

Public Document Pack

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A meeting of the **Overview & Scrutiny Committee** will be held Virtually on **Tuesday 17 November 2020 at 2.00 pm**

MEMBERS: Mr A Moss (Chairman), Mr K Hughes (Vice-Chairman), Mrs C Apel, Mrs T Bangert, Mr G Barrett, Mr M Bell, Mrs N Graves, Mr D Palmer, Mr C Page, Mr H Potter, Mrs S Sharp and Mr T Johnson (Co-optee)

AGENDA

- 1 **Chairman's Announcements**
Any apologies for absence will be noted at this point.
- 2 **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.
- 3 **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.
- 4 **Public Question Time**
The procedure for submitting public questions in writing no later than noon 2 working days before the meeting is available upon request from Democratic Services (the contact details for which appear on the front page of this agenda).
- 5 **Future Customer Services Delivery (Pages 1 - 17)**
The Committee is invited to consider the contents of this report and attached Initial Project Proposal document (IPPD) and make any comments to Cabinet.
- 6 **Chichester Festival Theatre Monitoring Report (Pages 19 - 28)**
To receive the 2019/2020 annual report from Chichester Festival Theatre and assess performance in line with the monitoring framework for that financial year.
- 7 **Pallant House Gallery Monitoring Report (Pages 29 - 119)**
To receive the 2019/2020 annual report from Pallant House Gallery and assess performance in line with the monitoring framework.
- 8 **Visit Chichester Monitoring Report (Pages 121 - 150)**
To receive the annual update report from Visit Chichester for 2019-20 and assess performance in line with the Service Level Agreement.
- 9 **Corporate Plan Review Task and Finish Group Final Report (Pages 151 - 154)**
The Committee is requested to note this report from the Corporate Plan Task and Finish Group and to confirm that it is satisfied that the Council is achieving satisfactory levels of performance against the targets and activities in the 2020/21 Corporate Plan mid-year progress report.
- 10 **Southern Water - Discussion on the way forward**

Discussion of the way forward for future scrutiny of Southern Water.

11 **Forward Plan** (Pages 155 - 169)

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

12 **Asset Management** (Pages 171 - 173)

To receive the report on the Council's built and land assets, and to note the work to date and ongoing mechanism in place for their management and review.

13 **Leisure Services Performance Review** (Pages 175 - 205)

The Committee is requested to:

1. Receive the 2019-20 Annual Report from Everyone Active (Sport and Leisure Management Ltd) Appendix A.
2. Review the report and approve 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 2019-2020 annual report, Appendix A.

14 **Exclusion of the Press and Public**

The Committee is asked to consider in respect of agenda item 15 (and for Appendix 2 to agenda item 13) whether the public, including the press, should be excluded from the meeting on the following ground of exemption in Schedule 12A to the *Local Government Act 1972* namely Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

The reports dealt with under this part of the agenda are attached for members of the Overview and Scrutiny Committee and senior officers only (salmon paper).

15 **Future Services Framework - Efficiency Savings and Policy Options** (Pages 207 - 218)

The Committee is requested to:

1. The Committee note the £1.4m of annual revenue savings identified from the efficiencies exercise and detailed in Appendix 1.
2. The Committee provides comments on the policy options contained in paragraphs 6.5 to 6.9.
3. The Committee provides comments on the proposal to defer Stage 3 of the Future Services Framework for a period of twelve months.
4. The Committee review the non-statutory services contained in Appendix 2 and comment on any that they wish to disinvest in.

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.

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of 'exempt information' as defined in section 100A of and Schedule 12A to the Local Government Act 1972.
2. 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](#) unless they contain exempt information.

NON-OVERVIEW AND SCRUTINY COMMITTEE MEMBER COUNCILLORS SPEAKING AT THE MEETING

Standing Order 22.3 of Chichester District Council's Constitution provides that members of the Council may, with the Chairman's consent, speak at a committee meeting of which they are not a member, or temporarily sit and speak at the committee table on a particular item but shall then return to the public seating area.

The Chairman intends to apply this standing order at Overview and Scrutiny Committee meetings by requesting that members should *normally* seek the Chairman's consent in writing by email in advance of the meeting. They should do this by noon on the Friday before the Overview and Scrutiny Committee meeting, outlining the substance of the matter that they wish to raise. The word normally is emphasised because there may be unforeseen circumstances where a member can assist the conduct of business by his or her contribution and where the Chairman would therefore retain their discretion to allow the contribution without the aforesaid notice.

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Chichester District Council

Overview and Scrutiny Committee

17 November 2020

Future Customer Services delivery

1. Contacts

Report Author:

Kerry Standing, Divisional Manager, Revenues, Benefits and Customer Services
E-mail: kstanding@chichester.gov.uk

2. Recommendation

- 2.1. The Committee is invited to consider the contents of this report and attached Initial Project Proposal document (IPPD) and make any comments to Cabinet.**

3. Background

3.1 Since Covid-19 there has been a significant change in the way in which our customers are accessing our services. It is evident that when customers have to access our services differently they will do this. This is extremely encouraging and these proposals seek to build on the changes to date.

3.2 The table below shows how customers have been accessing our services. Website and online channel take up increased the most. It is encouraging to note that whilst overall customer demand has increased during the period 1 April – 30 September 2020 compared to the same time last year the vast majority of customers have chosen to use the Council’s website and online services.

3.3 This shows that some customers prefer to use online services and will therefore choose to do so. As a Council we need to ensure moving forward that our online services continue to be developed to support increased online service take up. Additionally we need to ensure that our face to face provision is modern and fit for purpose. The attached IPPD (Appendix 1) sets down how the customer contact centre at East Pallant House can be reconfigured to best deliver an efficient service to customers. Not only does this help to minimise operational costs but it also provides services in the way in which many people now expect to be able to transact with service providers.

Customer services by channel data

Channel	01/04/19 - 30/09/19	01/04/20 - 30/09/20
Telephone calls (presented)	53,921	65,599
Face-to-face	9,489	365*
Website	320,389	440,294
Total	383,799	506,258

**relates predominantly to collections for resident visitors permits and taxi licenses*

4. Outcomes to be achieved

- 4.1. That the Committee consider the recommendations as set out in 2.1.
- 4.2. To support the Council modernising the way it delivers its services both online and face to face.
- 4.3. To encourage residents and visitors who can to self-serve and use the Council's online services freeing up officer capacity to best meet the needs of vulnerable customers.
- 4.4. To use management information moving forward to aid further improvements both to the Council's website, online services and back office service teams thus helping residents to become resilient where possible.
- 4.5. To deliver efficiency savings to support the Council's organisational recovery plan.

5. Proposals

5.1 It is acknowledged that for some customers it is more difficult for them to transact with the Council online and as such the proposals for re-modelling the Customer Services Centre (CSC) take account of this factor. Proposals for re-modelling the CSC include the following key changes: -

- All enquiries to be triaged before appointments are offered and where an enquiry can be resolved online, the customer will be signposted to a self-service PC and provided with digital assistance as required;
- Where a customer is vulnerable and unable to use online facilities, an officer will help the customer to resolve the enquiry. This will include where appropriate helping customers navigate around the website and complete online forms and obtain information to resolve their enquiry. Where this can be done at the time of their arrival to the CSC it will be. Should it be deemed more appropriate for an appointment to be made one will be. Any appointments made will be as soon as is reasonably practical. Officers are provided with guidance to help them identify those who may need more personalised help, but this is not prescriptive and officers will be trained and encouraged to use their judgement and discretion to support those who need most help;
- Customer Service Officers will be floor walking and will be available to signpost, help and guide customers who visit the CSC with their enquiry;
- Self-service scanning facilities are being progressed and in the interim documents can be dropped off in the post-box whilst the building is closed to the public. Customers are encouraged to use the Council's online services and email facilities to provide and upload documentary evidence where they are able to;
- Active promotion of digital channels and increased signage promoting the benefits of using the Council's online services to aid increased and continuous take up of online services.

6. Alternatives considered

- 6.1. That the CSC is re-opened in the format it operated pre Covid-19. This option is not recommended due to losing the momentum gained to date particularly with changes in residents and member of the public's behaviour where they have become familiar and used to using the Council's online services.
- 6.2. That the CSC is not re-opened at all. This is not recommended given the need to better understand the consequences of this including greater management information to aid informed decision making over the future of the CSC provision.

7. Resource and legal implications

- 7.1. Savings of £55k can be delivered by adopting these changes.
- 7.2. There are no legal implications from these proposals.

8. Consultation

- 8.1 Organisational Recovery Group, Overview and Scrutiny Committee and Cabinet. The Council's Senior Leadership Team (SLT) has been engaged with and support these proposals.
- 8.2 A survey of customers was undertaken and the results are attached at appendix 2. Whilst this does not constitute a consultation the views reflected in the survey have been taken into account when making the proposals.

9. Community impacts and corporate risks

- 9.1. The proposed savings from adopting these proposals help to reduce operational costs and assist in the Council's efficiency savings review.

10. Diversity implications

- 10.1 In considering the proposed changes for the CSC, an Equality Impact Assessment (see Appendix 3) has been undertaken to ensure that any adverse impact to residents who share a protected characteristic has been considered and mitigated where this is possible. The analysis has identified a potential adverse impact on some protected groups who may not be able to use online facilities such as older customers, customers with disabilities and customers whose first language is not English. This impact has been mitigated by the measures taken to ensure that customers who are unable to use online facilities can continue to access services through existing face to face and phone arrangements and additional assistance as referred to in paragraph 5.1 of this report.
- 10.2 There are also positive outcomes arising for protected groups as improved online facilities enable customers with mobility issues to access services from home and those seeking help to use online facilities can access services from the CSC.

11. Other Implications

- 11.1

	Yes	No
Crime and Disorder		X
Biodiversity and Climate Change Mitigation		X
Human Rights and Equality Impact (see separate Appendix 3)	X	
Safeguarding and Early Help		X
General Data Protection Regulations (GDPR)		X
Health and Wellbeing		X

12. Appendices

1. Initial Project Proposal document (IPPD)
2. Customer Survey results
3. Equalities Impact Assessment

13. Background papers

- 13.1. None

Project Documentation - Initial Project Proposal Document

Project: Future Customer Services face-to-face delivery

Author: Kerry Standing, Divisional Manager – Revenues, Benefits and Customer Services

1. Project Description

This report sets out details of proposals to remodel access arrangements for services provided by the Customer Services Centre (CSC) which supports residents and promotes online service delivery and efficiencies. The changes include moving away from a tradition face to face service whereby residents queue up and receive tickets to a modern offering which includes floor walkers who meet and greet residents and visitors, assisting those using self-service PCs, signposting and responding to enquiries.

This model is similar to that of banks and frees up staff capacity to support the most vulnerable residents helping to educate and encourage residents who are able to use on line services. The changes directly support and build on work undertaken to date to make it easier for residents to access Council services and information through digital channels. Additionally these proposals help to better manage customer demand and support individuals to become more resilient.

In scope:

The Customer Services Centre at East Pallant House

Out of scope:

East Pallant House office space and building

This project meets an identified need in the Council's Organisational Recovery plan. Specifically in relation to supporting on line service delivery for residents who may not be able to transact with the Council on line or where an initial level or ongoing level of support is required to help and assist residents in using the Councils on line services. Additionally by adopting this operating model there are potential savings of approximately £55k per annum which can be achieved subject to a restructure.

The Covid-19 pandemic has drastically changed the way residents are contacting the Council. Prior to Covid-19 the Council had seen some in roads into residents using online services but nothing to the extent of what we have experienced since Covid-19.

We now have the potential to transform our Customer Service Centre into a modern service delivery model for the future.

Customer services by channel data

Channel	01/04/19 - 31/07/19	01/04/20 - 31/07/20
Telephone calls (presented)	53,921	44,805
Face-to-face	9,489	132
Website	192,511	282,000
Total	255,921	328,074

If the CSC was re-opened as it operated pre Covid-19 we will lose all the momentum gained over the past 6 months. Residents have shown that where they need to they will use online services and we now need to capitalise on this.

2. Outcomes to be Achieved

- < A newly re-modelled CSC with prominent and improved signage promoting digital channels and on line payments;
- < Prominent floor walkers (fully trained Customer Service Officers) who meet and greet residents and visitors, signpost and offer help and advice;
- < Appointments offered for enquiries that cannot be resolved on line or via telephone, particularly where the customer is identified as vulnerable and unable to use on-line facilities with assistance;
- < Identification and understanding of what further needs to be done to include and support vulnerable residents who are unable to transact with the Council on line;
- < By implementing this proposal a saving of £55k per annum can be delivered after initial project costs and the timing is subject to a restructure.

3. Timescales

Action required	Delivery date
Consultation and engagement at Organisational Recovery Group	28 August 2020
Proposals drawn up for reconfigured Customer Service Centre and associated costs determined	9 September 2020
IPPD and proposals taken to SLT	9 September 2020
Report to Overview and Scrutiny taken and approval sought	November 2020
Report to Cabinet taken and approval sought	December 2020
Re-modelling of the Customer Service Centre takes place	December 2020 / January 2021
Re-configured Customer Service Centre opens	January 2021
Staffing restructure	Autumn 2021

4. Project Costs and Resources

Costs (£)		Source
One-Off	Signage, IT equipment and building works TBC estimated at £10k	Operational budget
Revenue		
Savings	£55k (subject to a restructure)	
Services engaged with and involved in the project delivery	Revenues, Benefits and Customer Services Housing Licensing Planning Parking Facilities Information Technology Health & Safety	

	Human Resources for restructure purposes
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5. Benefits vs. Cost

Year	Out	In	Balance	Payback
1	£10,000	£0	-£10,000	
2	£0,000	£00,000	£0,000	
3	£0,000	£55,000	£45,000	Savings from 2022/23
4	£0,000	£55,000	£90,000	
5	£0,000	£55,000	£145,000	
5 Year Total			£145,000	

6. Identify Risks

Risks	Mitigating actions
Project not delivered on time	Project management delivery approach used and regular project meetings to take place to track and monitor project delivery, remove blockages and barriers.
Project not delivered within agreed budget	Project costs coming out of the operational budget for Revenues, Benefits and Customer Services and all costs monitored to ensure project delivered within budget.
Residents do not buy into new service operating model	Publicity of the new service model will be promoted in advance of the reconfigured CSC opening. Success stories will be promoted and residents will be welcomed upon arrival, supported and educated as far as is reasonably practicable to use the Councils online services. Learn from feedback received and implement improvements.
Officers do not buy into new service operating model	Managers engaging with officers from the beginning right through the project process and involve them in service design. Managers are open to ideas, challenges and questions and use ideas and feedback to form ultimate re-design.

