

Public Document Pack

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A meeting of the **Overview & Scrutiny Committee** will be held in Committee Room 2 - East Pallant House on **Tuesday 10 September 2019 at 9.30 am**

MEMBERS: Mr A Moss (Chairman), Mr T Johnson (Vice-Chairman), Mrs C Apel, Mrs T Bangert, Mr J Elliott, Mr K Hughes, Mr M Bell, Mr D Palmer, Mr H Potter, Mrs S Sharp and Mr A Sutton

AGENDA

1 **Chairman's Announcements**

Any apologies for absence will be noted at this point.

2 **Minutes** (Pages 1 - 8)

To approve the minutes of the Overview and Scrutiny Committee meeting held on 18 June 2019.

To receive an update on progress against recommendations made to the Cabinet and the Council.

3 **Urgent Items**

The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to late items.

4 **Declarations of Interests**

Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.

5 **Public Question Time**

The procedure for submitting public questions in writing no later than 12:00 on 9 September 2019 is available upon request from Democratic Services (the contact details for which appear on the front page of this agenda).

6 **Chichester Vision, Chichester BID and the Retail Offering and Southern Gateway** (Pages 9 - 27)

Due to recent changes in Cabinet responsibilities and in agreement with the Chairman no Cabinet member will be present to address the Committee. The Committee is asked to note the report and agree any questions or actions they wish to take.

7 **Leisure Services Performance Review** (Pages 29 - 65)

The Committee is requested to receive the 2018-19 Annual Report from Everyone Active (Sport and Leisure Management Ltd). To review the report and agree that the contractor is achieving satisfactory levels of performance against the outcomes in section 2.0 and the key performance indicators in section 4.0 of the 2018-2019 annual report.

8 **Ice Skating Update** (Pages 67 - 70)

The Committee is requested to receive the further information requested at the March 2019 Overview and Scrutiny Committee regarding reinstatement of grass and a breakdown of costs that Chichester District Council incurred as a result of the ice rink.

9 **Economic Development Strategy and Inward Investment and Growth Strategy** (Pages 71 - 94)

The Committee is requested to receive the draft Economic Development Strategy and draft Inward Investment and Growth Strategy prior to the strategies being considered by Cabinet.

10 **Visit Chichester Monitoring Report** (Pages 95 - 130)

The Committee is requested to receive the annual update report from Visit Chichester for 2018-19 and assess performance in line with the Service Level Agreement.

11 **Universal Credit Review** (Pages 131 - 138)

The Committee is requested to receive an overview of the impact of Universal Credit. It is recommended that the impacts of Universal Credit continue to be monitored to inform service delivery of Revenues, Housing and Communities; the Council continue to assess how adverse effects can be mitigated by the provision of Council Services and partnership working; and that relevant Council Policy's be reviewed to ensure that they support those that are vulnerable to welfare reform.

12 **Social Prescribing** (Pages 139 - 168)

The committee is requested to consider the Chichester Social Prescribing report for year 1 and to note the progress and success of year 1 of the service, and outcomes of the service and next steps in the evaluation report

13 **Corporate Plan Mid-Year Review - Terms of Reference** (Pages 169 - 175)

The Committee is requested to consider and agree the Terms of Reference for this Task and Finish Group, to agree the membership and appoint the Chairman.

14 **Forward Plan** (Pages 177 - 193)

Members are requested to consider the latest Forward Plan and whether any items should be added to the Committee's Work Programme.

15 **Work Programme** (Pages 195 - 196)

The Committee is requested to consider the latest Work Programme

16 **Late Items**

Consideration of any late items as follows:

- a) Items added to the agenda papers and made available for public inspection.
- b) Items which the Chairman has agreed should be taken as matters of urgency by reason of special circumstances reported at the meeting.

17 **Exclusion of the Press and Public**

There are no restricted items for consideration.

NOTES

1. The press and public may be excluded from the meeting during any item of business where it is likely that there would be disclosure of "exempt information" as defined in section 100A

of and Schedule 12A to the Local Government Act 1972.

2. Restrictions have been introduced on the distribution of paper copies of supplementary information circulated separately from the agenda as follows:
 - a) Members of the Overview & Scrutiny Committee, the Cabinet and Senior Officers receive paper copies of the supplements (including appendices).
 - b) The press and public may view this information on the council's website here [here](#) unless they contain exempt information.
3. The open proceedings of this meeting will be audio recorded and the recording will be retained in accordance with the council's information and data policies. If a member of the public enters the committee room or makes a representation to the meeting, they will be deemed to have consented to being audio recorded. If members of the public have any queries regarding the audio recording of this meeting, please liaise with the contact for this meeting at the front of this agenda.
4. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intention before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided.

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Minutes of the meeting of the **Overview & Scrutiny Committee** held in Committee Room 2, East Pallant House on Tuesday 18 June 2019 at 2.00 pm

Members Present: Mr A Moss (Chairman), Mr T Johnson (Vice-Chairman), Mrs C Apel, Mrs T Bangert, Mr J Elliott, Mr K Hughes, Mr H Potter, Mrs S Sharp and Mr A Sutton

Members not present: Mr M Bell and Mr D Palmer

In attendance by invitation:

Officers present: Mrs L Rudziak (Director of Housing and Communities), Mr D Hyland (Community and Partnerships Support Manager) and Mrs S Peyman (Divisional Manager for Culture)

279 **Chairman's Announcements**

Apologies were received from Mr Bell and Mr Palmer.

280 **Minutes**

RESOLVED

That the minutes of the meeting held on 12 March 2019 be approved and signed by the Chairman as a correct record.

Matters Arising: Minute 274: Ice Skating Review – Mrs Apel read out the Committee's recommendation made at its last meeting to Cabinet and the Cabinet's resolution.

Miss Davis read out an update from Mrs Peyman on the reinstatement of Priory Park, Chichester.

Mrs Peyman advised that full details of all the costs involved to the Council had not yet been completed, as the project had not yet been signed off. She undertook to provide a cost breakdown to the Committee for the reinstatement works once the project had been completed.

281 **Urgent Items**

There were no urgent items.

282 **Declarations of Interests**

Mrs Apel declared a personal interest as the Chichester District Council's representative on the Pallant House Gallery Trust and Company.

283 **Public Question Time**

There were no public questions.

284 **Pallant House Gallery Monitoring Report**

The Committee considered this report circulated with the agenda.

Mrs Peyman was joined by Mr Simon Martin who presented the report and provided a summary of the year.

Mr Martin expressed thanks to Mrs Pam Dignum, the Council's previous representative on the Pallant House Gallery Board of Trustees and was delighted to have Mrs Apel as the Council's new appointee.

He outlined Pallant House Gallery's annual report. In particular he explained how children and young people were encouraged to visit the gallery and the range of incentives in place to encourage everyone to visit. With regard to the art on view, the Gallery was trying to be more diverse in the types of paintings on display. A number of the paintings were loaned out to other organisations in this Country and to other countries, which was a great advert for the Gallery. With regard to financial governance, the 2018-2019 accounts were currently being audited.

Mrs Peyman added that as part of the monitoring framework an annual report was reported to this Committee. The Gallery's funding was spilt into two tranches, being released on 1 April and 1 October each year, but was first subject to confirmation that the Arts Council England funding was in place. Confirmation had been received that it was in place until 2022. Paragraph 4.1 set out the activities and the required measurements to be achieved under the monitoring framework. Mrs Peyman confirmed that having reviewed the monitoring framework she had no concerns with the performance of Pallant House Gallery, and advised that all the requirements appeared to be covered clearly in the report.

Members asked the following questions of Mr Martin:

- *We have heard some of the initiatives in place to attract young people. Are there other initiatives in place for other age ranges?:* Mr Martin advised that visitor numbers for older people were very good. The initiatives for young people were in place as the Gallery struggled to attract this age group, as they were working, had less free time and a wide range of different choices of what to do with the spare time they did have. It had been noticed that a key way to attract this age range was programming. The contemporary artist Nick Goss had held his first museum exhibition at the Gallery, which had attracted younger people, largely through social media. The post-impressionist Harold Gillman had attracted a different audience. Having both these exhibitions at the Gallery at the same time had created a cross fertilisation as their exhibitions were, therefore, seen by both the young and old, creating a cross fertilisation. The evening yoga was an opportunity to attract people who would not normally visit. The 'summer lates' evenings were created to attract young people who often did not want formal learning experiences but were looking for different types of experiences. The Gallery was also attracting younger families to take part in creative activities with their children.

- *How was the Gallery embracing new technology- In particular it was expected that Facebook's proposal for a new digital currency 'libra' would attract young people? – Does the Gallery keep track of these developments and look to see if they could be made use of?:* The gallery employed a part time Communications Assistant on Facebook, twitter and Instagram. The Gallery was working with the Arts Council digital champion about investing in short films and digital screens had been installed in the reception area. The Gallery was open to using holographic technology, but would depend on funding and if the issues concerning the Gallery's physical structure could be overcome.
- *Can the Community Workshops be taken on the road to community and youth groups?:* One of the roles of the Gallery's Community Programme Manager was to look at what the Gallery could do on a long term sustained support basis and not make it a box ticking exercise. An issue was the space available at the Gallery for workshops and the only way a lot of these could be undertaken was at a venue outside of the Gallery. The Gallery had found that increasingly schools could no longer afford the transport costs.
- *With regard to the audience profiling report, was this representative of the District and if not what was the Gallery doing to reflect the ethnic balance of the District?:* The Gallery always tried to increase the diversity of the visitors, however, it was not easy, and what the Gallery tried to do was to create a place that was open and welcoming. The Gallery's values were important to it, so that anyone who walks through the door felt welcome, and looked to remove any barriers. The Chichester Access Group had recently undertaken a disability audit, which identified a number of actions that the Gallery was currently working on. The Gallery had received a number of awards for its access when the new wing opened, but standards had changed over the last 12 years. With regard to increasing the ethnicity of visitors, this was dependent on the Gallery's funding and at the moment it was not able to work with as many groups as it wished to.
- *How does the Gallery work with other organisations in the District?:* The Gallery worked with other organisations in various ways, including marketing partnerships. The Gallery had reciprocal advertisements with Chichester Festival Theatre. E-bulletin cross marketing took place. Discussions were taking place with the Novium concerning an exhibition in two years' time to mark a number of local arts anniversaries. He was a member of the Chichester Cathedral Fabric Advisory Committee. The Gallery and the University of Chichester were putting together a memorandum of understanding to attract as much student use of the Gallery as possible, including student placements. However, regrettably the closure of the Otter Gallery had slowed down developments, as the Gallery had been working with the students as part of its community programme. The Gallery also worked with the Chichester College. Further afield the Gallery was part of 'Sussex Modern' consisting of various organisations, including local organisations, such as West Dean and Cass Sculpture Foundation. The Gallery was also looking to work with the County Council on tourism initiatives, including an advertisement at Gatwick airport and other local attractions. More was planned to move into cultural tourism with various discussions having taken place with Visit Chichester and Chichester BID. The Chairman commented that it was important to build upon these opportunities. Mrs Peyman added that as part of the Chichester Vision project, the Council will look into the formation of a cultural partnership across the District to pull together networking, opportunities to set up marketing initiatives and outreach education initiatives.

- *Do you analyse how people travel to visit the Gallery and is the Gallery looking at becoming carbon neutral?:* The cycle racks were recently been put in place following a long delay by the County Council. The use of public transport was encouraged. The short visitor interviews often asked what their mode of transport to the Gallery had been. The Gallery took part in car free Chichester Day. The Gallery had an Environmental Sustainability action plan. The Gallery's extension was the first public museum in this Country to have a geo thermal heating and cooling system. All electricity used was now renewable and the Gallery was in the process of changing its gas provider. A plan was in place to replace the lighting from halogen to LED which would have a significant long term cost benefit, albeit with an initial cost investment. With regard to the Museum's purchase of the adjoining Coach House, the District Council's planning officers had advised that solar panels were not permitted in a conservation area. He suggested that this issue was something to be re-considered.

The Committee thanked both Mr Martin and Mrs Peyman for their excellent report.

Mr Martin added that one of the issues the previous Council representative had been concerned with were the maintenance issues concerning Pallant House, which was a Grade I listed building. Part of the Gallery and explained that over the last couple of years there had been issues with the roof leaking. The District Council that was responsible for the exterior of the building and the Gallery for the interior. But if the roof leaked it affected the interior maintenance. He asked for a maintenance plan to be put in place to ensure the building was cared for in the future. The Chairman advised that the matter would be looked into as soon as possible and officers would be in contact with their thoughts and ideas.

The Committee welcomed the open invitation from Mr Martin for a familiarisation visit to the Gallery over the summer.

RESOLVED

That the annual report from Pallant House Gallery be received and agree that performance is in line with the monitoring framework.

285 Overview and Scrutiny Committee's 2018-2019 Annual Report and 2019-2020 Work Programme

The Committee considered the report circulated with the agenda.

Mr Hyland introduced the Annual report and provided a brief overview of the process. The previous Chairman, Mrs Apel advised that the Committee had done a large amount of good work during the previous year.

Officers undertook to circulate the results of the annual survey on scrutiny at Chichester District Council sent to members of the Overview and Scrutiny Committee and the wider membership.

Mrs Rudziak undertook to chase up the report requested from the Sussex Police and Crime Commissioner for a detailed account of how the precept increase has been spent.

Mr Hyland explained that the draft Work Programme had been agreed at the Committee's Annual Workshop, which was held to look back at the Committee's work over the past year and to look at the work to be undertaken this year. The Chairman asked members for any suggested changes and additional topics they would like added to the work plan, in particular for the next meeting on 10 September 2019.

During the discussion the Committee made the following amendments to the Work Programme received answers to questions including the following:

- *Task and Finish Groups (TFGs):* The terms of reference for the Corporate Plan TFG presented to the Committee each year were broadly the same and the Committee could amend if they wished. In formulating the TFG it was helpful for the whole Committee to have a broad understanding of the projects being monitored to help direct the TFGs in terms of where they should be scrutiny is best placed. The Corporate Plan was available to all members to view if they wished to view the Council's priorities. When considering the Terms of reference, members would be able to identify the topics that the TFG should be concentrating on. Officers undertook to provide the Committee with the terms of reference for the three TFGs.
- *Sickness Level Report - It was felt that a deeper investigation was required, in particular concerning staff workloads, which were considered a strategic issue:* Mrs Rudziak explained that the Committee's discussions had resulted in the Absence Management procedure being revised and suggested that members wait to see the impact of the revisions before deciding if more work was required. It was noted that sickness levels were already falling. Mr Hyland undertook to circulate the papers previously circulated to the Committee so that members could see the work previously considered. Add update report for six months' time.
- *There should be more communication between the rural Midhurst, Selsey and Petworth vision delivery plans and the City Chichester Vision, with the sharing of ideas as some were relevant to both the rural and city areas, with equal focus on all:* Mrs Rudziak suggested that the Committee could add this as a future item in itself for the Committee to consider to see if there were any further particular issues that required further investigation. The issue would be discussed further outside of the meeting, to include input from the Marketing and Communications Team, concerning communication and the perception that the Council was 'citycentric' and a paper reported to the Committee at an appropriate time.
- *Council's Temporary Accommodation:* The Chairman advised that the project was ongoing and a report would be brought back for the Committee to review the project once the building worked had been completed and was occupied.
- *Cabinet Member Presentations:* Cabinet Member for Environment and Chichester Contract Services to address the Committee at the same meeting that the report on reducing single use plastics was considered. Mrs Rudziak advised that the Committee would be required to prepare a scope for the Portfolio Holder. Add to November.

- *Task and Finish Groups:* The Leader of the Council intended to set up a Cabinet task and finish group to look at events and markets.
- *Environmental Issues - Single use plastics and recycling officer:* A further more focused report on environmental issues that addressed climate change was agreed. The new Waste and Environment Panel's terms of reference would be considered by Cabinet in July. This Committee would see the terms of reference and would be able to suggest items for inclusion on the agenda. It was agreed that members Add to November.
- *Police and Crime Commissioner:* A further letter was requested to be written to Katy Bourne asking her to make time to come to attend a meeting of the Committee. It was agreed that this suggestion would be discussed outside of the meeting.
- *WSSC Children and Young People's Services Select Committee:* It was agreed that Mrs Apel would resume observing these meetings as a member of public and report back to the Committee.
- *WSSC Health and Adults Social Care Select Committee:* The Chairman asked Mrs Bangert, the Council's representative, to report back to the Committee by email.
- *Cabinet Members:* Invite all Cabinet members to address the Committee over the next two years and give them a clear brief.
- *Cabinet Member for Finance, Growth, Place and Regeneration:* Mr Dignum. Chichester Vision, Chichester BID, Chichester Retail and Southern Gateway. Add to September.
- *Public Attendance at Meetings:* It was commented that there were no public in attendance today. The Chairman of the Council, sitting in the audience, advised that she did 'tweets' as a way of encouraging more speakers at the Council meeting. She would be happy to do it for other meetings as well. It was suggested that members of the Council could promote items and talk to the parishes. There could also be some involvement from the Communications Team. The Committee would like to encourage the public to see the scrutiny it was undertaking and to ask questions.
- *WSSC Highways Infrastructure – Current poor air quality areas and also the effect the planned infrastructure works would have on air quality:* Officers advised that West Sussex Highways could be invited to the Committee to contribute to the Air Quality Action Plan item in respect of their WSSC Road Audit, Traffic Plan and the implementation of the different highways schemes. It was noted that the various road traffic audits fed into the County and District Joint Air Quality Working Group. Mrs Purnell addressed the Committee from the audience to advise that observers at the County local area committees were able to raise these issues at the meetings and ask what WSSC could do to alleviate the issues. The Chairman advised that there were two aspects to this topic, the first was the District Council's Air Quality Action Plan and the second was the air quality that was the responsibility of WSSC. It was agreed that this topic would be worked on outside of the meeting to ensure both the District and County issues were dealt with properly. Add to January.
- *Southern Gateway timing of meetings:* Daytime public meetings about the project were likely to affect shopkeepers' attendance. Mrs Rudziak advised that they would be given other opportunities to be provided with the details, including at the Annual business rates meeting, and reports on the High Street would be considered in the next 6 months. It was suggested that members speak to individual shopkeepers and report their views back.

- *Evening Meetings:* The Chairman advised that, with regard to the involvement of the public and businesses in Committee business, where appropriate meetings should be held in the evenings.

The Chairman suggested that members may wish to think about the proposed Work Programme and anything they wished to change for future months. The amendments and suggestions to the Work Programme would be made outside of the meeting and members would be kept informed.

RESOLVED

- 1) That the Committee's 2018-2019 Annual Report be agreed.
- 2) That the Committee's 2019-2020 Work Programme be agreed.

RECOMMENDED TO COUNCIL

That the Overview and Scrutiny Committee's 2018-2019 Annual Report be noted.

286 Forward Plan

The Committee considered the Cabinet's Forward Plan for the period July to October 2019.

Mr Hyland explained that the Forward Plan listed future items proposed to be considered by Cabinet. The Committee could suggest adding items from the Forward Plan to this Committee's Work Plan if they wished.

The Chairman asked the Committee to look at the Forward Plan in more detail outside of the meeting to see if there were any particular items that this Committee should think about for consideration at its next meeting. With regard to the 9 July entry for the appointment of a Climate Change Officer, this item would be removed from the Forward Plan as the terms of reference only required approval at the Environment Panel. The Chairman advised that there would be the opportunity for members to feed into the terms of reference and he would submit a paper for consideration.

With regard to food waste collection trials, a member commented that the Government may in future issue a directive concerning this. The Chairman advised that this matter would be discussed at both the Environment Panel and Cabinet. He suggested that members read the report in detail and if they considered it should be brought to this Committee, they should do it in good time before Cabinet as this Committee needed to think further ahead in its work programming.

287 Late Items

There were no late items.

The meeting ended at 4.05 pm

CHAIRMAN

DATE

Briefing note for Overview and Scrutiny Committee

10th September 2019

Chichester Vision, Chichester BID and the retail offering and Southern Gateway

Members of the Committee are asked to note that, with the knowledge of the Committee Chairman, no member or officer will be present to address this item. The paper is therefore to note.

When presenting the Visions for the Council we must also remember, in addition to the Chichester Vision, there are four other vision groups in the District in Midhurst, Petworth, Selsey and East Wittering and Bracklesham.

The key aims of the Chichester Vision are:

1. To deliver the objectives within the 'Vision' for Chichester which takes account of current and likely future economic, cultural, heritage, lifestyle, technological, social and planning policy factors and influences.
2. To ensure that the Vision is at the heart of future economic and planning policy for the City, and accordingly to inform and guide the Council's Corporate Plan, Economic Development Strategy and Local Plan review, and to guide and where appropriate, future decision-making.
3. To ensure Chichester competes strongly against other towns and cities by being:
 - A popular and forward-thinking location attractive to entrepreneurs, employers and employees
 - A first-class 'destination' for shoppers
 - A popular and attractive destination for day and staying visitors
 - One of England's cultural and heritage 'centres of excellence'
 - An important administrative centre for West Sussex

The Vision has three themes and all of the projects relate to these:

1. 'Living' – An Accessible and Attractive City
2. 'Working' – A Vibrant and Growing Economy
3. 'Visiting' – A Leading Visitor Destination

The four larger and transformational projects are part of the Growth Deal with WSCC which sits under the Vision these are; the Southern Gateway Regeneration, the Transport feasibility study, the Northern Gyratory and the Gigabyte projects.

- **Southern Gateway Regeneration Project**
This project is being led by Chichester District Council. The largest regeneration project in the city for a generation it will transform the Southern entrance point to the City and the development of 30 acres of largely

brownfield land in and around the railway/bus transport hub, including land owned by the District Council, the project has the potential to deliver 21,600 m² business/leisure/retail floor space, create 1,137 new jobs and deliver 365 dwellings. The Local Enterprise Partnership has awarded £5m to the District Council to support the project. A collaboration agreement has been signed with WSCC and the project is now out for the procurement of a master developer under a competitive dialogue process the results of which are due to come back to OSC in November before being reported to Cabinet and Council.

A separate attached presentation provides further detail for members.

- **Transport Feasibility Study**

This project is being led by WSCC. A Chichester Sustainable Transport Plan and Chichester Vision Transport Feasibility Study is nearing completion, following workshops with stakeholder. The Study will seek to prioritise transport interventions in the city to support Local Plan growth and improve access, improve air quality and reduce severance to areas of the city. The study will also help to inform any future work for West Street and the Hornet.

- **Northern Gyratory**

Following the completion of the transport study, WSCC will look to undertake a feasibility study of the land on the Northern Gyratory, its connection to North Street and the Northgate car park

- **West Sussex Gigabyte Project**

The project being led by WSCC will deliver gigabyte capable fibre to public buildings in order to support future delivery of public services. Core Network Construction is currently being undertaken and will be completed this summer. All sites are expected to be handed over upon completion in September and all connections are due to be completed towards the end of the year. Following this business vouchers will be rolled out to enable local business to connect to the fibre significantly increasing their connection speeds.

A number of smaller projects under the Chichester Vision that help to transform the city include:

- An improvement to the **'Look and Feel' of the City** - this sub group led by the BID has enabled a number of improvements to the city centre, which has included additional street and furniture cleaning, improvements to a planting scheme and removal of some clutter in the centre. Signage options have been considered for the city centre and a way finding specialist has been engaged to present options back to the next vision steering group meeting.
- The condition of the **pavements** is now a priority and the partners WSCC, Chichester City Council and the BID have met with the District Council to review options, costs and funding opportunities. WSCC have confirmed that they only have budget to continue with Health and Safety repairs.

The options to consider, but not limited to, will be reported back through the steering group are:

1. Continue to patch repair to address Health and Safety concerns
 2. An interim measure i.e. the use of coloured tarmac down the centre of the streets (following a discussion with planners around the historic setting of this option)
 3. To produce a full public realm scheme for the City.
- **Retail** - Members may have heard of the “Refurbishment and Improvement to Shop Fronts and Facades” scheme. A number of independent retailers have participated in a workshop programme organised by the District Council through use of Pooled Business Rates. These workshops were designed to increase knowledge and skills, and provide a rounded view of retailing best practice, enabling changes within business, to see increased growth and improve productivity. In total across the district, 126 in store sessions have been delivered and 51 businesses have attended workshops. Retailers who have attended the Retail Training Programme have been able to apply for a shop front grant to improve the frontage of their shops.
 - With the Vision partners there have been a number of discussions around improving the **student offer**. The College is very enthusiastic about working with the partners to develop the student’s curriculum to bring student markets or street theatre to the City. The University has said that they could potentially provide music students for key activities or events in the future.
 - The **culture and tourism** offer is essential for the economic vibrancy of the City and surrounding area, the district is supporting and working with Pallant House Gallery and the Festival Theatre on a number of projects. A key project that is emerging is a celebration event for the anniversary years in 2020. We will look for grant funding to support this. In addition to this the District is also financially supporting Visit Chichester and they will be in attendance today to share their activities in this area. Cllr Francis Hobbs is the District nominated director on the Board of Visit Chichester.
 - An **Events and Promotions Officer** has been appointed by the District Council and a survey is being undertaken to understand the types of events which are required to benefit the area. The Events and Promotions Officer has been working with key partners to raise the profile of the area through events. Responses from the survey will be considered later in the summer and will feed into the Events Strategy. A summer street food event was held on the 22nd of August and a new style Christmas market is being investigated for this Christmas.
 - The **night time economy** is essential for supporting the day time retail offer as well as supporting the local economy, under the lead of the BID, late-night shopping in the lead-up to Christmas continues to be offered, with Christmas Lights and events. The Christmas Park and Ride will be provided for this period to assist customers and retailers.

Under the vision there are also a number of longer term projects including the potential pedestrianisation of West Street and an appraisal of the Hornet/St Pancras as well as Market Avenue car parks. This work would need to follow the completion of the Transport feasibility studying being undertaken by WSCC and would help to transform the city by calming the traffic as well as providing an entertainment area.

In addition to the Chichester Vision there are four Vision groups across the district working in Midhurst, Petworth, Selsey and East Wittering and Bracklesham Bay. In summary details of each are as follows:

Midhurst Vision

The vision group is now well established in Midhurst and a number of smaller projects have been completed by the partnership including general upkeep of the Green spaces by a very active green spaces group, the resurfacing of the North Street car park and painting of street infrastructure is due to start soon. The Midhurst vision group felt it was important to deliver some of these smaller projects as well as refreshing the vision for the Town.

The vision group has developed its own logo and website and the partnership have launched a community consultation exercise and will be holding a number of stakeholder workshops to update the vision and delivery mechanism in the future. A number of the partners have contributed financially towards this process.

Petworth Vision

Petworth already has an established community interest company and vision delivery plan. The Town Council also has a number of smaller projects that the district is supporting, for example, the provision of a skate park. The district is working with both organisations to help improve the appearance and bring employment opportunities to the town. The key action is an option appraisal of the Old Bakery property to convert and enhance the entrance point from the car park to provide a refurbished facility to accommodate retail, offices and possibly accommodation. This will be reported back to Cabinet at the end of the year.

Selsey Vision

The Selsey Vision group have looked at existing vision documents and plans and created a new action plan, this action plan embraced five of the actions from the Selsey Haven work completed by Royal Haskoning and Marshall Regen in 2017:

1. Develop trails and improve signage
2. Provide New Temporary Commercial Units or Concession Opportunities
3. Employ a Seafood Sales & Marketing Champion
4. Develop and Host Crab and Lobster Events
5. Improve the Public Realm at East Beach, including Wayfinding between East Beach Green and Selsey High Street.

The partnership group, led by Selsey Town Council, also agreed that some additional consultation work should be carried out with the community and developed a logo and a website to communicate the actions of the vision.

The “Sea’s the Day” project linked to the Haven actions has recently been completed to re-engage the town with its fishing heritage, producing a book, short film and recipes cards. There is also an exhibition at the Novium Museum to highlight the importance of the Selsey fishing Industry to the local heritage.

Work has also started on an options appraisal to transform the East Beach kiosk and toilet facilities to improve the offer to residents and tourists and provide local employment.

East Wittering and Bracklesham Bay Vision

This is a latest vision group to be formed starting this financial year. The Parish Council have a number of projects that they would like to develop further with the support of the District Council. They have developed an outline vision statement and are planning to consult with the community in September.

They have already registered a website domain and designed a logo for the consultation. The option appraisal in Bracklesham Bay is underway looking at the development opportunities for the Foreshore Office, café facilities, toilets and open space. This will provide suitable accommodation for our services as well as enhancing the offer to residents and tourists and providing employment. The option appraisal work will be completed in the autumn and will be reported to Cabinet.

Chichester BID

The Chichester Business Improvement District was voted in for a second term in October 2016 for a period of four years to deliver four main priorities:

1. Partnership working
2. Business Opportunity
3. Safer and more Organised Streets
4. Promotion of the City Centre

The Chichester BID area is made up of approximately 675 city centre businesses that are statutorily required to pay a 1.25% levy of the rateable value of their premises into the BID.

Colin Hicks is the Chairman of the BID and Cllr Martyn Bell sits on the Board. The Chairman meets quarterly with the Chief Executive and Director of Growth and Place. In addition to this regular meetings are held with the Divisional Manager for Place and the Economic Development Manager with the BID officers to discuss projects and consider issues of mutual concern.

The Chairman also presents the annual performance of the BID to OSC and he will be attending the next meeting of OSC on the 19th of November.

The District, West Sussex and the City Councils provide a number of baseline statements setting out the level of services provided currently in the BID area, for example street cleaning. The BID levy must only be used to provide services over and above these baseline statements.

The BID allows the businesses to decide on the services and projects to be implemented within their trading environment using the funds generated from the BID Levy.

The BID is currently leading on a number of the Chichester Vision projects as mentioned earlier i.e. The 'Look and Feel' and the night time economy. They are also working with us on the retail training workshops. They have created a customer facing business directory and work closely with the Chichester Chamber of Commerce and industry.

Recently they have expanded the independent month, introducing the independent passport advertising the 190+ independents in the City and they worked with us to promote the District Council Summer Street Party in August. They have also introduced Chichester Gift Card Scheme which you can buy at a number of independent stores in the City and we must not forget the fabulous Christmas lights.

We are all aware of the changes effecting the high street and work with the BID to support the high street offer – this is a national trend and is not peculiar to Chichester. Retailers are trying to come to terms with:

- The shift to online shopping - 20% retail sales currently online and expected to rise to 30% within a few years.
- lower consumer confidence
- consumer preference for out of town options
- increasing staffing costs leading to cut backs on staffing at a time when the consumer is more demanding
- consumers looking for 'experiences' - younger consumers in particular moving away from owning things to spending on experiences.

Nevertheless, Chichester city is performing better than most with the current vacancy rate of 8.2% being lower than the South East average and lower than the national average at 11.5%.

To summarise therefore, the current work to support the High street, coordinated through the Vision group includes:

- Supporting the local tourism sector with £50k pa for five years, of investment in Visit Chichester.

- An appointment of a temporary Events and Promotions Officer for two years to attract visitors into the City and to coordinate an events programme working with national retailers and the BID.
- Reviewing the provision of street markets, supporting the farmers market and introducing a new Christmas market
- mentoring programme to support independent high street retailers in our City and rural towns and centres
- Grants to improve the external appearance of independent retail businesses
- An enabling grant programme open to all small businesses
- Business contact programme provided by our Economic Development Officers
- A way finding and signage project being led by the BID
- Improvements to the street furniture being led by the City Council
- Pop up Shop project – to be reported to the Cabinet meeting in September
- Review of the retail polices within the new local plan
- The delivery of a social media campaign – “Countdown to Christmas”.

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Southern Gateway

Presentation to OSC

Tony Dignum, Portfolio Holder for
Growth and Place
10 September 2019



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Transforming the Southern Gateway: a tour of the area and key sites

This map shows you the key ideas for the different sites that are due to be transformed. It also shows how the impact of traffic will be reduced, and ideas for improving the general environment and street scene.

1. Southgate and Stockbridge Road

Improve appearance and create a better sense of arrival into Chichester. Reorganise Southgate Gyatory in order to:

- Reprioritise road space for pedestrians and cyclists.
- Make Basin Road the main north / south vehicle route into the city.

- Reduce vehicle access along Stockbridge Road.
- Improve railway station forecourt areas.
- New bus stops for north and south of railway station.
- Tree planting along Stockbridge Road and Southgate.



2. Court buildings

- new homes
- offices and employment
- open space / landscaping
- cafés, pub / bar, hotel, leisure and entertainment space.

3. South Pallant and Market Avenue

- Better crossing facilities for pedestrians and cyclists.
- Increase pavement width where appropriate.
- Tree planting to soften appearance.



4. Basin Road car park and bus garage

- New homes



8. Railway station land

- new homes
- offices / employment space
- cafes
- pubs / bars.

5. Kingsham Road

- Landscaping and tree planting.
- Enhanced facilities for pedestrians.



7. Basin Road and Canal Wharf

- Make area more welcoming to visitors.
- Outdoor seating areas for cafes and restaurants.
- New tree planting to link with Canal Basin.
- Install public art.

6. Police station playing field and former high school land

- new homes
- open space / landscaping
- keep ambulance and police presence
- offices and employment space



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www.chichester.gov.uk/southerngateway

Masterplan outcomes

- 12 hectares/30 acres largely brownfield
- 21,600 m² business/ leisure/ retail floorspace
- 1137 new jobs
- 365 dwellings



Implementation Timetable – forward look

April 2019: Invite to tender (OJEU).

August 2019: outline bids submitted & evaluated

September 2019: Cabinet report (possible purchase)

October 2019: detailed bids submitted and evaluated

November 2019: Select development partner:

Meet the bidders (tbc)

18th Growth Board;

19th OSC;

26th Special Cabinet and Full Council





Opportunities abound!



Look to the Canalside? - with potential for restaurants, leisure facilities and open space

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The procurement process & the Councillor's role within it

- **As a Councillor** – set policy direction (e.g. Masterplan, Development Brief, Local Plan etc.) consider corporate/community benefits whilst balancing parochial issues; attend future workshops/quarterly briefings/meet the bidders session.
- **As a Cabinet member** – make recommendations to Full Council on the selection of a development partner; consider whether to invest.
- **As a Growth Board member** – consider the shortlisted bids, proposals and make recommendation to Cabinet
- **Overview and Scrutiny Committee** – as a consultee to the procurement process.
- **Planning Committee member** – perform statutory planning role – no pre-determination; consider on planning merits.
- **Full Council** – consider the recommendation of Cabinet in respect of the appointment of a development partner; resolving to make a CPO or making significant investment decisions.
- **All members** – keep an open mind; be a champion for the scheme (generally whilst reserving judgement on the detail); communicate advantages to the community

The procurement process

- **Masterplan** – members fully engaged in the development of and approval of the masterplan.
- **Development Brief** – member workshop (jointly with WSCC members) to input into the Brief. Formally adopted by Cabinet. Supported by key partners e.g. BID, University etc.
- **Other member engagement** – monthly bulletin; quarterly briefings (face to face) and dedicated induction session + open door to any member to discuss the project
- **Meet the bidders session** – date tbc – early November

- **OJEU procurement in a nutshell:**
 - The Council has delegated authority to the Deputy Chief Executive, following consultation with the Leader, to conduct the procurement and agree shortlist up to the point of selecting a development partner
 - the Council must apply the criteria, weightings, and scoring system to the evaluation. This needs to be done by those that read everything and go through the full moderation process, i.e. the evaluation team.
 - Any presentations made by bidders to members will not form part of the scoring system but can be used to enable members to gain insight
 - Final decision after the evaluation team have completed their scoring will be made by Full Council who will receive all of the information, including concept designs.

Procurement process (cont)

- **Control over design:**
 - The Development Brief says - “Deliver design quality” - The Masterplan strategy is underpinned by six overarching design principles. They complement the overall objectives and design principles set out within the Chichester Design Protocol. A distinctive and bold design, in keeping with existing guidance, is welcomed. Bidders are expected to deliver in accordance with these principles and protocol.
 - Planning Committee – determine scheme proposals; perform statutory planning role; no pre-determination; considered on planning merits.
 - Development Agreement – legal agreement between CDC (and other partners) and the Developer to deliver the scheme and make payments – this can be used to influence the design/proposals
- **Full Council** – consider the recommendation of Cabinet in respect of the appointment of a development partner; resolve to make a CPO or making significant investment decisions.
- **Architectural competition:** one member has suggested that we should pursue an architectural competition. This is a completely different route to market; is not used or appropriate where there are several landowners and would require the whole process to be abandoned and started again



Questions?



