a common and flexible policy across the county regarding 'local connection' and care leavers, a joint protocol across authorities, future monitoring of housing provision for care leavers and the benefit situation continue to be monitored and its impact on young people under the age of 21 who leave local authority care.</p> <p>Outcome: Recommendations were approved by all authorities and will be monitored by the West Sussex Strategic Housing Officer Group and through the West Sussex County Council (WSSCC) Corporate Parenting Panel.</p>
Finance and Governance Portfolio Holder	<p>Mrs P Hardwick was invited to present her priorities and areas of focus over the next year and to answer questions from the committee on progress towards achieving the aims and targets of the Council's Corporate Plan priorities. She covered a range of issues within her portfolio – finance and accounts, investments and returns, cost of services, revenues and benefits and the roll out of Universal Credit, fees and charges, second bedroom tax and the housing benefit scheme.</p> <p>Outcome: The committee noted progress towards achieving the aims and targets of the Corporate Plan priorities relating to this portfolio and noted the areas of focus over the next year.</p>
Leisure Contract Monitoring	<p>Mr Cullen, the OSC's representative on the Leisure Contract Monitoring Task and Finish Group, reported back on current performance of the new contract, SLM.</p> <p>Outcome: As it would be a full year before meaningful progress could be established, the committee requested that a further report come back to the committee in September 2017.</p>
Cultural Grants – review of arrangements	<p>The committee considered the cultural benefit to the district of stage productions at Chichester Festival Theatre and art exhibitions at Pallant House Gallery, the economic impact made</p>

	<p>by the two venues, the social impact for the district's residents made by the two organisations and the implications of CDC funding in drawing in external funding particularly from the Arts Council, England and the financial stewardship exercised by the two organisations.</p> <p>Outcome: The committee recommended to Cabinet the level of grant payable to the two organisations for the period 2018-2022. This was agreed by Cabinet who also agreed that the committee should continue its roll of monitoring performance against the existing service level agreements with both organisations.</p>
Commercial Services Portfolio Holder	<p>Mrs G Keegan was invited to present her priorities and areas of focus over the next year and to answer questions from the committee on progress towards achieving the aims and targets of the Council's Corporate Plan priorities. She covered a range of issues within her portfolio – economic development, The Novium, parking services and car parks, The Grange leisure centre and commercial site, the Enterprise Centre and property developments.</p> <p>Outcome: The committee noted progress towards achieving the aims and targets of the Corporate Plan priorities relating to this portfolio and noted the areas of focus over the next year.</p>
Developing a New Strategy for the Visitor Economy	<p>This review considered the economic impact of tourism, town and city centre research, the results of business and visitor surveys, an industry audit, visitor satisfaction rates, partnerships and the work of WSCC.</p> <p>Outcome: The committee recommended to Cabinet that £50,000 annual partnership funding be allowed for five years from April 2017 to assist development of the district's visitor economy and that a strategic review be sponsored into how the council could facilitate or encourage additional overnight accommodation in the district. Cabinet approved the £50,000 partnership funding, with the Chichester BID also allocating £50,000 of funding. A transition group has been established and the group are actively seeking a new Chair of Visit Chichester. Once the Chair has been appointed an SLA between the Council and Visit Chichester will be agreed.</p>
The Novium Museum Options Appraisal	<p>The committee considered the options appraisal carried out by the appointed consultants. This report was considered in confidential business.</p> <p>Outcome: The committee recommended to Cabinet that the baseline and trust options were worthy of further consideration. A follow-on report will be considered by the committee in January 2018.</p>
Call-In of Cabinet decision relating to evening car parking charges in New Park Road and Northgate Car	<p>The committee considered a decision, taken by Cabinet on 10 January 2017, relating to off street parking charges at the Northgate and New Park Road car parks, which had been called in. Members considered that by identifying the two car parks for introduction of evening car parking charges was unfair and</p>