7. Appendix

A. Customer Services survey

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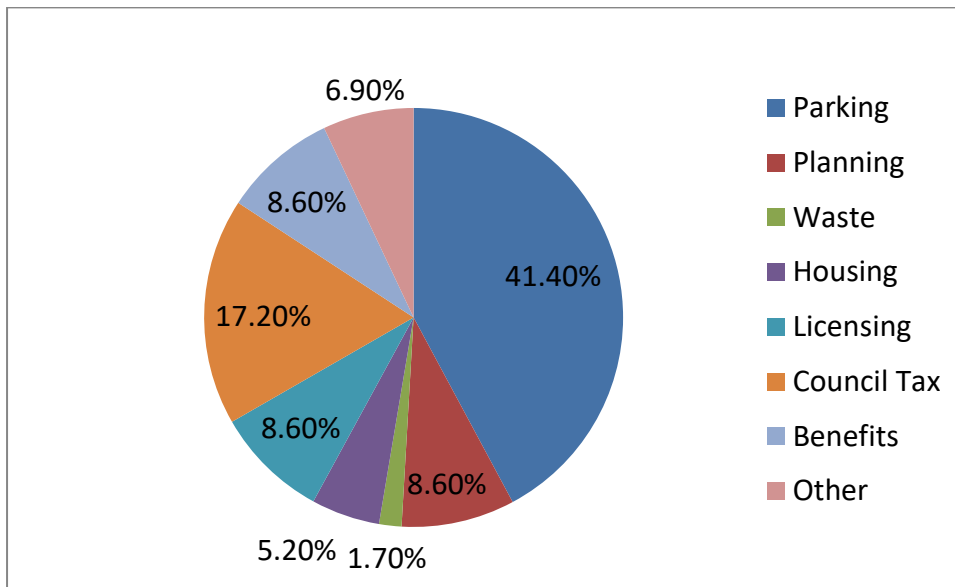
Appendix 2 - Customer Services survey results

A Customer Services survey was initiated in August 2020 to obtain feedback from residents following their experience with the Council.

A total of 59 customers have been asked for their feedback to date. This has been completed via residents over the telephone or through an online service which has been emailed to them. This survey continues throughout October and November 2020.

Below is a summary of the reasons in which residents have contacted the Council.

Table 1 – Residents who contacted the Council by service type



Results to date are positive with the following highlights: -

Table 2 – Residents response to “when we answered your enquiry, were officers friendly and approachable?”

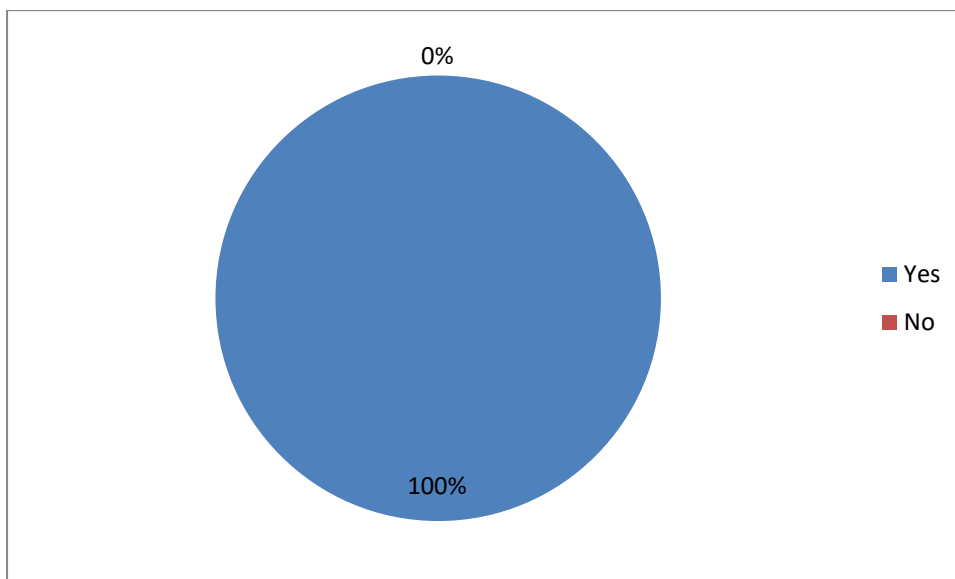


Table 3 – Residents confirmation as to whether they have used the Council’s website and online services

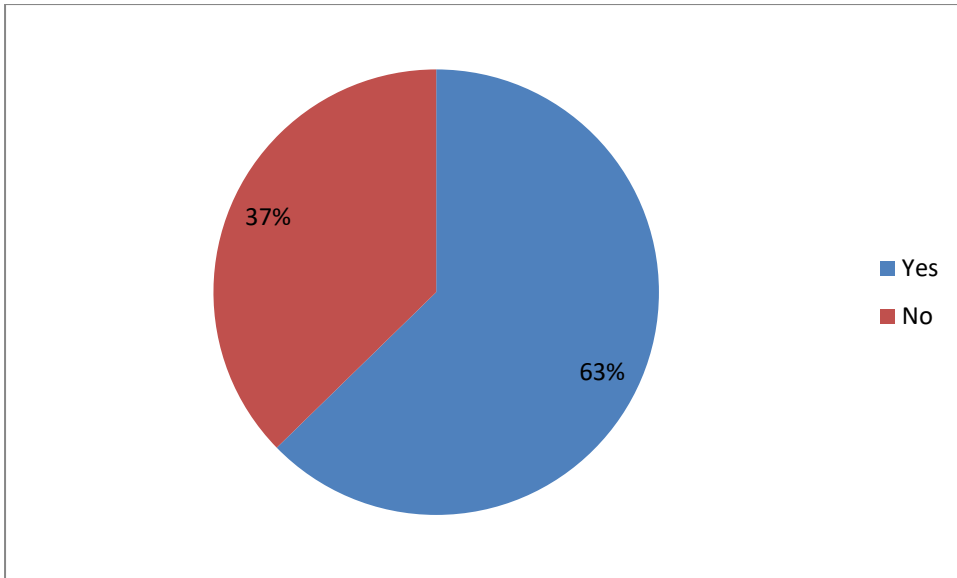


Table 4 – Residents response to “if you normally visit East Pallant House regarding your enquiry, were you satisfied with the service you received by telephone/online instead?”

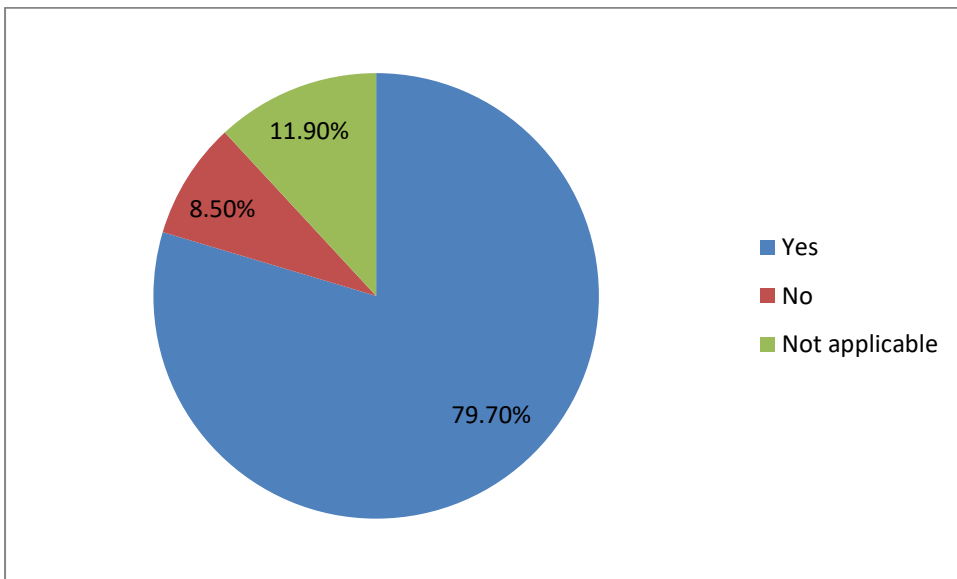
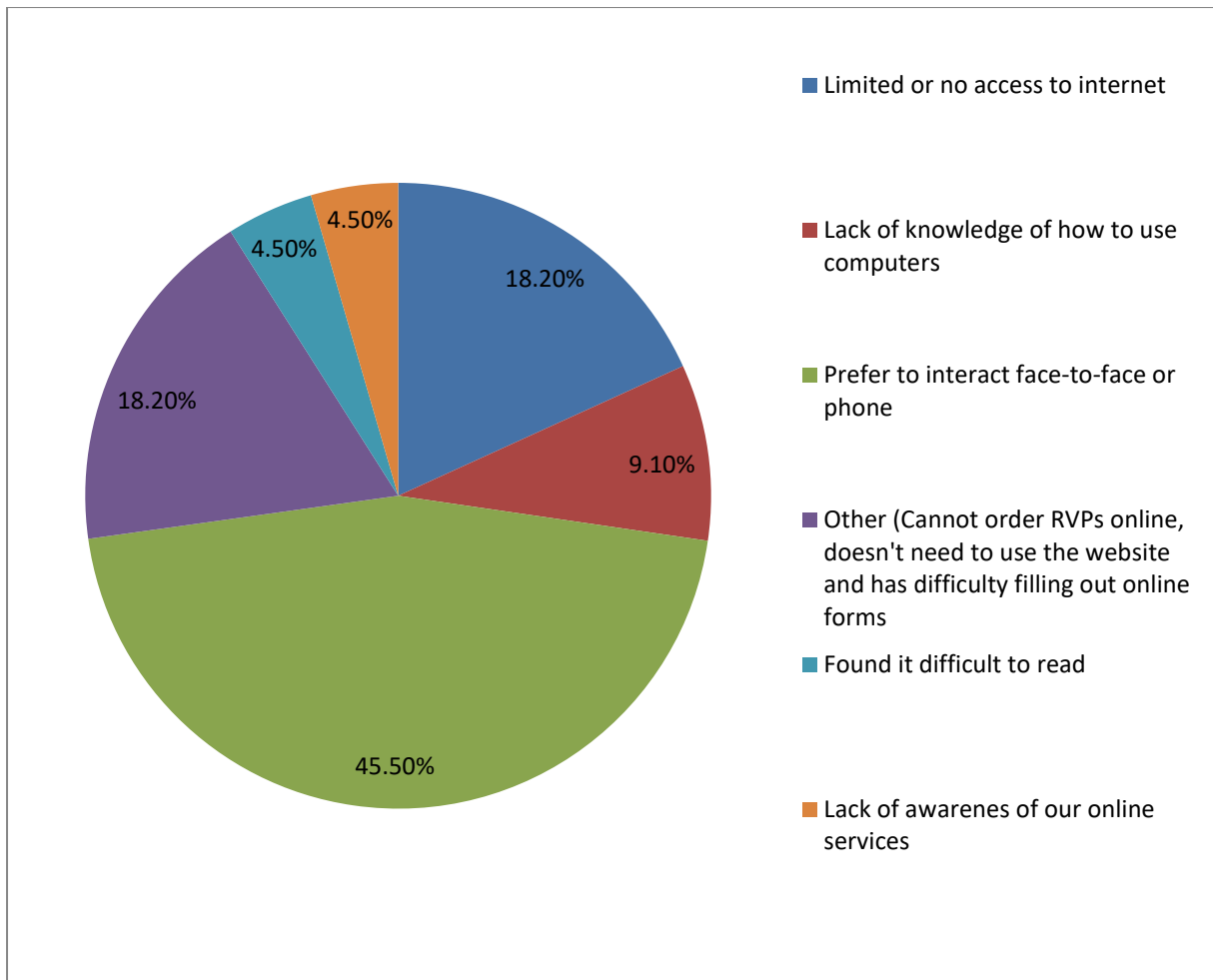


Table 5 - Reasons for not using the Council's website and online services



Reasons for not being satisfied include: -

- A little bit longer with e-mailing documents than telephoning, but otherwise all gone well;
- missed coming in;
- disappointed that she cannot have a larger bin therefore having to purchase excess waste sacks;
- a bit long-winded and made it more complicated than necessary;
- can't get on line;
- Have left several message for call back from Housing Officer and not returned. Really miss not being able to come into offices to speak with someone face to face.

As part of the survey residents were asked what improvements could be made to support them when using the Council's online services. The following responses were received and work is underway to make improvements: -

- I would like to suggest click and collect system perhaps, when you order online and can collect from somewhere, but I understand that may be more complex to organize at the moment.
- An option to purchase Visitors Permits when you login to your council tax account would be nice
- Not able to purchase excess waste sacks online - it would help.
- Re proof of address for parking as more things are digitalised so harder to provide
- The only thing that would make life easier would be If we could buy more than 5 RVP's at 1 time
- could be easier to download information
- Making possible to purchase visitors permits online.
- RVPs on line or more info to say that you can't get them on line and to call
- Couldn't find information about how to get RVPs on the website so that could be clearer
- Amend direct debit mandate was hidden on the website so if I had seen this straight away would not have telephoned
- Make the student disregard more visible as it was quiet buried on the website and completed wrong form applying to pay the CT.
- Don't want to use online because of difficulty filling out forms.

Equality Impact Assessments - Guidance for services

We have a legal duty to undertake equality impact assessments for race, disability and gender at the start of any new projects or policies, major changes in service delivery or any potential removal of services. Assessing the equality impact is something that most of us do without thinking about it, for example consideration of how people access any service that we provide or ensuring that certain groups do not face any barriers to what we are providing is often part of our everyday consideration. This thought process must however be documented as we may need to show it as evidence.

There are three possible impacts to consider as part of the assessment:

A positive impact

Where a policy, service or project improves equality of opportunity. For example providing an interpretation service for people where English is not their first language will enable them to understand and use our services

A negative or adverse impact

Where the policy, service or project disadvantages one or more of the equality groups. For example an event held with no induction loop facility would have a negative impact on some attendees with hearing impairments.

A neutral impact

Where a policy, service or project has similar impact upon equality groups whether they belong to an equality group or not.