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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

10 September 2019

Leisure Services Performance Review

1. Contacts

Report Author:

Sarah Peyman, Divisional Manager – Culture & Sport,
Tel: 01243 534791 E-mail: speyman@chichester.gov.uk

2. Recommendation

The committee is requested to:

- 2.1. Receive the 2018-19 Annual Report from Everyone Active (Sport and Leisure Management Ltd) Appendix A.**
- 2.2. Review the report and agree that the contractor is achieving satisfactory levels of performance against the outcomes in section 2.0 and the key performance indicators in section 4.0 of the 2018-2019 annual report, appendix A.**

3. Background

- 3.1 The leisure contract was awarded to Sport and Leisure Management Limited (SLM) on the 1 May 2016 for a period of 10 years with the option of a further 5 years.
- 3.2 This report provides a review of the year three performance and monitoring of the contract.

4. Contract Monitoring and Performance

- 4.1 Monthly reports are produced by the contractor identifying membership numbers and health and safety accidents/incidents in addition to customer compliments, comments and complaints and the details of maintenance schedules. This information is then reviewed at a monthly meeting between the contractor and the monitoring Officer at the Council and any actions are agreed.
- 4.2 On a quarterly basis a report is completed by the contractor which includes the monthly reports information but also provides an update on all of the Key Performance Indicators (KPI's) and the financial performance against the contract. This information is also reviewed formally at the contractor meetings with the Regional Director from SLM and the Contract Manager.

- 4.3 Unannounced inspections of the centres also take place where cleanliness, health and safety and general operational procedures are reviewed and any actions required reported back to the contractor.
- 4.4 Annual auditing by the Council's Health and Safety Team has also been undertaken to check on management arrangements in place, such as reviewing health and safety policy procedures, risk assessments, Legionella and COSHH assessments etc.
- 4.5 The Members' Task and Finish Group have met and received copies of the quarterly reports and financial information. The Contract Manager from Everyone Active (SLM) attends these meetings to present the reports and to respond to any questions from the group.

5. Annual Report

- 5.1 The Annual Report 2018-19 covered the 12 month period from 1 April 2018 to 31 March 2019. The report outlines the performance of the contractor in year three and pays particular attention to the effectiveness of the delivery of services against the method statements included in the contract.
- 5.2 At the end of year three of the contract there had been 68,269 Everyone Active card registrations. This is above the target set in the contract bid of 50,000 cards by the end of year 3. Membership numbers have also increased to 6,590 which is just over the target figure of 6,500 by the end of year three.
- 5.3 The number of young people and disabled people attending activities has exceeded the targets set for this year however there was a slight decrease in over 50's attendance.
- 5.4 Some of the successes for year three include introduction of new activities to the programme including Back to Netball, Chemosize, Oomph (seated exercise) and Junior Football.
- 5.5 The 50 week swimming lessons continues to have over 1,000 swimmers enrolled and 18 schools on the school swimming programme.

6. Consultation

- 6.1 A customer satisfaction survey is conducted by Everyone Active each year. The Contract target is to increase satisfaction by 1% year on year based on the previous Council survey that achieved a satisfaction score of 85%. Everyone Active conducted a customer satisfaction survey in year 3 which resulted in a customer satisfaction score of 92%, maintaining the previous year's achievement.

7. Community impact and corporate risks

- 7.1 A financial assessment is carried out on the contractor on an annual basis and is considered very low risk. The company's credit rating has remained the same and the contract limit still far exceeds the full 10 year value of the contract.

8. **Other Implications**

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

9. **Appendices**

9.1 Appendix A- Chichester Leisure Management Contract Annual Report 2018-2019

10. **Background Papers**

None

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CHICHESTER CONTRACT ANNUAL REPORT 2018/19

Everyone Active manages these facilities
in partnership with Chichester District Council.

www.everyoneactive.com

Page 33



everyone
ACTIVE

Contents

Page 3 Executive Summary

Page 4 1.0 Overview & Background

Page 6 2.0 Authority Outcomes

Page 11 3.0 Community Inclusion

Page 12 4.0 Performance against Key Performance Indicators

Page 16 5.0 Charitable Fundraising

Page 17 6.0 Sports Clubs, Community groups and Societies

Page 18 7.0 Marketing

Page 20 8.0 Audits and Statutory Visits

Appendix

2018/19 Chichester Contract Customer Survey

2018/19 Accident Analysis

2019/20 Proposed Contract KPI's

Executive Summary

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

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

The report details the many successes from year three including

- Increased usage by those under 16 and from those with disabilities
- Increase in those participating in the GP Referral exercise programmes
- Health and Safety incidents have continued to reduce
- The quality of the service provided
- The removal of subsidy from Chichester District Council for Leisure Contracts

Executive Summary Recommendations

- Participation numbers have dropped very slightly overall. This has been particularly apparent at Bourne where we had seen a boom in membership numbers over the last 2 years and this has fallen back slightly during 2018/19. Numbers will be monitored closely over the first quarter of 2019/20 to make sure this trend is not continuing
- Over 50's attendances have not increased as planned despite adding new activities and classes to our programmes aimed at this age group. Further work will be done in 2019/20 to continue to work to grow attendances of this age group. Feedback has also been given to our marketing team regarding a change in the images used within the Chichester Contract
- The car park refund scheme continues to be a frustration for customers. Alternative solutions to be investigated by both council officers and SLM

1.0 Overview & Background

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

Westgate Leisure Centre

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

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

The Grange Community and Leisure Centre

Opened in March 2014 after it was decided to replace the old Grange Leisure Centre. The Grange Community and Leisure Centre is home to a number of facilities including, Sports Halls, Gym, Health Suite, function rooms, Café and Ancillary facilities. The centre, in partnership with West Sussex County Council (WSCC), also includes a Library and registrar's office. The Grange Community and Leisure Centre attracted in the region of 263,000 customer visits per year prior to Everyone Active taking over the management of the facilities. It is a community hub within Midhurst and the activity programme attracts users from all age groups and ability levels with a relatively even split between males and females.

Bourne Leisure Centre

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

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

Sports Development

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

- Programmes for basic skills development
- Promoting participation
- Improving performance
- Developing talent and excellence
- Playing new, not necessarily mainstream sports
- Receiving/giving coaching
- Delivering key events

2.0 Authority Outcomes

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

2.1 A More Active Community:

- The Everyone Active card has been implemented across the three sites with 68,269 customers now registered
- New activities have been added to the existing programmes including, Back to Netball, Fencing, Better balance classes, Chemosize, Wonkey Donkeys, additional walking sports, Bowls, Junior Football, Oomph (seated exercise) and a Chiathlon. This has resulted in a greater choice of activities for the local community
- Participation levels continues to be high across the Chichester contract 1,420,767 customer visits
- 50 week swimming lessons have continued and the swimming programme continues to have just over 1000 swimmers enrolled
- The school swimming programme continues to be well utilised. The following schools are currently on the school swimming programme; North Mundham, Central, Jessie Younghusbands, Bosham, Kingsham, The March, Lavant, Boxgrove, Parklands, Southbourne, Sidlesham, St Richards, Singleton, West Dean, Prebendal, Funtington, Medmerry and Fishbourne
- We are working closely with the Chichester District Wellbeing Service to tackle health inequalities within identified focus areas and for key demographics
- We have provided Sports Development Representation at Active Sussex Network Conferences and Strategy updates. We have been a key partner in collaborative working relationships, supporting local sports clubs, groups, volunteers and coaches
- 906 participants took part in the 2018 Chichester Triathlon series with the Junior Triathlon race once again awarded Triathlon England South East Race Series status. The Chichester, Hart, and Fareham Sprint distance races formed part of an Everyone Active Southeast Triathlon Series
- The Children on the Edge Chichester Half Marathon is organised in partnership with the local charity Children on the Edge. The Chichester Half Marathon has a challenging multi terrain route which takes in the historic sites of Chichester, including the Cathedral, Market Cross, and Roman Walls, and takes competitors to the pinnacle of the South Downs. There Were just under 1000 runners who took part in the 2018 event, taking part in 13 mile, 10 mile, and team relay races
- The Sport in the Community programme provides a range of fundamental sports camps for young people aged 6-15 in the school holiday periods. Inclusively priced, 2018 saw the camps hosted at University of Chichester, Westgate and The Grange
- Event support was given to the Chichester Community Development Trust in the delivery of the Graylingwell Park Summer Garden Party, a community event which supports local youth groups and projects. Over 4,000 people attended the event

- The West Sussex West School Sport Partnership & Everyone Active are engaging with 13 local Primary and Infant Schools on a sports programme Huff And Puff. This is a family active project that also develops fundamental sports skills for children in Year R, Year 1 and Year 2. Each of the 360 pupils taking part in the programme receives a free sports bag with fun equipment for them to use at home to aid their physical development. A booklet with ideas for games is also supplied and parents are encouraged to fully interact with their children with these activities at home over six weeks in preparation for a fun festival held at the Westgate Leisure Centre. This festival provides an opportunity to show off the skills they have learnt as well as enjoy a reward of a bouncy castle and lots of exciting sport equipment to try out. This year this programme has also be extend to the Southbourne area. School now currently taking place in these programmes are: Westbourne, Thorney Island, Southbourne, Compton, Bosham, Tangmere, North Mundham, Jessie Younghusbands, Rumboldswyhyke, Chichester Free School, St Richard, Slindon, Lancastrian and Eastergate
- The Future Flyers programme asks local schools to identify pupils being gifted in the areas of physical activity and sport. A total of 80 Year 5 and 6 pupils in this Gifted and Talented Programme enjoyed a series of developmental sessions throughout the academic year. The programme is designed to expand their awareness of sports, improve their fitness and agility, and increase their knowledge in essentials such as teamwork and leadership. Sports offered include Triathlon, Hockey, and Netball, with the latter two delivered by the Alex Danson Hockey Academy and the Hertforshire Mavericks respectively. The schools that have taken part in this are: Funtington, Bosham, Kingsham, Fishbourne, Westbourne, Tangmere, Slindon, Jessie Younghusbands, The March, West Dean, St Richards, Southbourne, West Wittering, Parklands, Eastergate and Lavant
- The Mini Olympics programme is an Inspire Mark legacy project that involves Year 5 pupils from schools across the District and encourages them to take part in different sports activities. Using sport as an engagement mechanism to address the following themes: awareness of other cultures, respect and sportsmanship, healthy living and bullying, a celebratory festival is organised in collaboration with the West Sussex West School Sports Partnership, the University of Chichester, and Chichester College. This year over 360 children will be involved
- Diversionary outreach sports programmes were delivered in the Chichester, Selsey and Tangmere Think Family Neighbourhood areas in partnership with Clarion Housing and the Community Wardens
- Primary Schools have been visited as part of the Five Ways to Wellbeing programme with Everyone Active contributing to the Physical Activity Session
- A #thisgirlcan Gotri programme was delivered at Westgate Leisure Centre for 60 females the aim of this was to encourage greater female participation in triathlons. A pathway was established to local club and the Chichester Triathlon Series
- The Sports Development Team worked with local partners in the delivery of a National Play Day event in Florence Park (within the Chichester East Think Family Neighbourhood Area). As well as celebrating children's right to play, Playday is a campaign that highlights the importance of play in children's lives and allows us to showcase local children's services
- The Sports Development Team continued to help with the delivery of the British colleges beach rugby festival this included attendance at working group meetings, help with setup on the day, staffing of event, facilitation of link between the colleges event and Chichester Rugby Football Club (RFC) event
- Walking Football sessions are successfully being delivered at all sites Weekly totals for both sites are in excess of thirty participants

2.2 Promoting Community Cohesion / Benefiting Target Groups

- A Sports and Activity Development Plan for 2018/19 has been effectively implemented across the Chichester District with the delivery of this managed by the Sports Development Team and the General Managers at the three sites
- Three free open days were held at the three leisure centres to encourage the local community to come and get involved in activities
- The Get Active Festival was developed in 2005 as an Olympic Legacy event. The Festival involves many different sports clubs offering free taster sessions for people of all ages. Local sports clubs and activity providers offered come and try it sessions and demonstrations in order to provide pathways into local clubs and increase participation. The Get Active Festival has many success stories of how young people have tried an activity and as a result have gone onto represent the country in sports such as; boxing, fencing, judo and softball proving that this initiative can inspire and develop future athletes. In 2019/20 we are looking to work closely with a local school to further develop the offer
- A customer focus group continues to be held on a quarterly basis to gain customer feedback on the sites and the activities on offer

2.3 Improving Health and Wellbeing

- The Active for Health Coordinator has continued to work closely with local GP's to ensure there is a clear pathway to increase the number of people completing the Exercise Referral Scheme and moving into mainstream leisure activities. (see key performance indicator 4.3)
- We have promoted healthy activity through local businesses (eg corporate membership, pre-work and lunch time workouts, Healthy Workplace Scheme etc.) Partner engagement
- A detailed marketing plan has been implemented using local media sources based on demographics
- We continue to work with ChiVaac to support local clubs with volunteer recruitment and retention. We have a member of the Sports Development Team designated to be our Volunteer Coordinator to ensure a quality volunteer experience
- The Chichester District Community Sports Forum was launched in April 2015. It provided an opportunity for local sports clubs and organisations to meet and discuss issues that they face and allow us to better understand their needs and offer support with their ongoing development. We held the forum in February 2019 and worked with our partners the University of Chichester, Chichester District Council, Chichester College and Active Sussex to deliver the forum. We have been able to support this event through use of facilities, promotion of the sporting pathways available and work experience/volunteer opportunities for students and coaches

2.4 Quality of Service

- To ensure quality standards across the Chichester contract the Everyone Active quality management system is used. Gold standard audits take place to ensure the quality standards are being followed. Audits this year have included Health & Safety, Swimming lessons and Sales
- Customer feedback is continued to be sought using the following methods:
 - Annual customer survey
 - Customer feedback forms
 - Customer focus group
 - Meet the Manager sessions (Bourne) & (The Grange)
- All three sites and the Sports Development Team have had a Quest Assessment (Quest is the UK Quality Scheme for Sport and Leisure) and achieved the grade of Excellent, placing all in the top 25 in the UK

2.5 Providing Local Economic Benefit

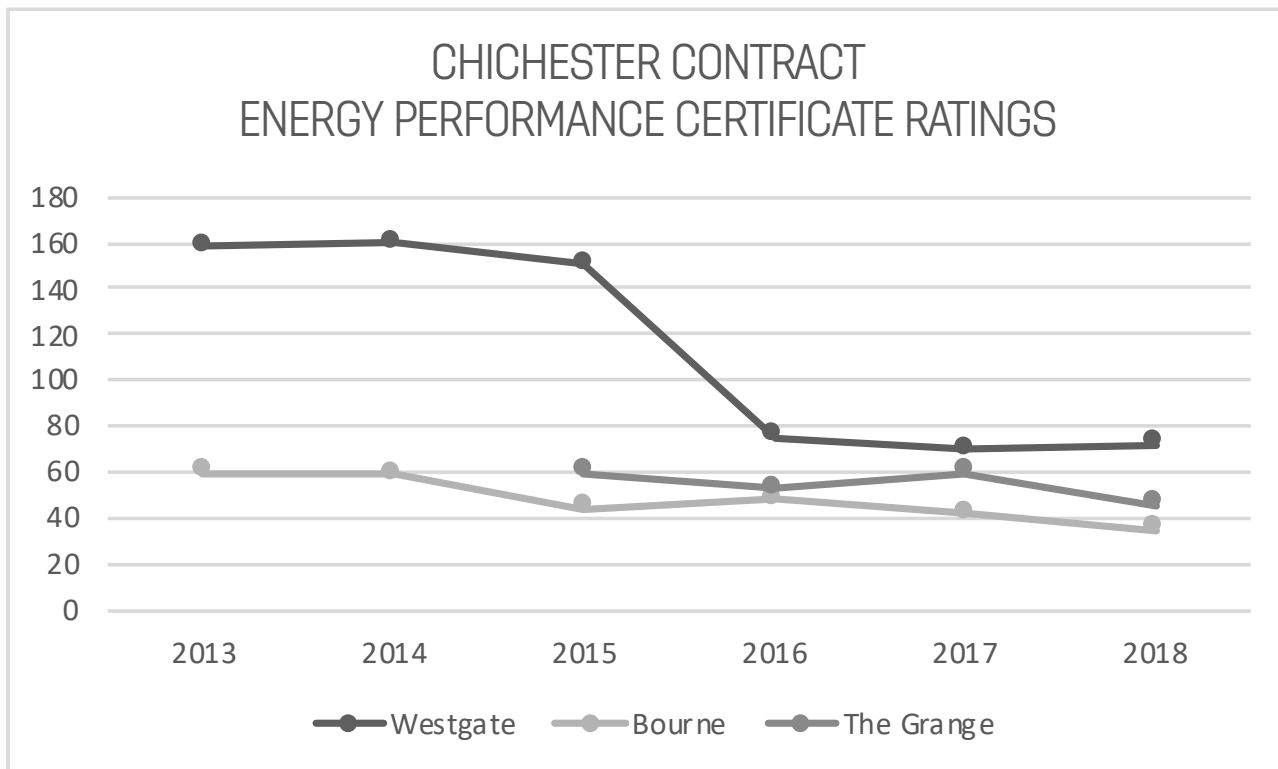
- A comprehensive staff training programme, personnel development plans, Emerging Managers Programme and apprenticeship schemes have been introduced into the Chichester contract. We currently have six apprentices' employed across the Chichester contract. We are ranked in the top three Everyone Active sites in the South East for apprentice engagement. One member of staff was nominated for the emerging General Manager course and has since gone on to become the new General Manager at Bourne
- We have provided six work placements in the past twelve months as well as providing work experience opportunities to local secondary schools. These have been offered in both Leisure services and Sports Development

2.6 Sustainability/ Environmental Improvements

- We have continued internal recycling and environmental awareness programmes and energy reduction plans for staff and customers. This is led by each sites Carbon Reduction Coordinator. An environmental board is on display at each site which encourages users to use green methods of transport and is kept up to date on the centre's performance
- We have continued to ensure regular repairs, maintenance and servicing is carried out on plant and equipment – ensuring equipment operates efficiently
- Below shows the total tonnage of recycling from each site. As well as this recycling we have saved 20 trees from confidential waste recycling

Site	Tonnes of Recycling
Westgate Leisure Centre	2.87
The Grange	1.87
Bourne	0.87

The graph below shows the continued improvement in the Chichester contract Energy performance scores year on year.



2.7 Value for Money

- All prices have been reviewed as part of an annual pricing review. Most prices have been increased, the average price increase is the rate of inflation. Concessionary rates continue to be applied across the contract. All core prices were issued to Chichester District Council for approval in December

3.0 Community Inclusion

3.1 Think Family - Access all Areas

As well as focused delivered activity sessions we have continued to offer free use of the public facilities at all of the leisure centres to up to fifteen families who would benefit from the facilities.

Families are identified in partnership with Chichester District Council and West Sussex County Council.

Please see below an example referral:

X has asked to join a gym. This would be perfect for her as she makes poor choices around friendships, self-harms and has recently been admitted to A&E due to an overdose and threats to hurt herself. X struggles to regulate her emotions, is either happy or sad and is currently not in school as the school cannot deal with her behaviour. X has been at risk of CSE (child sexual exploitation) drinks alcohol (has often been found drunk around Chichester in the day) and smoke cannabis. The fact she has asked for this without being prompted is a positive. X little sister Y is witnessing X behaviour and struggles with social skills. Z (mum) is feeling overwhelmed and exhausted. For the family to come together to engage in positive activities would make a big difference, get them healthier and so on.

W (Family Support Key worker)

3.2 Looked After Children (LAC) and Care Leavers Agreement

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

3.3 Compass Card West Sussex Agreement

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

3.4 Wellbeing obesity clinics

Free access to facilities is given to the Wellbeing team to deliver obesity clinics throughout the year.

3.5 Living Well Afternoon

In partnership with the Alzheimer's Society Westgate Leisure centre offered a free afternoon of activities to encourage those in later life to take part in exercise. Activities included Bowls, Badminton, Table Tennis, Pilates, swimming and Short Tennis. The Chichester Wellbeing team were also on hand to offer health MOT's.

Another afternoon is planned for early 2019/20.

4.0 Performance Against Key Performance Indicators

4.1 Usage

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

- 3% increase in attendances compared to 2017/18
- 4% increase by people aged over 50 compared to 2017/18
- 2% increase in young people aged 0-15 compared to 2017/18
- 3% increase in people with disabilities compared to 2017/18

In 2018/19 we have achieved the following figures:

KPI	2017/18	2018/19	% Change
3% increase in attendances compared to 2017/18	1,421,356	1,420,767	0%
4% increase by people aged over 50 compared to 2017/18	208,040	207,065	-0.5%
2% increase in young people aged 0-15 compared to 2017/18	106,243	110,002	4%
3% increase in people with disabilities	14,713	15,805	7%

Overall attendance performance for individual sites are below:

Site	2017/18	2018/19	% Change
Westgate Leisure Centre	800,670	803,313	0.3
The Grange Community & Leisure Centre	382,652	382,808	0.04
Bourne Leisure Centre	238,034	234,646	-1.42

As you can see we have fallen short in increasing overall attendances across the sites in 2018/19. Both The Grange and Westgate have seen very slight improvement however Bourne has seen a slight reduction in users. This has been predominately because the Bourne membership number has been lower in 18/19 when compared to 17/18. On average Bourne had 53 less members per month in 2018/19 than 2017/18. This amount of members would be the equivalent of 6060 visits per annum.

We have seen good increases in two of our target age groups exceeding the KPI's set but further work will need to continue to encourage more over 50's to access facilities, an action plan will be put in place for 2019/20.

4.2 Membership

The following KPI was set regarding membership numbers:

- Increasing direct debit, member numbers and retention rate. To reach 6500 by end of year three

The table below shows the current position:

Site	Amount of members 2018/19
Westgate Leisure Centre	4,320
The Grange Community & Leisure Centre	1,283
Bourne Leisure Centre	987
Total	6,590

These memberships include both Gym access, Class access and at Westgate Leisure Centre swimming pool access.

4.3 Exercise Referral

The following KPI was set regarding the exercise referral programme:

- 5% Increase in number of participants completing the exercise referral programme
- 1% Increase in retention of participants following the exercise referral programme

The table below shows the end of year result:

KPI	2017/18	2018/19	% Change
5% Increase in number of participants completing the exercise referral programme	256	268	5%
1% Increase in retention of participants following the exercise referral programme	232	238	3%

4.4 Quest

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

- Attainment of Quest Outstanding at Westgate and Quest Excellent at Bourne and The Grange
Awaiting Quest assessments

4.5 Quality

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

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

The Customer satisfaction result from our annual customer survey carried out in December/January 2017/18 was 92% customer satisfaction this has been maintained in the 2018/19 survey.

The survey received 302 responses in total; 151 responses were from Westgate Leisure Centre users, 49 were from Bourne Leisure Centre users and 102 were from The Grange. Female respondents outnumbered males for this survey and, responses came from a good range of ages, the over 65's were the biggest represented group followed by the 45-54.

The majority of the respondents were direct debit membership holders making up 57% of the respondents. Centre memberships represented 17% of the users surveyed. The length of membership held by respondents was very evenly split with 35% between 1-5 years followed by 21% more than 10 years being the highest categories.

The majority of the respondents who completed the survey attend the centre three or more times per week 38% with the next highest grouping being twice a week at 28%. 89% of respondents would be likely to recommend Everyone Active Chichester sites to a friend or colleague, on a scale of 0-10, with 0 being very unlikely and 10 being very likely, 89% of respondents ticked 7 or higher. This has increased from 80% on the previous survey. (78% 2014)

Level of satisfaction is high with contact in person, 92% of respondents are either very satisfied or satisfied with this method of communication. This is the same as the previous survey.

Dissatisfaction with communication over the telephone has increased to 12% saying they were either dissatisfied or very dissatisfied. 92% of respondents are very satisfied or satisfied with the general level of cleanliness throughout the centres which constitutes an increase on the 89% result of the last survey (75% 2014).

Please see full report as appendix.

4.6 Health & Safety

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

KPI	2017/18	2018/19
Number of Health and Safety incidents No increase on 2017/18 figures per 10,000 visits	0.189	0.148
Number of accidents reportable to HSE. No increase on 2017/18 figures per 10,000 visits	2	0

A detailed breakdown by site can be found in the appendix.

4.7 Training

The following KPI was set with regard to training:

- Increasing workforce development opportunities such as coach education courses, apprenticeship schemes. Min 7 NVQ's and four Apprentices

The results of this are shown below:

Name	Course Completed
Harvey Kyte	Ops Services (Pool) L2 App (004)
Harry Ball	Ops Services (Pool) L2 App (004)
Charley Blackman	Ops Services (Pool) L2 App (004)
Jamie Fellows	Active Leisure Fitness L2 Group Studio Cycling
Oliver Pulleyblank	Ops Services (Pool) L2 App (004)
Jenna James	Sales L2 App
Thomas Creed	Activity Leadership Multi Skilled (Gym - Adolescent) L2 App
Grace Fisher	Active Leisure Fitness Level 2
Jake Hurst	Ops Services (Dry) Level 2

We have had five apprentices working across the Chichester sites in 2018/19.

A number of staff have been on other courses including:

GP Referral Course, Balanceability, Cancer Rehab, Stability Training, Carbon Reduction Coordinator Training, Sales Boot camps, Managing People, NPLQ Trainer Assessor, First Aid, Emergency Defibrillation and Recruitment and Selection.

5.0 Charitable Fundraising

5.1 Ultra-White Collar Boxing

Everyone Active work closely with Ultra White Collar Boxing and are proud of the fantastic work to raise money for Cancer Research UK as a partnership. At our charity boxing events we hold a raffle and auction where all proceeds go to Cancer Research. The boxers also raise money through sponsorship from friends, family and local businesses. Each boxer is required to raise a minimum of £50 but many of them raise a lot more. Three events were held at Westgate in 2018/19.

The link below will take you to the Ultra White Collar Boxing Just Giving page which has over fifteen million pounds worth of donations.

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

5.2 MIND

Everyone Active Chichester has raised more than £1,800 for its chosen charity, Mind, after hosting a range of activities across the leisure centres.

We helped to get Chichester extra active in November by engaging customers and colleagues at Westgate Leisure Centre, Bourne Leisure Centre and The Grange Community and Leisure Centre in a number of fundraising events. Everyone Active has raised £45,906.19 for MIND in 2018/19.

5.3 Swimathon

Over the weekend of March 30th and 31st Westgate Leisure Centre took part in the national Swimathon to help raise vital funds for Cancer Research UK and Marie Curie.

There were a variety of distances available so all ages and abilities could participate. There were individual challenges– 400m, 1.5k, 2.5k, 5k and the new Triple 5k. There were also 1.5k and 5k swims available as team challenges for family, friends or colleagues to take on.

So far Everyone Active sites have raise £163,124 from the Swimathon Event.

6.0 Sports Clubs, Community Groups & Societies

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

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

Westgate Leisure Centre	The Grange Community & Leisure Centre	Bourne Leisure Centre
Active Tots	Badminton 87	Southbourne Gym Club
South Coast Sports - Football	Midhurst 82 Badminton Club	South Coast Sports
CDC Badminton Club	Midhurst Gym Club	Bourne Badminton
(Omar) Zheng Dao Lo Martial	Midhurst Indoor Stoolball League	Coal Exchange
Weightwatchers	Not 2 bad	Baby Ballet
Chichester Fencing Club	The Grange Badminton Club	Southern Judokan Judo Club
The Academy of Gym	Centre Stage Academy Theatre School	Bourne Community College
Chichester Aikido	Cowdray Park Bridge Club	Adult Ballet
Friday Night Football Club	Double LL Club	Boogie Bounce
Sama Karate	Labour Party	NHS Blood & Transport
(Ed) Zheng Dao Lo Martial Arts Academy	Midhurst Art Society	Bourne Archery Club
Adult Ballet Classes	Midhurst Eagles Short Mat Bowls Club	
Out There West Sussex	Midhurst Grange Bridge Club	
Chichester Cormorants Swimming Club	Midhurst Long Mat Bowls	
Westgate Chichester Triathlon Challengers	Midhurst Squash Club	
Westgate Chichester Triathlon Leisure and Wellbeing	Rother Valley Together	
The Sanctum	Rotary Club of Midhurst and Petworth	
Teddy Wilfs	Sama Karate	
Chichester Sports Therapy	The Midhurst Dance School	
Mercer 5-a-side Football	Midhurst Rother College	
Wiltshire 5-a-side Football	Over the Counter	
Cole's 5-a-side Football	Tuesday PM Badminton	
Minton's 5-a-side Football	Anderson Badminton	
Keynes 5-a-side Football	Midhurst CC Football	
Chichester Dance Centre	Ladies Badminton	
Bibble & Bubble	Flying Shuttles Badminton	
Ingeus UK	Lambert Badminton	
University of Chichester	Rother Badminton	
Swimming Club	Racketeers Badminton	
Cornellius House	Amies Badminton	
Living Fountains	Bingo Club	
	Haven Beauty Rooms	

7.0 Marketing

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

7.1 Open Days

Open days took place across the sites to coincide with the Get Active Festival in September. Activities were offered including Free swimming/ Gymnastic tasters/ Bouncy Castle and Soft Play/ Gym challenges/ Face painting/ Taster classes/ Badminton Skills/ Walking football and many more. The Grange also had an Open day to celebrate the 5th birthday of the new Grange. The days attracted good footfall and raised the profiles of the three sites.

7.2 Social Media

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

Site	Page Likes	2017/18
Westgate Leisure Centre	3722	3486
The Grange Community Leisure Centre	575	478
Bourne Leisure Centre	617	395

Please note Bourne and The Grange did not have their own Facebook pages prior to Everyone Active.

Please see media plan for 2018/19 in the appendix to this report.

7.3 Everyone Active Cards

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

Site	Cards issued at each site
Westgate Leisure Centre	50,369
The Grange Community Leisure Centre	9,380
Bourne Leisure Centre	8,520

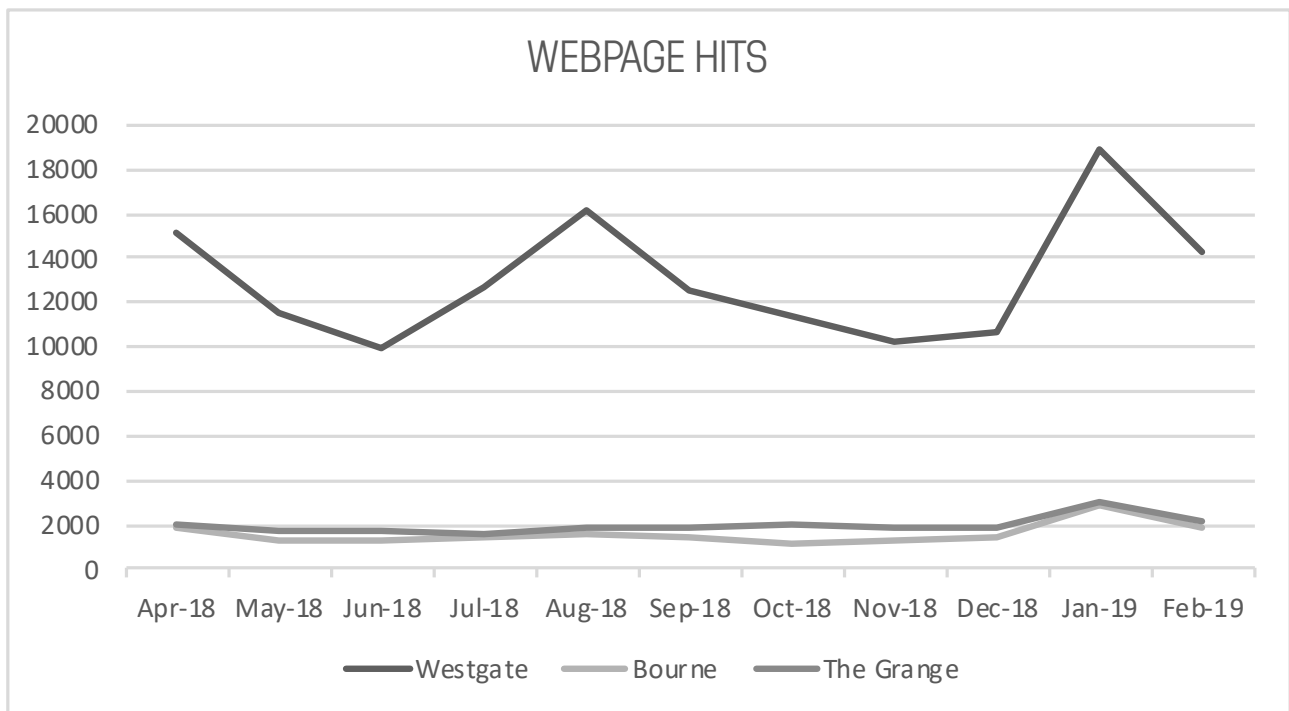
7.4 Everyone Active App

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

Site	App Users
Westgate Leisure Centre	9887
The Grange & Community Leisure Centre	1943
Bourne Leisure Centre	2091

7.5 Website Usage

Website usage continues to be strong across the three sites. The graphs below show website visits per site:



Website Page Views - 1st April 2018-31st March 2019												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Westgate Leisure Centre	15082	11592	9919	12747	16152	12557	11388	10287	10676	18833	14327	16585
Bourne Leisure Centre	1804	1262	1216	1355	1502	1435	1168	1249	1492	2808	1848	2356
The Grange & Community Leisure Centre	2002	1678	1659	1610	1880	1893	1932	1893	1921	3022	2192	2578

8.0 Audits and Statutory Visits

8.1 Environmental Health Audits

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

8.2 Health & Safety Audits

Everyone Active perform a Gold Standard Health & Safety Audit on an annual basis. All three Chichester sites were assessed. All sites scored above 95% again this year and received excellent feedback from the regional Health and Safety Team.

8.3 Quest Audit

Quest reviews are currently taking place across the sites and our new Quest ratings will be known in May.

Everyone Active Chichester – Customer Satisfaction Survey **December 2018/January 2019**

Full Report

Introduction

The Chichester contract conducted a consultation project during December 2018 and January 2019. The project aimed to find out about levels of customer satisfaction with the services and facilities provided by Everyone Active in the Chichester District. The survey includes questions about Westgate Leisure Centre in Chichester, Bourne Leisure Centre in Southbourne and Grange Community and Leisure Centre in Midhurst.

Methodology

The survey was issued both with paper copies available at all three centres as well as on tablets. The survey was promoted on the Everyone Active Chichester Contract web pages, through social media accounts (Facebook and Twitter) and through front of house promotion.

This report presents and analyses the results of each survey question. Where percentages do not add up to 100%, this is because respondents could select more than one answer. Agreement and disagreement figures quoted include all those who indicated they 'strongly agreed/disagreed' or 'agreed/disagreed' with a particular proposal. Where quotes are given, these are answers to questions where respondents could provide open answers. Invalid comments that are not reported could include 'No', 'Nothing' etc. or could be a repeated comment from an earlier question e.g. 'as above'.

Where relevant this report will draw comparisons with the last Westgate Leisure customer satisfaction survey, which was conducted in December 2016.

Executive Summary

The 2018/19 survey received 302 responses in total; 151 responses were from Westgate Leisure Centre users, 49 were from Bourne Leisure Centre users and 102 were from The Grange. Female respondents outnumbered males for this survey and, responses came from a good range of ages, the over 65's were the largest represented group followed by the 45-54 age range.

The results have a strong bias towards Westgate Leisure Centre, 49% of respondents saying they used this centre most often. The remaining respondents were split between Bourne Leisure Centre 16% and The Grange, Midhurst 34%.

The majority of the respondents were direct debit membership holders making up 57% of the respondents. Centre memberships represented 17% of the users surveyed. The length of membership held by respondents was very evenly split with 35% between 1-5 years, 21% more than 10 years, 11% less than 6 months, 20% 5-9 years and 12% 6 months to 1 year.

The majority of the respondents who completed the survey attend the centre three or more times per week (38%) with the next highest grouping being twice a week (28%).

89% of respondents would be likely to recommend Everyone Active Chichester sites to a friend or colleague. On a scale of 0-10, with 0 being very unlikely and 10 being very likely, 89% of respondents ticked 7 or higher. This has increased from 80% on the 2017/18 survey. (78% 2014)

Level of satisfaction is high for contact in person, with 92% of respondents either very satisfied or satisfied with this method of communication. This is the same as the last survey in 2017/18.

Dissatisfaction with communication over the telephone has increased, with 12% saying they were either dissatisfied or very dissatisfied.

92% of respondents are very satisfied or satisfied with the general level of cleanliness throughout the centres which constitutes a slight increase from 87% in the last survey. (75% 2014)

Centre Usage

The majority of respondents (57%) are direct debit members. Since the last customer satisfaction survey, direct debit membership has increased (1%) among survey respondents.

42%, up from 39%, of respondents had been using the centre(s) for 5 years or more; 23% of respondents had been using the centre(s) for one year or less which is an increase from the 27% from the 2017/18 survey.