Parks	<p>targeted to the City. They recommended that Cabinet reconsider an increase in all the district's car parks during current charging hours, which would be a more fair and equitable means to increase car parking charges.</p> <p>Outcome: Cabinet, having considered the comments made by the committee, upheld its original decision.</p>
Deputy Leader and Cabinet Member for Community Services address	<p>Mrs E Lintill was invited to present her priorities and areas of focus over the next year and to answer questions from the committee on progress towards achieving the aims and targets of the Council's Corporate Plan priorities. She covered a range of issues within her portfolio – Chichester in Partnership and its various projects, community safety, youth engagement, grants and concessions, health and wellbeing and foreshores.</p> <p>Outcome: The committee noted progress towards achieving the aims and targets of the Corporate Plan priorities relating to this portfolio and noted the areas of focus over the next year.</p>
Recycling Action Plan	<p>The committee reviewed progress against the 2016-17 Recycling Action Plan and the updated plan for 2017-18. Members asked questions about fly tipping in the area, food waste, anaerobic digesters, EU recycling figures, packaging regulations, street sweeping and biological treatment.</p> <p>Outcome: The committee noted the report but asked that any council shortfall in dealing with increased fly tipping as a result of the closure of the county's recycling centres be considered further. Mr Barrow, the Cabinet Member for Contract Services, will deal with this issue via the Inter-Authority Waste Group.</p> <p>It was also recommended that parish councils be encouraged, through parish forums, to separate recyclables when organising clean ups to assist the district's recycling campaign. A Member/ Officer working group has been set up to develop a litter action plan and will include this recommendation in its development.</p>

Task & Finish Groups

The work of the Task and Finish Groups is described below along with the outcomes achieved.

<p>Budget Task and Finish Group Overview and Scrutiny Members: Mrs N Graves, Mr S Lloyd-Williams and Mr J Ransley Corporate Governance and Audit Committee Members: Mr G Barrett, Mrs P Tull (Chairman) and Mr G Hicks</p>
<p>Areas of focus – This group has representatives from both OSC (performance and policy remit) and Corporate Governance and Audit Committee (governance and risk remit). The group considered the 5 Year Financial Model and Statement of Resources 2016-17 to 2021-22 and the projected revenue budget variations for 2016-17 and 2017-18.</p>
<p>Outcomes – Members involvement with budget scrutiny prior to presentation of the Budget to Cabinet in February 2017. The group was satisfied with the explanation of the projected</p>

variances on the 2017-18 budget.

Community Safety Review Task and Finish Group

Mr M Cullen (Chairman), Mr H Potter and Mr J Brown

Areas of focus – OSC has a statutory duty in accordance with Sections 19 and 20 of the Police and Justice Act 2006 to review the district's Community Safety Partnership (CSP) by holding the CSP to account for its decision making, scrutinising the performance of the CSP and undertaking policy reviews of specific community safety issues. The group held two meetings in February 2017. The Head of Community Services and the Communities Interventions Manager gave members an update on the various projects and performance over the last year and the priorities of the partnership for next year. Mrs Eileen Lintill, Cabinet Member for Community Services, Chairman of the Chichester CSP and the council's representative on the Police and Crime Panel (PCP), described the role of that panel in holding the Police and Crime Commissioner (PCC) to account. Ms Emily King, Principal Manager Community Safety and Wellbeing, WSCC described the county council's role and that of the County Agreement. Mr Justin Burtenshaw, Chief Inspector of Sussex Police and District Commander for Arun and Chichester, described the structures and challenges of Policing the combined area.

Outcomes – The committee endorsed the key points concluded from the review and requested that members receive brief case studies highlighting key areas of the Community Safety Partnership's (CSP) achievement in the District via the Members' Bulletin. The group also suggested that members should be encouraged to promote community safety and crime prevention messages within their wards.

Corporate Plan Task and Finish Group

Mrs P Dignum (Chairman), Mr N Galloway, Mr L Hixson and Mr S Morley

Areas of focus – To consider mid-year progress on actions and targets in the Corporate Plan and to identify any further action that needs to be taken to challenge poor performance and to reduce any risk to an acceptable level. Mrs P Bushby (Communities Interventions Manager) and Mr T Radcliffe (Human Resources Manager) attended to give updates on two areas of particular concern.

Outcomes – The Group agreed that there were good explanations for areas of the Corporate Plan where targets had not been met. Several requests were made for further scrutiny or a written response on specific issues. Overall the Group felt that there were a limited number of concerns from a large range of policies, indicating a high standard and care in carrying out the Corporate Plan projects.