How to carry out an Equality Impact Assessment

For each policy or project that you are assessing you should think about all of the strands of equality and consider the areas of:

- **Accessibility**
 - Physical Facility Audit
 - Transport issues
 - Cost
 - Activity (involvement)
 - Equipment

- **Staff Training**
 - Disability Awareness
 - Equalities / Diversity
 - Service Specific

- **Monitoring**
 - Data Collection
 - Evaluation
 - Feedback and resulting adjustments in service delivery

- **Consultation**
 - In accordance with consultation strategy and guidance
 - Various appropriate methods of consultation

- **Communication**
 - Link and knowledge exchange with internal equalities team
 - Various methods of communicating where appropriate
 - Plain English
 - Information Distribution
 - In accordance with new Communication Strategy

Initial questions

Are monitoring stats available? How could monitoring be collected in future?

Any good practice examples available on diversity in this subject area?

What are the main activities of the policy and areas of work that it will involve?

Who are the main beneficiaries of the policy?

List any changes that you may be expecting to make to the policy over the next year

Documentation of Equality Impact Assessment

Name of Policy, service, project, decision; **Future Customer Services delivery**

a) Does the policy affect men and women in different ways?

You should consider any impact both men or women.

	Positive impact	Negative impact	Neutral	Reason
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposed changes will not affect men and women in different ways.

b) Does the policy affect people from different racial groups?

You should consider the impact on all racial groups, this includes gypsies and travellers.

	Positive impact	Negative impact	Neutral	Reason
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is anticipated that the proposed changes will not affect people from different racial groups.

c) How will the policy impact on people with disabilities, e.g. if information about Council Tax benefits are not made available in large print or alternative formats, access to such benefits might be denied to people with a visual impairment or learning disability.

You should consider those with impairments such as mobility, sight, hearing, learning disabilities and mental health issues.

	Positive impact	Negative impact	Neutral	Reason
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>Some vulnerable residents accessing our face to face service could potentially be affected. However, as the current service offer for such residents will continue, no adverse impact is currently anticipated. The proposed changes still enable customers to get help and support from Customer Services Officers who are trained to support customers with disabilities. This includes but is not limited to: printing off documents in large fonts, seeking help for customers via the Royal National Institute for Blind and British Deaf Association, helping with access needs.</p> <p>Additionally there will be improved signage on TV display equipment to allow for signage and messaging which is beneficial to customers with a visual/ hearing impairment. There is also access available to the translation services where required to support residents who require this.</p>

d)

	Positive impact	Negative impact	Neutral	Reason
Any other equality impact (all other Protected Characteristics)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>Age: Customers of pensionable age who are unable to access and use online services this proposal seeks to provide additional assistance as required.</p> <p>Disability / long term health conditions: People with mobility difficulties will be supported and provided with seating and / or space for their wheel chair to make them as comfortable as possible.</p> <p>I have considered all other protected characteristics and it appears to me that this would be at best a neutral impact. The other protected characteristics refer to sexual orientation, sex, gender reassignment, race, religion and marriage and civil partnerships.</p>

Overall impact **Low** **Medium** **High**

Actions to be taken as a result of this impact assessment

- Equalities and diversity monitoring to take place once the Customer Service Centre is re-opened to enable improved analysis in future
- Refresher training for Customer Services Officers to include but not limited to Mental Health Awareness and Disability Awareness. Courses to date have been attended but it is important to refresh skills. All officers have also attended Personal Safety training. As further training needs are identified, appropriate training will be arranged and provided.
- A register to be compiled which records officers who can speak additional languages and be available to assist customers when visiting the Customer Services Centre or when contacting us by telephone.

Any other comments

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

17 November 2020

Chichester Festival Theatre 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 2019/2020 annual report from Chichester Festival Theatre and assess performance in line with the monitoring framework for that financial year.**

3. Background

- 3.1 In 2016, a formal review of funding for Chichester Festival Theatre and Pallant House Gallery was initiated to consider the future of the funding arrangements, under the heading of “Cultural Grants”. Recommendations were presented to Overview and Scrutiny Committee in November 2016 and were approved by Cabinet in December 2016.
- 3.2 Funding for the years 2018 to 2022 was committed, and Cabinet delegated that the monitoring of the Funding Agreement would be conducted by Overview and Scrutiny Committee.
- 3.3 The funding agreement for Chichester Festival Theatre is conditional upon the reporting to the satisfaction of the Council (acting reasonably) on annual activity. The content of the reporting is outlined in, but need not be limited to, the monitoring framework.

4. Outcomes to be achieved

- 4.1 In line with the Monitoring Framework there are a number of activities and measurements to be reported to the Council annually. These are provided in the form of an annual report to reflect the previous year April 2019 to March 2020.

Activity	Measurements
Produce Festival season programme to include new commissions and a range of drama forms to attract a broad range of audiences.	CFT Annual review document.
Ensure the theatrical offering for residents of the District is maintained and developed.	Monitor geographic spread of audience, identify split between attendees from inside and outside District.

Engage world-class theatre professionals to direct, produce, perform and design and technically support the Festival season.	CFT annual review
Programme a Winter season with a diverse range of work aimed at a broad audience to maintain cultural benefit to the District.	Number of productions and performances; audience numbers. Reviews and Audience Surveys
Achieve audience targets as per CFT Business Plan.	Audience numbers and as percentage against targets.
Annually indicate gross economic impact based on key measures utilised to calculate the gross economic impact in the 2015-16 financial year economic impact study.	Annually updated figures: <ul style="list-style-type: none"> - Net payroll - Catering payroll - Spending with suppliers - Total audience numbers - Audience numbers in District - Audience numbers visiting District Figures that will reflect 2015-16 study findings with percentage inflationary increase: <ul style="list-style-type: none"> - Spend per District resident audience member - Spend per audience member visiting district - Spend by artist and crew
Contributions to wider activity with local partners in the City or wider region that promotes Chichester as a visitor destination.	A description of individual or partnership activity undertaken in the period
Continue to develop the output of the Learning, Education and Participation (LEAP) department at CFT to maintain and further enhance the social impact of CFTs work for District Residents.	LEAP programme (number and type of youth theatre and community activities). Participant numbers and geographic spread
Provide audiences with a better understanding of CFT through a series of supporting events.	LEAP report included in the annual report to CDC
Undertake community projects within Chichester District with social objectives and measurable outcomes.	LEAP Programme. Participant and Strategic Partner Surveys. Evaluation reports of events or projects including case studies.
Continue to develop and attract young audiences	Audience demographics and take up of specific initiatives.
Arts Council England (ACE) National Portfolio Organisation (NPO), 2018 – 2022 funding confirmed.	Annual ACE feedback
Continue to seek new and alternative sources of funding, evidence the value of CDC funding.	Details of successful funding bids in the period, requests to CDC for evidence of support. Details of growth in non-box office income.
Maintain ongoing internal arrangements to monitor and oversee the financial stewardship of the	Annual accounts prepared and shared with CDC.

organisation.	
Implement capital projects that reduce energy consumption or offer other efficiency savings.	Description of projects or initiatives, identification of the particular benefits.

4.3 An update to all of the activities identified above is provided in appendix 1 Annual Report by Chichester Festival Theatre 2019-2020.

5. Resource and legal implications

5.1 In line with the monitoring framework, Chichester Festival Theatre shared their Terms of Reference documents for the Finance and Audit Committee. They have also submitted their accounts to the Council within 6 months of the end of the financial year.

6. Community impact and corporate risks

6.1 The monitoring agreement outlines the areas of activity undertaken by Chichester Festival Theatre that demonstrate the benefits to the District generated by the District Council's funding of Chichester Festival Theatre. The main risk to this Council is a loss of economic and community benefits if the actions outlined in the monitoring framework are not met.

6.2 CFT were forced to close on 24 March due to the covid pandemic and the full 2020 Summer Festival Season was subsequently cancelled. The theatre continued to stay connected to the local community and audiences through a number of innovative projects and they reopened their doors at the end of October with an Autumn Season. As this report was going to print the Government has just announced a further lockdown for November for four weeks. A verbal update will be provided on the actions taken by CFT.

6.3 The focus of this report is the 2019/ 2020 performance against the SLA. The covid pandemic has had a massive impact on CFT ability to deliver the SLA for the 2020/2021 financial year and the impact of this will be subsequently reported to OSC.

7. Other Implications

	Yes	No
Crime & Disorder:		X
Climate Change and Biodiversity:		X
Human Rights and Equality Impact:		X
Safeguarding and Early Help:		X
General Data Protection Regulations (GDPR):		X

8. Appendices

8.1 Appendix 1 – Chichester Festival Theatre Annual Report 2019/20

9. Background Papers

None

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**OVERVIEW & SCRUTINY COMMITTEE
CHICHESTER DISTRICT COUNCIL**

CHICHESTER FESTIVAL THEATRE – 2019/20 Season

INTRODUCTION

This report reviews the financial year 2019/20 of Chichester Festival Theatre (CFT), a registered charity managed by a Board of voluntary Trustees, including a CDC nominated Trustee, under the Chairmanship of Sir William Castell and joint Executive leadership of Kathy Bourne, Executive Director, and Daniel Evans, Artistic Director.

At the time of writing, it is impossible not to acknowledge the impact that Covid-19 has had on CFT and the theatre industry. As the 2019/20 year drew to a close, CFT was forced to close its doors on 24 March 2020 after only 1 day of rehearsals for the 2020 season. The full 2020 Festival Season was subsequently cancelled. Our dedicated staff were able to remain connected to the local community and our audiences throughout the lockdown period and we are now looking ahead to our doors reopening in October 2020 in a Covid-secure way. We are grateful to CDC for their unwavering support throughout this period. Covid-19 has impacted some areas of reporting, this is detailed below where applicable.

ARTS COUNCIL ENGLAND FUNDING

2019/20 was the second year of a four-year cycle of National Portfolio Organisation (NPO) funding from Arts Council England (ACE). Due to Covid-19 the funding cycle has been extended by an additional year through to March 2023 with CFT's level of ACE funding maintained at £1,740,214 per annum. CFT is currently reviewing its business plan for 2021-2023 in light of the implications of Covid-19.

Within the CDC/CFT monitoring framework, we are committed to sharing feedback from ACE annually. ACE feedback on CFT's response to the Creative Case for Diversity in 2019/20 is attached at Appendix 2. CFT maintained a Strong rating. ACE did not provide further feedback on 2019/20 due to Covid-19 delaying the gathering of NPO Annual Survey data.

THEATRE PROGRAMME

The 2019/20 artistic programme maintained CFT's reputation for producing work which is synonymous with excellence and ambition. Eleven productions were delivered in the Festival season which included a diverse range of classic plays and revivals, two musicals, four world premieres and a digital promenade Youth Theatre production, directed by a CFYT alumni and connecting the cultural partners within the city centre. CFT welcomed back many world-class artists from previous years and introduced a new pool of talented professionals to our Chichester stages. Diversity and inclusivity remained at the heart of our programming; 28% of the acting company were artists of colour whilst a cohort of Assistant Directors ensured opportunities for artists from minority communities. There were no all-male creative teams and five of the productions were directed by women.

The introduction of the Chichester Spiegel tent as part of Festival 2019 presented an opportunity to add a third venue where we programmed more adventurous, fresh and contemporary work made by an eclectic range of artists, in order to introduce new theatre experiences to current audiences and to attract a new and more diverse demographic. The Spiegel tent was the perfect venue for a varied Events programme of cabaret, music, circus, comedy and family work, alongside opportunities for

young local artists, as well as transforming into a pub setting for a powerful and immersive production of Roy Williams's *Sing Yer Heart Out for the Lads*. It delivered powerfully in terms of its engagement with younger and more diverse audiences and artists and demonstrated a significant appetite for a different kind of theatrical experience at CFT.

Festival 2019 comprised the following productions:

Festival Theatre

Shadowlands by William Nicholson

Plenty by David Hare

Oklahoma! by Richard Rodgers and Oscar Hammerstein II

Macbeth by William Shakespeare

Minerva Theatre

This Is My Family by Tim Firth

The Deep Blue Sea by Terence Rattigan

8 Hotels by Nicholas Wright

Hedda Tesman by Cordelia Lynn

The Butterfly Lion by Michael Morpurgo, adapted by Anna Ledwich

Promenade Performance

Crossing Lines by Anna Ledwich

Chichester Spiegeltent

Sing Yer Heart Out for the Lads by Roy Williams

The Minerva Theatre production of *Hedda Tesman* was a co-production with The Lowry in Salford and Headlong Theatre with whom CFT had previously produced *Enron*, *This House* and *The House They Grew Up in*. The production played at The Lowry following its Chichester run. CFT's 2018 production of *The Watsons* transferred to the Menier Chocolate Factory in London in September 2019. *Sing Yer Heart Out for the Lads* was due to transfer to the National Theatre in 2020, but unfortunately this was cancelled due to Covid-19.

The focus of the Winter Season was to present a complementary mix of touring productions for all ages with an emphasis on quality over quantity. Having experienced some negative audience feedback in 2018/19 regarding the standard of some of the presented touring dramas, we were keen to only present work that had been reviewed favourably or to work with producers with whom we had had positive experiences in the past. The result was encouraging with no overtly negative reviews and a great deal of praise for some of the riskier titles such as *Six* and *A Monster Calls*. Our Christmas production, *The Wizard of Oz*, proved to be another huge success for our Youth Theatre.

Audiences from within the Chichester district continue to make up 25% of CFT's audience annually. A detailed geographical analysis of where sales came from within the district can be found at Appendix 3.

LEARNING EDUCATION AND PARTICIPATION

Throughout 2019/20, our Learning, Education and Participation (LEAP) team delivered an extensive range of activities, workshops and events for people of all ages, abilities and social backgrounds. A year-round participatory programme is delivered both at CFT and in satellite locations across the district. These core activities (totalling 62,500 attendances annually), combined with the rest of the vibrant outreach and community partnerships programme, form the foundation of CFT's community and public benefit strategy.

During the past year, we have succeeded in widening our reach to educational establishments, connected with more communities in socio-economically deprived areas, taken a prominent lead in the strategic framework for a new West Sussex Cultural Education Partnership initiative and hosted our first national conference on effective collaboration and partnership working across the UK. A programme of events aligned to the Festival and Winter season productions engaged over 7,900 people through 65 events.