Customer Satisfaction

Users were asked how satisfied or dissatisfied they were with the current methods of contacting the centre(s)

Overall

Overall	Very satisfied	Satisfied	Dissatisfied	Very Dissatisfied	I don't use this method
In person	55%	37%	1%	2%	5%
Over the telephone	38%	39%	7%	5%	11%
By email	35%	32%	2%	2%	29%

By Site

Westgate	Very satisfied	Satisfied	Dissatisfied	Very Dissatisfied	I don't use this method
In person	40%	49%	2%	3%	7%
Over the telephone	25%	46%	9%	7%	13%
By email	30%	36%	3%	3%	28%

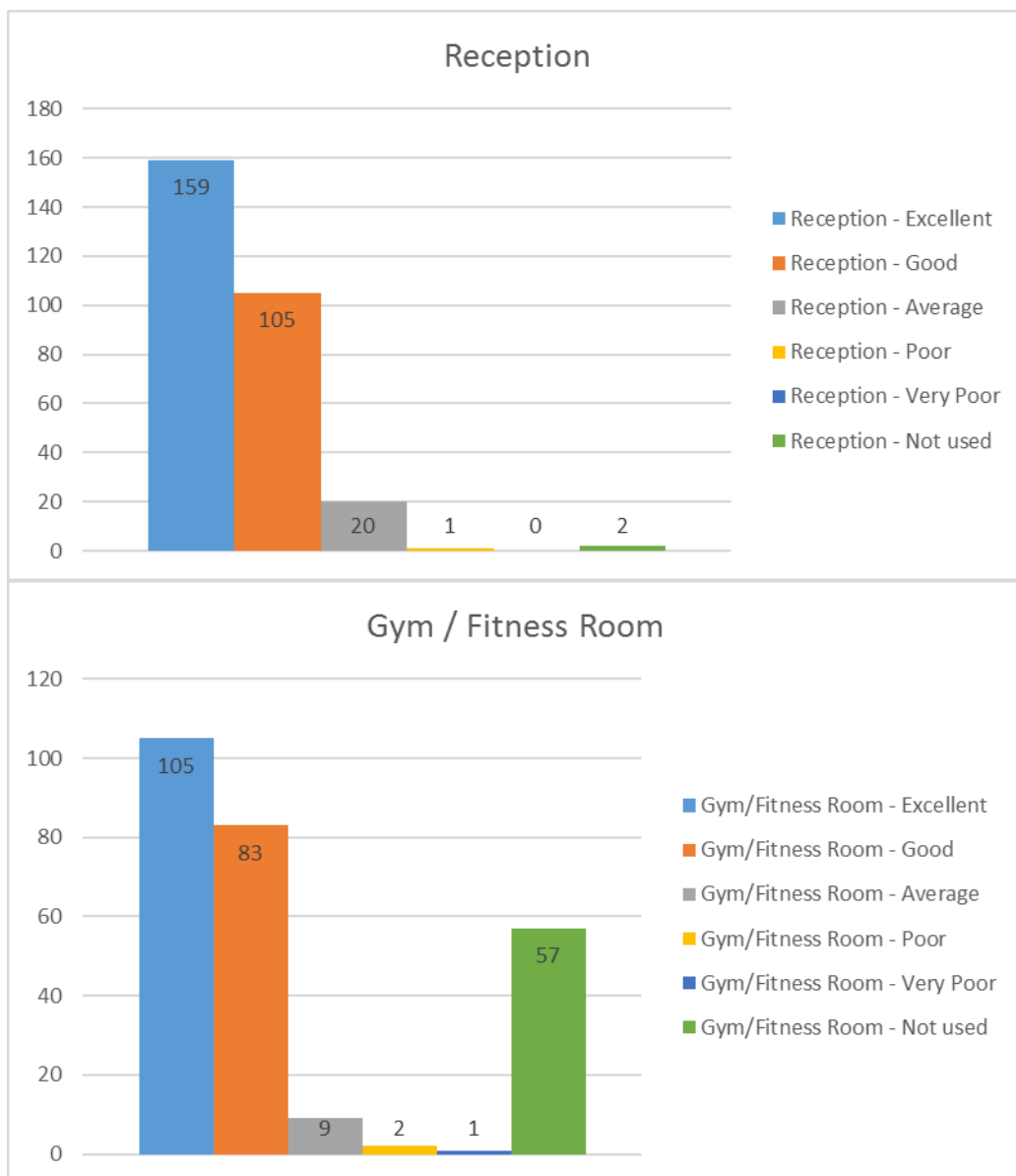
Bourne	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	I don't use this method
In Person	69%	29%	0%	2%	0%
Over the telephone	58%	38%	2%	2%	0%
by E-Mail	57%	30%	2%	2%	9%

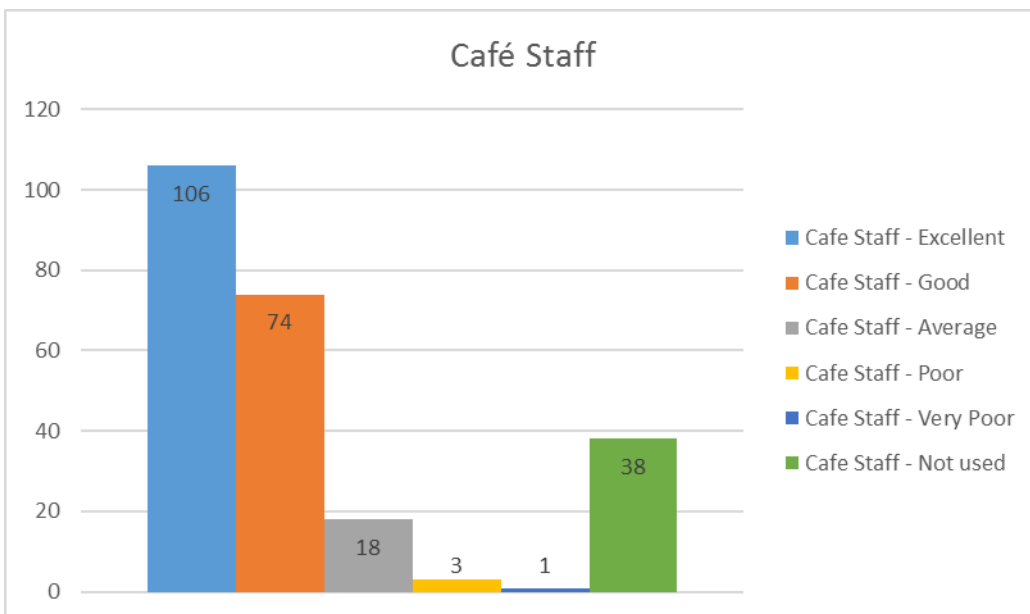
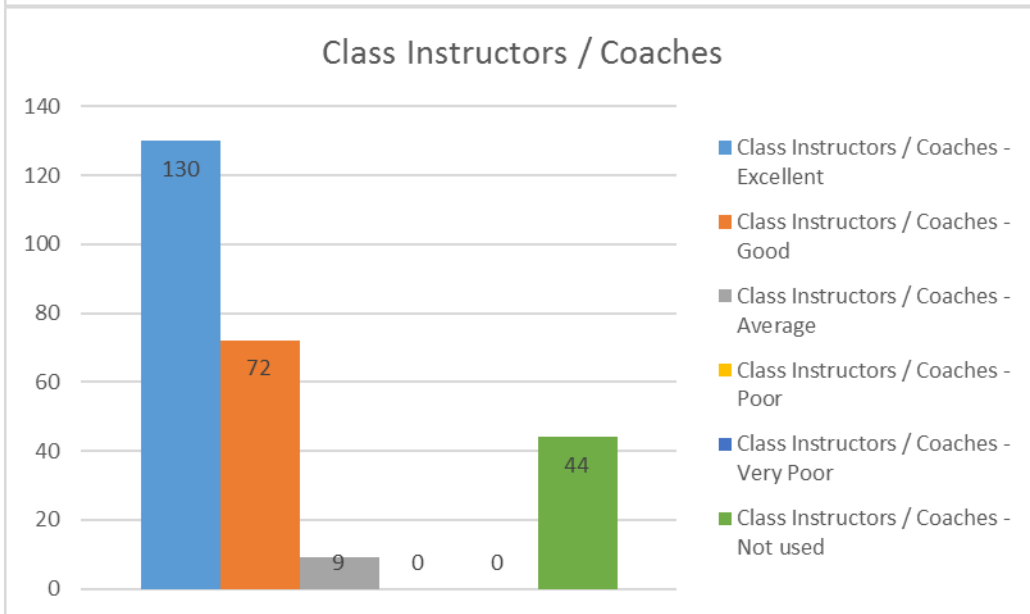
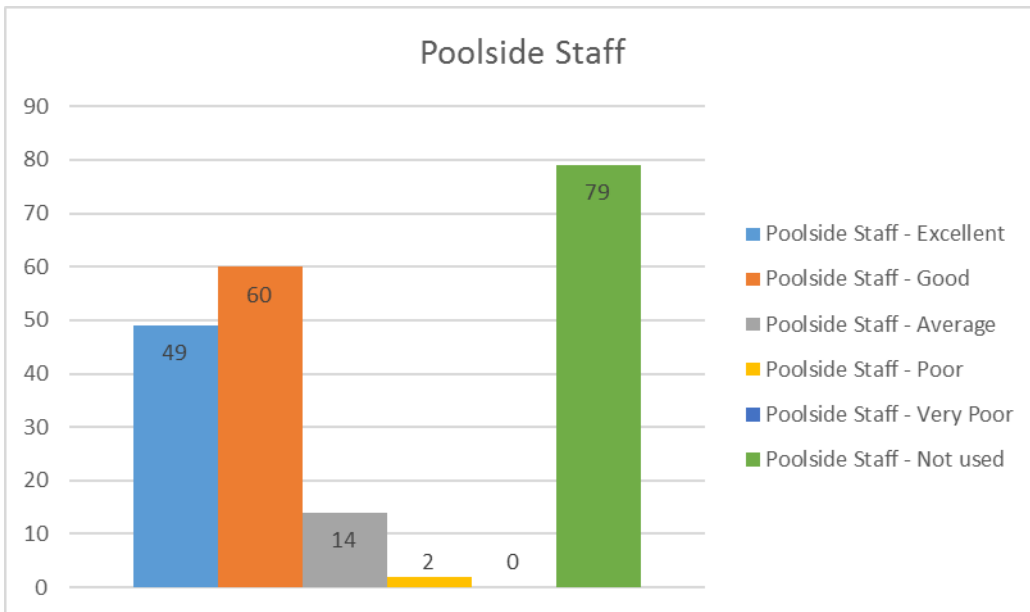
The Grange	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	I don't use this method
In person	67%	26%	2%	0%	5%
Telephone	45%	32%	6%	3%	14%
E-Mail	30%	36%	2%	2%	9%

92% of respondents are either very satisfied (55%) or satisfied, (37%) with contacting the centres in person, this is the same as 2017/18 survey although the percentages are different and more people are very satisfied.

The higher dissatisfaction levels with communication vary across the sites with Westgate being highest on the telephone 9%. This is a 1% increase on 2017/18. This is however a slight improvement on the 2016 survey 10%.

Respondents were asked in general how they rated the customer service they receive at the centres by area. The findings are displayed in the graphs below:





	Reception	Gym	Instructors	Pool staff	Café Staff
Excellent	55%	41%	51%	24%	44%
Good	37%	32%	28%	29%	31%
Average	7%	4%	4%	7%	8%
Poor	0%	1%	0%	1%	1%
Very poor	0%	0%	0%	0%	0%
I don't use this area	1%	22%	17%	39%	16%

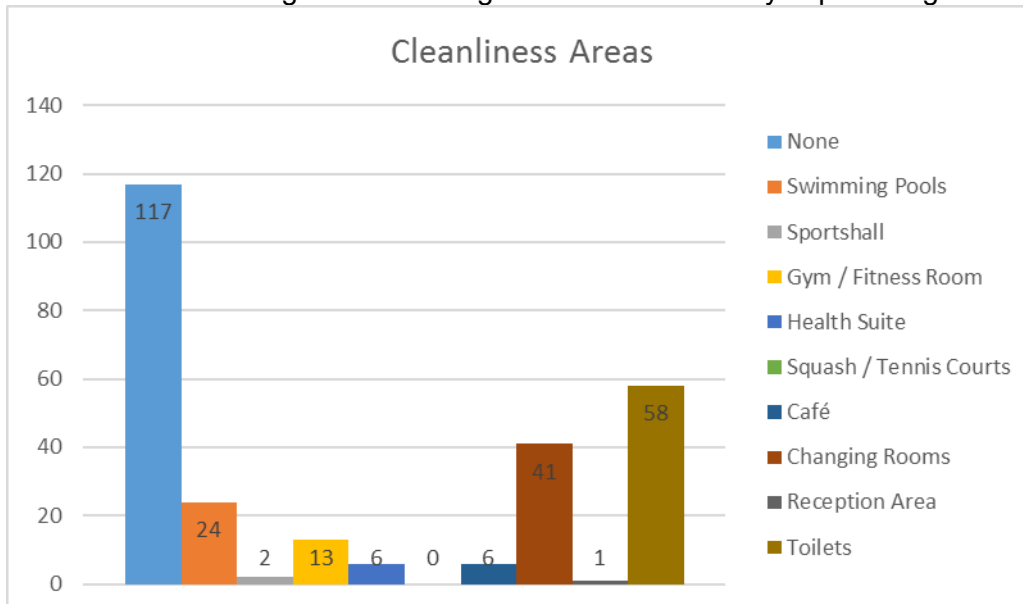
All the results above show the colleagues continue to deliver excellent customer service. This is further demonstrated in the comments section of this report.

Section 2 – Cleanliness of the Centres

93% of respondents are very satisfied or satisfied with the general level of cleanliness throughout the centres which constitutes an increase from the 87% score received on the previous survey (75% 2014). When the 93% score is broken down by site The Grange had 96%, Bourne Leisure Centre was 93% and Westgate Leisure Centre was 82%.

	Bourne	The Grange	Westgate
Very satisfied	82%	51%	25%
Satisfied	11%	45%	57%
Dissatisfied	7%	3%	15%
Very dissatisfied	0%	1%	6%

Customer's also thought the following areas were not always up to a high standard:



None	44%
Health suite (Chichester and Midhurst only)	2%
Reception area	0%
Swimming pools (Westgate only)	9%
Squash/tennis courts	0%
Toilets	22%
Sports hall	1%
Cafe (Westgate and The Grange only)	2%
Gym/fitness room	5%
Changing rooms	15%

Conclusions and recommendations for the future

- Continued effort is required on the cleanliness of the Westgate Leisure Centre village change. Some deep cleaning has been done but the planned closure to replace the pool hall window has delayed any more major close down of this facility.
- The car park voucher refund scheme continues to be an issue and an alternative solution would greatly enhance the customers' visits. Sarah Peyman is talking to Tania Murphy regarding this.
- Feedback was excellent regarding the colleagues at the sites.
- Very positive feedback regarding the range of activities and facilities on offer across the contract.

Month	Site	Total Accidents	Natural Causes	Sporting Injury	Other type of Injury	No of Customer Accidents	No of SLIPS (Non-Sporting)		No of Accidents involving Flumes	No of Contractor Accidents	No of Colleague Accidents	No of colleague days absense as a result of H&S issue (Stress, Accident etc.)	No of Customer Accidents RIDDOR reportable	No of Colleague Accidents RIDDOR reportable	Brief Overview of Trends Noticed and Action put in Place to Prevent Reoccurrence
							NB; DO NOT INCLUDE TRIPS	Accidents							
April	Bourne	1	0	1	0	1	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	18	8	3	7	17	2	0	0	1	0	0	0	0	0 no trends identified
	Grange	2	0	1	1	2	0	0	0	0	0	0	0	0	0 no trends identified
May	Bourne	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	15	3	3	9	15	0	0	0	0	0	0	0	0	0 no trends identified
	Grange	5	0	1	4	4	0	0	0	1	0	0	0	0	0 no trends identified
June	Bourne	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	12	2	5	5	12	0	0	0	0	0	0	0	0	0 no trends identified
	Grange	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
July	Bourne	1	0	1	0	1	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	20	10	4	6	20	2	0	0	0	0	0	0	0	0 no trends identified
	Grange	3	0	0	3	3	0	0	0	0	0	0	0	0	0 no trends identified
August	Bourne	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	17	8	2	7	15	0	1	0	2	0	0	0	0	0 no trends identified
	Grange	3	1	2	0	3	0	0	0	0	0	0	0	0	0 no trends identified
September	Bourne	1	0	1	0	1	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	8	3	2	3	7	0	0	0	1	0	0	0	0	0 no trends identified
	Grange	4	2	1	1	3	0	0	0	1	0	0	0	0	0 no trends identified
October	Bourne	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	14	1	6	7	14	2	0	0	0	0	0	0	0	0 no trends identified
	Grange	1	0	0	1	1	0	0	0	0	0	0	0	0	0 no trends identified
November	Bourne	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	11	2	5	4	11	0	0	0	0	0	0	0	0	0 no trends identified
	Grange	4	0	2	2	4	2	0	0	0	0	0	0	0	0 Slips in changing room identified
December	Bourne	0	0	0	0	0	0	0	0	0	0	0	0	0	0 no trends identified
	Westgate	11	6	2	3	11	0	0	0	0	0	0	0	0	0 no trends identified
	Grange	2	1	1	0	2	0	0	0	0	0	0	0	0	0 no trends identified
January	Bourne	7	3	2	2	6	0	0	0	1	0	0	0	0	0 NO TRENDS IDENTIFIED
	Westgate	5	3	1	0	9	1	0	0	0	0	0	0	0	0 no trends
	Grange	3	1	1	1	3	0	0	0	0	0	0	0	0	0 no trends
February	Bourne	2	1	1	0	2	0	0	0	0	0	0	0	0	0 No Trends
	Westgate	14	5	3	6	14	0	0	0	0	0	0	0	0	0 No trends
	Grange	1	0	1	0	1	0	0	0	0	0	0	0	0	0 No Trends
March	Bourne	1	0	1	0	1	0	0	0	0	0	0	0	0	0 No Trends
	Westgate	19	7	5	7	19	0	0	0	0	0	0	0	0	0 NO trends
	Grange	3	0	0	3	3	0	0	0	0	0	0	0	0	0 no trends

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Increase in participation by target group users	2% increase by people aged 50 and over compared with 2018-19 figures. 1% increase in young people aged 0-15 years compared with 2018-19 figures. 1% increase in people with disabilities compared with 2018-19 figures.							
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<p>Increase in number participants completing the exercise referral programme.</p> <p>Increase in retention of participants following the exercise referral programme.</p>	<p>3% increase compared with 2018-19 figures.</p> <p>3% increase compared with 2018-19 figures.</p>							
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<p>Attainment and improvement in Quest scores.</p> <p>Increased User/Customer satisfaction levels</p> <p>Increasing dd members (like for like) numbers and retention rate.</p>	<p>Maintain Quest at all sites.</p> <p>Current average of 91% and set to achieve 1% annual increase so must not drop below 89% in 2019/20.</p>							
<p>Number of Health and Safety incidents</p> <p>Number of accidents reportable to HSE</p>	<p>No increase on 2018/19 figures per 10,000 visits</p> <p>No increase on 2018/19 figures per 10,000 visits</p>							

Increasing workforce development opportunities such as coach education courses, apprenticeship schemes	Minimum 7 colleagues to complete NVQ qualification. Employ a minimum 4 apprentices across the Chichester sites.							
Reduction in annual CO2 emissions	Energy performance scores to as a minimum maintain the following bands: Westgate Band C (51-75) current score 72 Bourne Band B (26-50) current score 35 The Grange Band B (26-50) current score 47							

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Chichester District Council

Overview and Scrutiny

10 September 2019

Ice Skating Update

1. Contacts

Report Author

Sarah Peyman – Divisional Manager Culture & Sport

Telephone: 01243 534791 E-mail: speyman@chichester.gov.uk

2. Recommendation

- 2.1 To receive the further information requested at the March 2019 Overview and Scrutiny Committee regarding reinstatement of grass and a breakdown of costs that Chichester District Council incurred as a result of the ice rink.

3. Background

- 3.1 A report was presented to Overview and Scrutiny Committee in March 2019 that looked at the process involved in the delivery of the ice rink project, the reported benefits to the city centre, concerns raised by some local residents and lessons learnt from the year one event.
- 3.2 During the event, 19,072 skaters took to the ice; in addition to this there were a large number of spectators who entered the event area.
- 3.3 Car parking tickets sold including payment by phone and app increased by just under 5,000 users for the car parks within the city during December 2018 when compared to the previous December. The recent pattern had been for the use of car parks to fall over previous months when compared to the previous year. Christmas Park and Ride use also increased slightly during December 2018 when compared to the previous year's figures.
- 3.4 Chichester BID reported a general increase in visitors to the City in December 2018 although the shopper camera count in East Street went down by 7.3%. There were 1,999,820 visits to the area in December 2017 and counters recorded 2,067,300 in December 2018. That's an increase of 67,480 visits overall, some of which will have been people attending the ice rink, as well as the general entertainment/events within the city. Retailers have reported on a decent sales period over the Christmas period but no reliable conversion data is available.

4. Outcomes to be Achieved

- 4.1 The report provides further information requested by the March committee regarding the reinstatement of the grass following the departure of the ice rink and a breakdown of costs that Chichester District Council incurred as a result of the ice rink.

5. Proposal

- 5.1 As part of the planning permission there was a condition for a scheme for the making good of the ground and reinstatement of the grass to be submitted in writing to the Local Planning Authority for approval.
- 5.2 A scheme was submitted by the contractor and meetings were held on site with Chichester Contract Services to agree the proposed works. These works were then carried out by S3K's approved grounds work contractors.
- 5.3 Unfortunately due to the weather conditions the seed did not initially take as well as hoped and therefore additional over-seeding was requested. This additional requirement was again agreed with Chichester Contract Services who on this occasion carried out the additional works, funded by the deposit held from the hire of land deposit.
- 5.4 These additional works cost £190 and therefore the remaining £810 from the hire of land deposit was returned to S3K Limited.
- 5.5 There were many elements to the ice rink project including statutory and non-statutory functions. All aspects associated with planning, licensing and noise nuisance are statutory functions and have therefore not been included in the costs associated with staff time. For some of these statutory functions there is a charge and all of these elements would be required regardless of whether the event was held on CDC land or somewhere else in the district.
- 5.6 The Council received a payment of £462 for the planning permission and £116 for discharge of the planning conditions. In addition a fee of £100 was received for the alcohol, entertainment and late night refreshment license application.
- 5.7 The remaining officer time for non-statutory functions included the hire of land for the event and dealing with the customer complaints.
- 5.8 Officer time and costs for the hire of land element of the project involved staff from the Culture & Sport Team, Legal and Estates Teams. The costs calculated for this work equated to £669.79 (excluding oncosts). This cost is higher than normal hire arrangements as this was the first time an event of this nature was held and new licences needed to be produced.
- 5.9 Dealing with the complaints resulted in various levels of staff being involved in dealing and responding to these including the Chief Executive and the Council's Monitoring Officer. Complaints were in the form of emails and telephone calls and these were dealt with in line with the Council's complaints procedure with some complaints being escalated to a stage 2 and then to the Government Ombudsman.
- 5.10 All four complaints referred to the ombudsman found there was no fault by the Council in any of the complaints.
- 5.11 The costs calculated for dealing with complaints is £6,992.70 (excluding oncosts).

6. Alternatives Considered

- 6.1 A number of sites within the city centre were considered for the location of an ice rink. Due to alternative uses such as winter sports pitches, provision of public car parking and markets these were not viable, resulting in the use of the events space within Priory Park.

7. Resource and Legal Implications

- 7.1 A large number of officer hours were spent on this project as a result of the complaints received from a small number of public. Helpfully, new guidance has been issued as to unreasonable complainants with clear guidance for Councils as to how to address intensive, frequent complaints. It is important to note that the new guidance would have been applied in any case, but the impact of the complaints on this project has informed the project group looking at how to apply the guidance at the District Council.

8. Consultation

- 8.1 Initial contact was made with Friends of Priory Park, Chichester BID, Visit Chichester and the Chichester Vision steering group once an expression of interest for the ice rink had been received.
- 8.2 During the planning and licensing application process all statutory responsible authorities were consulted and members of the public were notified of the applications.

9. Community Impact and Corporate Risks

- 9.1 The aim of this project was to provide a fun activity for all ages that complemented the Chichester BID Christmas activities and encouraged visitors to the city over the Christmas period.
- 9.2 The increase in visitor numbers had a positive economic impact on local businesses and car parking income, in addition to offering a quality, fun, social ambience and festive cheer experience.
- 9.3 The proposal contributes to a number of actions within the Chichester Vision and links to theme three of the vision: A leading Visitor Destination: - presenting a lively and attractive offering of high quality leisure opportunities, and providing a variety of events and activities.

10. Other Implications

	Yes	No
Crime and Disorder		X
Climate Change and Biodiversity		X

Human Rights and Equality Impact		X
Safeguarding and Early Help		X
General Data Protection Regulations (GDPR)		X
Health and Wellbeing		X

11. Appendices

11.1 None

12. Background Papers

12.1 Ice Skating Review - 12 March 2019 Overview and Scrutiny Committee

Chichester District Council

Overview and Scrutiny Committee

4 September 2019

Economic Development Strategy and Inward Investment and Growth Strategy

1. Contacts

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2. Recommendation

2.1 To receive the draft Economic Development Strategy and draft Inward Investment and Growth Strategy prior to the strategies being considered by Cabinet

3. Background

- 3.1 The Council's Corporate Plan aims to "Improve and support the local economy to enable appropriate growth".
- 3.2 The Council's existing Economic Development Strategy up to 2019 aims to 'Create a Prosperous and Sustainable Economy' for Chichester. It aims to address the demographic imbalance by creating the right environment to attract and retain more working age households; retaining and growing its existing growth orientated businesses; and by creating an environment and communications infrastructure that will encourage new entrepreneurs to contribute to the District's future economic success .
- 3.3 The Councils Corporate Plan specifically aims to "Promote inward investment and support the economic use and development of existing and newly designated employment land, Horticultural Development Areas and other commercial land. In the area covered by the Chichester Local Plan (not including the South Downs National Park), this will create an additional land/office space of 16,000 sq.m of industrial/warehousing and 2,500 sq.m of office space by 2021"
- 3.4 In September 2015 an Initial Project Proposal Document was considered and approved by Cabinet to release funding for an Inward Investment project to enable the project to progress as soon as the site allocations had been confirmed by Planning Policy.
- 3.5 Following the Planning Inspector's Report to Chichester District Council (CDC) on the 26 October 2018, the Council adopted the Site Allocation Development Plan Document 2014-2029 on 22 January 2019.

3.6 A long side this an update of the Economic Development Strategy has been conducted 'in house'. A key pillar of the Economic Development Strategy is to develop an Inward Investment & Growth Strategy as described in 3.4.

3.7 A district-wide business needs survey was conducted between July and August 2018 to inform the Economic development Strategy work. This was conducted and analysed by the Council's Consultation team.

The business needs survey raised these key issues:-

- Availability of good quality space
- Increasing costs in relation to premises
- Brexit elicited a mixed response mainly on financial uncertainty but mixed views on whether they would be affected or not

The most commonly cited threats to their businesses were:-

- Increasing costs including rent and rates
- Poor infrastructure (including digital connectivity)
- Finding staff with the right skills
- Planning restrictions and lack of investment
- Brexit
- Changes in shopping trends

3.8 In January 2019, Marshall Regen with Nairne Ltd, were appointed to conduct research on behalf of the Council to inform the Inward Investment and Growth strategy.

4. **Progress to date**

4.1 The Economic Development Strategy is an update of the 2013 – 2019 strategy and will retain aspects of that strategy which continue to be relevant; it will suggest additional aims and also show where this strategy links with the Coast to Capital Local Enterprise Partnership's Strategic Economic Plan and WSCC's Growth Plan (draft attached at Appendix 1).

4.2 The updated strategy aims to reflect the changed economic and organisational conditions that now exist and is intended to be flexible enough to allow response to further changes in the economy, including those associated with the as yet uncertain impact of Brexit.

4.3 At the time of developing the last strategy, no-one was predicting the seismic change which has impacted the Retail Industry and which will lead to an evolution of town centre usage. Equally, the pace of change within the digital economy has accelerated and the way businesses operate has evolved. Take up of commercial space is still heavily influenced by accessibility but occupiers are now considering how premises and locations can be more appealing to employees. The development of co-working and flexible office space is a crucial part of the offer.

4.4 For the Inward Investment Strategy, work commenced on the research in January including discussion with key businesses and workshops with CDC officers . A final report was produced as a result covering the state of the District and recommendations to take forward.

4.5 From the recommendations a draft Inward Investment and Growth strategy has been prepared (attached at Appendix 2), with background information on the current state of the District, objectives and actions.

5. **Outcomes to be achieved**

5.1 The Economic Development Strategy will seek to allow for flexibility to react to the needs of our local economy.

5.2 It recommends a targeted approach to supporting indigenous businesses alongside the development of an Inward Investment & Growth Strategy to promote the district as open for business. It sets out that the High Street needs to be a key area of focus and that we need to make better economic use of the District's considerable natural and cultural assets.

5.3 The Economic Development Strategy builds on what has been achieved over the past seven years by continuing with the approaches which have been working, updating those to reflect the Chichester Vision and emphasising key areas of focus.

5.4 The development of the Inward Investment & Growth Strategy will outline actions over the next two years for the council to undertake and achieve. 3 headline objectives have been identified out of the work thus far:

- Branding and Marketing
- Relationship development with land owners, developers, agents, existing businesses and other councils.
- Developing a whole council approach to supporting business growth and inward investment.

5.5 Once the Economic Development Strategy and the Inward Investment & Growth Strategy have been approved, specific actions will be detailed in the Economic Development Service Plan.

6. **Finances**

6.1 For the Inward Investment & Growth Strategy, a budget of £40,000 was approved in September 2015; this was to cover costs of research, development of the strategy and branding and marketing of the District as a place to do business.

6.2 As of August 2019, £14,450.17 had been spent on the research and development of the strategy. The remaining budget will be spent on developing the Inward Investment & Growth branding and the development of support materials to promote the district, particularly digital information.

7. **Proposal**

- 7.1 That OSC notes the progress made to date on the draft Inward Investment and Growth Strategy and draft Economic Development Strategy.

8. **Community impact and corporate risks**

- 8.1 Without a coordinated and structured approach to Inward Investment and Growth within the District there is a risk that the employment land coming forward will not be promoted or filled.
- 8.2 A loss of employment land, with fewer businesses will mean the District is less viable in terms of residential choice and less attractive
- 8.3 Without an updated Economic Development Strategy we run the risk of untargeted and ultimately ineffective support to business. We need to attract inward investment into the district coupled with promoting that the district is a good place to do business for all. The emerging Inward Investment & Growth strategy needs to work within the Economic Development Strategy to promote growth for the whole district.

9. **Appendices**

- 9.1 Appendix 1 Draft Economic Development Strategy
- 9.2 Appendix 2 Draft Inward Investment and Growth Strategy

10. **Background Papers**

- 10.1 Economic Development Services consultation report – electronic link to document to follow.

Creating a Prosperous and Sustainable Economy
Economic Development Strategy for Chichester District

2019 - 2024

Foreword by Councillor xxxxxx - Cabinet member for Growth & Place, Regeneration and Finance

Chichester District Council is committed to supporting local businesses. We recognise that our businesses are the core contributors to the prosperity of our District.

Chichester is an affluent district with a rich cultural heritage, a positive 'feel-good' atmosphere, high quality recreational facilities and an outstanding natural environment. It is a district that people aspire to belong and to, with a progressive District Council committed to supporting business, it has all the ingredients to be one of the most desirable locations in the UK for business.

However, along with the rest of the country, we are seeing considerable changes to our high streets and through the focused plans we have been developing in Chichester City and in the rural towns, we hope to be well placed to ensure the ongoing vibrancy of these centres.

We also have yet to see the impact of Brexit so we need to ensure that we remain able to adapt our strategies to the realities of the local economy.

I hope you find this strategy for 2019 to 2024, and its aspirations, to be effective for these challenging times. The annual action plans that flow from this strategy will help to encourage and drive our local economy, making our district a place in which businesses thrive and prosper.

This economic development strategy builds on what has been achieved over the past seven years by continuing with the approaches which have been working, updating to reflect the Chichester Vision and emphasizing key areas of focus.

The priority areas of focus will be on the delivery of an Inward Investment Strategy to promote the district as open for business and on supporting the 'high street' through its current and future changes.

This economic development strategy also recommends a targeted approach to supporting indigenous businesses to grow, whilst encouraging inward investment.

It sets out that we need to attract and retain younger people; stresses the importance of education and training in raising aspirations and developing skills and aims to make better economic use of the District's considerable natural and cultural assets.

About this Strategy

Chichester needs an economic strategy that reflects the changed economic and organisational conditions that now exist but needs to be flexible enough to allow response to changes in the economy.

Currently, Brexit is an unknown factor; Government has been issuing briefings for business although as yet, we do not know what the impact will be.

Therefore this strategy will seek to allow for flexibility to react to the needs of our local economy.

This strategy is an update of the 2013 – 2019 strategy and retains aspects of that strategy which continue to be relevant but suggests additional aims and also show where this strategy links with the Coast to Capital Local Enterprise Partnership's Strategic Economic Plan, WSCC's Growth Plan, Chichester Vision and Visions in the Rural Towns.

At the time of developing the last strategy, no-one was predicting the seismic change which has impacted the Retail Industry and which is leading to an evolution of town centre usage. However, the Council has led the development of the Chichester Vision which has been adopted by the District Council and to which both WSCC, Chichester City Council and a number of partners have signed up. The delivery phase for the Chichester Vision is underway and through this together with the emerging Visions for the Rural towns, the District Council is well placed to react to the change in town centres but more importantly to plan ahead.

Equally, the pace of change within the digital economy has accelerated and the way businesses operate has evolved. Take up of commercial space is still heavily influenced by accessibility but occupiers are now considering how premises and locations can be more appealing to employees. The development of co-working and flexible office space is a crucial part of the offer. Chichester District Council has foreseen some of these changes, evidenced by the Council establishing the Enterprise Centre .

Chichester District Council cannot affect economic outcomes at a macro level, but its actions, priorities and leadership can make a difference to local businesses and residents. It can develop strong partnerships to access funds; lobby for investment; achieve cost-effective outcomes; influence others to work towards a common agenda; send market signals to investors about the sort of economy Chichester wants; use its own land and assets for local economic benefit; and as a large local business itself, its positive approach to recruitment and procurement can make a genuine impact to the local economy.

Unemployment levels are at a relatively low level, business survival rates are currently the second best in West Sussex outperforming neighbouring districts but the district is one of the lower performing districts in West Sussex for business start-ups according to the data underlying WSCC Growth Plan.

This refreshed economic strategy builds on what has been achieved over the past five years and sets out the future direction, based on the evolving economic conditions resulting from Brexit uncertainty and from the seismic changes in the Retail Industry. It recommends a targeted approach to supporting (high growth potential) indigenous businesses and the development of an Inward Investment Strategy. It acknowledges the need to attract and retain working age people; stresses the importance of education and training in raising aspirations and developing skills; encourages the District to make better economic use of its considerable natural and cultural assets.

Chichester District Council cannot take the credit for the District's future economic successes alone; nor can it take sole blame for its failures. Its impact will be judged in the

way it leads, acts and co-ordinates activity in the areas where it can make the most significant difference. This strategy will help it to do this.

Background

As at the date of this Strategy Chichester has over 7,500 active enterprises. The West Sussex Growth Plan data has shown that Chichester District has the lowest start-up rate in the county but one of the highest business survival rates. The previous strategy was not to focus on getting more businesses but on getting existing businesses to grow. The survival rates indicate that our Business Contact Programme has helped to support businesses but we can do more to encourage and assist with growth. We have delivered funding schemes which since 2016 have supported over 90 businesses, enabled economic use of vacant premises, and supported independent local businesses. These projects contributed to the protection of 242 jobs in the District and the potential of creating 232 new jobs.

The challenge now is to identify and support those businesses that have strong growth potential; that are likely to provide new higher value jobs and which will attract new investment. Such a targeted approach needs to sit alongside a broader sector based approach that focuses on strengthening networks and supply chains in key sectors.

Consultation evidence to support the previous strategy emphasised the importance of the food and drink sector; suggested that there was potential to expand the District's marine-related activities (perhaps in partnership with neighbouring coastal authorities); and recommended focus on activities related to the visitor and the creative economies.