Cultural Grants Task and Finish Group

Mr G Hicks (Chairman), Mrs C Apel, Mr N Galloway, Mrs N Graves and Mrs J Tassell

Areas of focus – The Council have a funding agreement in place with both Chichester Festival Theatre and Pallant House Gallery until 2018. The Council negotiates a Service Level Agreement (SLA) with both organisations annually to ensure that appropriate outcomes are achieved for the local community, schools, etc. The group carried out a review in 2017. They considered progress against both organisations' service level agreements as well as their proposed SLAs for the following year.

The group met with both organisations and scrutinised their performance and future objectives.

Outcomes – Representatives from the two organisations were held to account regarding their past performance and commitments and their future priorities. The group was satisfied that the draft 2017-18 SLAs for both the theatre and gallery were complementary to the strategic aims of the council and that the council was achieving value for money from its grants, particularly the community work being carried out in both organisations which meets the authority's corporate priorities of 'support our communities' and 'improve and support the local economy'.

Education Review Task and Finish Group

Mrs P Dignum (Chairman), Mr N Galloway, Mrs N Graves, Mr S Morley and Mr S Oakley

Areas of focus – To consider the current performance of schools in the Chichester district, the current status of secondary schools and children's readiness for school (i.e the under 5s at first entry to primary school). Ms L Jallow (West Sussex County Council), Mr D Linsell (The Kemnal Academy Trust) and Mr James Munt (The Kemnal Academy Trust) attended to provide evidence to the group.

Outcomes – The group agreed that it had achieved the outcomes set in the terms of reference and understood the progress in GCSE performance, the WSCC role in monitoring academies, the issues related to readiness for school and the change in the Key Stage regime. The group concluded that the Education Task and Finish Group should reconvene again in two years to focus on secondary education and how young people are made ready for further education and work.

WSCC Select Committee liaison

Ms C Neville is the council's representative on the West Sussex County Council Health and Adults Social Care Select Committee (HASC). This role was previously held by Mrs P Plant until her election onto the Cabinet in October 2016.

Both members have reported back to the committee on issues affecting the Chichester district and local residents. The council can submit concerns regarding any health issue to the HASC for consideration via its Business Planning Group (BPG) which meets quarterly.

West Sussex Joint Scrutiny

Mrs C Apel is the Vice-Chairman on the West Sussex Joint Scrutiny Steering Group, a group of scrutiny members from the seven districts and boroughs of West Sussex who get together to suggest issues which are of common interest to two or more authorities for joint scrutiny review. Details of the review of Housing for Care Leavers carried out in 2016 are mentioned above.

OSC WORK PROGRAMME 2017-2018

Date	Issue	Is this a Corporate Priority? What is OSC role?	Lead Officer
13 June 2016	OSC annual report 2016-17 OSC draft work programme 2017-18	Monitoring and review	B Jones
	Leader The Leader is invited to present his/her priorities and areas of focus for 2017-18 and to answer questions from the committee on progress towards achieving the aims and targets of the Council's Corporate Plan priorities	Monitoring and review	T Dignum
“	Chichester Vision To consider the final Vision following the consultation period. Deferred from Jan 2017. To Cabinet 11 July 2017 then Council 25 July 2017	Corporate Priority	S Oates
	Chichester BID – support from CDC Recommendation from OSC/Cabinet 5 July 2016. Deferred to June 2017 to allow new Chairman of BID to develop priorities for next 4 year period	Monitoring and review	S Oates
“	Housing Allocations Scheme review Reviewed by OSC June 2013; agreed that rural allocations policy elements of scheme be reviewed by OSC every 3 years i.e. next in 2016. Also any changes of a non-policy nature made to the scheme should be reported to the OSC, but signed off by L Rudziak. If policy changes then it goes to Cabinet to agree. Deferred from July 2016. To Cabinet 11 July 2017	Corporate priority Monitoring and review	R Dunmall I Owen
“	SDNPA Extension of Management Agreement OSC Nov 16 request to review this Deferred from March 2017. To Cabinet 11 July 2017.	Monitoring and review	A Frost
“	Cultural Grants review – Final report from TFG Final report from TFG. There is a separate issue of reviewing CFT funding to allow them to access Arts Council funding by November 2017. The same TFG will consider this in September and feed back to November 2017 OSC meeting.	Monitoring and review	S Hansford