Partnerships and Collaboration

2019/20 saw a particular focus on developing new partnerships, collaborations and pilot projects to engage with isolated or least engaged residents in the district, some particular highlights were:

- Tapestries – a radio play and photograph exhibition, developed in partnership with **Stonepillow**, led by LEAP Community Trainee and engaging individuals who use the services of the Stonepillow Hostel.
- Bamboo Cutter – a new play, written by a client of **The Chichester Centre**, a low-secure mental health facility, and performed by centre participants, presented in the Minerva Theatre
- A compilation of a music EP, recorded by participants from **The Chichester Centre**
- Us: Untold Stories – a performance project developed during a week-long residency with a group of unaccompanied asylum seekers, working in partnership with **asphaleia & Barely Methodical Troup**, a project led by a LEAP Trainee.
- A premiere performance of short films, devised, performed and directed by CFYT Fridays, the youth theatre group for young people with additional needs.
- Theatre Days – CFT hosts activities for Young Carers, families and unaccompanied asylum seekers, in partnership with **asphaleia & The Sanctuary**.
- 12 Stage to Screen Workshops in partnership with **Chichester Cinema at New Park**
- Pallant Late Takeover – a series of arts, costume and drama workshops led by the LEAP team in partnership with **Pallant House Gallery**
- Myths within the Roman Walls – a joint storytelling project in partnership with **Novium Museum and Chichester Library**
- Play in a Day – a devised performance project in partnership with **The Apeldram Centre**
- Weekly bedside storytelling sessions in the children's ward of **St Richard's Hospital**
- Theatre taster workshops for young people in partnership with the **Swanfield Centre**
- Opportunities for Young Parents to engage in weekly workshops with free tickets for family shows through a partnership with **St James Family Centre**
- Creative response sessions held in local care homes.
- Charitable partnerships developed with local charities **Sage House, Dementia Support and UK Harvest**.

Young People

CFT has built on its work to provide increased opportunities for young people to participate in creative workshops, as well as visit the theatre. This year, increased numbers (87) of work experience placements and shadowing opportunities were offered at CFT; 16 career events were held including at Midhurst Rother College; 21 holiday activities were offered for young people; a higher number (77) of moderated Arts Awards were presented than last year; 88 literacy development playwriting sessions were for held for schools and Festival Fridays was successfully launched – a schools' intervention programme, providing weekly alternative learning provision for primary school children identified as being disengaged with learning in a formal educational setting.

2019 saw a 19% increase in the number of children and young people attending performances at CFT, with schools' tickets increasing by 41%. *Macbeth*, attended by 92 schools, was the highest selling production amongst schools ever. The Prologue membership scheme for 16-25 year olds grew to over

9,600 members, a 17% increase on 2018/19, and 'Prologue Tuesdays', a popular fortnightly hang-out space for young people to work, read and relax was launched.

Chichester Festival Youth Theatre (CFYT)

CFT leads the industry in being the only major theatre in the UK to hand over its main stage to its Youth Theatre every Christmas, supported in the same way as any Festival season show. CFYT is one of the largest and finest youth theatres in the country and the 2019 Christmas production, *The Wizard of Oz*, was a huge achievement, involving 87 members of the youth theatre and supported by technical youth theatre students. It delighted a total audience of 23,000 including attendees at 'Relaxed' and simultaneous Polish translation performances, ensuring that the production was ever-more accessible to our wider community.

The summer promenade production *Crossing Lines* was initiated by ideas generated by CFT apprentices and young members of staff, written by CFT's Writer in Residence, Anna Ledwich, directed by CFYT alumni Dan Hill, and technically led by CFT sound and lighting apprentices and students of the technical youth theatre. The project connected the cultural providers within the city – Pallant House Gallery, Novium Museum and Chichester Cathedral.

Appendix 3 details the share of total sales associated with LEAP's youth and community events from within the district, along with the geographical spread of Chichester Festival Youth Theatre (CFYT) members.

Volunteers

The role and importance of volunteering and free events held with the community remains a focus and CFT proudly supports a year-round volunteering programme including regular weekly volunteers from Aldingbourne Trust, a charity supporting adults with learning disabilities to gain skills and increase employability. Volunteers also support the CFT Buddies Scheme, Archiving, Digitisation and Theatre Tours, delivering 280 sessions and engaging 1,000 participants annually.

ENVIRONMENTAL SUSTAINABILITY

CFT was awarded a 4* (out of 5) rating under the Creative Green Certification scheme assessed by Julie's Bicycle, the recognised benchmark for sustainability achievement within the creative industries. This was the first time that CFT had entered this highly regarded scheme, and had done so with the desire to set a base level and receive recommendations and feedback to support improved sustainability moving forward. It was extremely pleasing to receive a 4* scoring of 76% based on the assessment criteria.

A responsibility to be "environmentally aware and contribute to CFT's green awareness" is now included as a responsibility of all staff within job descriptions, and is messaged to all freelance creatives and artists. CFT's staff Green Committee has been relaunched and will focus on developing new initiatives to continue to improve CFT's sustainability and introduce changes across the organisation.

A new video conferencing system at CFT and the London rehearsal rooms reduces the need for staff to travel for meetings, reducing environmental impact and financial cost, and improving productivity.

CFT hosted an open talk and discussion on the climate crisis in the Spiegeltent attended by staff and local community.

An increased focus on digital working has led to a reduction in consumables. Across the organisation there has been a noticeable move to a more green-thinking culture and a sense of shared responsibility for reducing consumables, energy-saving ideas and recycling of waste including food on site. This has been helped by a relationship established with the charity UK Harvest, a not for profit

perishable food rescue operation who already collect left-over food from CFT catering outlets and distribute it to the homeless via the Chichester-based charity Stonepillow. An education initiative led by UK Harvest with staff was well-received and resulted in a number of further recycling and initiatives in-house for food-waste reduction.

CFT's waste and recycling collection service has recently transfer to be managed by CDC. The move will provide a financial saving and a better quality of service and reliability together with a demonstrable concern for the environment. CDC will provide a waste analysis free of charge and work with the site to reduce waste and improve recycling. It is planned that they will deliver recycling engagement sessions with staff and help to set and achieve targets.

FINANCE+

CFT's statutory accounts for 2019/20 are attached at Appendix 1.

In 2015/16 Reading University undertook an Economic Impact Study of CFT. As in previous years, Appendix 4 uses the same model to estimate the economic impact of CFT in 2019/20 (assuming a 2% per annum inflationary increase to visitor spending). The Net impact generated for the district in 2019/20 is calculated to be £23,571,187, reflecting an increase from £22,704,639 in 2018/19. CFT, Pallant House and Novium Museum have discussed jointly commissioning an Economic Impact Study, this has been delayed due to Covid-19 but it remains the intention to undertake a full Economic Impact Study when feasible.

CONCLUSION

Despite the impact of Covid-19 on our business, it is heartening to reflect back on the successes and achievements of 2019/20. As the third highest achieving festival season ever for CFT, and with strong sales for Festival 2020 already in place alongside an increased level of financial support from individual donors through our various funding schemes, the organisation began the new financial year with a healthy reserve. Our financial position has helped CFT to weather the storm over the past eight months without redundancies and any immediate threat of closure and we are fortunate to be reopening our building to audiences once again at the end of October. We are planning a season for 2021 with caution knowing that the cost of delivering work on our stages without any sense of whether there will be a further lockdown or an audience ready and willing to return to the theatre is a huge risk for us.

2019/20 was a year where partnerships and engagement with our community was further deepened and embedded across all of our work and inclusion continues to be at the forefront of our objectives both on and off the stage for our artists, our workforce and audiences. We are committed to continuing to connect with and support the communities of the district and the wider theatre industry as we carefully navigate the challenging times ahead.

The on-going support of CDC, both financially, and through the support and engagement of councillor's, portfolio holders and staff is invaluable to CFT and we extend our thanks to CDC and the committee.

Kathy Bourne
Executive Director
20 October 2020

APPENDICIES

Appendix 1 – Statutory Accounts for the Financial Year 2019/20.

Appendix 2 – Arts Council England (ACE) feedback to CFT reflecting on Creative Case for Diversity.

Appendix 3 – Statistical analysis of sales from within the Chichester District

Appendix 4 – Estimate of CFT’s Economic Impact on the District, April 2019-March 2020.

Appendix 5* – 2019/20 Facts & Figures and Financial Analysis

*CFT has not produced an Annual Review of 2019/20 due to financial implications and limitation of resources associated to Covid-19, two pages that would usually feature within the Annual Review are attached at Appendix 5.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

17 November 2020

Pallant House Gallery 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 2019/2020 annual report from Pallant House Gallery and assess performance in line with the monitoring framework.**

3. Background

- 3.1 In 2016, a formal review of funding for Chichester Festival Theatre and Pallant House Gallery was initiated to consider the future of the funding arrangements, under the heading of “Cultural Grants”. Recommendations were presented to Overview and Scrutiny Committee in November 2016 and were approved by Cabinet in December 2016.
- 3.2 Funding for the years 2018 to 2022 was committed, and Cabinet delegated that the monitoring of the Funding Agreement would be conducted by Overview and Scrutiny Committee.
- 3.3 The funding agreement for Pallant House Gallery is conditional upon the reporting to the satisfaction of the Council (acting reasonably) on annual activity. The content of the reporting is outlined in, but need not be limited to, the monitoring framework.

4. Outcomes to be achieved

- 4.1 In line with the Monitoring Framework there are a number of activities and measurements to be reported to the Council annually. These include:-

Activity	Measurements
Produce gallery exhibition programme to attract a broad range of visitors.	<ul style="list-style-type: none"> - Audience numbers (physical, digital) - Audience profiling report - Summary of exhibitions, displays and other events
Ensure the cultural offer for residents of the District is maintained and developed	<ul style="list-style-type: none"> - Annual visitor numbers, Friends and Patrons (to include number from Chichester District) - Monitor geographic spread

	of audience, identify split between residents from inside and outside District
Support initiatives that bring new groups or organisations into the Gallery, such as Open Days, hosting local community events, or other promotions.	Summary of activity, number of new visitors who attended
Achieve audience targets as per PHG Forward Plan	<ul style="list-style-type: none"> - Audience numbers (physical, digital) - Audience profiling report
Annually indicate gross economic impact based on key measures utilised to calculate the gross economic impact in the 2015-16 financial year economic impact study.	<p>Key measures: Annually updated figures:</p> <ul style="list-style-type: none"> - Net payroll - Attendance figures from within the District - Audience numbers visiting District <p>Figures that will reflect 2015-16 study findings with percentage inflationary increase:</p> <ul style="list-style-type: none"> - Spend per District resident audience member - Spend per audience member visiting District
Contributions to wider activity with local partners in the City or wider region that promotes Chichester as a visitor destination.	A description of individual or partnership activity undertaken in the period.
Maintain and further enhance the social impact of PHG's work for young people and families.	<p>School programme:</p> <ul style="list-style-type: none"> - Number of schools/pupils visiting from within the District and as % of total Children, young people and families: - Participant numbers and geographic spread <p>College and University:</p> <ul style="list-style-type: none"> - Number of student placements - Description of projects/activities with students from the District
Undertake a Community Programme within Chichester District with social objectives and measureable outcomes.	Summary of projects undertaken; number of participants and geographic spread.
Continue to develop volunteering opportunities within the Gallery and Community Programme.	<ul style="list-style-type: none"> - Total number of volunteers and geographic spread. - Report on training and opportunities for volunteers.
Arts Council England (ACE) National Portfolio Organisation (NPO), 2018-2022 funding confirmed. Subject to government settlement	Annual ACE feedback

2020, status to be confirmed to CDC at that time.	
Continue to seek new and alternative sources of funding, evidence the value of CDC funding.	Details of successful funding bids in the period, requests to CDC for evidence of support.
Maintain ongoing internal arrangements to monitor and oversee the financial stewardship of the organisation.	Key issues of quarterly reporting of F&IC and A&RC to Board of Trustees.
Implement strategic projects that ensure the future success of PHG as a resilient and sustainable organisation.	Description of projects or initiatives, identification of the particular benefits.

4.2 While unrelated to this funding agreement, regular reporting to the Council will also reflect on the requirements of the Hussey Bequest as follows:

- Details of conservation work and or collections care of the artworks in the Hussey Bequest in the period.
- Details of any loans made of artworks in the Hussey Bequest.

4.3 Details of all of the activities identified above are provided in the Annual Report (appendix 1).

5. Resource and legal implications

5.1 In line with the monitoring framework, Pallant House Gallery have shared their Terms of Reference documents for the Finance and Investment Committee, and the Audit and Risk Committee. They are also required to submit accounts to the Council within 6 months of the end of each financial year.

6. Community impact and corporate risks

6.1 The monitoring agreement outlines the areas of activity undertaken by Pallant House Gallery that demonstrate the benefits to the District generated by the District Council's funding of Pallant House Gallery. The main risk to this Council is a loss of economic and community benefits if the actions outlined in the monitoring framework are not met.

6.2 Due to the Covid-19 pandemic the Gallery was forced to close to the public on 17 March 2020, only three days after opening the spring season of exhibitions. A plan was followed for the Gallery to be safely closed down, with the collections and buildings made secure. The Gallery increased its communications activities during lockdown to take the collection to audiences and achieved good press coverage despite being closed.

6.3 The Gallery was able to re-open to the public on 5 August 2020, however, this financial year and beyond will be extremely challenging for the Gallery's finances. As this report was going to print the Government has just announced a further lockdown for November for four weeks. A verbal update will be provided on the actions taken by PHG.

6.4 The focus of this report is the 2019/ 2020 performance against the SLA. The covid pandemic has had a massive impact on PHG ability to deliver the SLA for the 2020/2021 financial year and the impact of this will be subsequently reported to OSC.

7. Other Implications

	Yes	No
Crime & Disorder:		X
Climate Change and Biodiversity:		X
Human Rights and Equality Impact:		X
Safeguarding and Early Help:		X
General Data Protection Regulations (GDPR):		X

8. Appendices

8.1 Appendix 1 – Pallant House Gallery annual report 2019-20.

9. Background Papers

None



**Pallant
House
Gallery**

Annual Report to
Chichester District Council

1 April 2019 – 31 March 2020

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Appendix A: PHG Community Programme Annual Report July 2020

Appendix B: ACE Annual feedback letter 2018-19

1. Introduction – Simon Martin, Director

During 2019 to 2020 Pallant House Gallery had a very successful year of activities, including sustained community engagement, successful exhibitions and events, well-attended public events, growing schools audiences, and the development of ambitious capital plans for the future.

In addition to our permanent collection, the temporary exhibitions included a mix of contemporary, Modern British and international artists and received critical acclaim in the media, drawing audiences from much further afield to the local area. Our summer exhibitions Ivon Hitchens and Simon Roberts celebrated the local landscape around Chichester and enabled partnerships with the South Downs National Park, Petworth Festival and a number of local galleries.

We were thrilled that our Community Programme won the Chichester City Council Community Award 2019 *“for groups or organisations who have made an outstanding contribution of the City and its residents”* which recognised how meaningful our work is to our local community.