The Economic Development Business survey conducted in the summer of 2018 asked businesses about their growth plans. Of those surveyed these key results emerged:-

Issues affecting growth	Response
Plans to move or acquire new premises	40%
Plans to expand	60%
Availability of suitable space is a barrier to growth	35%
Premises costs too high	32.3%
Lack of funding	32.3%
Hurdles affecting day to day business	Response
Recruitment and skills	40.7%
Business rates too high	29%
Being in the right premises	23.45

2 in 5 businesses plan to move or acquire new premises and 3 in 5 businesses said they had plans to expand. However, 35% cited availability of suitable space as a barrier to growth and this is underlined by 32.3% stating premises costs are too high. Lack of funding was cited by 32.3% of respondents.

In terms of hurdles affecting the day to day running of their businesses, 40.7% listed recruitment and skills, 29% listed business rates and 23.4% mentioned being in the right business premises.

The district's retail businesses are undergoing an extremely challenging time with many national chains under threat of collapse or indeed already closing. The high street is evolving

so support to businesses in this sector, particularly our independent businesses, will need to be developed according to need and in line with the Chichester Vision and with the emerging Visions of the rural towns.

There are a number of successful entrepreneurs and business leaders in Chichester. The District Council should seek to engage with them to promote Chichester to investors and to critique approaches to supporting local economic development.

Geography and road transport links mean that it may be prudent to have some focus on supporting the growth of businesses that are not transport dependent, although not at the expense of one of the District's key strengths in food and drink production. Given this, it is vital that there is access to up to date digital infrastructure and broadband in all parts of the District; that transport improvements are made where this is viable; and that the business accommodation needs identified in the Chichester Employment Land Review 2018 are met.

Chichester is widely recognised as having some of the country's most outstanding countryside and its theatres, art galleries, museums and beaches inspire creativity in artists, designers and media professionals. Nearly three-quarters (70%) of the District's land is part of the South Downs National Park; Chichester Harbour is an Area of Outstanding Natural Beauty (AONB); it has a rich and diverse coastline that supports both tourist activity and marine businesses; and it has listed buildings and Sites of Special Scientific Interest aplenty. These natural assets support a strong tourism sector which contributes £460m per year to the District's economy.

The quality of light and soil support one of the country's most important horticultural clusters; and its agricultural businesses produce outstanding local food and drink. They are the economic lifeblood of the District's market towns and villages, and the guardians of its countryside. The beauty of Chichester Harbour makes it attractive for yachting enthusiasts and it provides an ideal location for businesses linked to the Marine sector. The Witterings and Bracklesham Bay are popular destinations for family holidays and for windsurfers, kite surfers, divers and fossil hunters.

These are all substantial assets that give Chichester a reputation for quality, culture and refinement that are the platform for its current and future economic success and are major selling points to potential investors. The District attracts 6.5 million visitors every year, Chichester Harbour can accommodate 12,000 yachts, and Glorious Goodwood and the Festival are national highlights on the events calendar, but Chichester could create more innovative tourism packages that could encourage more of its day visitors to remain in the District for longer.

Chichester's rich and diverse food and drink production sector increasingly operates in competitive international markets and requires people with high-level business and technical skills. Its farmers and foresters have to find new ways of making their businesses competitive, making better use of their buildings and land, finding new ways of working together, exploring new markets (both at home and overseas), and strengthening supply chains.

Successful coastal areas are often those that have found ways of extending the holiday season to make better economic use of their access to the sea during the colder, winter months. This may mean strengthening marine related activities, improving and diversifying the retail and leisure offer in the coastal towns and to attract more people throughout the year.

Chichester has a well-educated population, high levels of entrepreneurship, and a high proportion of its residents work in 'higher level' occupations. The University of Chichester has around 5,000 students; boasts a newly opened Engineering and Digital Technology Park has academic strengths in Sport, Exercise and Health Sciences, Visual and Performing Arts, Cultural Studies and Social Studies. It also has a school of Enterprise, Management and Leadership. Chichester Further Education College has high student success rates; is a Queens Anniversary Prize winner for international education; and has a food and drink specialism at its Brinsbury Campus. West Dean College is an independent higher education college with an international reputation for conservation, creative arts and design.

However, GCSE attainment in some schools is below the national average; local businesses are concerned that the skills young people have are not well-matched to those that they need.

Universities and colleges are increasingly having to operate in a market environment, responding to student and business demand; whilst they are often expected to respond to forecasts of future skills needs in the local economy.

Developing and maintaining an on-going dialogue between education providers and business groups is essential to identifying ways of developing a more responsive curriculum; to find new ways of delivering learning packages on employer premises; and of equipping learners with the skills that they need to compete effectively in the local labour market. Education providers have an equally important role in developing learning pathways that are sufficiently attractive and flexible to raise the aspirations and skills of lower skilled people who might otherwise struggle to gain a foothold in the labour market.

Chichester has opportunities to do more to attract and retain young talent. It has a top-performing Further Education college that attracts a large number of international students; it has its own university, which could be supported to attract more students from elsewhere, and it has a large SME sector that could be encouraged to provide more work placements and opportunities for university and college leavers, and it can use its existing entrepreneurial talent to support its graduates to start their own businesses. It is no simple task to attract working age people, but the district will need them in the future to support its ageing population; improve its offer to visitors; and to provide the talent that its growth oriented businesses will need to prosper.

Priority 1: Inward Investment

Having a large business base is not enough to secure sustainable economic growth. Many micro-businesses are not growth oriented and will not provide higher value jobs in the future or increase the District's prosperity. We need a strategy for Inward Investment and for development of Employment Land to provide the future space for growing and new businesses.

Existing businesses have cited the A27 congestion as a barrier to growth and if we are to attract inward investment and to enable growth of existing businesses, the A27 must be improved.

A range of supporting actions will need to be implemented to support this priority, including:

Primary Aims

- 1.1 Develop and deliver a clearly articulated Inward Investment Strategy.
- 1.2 Promote and market the district as 'open for business' through an Inward Investment Prospectus articulated through a clear brand to attract Inward Investment
- 1.3 Develop a Digital strategy that aims to secure high-speed digital infrastructure and broadband access across the whole of the District and to build on the Gigabit roll out to public sector buildings to encourage businesses to access full fibre services. Work with WSCC to find the most effective spine routes for the District as part of Fibre roll out funded from the pooled business rates.
- 1.4 Promote the development of key employment sites identified in the HEDNA or Local Plan/Local Plan Review.
- 1.5 Support local business organisations to articulate the need for improvements to the A27 with Government.

Priority 2: Supporting the 'high street'

Aligned with an Inward Investment Strategy, we need to ensure that we support the 'high street' through its forthcoming changes. The future of the high street will not be all about retail and there is likely to be a significant shift towards independent businesses. The challenge will be to maintain a mix of sufficient 'anchor' shopping draws whilst encouraging a variety of independent retailers. The Chichester Vision sets out recommendations for the future of the city centre and this along with the emerging town visions will shape the support to the high street.

Primary aims:

- 2.1 Support and contribute to the delivery of Chichester Vision and the emerging rural town visions.

2.2 Deliver targeted support programmes to retail businesses and other businesses seeking to locate in our town centres.

Through the Business Contact Programme, pro-actively support businesses which can contribute to a more diversified offer on the high street and those which can help develop our night-time economy offer.

Priority 3: Create the Conditions to Support Growth-Oriented Businesses

An unfocused approach to business engagement risks spreading resources too thinly and may mean that some businesses fail to grow to their full potential. Growth oriented businesses are not confined to particular sectors, but they need the right business accommodation in the right locations and high quality, up-to-date digital and physical infrastructure. Digital infrastructure is essential for future growth but businesses are at varying stages of development regarding their needs– we need to support initiatives which aim to future-proof digital infrastructure. There needs to be a focus on identifying those businesses ready to grow through the Business Contact Programme. However, we cannot forget that 90% of the businesses in our district are micro businesses reflecting increases in self-employment and these businesses will also need support.

Primary Aims

- 3.3 Through the business contact programme, provide targeted support to businesses which fit the priority sectors identified in the emerging Inward Investment Strategy and those which will positively contribute to the evolving high street.
- 3.4 Underpin support via the delivery of grant schemes or training programmes.

Secondary Aims

- 1.3 *Undertake an audit of sector focused business support networks and establish where the District Council and its partners can add value to support business growth*

Strategic Alignment

The aims for the above 3 priorities support the following priorities that are set out in the West Sussex Economic Growth Plan, which provides the framework for a coordinated approach to economic development across the county:

- Strengthening the Coastal Towns
- Promoting West Sussex as a place to visit and work
- Enabling a workforce for the future
- Deliver the transport and communications infrastructure that businesses and residents need.

These aims also align with the Coast To Capital LEP's Strategic Economic Plan

Priority 2: Develop business infrastructure and support

Priority 3: Invest in sustainable growth

Priority 7: Improve digital network capability

Priority 4: Make Best Use of the District's Natural and Cultural Assets

Chichester's natural and cultural assets are what makes it distinct and special. They are the cornerstone of its economy and the reason why it is one of the England's most attractive places to live in and visit. Its natural and cultural assets underpin its great food and drink production and creative industries sector and give it the potential to develop a strong marine industries presence alongside neighbouring areas. Working with the natural environment is a key component of sustainable economic development. Chichester's high quality natural environment needs to be viewed as an economic asset, not an obstacle to securing sustainable economic growth.

Primary Aims

- 4.1 Linked to the Vision work for the District's market towns, provide on-going support through the Business Contact Programme so that the towns remain thriving centres that serve their hinterlands.
- 4.2 Support the District's farmers, foresters and landowners to make best economic use of their buildings and land assets within the constraints of landscape, wildlife and listed buildings designations.
- 4.3 Develop a co-ordinated approach to engage, support and promote the food and drink sector so that Chichester District is recognised as one of the country's leading food and drink producers.
- 4.4 Better understand opportunities for developing and growing the District's marine and coastal-related activities, linked to their strengths in the Solent area and improving and diversifying the retail and leisure offer in coastal locations.

Secondary Aims

- 4.5 *Encourage co-ordinated, high value visitor packages and to increase the value of tourism and culture to the economy through supporting the emerging Tourism and Cultural work.*
- 4.6 *Support the development of comprehensive list of the cultural and tourism offer*
- 4.7 *Working with partners, such as Experience West Sussex and Visit Chichester, maximize the positive economic impact of the district cultural & creative industries.*

Strategic Alignment

These aims support the following priorities that are set out in the West Sussex Economic Growth Plan, which provides the framework for a coordinated approach to economic development across the county:

- Strengthening Coastal Towns
- Promoting West Sussex as a place to visit and work
- Maximising the opportunities from Gatwick

It will align with Coast to capital SEP

Priority 8: Build a strong national and international identity

5. Additional area of focus:

Match Skills to Business Needs and Attract and Retain working age talent

Talent attracts investment and enables businesses to innovate and compete on quality. It is a key driver of economic growth. Acquiring the right skills also gives individuals more choices in the labour market, enables them to command higher earnings, and reduces their risk of social deprivation. Universities, colleges and training providers are key to raising aspirations, nurturing talent and supporting workplace learning. Education is not a purely economic endeavour. However, learning providers are increasingly operating in a market environment, where learning is seen as an investment upon which learners and sponsoring businesses expect to see a return. Universities and colleges need to be supported to find new ways of identifying and responding to local business and community skill needs, so that they contribute to the District's economic growth.

Chichester District's economy needs working age people over the longer term if it is to achieve sustainable economic growth. It needs people who can fill the lower and intermediate level jobs that support its ageing population and growing visitor economy; but it also needs to retain and attract fresh talent to enable its high growth businesses to expand and to attract new investment from outside. The local housing market is not accessible to younger working age households; its night-time economy is under-developed for younger people; and its SME-dominated labour market makes it difficult for many young people to build a career locally, hence the need to create higher value jobs.

Primary aims:

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

5.2 Work in partnership with Coastal West Sussex who are developing an action plan for investing in STEM skills.

5.3 Maximise internship and apprenticeship opportunities and increase work placement opportunities for young people and to develop their business and entrepreneurial skills.

Secondary Aims

5.5 Find viable solutions to specialist learning provision that meets local business needs.

5.6 Respond to the skills and employment needs arising from the South Downs National Park.

5.7 Working with Chichester Vision , undertake an audit of the District's recreational and cultural offer and its night time economy to ensure that it meets the needs and aspirations of younger households. .

Strategic Alignment

These aims support the following priorities that are set out in the West Sussex Growth Plan, which provides the framework for a coordinated approach to economic development across the county:

- Promoting West Sussex as a place to visit and work
- Enabling a workforce for the future

This will align with Coast to Capital SEP

Priority 4: Create skills for the future

Working in Partnership

This Economic Development Strategy links strongly with the ongoing delivery of the Chichester Vision and emerging rural town visions and will therefore involve regular partnership working.

Supporting business relies on building our partnerships with the Chichester Chamber of Commerce and Industry, the BID and networking organisations in Midhurst, Petworth, Selsey and the Witterings.

Reviewing Progress

Chichester District Council cannot grow the local economy alone, but in leading the delivery of this strategy and working with private, public and voluntary sector partners, it can help support the District towards sustainable economic growth.

The strategy is a core part of the District's future strategic plans and supports the new Local Plan and Chichester Vision. An annual action plan will be developed by the Economic Development Team as part of the Annual Service Plan.

Progress in delivering the strategy will be shared by the council within its existing partnerships and networks such as the Chamber of Commerce, BID, Town Councils, West Sussex County Council, the South Downs National Park Authority, the Coastal West Sussex Partnership, the Rural West Sussex Partnership; Action in Rural Sussex; and the Coast to Capital Local Enterprise Partnership.

DRAFT INWARD INVESTMENT AND GROWTH STRATEGY

Introduction

The aim of Chichester District Council is to make the district the best place to live, work and visit. This is reinforced by our aspiration to build a strong and sustainable economy that delivers good growth for the benefit of everybody in the district.

Economic growth results from continued investment, improved productivity and development. Growth is needed to improve the standard of living and quality of life of local residents; bring greater resilience to fluctuations in the global and national economy; and create investment in infrastructure, services and facilities. This in turn presents opportunities to enhance the quality of the natural and built environment.

Chichester District already enjoys a number of important economic strengths on which to build. We have a long history of successful business start-ups, an impressive Horticulture sector as well as the world renowned brands of Rolls Royce Motor Cars and Goodwood. Together with our well-qualified resident population this underpins an enviable, high quality of life in a district that takes in the outstanding surroundings of the national park and coastline. The districts economy is worth an estimated £3.1 billion and supports just over 74,000 jobs in over 7,600 businesses.

However we must not be complacent. There are significant challenges to address in order to build a truly sustainable economy that works for all. Our average workplace earnings across the district are lower than regional norms and there is a significant mismatch of earnings to the high cost of living in the district. There is a persistent loss of young talent who are well educated, but leave to work in cities where higher paid jobs exist.

The Economic Development Business survey conducted in the summer of 2018 asked businesses about their growth plans. Of those surveyed, 2 in 5 plan to move or acquire new premises and 3 in 5 businesses said they had plans to expand. However, 35% cited availability of suitable space as a barrier to growth and this is underlined by 32.3% stating premises costs are too high. Lack of funding was cited by 32.3% of respondents.

In terms of hurdles affecting the day to day running of their businesses, 40.7% listed recruitment and skills, 29% listed business rates and 23.4% mentioned being in the right business premises.

Competition for investment is increasing both nationally and internationally: It is also clear that the South East will continue to face stiff competition from other UK locations and from overseas locations targeting key sectors like Creative and Digital services and Professional and Financial services. The Tech City 2017 report, for example, lists a number of UK locations working to grow their technology sectors many of which (such as Bristol, Manchester, Sheffield and Edinburgh) have active inward investment programmes. Without a proactive effort, Chichester District is unlikely to attract the number and quality of investors necessary to build the area's longer-term image as a 'go-to' destination in the South East, let alone the UK.

There are barriers preventing the growth of higher paid jobs either through specific skills gaps or where transport, accommodation and digital infrastructure is preventing business growth. This Inward Investment and Growth strategy is all about providing a long term framework to build on our strengths address our challenges and deliver positive, focused interventions to create a more sustainable economy for the future. Chichester District Council needs to understand the drivers for businesses to choose the District as a location for investment and enable inward investment and growth within the District. The Council needs an Inward Investment and Growth Strategy in order to support this.

In April 2019 Marshall Regen Ltd and Nairne Ltd carried out research on behalf of Chichester District Council to identify what factors influence business decisions to grow or relocate.

This research aimed to inform the development of an Inward Investment and Growth Strategy for Chichester District Council. It considered the specific strengths of the Chichester District economy; consulted a range of businesses, investors, developers, commercial agents and stakeholders on their views of Chichester District as a business location, particularly in relation to factors that are most likely to influence business location decisions; reviewed the effectiveness of financial and other incentives in attracting business; and developed a series of recommended actions for Chichester District Council to take forward to improve the District's inward investment and growth performance.

Recommended Actions:

Action 1: Develop an inward investment and growth strategy, which is informed by:

- A summit with business leaders, investors and developers to agree the District's place-making distinctiveness and to test the inward investment and growth proposals;
- A development prospectus that provides details of available sites and provides key factual information about the District and the surrounding area that can be promoted through a range of different media; and
- Working alongside key public and private sector stakeholders, who agree to act as ambassadors, to promote Chichester District as a business location.

Action 2: Build alliances to strengthen the inward investment and growth offer, including:

- Mapping and reviewing existing business groups and forums both within and beyond the District and determining which ones are most useful for Chichester District Council to be involved with to achieve maximum influence; and
- Developing a clear vision as to how Chichester District contributes to the Solent and Coast to Capital LEPs' inward investment ambitions and ensuring that the District Council develops and maintains strong partnerships with both LEPs.

Action 3: Focus the role of the Inward Investment and Growth Officer around the following actions:

- Working across the District Council with lead officers and teams, who work closely with businesses to share soft intelligence and to ensure that there is a whole council approach to supporting business growth;
- Where possible, within legal parameters, developing a 'Chichester First' approach to procurement;
- Promoting the agreed Inward Investment and Growth Strategy through a range of media, forming part of a wider social media campaign;
- Promoting Chichester by ensuring that the District is represented at business expo events at Goodwood and other sector specific events throughout the UK;
- Developing an Account Management approach to engaging with the District's major businesses; and
- Leading on implementing the key recommendations of this report.

Policy Context

This new strategy, although tailored to local opportunities and challenges, has been shaped by national and regional priorities. This will ensure that a local approach to growing the economy is both cohesive and sustainable within national and regional industrial and economic strategies.

In November 2017 The Department for Business, Energy and Industrial Strategy published the UK Industrial Strategy White Paper which focuses on five foundations:

- Ideas
- People
- Infrastructure
- Business environment
- Places

Coast to Capital Local Enterprise Partnership Strategic Economic Plan 2018 -2030 “Gatwick 360” has eight economic priorities:

- Deliver prosperous urban centres
- Develop business infrastructure and support
- Invest in sustainable growth
- Create skills for the future
- Pioneer innovation in core strengths
- Promote better transport and mobility
- Improve digital network capability
- Build a strong national and international profile

West Sussex County Council published their Economic Growth Plan in May 2018. The priority themes and objectives are:

- Strengthening the coastal towns
- Maximising the opportunities from Gatwick
- Growing the green energy county
- Promoting West Sussex as a place to visit and work
- Enabling a workforce for the future

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Chichester District Council's Corporate Plan 2018 -21 includes the priority: Improve and support the local economy to enable appropriate local growth and within the objectives promote commercial activity and economic growth.

The Councils Economic Development Strategy is in the process of being reviewed.

Chichester as a Business Location

The factors that influence business location decisions appear to be fairly consistent. The research by Marshall Regen found that a significant issue is the links that businesses already have with a local area. Growth is most likely to come from expansions of existing businesses, so understanding and working with businesses that are already located within Chichester District should be the first element on any Inward Investment and Growth Strategy.

The main factors that influence business location decisions are:

- Site and land availability;
- The culture, identity and ambience of a place;
- Accessibility and access to markets;
- Proximity to current and potential markets;
- Access to good quality labour;
- Clusters, R&D and knowledge exchange; and
- Quality of life factors.

Chichester District does not yet have high visibility as a business location and may not be able to compete with some neighbouring areas in terms of land availability and cost. It lacks a clear narrative and proposition that it can clearly promote to investors.

The Chichester Economy

Historically, Chichester District has been a relatively strong performing economy, but there is evidence to suggest that, in economic growth terms at least, it has been flat-lining in recent years.

In economics, gross value added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of the economy. The GVA of the District has not

risen in line with other similar districts within West Sussex. In 1998, Horsham and Mid Sussex had a similar GVA's to Chichester, however they have both since overtaken Chichester. The average increase in GVA across West Sussex from 1998 to 2016 increased by 76.97%, in Chichester District this was just 65.89% (Source: ONS).

From an employment perspective, the District has strengths in wholesale and retail, accommodation & food service, health & social work and education, which account for just under half of the jobs. However, the agriculture/horticulture sectors are also key features of the District's economy. It has a high concentration of public sector employment, some niche manufacturing and a fairly strong creative industries sector.

Economic growth is expected to be driven mainly by higher value businesses in the professional, scientific and technical services sector, many of which do not require large commercial floorspace.

Inward Investment and Growth Strategy Objectives

In order to achieve a diverse and inclusive strategy there needs to be a focus on the following elements:

- **Branding and Marketing**
- **Relationship development with land owners, developers, agents, existing businesses and other councils.**
- **Developing a whole council approach to supporting business growth and inward investment.**

Branding and Marketing

- Producing an effective brand for Chichester District as an Inward Investment and Growth location for business to come to and grow in, emphasising the quality of life in the District.
- Development of marketing materials associated with the branding.

Branding is crucial for visibility and understanding of Chichester District Councils promise towards supporting businesses. Branding is important because not only is it what makes a

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memorable impression but it will allow our customers and clients to know what to expect from the organisation.

Branding, by definition, is a marketing practice in which an organisation creates a name, symbol or design that is easily identifiable as belonging to the organisation. This helps to identify a product and distinguish it from other products and services. It is a way of distinguishing ourselves from the competitors and clarifying what it is we offer that makes us the better choice. Our brand should be built to be a true representation of who we are as an organisation, and how we wish the District to be perceived.

A 2014 report from David Marlow Regen supports branding in terms of inward investment strategies:

“Strategies need to be underpinned by a coherent, compelling and distinctive place-marketing and positioning approach. EY (Ernst & Young) provide a strong starting point for identifying the criteria investors are looking for in this respect. A ‘big six’ of quality of life/culture/ diversity; technology and telecommunications infrastructure; political, regulatory and social stability; skills and education; transport and logistics infrastructure; and entrepreneurial culture provide building blocks for tailoring your local proposition that builds on general UK strengths.”

Chichester District has a number of strengths in terms of location. The area is very popular for families due to the proximity to outstanding schools, world renowned cultural offer and an unparalleled outdoor lifestyle. However the prominence and benefits of Chichester District are modest to people outside the immediate area.

The Council needs to build its business focused brand for many of the same reasons that businesses need to build their brand. Recognition, trust, respect and professionalism are often mentioned when people define the importance of branding.

Branding should not just cover one service area, but could encompass a variety of services, linked with the promotion of the District as a place to do business and links in with “Developing a council wide approach to supporting business growth and inward investment”

In terms of marketing materials to support the business focused brand, there would be at a minimum, a website and prospectus. Other materials could be produced in line with the branding for specific events or promotions.

The Economic Development team currently have a business directory, in partnership with My Business Client and are scheduled to have a revised version of this published by the end of 2019. This could serve well as the initial prospectus for Inward Investment and Growth as it promotes doing business in the District, however we acknowledge that more work will need to be done on this.

A website and a wider social media presence will be developed in house, it should be a one stop shop for Inward Investment and Growth in the District, giving businesses a clear connection to sites, opportunities and how the Council can support them.

Actions:

- **Branding exercise to encompass the business related functions of the Council.**
- **Development of materials and website to reflect business brand, information to include, but not be limited to; available sites, support the Council can offer and key contacts.**
- **Development of a “Welcome Pack” for businesses considering coming into the district or those who have already moved to the district.**

Relationship development with land owners, developers, agents, existing businesses and other Councils

- Building and maintaining a relationship with those involved in the provision of business space to ensure that the right space comes forward at the right time.
- Working alongside key public and private sector stakeholders, to act as ambassadors, to promote the District as a business location

There needs to be a coordinated approach to engaging with land owners, developers and agents so that knowledge sharing between the Economic Development team and key organisations becomes a regular occurrence.

Building a relationship with organisations who are trying to promote land and developments to occupiers is a key component of the strategy and keeping up to date with this information will allow the website to be continuously updated to show the most recent information.

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There needs to be a concerted effort to promote the district to businesses that are interested in the cache of being associated with the high end, hi-tech and cultural and artistic profile of the area.

Businesses often find it difficult to recruit staff with the right skills, and the District also finds it difficult to retain graduates, due to the high house prices and under developed evening economy. There are also concerns that the Further and Higher Education provision in the district does not adequately reflect local business needs.

Actions:

- **Inward Investment and Growth Officer to engage with relevant land owners, developers and agent**
- **Hold an event with business leaders, investors and developers to test the inward investment and growth potential of the District and to agree the place making distinctiveness.**
- **Work alongside key public and private sector stakeholders, who agree to act as ambassadors, to promote Chichester District as a business location.**
- **Develop stronger relationships with other Local Authorities, particularly those to the west, whom have traditionally been seen as very separate to Chichester as they fall within a different County and LEP.**
- **Support West Sussex County Council in their skills and education objectives.**

Developing a whole council approach to supporting business growth and inward investment

- Working across the District Council with lead officers and teams, who work closely with businesses, to share intelligence and to ensure that there is a Council wide approach to supporting business growth.

The Inward Investment and Growth Officer should be the key liaison for the Districts key services and officers that work with business by coordinating meetings to share information and knowledge, in order to provide an excellent service to all businesses.

How the District Council interacts with its existing businesses is central to delivering growth and securing inward investment. This includes understanding their needs, ownership

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structures and growth ambitions and responding to these accordingly. It also means ensuring that there is a whole council approach to working with businesses, so that soft intelligence can be easily shared and collective approaches adopted.

Actions:

- **Developing an internal network group between key officers who have regular contact with businesses, in order to share soft intelligence and ensure there is a whole council approach to supporting business growth.**
- **Attending other services team meetings, as and when required, to update them on key projects and update all officers on the role of economic growth within the district.**
- **Keeping members informed of key projects and business developments through the monthly members bulletin and briefing sessions .**

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

10 September 2019

Visit Chichester Monitoring Report

1. Contacts

Report Author:

Sarah Peyman, Culture & Sport Divisional Manager,
Tel: 01243 534791 E-mail: speyman@chichester.gov.uk

2. Recommendation

- 2.1 To receive the annual update report from Visit Chichester for 2018-19 and assess performance in line with the Service Level Agreement.**

3. Background

- 3.1 In February 2017, Cabinet agreed to assist with the development of Chichester District's visitor economy through the establishment of a new Destination Management Organisation and confirmed £50,000 annual partnership funding for five years from the commencement of the funding agreement and Service Level Agreement (SLA).
- 3.2 In November 2017 the new Chairman of Visit Chichester was appointed and a funding agreement and SLA was entered in to on 1st March 2018.
- 3.3 Monitoring and evaluation of the agreement takes place through quarterly meetings and a report on the service activities is provided to the Overview and Scrutiny Committee on an annual basis.
- 3.4 Following the commencement of the agreement, Visit Chichester are providing an annual report to identify achievements in the last financial year and a report to identify the activity undertaken in the last 6 months and future works to be undertaken later this year.

4. Outcomes to be achieved

- 4.1 In line with the SLA there are a number of activities and measurements to be achieved within this period. These include:-

Action 1: Appointment of Chairperson and Board Members of VC	
Activity	Measurements
1. To complete the appointment of a new Chairperson of the Board	Chairperson appointed
2. To refresh the Board Members to ensure a wide representation of the key sectors of the tourism industry locally as indicated in section	New Board members recruited representing the key sectors

6.2 of the Cabinet report (February 2017)	
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Action 2: Recruitment of Executive Team	
Activity	Measurements
1. The selection and recruitment of a Chief Executive (or equivalent title to be agreed)	Chief Executive appointed
2. The selection and recruitment of an executive team to support the Chairman and Chief Executive. (subject to further partner funding being in place)	Executive team appointed

Action 3: Prepare a new Destination Management Plan	
Activity	Measurements
1. Prepare a new Destination Management Plan (DMP) that will: <ul style="list-style-type: none"> - Define opportunity, functions, industry engagement and funding strategy - Identify and establish a brand for the Destination and one which is capable of incorporating adjoining complementary areas into the Destination - Position and promote Chichester District and the surrounding complementary area as a viable, cohesive and leading UK holiday destination. - Set out agreed key tasks for VC, partners and industry stakeholders - Grow the value of tourism for the destination and slipstream brands e.g. Visit Midhurst - Provide a coherent set of highly defined Strategic Objectives, Annual Targets and Measures of Success 	The production of new DMP
2. Consult with CDC and agree the objectives, annual targets for year 2-5 and performance indicators for the SLA for year two.	Agreement of objectives, annual targets and performance indicators with CDC for the SLA for year 2.

Action 4: Review of Governance arrangements	
Activity	Measurements
1. Following consultation with industry stakeholders ensure that the governing documents (i.e. its' company Articles of Association and any accompanying constitution or governance documents) remain fit for purpose to maximise industry engagement, industry funding and strong leadership to the industry	Review completed

Action 5: Tourism Networking Events	
Activity	Measurements

1. Engage directly with the Tourism Industry by delivering a programme of effective tourism communications and networking events	Programme developed and Two networking events held
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- 4.2 Officers have met with Visit Chichester on a number of occasions during the period and have received update reports on progress. All activities identified above have been met during this period.
- 4.3 Following the year end a few changes have been made relating to the activities listed above. Francis Hobbs replaced the Executive Chairman and the Communar at Chichester Cathedral joined the Board in July 2019. Further information can be found in the update reports attached.
- 4.4 Visit Chichester have provided their annual report 2018-19 at Appendix 1 to this report and an update report for this current financial year to date at Appendix 3.
- 4.5 At Appendix 2 for your information you will find a copy of the Monitoring Framework agreed for the period April 2019 – March 2020.

5. Resource and legal implications

- 5.1 In line with the funding agreement Visit Chichester provided accounts to the Council within 6 months of the end of the financial year for the year ended 31 March 2018. This information was checked by financial services. The next set of accounts are due the end of September 2019.

6. Community impact and corporate risks

- 6.1 The Chichester District Council have committed to assist in facilitating a strong Destination Management Organisation in order to:
- Raise the profile of the District as a visitor destination
 - Manage the visitor economy
 - Exploit the economic potential to create jobs
 - Develop a successful year-round tourism offer
 - Exploit the potential for inward investment to the District

The SLA is reviewed on an annual basis against performance and therefore the funding risk to the Council is low.

7. Appendices

- 7.1 Appendix 1 – Visit Chichester Limited, March 2018 – March 2019 annual monitoring report
- 7.2 Appendix 2 – August 2019 Service Level Agreement 1 April 2019 – 31 March 2020
- 7.3 Appendix 3 – Visit Chichester Update report April – August 2019

8. Background Papers

Cabinet Report and Minutes February 2017 – Developing a new Strategy for the Visitor Economy

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Visit Chichester Annual Report - April 2018 to March 2019

Overview And Scrutiny Committee, Chichester District Council

Executive Summary

Organisation

- This report augments the interim report previously submitted to Overview and Scrutiny Committee in October 2018 [Ref: VisitChi_O&SC_Summary Report_Ed_31Oct18-1.docx].
- Visit Chichester as the District's Destination Management Organisation (DMO) has now been firmly established as the principal representative of the Visitor Economy throughout Chichester District.
- From a position of relative moribund obscurity and having accrued some reputational damage associated with the name of the DMO we have now established a new organisation staffed with tourism and marketing professionals (based in the Novium Museum) delivering on a number of initiatives publicising the wide range of options for visitors to our region.

Service Level Agreement and DMP

- All the KPIs from the CDC SLA have been largely met or surpassed.
- The Destination Management Plan (DMP) was a key requirement of SLAs and was published in January 2019. This has provided a comprehensive review of the tourism potential for our region as well as a substantial Action Plan for the period 2019 to 2023.
- The DMP Action Plan has been translated into a Service Level Agreement with CDC. This includes the establishment of a Visit Chichester Membership Scheme (VCMS) whereby tourism providers will be able to buy into newly established marketing services. This scheme is planned to be launched on 17th July, 2019.

Marketing

- A number of networking events and meetings have been attended, these include various 'Vision' groups in Midhurst, Petworth, Selsey and the city. In addition, we have hosted a very successful 'Leaflet Exchange' at the Chichester Festival Theatre which was also open to the public.
- Visit Chichester authorised the latest tourism data (latest is for 2017) for the District to be purchased for the purpose of benchmarking etc, this also included an Accommodation Audit.

Financials

- Financial summary to 31Mar19: revenue generation amounted to ~£143,000 split between CDC and BID funding (~£110,000) and industry funding of ~£33,000.
- Expenditure amounted to ~£138,800 and was made up of ~£43,000 staff costs, office costs ~£17,250, DMP ~£24,500 and marketing support costs of ~£48,500.

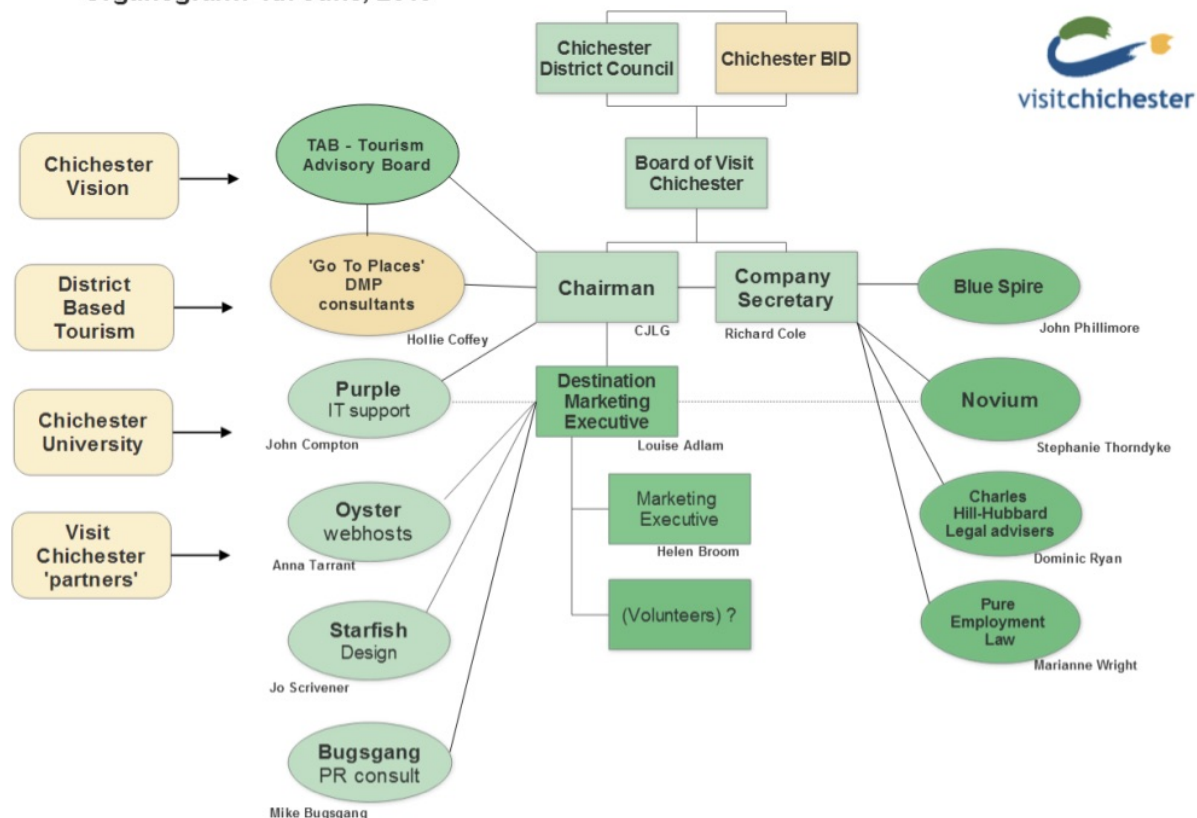
Management

- The Visit Chichester Board authorised the recruitment of a Destination Marketing Executive (DME) and Louise Adlam was appointed in late October 2018. Louise has had extensive experience in the tourism industry and she has greatly enhanced the marketing of the tourism offer of the region. The work load was substantial and to assist Louise we have appointed a Marketing Executive, Helen Broom in the last two months. As with all employees of Visit Chichester the staff work on a part-time basis up to three days per week.
- To greatly facilitate the work Visit Chichester has taken an office in the Novium Museum – the synergy between the two organisations has been mutually beneficial.

Organogram and Board Membership

- Included below is the Visit Chichester organogram as of 04Jun19. Key functions and individuals are identified. The colour coding indicates level of association, green is direct involvement, yellow is an indirect association – at the time of writing Chichester BID has withdrawn its direct support of Visit Chichester but maintains a commercial relationship as the opportunity arises.