Date	Issue	Is this a Corporate Priority? What is OSC role?	Lead Officer
“	Chichester in Partnership (LSP) Annual report and action plan; ChooseWork and health projects will be included; members can identify any projects which they would like to scrutinise later in the year.	Monitoring and review	A Loaring
12 Sep 2017	Think Family Expansion Plan and Neighbourhoods Review outcomes. Deferred from March 2017 for 6 months	Corporate priority Monitoring and review	P Bushby
“	Cabinet Member for Contract Services address The Cabinet Member is invited to this meeting to present his priorities and areas of focus over the next year and to answer questions from the committee on progress towards achieving the aims and targets of the Council's Corporate Plan priorities..	Monitoring and review	B Riley R Barrow
“	Review of CCTV function and costs, to include a review of CCTV assets To consider how to provide the service more efficiently. Consider data on the use of CCTV in prosecutions and reducing crime. Deferred from November 2016. On 2017-18 Council work plan.	Monitoring and review	T Murphy J Maskell
“	Highways Cleaning – A27 On 2017-18 Council work plan. To Cabinet 30 Sep 2017	Monitoring and review	B Riley
“	EPH options appraisal On Council work plan. To Cabinet 31 October 2017.	Policy review	J Dodsworth
“	Leisure Contract performance Council 26 Jan 2016 agreed M Cullen as OSC member on corporate TFG and agreed that OSC review performance on annual basis. Last reviewed Nov 2016. New OSC representative to be sought for this TFG.	Monitoring and review	J Hotchkiss S Peyman
“	Southern Gateway Draft masterplan is going to DPIP, Cabinet and Annual Council in May 2017 (dates now moved on by one month). The consultation response and PID for implementation of Southern Gateway will go to Cabinet and Council in September. BRP suggests OSC involved at this second stage to consider the PID and processes.	Corporate priority Monitoring and review	P Over
14 Nov 2017	Cabinet Member for Business Improvement Services address The Cabinet Member is invited to present her priorities and areas of focus over the next year and to answer questions from the committee on	Monitoring and review	Mrs P Plant J Dodsworth

Date	Issue	Is this a Corporate Priority? What is OSC role?	Lead Officer
	progress towards achieving the aims and targets of the Council's Corporate Plan priorities.		
"	Fly-tipping review Corporate Plan TFG 2 Nov 2016 requested a report to a future committee in a year's time to assess whether there had been an increase in fly-tipping following the reduced hours put in place at local recycling depots.	Corporate priority Monitoring and review	B Riley A Stevens
"	Housing Strategy Annual Review To consider progress report against delivery plan 2013-18. In Council work plan for June 2017.	Corporate Priority Monitoring and review	L Rudziak L Grange
"	Corporate Plan review – final report from TFG Review of the Corporate Plan mid-year progress report. Consideration of risks and mitigation for non-achieving projects	Corporate Priority Monitoring and review	J Mildred
"	Cultural Grants review – Final report from TFG Review CFT funding to allow them to access Arts Council funding by November 2017. Feed back to November 2017 OSC meeting.	Monitoring and review	S Hansford D Hyland
"	Sussex Police Invite Chief Inspector Burtenshaw in to discuss progress achieved over six months since the 'Requires Improvement' rating from HMIC. Invite Arun DC members to attend.	Monitoring and review	S Hansford
16 Jan 2018	Budget review – oral report from TFG CGAC and OSC members	Corporate Priority Monitoring and review	J Ward
"	The Novium Options Appraisal On Council 2017-18 work plan. To Cabinet and Council in January 2018.	Corporate priority	S Peyman
22 Mar 2018	Community Safety review – final report from TFG Statutory annual review.	Corporate priority Monitoring and review	P Bushby S Hansford
15 May 2018	Cultural Grants review – Final report from TFG ➤ Final report from TFG.	Monitoring and review	S Hansford D Hyland