During the year the Gallery embarked on its Capital Project for the creation of improved visitor facilities, a collections centre, learning and engagement spaces. Focus Consultants were appointed as Project Managers in Summer 2019, and a tendering and interview process was followed in order to appoint a multi-disciplinary design team. From a very strong field a team led by Wright & Wright Architects were appointed, based on their previous experience designing the RIBA Library and Archive at the V&A Museum, the lower galleries at the National Gallery, the Museum of the Home, Lambeth Palace Library and Archives, and St Johns College Library. In addition, Cultural Consulting Network worked on an Audience Development Plan. Alongside, Alan Baxter and Associates were appointed as Heritage Consultants and have been working on a Statement of Significance and Conservation Management Plan for the Grade I listed Queen Anne townhouse and other buildings on site. Between December 2019 and March 2020, the design team worked with the Gallery team on a feasibility study which was presented to the Board of Trustees in February 2020. However, the outbreak of the Covid-19 pandemic meant **that the Gallery’s** Capital Project has been placed on hold.

Due to the Covid-19 pandemic the Gallery was forced to close to the public on 17 March 2020, only three days after opening the spring season of exhibitions, and so it ended the financial year in the midst of global uncertainty. A plan was followed for the Gallery to be safely closed down, with the collections and buildings made secure. Twenty-eight members of the Gallery staff were placed on furlough, with ten members of staff continuing to work from home, with regular checks in place for security and environmental conditions. The Gallery increased its communications activities during lockdown to take the collection to our audiences and achieved good press coverage despite being closed.

Fortunately, the Gallery was able to re-open to the public on 5 August 2020. Over the summer, we undertook detailed risk assessments in relation to all areas of our operations and was awarded the Visit **Britain's We're Good To Go** kitemark prior to reopening. Health and safety and social distancing measures were implemented for both visitors and staff (and remain in place) which included timed-ticketing and limits on numbers. The exhibitions that had opened before lock-down were **extended to November. The Gallery's programme during 2020-21 and beyond has been substantially reconfigured in response to the situation, with a greater focus on the permanent collection over the next year. However, the 2020-21 financial year and beyond will be extremely challenging for the Gallery's finances.**

As ever, we are grateful to Chichester District Council for its continued support of Pallant House Gallery, and particularly in the current moment as we endeavour to be a **key part of Chichester's** economic recovery from the ongoing effects of the Covid-19 pandemic, and a centre and focus for the community providing uplifting experiences and safe social engagement, and attracting tourism back to the local area to benefit all of the community.

2. Audience figures April 2018 – March 2020

2.1. Visitor figures

	2019/20	2018/19	% +/-
Total Visitors to site including free entry to ground floor	57,143	57,470	-0.5%
Exhibition Visitor numbers including events, talks etc	47,505	47,963	-1%

2.2. Ticketed Admissions (not including Friends)

	Actual	Budget	% Difference (Actual/Budget)
Visitors numbers	28,041	31,750	88%
Income	£208,143	£216,020	96%
Average ticket price	£7.42	£6.80	+9%

2.3. Digital Audiences

	March 2020	April 2019	Gains	%
Instagram	17,653	13,994	+3,659	26.1%
Facebook	5,836	5,343	+493	9.2%
Twitter	18,348	17,923	+425	2.4%

3. Audience Profiling

This data was collected using Audience Finder surveys between 21 April – 13 December 2019. Audience Finder is a free national audience data and development tool, enabling cultural organisations to understand, compare and apply audience insight. This analysis is of admissions visitors to the exhibitions and collections, and excludes event participants.

It should be noted that the Covid-19 pandemic prevented Audience Finder from sampling our audiences in the last quarter of 2019/20. This meant that we were unable to achieve the number of surveys required to create a truly representative data set and so there is an increased margin of error in the figures quoted.

However, the introduction of pre-booked online tickets in August this year (as part of the **Gallery's Covid security measures**) means that we are able to capture more information about our audiences. We will be able to undertake a more extensive and accurate analysis of our audience data from 2020/21 onwards.

3.1. Audience demographics (based on Audience Finder survey results)

Sex: 61.3% female, 38.7% male

Ethnicity: White 98.1%

Disability (self-identify as a D/deaf or disabled person, or one with a long-term health condition): 89.9% non-disabled, 10.1% disabled

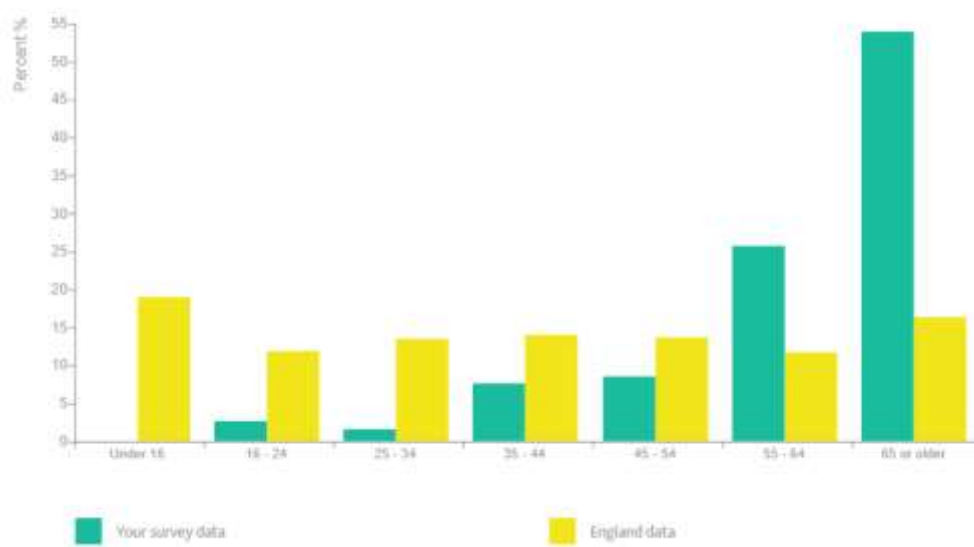
Age	% of Respondents	Regional representation
65 or older	54.0%	well exceeds regional representation
55-64	25.7%	well exceeds regional representation
45-54	8.4%	below regional representation
35-44	7.7%	below regional representation
25-34	1.5%	below regional representation
16-24	2.7%	below regional representation

The following graph, which was generated by Audience Finder, shows the age of Pallant House Gallery's audiences (in green) compared the English population (in yellow).

AUDIENCE AGE GROUP

Which of the following age groups do you belong to?

Margin of error: 5%



3.2. Audience behaviours and motivations

- 38% repeat visits within 12 months
- 36% first timers
- Median number of times people visit a year is 2
- 56% of visitors visit in pairs, and 18% alone.

The top four cited motivations to visit were:

- Visual arts is a part of who I am
- To be inspired
- To learn something
- Intellectual stimulation

3.3. Audience Segmentation

Pallant House Gallery uses Audience Spectrum, which segments the whole UK population by their attitudes towards culture and by what they like to see and do. However, as stated above, lockdown and the subsequent closure of the Gallery meant that we were unable to achieve the number of surveys required to create a truly representative data set. There is therefore an increased margin of error in the figures quoted. It should also be noted that the fluctuations across the audience segments are often influenced by the nature of our programming for that year, for instance our exhibition of well-known artist Ivon Hitchens over the summer of 2019 would have attracted a larger audience from London.

As part of the Gallery's Capital Project, the Gallery worked with Cultural Consulting Network on the initial stages of an Audience Development Plan. This process – which included analysis of

Audience Finder data from 2016 onwards – identified a number of audience segments in which we are currently under-represented and areas for potential growth. This is also borne out in the 2019/20 data below. Although the Capital Project is now on hold, this was a useful exercise and will help inform the development of our offer post-Covid. The Gallery has already seen a shift in audience behaviour since the pandemic and we will continue to closely monitor audience demographics and behaviour through 2020 and beyond. This will enable us to recalibrate our activities as the situation develops and the ongoing impact of the Covid crisis on audiences becomes clearer.

3.4. Audience Segmentation data 2019/20 (based on Audience Finder survey results)

Commuterland Culturebuffs

32.4% of our audience in 2019/20

↑ from 29% in 2019/20. This has been our largest audience segment for the last three years. (Comparison: England - 12%, South East cultural organisations - 24%)

Who are they?

- Older families or singles, mostly aged 46-70
- Culturally knowledgeable and culture is part of their social and family lives
- Reach this group through classical and traditional programming over contemporary, and presenting the gallery as a sociable space; through media in the Daily Mail, Telegraph and The Times; enabling easy digital engagement including online booking.

Dormitory Dependables

16.0% of our audience in 2019/20

↓ from 19% in 2018/19 but (jointly) remains our second largest segment in 2019/20. (Comparison: England - 15%, South East cultural organisations - 19%)

Who are they?

- Mature couples or older families with children
- Preference for mainstream, traditional and popular, heritage, history and current affairs, and live music. Culture is a treat or social/family outing
- **Reach this group through family friendly programming and the promise of 'entertainment', providing appropriate practical details; and through discount-based promotions and 'value for money' messaging.**

Metroculturals

16.0% of our audience in 2019/20

↑ from 14% in 2018/19 to become our joint second largest segment. It was third largest segment last year. This segment is explained by London visitors to the Gallery.

(Comparison: England - 5%, South East cultural organisations - 6%)

Who are they?

- Prosperous, liberal, highly educated, urban, creative, working, mixed-age, 1/5 with children at home but 50% single
- Frequent attenders and will visit numerous venues
- Key digital audience – confident in tech and art, use web and mobile extensively for leisure, shop online, price is less important than time, watch on demand TV and stream, will curate their own tastes.
- Reach this group through collaborations with others, strong concepts and programming that stimulate intellectually and influence the way they see the world and their identity, online news especially *The Guardian*, *Times* and *FT*, personalized interactive digital communication – but they are advert resistant.

Home & Heritage

14.4% of our audience in 2019/20

↑ from 10% in 2018/19 and therefore overtakes Experience Seekers to become our fourth largest segment.

(Comparison: England - 10%, South East cultural organisations - 11%)

Who are they?

- Older people mostly aged 60+ outside major towns and cities, often elderly female, retired, often single or widowed.
- Day-time and day-trip visitors who require all information in advance.
- Reach this group through familiar, mainstream programming, the Daily Mail (!), print **marketing, volunteering and creative opportunities, and 'habit-forming' regular** programming, association with television, and by offering opportunities to be sociable and learn new skills.

Experience Seekers

10.1% of our audience in 2019/20

↓ from 12% in 2018/19 and moves down from fourth to the fifth largest audience segment.

(Comparison: England - 9%, South East cultural organisations - 13%)

Who are they?

- Younger urbanites in 20s – 40s with no children who seek new things to accompany social lives.
- They prefer alternative, contemporary cultural experiences and are key influencers.
- Key influencers amongst their peers, they read the Guardian and Metro and respond to good digital content.

Trips and Treats

4.8% of our audience in 2019/20

↓ from 9% in 2018/19 although remains as our sixth largest audience segment.

(Comparison: England - 16%, South East cultural organisations - 13%)

Who are they?

- 58% between 31 – 50, 50% with children
- **Looking for days out led by children's interests which are value for money and have educational merit.**
- Reach this digitally savvy group through social media, e-comms and local online channels with shareable content as well as local media and prominent advertising to give **confidence to their decisions; branded, annual or 'blockbuster' programming; brand associations and partnerships with schools, scouts groups, libraries etc.**

Other audience segments (that represent the groups with a lower overall engagement with cultural activities) **make up the Gallery's audience in the following** percentages:

Up Our Street - 3.2%

Kaleidoscope Creativity - 2.7%

Facebook Families - 0.5%

Heydays - 0.0%

Although these are lower than the regional representation for these segments, it should be noted that Audience Finder surveys are only completed by exhibition visitors. Section 5 of this report includes **details and data relating to the Gallery's formal and informal engagement with young people and families through our Public Programme.**

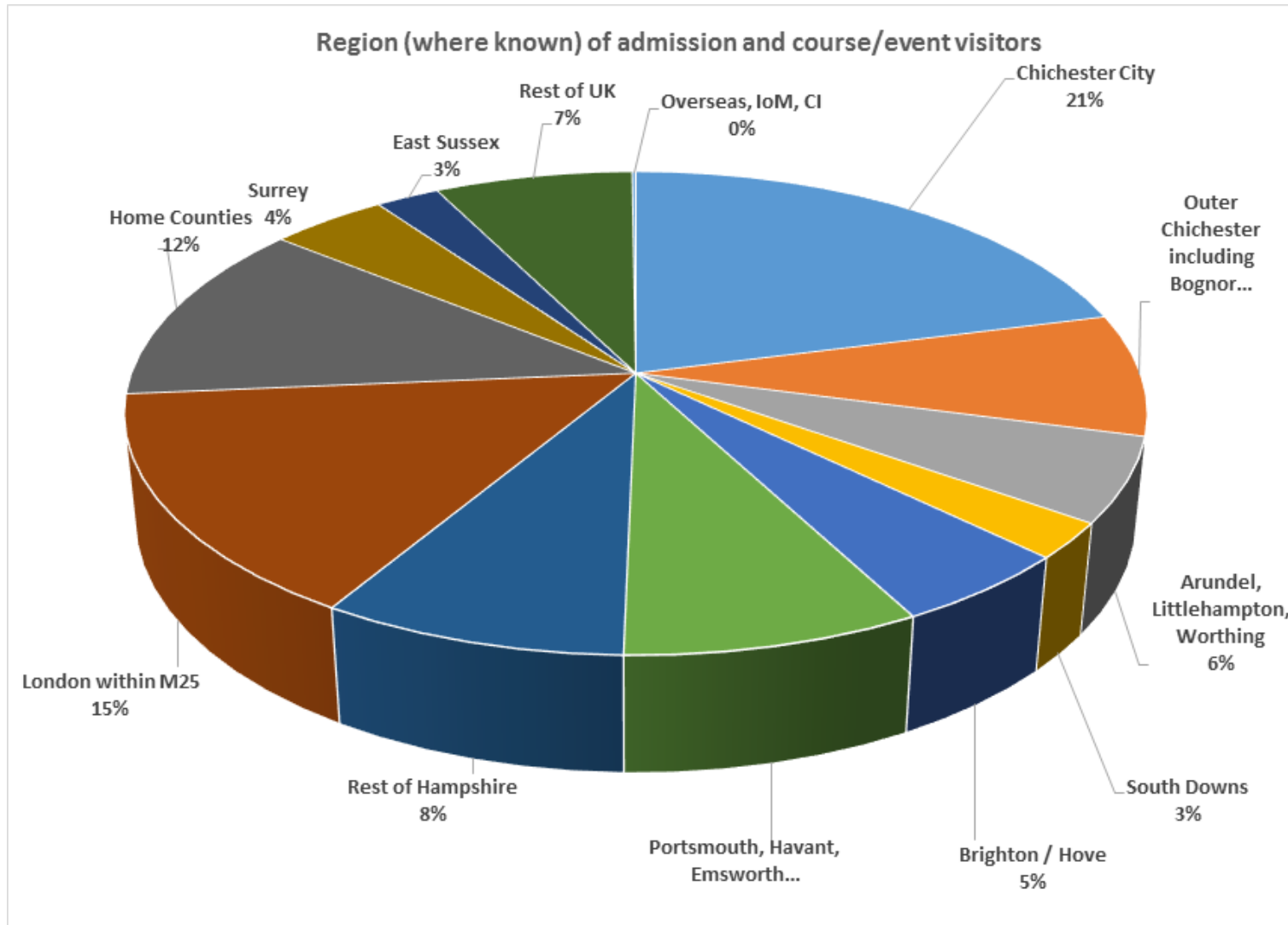
3.5. Geographical reach

The following table and graph are based on postcode analysis of data gathered by Spektrix (the Gallery's CRM system) between April 2019-March 2020. It records our ticketed visitors; both those buying tickets and those entering on free or concession tickets (such as Friends, Art Fund members, young people etc).