Destination Management Organisation
Organogram: 4th June, 2019



Visit Chichester Board

Three new Directors have been appointed during the reporting period. At the time of writing the following are Directors of the DMO:

- Craig JL Gershater – Chairman
- Francis Hobbs - CDC representative
- Colin Hicks – BID representative
- Ruth Poyner – Cathedral representative
- Olaf Gueldner – Goodwood representative
- Nicola Jones – independent representative
- Richard Cole – Company Secretary
- Cursory judgement of the current Board structure indicates we may require two additional Directors more especially from the private sector.

Regular meetings have been called and arranged and new working structures and arrangements are under review.

Destination Management Plan (DMP)

- The preparation of a considered by both CDC and BID to be a key outcome of the first year's work of Visit Chichester under the chairmanship of Craig JL Gershater (CJLG). Go To Places, acknowledged experts in tourism and DMO management (responsible for Visit Kent and Visit Herts) were appointed to carry out the research covering the whole District and to prepare documentation.
- It had been stated that any DMP produced must have an Action Plan against which a Business Plan could be drawn up. A short, medium- and long-term strategy for tourism in the District was this prepared and some of the short-term objectives acted upon particularly in regard of fund-raising.
- **N.B.** The DMP Action Plan has formed the basis of the 2019/2020 Service Level Agreement with CDC and this report reflects some of the actions arising from the new SLA.

DMP documentation comprises:

- Summary Report: **i)** Current status; **ii)** 2019-23 Targets; **iii)** Engaging the Customer; **iv)** Stakeholders; **v)** Action Planning
- **Action Plan:** 4 Priorities-
 - **i)** Stakeholder Engagement;
 - **ii)** Place-making (Brand);
 - **iii)** Targeted Consumers;
 - **iv)** Amplify the Message (PR)
- all specified as **short, medium-** and long-term objectives.
- Secondary Research Summary (these data to be updated Jan'19)
- SWOT Analysis
- District Tourism 'Product Map'
- DMP Consultations
- Product Themes and Workflows summary

The full documentation set is available from CDC officers.

A summary sheet of the main DMP findings and ideas is shown below:

Visit Chichester DMP 2019 -2023	To position Chichester District as A first-class year round destination; showcasing the natural beauty of the countryside & coast, while celebrating the quality of the heritage and cultural experience of the city, towns and events.					
Product values	Natural		Authentic		Experience	Fun
The core objective	Increase day visitor spend and dwell time	Convert day visitors into overnight stays	Attract visitors from a wider catchment area	Deliver a strong and distinctive brand	Increase visitors outside of peak season	Work in partnership to create a health visitor economy
What & Why	Targeting key day visitor groups such as Local residents/ Visiting friends and relatives/ Repeat visitor engagement. Improving communication and incentivising dwell time.	Positioning the district as more than a day visit across all channels. Work with key product themes to engage the consumer in different ways.	Targeting visitors from SW London plus, for both day visit and overnights. Engaging the travel trade to encourage domestic and international visits.	Building on core product values to develop a destination brand that showcases the district's strengths as a whole experience.	Working with key accommodation providers and attractions to showcase out of season breaks. Reaching potential visitors via 3rd party content partnerships.	Develop a strategic partnership framework that supports SME's as well as core attractions/ accommodation. Develop proactive marketing activity by working with stakeholders, travel trade and strategic partners.
USP's- that fulfil visitors needs	A destination where the visitor can RECONNECT with family and friends, and RECHARGE their batteries.			A destination that offers the SPACE to explore, at the visitors own PACE , while feeling like a local so they can truly RELAX .		
Core messages	Domestic: Too much for one day, so why not stay?			International: England condensed in one District		
	Core work streams to deliver the objectives and underpin the destination statement					
	Work stream 1 - Stakeholder engagement	Work stream 2 - Place making, Identity and product		Work stream 3 - Targeted consumer engagement		Work stream 4 - Amplifying the message
Top line Actions	Key account management Stakeholder communication Building networks Voice of the industry Business support Revenue generation	Destination brand review Developing the product portfolio Content audit Shared tools for joint delivery Facilities in destination		Joint marketing plan Targeted content Targeted campaign delivery Local ambassadors Resident engagement		PR programme Travel trade Third party digital platforms 3rd party partnerships

Cambridge Model: Economic Impact on Tourism in Chichester District

- The decision was taken to commission Tourism South East (TSE) to undertake two analyses one, on the overall impact of tourism on the local economy and the second to try and baseline accommodation in the District by way of an audit. This analysis taken with DMP Action Plan would then provide some benchmark data for further Initiatives including for fund-raising.
- Below is an excerpt from the TSE report:
 - "This report, commissioned by Visit Chichester and undertaken by Tourism South East, examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2017 and provides comparative data against previously published data from 2016 (where applicable).
 - The study involved the application of the Cambridge Tourism Economic Impact Model or 'Cambridge Model'; a computer-based model developed by Geoff

Broom Associates and the Regional Tourist Boards of England. In its basic form, the model distributes regional activity as measured in national surveys to local areas using ‘drivers’ such as accommodation stock and occupancy which influence the distribution of tourism at local level”

Summary findings (TSE report)

Key results for Chichester 2017

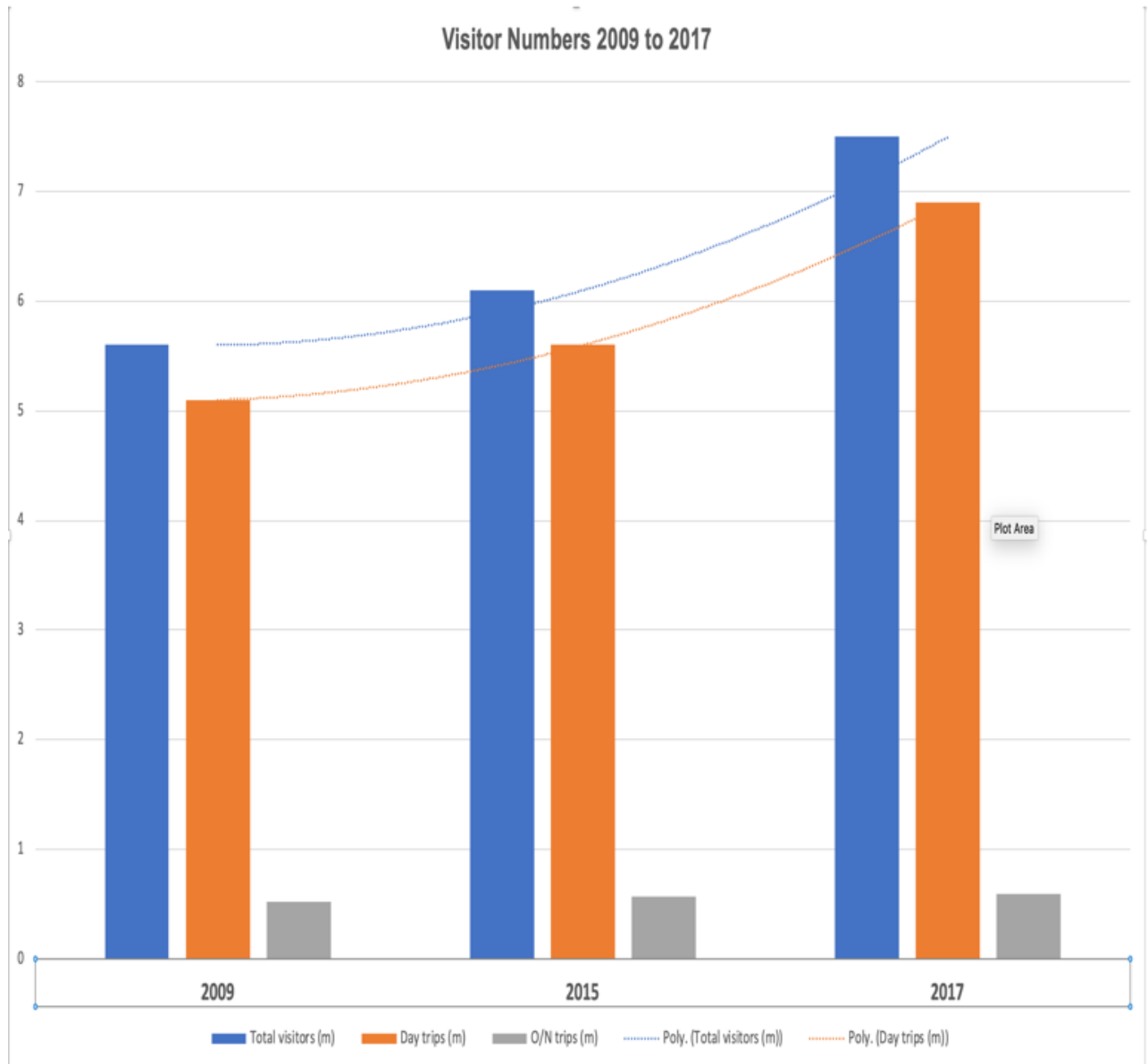
- ◆ **7.5 million trips** were undertaken
- ◆ **6.9 million** day trips
- ◆ **0.6 million** overnight visits
- ◆ **2.2 million nights** in the area as a result of overnight trips
- ◆ **£334.8 million** spent by tourists during their visit to the area
- ◆ **£27.9 million** spent on average in the local economy every month
- ◆ **£145.7 million** generated by overnight visits
- ◆ **£189.1 million** generated from day trips
- ◆ **£429.1 million** spent in the local area as a result of tourism (taking into account multiplier effects)
- ◆ **8,392 jobs** supported, both for local residents and from those living nearby
- ◆ **6,595 tourism jobs** directly supported
- ◆ **1,797 non-tourism related jobs** supported (linked to multiplier spend from tourism)
- ◆ **14.2% of population** employed as a result of tourism in Chichester

Preliminary analysis:

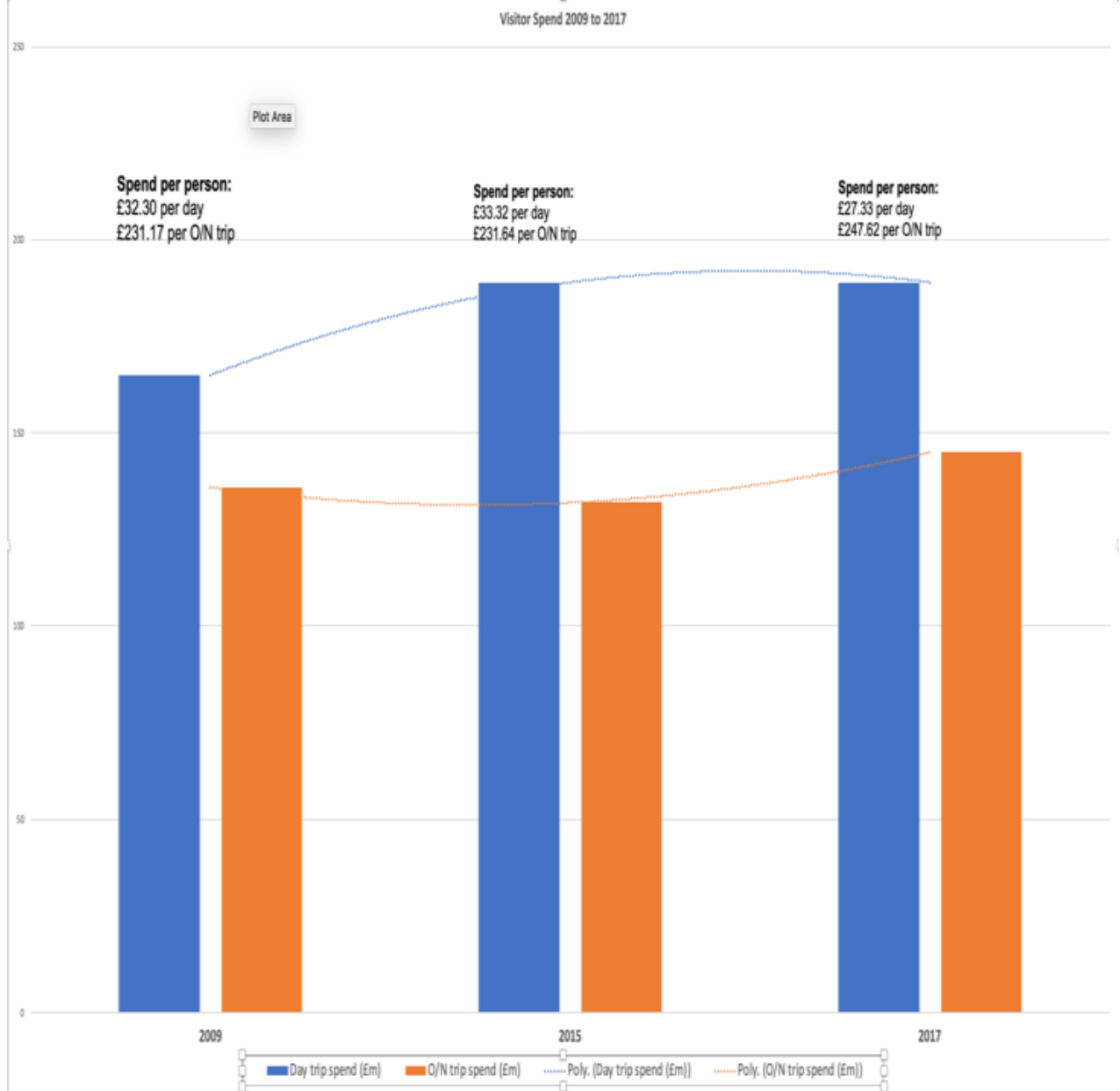
- Some initial comparative analysis of previous Cambridge model data and the current model was undertaken and is presented below:

Visitor Economy Dashboard	Chichester District 2015	Chichester District 2017 *verification required
Total Visitors	6,171,000	~7,500,000
Total Day Trips	5,657,883	~6,916,000
Total Overnight Trips	571,053	588,445
Total Economic Value	~£411,400,000	(£429,106,000)*
Number jobs supported	~8,037	~8,392
Total Day Trip Spend	~£189,200,000	~£189,061,000
Total Overnight Spend	~£132,282,000	£145,708,811

- These data clearly show that while numbers show (we don't the error of margin) numbers of visitors are up particularly in respect of 'day trips' the overall economic value of tourism to the District has actually marginally declined.
- In an attempt to understand this further a rough approximation of trend data (polynomial curves fitted to histograms) was made to include 2009 – broad conclusions may be drawn and that is principally around the spend per person is marginally decreasing especially since 2015.



Approximation of visitor spend



- These data were further augmented by the results of the accommodation audit – tabled below:

Category	Establishments	Bed spaces
Hotels/Motels	13	1153
Guest Houses/B&B	107	660
Inns	29	388
Self-Catering	296	2,006
Glamping	6	178
Group/ Hostel	2	725
Caravan and Camping/Holiday Centre (inc Scouts)	45	19,030
Total Audited Stock	498	24,140
<u>AirBnB estimate (90%)*</u>	844	3,376
Total with <u>AirBnB</u>	1,342	27,516

- This information may now be taken forward to address where there are opportunities to either exploit or enhance the tourism offer throughout the District.
- A key requirement of this enhanced tourism offer is a Business-to-Business approach assisting tourism providers with marketing expertise available in the DMO.

Visit Chichester Membership Scheme (VCMS)

- Arising directly from the DMP was a requirement to establish additional funding streams for the DMO. Substantial work has been undertaken to evaluate various options to offer Visit Chichester's marketing expertise to tourism providers to help 'drive visitors to your business'.
- It was decided to establish an in-house 'tiered' membership scheme whereby putative members could buy-into the scheme at a number of different levels and receive a range of increasingly comprehensive benefits.

- The scheme is due to be launched in mid-July 2019 and an example of the 'Rate Card' is shown below – note, test marketing of the scheme is in hand at the time of writing the Annual Report.
- **N.B.** A Tariff has been calculated for each activity so that Visit Chichester staff can calculate the amount of work associated with each benefit. The VCMS scheme may still change to provide a membership status with basic benefits and then allow members to access additional services (from the 'menu' of options) through a 'credit system' based on Tariff costings. TAB will debate this.



Each of our packages offer something different. Find out more about what's included below, or get in touch to discuss a more tailored option.

	Entry (275+VAT)	Essential (550+VAT)	Executive (1,100+VAT)	Corporate (2000+VAT)	Premier (3,000+VAT)
Visitor guide advert	● 1/16 page	● 1/8 page	● 1/4 page	● 1/2 page	● Full page
Website listing	●	●	●	●	●
Social media coverage	● 4 posts a year per platform	● 6 posts a year per platform	● 8 posts a year per platform	● 10 posts a year per platform	● 12 posts a year per platform
e-newsletter inclusion	● 1 feature a year	● 2 features a year	● 2 or more features a year	● 2 or more features a year	● 2 or more features a year
Networking opportunities	●	●	●	●	●
Branding and marketing toolkit	●	●	●	●	●
Inclusion in marketing campaigns			●	●	●
Inclusion in PR activity			●	●	●
Feature on trade stands (discount)				●	●
e-newsletter to target audience				●	●
Boosted Facebook posts				●	●
Dedicated blogs				● 2 a year	● 3 a year
Featured landing page					●
Dedicated marketing plans					●

What we can offer

Visitor guide advert

A dedicated advert in the Visit Chichester 2020 Visitor Guide for your business. The package you choose will determine the advert size.

Website listing

A dedicated listing, with images, on visitchichester.org for your business. The package you choose will determine your position in the listing.

Featured landing page

A dedicated landing page on visitchichester.org for your business, featuring up to six separate pages.

Dedicated blogs

A dedicated blog, with images, on visitchichester.org about your business. This could cover a range of topics including 'behind the scenes' at your business, 'a day in the life of one of your employees, or a specialist subject area.

Inclusion in marketing campaigns

Your business will be included in flagship Visit Chichester campaigns, including English Tourism Week and our Christmas and Summer campaigns.

Dedicated marketing plans

A dedicated marketing plan for your business, detailing how Visit Chichester will integrate your business into marketing activity taking place across the year.

Inclusion in PR activity

Your business will be included in Visit Chichester's PR activity, including in press releases and liaison with the local media, national travel media and trade press.

Social media coverage

Dedicated posts on Facebook, Twitter and Instagram about your business.

Boosted Facebook posts

Visit Chichester will put budget behind selected Facebook posts about your business, enabling them to reach a wider audience.

E-newsletter inclusion

A feature on your business, an offer or event you are running in the Visit Chichester e-newsletter, which is sent out bimonthly to over 9,000 contacts.

E-newsletter to target audience

A dedicated email, featuring only your business, sent to a targeted audience from our database.

Networking opportunities

Invites to a maximum of four networking opportunities a year, giving you the opportunity to meet other local business and hear updates from the Visit Chichester team.

Featured on trade stands (discount)

Get preferential rates on the cost of exhibiting on the Visit Chichester stand at exhibitions, conferences and events (dependant on availability).

Branding and marketing toolkit

Receive a pack containing all you need to ensure you are making the most of driving visitors to your business. Includes marketing 'top tips', key messages on the region and Visit Chichester, logos and images, a Visit Chichester Members card and window sticker.

Topics covered in promotional activity for your business will be need to be agreed with Visit Chichester in advance. Visit Chichester will retain editorial control for the content.



Networking and Marketing Activity

- The principal activity during the reporting period was to re-establish the DMO as a recognised entity capable of supporting the Visitor Economy throughout the District and indeed the region. As has previously been reported the name 'Visit Chichester' had accrued to itself some considerable reputational damage and the overall picture was one of a fragmented tourism offer.

Networking

- To address these issues staff have attended numerous meetings throughout the District especially in 'Vision' meetings in Midhurst, Petworth, and Selsey. The intention had been to convey the considerable effort being expended in respect of representing the whole District in tourism and this was particularly the case with the research work for the DMP.

TAB

- A DMP Steering Group was set up to assist in the evaluation of the DMP and its Action Plan. This group was so successful that members of the group were invited to become members of a newly established 'Tourism Advisory Board' (TAB) who might meet regularly 3 to 4 times per year and jointly review various initiatives for enhancing tourism throughout the region. The inaugural meeting has been held and a second is planned for mid-June 2019 to review the VCMS.

Contacts

Some of the groups we have engaged with included many local attractions, accommodation providers, eateries and other organisations including:

- | | | |
|-----------------------------------|-----------------------------------|--|
| • Experience West Sussex, | • Rolls Royce Motor Cars, | • Chichester Tour Guides, |
| • Coastal West Sussex, | • Fontwell Park, | • Manhood Peninsula Partnership, |
| • Visit Arundel, | • Goodwood Hotel, | • Tourism South East, |
| • Cowdray Estate, | • Expedia, | • Bugsgang Public Relations, |
| • South Downs National Park, | • Meon Travel, | • Spirit FM, |
| • Chichester Cathedral, | • Chichester Chamber of Commerce, | • Windrush Maps, |
| • Pallant House Gallery, | • Love Where You Live, | • Visit Guildford, |
| • Chichester Canal Trust, | • Govia Thames Link, | • Visit Midhurst, |
| • Chichester Festival Theatre, | • Harbour Conservancy, | • Discover Petworth, |
| • Weald & Downland Living Museum, | • Downs to the Sea, | • Selsey Town Council |
| • West Dean College, | • RSPB, | • Jon Nicholson – Chichester Stories Project |
| | • The Ramblers Association, | |

Printed Guide

- Printed Guide for 2019 was redesigned as an A4 format and the content was written in a more travel magazine style with 36 pages of feature articles photographs and advertisements. Selling advertising space covered the cost of sales, production, printing (20,000) and distribution and yielded a small 'profit' of ~£5,000
- Cover of the Guide is shown below - the artwork has been greatly admired and will now feature on additional marketing merchandise from Visit Chichester.



Marketing Initiatives (at the time of writing)

- A particular highlight of the last year was the Leaflet Exchange where over 50 local tourism provider businesses attended. This was held in the Minerva Bar and Grill of the Chichester Festival Theatre and was open to the public – this was regarded as a successful event and requests for the same format next year have already been received.

Among numerous marketing initiatives being considered/undertaken at the time of writing:

- **Exterion:** preliminary discussions on a large-scale advertising campaign targeted on outdoor advertising sites particularly north of our region (Surrey and South London).
- **Chichester Walking Festival** (September 2019) – organised with the Ramblers Association taking in walks in the Downs, the City and the Coast.
- **Festival of Speed** (July 2019) – a stand to be made available for Visit Chichester (opportunity to market VCMS etc).
- **'Live like a Local'** (Q3'19) – supply of unusual itineraries throughout the region for visitors to experience new locations, shopping and food and drink.
- **Goodwood Revival** (September 2019) a stand to be made available for Visit Chichester.
- **Concept: 'Secret Sussex'** targeted marketing (DMP identified demographic groups and themes).
- **N.B. English Tourism Week (April 2019)** – successful event with good statistics available.

Marketing Statistics (as of the time of writing):

These data are benchmarked back to November 2018 when Louise Adlam joined Visit Chichester – prior to this time digital social media engagement was minimal.

Twitter: (this does not represent a large-scale activity for Visit Chichester currently: November 2018: 6,438 followers. June 2019: 6,604 followers (2.5% increase)

Facebook: November 2018: 611 'likes'. June 2019: 1,413 'likes' (131% increase)

Instagram: November 2018: 1,014 followers. June 2019 1,341 followers (32% increase).

Average 'likes' per post in November 2018 was 28. June 2019, 37 'likes' per post (32% increase)

Website visits: January 2019 11,000 visitors. June 2019: 19,000 visitors (72% increase).

Printed Guide Distribution as of 04Jun19: (20,000 printed)

5,790 distributed by Catalink (on-line orders)

1,910 distributed to TICs by Brochure Connect

2,400 distributed to local businesses by Greenwood Removals

Contacts Database:

>10,000 customer contacts

>800 trade contacts

Financials

Report from Richard Cole (Company Secretary)

The following is based on internal company figures. Under the Companies Act 2006 the Company is not required to audit its accounts but the Company's Accountants will prepare accounts for submission to HMRC and Companies House in September 2019.

Revenue

The company generated a VAT inclusive total of £143,290 in the financial year to 31 March 2019.

Broken down:

CDC	£50,000
BID	£60,000
Industry – private/sector contributions.	£33,290

Expenditure

The Company expenditure in the year including VAT totalled £138,800

Broken down:

Employee/contractor costs (including £2,450 recruitment costs and expenses/stipend/ £3,000)	£43,250
Office rent, external storage, IT hardware and support, email, MS Office system, regulatory fees and other associated costs	£17,250
Financial services	£5,300
Destination Management Plan	£24,500
Marketing, website, digital/social media, research and PR	£48,500



Service Level Agreement Chichester District Council and Visit Chichester LTD Dated 1 March 2019 to 31 March 2020

Chichester District Council (CDC) has considerable tourism assets which historically have always made the District an attractive place to visit and tourism already generates significant direct expenditure and is the largest private sector employer. Tourism is supported by the Council in its Corporate Plan, its Local Plan and through the Economic Development Strategy. However, considering the share of market already being captured by other South Coast destinations there is a substantial untapped year-round opportunity to attract visitors for holidays and short breaks in the Chichester area. CDC have agreed to work in partnership with Visit Chichester (VC), committing £50,000 pa for five years to assist in facilitating a strong Destination Management Organisation in order to:

- Raise the profile of the District as a visitor destination
- Manage the visitor economy
- Exploit the economic potential to create jobs
- Develop a successful year-round tourism offer
- Exploit the potential for inward investment to the District

Visit Chichester as an essential part of the SLA for 2018-2019 produced a Destination Management Plan (DMP) providing a comprehensive assessment of the Visitor Economy of the Chichester District and an associated 'Action Plan' for objectives through to 2023. The DMP Action Plan provided four priority areas for the DMO and partners to focus resource on, these include:

- i. **Stakeholder Engagement:** identifying new 'partners' and developing communications and networking structures
- ii. **Place-making, Identity and Product:** assist in Brand delivery, and showcase core products including special events (weddings)
- iii. **Targeted Consumer Engagement:** align key visitor segments with marketing initiatives, develop product themes appropriate to segments.
- iv. **Amplify the message:** deliver targeted PR messages, develop closer relationships with travel trade and third party websites.

The latest data available on 'The Economic Impact of Tourism on Chichester District' (Cambridge Model and associated Accommodation Audit) was completed in January 2019 and provides data for January to December 2017. This Baseline data where available has been provided below for information.



Unfortunately due to the timescale of data being made available, (13 months in arrears) we are unable in the short term to measure the impact of Visit Chichester's work in this period against this data. Future years will allow retrospective analysis to take place against this dataset.

Actions	Activity	Baseline Data	Measurements	Target Date for Review
1. Increase number of day visitors to the district.	1. Develop a product portfolio for the district. 2. Deliver targeted marketing campaigns throughout the year. 3. Develop campaign/s to promote shoulder season (October/November, February/March). 4. Work with Chichester District Council and cultural partners to ensure a linked up events strategy is developed and promoted.	2017 data identified 6.916m day visitors	Cambridge Tourism Economic Impact Model 2018 1. Four product portfolios developed in relation to the three market segments as defined in the DMP 2. Six marketing campaigns, such as English Tourism Week, Easter, Roman Week etc 3. Campaigns developed and promoted to promote shoulder seasons 4. Support events strategy development and promotion	1. October 2019 2. March 2020 3. August 2020 4. October 2019
2. Increase the number of overnight visitors to the district.	1. Targeted activity to drive overnight visits at specific times of the year. 2. Launch seasonal digital activity through targeted social activity. 3. Develop a bank of content and	2017 data identified 588,445 overnight visitors	1. Cambridge Tourism Economic Impact Model 2018 (data for 2018 only available in Q1'2020). 2. Eight themed itineraries to be	1. March 2020



	itineraries based on theme and audience		developed.	2. October 2019
3. Increase day visitor spend and dwell time	1. Develop partnerships between tourism partners to package offers in the district to encourage increased dwell time and spend within the district.	2017 data identified £189,061,000 spend for day visitors	1. Cambridge Tourism Economic Impact Model 2018 (data for 2018 only available in Q1'2020).	1. March 2020
4. Deliver a strong and distinctive tourism brand	1. Work with Chichester District council and Chichester Vision to develop a place brand and associated tourism brand for the district.		1. Develop a brief for the delivery of a tourism brand for the district. 2. Undertake brand development workshops 3. Consult on the brand with Chichester Vision steering group	1. March 2020
5. Work in partnership to create a healthy visitor economy	1. Develop a communications and networking structure to share insights, explore training opportunities and encourage district wide working. 2. Hold 4 tourism events per annum to include leaflet exchange. 3. Sustainability of DMO through development of membership scheme. 4. Production of 2020 visitor guide.		1. Database of interested parties to be developed and newsletter promoted. Work closely with CDC Economic Development Team to provide co-ordinated and complimentary training opportunities for the tourism sector. 2. Four tourism events held within the district during the year. 3. Following launch of	1. October 2019 2. March 2020 3. Launch July 2019



			<p>Membership Scheme (Q2'19) and test marketing, numbers of new memberships to be agreed.</p> <p>4. Guide to be produced for 2020</p>	<p>4. October 2019</p>
<p>6. Improve online presence</p>	<p>1. Review current image stock and develop this further.</p> <p>2. Review and develop Visit Chichester Website and links to wider platforms.</p> <p>3. Social media</p>	<p>Data as of March'19 Twitter 6,527 followers, Facebook 975 likes, Instagram 1,231 followers Visit Chi Website 13,000 visits</p>	<p>1. Development of image content both by Visit Chichester and partner images.</p> <p>2. Further development of Visit Chichester Website</p> <p>3. 7,000 twitter followers (March'19) -Seek a 50% increase in 'likes' facebook. -Seek a 50% increase in 'likes' Instagram. -Create a LinkedIn account</p>	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. March 2020</p>
<p>7. Review and Governance Arrangements</p>	<p>1. Provide to Chichester District Council on a quarterly basis a report to provide an update on activity and measures for the Service Level Agreement.</p> <p>2. Provide and present an annual Report in June each year to Chichester District Council's Overview and Scrutiny Committee.</p>		<p>1. Quarterly Update reports received on discussed on quarterly basis to identify activity within the period and measures against the SLA targets.</p> <p>2. Report to June OSC to report annual review of previous year's activity.</p>	<p>1. June, September, December, March</p> <p>2. June 2019</p>



	<p>3. Methods to record and monitor tourism data locally to be agreed through partnership working. This would provide a method of monitoring the impact Visit Chichester are having on the district.</p>			
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Visit Chichester Annual Report Half Year Update 01 April 2019 to 31 August 2019

Executive Summary

- Francis Hobbs replaced Craig Gershater as Acting Chairman on 7th July 2019.
- David Coultard, the Communar at Chichester Cathedral, joined the Board on 8th July 2019.
- Key issues and initiatives approved by the Board in the current period:
 - Chichester BID financial support is now a contractual arrangement based on specific projects. This provides less financial security but does ensure Visit Chichester can demonstrate value more easily.
 - The introduction of a new Visit Chichester Membership scheme - launch 17th September 2019.
 - Directors and staff to hold key meetings with senior managers at the 'top 20' organisations in the District to generate marketing partnerships.
 - Updating the website and a new accommodation booking widget via Meon Travel and Goodwood.
 - Exploring the possible appointment of Patrons, and Advisory Board members to provide greater commercial support.
 - Planning a workshop for selected Councillors and Officers.
 - Seeking a partnership with Chichester University for students to gain work experience and other academic value by supporting Visit Chichester activities.
 - Seek the appointment of Tourism Ambassadors in Parishes and linking student support to each.
- New marketing initiatives:
 - **English Tourism Week** (30th March – 7th April) resulting in over 190 sign ups to the Visit Chichester e-newsletter, website visits up 31%
 - **Roman Week** campaign on social media during May half term which resulted in 106 new Facebook likes and a 6% increase in reach
 - **Chichester Walking Weekend**, in association with the Ramblers Association South West Sussex, to showcase the region as a great destination for walking. Taking place 6th – 8th September

- **Secret Chichester** to promote our hidden-gem-of-a-city to London commuters. 6-sheet posters will be displayed across 50 in the South West Railway network from two weeks from 21st October. The “Secret...” theme will be repeated for other towns and selected villages within the District in due course.

Overview

Visit Chichester has been through a challenging period over the last 6 months.

The Destination Management Plan commissioned in 2018 provided a good benchmark from which to develop further improvements for tourism in the District. However, the scale of its recommendations meant Visit Chichester had to consider carefully how to convert words into action. At the same time the Chichester BID board, a shared investor in Visit Chichester, became nervous that they were not getting the value their members expected. Therefore, they decided they could no longer support the agreed service level agreement and converted it into a supplier model, over which they felt they had greater commercial control.

The Visit Chichester board had no option but to reconsider what could be achieved within its current known funding. It was also decided that the Executive Chairman’s role was not delivering what was expected. Craig Gershater’s contract was terminated and Francis Hobbs was asked to take on the role of acting Chairman until a long term replacement could be found. This has necessarily put an emphasis on the office team to take on greater levels of autonomy and executive control. So far this has been a success.

Having stabilised the situation, Visit Chichester can maintain its current operations until March 2019 without the need for further external funding. Should the new relationship with BID work as anticipated, and the reworked membership scheme, allied to the brochure, produce expected levels of income, then Visit Chichester is stable as an organisation. But, to grow, it will require further sources or income or support in kind.

The board are now actively seeking to generating commercial relationships with other organisations in the District and finding professional input from volunteers and students to amplify Visit Chichester’s impact on the tourism economy.

Management & Staffing

- Craig Gershater’s post of Executive Chairman became Chairman on 18 March 2019. Mr Gershater ceased his employment with Visit Chichester on 07 July 2019.
- The vacant post was filled by Director Francis Hobbs as Acting Chairman until the end of current fiscal year on 31 March 2020, unless a long term replacement can be found in the meantime.
- Louise Adlam (Destination Marketing Executive) and Helen Bloom (Marketing Executive) both based at the Novium in Tower Street, continue to work, part

time, three days per week. With support from selected Directors Louise and Helen have begun the process of creating “The Executive” to carry out much of the operational and industry fundraising activities. Visit Chichester would like to find an early way to provide an office resourced for five days. As a first step it may be possible to provide telephone/email cover during normal working hours every day of the week.

- Richard Cole, the Company Secretary, based at the Registered Office, continues to oversee governance - official record keeping, finance and HR controller.

Visit Chichester Board of Directors

- The current board consists of:
 - Francis Hobbs – Acting Chairman/CDC representative
 - Colin Hicks – Chichester BID chair and representative – who will stand down in due course due
 - Olaf Gueldner- Goodwood
 - Nicola Jones – Chair of Petworth Vision
 - David Coulthard – The Communar at Chichester Cathedral – who joined on 08 July 2019
- The board is seeking two further directors, at least one of whom should be based/represent the views of those on the Peninsula.
- Ruth Poyner resigned as a director on 01 July 2019

Destination Management Plan (DMP)

The Destination Management Plan (attached to the Annual Report dated March 2019) provides a basis for future aspirations and activities, but many of its proposals did not take into account the limited resources available to Visit Chichester in the short to medium term. For completeness, the following key elements were highlighted and are repeated as a baseline in this document. The key statistics will be used to measure improvements over time, and demonstrate both success and value for money as required in the CDC Service Level Agreement.

- District Tourism mapping
- Consultations with key stakeholders
- Developing product marketing themes and a workflow summary
- Continuing Economic Impact Data reports – the next is due at the end of 2020 for 2019
 - The key numbers from the report (last full year available 2017) are:
 - **7.5 million trips** were undertaken
 - **6.9 million** day trips
 - **0.6 million** overnight visits
 - **2.2 million nights** in the area as a result of overnight trips
 - **£334.8 million** spent by tourists during their visit to the area
 - **£27.9 million** spent on average in the local economy every month
 - **£145.7 million** generated by overnight visits

- **£189.1 million** generated from day trips
- **£429.1 million** spent in the local area as a result of tourism (taking into account multiplier effects)
- **8,392 jobs** supported, both for local residents and from those living nearby
- **6,595 tourism jobs** directly supported
- **1,797 non-tourism related jobs** supported (linked to multiplier spend from tourism)
- **14.2% of population** employed as a result of tourism in Chichester

Key statistics for context between 2015 and 2017 are:

Visitor Economy Dashboard	Chichester District 2015	Chichester District 2017 *verification required
Total Visitors	6,171,000	~7,500,000
Total Day Trips	5,657,883	~6,916,000
Total Overnight Trips	571,053	588,445
Total Economic Value	~£411,400,000	(£429,106,000)*
Number jobs supported	~8,037	~8,392
Total Day Trip Spend	~£189,200,000	~£189,061,000
Total Overnight Spend	~£132,282,000	£145,708,811

It's also pertinent that the accommodation audit completed at the end of 2018 suggests that the District could benefit from more accommodation, particularly for key major events during the year. This may be limiting overall visitor income:

Category	Establishments	Bed spaces
Hotels/Motels	13	1153
Guest Houses/B&B	107	660
Inns	29	388
Self-Catering	296	2,006
Glamping	6	178
Group/ Hostel	2	725
Caravan and Camping/Holiday Centre (inc Scouts)	45	19,030
Total Audited Stock	498	24,140
AirBnB estimate (90%)*	844	3,376
Total with AirBnB	1,342	27,516

Understanding occupancy rates and their impact on visitor spend is a key task for which Visit Chichester may seek additional funding. An alternative could be to offer projects to students studying in local educational establishments.

Marketing Initiatives and statistics showing growth

Marketing initiative highlights

Campaigns

- Visit Chichester ran a successful campaign for **English Tourism Week** (30th March – 7th April) resulting in over 190 sign ups to the Visit Chichester e-newsletter, website visits up 31% (versus the previous two weeks), over 240 new Facebook likes, an 814% increase in Facebook reach and 2,293% increase in Facebook engagement (vs the previous week).
- We ran a successful **Roman Week** campaign on social media during May half term which resulted in 106 new Facebook likes and a 6% increase in reach, vs the previous week.
- We are organising the first ever **Chichester Walking Weekend**, in association with the Ramblers Association South West Sussex, to showcase the region as a great destination for walking. Taking place 6th – 8th September with over 15 different guided walks across the South Downs, City and along the Coast.
- Visit Chichester are working on a new campaign, entitled **Secret Chichester** to promote our hidden-gem-of-a-city to London commuters. 6-sheet posters will be displayed across 50 in the South West Railway network from two weeks from 21st October. This will be supplemented with targeted online activity.

Events

- We attended the **Goodwood Festival of Speed**, showcasing all our region has to offer to the 100,000 plus guests attending the four-day event.
- Our new Membership Scheme will be unveiled at a **networking evening**, hosted by Visit Chichester on the evening of 17th September at The Guildhall in Priory Park. We hope up to 100 local operators will be joining us.

Web and PR

- Visit Chichester are offer travel **PR services** on behalf of the district through our new subscription to Travmedia, allowing us to issue press releases, respond to media requests and contact travel journalists direct.
- We are making updates to the Visit Chichester **shopping directory**, to ensure all Chichester shops are up-to-date.

Website and Social Media Statistics

The following statistics show good growth in a number of key areas – and will be shown in graphical form in future reports.

Website

Number of page users:

- 23,169 in July
- 19,000 in June (last report)
- 11,000 in January 2019

Social Media

Facebook likes:

- 1,719 at end of July
- 1,413 at end of June (last report)
- 611 November 2018

Twitter followers:

- 6,656 followers at end of July
- 6,604 at end of June (last report)
- 6,438 November 2018

Instagram followers:

- 1,422 followers at end of July
 - 1,341 end of June (last report)
- 1,014 November 2018

E-NEWSLETTER SUBSCRIBERS

- 9,515 subscribers during 2019

Looking Ahead

- Visit Chichester needs and is rebuilding its brand so that it gains universal support across the District.
- The Visit Chichester relationship with BID has been developed into a supplier relationship, with services paid for specific activities. The first key contract has now been signed and will be used as a model for future activity, not only with BID, but also other interested organisations in the District.
- Within current resources Visit Chichester is focusing on face to face and web based social media networking to rebuild brand trust.
- The launch of the new Membership Scheme on 17th September is a key platform on which to build confidence with key tourist organisations.
- Local tourist organisations have asked for a “community” and sense of belonging, and Visit Chichester will build on this through social media groups.
- A workshop entitled Taking England to the World organised with Visit Britain and Google is scheduled to take place in the District on 29th October. Up to 80 participants from across West Sussex are expected to attend this one day event aimed at increasing overseas visits into the District.
- Visit Chichester is now actively developing deeper relationships with:
 - Experience West Sussex (WSSC)
 - Coastal West Sussex
 - The Harbour Conservancy Trust
 - The Manhood Peninsula Partnership
 - South Downs National Park
 - Meon Travel
 - Visit England
 - Visit Britain
 - Chichester Chamber of Commerce
 - England’s Heritage Cities 20 historic centres working to bring overseas travel writers and travel trade buyers to members destinations for familiarisation
- The “Leaflet Exchange” is being developed into a dynamic tourism exhibition that appeals to local people and national buyers.
- Engaging Chichester University with the opportunity for specific projects and support for social media activities. This could be expanded to other educational establishments. This may include a competition to create a new website, and accelerate social media activity.
- Asking all Parishes in the District to appoint a Tourism Ambassador and exploring whether Visit Chichester could sponsor a student supporter to each to audit tourism assets and what they need to enhance their tourism value proposition.

Service Level Agreement with Chichester District Council for 2019/2020 – Review August 2019.

Service Level Agreement Chichester District Council and Visit Chichester LTD Dated 1 March 2019 to 31st March 2020

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The latest data available on 'The Economic Impact of Tourism on Chichester District' (Cambridge Model and associated Accommodation Audit) was completed in January 2019 and provides data for January to December 2017. This Baseline data, where available has been provided below for information. Unfortunately, due to the timescale of data being made available, (13 months in arrears) we are unable in the short term to measure the impact of Visit Chichester's work in this period against this data. Future years will allow retrospective analysis to take place against this dataset.

Actions	Activity	Baseline Data	Measurements	Target Date for Review	Progress Report
1. Increase number of day visitors to the district.	<ol style="list-style-type: none"> 1. Develop a product portfolio for the district. 2. Deliver targeted marketing campaigns throughout the year. 3. Develop campaign/s to promote shoulder season (October/November, February/March). 4. Work with Chichester District Council and cultural partners to ensure a linked-up events strategy is developed and promoted. 	2017 data identified 6.916m day visitors	<p>Cambridge Tourism Economic Impact Model 2018</p> <p>Four product portfolios developed in relation to the three market segments as defined in the DMP</p> <ol style="list-style-type: none"> 1. Six marketing campaigns, such as English Tourism Week, Easter, Roman Week, walking festival 2. Campaigns developed and promoted to promote shoulder seasons 3. Support events strategy development and promotion 		See main report of activities. On track to meet all measured objectives by end of this year.
2. Increase the number of overnight visitors to the district.	<ol style="list-style-type: none"> 1. Targeted activity to drive overnight visits at specific times of the year. 2. Launch seasonal digital activity through targeted social activity. 3. Develop a bank of content and 	2017 data identified 588,445 overnight visitors	<ol style="list-style-type: none"> 1. Cambridge Tourism Economic Impact Model 2018 (data for 2018 only available in Q1'2020). 2. Eight themed itineraries to 		Further investment probably needed to gain real value.

	itineraries based on theme and audience		be developed.		
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3. Increase day visitor spend and dwell time	1. Develop partnerships between tourism partners to package offers in the district to encourage increased dwell time and spend within the district.	2017 data identified £189,061,000 spend for day visitors			This to be expanded to other partners based on success. Further funding may be required to provide greater statistical evidence of success
4. Deliver a strong and distinctive tourism brand	1. Work with Chichester District council and Chichester Vision to develop a place brand and associated tourism brand for the district.				Ongoing – some concern over the Visit Chichester name but working to find innovative solutions universally supported such as a range of marketing brands based around “Secret...” so “Secret Chichester”, “Secret Selsey”, etc.
5. Work in partnership to create a healthy visitor economy	1. Develop a communications and networking structure to share insights, explore training opportunities and encourage district wide working. 2. Hold 4 tourism events per annum to include leaflet		1. Database of interested parties to be developed and newsletter promoted. Work closely with CDC Economic Development Team to		Ongoing, with new membership scheme being launched on 17 Sep 19

	<p>exchange.</p> <p>3. Sustainability of DMO through development of membership scheme.</p> <p>4. Production of 2020 visitor guide.</p>		<p>provide co-ordinated and complimentary training opportunities for the tourism sector.</p> <p>2. Four tourism events held within the district during the year.</p> <p>3. Following launch of Membership Scheme (Q2'19) and test marketing, numbers of new memberships to be agreed.</p> <p>4. Guide to be produced for 2020</p>		
6. Improve online presence	<p>1. Review current image stock and develop this further.</p> <p>2. Review and develop Visit Chichester Website and links to wider platforms.</p> <p>3. Social media</p>	<p>Baseline data provided by VC.</p> <p>Data as of March'19</p> <p>Twitter 6,527 followers,</p> <p>Facebook 975 likes,</p> <p>Instagram 1,231 followers</p> <p>Visit Chi Website 13,000 visits</p>	<p>1. Development of image content both by Visit Chichester and partner images.</p> <p>2. Further development of Visit Chichester Website</p> <p>3. 7,000 twitter followers (March'19)</p> <p>-Seek a 50% increase in 'likes' Facebook.</p> <p>-Seek a 50%</p>		<p>Need further investment if website is to be fit for purpose.</p> <p>Increased social media presence achieved</p>

			increase in 'likes' Instagram. -Create a LinkedIn account		
7. Review and Governance Arrangements	<ol style="list-style-type: none"> 1. Provide to Chichester District Council on a quarterly basis a report to provide an update on activity and measures for the Service Level Agreement. 2. Provide and present an annual Report in June each year to Chichester District Council's Overview and Scrutiny Committee. 3. Methods to record and monitor tourism data locally to be agreed through partnership working. This would provide a method of monitoring the impact Visit Chichester are having on the district. 		<ol style="list-style-type: none"> 1. Quarterly Update reports received on discussed on quarterly basis to identify activity within the period and measures against the SLA targets. 2. Report to June OSC to report annual review of previous year's activity. 		Report as agreed

Chichester District Council

Overview and Scrutiny Committee

September 2019

Universal Credit Review

1. Contacts

Report Author

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2. Recommendation

2.1 This report aims to give an overview of the impact of Universal Credit and recommends the following;

- (a) That the impacts of Universal Credit continue to be monitored to inform service delivery of Revenues, Housing and Communities.**
- (b) That officers continue to consider how adverse effects can be mitigated by the provision of Council Services and partnership working.**
- (c) That relevant Council policies be reviewed to ensure that they support those that are vulnerable to welfare reform.**

3. Background

The Welfare Reform Act of 2012 introduced Universal Credit (UC) in April 2013 and this new benefit combined six legacy benefits into one payment. It was aimed at simplifying and streamlining the benefits system, improving work incentives, tackling poverty among low income families and reducing the scope for fraud and error. It is a benefit administered by the Department for Work and Pensions (DWP). It was envisaged that UC would be fully introduced by 2017, but the roll out timetable has been pushed back several times. Following early problems the entire programme was reset in 2013. In 2016 the DWP began full service roll out, however, this was slowed following emerging evidence of problems. In the Chichester District full service roll out was timetabled for April 2018, this was delayed and full service roll out commenced from July 2018. This report aims to review the impact of full service roll out a year on, in terms of its impact on Council Services and communities.

4. Outcomes to be Achieved

To review the impact of UC roll out a year after full service commenced across the District. To consider whether monitoring of this reform on an ongoing basis adds value and what form this monitoring should take and by whom.

5. Report findings

- 5.1 Various stakeholders were contacted to contribute to this report, with varying degrees of success. The aim of UC is to combine six legacy benefits into one

monthly payment to simplify the benefits system and to make the transition in and out of work easier. UC statistics published by the DWP in May 2019 show the following key facts;

- The number of people on UC as at 11th April 2019 was just under 2 million.
- This represents 1.6 million households.
- Of these 650,000 or 33% were in employment.
- The average household payment of UC is £660 per month.
- 95% of UC is paid in full and on time. Of the households on UC in February 2019 98% that were paid received some payment on time, compared to 96% in February 2018.
- Payment rates for new claims are lower. In February 2019 86% received full payment on time, compared to 78% in February 2018.

5.2 These figures show that in the majority of cases the journey into UC is a positive one. However the minority of cases that experience issues impact on individuals, Council Services and services provided by key stakeholders. This report aims to highlight those issues and recommends that impacts continue to be monitored, to inform future service delivery of council services, particularly those that support vulnerable individuals and households across the District.

6.1 Universal Credit Time Line

January 2011	Welfare Reform Bill published
December 2012	Final Regulations laid
April 2013	First UC pathfinders launched
October 2013	Roll out starts across the country – limited to single jobseekers without housing costs.
June 2014	Gateway conditions introduced
November 2014 to May 2016	Introduction of digital service. The reset in roll out that happened in February 2013 allowed a dual roll out, the roll out of live service alongside digital roll out.
May 2016	Digital Service is renamed full live service and is rolled out across the country. Claimants on live service transferred across shortly after.
Autumn Statement 2017	<ul style="list-style-type: none"> • Abolition of the 7 day waiting period. • Increase in advance payments from 50% of estimated entitlement to 100% • Making it easier to apply for an advance payment • Increasing the recovery schedule for recovery of an advance from 6 to 12 months • UC claimants in receipt of HB will receive an extended payment of HB to ease the transition into UC. The customer will not need to pay this back. • Alternative Payment Arrangements (APA) a simpler process for Landlords to apply for the housing element to be paid direct (where the claimant is in arrears).
April 2018	Removal of temporary accommodation from UC

6.2 Housing Benefit

6.2.1 Housing Benefit (HB) is one of the legacy benefits that UC replaces. From July 2018 the gateway for new housing benefit claims closed (with some exceptions). From this date UC (to include housing costs) should be claimed instead. The Revenues Division has been aware of this change since 2013, and has continued to deliver housing benefit through the various gateway changes and delays since this date. Up until 2018 there was minimal change in terms of HB caseload, however drop off has accelerated since the introduction of full live service across the District in July 2018.

HB Caseload as at 31st March	Working Age	Pensioner	TOTAL
2011	4262	2235	6497
2012	4398	2262	6660
2013	4584	2280	6864
2014	4559	2256	6815
2015	4372	2229	6601
2016	4339	2232	6571
2017	4150	2231	6381
2018	4015	2207	6222
2019	3221	2151	5372

6.2.2 The table shows HB caseload since 2011. At the 31st March 2019 HB caseload had reduced by 13.66%. Split by case type there has been a reduction of 19.8% in working age claims and a 2.5% reduction in pensioner age claims. The gateway is only closed for new claims. Those claimants currently in receipt of housing benefit will remain entitled to this benefit until they have a change in their circumstances that requires them to make a new claim, at which point they will be required to make a new claim for UC. Therefore the continued rate of drop off is hard to predict. Managed migration, the process that seeks to transfer existing claimants of legacy benefits across to UC, is currently being piloted in Harrogate. Findings will be taken to Parliament early in the New Year and this will inform the future managed migration programme. However natural migration will continue in the interim, with some speculating that by the time a managed migration programme is finalised that the volume of cases to manage will be significantly less because of the effect of natural migration.

6.2.3 There has been no change at present to the staffing levels in benefits, however this will be something that requires future consideration, depending on the future of UC and HB. One of the impacts of UC has been the retention and recruitment of skilled benefit staff, therefore this is not a decision that should be made without adequate planning. The claims that remain on housing benefit and local Council Tax Reduction CTR also need to be factored into these decisions.

- 6.2.4 The complexities of the easements introduced to UC and the changes to the gateway for certain groups mean that over the past year the team have spent some time dealing with customers to explain the changes, this is difficult to quantify. This has been particularly problematic in cases where the circumstances of the household are unusual or complex and where there is some underlying vulnerability. Communication with the DWP for these customers can be troublesome as they are reliant on the customer having a good understanding of the benefits rules.
- 6.2.5 Although the easements made in the Autumn Statement of 2018 make UC more generous than before, by comparison to legacy benefits for some households there is still a loss of income in real terms. The Institute of Fiscal studies published a report in April 2019 this details the groups most adversely affected by the introduction of UC. In summary those with financial assets (owner occupiers), the low earning self-employed, couples where one is pension age and the other is below and some claimants in receipt of disability benefits. There is also the loss of income as a consequence of the introduction of the two child limit in 2017 and the freezing of benefit rates in cash terms.
- 6.2.6 This can potentially be mitigated by the award of a Discretionary Housing Payment (DHP). DHP's are funded by DWP grant but are administered locally. The amount received by the Council is reducing year on year and so due to funding constraints local policy has intended the award of a DHP to be short term i.e. to enable a household to adjust to a reduced budget. This potentially means an increased reliance on the voluntary sector such as the food bank and the local Citizens Advice Bureau who offer budgeting and support.

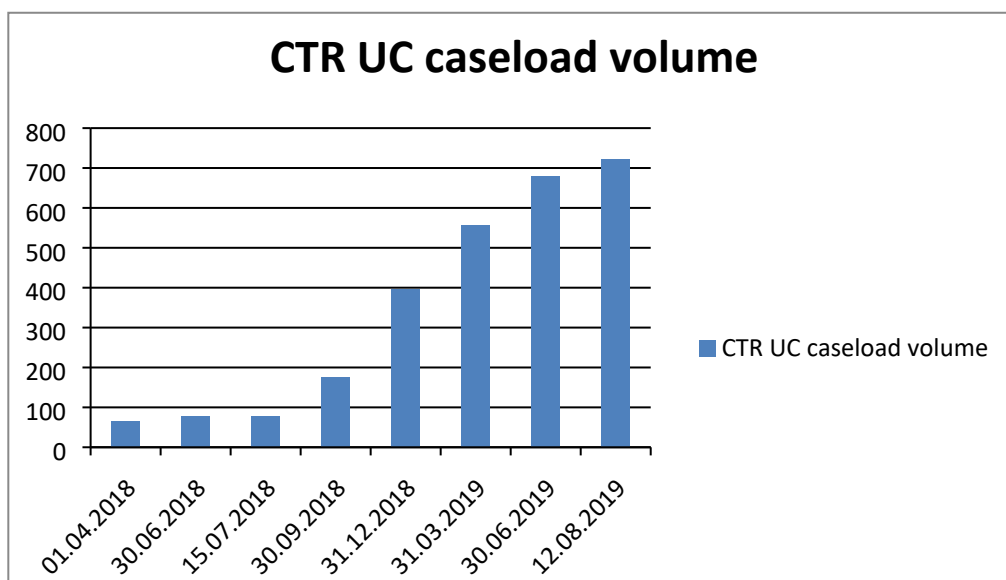
DHP fund year	UC one off award	UC ongoing award	Total DHP for UC	DHP Total fund (DWP)	Total DHP spend
2017	£303	£5,568	£7,889	£232,844	£175,980
2018	£6,899	£20,533	£29,451	£202,370	£179,859
2019 (to date)	£4,510	£20,020	£24,531	£178,227	£63,837

- 6.2.7 The table above shows DHP expenditure on UC claims per year. One off DHP's generally assists with the cost of moving to more affordable accommodation and where payment of two homes is needed. Ongoing DHP would support shortfalls in rent as a consequence of Local Housing Allowance LHA rates and other welfare reform such as the Benefit Cap and Social Sector Size Criteria (bedroom tax). The Revenues team will build monitoring per award type into ongoing DHP monitoring which informs future DHP policy.

6.3 Local Council Tax Reduction

- 6.3.1 In 2013 the Welfare Reform Act introduced local Council Tax Support, this gave Local Authority's the freedom to design and implement local Council Tax Reduction schemes (CTR). The Council have to date supported maintaining levels of support to their communities and therefore up until

2018 the CTR scheme was based broadly on the national Council Tax Benefit scheme that preceded it. In April 2018 the Council introduced a banded scheme for customers in receipt of UC. This was in response to how UC worked and was aimed at reducing administration costs rather than the level of support. This was in response to a reduction in the level of administration funding and the potential for increased costs due to the nature of UC assessment rules.



- 6.3.2 The current UC CTR caseload is 722. This represents around 11% of the total CTR caseload. This has increased from just 1% when the banded scheme was first introduced in April 2018.
- 6.3.3 Collection rates for the UC scheme for 2018/19 were on average 74.7%, compared to a District average of 97.8%. The collection rates for all CTR claims is unknown, this is something that Revenues is seeking to develop, so that recovery processes can be monitored and policy such as the Corporate Debt Recovery Policy be reviewed and updated as necessary. Other LA's have an overarching anti-poverty strategy which may also be worth giving consideration to, particularly as UC rolls out further and CTR becomes disassociated with housing benefit.
- 6.3.4 Since the introduction of the UC banded scheme the Revenues Team have tried to identify individuals who have been disadvantaged by the scheme and where appropriate offer them additional support on a discretionary basis. Discretionary support considers both the disadvantage of the new scheme and financial capability. In 2018 one discretionary award was made on this basis and so far in 2019 two have been made.
- 6.3.5 The CTR scheme is reviewed annually and revisions considered by officers, with approval from members. As UC did not roll out until July 2018 it has been proposed that no changes are made to the CTR scheme for 2020/21, with the exception of any minor adjustments that are required to bandings and uprating. However it is intended that engagement be sought with

members to review the performance of the UC scheme with a view to making any changes from 2021.

- 6.3.6 The council may need to consider doing some work around take up of CTR. Previously CTR would have been considered at the same time as a Housing Benefit claim and entitlement revised when a change of circumstance is reported. However the Council are now notified of a claim for UC by the DWP, in response an invitation to claim CTR is made to the customer, however this is not always taken up. Therefore take up should be considered as part of the recovery process identifying accounts that are in arrears where a low income or UC entitlement may result in an award of CTR.

6.4 Housing & Homelessness

- 6.4.1 The housing team do not currently record whether the presentations for advice are related to UC. This is something that they are developing with their new software, therefore, in the future this can be recorded and monitored with any changes to housing policy being considered in response. The team do have a specialist housing welfare officer, to date she has dealt with three cases where UC is considered as a contributory factor to an individual's housing issue. This represents around 10% of her caseload. These are included in Appendix 2 as housing case studies.
- 6.4.2 Nationally it has been shown that there are difficulties with rough sleeping and making and maintaining a claim for UC. Stonepillow, the local homeless charity, confirm this, although they do not keep statistical data. They provide online access and assistance for making claims at the Hub (Old Glassworks) in Chichester and anecdotally they cite issues with maintaining claims, conditionality and sanctions. For those that do face difficulty there is some suggested links between disrupted income and low level crime and street begging.

6.5 Communities – Community Referrers project (social prescribing)

- 6.5.1 In July 2018 the communities team recruited four community referrers. These posts work across the District attached to GP surgery's assisting patients with non-medical issues that are impacting them adversely. From July 2018 to July 2019 the team dealt with 649 referrals, 203 of these were referred for benefit advice and around half of these cases had issues with UC. Many of those cases involve Employment & Support allowance ESA reviews or changes following a capability assessment. Customers who were previously on ESA pre roll out that experience such are issues are required to claim UC. This can create issues, as seen by this team, particularly where there are vulnerabilities or mental health issues. The team have also experienced referrals as a consequence of the waiting period, to assist where IT skills are lacking and where Personal Independence Payments (PIP) has been reassessed. The team have recruited an additional post to assist with the increased volume of cases being referred. This post has been funded by Hyde and will be focusing on Hyde tenants that present with benefit issues.

6.6 Other stakeholders – Citizens Advice Bureau & Food Bank

6.6.1 The Trussell Trust operates over 1200 foodbanks nationwide, in the Chichester District there are four centres; Chichester, Selsey, Midhurst and Petworth. The Chichester foodbank have operated 3 days a week, for two hours a day since 2012. Between August and November in partnership with Southdown Housing a floating support officer was co-located in Chichester as part of a pilot, aimed at assessing the households using the foodbank, establishing support that these households require and assessing their circumstances three months after the pilot. The key findings were that the main reasons for people accessing the foodbank were, pending UC payments, one off payments, unemployment and homelessness. The data in this report shows that 33% of respondents to the pilot cited that the UC waiting period had prompted them to use the foodbank. Volunteers at the foodbank reinforced this message, stating that they see a lot of cases referred from the CAB, where they have opted to use the foodbank rather than take an advance payment. The reason that they refused an advance is because they felt that they would struggle with the repayment options offered to them by the DWP. These findings suggest that the DWP solution of offering advance payments to alleviate waiting periods is not a viable option for some households already struggling with budgeting.

6.6.2 The Citizens Advice Bureau (CAB) was commissioned to provide budgeting and support from April 2018. The benefits team retained responsibility for digital support. However in December 2018 the Government announced that the CAB would be providing both forms of support from April 2019. Chichester CAB were selected to pilot this therefore they took responsibility for both budgeting and digital support from January 2019. They are in the process of producing a similar report to this, reviewing the impacts of UC on their service. This has not been published to date. They have provided some case studies which highlight the good and the bad of UC. The bad highlights the need for good communication with the DWP and the individuals within the DWP that make decisions. The majority of cases are straightforward; however it appears that where there is complexity the DWP struggle to interpret their own rules. This may improve as roll out progresses as they will see more of the complex cases and DWP staff will become more familiar with the issues. The work of organisations such as the CAB will be crucial in ensuring that individuals who have complex circumstances are able to navigate the system to obtain the level of support they are entitled to.

6. Resource and Legal Implications

This report has been produced by the Revenues Division however consideration may need to be given to future monitoring and how this can be achieved across service areas within current resourcing.

7. Community Impact and Corporate Risks

There are potential negative impacts on the roll out of this reform, particularly around housing & homelessness, arrears of council tax and the impact of recovery of such

debts. The Council needs to ensure that these impacts are considered in relevant areas of Council Policy.

8. Other Implications

	Yes	No
Crime and Disorder		X
Climate Change and Biodiversity		X
Human Rights and Equality Impact		X
Safeguarding and Early Help		X
General Data Protection Regulations (GDPR)		X
Health and Wellbeing		X
Other (please specify)		

9. Appendices

None

10. Background Papers

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/801411/universal-credit-statistics-to-11-april-2019.pdf

<https://www.ifs.org.uk/publications/14083>

Chichester District Council

Overview and Scrutiny

10 September 2019

Social Prescribing

1. Contacts

Report Author

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2. Recommendation

2.1 The committee is requested to consider the Chichester Social Prescribing report for year 1 and to note the following:

1. The progress and success of year 1 of the service
2. Outcomes of the service and agree next steps in the evaluation report

3. Background

- 3.1 Social Prescribing is a GP based service receiving referrals for clients who regularly attend medical appointments for nonmedical issues. The Social Prescriber acts as a bridge between healthcare professionals and local services/activities. They work with people to understand a wide range of issues (problems and strengths) and find and connect them to services/activities in their local community.
- 3.2 The Chichester Social Prescribing service has been operational since July 2018 and is a partnership project with Chichester District Council and Rural North and Chichester Local Community Networks. The service is hosted by Chichester District Council and sits alongside the Wellbeing team within the Housing & Communities Directorate. It is jointly funded for two years (2018 – 2020) by Chichester District Council, Chichester and Rural North Chichester GPs, Clarion Housing, A2 Dominion housing provider, Friends of Midhurst Community Hospital and Chichester City Council.
- 3.3 The team of 4.5 FTE Community Referrers employed by Chichester District Council are based in GP practices across the district. They are embedded as part of the primary care teams and receive referrals from GPs and other practice staff.

4. Outcomes summary

- 4.1 The team received 596 referrals during their first year from GP practices across the district primarily for support with housing, benefits advice, money and debt advice, employment and training, and social isolation.
- 4.2 Many referrals received are for people who have complex lives, mental health problems, generally struggle to cope and who require significant support to access services. The team have been able to work with these people on a one to one basis supporting them to access council services as well as other statutory and voluntary sector agencies for support. The case studies within the full evaluation report illustrate the complexity of some of the cases and the outcomes that the team have achieved for people.
- 4.3 Whilst it is too soon to comment on longer term outcomes, anecdotally, it appears that GPs are seeing the people they have referred to the service for fewer or more appropriate consultations which are more of a medical nature rather than the social issues they were experiencing previously.
- 4.4 10% of clients were called and asked about their experience with Social Prescribing. Results show 100% positive outcomes. 79% of clients found the service to be “Very Useful”, 21% of clients found the service to be “Useful”.
- 4.5 It became clear early on that many clients referred to the service are housing association tenants and the majority of these are Hyde tenants. Hyde were approached and agreed to support the service with additional funding of £15,000 for 1 year to recruit a Social Prescriber to work specifically with Housing provider tenants, she started work in August 2019.
- 4.6 Funding from local charities was secured to support individuals. For example, £3,000, for two equine therapy programmes was secured from Chichester in Partnership and Chichester Rotary Club. Equine therapy is particularly useful for treating people with mental health problems. £1300 was secured from the Betty Martin Charity to fund a client’s driving lessons and £5000 from Hyde for house clearance and deep cleanse following an extreme hoarding issue.
- 4.7 The team have been able to identify gaps in community services and report these to commissioning bodies and other partners. It is important that commissioners recognise that Social Prescribing is essentially dealing with individuals who are either falling through the gaps or are not able to access services due to increased eligibility criteria.

5. Community Impact and Corporate Risks

- 5.1 Fundamentally, the Social Prescribers directly tackle health inequalities by working with Chichester residents who need the most support to access services. Clients are supported to achieve outcomes that improve their lives and to become more resilient

going forward and potentially less demanding on services. The Social Prescribers have been able to facilitate better joining up of services resulting in improved communication therefore improving the client journey. An example of this is the relationship with the council's housing team that has developed as a result of working with clients who are referred for housing related issues.

5.2 Corporately risks are associated with funding and sustainability of the service in the longer term. However, NHS England has committed 5 year funding for 2FTE posts in partnership with GP practices. The funding for these posts will come to CDC and the existing team will be able to apply for these posts. Furthermore, officers will take a report to cabinet in November to request onward CDC funding and approach partners to secure additional funding for the remaining posts.

6. Next steps

6.1 Nationally Social Prescribing is growing; it is recognised as a valuable resource for Primary Care and is a key feature in the 2019 NHS 10 year Long Term Plan. Alongside working to secure additional funding officers are working with Coastal West Sussex Clinical Commissioning Group, GPs and the other Social Prescribing teams across West Sussex to develop a shared and consistent evaluation framework which will enable us to measure long term outcomes and value for money. In addition we will undertake the following actions:

- We will explore the possibility of the team having access to system one
- The Social Prescribers will attend practice meetings to help staff to better understand the role and benefits of Social Prescribing for patients and staff. In addition they will write a referral guide / pathway so that the referral process is clear
- We will recruit maternity cover for the Petworth / Midhurst Social Prescriber

7. Other Implications

	Yes	No
Crime and Disorder		x
Climate Change and Biodiversity		x
Human Rights and Equality Impact	x	
Safeguarding and Early Help	x	
General Data Protection Regulations (GDPR)		x
Health and Wellbeing	x	

8. Appendices

Chichester Social Prescribing year 1 evaluation report

Chichester Social Prescribing year one evaluation report July 2018 – July 2019

Background

- A partnership project between Rural North and Chichester Local Community Networks with Chichester District Council
- Jointly funded for two years (2018 – 2020) by Chichester District Council, Chichester and Rural North Chichester (RNC) GPs, Clarion Housing, A2 Dominion, Friends of Midhurst Community Hospital and Chichester City Council
- 4 Community Referrers employed by Chichester District Council within the Wellbeing team in the Communities, Housing and Benefits Division.

Year One Statistics

- **596 referrals** - the team are embedded within the practice teams and have received referrals from GPs, Proactive Care and other practice staff.
- These referrals are for **Benefits Advice, Money and Debt Advice, Housing Advice, Social Isolation, Employment and Training and Lifestyle**. Many clients were referred for multiple reasons which made the referral more complex.
- **393 of these clients** have a long term health condition, **282** of these clients have a mental health component to their health condition.
- **Over 34% (202) of clients** were referred to the service with housing issues, **76% (153) of these clients** were also reported to having long-term health conditions.
- **53% of all referrals with housing issues** also had a mental health condition.
- **64% of all referrals with housing issues** were tenants of Hyde Housing Association.

Positive Outcomes

- **100% positive outcomes from Patient Evaluation Data; 79% clients** found the service to be “Very Useful”, **21% clients** found the service to be “Useful”
- Hyde Housing Association have recognised the support provided to their tenants and have contributed funding to pilot a new part time Social Prescriber post focusing on Housing Association tenants.
- The team have identified gaps in local services detailed on p19/20
- Additional funding secured to the service and highlights achieved for the year are detailed on p20
- The team is contributing to the development of the Sussex wide Social Prescribing network sharing experience and learning with others

Introduction

The Chichester Social Prescribing service launched in July 2018 with 4 FTE Social Prescribers working across all GP practices in the Rural North and Chichester Local Community Network areas. The boundaries align with Chichester District Council but include Pulborough Medical Practice. The service is funded for 2 years initially 1st July 2018 – 30th June 2020 in partnership with Chichester District Council, Chichester and Rural North GPs, Clarion Housing, A2 Dominion, Friends of Midhurst Community Hospital, WSCC and Chichester City Council. This report details the activity and outcomes achieved by the Social Prescribers during their first year.

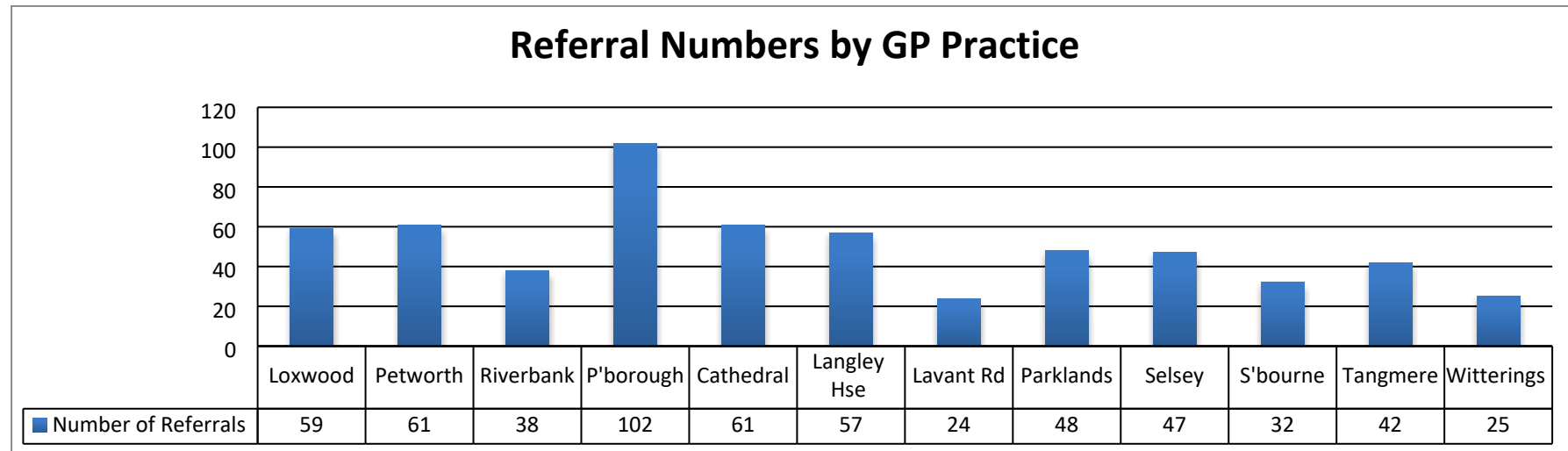
Client referral activity

In the first year (1st July 2018 – 30th June 2019) the service received 596 referrals to the service from GPs and medical professionals across the LCN areas as shown in Figure 1 p3. There were 260 referrals received from practices in the Rural North (referred to as RNC) and 336 from the Chichester practices.

Around 15% of referred clients (90/596) did not go on to take up service for various reasons, including that their issue may have become resolved or the referral may have been deemed inappropriate. The team has continually worked hard to build close working relationships with services and feedback to the services about the appropriateness of referrals if necessary. This has led to a reduced number of inappropriate referrals being received as the Social Prescribing service has become established.

The total number of recorded sessions lost due to clients not able to attend their booked sessions was 87. This could be due to the complexity of the clients that the service supports, as many of the reasons given for these missed sessions included health complaints and transport issues. The approximate service response time from referral to first contact made with client was 6.5 days and the average length of Social Prescribing intervention was 92 days (around 3 months). The results show an average of 4 sessions were provided per client including on average, 2 in clinic appointments, 1 home/community visit and 1 phone consultation.

Figure 1: Graph to show referrals numbers received by Social Prescribing Service in year 1 listed by GP Practice.



Referrals are fairly consistent across the practices bearing in mind the population of the Rural North area is much smaller than Chichester, also some practices are bigger than others and as such have more GPs and staff to make referrals.

The reduced number in the Rural North area could be due to the Social Prescriber for Midhurst and Petworth being absent from post since March 2019 due to sickness.

The reasons given for referrals are listed in Figure 2 below. The total number of reasons given for client referrals equals 1170, demonstrating that many of those 596 clients were referred for multiple reasons and as such have a level of complexity to them. Isolation features in 53% of referrals and was often combined with other confounding factors such as complex issues associated with housing, benefits and mental health issues.