Where do our visitors come from overall?

	Visitors (April 19 to Mar 20)		Total	% all visitors
	Admission Ticket	Course/Event Ticket		
Chichester City	2,035	1,925	3,960	10%
Outer Chichester including Bognor	922	620	1,542	4%
Arundel, Littlehampton, Worthing	712	354	1,066	3%
South Downs	323	133	456	1%
Brighton / Hove	864	82	946	2%
Portsmouth, Havant, Emsworth	975	553	1,528	4%
Rest of Hampshire	1,305	266	1,571	4%
London within M25	2,657	169	2,826	7%
Home Counties	2,097	207	2,304	6%
Surrey	658	160	818	2%
East Sussex	405	42	447	1%
Rest of UK	1,328	56	1,384	4%
Overseas, IoM, CI	12	14	26	0%
Anonymous Visitor (See note)	18,630	613	19,243	50%
Grand Total	32,923	5,194	38,117	100%

Note: 'Anonymous Visitor' reflects that fact that, until recently, it was possible to buy an entrance or event ticket without giving an address (by which Spektrix can identify a place of residence). The introduction of online booking and the requirement to maintain Track & Trace records means that audience data for 2020/21 will be more complete than in previous years.



4. Summary of exhibitions, displays and other events

4.1. **Spring 2019**

Exhibition visitor numbers: 13,256



Harold Gilman: Beyond Camden Town

(2 March – 9 June 2019)

This exhibition was curated by Lara Wardle and James Rawlin and on tour from the Djanogly Art Gallery, University of Nottingham. It focused on Harold **Gilman's** colourful paintings influenced by Post-Impressionism from the last decade of his life and marked the centenary of his death in 2019. It included loans from public and private collections and was the first exhibition of the **artist's work in over 40 years.**

The exhibition generated 38 pieces of press coverage across print and online media. This includes a major preview in the *Daily Telegraph*, an interview with Lara Wardle in the *Museums Journal* 'Best in Show' column in relation to 'Tea in the Bedsitter', including in a review of painting shows in *The Spectator*, and review for *Burlington Magazine* and a piece written by Lara Wardle for Art UK.

A related display of works from the collection *Art Quake! Post-Impressionism and British Art* is presented in Room 4 (featuring Vuillard, Bonnard, Gore, Sickert, Cezanne, Matthew Smith, Duncan Grant and Roger Fry) curated by Louise Weller.

Publication: over 500 copies of the Harold Gilman catalogue were sold.



Nick Goss: Morley's Mirror

(2 March – 9 June 2019)

An exhibition of paintings by the British contemporary artist Nick Goss was displayed in the Contemporary Wing (Room 10) alongside the Harold Gilman exhibition. It was the first museum exhibition of his work and featured works from private collections in the USA, Europe and Britain.

The exhibition included several new paintings and marks a critical point in the connection of ideas in Goss's *De Ramp* (2017) and *Dolphin Express* (2018) series. The exhibition was conceived as a contemporary pendant for the Harold Gilman with the opening space juxtaposing both artists' paintings of London café interiors created a century apart.

Nick Goss is greatly inspired by the work of modern British artists in the Pallant House Gallery Collection. As part of the exhibition he selected works from the Gallery's collection (which were on display in Rooms 15 and 16, alongside his paintings) creating a rich visual dialogue. This display included work by artists such as Michael Andrews, Edward Burra, Paul Nash, Eileen Agar, Richard Hamilton and Christopher Wood.

10 pieces of press coverage for Nick Goss were captured, including reviews in Jackie Wullschlager's column in the *Financial Times*, *Apollo Magazine* and *Turps Banana*. Nick was also interviewed for a piece in *FT House & Home* on Elephant and Castle, where his studio is based.

Publication: The catalogue for *Nick Goss: Morley's Mirror* was published by Koenig Books at the end of May. Nick Goss was interviewed by Thomas Marks (Editor, *Apollo* magazine) as part of the Gallery's Thursday evening talks programme and thirty copies were sold at this event.

From Pissarro to Kollwitz: The Elizabeth Burney Bequest - The Print Room
(27 February - 23 June 2019)

The print room display celebrated a new bequest - a collection of works on paper from Elizabeth Mary Parker (née Burney). The display included etchings by Samuel Palmer, Camille Pissaro and Käthe Kollwitz, mezzotints by Danish printmaker Peter Ilsted and drawings by Henri Gaudier-Brzeska and Christopher Wood. Elizabeth Mary Parker (née Burney) was a criminal psychologist who visited the Gallery with the Cambridge Art Fund and attended a tour with guide Liz Walker, which inspired her to leave her collection.

New Acquisition: Gerald Laing, *Baby, Baby Wild Things* 1968 – Garden Gallery
(2 March - 9 June 2019)

Gerald Laing's iconic print portfolio, *Baby Baby Wild Things* 1968 was displayed on the Gallery Garden wall celebrating this new acquisition to the collection. Loaned to the exhibition *POP! Art in a Changing Britain* in 2018, the portfolio was acquired for the collection with support from the Art Fund and private donors. Significantly, this is the only complete version of the portfolio in a British public collection. It is a rare example given the inclusion of the Brigitte Bardot print which was removed from almost all the portfolios and sold separately.

4.2. Summer 2019

Exhibition visitor numbers: 19,947



Ivon Hitchens: Space through Colour - Contemporary Wing
(29 June - 13 October 2019)

External curator Anne Goodchild worked with Pallant House Gallery on a major touring Ivon Hitchens exhibition, celebrating the work of the Sussex-based painter who moved to Lavington Common during the Second World War, and became internationally known for his abstract paintings of the South Downs. This was the largest Hitchens museum show since his retrospective in 1963, with over 100 exhibits (including 30 sketchbooks and archive items) and 11 items from the PHG collection. It focused on the Sussex and international connections in his work and was an opportunity to draw audiences from much further afield to the Gallery, whilst celebrating the local landscape.

Publication: The accompanying exhibition publication included contributions from guest curator Anne Goodchild, Head of Exhibitions and Collections Claudia Milburn, art historian Dr Claudia Tobin and academic professors Alexandra Harris and Mike Tucker. The publication was extremely popular with over two thousand copies sold.

Tour: The exhibition toured to the **Djanogly Art Gallery** at the University of Nottingham in autumn 2019; the total number of exhibition visitors at Djanogly was 13,040.

The Gallery was a Partner with the **Petworth Festival**, which included reciprocal marketing and advertising, a lecture on Hitchens as the opening event of the Petworth Festival.

There were also a number of concurrent commercial shows at local galleries; **'Ivon Hitchens and his Influence'** at **Candida Stevens Gallery** in Chichester; John Hitchens at **Moncrieff-Bray Gallery** near Petworth and Four Generations of Hitchens at **Kevis House Gallery** in Petworth (including two loans from PHG). In addition, an exhibition called *'Ivon Hitchens: The Painter in the Woods'* took place at the **Garden Museum** in London last summer (not a collaboration but planned after the PHG show was announced). These all demonstrating the level of interest in **Hitchens' work and impact of the Gallery's** exhibition for local businesses.

The Gallery worked with the **South Downs National Park** to create a walk around Lavington Common inspired by **Hitchens' Sussex, with a new illustrated leaflet.**

Simon Roberts: Inscapes - Garden Gallery Wall
(29 June - 13 October 2019)

A new series of photographic landscapes of the South Downs were commissioned from artist Simon Roberts and displayed on the Garden Gallery wall (and in the Ivon Hitchens publication). The images focused on the locations surrounding Petworth where Ivon Hitchens painted and include Lavington Common, Woolbeding, Iping Common, Graffham Common, Didling, Heyshott, Cocking and Terwick Mill. Video and sound based recordings also accompanied the exhibition display. One photo from the series was acquired **for the Gallery's permanent collection.**



Walter Nessler: Postwar Optimist - House Displays (Room 4)
(8 June – 6 October 2019)

An exhibition of work from the artist's estate (housed in Chichester) by the German-born artist who came to Britain to escape persecution from the Nazis in the 1930s. This and a Print Room exhibition of works by Grete Marks [see below] formed part of *Insiders/Outsiders*, a nationwide festival of émigré artists which took place throughout 2019 to celebrate refugees from Nazi Europe and their contribution to British culture.

Grete Marks: An Intimate Portrait - The Print Room
(26 June - 27 October 2019)

Grete Marks – also known as Margret Marks or Margarete Heymann – was one of the earliest female students of the Bauhaus School. The print room exhibition presented a series of intimate portrait paintings and drawings from the 1920s and 1930s, which have been donated to Pallant House Gallery by the artist's daughter. Marks is best known for founding the Hael-Werkstätten pottery in Germany – examples of which were also included in the exhibition – and later for her 'Grete Pottery' created in the UK after emigrating in 1936. The exhibition also marked the centenary of the foundation of the Bauhaus in 1919.

Press summary: The Ivon Hitchens exhibition generated over 30 pieces of press coverage, including a six-page spread in *World of Interiors*, as well as articles and reviews in local and national publications. The Grete Marks and Walter Nessler exhibitions, which were part of the nationwide *Insiders / Outsiders* Festival, were included in press coverage about the festival in national and international press. Stories of particular relevance to our local audiences were placed with local papers; the Summer Late curated by Design Collective were covered in the

Chichester Observer and *the* launch of the Free Range Saturdays for the Summer season was covered in *The Chichester Post*.

4.3. Autumn 2019

Exhibition visitor numbers: 11,702



Radical Women: Jessica Dismorr and her Contemporaries - Contemporary Wing (2 Nov 2019 - 23 Feb 2020)

Using the life and work of Jessica Dismorr (1885-1939) as the central narrative, this exhibition aimed to **uncover modern women artists' relationships through their work, with a focus also on their connection with radical politics**. Curated by Dr Alicia Foster, the exhibition presented work by a number of avant-garde female artists associated with Vorticism in the 1910s - Jessica Dismorr, Helen Saunders and Dorothy Shakespear and their subsequent careers and involvement with others such as Nan Youngman, Anne Estelle Rice, Barbara Hepworth. It was the first exhibition to explore the life and work of these overlooked artists.

Publication: An accompanying exhibition publication was written by Alicia Foster and produced by Lund Humphries. The Paul Mellon Centre for Studies in British Art supported the production of the book with a £3,000 grant.

Jann Haworth: Close Up - Contemporary Wing

(2 Nov 2019 - 23 Feb 2020)

This was the first UK presentation of 'Work in Progress', an iconic tribute to the great female leaders of our time, inspired by her work on the Sgt Pepper's Lonely Heart's Club Album cover. The vinyl print consists of separate panels each 8ft x 4ft (full length 28 ft) which is a section of the actual mural (now 60ft long). The total mural now includes over 300 women who are catalysts for change in the sciences, arts and social activism. It is a collaborative project led by Jann Haworth and her daughter Liberty Blake. This work was shown alongside a selection of sculptures by Jann Haworth. A selection of works from Pallant House Gallery chosen by Haworth were displayed in Rooms 15 and 16.

*Henry Moore: The Artist and his Patron* - Print Room

(30 October 2019 – 8 March 2020)

This print room display focussed on Henry Moore and Walter Hussey, featuring drawings, etchings, lithographs, photographs and sculptures. It looked at **Walter Hussey's patronage of Moore** and the items that came into his collection. Pallant House Gallery has a significant collection of sculptures, etchings, lithographs and drawings by Henry Moore which have been donated, bequeathed or lent by a number of private collections. Northampton Museum and Art Gallery also lent a maquette that Hussey bequeathed to the museum. In addition, the University of Chichester lent two works.

Prunella Clough: A Centenary - Room 4

(12 October 2019 – 9 February 2020)

This display marked the centenary of Neo-Romantic artist Prunella Clough (1919-1999). It was **expanded from the group of 14 works in the Gallery's** collection to include a small number of significant, rarely-seen works loaned from private collections. This exhibition was moved forward in the programme from 2020 in order to mark the November centenary.

Galerie Simpson: Selection Box - Room 9

(26 October 2019 – 1 March 2020)

The Galerie Simpson portfolio of contemporary prints was acquired in 2018 through the Golder – Thompson Gift. This small display aimed to demonstrate the growth of the contemporary collection and includes work by Fiona Banner, Peter Blake, Angela de la Cruz, Abigail Fallis, Tom Gidley, Georgie Hopton, Rachel Howard, Des Hughes, Gary Hume, Catrin Saran James, Michael Landy, Simon Periton, Jamie Read, Jane Simpson, Sarah Staton, Gavin Turk, Rachel Whiteread and Clare Woods.

Press summary: The Autumn season achieved preview, review and interview coverage across broadcast, print and online, in national newspapers, magazines, and arts and trade publications. *Radical Women* was the subject of major reviews in *The Guardian*, *The Independent* and *The Financial Times*, and the Art Fund recorded a film about the exhibition for their *7 Questions* series with actress Juliet Stevenson. **Jann Howarth was interviewed for BBC Radio 4's *Woman's Hour*.**

4.4. Spring 2020

The Covid-19 pandemic and subsequent lockdown meant that the Gallery's Spring Season was forced to close after just three days. However, it was possible to extend the external loans until November 2020, which allowed the Gallery to reopen with the existing shows in August. They have proved very successful with both visitors, critics and the press, and visitor numbers have exceeded expectations. Full details will be provided in next year's Annual Report 2020/21.