Figure 2: Graph to show referrals numbers received by Social Prescribing Service in year 1 listed by reason for referral.

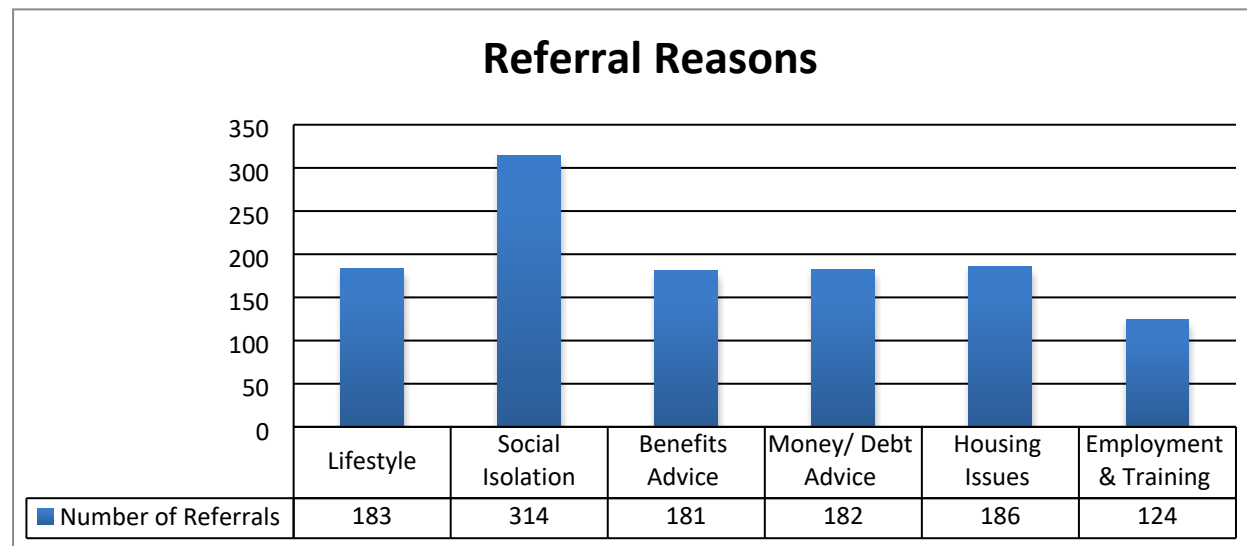
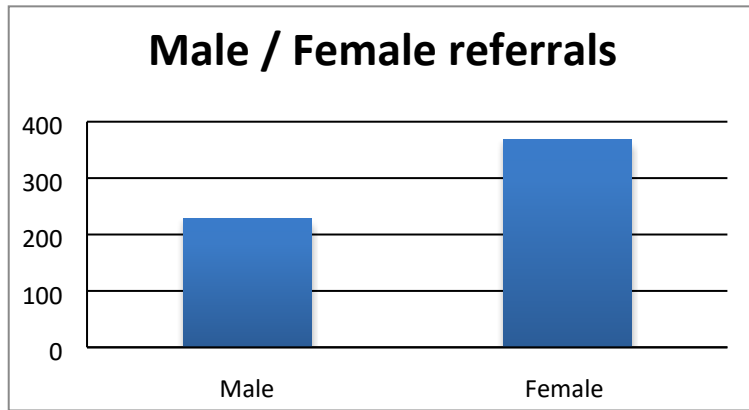
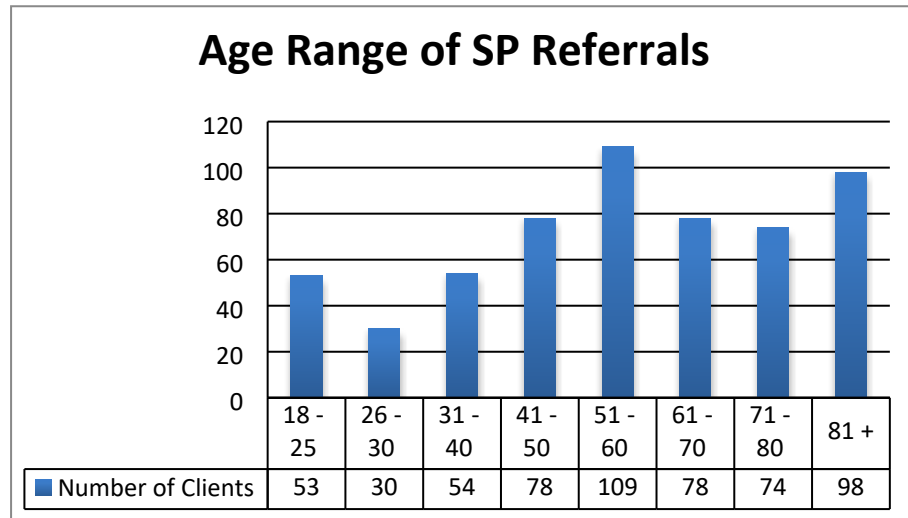


Figure 3: Graph to show referral numbers received by Social Prescribing Service in year 1 listed by gender.



An overview of the gender of clients referred to the service is shown in Figure 3. The percentage split across the patch was 38% Male to 62% Female clients. This was relatively the same in the individual area. This male / female split is common in frontline services as for many reasons, often women appear to be more open to support and are more comfortable discussing issues while men have been shown to be harder to reach or engage with services.

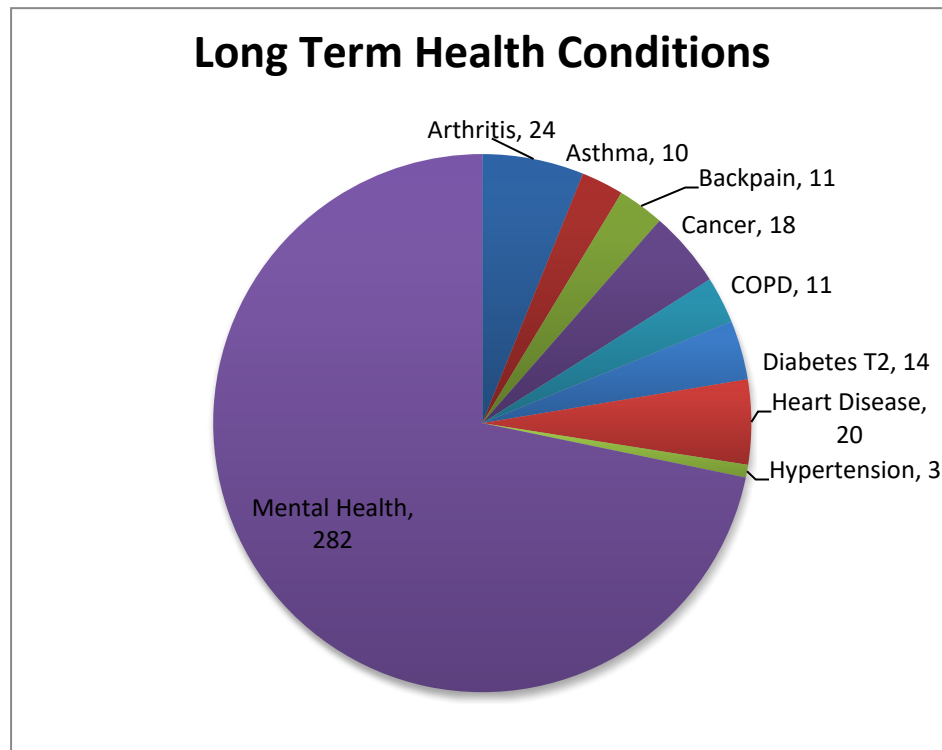
Figure 4: Graph to show age range of client referrals received by Social Prescribing Service in year 1



An overview of the age range of referrals received by the service is shown in Figure 4. Of the referrals received by the service, the youngest client was 17 and the oldest client was 98 which indicate the large client demographic the service covers. The average age of clients was 58 years old, which is often a time when clients are considering major changes in their lives such as retirement. Additionally many people around this age are struggling to manage care of their parents and grandchildren, whilst also dealing with their own challenges and health concerns (Figure 5).

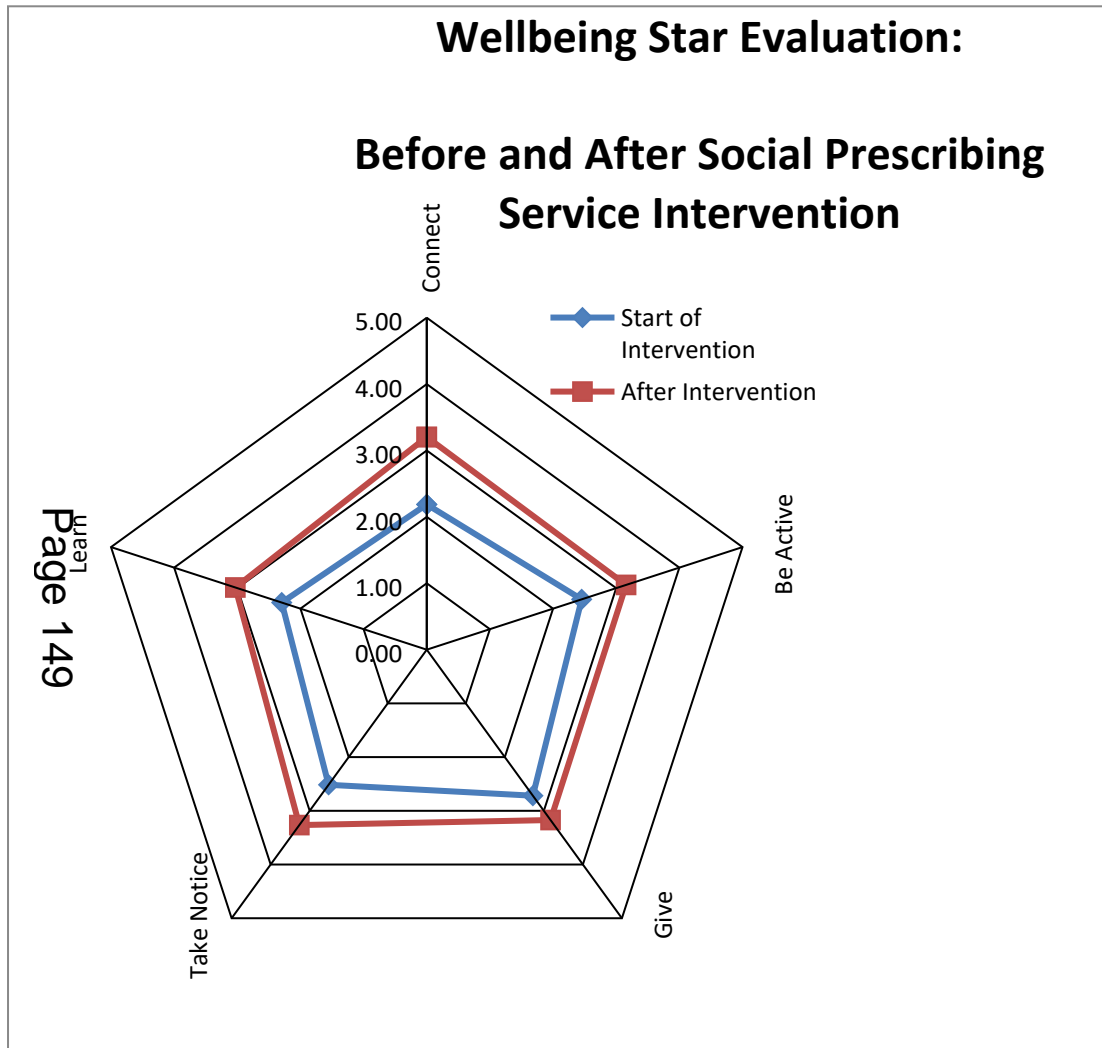
Over 66% (393) of clients referred to the Social Prescribing service in the first year were recorded as having a Long Term Health Condition. Health conditions can present a barrier to accessing services, such as challenges with transport and communication which make the cases more complex. The Social Prescribers have all become very skilled in creative person centred problem solving to assist clients to overcome these barriers where possible. Examples include assisting a client with learning disabilities and sight issues to access therapies by escorting them to check they were a good match with the service and then assisting the client to apply for a bus pass so that that they could travel there with another attendee. Another example is assisting clients by accompanying them on their first visits to a service and then arranging transport from within that service to pick them up for future visits. This works really well as once relationships are forged clients are often able to be supported in other ways by community groups and their members

Figure 5: Graph to show referrals recorded as having a long term medical conditions



282 clients were referred to the service had a mental health condition and whilst they were not referred for support with their mental health it adds a layer of complexity to the case. Examples include agoraphobia, anxiety disorders, bi-polar, depression, eating disorders, PTSD and split personality disorder. Dementia has also been included as it impacts on a person's mental health and ability to cope and of course some people have more than one long term condition.

Figure 6: Wellbeing Star evaluation



One aspect of the Social Prescribers role is to support the client to improve their resilience and self-efficacy.

Figure 6 shows before and after Social Prescriber intervention self-assessed wellbeing scores, using the Wellbeing Star tool. The Wellbeing Star measures change using the 5 ways to Wellbeing, Connect, Be Active, Give, Take Notice and Learn.

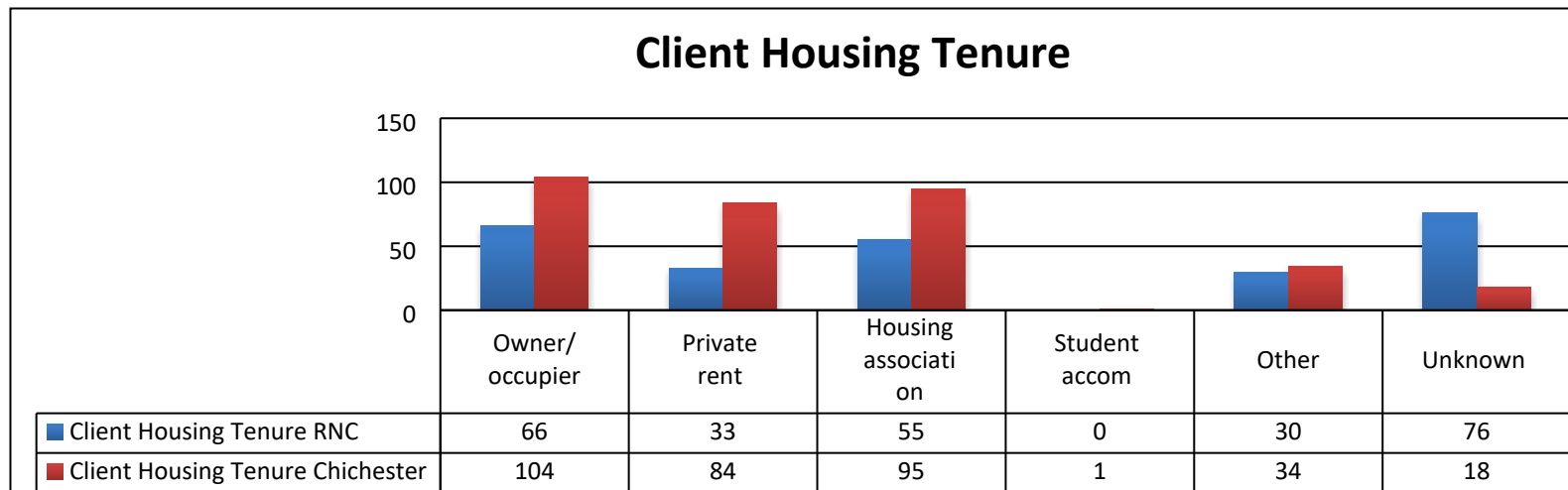
The data sample for this graph was from 64 respondents, which is around 10% of the clients seen in the first year. Whilst the sample size is small and it is promising to see the small positive improvement, it is important to recognise that clients then go onto reach more long term personal goals within the local community and support services.

This small incremental change reflects how the input by the Social Prescriber is the starting point for change and that real long term change occurs in stages over a longer period of time.

Housing Issues

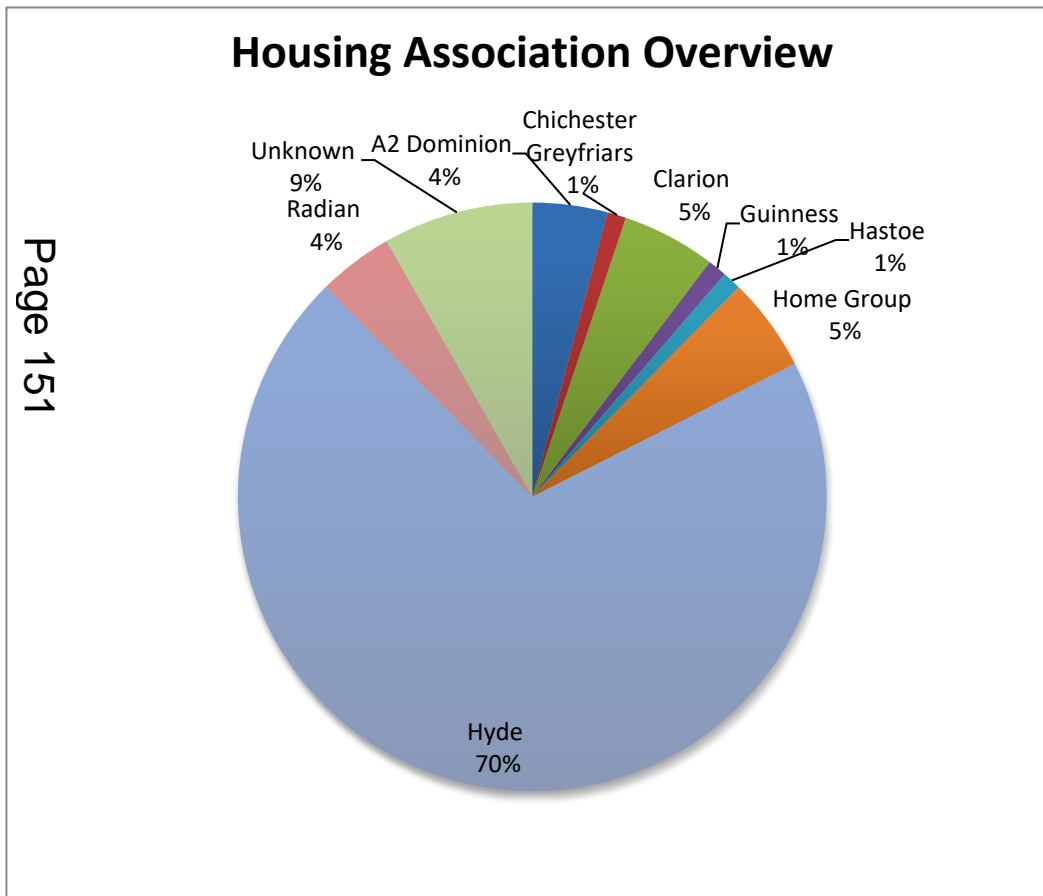
An overview of the housing tenure of clients is provided in Figure 7. Just over a third of referrals received by the Social Prescribing service were for clients presenting with housing issues, these clients often had a mental health issue as well. Ways in which the Social Prescribers have supported clients with housing issues include referrals to Occupational Therapists for adaptations needed to the property (such as installation of wet rooms), assistance with hoarding, assisting clients with the effects of neighbourly disputes, assisting clients to access support for repairs and damp issue, assisting clients with benefit claims and applying to charities for assistance with purchasing furniture. The Social Prescribing Team have developed strong links with the Housing Team at Chichester District Council and attend regular meetings to discuss cases where consent to share has been provided. In cases of dealing with Housing Association providers demonstrating consent to share can be a little more complex, although in many cases where this has been established the Social Prescribers have been able to work with the Housing Association to resolve the issues, occasionally acting as intermediaries between the housing benefit department and the Housing Associations.

Figure 7: Graph showing housing tenure of Social Prescribing clients referred in year 1



76% of clients who were referred for housing issues were also reported to have a Long Term Health condition. Half of these were a mental health condition, of these 38% lived in Housing Association properties, 31% private rentals and 15% other (including those who are homeless or staying with friends or family). The remaining 16% was made up of clients reported as owner/occupier, unknown or living in student accommodation.

Figure 8: Graph showing overview of housing associations tenancy of Social Prescribing clients in RNC and Chichester referred in year 1



Housing Association	Number of Clients	%
A2 Dominion	6	4
Chichester Greyfriars	1	1
Clarion	8	5
Guinness	1	1
Hanover	2	1
Hastoe	1	1
Home Group	5	3
Hyde	96	64
Radian	4	3
Saxon Weald	13	8
Southern Housing	1	1
Unknown	12	8

Clearly the majority of social housing properties are owned by Hyde. The team at Hyde have recognised this and have contributed funding to pilot a new part time Social Prescriber post focusing on Housing Association tenants.

GP survey data

A short survey about the Social Prescribing service was distributed to Practice Managers for completion by primary care staff. We received 21 responses of these 17 respondents said they had referred a patient to the service. Those that haven't referred do not see patients within their role and one respondent felt the options for referral were confusing.

How helpful has the Social Prescribing service been?

For you as a GP surgery

Very unhelpful= 0 somewhat helpful = 0 neutral = 1 somewhat helpful = 5 very helpful = 11

For your patients

Very unhelpful= 0 somewhat helpful = 0 neutral = 0 somewhat helpful = 6 very helpful = 11

Would you benefit from further training to understand the role and benefits of Social Prescribing for patients and practice staff?

Yes = 5 No = 13 Unsure = 3

Have you seen a reduction in attendance for non-medical concerns by patients following Social Prescriber input?

Yes = 5 No = 2 Unsure = 14

How far do you agree that the feedback you receive from your Social Prescriber, during and after intervention is sufficient?

Strongly disagree = 0 Disagree = 1 Neutral = 4 Agree = 12 Strongly agree = 4

Do you feel patients would benefit from our Social Prescribers having appropriate level access to the medical record?

Yes = 14

No = 3

Unsure = 3

If you are willing to provide a non-identifiable example and evidence of the change, please do so here

- Homeless patient support and encouragement to access services including specialist health care and services for homeless
- I have a number of patients who were frequent attenders who have been comprehensively "sorted out" by Jo F. She has helped my patients and also helped me. Great service!
- Some patients have reduced attendance after referral, some haven't reduced regular appointments. I have had some patients who have benefitted greatly with support re housing / benefits.
- Patients feeling much more supported by social prescriber, several mental health patients have found her input very valuable
- Have seen some reduction in some patient's visits, others no reduction
- Patient living conditions causing stress/alcohol related issues, helped with contacting agencies.

If you have any other comments about the social prescribing service, please tell us here

- We have been unlucky with not having a SP for quite some time. The initial stages were very positive and I am sure patients benefitted from the advice given
- The group I felt we were possibly not including enough were the isolated elderly, and those with dementia and their carers. Our social prescriber built up a really useful amount of knowledge around local services. It is a great shame she has not been well enough to be at work for the last few months. It also, sadly, emphasises the risks of lone workers when there is insufficient capacity in a service to cover ill health and maternity leave
- The social prescribing service has added a much needed level of support to primary care. Patients are happy with the service and we have worked closely together to improve patient outcomes. I believe it is vitally important that the social prescriber remains visible in general practice so that we are able to discuss concerns and support patients as one team
- For this to really work SP's need system 1 access

- Kate was fantastic when she was here, a highly useful and effective resource. Unfortunately we have been without a service for some time without her and this has been a challenge. I'm aware that her replacement is now in post but the lack of service has been disappointing in the interim period
- Difficult to define what appropriate level access is but there would be benefit in them being able to write their update reports direct to the record without viewing the patient record themselves (but this would involve them being their own System One organisation) I believe the service may be providing too extensive a service to individuals and therefore over-stretching itself, e.g. completing paperwork with an individual rather than sign-posting them to a different service that can help them complete the paperwork
- More please!
- It would be nice to have emails sent to appropriate staff who are able to prescribe - or even come to a practice - with clear guidance of Who, What and Where - and maybe also have a public information site so that patients can ask the medical professionals to prescribe. I know of a few things that are available, although I have not prescribed to any (except Chichester Wellbeing - if that is included - to which I prescribe a lot.) But for aged, elderly and dementia care it's not clear - often patients have quite negative feedback of previous attempts at social prescribing too so when asked if they want help, for various reasons, will often say no. I would really appreciate some very clear signposting on how to socially prescribe - appropriate to my role, or at least what I might be able to suggest a GP could do
- Good to be able to offer this service and we have had positive comments from patient's referred into the service, only issue is very little feedback on the notes or face to face interaction with the social prescriber
- I don't actually know our Social Prescriber, I've never had any formal introduction

Next steps

Nationally Social Prescribing is growing; it is recognised as a valuable resource for Primary Care and is a key feature in the 2019 NHS 10 year Long Term Plan. Alongside working to secure additional funding officers are working with Coastal West Sussex Clinical Commissioning Group, GPs and the other Social Prescribing teams across West Sussex to develop a shared and consistent evaluation framework which will enable us to measure long term outcomes and value for money. In addition we will undertake the following actions.

- We will explore the possibility of the team having access to system one
- The Social Prescribers will attend practice meetings to help staff to better understand the role and benefits of Social Prescribing for patients and staff. In addition they will write a referral guide / pathway so that the referral process is clear
- We will recruit maternity cover for the Petworth / Midhurst Social Prescriber

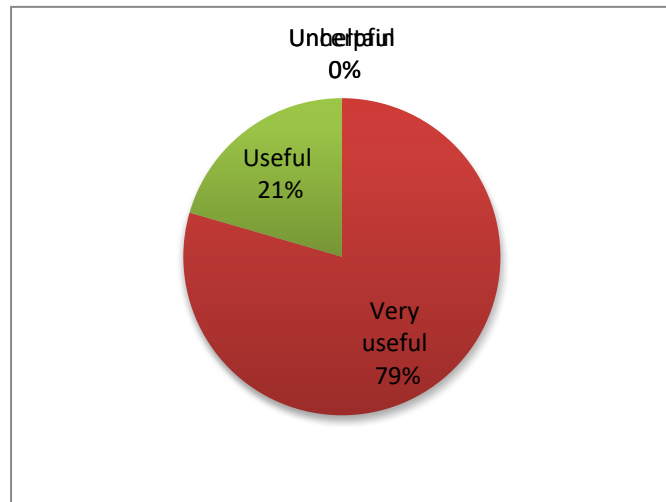
Patient evaluation data

10% of the year's total clients were selected to provide an evaluation of the service. This amounted to 60 people. 39 of these were successfully contacted by phone, 17 were not available after 3 attempts of calling, 2 people were emailed due to incorrect numbers (awaiting responses) and 2 people were unable to evaluate due to illness.

Evaluation Questions

How useful did you find the social prescribing service? We gave clients the options of: very useful, useful, uncertain, or unhelpful.

Figure 9: How useful did you find the social prescribing service?



31, (79%) Clients said that they found the service **very useful**. The remaining 8 clients said they found the service **useful** (21%).

How likely would you be to recommend a social prescribing session to a friend or family member?

We gave clients the options of: very likely, likely, uncertain, unlikely or very unlikely.

23 (59%) Clients said that they would be **very likely** to recommend us. The remaining 16 (41%) clients said they would be **likely** to recommend the service. None of the clients asked were uncertain or said that they were unlikely or very unlikely to recommend the service.

Figure 10:
How likely would you be to recommend a social prescribing session to a friend or family member?

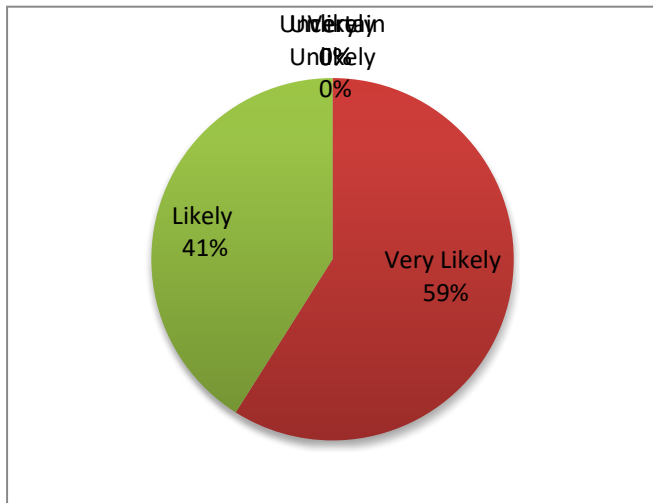
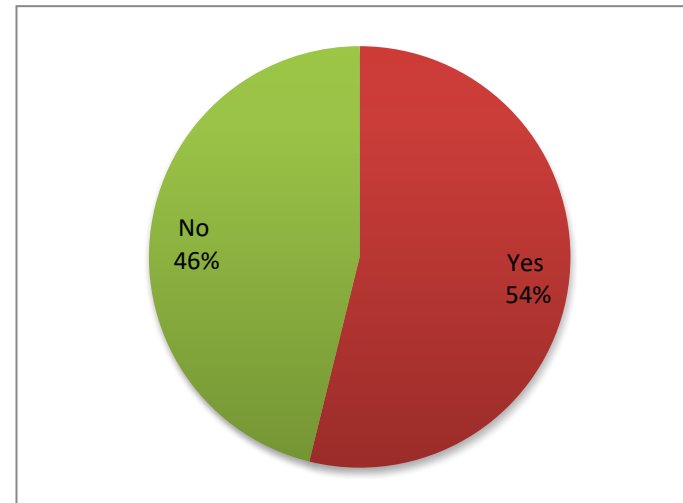


Figure 11:
Did the Social Prescriber refer you on to other services during your session?



Did the Social Prescriber refer you on to other services during your session? 21 (54%) Clients said yes and the remaining 18 (46%) clients said no. We then asked for some comments regarding the helpfulness of the referrals (if referred) and any reasons why no referrals were made. See Figure 11. Those responding 'no' included clients who had been signposted rather than referred on to other services as demonstrated by the client comments on referrals below.

Client comments on referrals:

"Didn't refer me but we spoke lots about my interests and how I could get more involved with them within the local community."

"Gave me a useful website that had lots of tools and links to help me out, I have used all of them."

"Referrals were very very helpful to me."

"I was referred to a company that fitted hand rails and mobility aids around my house to help me get around. It has really made a difference."

"I was referred on to 'Time to Talk'. Peter sorted it all out for me and was really helpful."

"No referrals but I was given lots of suggestions and it was left open for me to decide what was best."

"Referrals were useful and I got a lot sorted out in the house as a result of them."

'I was signposted to a few different services and Peter was really helpful with all the forms.'

'I was advised to start local clubs to get out of the house. I have started yoga.'

To finish the evaluation we asked an open question of 'Any other comments?'

"Freddie was lovely and so easy to talk to and really helped me engage more with my interests."

"Felt nice to know there was someone to talk to"

'Peter is a hero and is making a huge change to my life, shame there is a limit to appointments.'

'Peter was very friendly and organised and always rang before visiting to confirm'

'Freddie is an amazing bloke; I really appreciated all his help'

'Peter is an absolute top guy'

'Peter was brilliant, he went above and beyond to help us, including calling services and helping us to book appointments'

'Jo was so understanding and caring and really listened to me which I really appreciate'

'Freddie was brilliant, and as a result of his visits I am now getting back into work'

'We owe a lot to Peter. We couldn't have managed without him'

'Kate gave me a website with loads of useful tools and links to help – I have used all of them!'

'I was advised to join a few local clubs to help get me out of the house and I now volunteer at a SEND school'

'Freddie helped me to sort my grandson out – he has now moved out and resolved his drinking problem!'

'Peter helped me to move into a new house on the ground floor so that I can get around a lot better'

'Peter was so helpful and listened to me, the help came at just the right time and I am very grateful'

'The service was helpful and I felt that I was no longer alone'

'Only negative would be that I would've liked more sessions but I am aware that it can't go on forever.'

'Freddie was very enthusiastic and really keen but, through no fault of his own the service just wasn't suitable for my issue.'

'I didn't like the way some things were worded (patients wife had passed away). However I spoke to more to Freddie than anyone else and it was good to get stuff off my chest.'

Impacts on Community Groups

As there has been ongoing concern about the onward referral routes, mainly voluntary sector, coping with increased demand on services, several groups were asked for feedback and below is the feedback received:

Rotary Club of Chichester Harbour

Number of referrals you have received: 1 to 2 a month

Benefit of working with Social Prescribing service: we reach people and are able to help where we might not have done before without this system. Also referrals are by professionals, so we know they are genuine.

No negatives, very happy to continue working with SPs.

Age UK Horsham:

Number of referrals you have received? 5

Benefits of working with the Social Prescribing service: We have had some referrals for some vulnerable people who might otherwise not have known about. We have been able to assist them with welfare benefits issues.

Any perceived negative impacts of receiving referrals/working with the Social Prescribing service? No

How you might like things to progress working with the Social Prescribing Service in the future?

No specific observations. I think we have a constructive working relationship with Freddie Jones and anticipate that this would continue.

Onward referrals

The team made 1063 referrals to 225 different organisations; these are listed in appendix 1

Gaps in referral routes

Where the team have been able to identify gaps in community services it is important that Commissioners recognise that Social Prescribing is essentially dealing with individuals who are either falling through the gaps or are not able to access services due to increased eligibility criteria.

Benefits: Support for people with PIP assessments and appeals. Personal Independence Payment assessments are complex and time consuming and the majority of claimants require support to complete the forms. If they are not filled in correctly they are either rejected or go to appeal. The appeals are heard out of county in East Sussex or Hampshire and often people struggle with cost and transport to get there. There are Advocacy Services and CAB will provide some support but these have long waiting lists. There seems to be no service in place that meets the emotional needs of the client to support them through the process and the Social Prescribers have often found that clients report the process to be very traumatic. The change to Universal Credit has also caused numerous issues. Universal Credit applications can only be completed online and this can be a barrier for some claimants who are not proficient in IT. Some clients also have issues preventing them accessing the support available, eg transport. The Social Prescribers also often have to act as intermediaries between their client and their clients GP in order to access appropriate supporting documents.

Counselling therapies: Traditional counselling therapies are expensive and therefore unaffordable for many. NHS Time to Talk is time limited and has a long waiting list. It was found that a lot of the not for profit services still charge for their services in order to cover their costs which can be challenging for some clients to afford.

Handy man services: A low cost / free handyman service to carry out small maintenance jobs around the house. Some of the housing providers expect their tenants to do small repairs and maintenance themselves but it is the most vulnerable tenants that struggle with this.

Damp and mould: The Social Prescribing Service is seeing high numbers of people experiencing problems with damp and mould. Whilst some of this may be due to a lack of awareness from occupants about preventative measures, some of it could be associated with poor property

maintenance by housing providers. The impact of living in these circumstances increases the risk of long term health conditions and can impact on people's emotional wellbeing.

Transport: Community transport services, especially in the north of the district are lacking, people become isolated because they can't access services or community groups. There are some services available to assist with transport to medical appointments but very few to assist with social activities. There have also been many cuts in public transport, resulting in less frequent services and some areas being left without any service connections.

Activity for young people: Isolation impacts younger people as well as older people and there is a lack of social activity for this age range. Many young people are returning to the family home or have been unable to leave due to the shortage of affordable accommodation in the area. Transport can also be a particular issue for this age group. Aside from the lack of transport availability, cost can also be a barrier. Many of the youth clubs lack funding and succession planning to enable them to continue to provide a service.

Dementia services in the north of the district: Sage House in Chichester is an excellent service but there is currently little in the north of the district, although, Sage House have recently recruited a new post whose role it will be to develop outreach services in these areas. Some services are provided at the Grange Leisure Centre but transport can often be a barrier to people accessing this service. The Memory Assessment Service is experiencing high rates of referral resulting in delays in diagnosis. This can often impact on benefit claims, reviews and access to dementia specific services.

Support for people with mental health issues: Statutory services are clearly under pressure and therefore limited with the support they can provide. There have been a lot of changes in Voluntary and Community sector mental health provision, particularly for those under 65, which has left some areas of the Chichester District with little additional support. In central Chichester, Mind are no longer active for this age group and the impact of this is that Richmond Fellowship are now experiencing a marked increase in new referrals, creating delays.

Additional funding secured and highlights

- Positive working relationships with all GP practices have developed and the staff are embedded within the Primary Care teams
- Additional funding of £15,000 for a 1 year pilot has been secured from Hyde Housing Association to recruit a Social Prescriber to work specifically with Housing provider tenants starting in August 2019.
- Admin support has been recruited to ensure all client data is inputted and available for evaluation. This will free up Social Prescriber time

- Funding of £3,000 for two equine therapy programmes was secured from Chichester in Partnership and Chichester Rotary Club
- Funding of £1300 was secured from a local charity to fund a client's driving lessons, following a case of domestic abuse and relocation to rural location.
- Partnership working with Hyde to address extreme hoarding issues with one of their tenants and secure funding of £5000 for house clearance and deep clean. The client was then rehoused and a three bedroom property was then made available to a family.