Barnett Freedman: Designs for Modern Britain – Contemporary Wing
(14 March – 17 March, 5 August – 1 November 2020)

This is the first major exhibition of the life and work of artist Barnett Freedman (1901 – 1958) in over fifty years and reflects the Gallery's commitment to showcasing over-looked or underrepresented artists within Modern British art. Curated by external curator Emma Mason, the exhibition includes paintings, drawings, lithographs, book jackets and illustrations and commercial designs. The variety of work on display appeals to a fine art audience as well as a broader audience interested in commercial and graphic design.

It has received 5* reviews in *The Telegraph* and *Independent*.

Publication and commercial opportunities: An in-house book was published to accompany this exhibition, with contributions commissioned from a number external authors: Gill Clarke, Emma Mason, Fraser Muggerridge, Ian Rogerson, Michael Twyman, with a Foreword by the Director. This was designed by Adrian Hunt, and featured decorative endpapers and distinctive design details to reflect Freedman's skills in graphic design.

In addition, a mug and tea towel which feature the 'Baynard Claudia' alphabet designed by Freedman in 1935.

An Outbreak of Talent: Bawden, Marx, Ravillious & their Contemporaries

Room 15 & 16, (14 March – 17 March, 5 August – 1 November 2020)

Drawing on the strength of the **Gallery's permanent** collection, this is a presentation of work by **Barnett Freedman's** fellow Royal College of Art students in the 1920s, Edward Bawden, Norah Braden, Edward Burra, Enid Marx and Eric Ravillious, and their teacher Paul Nash. By using the **collection to 'in focus' exhibitions to provide context to a temporary exhibition or artist or** expand on a theme, it ensures an active approach is taken to presenting the collection. This approach offers the audience new perspectives and connections while also adding to the research undertaken on works in the collection, which can be shared.

A Life in Art: The Muriel Wilson Bequest - Room 4

(15 February – 17 March, 5 August – 29 November 2020)

An exhibition that **enhances the Gallery's unique status of 'collection of collections'**, this exhibition presents the recent bequest of work by Muriel Wilson - female collector, first wife of Prof. Sir Colin St John Wilson, former Head of Visual Arts at the British Council and long-time supporter of the Gallery. The exhibition presents a range of work by artists including Blake, Hockney, Paolozzi, Andrews and Leon Golub through the lens of a personal collection, with a **further loan of Muriel's jewellery** from her Estate.

Drawn to Nature: Gilbert White and the Artists - Print Room

(14 March – 17 March, 5 August – 15 November 2020)

This free exhibition curated by the Director offers the audience several interesting links to the current temporary exhibition, a local connection and contemporary interests. Gilbert White (1720 – 1793) lived close to Chichester in Selborne. A Naturalist and ornithologist, his **book 'The Natural History of Selborne' was first publication** in 1789 and has remained in print ever since. The exhibition will showcase different editions of the book together with original prints and drawings by Modern British artists including Eric Ravillious, John Nash, Gertrude Hermes, Clare Leighton and John Piper. By celebrating the 300 anniversary of this local figure Pallant House Gallery is building on a local connection and raising the **Gallery's profile to an** audience in Hampshire.

The exhibition picks up on the theme of book illustration which is central to the Barnett Freedman exhibition. It also makes a further connection through the work of Eric Ravillious, who **along with Freedman as part of the 'Outbreak of Talent' group at the Royal College of Art** in the 1920s. Gilbert White was a pioneer in fieldwork and his observational approach to natural history, recording the annual cycles of birds and animals in their own habitats makes an interesting and vital connection with current debates about the environment and ecology.

Eleven contemporary illustrators and printmakers have been commissioned to make new responses to Gilbert **White's writings. These include wood-engravings, linocuts, watercolours,**

collages and stone carvings by the following: Christopher Brown, Neil Bousfield, Mark Hearld, Clive Hicks-Jenkins, Michael Kirkman, Ed Kluz, Angie Lewin, Alice Pattullo, Emily Sutton, Jo Sweeting and Tristan Sherwood.

The exhibition has received significant coverage including articles in *The Telegraph*, *West Sussex Gazette* and features in *Illustration Magazine* and *Artists and Illustrators*.

Gilbert White's House in Selborne, Hampshire was interested in taking the exhibition on loan but this has been put on hold due to uncertainties about Covid-19.

4.5. **Regional Tourism**

- The Gallery is taking part in the 'England's Creative Coast' project, which is funded by ACE's Cultural Destinations programme and the UK Government and Visit England's 'Discover England' fund. The Gallery is one of three venues in West Sussex taking part (including Cass Sculpture Foundation and Arundel Castle).
- As part of West Sussex County Council's Experience West Sussex campaign, the Gallery is featured as one of eight attractions in West Sussex on a banner in Arrivals at Gatwick Airport.
- Pallant House Gallery was featured in *The Evening Standard* as one of the best ten art galleries to visit outside of London during the summer, and in *The Daily Telegraph* 'Travel' section in a piece focused on Chichester.
- Pallant House Gallery continues to be part of the **Sussex Modern** cultural tourism network aiming to encourage visitors to modern art and architecture venues and vineyards across East and West Sussex.
- The Gallery continued to work in partnership with Chichester Festival Theatre as a Silver Level Patron, with reciprocal advertising in programmes and magazines and e-marketing initiatives.
- 30,000 leaflets were distributed across the South East for each exhibition season including other venues, pubs, hotels and B&Bs.

5. Schools, young people and families programme

5.1. Sustained positive social impact for District Residents made by PHG

The Gallery's 3 year Public Programmes Strategy (2019-22) laid out many goals for the year and the Public Programmes team has made excellent progress in meeting those. For example, the target for total number of pupils to be engaged (KS1 through to H.E) was 1,500 and the actual figure is 2,313. Outside of these formal education settings, it has been calculated that the Gallery has had 12,900 instances of people engaging in the public programme as a whole.

5.2. Maintain and further enhance the social impact of PHGs work for young people and families

Schools Programme

	Total number	Of which from Chichester District	
		Number	%
Number of school visits	49	20	40%
Total number of KS1-4 pupils visiting	906	401	44%
Total number of pupils engaged outside of the Gallery	285	40	14%

A slight decrease in these numbers from last year (-15% in total number of pupils visiting) reflects a slight change in focus to address lower numbers in FE / HE students, which has increased substantially (see below).

It also reflects a drop in figures for the usually busy month of March - 18/29 pre-booked school visits in March 2020 were cancelled due to coronavirus. The percentage of schools and pupils from Chichester District is similar to last year, which was a priority, and the team have managed for the first time to get out to schools to speak to pupils in their own institutions.

- The format for School visits - Discover, Discuss and Do – remains the same this year as last. Discover sessions are still self-led and are free, with Discuss and Do sessions costing £50 per school and are led by a member of the Public Programmes team.
- **A new focus for the Gallery's work was Creative Careers.** Learning Coordinator, Holly Riddle, went into the Regis School and Littlehampton Academy to speak to year 9 students about career options and conduct workshops around pursuing a creative career. The team has started to work with the Design Collective Chichester to continue this work next year.

- School In Residence **programme** continued in earnest this year, with some funding secured (Eridge Trust) to help schools from further afield to pay for transport to the Gallery. Chichester Free School Primary were involved and Bishop Luffa returned for a second residency, in partnership with Art UK and their **Write on Art** competition. The programme was extended to **Nursery Schools in Residence** with three local nurseries attending during the year. Exciting residencies with Fordwater School for pupils with support needs and Littlehampton Academy has started or were being planned. Unfortunately, these will need to be rescheduled due to the coronavirus.
- The Gallery partnered with Arun Inspires and was involved in the judging process of choosing an **Artist in Residence for Angmering School**. The artist chosen will work with the pupils to create a new public sculpture in Angmering, after visiting the Gallery to learn about sculpture.
- **Seasonal** Teacher Private Views have been a success this year with 25 local teachers in attendance in November 2019. The third one of the year was cancelled due to the coronavirus.
- The Gallery has been involved in the steering group to create a West Sussex Cultural Education Partnership, a project that is led by Sussex Arts Academy and Chichester Festival Theatre.
- A year-long Pallant Arts Award Club (to gain either Discover, Explore or Bronze Arts Award levels) was launched and sold out with 13 participants (aged 8-14). Sessions took place on the second Saturday of the month in the Studio, but were delivered online between March and June after **the Gallery's closure**.

College and University programme

	Total number	Of which from Chichester District	
		Number	%
Number of FE/HE institution visits	66	40	61%
Number of FE / HE students visiting	939	218	63%
Total number of FE / HE engaged outside of the Gallery	183	153	83%

These numbers reflect a push to engage with young people (16 and over) and students. The number of institution visits has increased by 247% (66 this year, in comparison to 19 last year) and the number of students visited has increased by 173% (939 this year, in comparison to 344 last year). The proportion of which are from Chichester District has stayed the same but, as with

school pupils, there has been more external visits to speak to students in their institutions; a very high percentage of these (83%) were in Chichester District.

- The Gallery continues to provide opportunities (3 in total) for Chichester University students to become **Partners in Art** – where they are partnered with a member of the Community Programme whom they help mentor and support to create new artwork. Learning Coordinator created a small focus group of Fine Art students to ask them what they want from the Gallery. There was a trial of working with **Chichester University's** Creative Writing Department to be the first **University in Residence**; with a series of visits to the Gallery to inspire written work. The University also hosted one of the **Gallery's Summer Lates in October**.
- The Gallery continues to work closely with Chichester College. A joint project with Graphic Design students **challenged them to create content for the Gallery's website** and online presence. Andy Green, Executive Principle, continues to sit on the Public Programmes Advisory Committee.
- The Public Programmes team began to take student Work Experience Placements this year – one student for two weeks, full time, in the Easter holidays and one student for 6 weeks, part time, in the Summer holidays. Both were interested in finding out more about a career in museums and were a great asset in helping the team deliver a number of successful family activities.

Children, Young People and Families programme

	Total number
Number of participants in Early-Years workshops	186
Number of children attending paid-for workshops	211
Number of participants in free activities	2654
Free Open Weekend participants	1300



- Early Years workshops continue on the first Friday of every month with one session at 10:15 and the other at 11:15. Most sessions are sold out and we have 20 more participants over all from last year (166).
- The **Gallery's** annual Open Weekend took place on 13 and 14 April 2019. 1300 people visited the Gallery during the two days, taking part in free activities such as wallpaper printing, behind-the-scenes tours of the library and print room, spotlight tours, badge-making, flag-making, in-gallery trails, doggie life drawing in partnership with Canine Partners and a Name the Ostrich activity. As a result of this, and a public vote via **social media channels**, the **Gallery's stone ostriches are now named Tracey and Barbara** (after Tracey Emin and Barbara Hepworth).
- During Easter and Summer, the Gallery held more Free Activities for Families which has resulted in the 430% increase in participants in free activities (from 500 last year). Easter activities included partnering with the Novium for Roman Week and holding 4 colour mornings, encouraging visitors to dress up in a different colour every day.

Free Range Saturdays, on 27 July and 10 August exceeded expectations with each morning reaching 335 and 337 visitors respectively. Nature-themed activities such as storytelling, bouquet-bingo, paper marbling and printing with natural materials were inspired by the Ivon Hitchens exhibition. Staging the second annual **Christmas Starlight Trail** in partnership with the Novium, Chichester Library and Ede's House, also added to this number, as did being invited by national charity, **Kids in Museums**, to be one of 50 **UK Museums to take part in a Where's Wally Big Museum Hunt in October half term.**

- **The Gallery's Paid-for Holiday Workshops** introduced last year have built momentum and a core audience, resulting in 211 participants in comparison to last year's 148 (43% increase). These workshops are categorised into two ages groups (6-

10 years and 11-15 years), are taught by freelancer artist educators and respond to the current exhibition season.

- The Gallery started a new **Children's Choir** in collaboration with local company, Little Notes. Around 14-16 children attend each Thursday evening to rehearse in the Gallery.
- In-gallery Activities for **Children** continue to be developed for each exhibition season and for the **Ivon Hitchens and Radical Women** exhibitions, there was a 'response wall' where visitors could contribute their own landscape postcard or radical woman portrait.
- Theatre Inc Partnership: Once again the Gallery partnered with Theatre Inc – a youth theatre company, based at Chichester College, for young people living with disability. In July, a group of 20 performers held two performances inspired by their visit – the highlight being a promenade short play through the Galleries called Murder in the Gallery!
- The Gallery continues to play an active role in the Chichester Cultural Learning Partnership. **This year a 'summer passport' was created to encourage local children to visit the 6 organisations (CFT, The Novium, Fishbourne Roman Palace, Weald and Downland, Chichester Cathedral and the Gallery).**

5.3. Undertake a Community Programme within Chichester District with social objectives and measurable outcomes

The Community Programme works closely with 194 participants, with a high percentage of these from Chichester District (at least 80%).

In the last year, there have been 5022 instances of people participating in our Community Programme activities. These include regular, weekly art sessions at the Gallery as well as one-off events such as Share Art (in partnership with Outside In), Creative Conversations sessions, trips, exhibition openings and instances of Partners in Art meeting.

- The **Annual Community Programme Report** was published in July. For this report all members of the programme were asked about their experience, some key quotes are shared here:

"It's given me a bit of pride. Think I've got a bit more concentration and also it makes me feel, when I make mistakes, it's not the end of the world. So less afraid to make a mistake generally."

"One of the best things in my life. Invaluable."

"I think it is a fantastic opportunity! It is life affirming, creative, positive, encouraging and hopeful. I feel included in something really exciting and constructive."