Case studies

NB: All of the case studies used in this report are fully anonymised and are an amalgamation of the experiences of several clients. They do not directly relate to any one single individual and should not be interpreted as such.

Case study one

One of the patients is an elderly woman who moved to Chichester 2 years ago. She has struggled to make friends and was referred by her GP due to social isolation, having been diagnosed with depression.

Having met with her twice, it was clear that she was still struggling with her grief following her husband's death and she was agreeable to a referral to CRUSE for bereavement counselling. I also assisted her to make a claim for Attendance Allowance, as she was struggling to manage at home, due to a number of physical health problems.

I introduced her to the local University of the Third Age community and she has joined a poetry group. She also now attends a weekly lunch club at the local church.

She was awarded lower rate Attendance Allowance and now employs a cleaner and can take taxis to the U3A meetings. The bereavement counselling has started and, although emotionally difficult, she said that she now realises how much she had bottled things up.

I recently asked her GP to refer her for a hearing test as she is struggling to hear in the groups she now attends. This was acting as a barrier to effective participation. I attended one of her lunches and asked the organisers to make sure she is seated in the best position to hear people, when they are talking to her. The group are now going to install a hearing loop at the venue where several of the other members also said that they found it difficult to hear.

I worked with this lady for nearly 3 months and made 3 home visits, 2 community visits and several telephone sessions. I will now be closing the case and she reports that she is feeling “a lot happier with my lot”.

Case study two

This patient is a lone parent living with her young daughter. She is separated from her child’s father after a difficult history of domestic abuse. Her parents live locally but have limited time to support her with child care due to their own working responsibilities.

It unfolded during our sessions that she had developed issues with her mental health when she was a teenager resulting in her having to drop out of school and not finish her exams. As a consequence she was struggling to find her career direction whilst managing the responsibilities of being a single parent which had taken priority. Her long term goal was to take her exams and focus on her career development.

She had previously been working in a job where she had a real sense of purpose and community. Due to the nature of her domestic abuse she needed support in relocating and was unable to remain in employment.

As a result of being unemployed she needed to apply for Universal Credit which with the support of our sessions we were able to initiate.

She was then relocated to a new two bedroom house. As a consequence she was much further away from family support, friends and her new part time job. The issue of transport focused our sessions to explore local charity funding to support her to learn to drive. After finding a driving instructor we contacted a local charity who agreed to support with funding for lessons. Based on the principle that the average driver requires 45 hours’ worth of driving experience, we secured £1300.

In the process of working with this lady we also liaised/referred her to Family Support services, applied for free childcare and a leisure access card, signposted to local family support centre and Work, Information & Support Hub (WISH).

This patient has now established much better childcare through service and family support, is working extended hours in a new job, visiting her new local gym with a friend 3 times a week and continuing to learn to drive with the ongoing support from the charity.

The last word from the Social Prescribers

Life as a Social Prescriber – Jo Fishwick

The past year has passed in a flash. The role of social prescriber has been challenging, exciting, frustrating, heart-warming and sad but, above all, one of the most satisfying jobs I've ever had.

I came from a social work background and thought this role would be less stressful and, primarily about sign-posting people. The reality has been wholly different and, at times, I am working with people with such high levels of complexity, it is hard to know where to begin and I am very grateful for my previous experience and knowledge.

There have been many challenges so far – the sheer volume of referrals took us all by surprise, as did the complex nature of the issues that many of those people are facing. Working in different GP practices and therefore not having a permanent base can be trying at times. Frustrations at gaps in services and the impact of benefits changes on so many people's lives can be difficult to accept.

The positives, however, outweigh all of this. We have created a really effective, creative team from scratch and I have the utmost respect for my colleagues, whose humour, knowledge, support and kindness has been essential. The GP surgeries have also been overwhelmingly supportive of this new service.

Most of all, though, this role further bolsters my admiration for the immense resilience of people, who are facing unbelievably difficult and traumatic issues. It's a privilege to work, with them.

First year in review – Freddie Jones

Before working as a Social Prescriber I practiced as a Cardiac Rehab Specialist in the community. I therefore had little experience, or understanding of the social care, mental health, benefits, or housing systems and really had no idea of the complexities awaiting me.

As I was new to Social Prescribing, I felt there was only one way to be and that was to walk in the client's shoes; discovering what had brought them to this point, sitting with their isolation, facing the challenges and obstacles along the way and of course experiencing the means tests, thresholds and assessments they had to jump through to get the support and find a way out.

It's been a complete privilege to hear people's stories over the past year. Learning to be a part of that story for a very short but intensive period of time has been my biggest but most impactful challenge. I've learnt that the service people 'need' isn't always out there. Managing their expectations and looking first at their daily lifestyle choices has proven to be hugely important. Working with the Chichester Wellbeing team on this has been invaluable. They've been an

insightful resource of knowledge and experience, which has allowed us to shape the Social Prescribing service in our own way, whilst keeping the same principles and philosophies of ‘empowering the client’ to make their own changes.

What was believed to be a signposting service has become something far more all-encompassing. Carrying out this review has allowed us to understand that and feed it back where it’s needed. I’m excited about what’s still to come from Social Prescribing and very honoured to be at the forefront of it in Chichester.

Life as a Social Prescriber, One Year On- Peter Smith

One year ago, when I first took up the role of Social Prescriber the expectation was that we were to provide a signposting service, simply encouraging people to “join a Knit and Natter group or the local choir”. However, it soon became apparent that the service is meeting a need much greater than this, people lead very busy lives, often becoming more and more isolated in doing so, as a consequence we struggle in dealing with the daily challenges we face let alone those we have carried for a longer period of time.

During the past year it has been a real privilege to work alongside a wide range of people supporting them in resolving issues such as housing, employment, isolation and debt management. However I am also deeply respectful of those who have disclosed more complex issues of historical sexual abuse, self-harm, long term mental health, bereavement and gender identity. Such issues can never hope to be resolved within the time limited support I provide but having those conversations and linking people in with the relevant professional support is of equal value.

But to return to that initial expectation as an analogy – perhaps what I have been providing for the past year is an opportunity for an individual to find their own voice (sometimes for the very first time) and join the local choir. These singing lessons begin within the initial assessment session often in a confused, frustrated or angry manner, but a session equally recognised as one in which the client is given the space to discuss the challenges they face and the support which may or may not already be in place.

My belief is that we all as individuals are equipped with the necessary resilience and self-efficacy to meet life’s challenges; it’s simply that we have lost sight of that fact; we have forgotten how to sing, Detached from their own voice we also lose contact with the chorus of the local community. Given the information, time and encouragement I am able to provide many people who initially announced that they “cannot sing a single note” eventually find themselves reconnecting with that voice.

Maybe, at the end of the day it is all simply about knitting and singing groups!

Appendix 1

	Most Popular referral/signposted organisations	Description	Number of Signposted Clients	%
1	Citizens Advice Bureau (CAB)	Free, confidential information and advice to assist people with money, legal, consumer and other problems	74	7%
2	Choose Work	Assisting Chichester District residents to move into or towards employment through coaching, mentoring, providing information, advice and guidance.	62	6%
3	CDC Wellbeing	Information and support services for things like getting your family fitter, dealing with stress, kicking a habit, or simply improving your general wellbeing.	55	5%
4	The Department for Work and Pensions (DWP)	Responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department it administers the State Pension and a range of working age, disability and ill health benefits	50	5%
5	Carers Support West Sussex	An independent charity supporting some of the 89,000 family and friend carers living in West Sussex.	47	4%
6	Time to Talk (TTT)	Talking therapies services in West Sussex	31	3%
7	Mind/Pathfinder	Mind is a mental health charity offering one on one support and group sessions such as out and about groups, music groups, badminton etc. The Pathfinder service is connected to Mind and provides information about mental health conditions, self-help tools, apps, help lines, useful websites	29	3%
8	Adult Care Point	Adult social care support	22	2%
9	Richmond Fellowship	A national mental health charity and one of the largest voluntary sector providers of mental health support in England	19	2%

10	Age UK	Information, advice and support for older people.	19	2%
11	CDC Housing Advice	Chichester District Council Housing Team provide housing advice to residents of the Chichester District	18	2%
12	Christians Against Poverty (CAP)	A Christian charitable company. It is a national organisation specialising in debt counselling for people in financial difficulty, including those in need of bankruptcy or insolvency.	15	1%
13	Prevention Assessment Team (PAT)	A multi-agency, multidisciplinary teams delivering a preventive service across West Sussex. The team includes health advisors (qualified health professionals); social care workers and support workers from the voluntary sector.	13	1%
14	Sage House	A bespoke, modern and functional community centre, where people can access the most up to date support, information and advice on Dementia	13	1%
15	Turn2us website	A national charity that helps people in financial hardship to gain access to welfare benefits, charitable grants and support services.	13	1%
16	U3A (University of the Third Age)	A UK movement of retired and semi-retired people who come together to continue their educational, social and creative interests in a friendly and informal environment.	13	1%
17	Frontline Liaise Debt Advice	Free Debt and Welfare Benefit Advice	12	1%
18	Homemove	Sussex Homemove is the lettings scheme for council and housing association homes in Adur & Worthing, Brighton & Hove, Chichester and Mid Sussex	12	1%
19	Impact Initiatives Advocacy	Advocacy service working with people with learning difficulties, people with an acquired brain injury, people with a physical disability or sensory impairment, and people on the autistic spectrum.	12	1%
20	Men's Shed	Men's sheds or community sheds are non-profit organisations that advise and improve the overall health of all men.	12	1%

21	Mind Advocacy	Advocacy service working with people with mental health conditions	12	1%
22	Tandem	A transport service in Midhurst area assisting people to attend medical appointments	12	1%
23	West Sussex County Council	Council Services often referred to for assistance with blue badge applications and bus passes.	12	1%
24	My Sisters House	Support for vulnerable women who are characterised by a range of issues including histories of physical , emotional and sexual abuse, drug and alcohol addiction, trauma, and mental health problems.	11	1%
25	Petworth Community Gardens	An established community garden in Petworth to enable local people with limited means to be able to access free fresh organic fruit and vegetables. Also aiming to promote healthy life styles, care for the environment, celebrate peoples abilities, deliver social and therapeutic horticulture sessions and be a place of play and learning.	11	1%
26	Vaac/ Vaac Do it Volunteering Service	Promoting and supporting Charities and Community Groups Across Arun and Chichester	11	1%
27	Rother Valley Together (RVT)	An activity and lunch club at The Grange in Midhurst offering fun and friendship, and supporting those who have difficulty in getting out and about independently.	10	1%
Total			620	57%

Over 57% of the 1063 referrals/signposting made in the first year went to these top 27 organisations, out of the total of 225 organisations referred/signposted to in the first year.

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

Review topic	Corporate Plan Mid-Year Progress Review 2019
Terms of Reference	<ul style="list-style-type: none"> • To consider a mid-year progress report on Corporate Plan key projects and performance indicators for the period April to September 2019. • To identify any further action needed to challenge poor performance and/or reduce any risk to an acceptable level. • To scrutinise any projects or performance indicators that have been highlighted by Overview and Scrutiny Committee at its meeting on 10 September 2019 as being of particular interest.
TFG members	To be appointed at the Overview and Scrutiny Committee meeting on 10 September 2019.
Officer Support	Mr Buckley, Miss Davis, Mr David Hyland, Mrs Westbrook and service areas where required.
Background	The Council's Corporate Plan projects for 2019-20 were reviewed by Cabinet in January 2019. In addition to ongoing projects, new project proposals were developed to meet the priorities within the plan. A review is undertaken mid-way through the year to ensure that the council is achieving satisfactory levels of performance against these key projects and performance indicators.
Outcomes to be achieved	The council's key projects and performance indicators are monitored to support successful delivery and satisfactory performance. Action is taken to address any risks to the Council as a result of poor performance.
Methodology/ approach	As set out in the project plan below.
In scope	Review of progress against 2019-20 Corporate Plan projects and performance indicators.
Excluded from scope	Review of the council's priorities.
Consultation	None required.
Evidence sources	<ul style="list-style-type: none"> • A mid-year performance report on Corporate Plan projects and performance indicators, taken from the Council's performance management system. • Performance updates from services areas. • Action plans to address failing performance.
Site visits	None.
Review completion date	Report to OSC 19 November 2019.
How does the review link to strategic aims and priorities?	Links to strategic priorities in the council's Corporate Plan.

PROJECT PLAN

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

	Action	Timescale
1	OSC receive Terms of Reference for TFG and a list of all key projects and performance indicators that support the delivery of the Corporate Plan. OSC to inform the work of the TFG by identifying any projects or performance indicators of particular interest.	10 Sept 2019
2	TFG meet to receive Corporate Plan Mid-Year progress report. Review report to consider progress against Corporate Plan projects and performance indicators for the period April to September 2019. Identify any areas where improvement is required or poor performance/non-completion is posing a risk to the Council and/or to achievement of the expected project outcomes. Particular reference to be made to the areas of interest identified by OSC in Action 1 above. Consider inviting Service Managers responsible for these areas to attend the TFG to provide further explanations of performance or progress.	TFG meeting w/c 28 October 2019
3	Report to Overview & Scrutiny Committee.	19 November 2019

Corporate Plan - Projects & Performance Indicators 2019-20



1. Improve the provision of and access to suitable housing

a) Projects

Ref.	Project	Target Completion Date
1.1	Development of a new Housing Strategy	31-Mar-2020
1.2	Chichester Warm Homes Initiative	31-Mar-2020
1.3	Discretionary Private Sector Housing Renewal	31-Mar-2020
1.4	Hyde Asset Management	30-Apr-2020
1.5	Freeland Close	31-Dec-2021

Page 171

b) Performance Indicators

Ref.	Performance Indicator	Current Target
1.6	Number of affordable homes enabled by the Council	140
1.7	Number of homes improved each year through the Council's Landlord Accreditation Scheme, financial assistance packages and enforcement	50
1.8	Time taken to process new Housing Benefit Claims	15
1.9	Time taken to process new Council Tax Reduction claims	25
1.10	Homelessness Prevention - % of cases where homelessness is threatened but prevented	50%

2. Support our communities

a) Projects

Ref.	Project	Target Completion Date
2.1	Neighbourhoods Project	30-Apr-2020
2.2	Introduction of Universal Credit	31-Jul-2019
2.3	Implementation of Council Tax Reduction Scheme 2020/21	31-Mar-2020
2.4	Chichester City Centre CCTV upgrade	30-Sep-2020
2.5	Social Prescribing Project	30-Apr-2020
2.6	Development of a Sport/Physical Activity/Wellbeing Strategy	07-Jan-2020
2.7	Improving the Health of our Communities and Workforce	31-Mar-2020

b) Performance Indicators

Ref.	Description	Current Target
2.8	All Reported Crime - Chichester	0%
2.9	Working Days Lost Due to Sickness Absence	8.00
2.10	Percentage of people who are maintaining positive lifestyle changes as result of referral to the Wellbeing Hub after 3 months	80%
2.11	Increase in attendances at Bourne Leisure Centre	245,175
2.12	Increase in attendances at The Grange, Midhurst	394,132
2.13	Increase in attendances at Westgate Leisure Centre	824,690
2.14	Increase attendance of people aged 50 or over across all sites	216,362
2.15	Increase in attendance of young people aged 0-15 across all sites	108,368
2.16	Increase in attendance of people with disabilities across all sites	15,154

3. Manage our built and natural environments to promote and maintain a positive sense of place

a) Projects

Ref.	Project	Target Completion Date
3.1	Conservation Area Appraisals	31-Mar-2021
3.2	Tangmere Strategic Development Location - CPO of Land	31-Dec-2021
3.3	Local Plan Review	31-Jul-2020
3.4	Waste and recycling action plan	31-Mar-2020
3.5	Litter Action Plan	30-Sep-2020
3.6	Deliver Litter and Fly Tip Strategy Action Plan	31-Mar-2020
3.7	Public Conveniences Improvement Programme - Tower Street Site	30-Apr-2020
3.8	Infrastructure Business Plan 2019/20	31-Mar-2020
3.9	Priory Park Options Appraisal and Phase 1	31-Jan-2020
3.10	Priory Park Phase 2	31-Mar-2020
3.11	Bracklesham Bay Public Conveniences/Cafe Redevelopment	31-Mar-2020
3.12	The Old Bakery, Petworth - Options Appraisal	31-Dec-2020
3.13	Visions – Chichester, Selsey, Midhurst, Petworth and East Wittering and Bracklesham	30-Apr-2020
3.14	East Beach, Selsey - Options Appraisal	31-Mar-2020

b) Performance Indicators

Ref.	Description	Current Target
3.15	Number of residents using the Garden Recycling Service	16,015
3.16	Residual household waste in Kg per household	410
3.17	Percentage of household waste sent for reuse, recycling and composting	45.00%
3.18	Per capita reduction in CO2 emissions in the LA area (Data Source: DEFRA, previously NI 186)	N/A – Data only
3.19	Percentage of graffiti removed within 5 working days	100%
3.20	Percentage of fly-tips removed within 3 days	90%

4. Improve and support the local economy to enable appropriate, local growth

a) Projects

Ref.	Project	Target Completion Date
4.1	Development of Barnfield Drive	30-Sep-2021
4.2	Management of Chichester Enterprise Centre	31-Mar-2025
4.3	Review of Market Provision in Chichester City Centre	31-Mar-2020
4.4	Review of Off-Street Parking Strategy for Chichester District	31-Mar-2022
4.5	New Employment Land – Retaining and Attracting Businesses - Business Growth and Inward Investment	31-Mar-2020
4.6	Southern Gateway - Implementation	31-Mar-2023
4.7	Monitoring of Service Level Agreement for Visit Chichester	31-Mar-2023
4.8	Development of a Cultural Partnership for the District	31-Mar-2020
4.9	Retail Training Programme and Shop Front Grants	30-Sep-2019

b) Performance Indicators

Ref.	Description	Current Target
4.10	To increase the survival rates of companies at year 3 to align with the South East actual	63.6%
4.11	Choose Work - number of unemployed clients engaged and assisted to move forward	20
4.12	Choose Work - % of Choose Work clients who secure paid employment following engagement with the programme	40%
4.13	Choose Work - % of Choose Work clients supported into work experience or education following engagement with the programme	N/A – Data only
4.14	Percentage of food businesses that are broadly compliant with statutory food safety requirements (score a rating of 3 or above in the National Food Hygiene Rating Scheme)	95%
4.15	Occupancy rate for our city and town centre shops	92%

5. Manage the council's finances prudently and effectively

a) Projects

Ref.	Project	Target Completion Date
5.1	Financial Strategy Review	26-Nov-2019
5.2	Novium Business Plan - Feasibility Work	31-Mar-2020
5.3	Introduce Fees for Street Naming and Numbering	31-Mar-2020
5.4	Avenue De Chartres MSCP: Various contracts for major refurbishment	31-Dec-2020
5.5	Revenues, Benefits and Customer Services Project	01-Apr-2020
5.6	Annual review of Locally Defined Council Tax Discounts 2019/20	31-Mar-2020
5.7	Asset Realisation and Investments	31-Mar-2020

Page 375

Our guiding principles

a) Projects

Ref.	Project	Target Completion Date
6.1	Vehicle Wash Down Facility	30-Apr-2020
6.2	Disposal of Land at the Grange Midhurst	31-May-2020
6.3	Resurfacing of Westhampnett Depot	31-Mar-2020
6.4	Business Continuity Infrastructure	30-Sep-2020

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Chichester District Council



CHICHESTER DISTRICT COUNCIL

FORWARD PLAN

**For the period
1 October 2019 to 31 January 2020**

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

Published 30 August 2019

CHICHESTER DISTRICT COUNCIL
FORWARD PLAN FOR THE PERIOD 1 OCTOBER 2019 TO 31 JANUARY 2020

This Forward Plan outlines the decisions which are expected to be made by the Council's Cabinet during the period of four months from 1 October 2019 to 31 January 2020. On occasions the timetable for reports may change due to unforeseen circumstances. Additionally the Forward Plan also identifies decisions which are likely to be taken by the Cabinet in the coming year beyond the four month period covered by the Plan.

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

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

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

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

The membership of the Cabinet is currently as follows:

Councillors: Mrs E Lintill (Chairman), Mrs S T Taylor (Vice Chairman), Mr R Briscoe, Mr A Dignum, Mrs N Graves, Mrs P Plant, Mr P Wilding,

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

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

If you have any general queries on the contents of the Forward Plan please contact Fiona Baker, Democratic Services Officer on 01243 534609 (e-mail fbaker@chichester.gov.uk)

Eileen Lintill
Leader of the Council

Topics due to be considered are as follows:

Topic	Page
1 October 2019	
Consult on the declaration of a new Air Quality Management Area	5
Economic Development Strategy and Inward Investment & Growth Strategy	5
Enabling the Delivery of Affordable Housing on the Crooked Lane, Birdham Exception Site	5
Increasing the provision of affordable housing	5
Review of council tax locally defined discounts and premia in particular the empty homes premium	6
Review of street trading controls	6
Temporary Accommodation Out of Area Placement Policy	7
West Sussex Disabled Adaptations Policy	7
5 November 2019	
2019-20 Treasury Management half-yearly update	7
Bracklesham Bay - Options Appraisal	8
Corporate Debt Recovery Policy & Write-Off Policy	8
Determination of Council Tax Reduction Scheme for 2020 - 2021	8
Financial Strategy and Plan 2020-21	8
Local Plan Review - responses to representations and agreement of the distribution of development to be included in the Publication Plan	9
Review of Chichester District Parking Charges	9
Social Prescribing	10
Tangmere Compulsory Purchase Order	10

26 November 2019	
Southern Gateway - Appointment of development partner	10
3 December 2019	
Determination of the Council Tax Base 2020-2021	10
Local Cycle and Walking Infrastructure Plan	11
Old Bakery, Petwoth - Options Appraisal	11
Westbourne Conservation Area Character Appraisal	11
Westbourne Neighbourhood Plan Decision Statement	12
7 January 2020	
Approval to release funds from the Community Infrastructure levy to West Sussex County Council to fund project IBP/353 Sustainable Transport Corridor, City Centre to Westhampnett	12
Members Allowances Scheme	12
Report Consultation findings and declare new Air Quality Management Area	13
Seek resolution of designation to certain streets within Chichester following consultation with key partners	13
4 February 2020	
Budget Spending Plans 2020-21	13
Infrastructure Business Plan (IBP) - Approval Following Consultation	14
New Local Biodiversity Action Plan 2020 - 2024	14
2020-21 Treasury Management and Investment Strategies and Capital Strategy update	14
3 March 2020	
Approval to Consult on Draft Air Quality Action Plan	15
7 April 2020	
Increasing the provision of the Councils temporary homeless accommodation	15

2 June 2020	
Production of an Air Quality Action Plan	16

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	Consult on the declaration of a new Air Quality Management Area To seek resolution to consult on a new Air Quality Management Area.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	Economic Development Strategy and Inward Investment & Growth Strategy Refreshed Economic Development Strategy - current Strategy until end 2019 - refresh to take to 2024. Directly linked, is the new Inward Investment and Growth Strategy.
Report author	Ms Melanie Burgoyne, Economic Development Manager mburgoyne@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	Enabling the Delivery of Affordable Housing on the Crooked Lane, Birdham Exception Site This report will review the evidence gathered following the 1st Cabinet report in April 2018. It will consider whether the acquisition of the access land to the site and the interests or right to the land is justified on the grounds that it is in the public interest and will consider the relevant compulsory purchase powers.
Report author	Mrs Linda Grange, Divisional Manager for Housing lgrange@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	1 Oct 2019
Matter in respect of which the	Increasing the provision of affordable housing

decision is to be made	That following planning approval for this development, an order is placed with Southern Gas Network (SGN) for the relocation of a gas pipeline, ahead of the main contract. That the Council approves the allocation of up to £120,000 from the Housing Investment Reserve to meet the cost of this work.
Report author	Mrs Linda Grange, Divisional Manager for Housing lgrange@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	Review of council tax locally defined discounts and premia in particular the empty homes premium Local discounts: The Local Government Finance Act 2003 provided devolved powers for billing authorities to make decisions on council tax discounts for certain dwellings based on local circumstances such as second homes and long term empty dwellings. Additional freedoms have been added by the Local Government Finance Act 2012 : extending the range of discounts that can be awarded to second homes, allowing for an 'empty home premium', and allowing charging up to 100% Council Tax for some properties that were previously exempt. This report will review the current discounts with particular emphasis on the empty homes premium which Councils may now increase to 100% after 24 months and from the 1 April 2020, 200% after 60 months.
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	Review of street trading controls Cabinet consider and agree for officers to review the existing restrictions in place for Chichester in relation changing the designation of certain 'prohibited streets' to 'consent streets' following consultation with key stakeholders. Eventual resolution will be required from Council at its meeting on 28 January 2020.
Report author	Mr Laurence Foord, Divisional Manager for Promotion and Events lfoord@chichester.gov.uk
List of documents to be	Report to Cabinet

submitted to the Cabinet	
Key Decision	No
Exempt?	Open

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	Temporary Accommodation Out of Area Placement Policy That Cabinet approves the 'Temporary Accommodation Out of Area Placement Policy'
Report author	Mrs Linda Grange, Divisional Manager for Housing lgrange@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	1 Oct 2019
Matter in respect of which the decision is to be made	West Sussex Disabled Adaptations Policy A countywide policy detailing the provision of discretionary disabled adaptations funding in Chichester District.
Report author	Mrs Liz Reed, Environmental Housing Manager lreed@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	2019-20 Treasury Management half-yearly update Required by the Council's Treasury Strategy, this report summarises the Council's Treasury Activity for the period 01 April to 30 September 2019, including compliance with approved indicators and limits.
Report author	Mr Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Nov 2019
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Matter in respect of which the decision is to be made	Bracklesham Bay - Options Appraisal Recommendations to Cabinet of preferred option, together with PID
Report author	Mr Alan Gregory, Project Manager - Estates agregory@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Corporate Debt Recovery Policy & Write-Off Policy To consider the updated and refreshed Corporate Debt Recovery and Write -Off Policies, which were last approved in September 2017 by Cabinet.
Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Determination of Council Tax Reduction Scheme for 2020 - 2021 The Local Council Tax Reduction Scheme requires approval from Cabinet and Full Council annually. This report details the proposed scheme for 2020 – 2021.
Report author	Mrs Marlene Rogers, Benefits Manager mrogers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Financial Strategy and Plan 2020-21 The purpose of the report is to update the Council's medium term financial strategy and action plan to help guide the management of the Council's finances, considering future Government funding, whilst awaiting the outcome of the 2019 Spending Review, Fair Funding Review and the Localisation of Business Rates Retention Scheme.

	<p>The key recommendations from this report will help formulate the 2020-21 budget, and level of Council Tax.</p> <p>Cabinet is asked to recommend to Council the following;</p> <p>(1) The key financial principles and actions of the five year financial strategy</p> <p>(2) That the current five year Financial Model is noted</p> <p>(3) That a minimum level of general fund reserves be set, having considered the recommendations from the Corporate Governance and Audit Committee</p> <p>(4) That the current resources position is noted.</p> <p>Key issue – yes</p> <p>(Recommendation from Corporate Governance and Audit Committee)</p>
Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Local Plan Review - responses to representations and agreement of the distribution of development to be included in the Publication Plan
Report author	Mr Mike Allgrove, Divisional Manager for Planning Policy mallgrove@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Review of Chichester District Parking Charges This report will set out a review of parking charges for the district and recommendations for implementation from 1st April 2020.
Report author	Mrs Tania Murphy, Divisional Manager for Place tmurphy@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No

Exempt?	Open
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Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Social Prescribing The Social Prescribing service is currently funded until July 2020, additional funding has been secured from new Primary Care networks to extend two of the existing posts, Cabinet are requested to contribute funding (amount to be decided) towards extending the remaining two posts.
Report author	Mrs Elaine Thomas, Wellbeing Manager ethomas@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	5 Nov 2019
Matter in respect of which the decision is to be made	Tangmere Compulsory Purchase Order To seek resolution to make the CPO for Tangmere
Report author	Ms Hannah Chivers, Planning Policy Officer hchivers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	26 Nov 2019
Matter in respect of which the decision is to be made	Southern Gateway - Appointment of development partner Southern Gateway Developer Appointment
Report author	Mr Paul E Over, Executive Director & Deputy Chief Executive POver@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	3 Dec 2019
Matter in respect of which the decision is to be made	Determination of the Council Tax Base 2020-2021 To set the Council Tax base for 2020/21. The tax base is effectively an estimate of the number of council tax dwellings in the District. This is adjusted for the effect of the discounts and

	exemptions, properties being in different valuation bands expressed as the number of band D equivalent dwellings in the district. This figure is then adjusted for the assumed collection rate.
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	3 Dec 2019
Matter in respect of which the decision is to be made	Local Cycle and Walking Infrastructure Plan To report the findings of the study into cycling and walking infrastructure which will be used to support improvements to the infrastructure within the Chichester City.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	

Date of Meeting	3 Dec 2019
Matter in respect of which the decision is to be made	Old Bakery, Petwoth - Options Appraisal Recommendation to Cabinet of preferred option following completion of options appraisal, together with PID
Report author	Mr Alan Gregory, Project Manager - Estates agregory@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Dec 2019
Matter in respect of which the decision is to be made	Westbourne Conservation Area Character Appraisal Approval of the revised conservation area character appraisal and management proposals for the existing Westbourne Conservation Area, changes to the conservation area boundary, and implementation of Article 4 Directions to control small scale changes to the fronts of unlisted residential buildings to preserve the existing character.

Report author	Ms Clare Dales, Principal Conservation and Design Officer cdales@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Dec 2019
Matter in respect of which the decision is to be made	Westbourne Neighbourhood Plan Decision Statement To consider the Examiner's recommendations made on the Westbourne Parish Neighbourhood Plan. The report will recommend that Cabinet agrees the Decision Statement and the Plan moves forward for referendum.
Report author	Mrs Valerie Dobson, Principal Planning Officer vdobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	7 Jan 2020
Matter in respect of which the decision is to be made	Approval to release funds from the Community Infrastructure levy to West Sussex County Council to fund project IBP/353 Sustainable Transport Corridor, City Centre to Westhampnett Cabinet to recommend to the Council approval of £500,000 from the Community Infrastructure Levy to West Sussex County Council to part fund Infrastructure Business Plan project 353 Sustainable Transport Corridor, City Centre to Westhampnett to be delivered this financial year.
Report author	Mrs Karen Dower, Principal Planning Officer (Infrastructure Planning) kdower@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Jan 2020
Matter in respect of which the decision is to be made	Members Allowances Scheme To consider a report of the Independent Remuneration Panel on the review of the Members' Allowances Scheme. (Recommendation to Council)

Report author	Mr Nicholas Bennett, Divisional Manager for Democratic Services nbennett@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	7 Jan 2020
Matter in respect of which the decision is to be made	Report Consultation findings and declare new Air Quality Management Area
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	

Date of Meeting	28 Jan 2020
Matter in respect of which the decision is to be made	Seek resolution of designation to certain streets within Chichester following consultation with key partners That Council passes a resolution for the re-designation of certain streets from 'prohibited streets' to 'consent streets' with effect from a date to be specified.
Report author	Mr Laurence Foord, Divisional Manager for Promotion and Events lfoord@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	4 Feb 2020
Matter in respect of which the decision is to be made	Budget Spending Plans 2020-21 Budget Spending Plans 2020-21 To set a net budget requirement and the council tax for the Council for the financial year 2020-21. Key issue – yes (Recommendation to Council)

Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	4 Feb 2020
Matter in respect of which the decision is to be made	Infrastructure Business Plan (IBP) - Approval Following Consultation Recommend approval by Council on 25 February 2019 Following Consultation. Approval of the IBP following a six week stakeholder consultation. (Recommendation from Growth Board & Development Plan and Infrastructure Panel) (Recommendation to Council)
Report author	Mrs Karen Dower, Principal Planning Officer (Infrastructure Planning) kdower@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	4 Feb 2020
Matter in respect of which the decision is to be made	New Local Biodiversity Action Plan 2020 - 2024 To approve Chichester District Council's new Local Biodiversity Action Plan which will run from 2020 until 2024 and will demonstrate how CDC will meet its Statutory Biodiversity Duty under Section 40 of the Natural Environment and Rural Communities Act 2006
Report author	Mrs Stephanie Evans, Environmental Coordinator sevans@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	4 Feb 2020
Matter in respect of which the decision is to be made	2020-21 Treasury Management and Investment Strategies and Capital Strategy update The Treasury Management and Investment Strategies for 2020-

	2021 will be presented for approval in accordance with CIPFA's Treasury Management in the Public Services: Code of Practice. An update of the Council's Capital Strategy will also be presented within the same agenda item.
Report author	Mr Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	3 Mar 2020
Matter in respect of which the decision is to be made	Approval to Consult on Draft Air Quality Action Plan Consultation on the draft Air Quality Action Plan for Chichester District.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	

Date of Meeting	7 Apr 2020
Matter in respect of which the decision is to be made	Increasing the provision of the Councils temporary homeless accommodation In December 2018 the Council approved a project to provide additional temporary homeless accommodation units. This report will seek approval: 1. To allocate commuted sum grant towards the scheme; 2. To allocate capital funds to cover the construction costs through to completion; and 3. To award the development contract A revised project initiation document will also be presented with revised timescales.
Report author	Mrs Linda Grange, Divisional Manager for Housing lgrange@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	2 Jun 2020
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Matter in respect of which the decision is to be made	Production of an Air Quality Action Plan To seek resolution to consult on a new draft Air Quality Action Plan, without prejudice, for Chichester and Midhurst.
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

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OSC WORK PROGRAMME 2019-2020

Issue	OSC's role in this review	Lead Officer
18 June 2019		
OSC 2018-19 Annual Report and 2019-20 Work programme	Monitoring & review	K Davis
Pallant House Gallery Annual Report	Monitoring & review	S Peyman
10 September 2019		
Cabinet Member for Finance, Growth, Place and Regeneration address	Monitoring & review	T Dignum
Ice Rink Review – Breakdown of costs and update on the grass	Monitoring & review	S Peyman
Economic Development Strategy	Monitoring & review	M Burgoyne
Visit Chichester Annual Report	Monitoring & review	S Peyman
Leisure Contract Monitoring	Monitoring & review	S Peyman
Impact of the introduction of Universal Credit in the district in July 2018	Monitoring & review	Marlene Rogers
Social Prescribing Project – outcomes one year on from implementation March 2018	Corporate priority Monitoring & review	E Thomas
Corporate Plan Review TFG Terms of Reference and membership	Corporate priority Monitoring & review	J Mildred
19 November 2019		
Cabinet Member for Environment and Chichester Contract Services address – P Plant Environmental Issues including climate change – Alison Stevens	Monitoring & review	P Plant A Stevens
Budget Review TFG Terms of Reference and membership	Monitoring & review	J Ward
Corporate Plan Review TFG – final report	Corporate priority Monitoring & review	J Mildred
Reducing Single Use Plastics	Monitoring & review	A Stevens
Novium Business Plan	Corporate priority Monitoring & review	S Peyman
Chichester Festival Theatre Annual report	Monitoring & review	S Peyman

Issue	OSC's role in this review	Lead Officer
Air Quality Action Plan – Review of existing and briefing paper on proposals for new Midhurst AQAP	Monitoring & review	S Ballard
Southern Gateway Implementation	Monitoring & review	P Over
Update on the progress of the BID (T Murphy has advised C Hicks is available)	Monitoring & review	T Murphy
21 January 2020		
Housing Strategy	Corporate priority	L Grange
Sickness Absence – Review of impact of revisions to the Absence Management Plan	Monitoring & review	J Mildred
Budget Review TFG – final report	Corporate priority Monitoring & review	H Belenger
Community Safety Review TFG – Terms of Reference and membership	Corporate Priority	P Bushby
17 March 2020		
Community Safety Review TFG – final report	Corporate priority	P Bushby
Development of an Asset Management Policy	Monitoring & review	J Hotchkiss
Development of Barnfield Drive Post Project Evaluation (PPE)	Monitoring & review	Vicki McKay

The latest Forward Plan and Overview and Scrutiny Work Programme are considered at every meeting.

Other potential subjects identified for scrutiny in 2019-20:

- Cultural Strategy – timescales to be identified for OSC involvement and Cabinet decision
- East Beach, Selsey Options Appraisal
- Education Review – update and discussion of TFG
- Hyde Asset review
- Midhurst, Selsey and Petworth Visions Delivery Plans including improving communication between visions
- Review of LEP
- Police and Crime Commissioner Attendance and KPI for Crime Rates in the District
- Remaining Cabinet Member Addresses (over a 2 year period)
- Increasing the provision of the Councils temporary homeless accommodation
- West Sussex County Council Highways Infrastructure (air quality)
- Pallant House Gallery – light touch report November 2020 (no PHG officer attendance required)
- Events and Markets (Cabinet TFG) – membership