- More trips to community programme members were organised than usual during the year: Fabrica in Brighton, the Weald and Downland Museum, Chichester Canal, **Southampton Art Gallery, Charleston, the Watt's Gallery and a summer social picnic** in Priory Park.
- The **Annual Community Programme** Fundraising Exhibition in the studio over the Christmas period once again raised over £2,000. This was accompanied by a Christmas card designed by one of the members of the Community Programme which was sold in the Gallery book shop. Profits from the card sales will go back into the Community Programme budget.
- Volunteer Lisa Mundy won the Marsh Award for Volunteers in Museum Learning for the South East region 2019. Lisa, who has been a regular volunteer on the Community and Learning programme for some years, attended an Awards Ceremony at the British Museum in September with some of the team.
- Three members of the Community Programme Staff joined Gallery staff to present at the Museums Association Conference in Brighton in early October. The hour-long session - **entitled 'Museum-led social prescription'** - was attended by around 70 people and included a lively Q&A session where many interesting questions were raised. The panel received very positive feedback both afterwards and on social media, with many commenting how refreshing it was to hear directly from participants and about the challenges, not just the successes. The team was also invited to speak about the Community Programme at the Museums + Heritage Show but this was cancelled due to the coronavirus.
- The Gallery and its Community Programme won the Chichester City Council Community Award 2019 **"for groups or organisations who have made an outstanding contribution of the City and its residents"**.
- The Community Programme continues to work closely with Chichester Cathedral, who have now trained their staff to do Art Views as part of their regular programme. The 'Safe Spaces' exhibition was shown in Chichester Cathedral from 3 October – 4 November. Sixteen artists from the Community Programme showed a variety of different works and received much praise, including a 3-page article in The Church Times. Comments from visitors included:

"I am moved and in admiration"

"Talent everywhere – excellent!"

“The exhibition is wonderful, I particularly enjoyed reading the labels and finding out how the artists approached their work.”

The Gallery has also stepped up its work with different groups, outside of the Community Programme.

- In May 2019, the Gallery was awarded £92,000 from the National Lottery Reaching Communities Fund. This grant will support a two-year project (which started in September 2019) to work with new organisations in lower socio-economic areas. The project - called Pallant Partners - involves weekly workshops with partner organisations in Bognor Regis and Littlehampton (Bognor Mind, Littlehampton Mind, Stonepillow Bognor and Early Intervention in Psychosis Service Bognor, and the Social Prescribing team in Littlehampton).
- The Gallery launched its Access to Art Pass scheme in Mental Health Awareness Week (13-17 May). This is a scheme where 100 local organisations and charities are given an annual pass to bring groups to the Gallery for free. They were also issued with a comprehensive Access Guide to the Gallery which was created especially for this scheme.
- The Gallery relaunched a new Access Forum with approximately 10 members, **including representation from the Gallery’s Community Programme, staff, volunteers, charity 4Sight and Chichester Sanctuary for Refugees.** Small changes to make the **Gallery more accessible are being implemented all the time thanks to this group’s input and suggestions. The Gallery’s Access Guide has been updated to include more** information, there are hands-free lights in the toilets, I-pads are available at reception for **people to borrow if they’d like to view artworks through a screen (this sometimes helps those with poor vision) or use an app that will read labels out loud.**

The Community Programme Annual Report (July 2019 – June 2020) is attached at Appendix A. It describes how Community Programme was adapted during the first months of the Covid-19 pandemic to ensure ongoing support for participants.

5.4. Adult Programme

This year, the Gallery recorded approximately 3,550 participants in the programme of seasonal talks, art courses, practical workshops, tours and Summer Late events.

- The seasonal Talks Programme continued to go from strength to strength, with approximately 75% of all Thursday evening talks selling out (80 tickets). Highlights included a reading of *A Short Affair* by Juliet Stevenson, an event in partnership with Pin Drop Studio, Chris Stephen’s talk on *Van Gogh in Britain*, Anne Goodchild’s curator’s talk on the Ivon Hitchens exhibition, Jann Haworth’s artist talk, and branding guru Michael

Johnson, in collaboration with Design Collective Chichester, bringing a younger design audience from further afield to the Gallery.

- The new Summer Lates programme in partnership with local organisations were very popular. In June, Portsmouth-based Strong Island presented a vibrant live street-art event in the garden, with three established street artists painting throughout the evening in front of visitors, including highly regarded street artist, My Dog Sighs. Many new visitors (250 in total), came from Portsmouth, Southsea and Brighton.

In August, Design Collective Chichester, took over the Gallery with their ‘Wish You Were Here’ theme; members of the collective had designed a pack of 50 postcards celebrating the local area and staged talks and workshops around this theme. With 400 visitors attending throughout the evening, it was a huge success – the restaurant even ran out of beer!

In September, Chichester Festival Theatre staged an evening of performance and dress-up, bringing authentic costumes and props for visitors to try on and some objects from the Theatre archive on display, and in October, Chichester University MA Fine Art students took over the spaces to display their work and stage performances and workshops. These two evenings were slightly quieter, with only 150 visitors; this may be **due to lack of marketing from the external organisations’ side and perhaps an existing audience cross-over between the Theatre / University and the Gallery.**

The Late format was revisited in February for a Mindfulness Late, curated by the **Limina Collective**. The evening offered free sessions on slow looking, mindfulness, tea-tasting, ‘visual medicine’ painting and a gong bath. **This was coupled with a vegan food offer.** All sessions were fully booked and the event attracted around 150 participants. On the whole, the Lates have been an amazing opportunity to prove that a younger, more diverse audience can be attracted to the Gallery and the power of partnering with the right organisations to make this happen.

- Practical Workshops of all kinds have kept participants occupied this year. Introducing Mindfulness sessions has been a success this year, with London-based collective, Limina, and monthly Life Drawing classes continue to be sold out. Both a Spring School and Summer School led by artist Kate Boucher were a success once again, and Digital I-pad Drawing, Photowalks, Christmas workshops and Landscape painting were also popular.
- The ‘Radical Women’ Symposium, supported by the Paul Mellon Centre for Studies in British Art, took place at the Gallery in February. The event was sold out with 60 delegates, and 13 speakers:

“Went away with book full of notes and mind full of ideas”

“Fascinating, wide ranging and competently done. Of immense interest and value”

- The Symposium was accompanied by a day-long Wikipedia edit-a-thon on 7 February. With representatives from Art UK, Eiderdown Books and Wikipedia, the event taught participants how to edit Wikipedia entries about women artists.
- Art History Courses continue seasonally, with new leaders being introduced this year; writer Philomena Epps lead a 2-part course about The Art of Feminism, and experienced speaker Richard Cupidi lead a 3-part course on American Originals. Both speakers had glowing reviews:

“Richard really brings artists and their work alive – so vibrant and interesting”

“These talks are an absolute bonus to Pallant's offer”

“An excellent series– engaging, informative, lively and enlightening”

- Bi-weekly Spotlight Talks and seasonal thematic tours continue to be given by the **Gallery's formidable group of around 15 volunteer** Gallery Guides. They have imparted their knowledge to over 250 visitors this year and continue to be an immeasurable asset to the Gallery.

5.5. Volunteering

The Gallery offers volunteering opportunities for many local people. In 2019/20, our dedicated team of Volunteers donated over 10,000 hours of their time and we are most grateful for their support:

- 98 Gallery Assistants
- 90 Public Programmes Volunteers, including Community Programme Volunteers and Learning Programme Volunteers
- 15 Guides
- 4 Library & Archive Volunteers
- 5 Event and Administration Support Volunteers
- 12 Trustees
- 22 Other Committee and Advisory Group members

All volunteers are given an induction and training, and they are kept informed about Gallery activities by regular emails and briefing events. Approximately 80% of Volunteers are from the Chichester District.

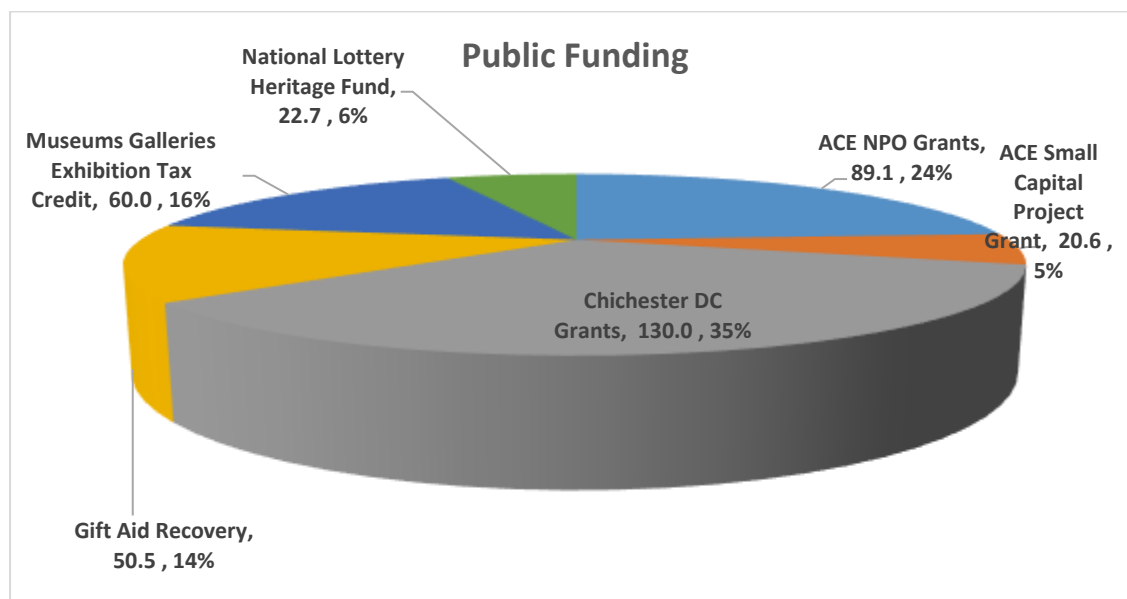
6. Finance and Governance

Annual Audited Accounts for 2019/20 are currently being finalised and will be shared with CDC before the end of the calendar year. With the approval of the Board and our auditors, the Gallery's audit timetable was extended in order to prioritise our response to Covid-19.

6.1. The amount of external funding, particularly from Arts Council England that is leveraged as a result of CDC funding

PHG Sources of income in 2019/20

	£000
⊕ Endowment Investments	593.7
⊕ Friends & Patrons	185.1
⊖ Public Funding	373.0
⊕ ACE NPO Grants	89.1
⊕ ACE Small Capital Project Grant	20.6
⊕ Chichester DC Grants	130.0
⊕ Gift Aid Recovery	50.5
⊕ Museums Galleries Exhibition Tax Credit	60.0
⊕ National Lottery Heritage Fund	22.7
⊖ Earned Income	425.8
⊕ Entrance Fees	209.6
⊕ Course & Event Income	72.8
⊕ Rent & Recharges	56.2
⊕ Exhibition & Artwork Facilitation	20.6
⊕ Publishing Income	66.7
⊖ External Fundraised Support	314.9
⊕ Corporate Sponsorship	13.0
⊕ Individual Supporters	104.4
⊕ Legacies	5.6
⊕ Trusts & Foundations	191.9
⊕ Gifted Artwork	1,109.7
Grand Total	3,002.2

Public fundingArts Council England

Arts Council England [ACE] is Pallant House Gallery's second largest source of regular public funding, after CDC. The Gallery is an ACE National Portfolio Organisation [NPO] for 2018-2022. However, as part of their response to Covid-19, ACE announced in March that they were postponing their next National Portfolio Organisation investment process that had been due to begin in autumn 2020. Therefore, the current National Portfolio will be rolled over for further year, now ending in 2023.

Current ACE NPO funding stands at £89,119 per annum (confirmed until 2020). The most recent annual ACE feedback letter (for 2018/19) is attached as Appendix B.

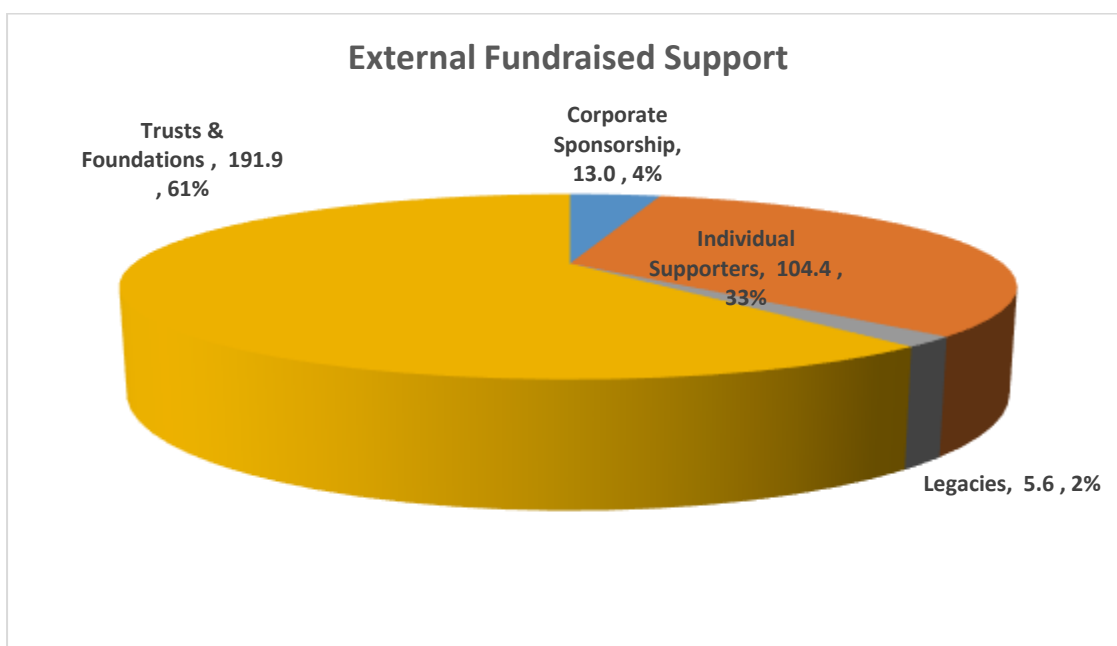
In 2018, the Gallery was awarded an ACE Small Capital award of £300,000 towards improvements to the existing gallery spaces, in preparation for the proposed capital redevelopment of the Coach House. The figure in the table and chart above illustrates the amount that was drawn down in 2019/20. This funded, amongst other things, the installation on digital screens in the Gallery reception area. Although the Coach House capital project is now on hold, the Gallery is currently working with architects Wright & Wright on a scheme to upgrade the lighting and lighting control systems in the historic House.

National Lottery Communities Fund

In May 2019, the Gallery was awarded £92,000 from the National Lottery Reaching Communities Fund (payable in four tranches). This grant will support a two-year project – which builds on the success of the Community Programme – working with new organisations in local areas of low socio-economic and cultural engagement. The project, called Pallant Partners, involves weekly workshops with partner organisations in Bognor Regis and Littlehampton; Bognor Mind, Littlehampton Mind, Stonepillow Bognor and Early Intervention in

Psychosis Service Bognor, and the Social Prescribing team in Littlehampton. Following consultation with our partners and the National Lottery over the summer, it has been agreed that the next phase of the Pallant Partners project will be put on hold as Covid-security measures prevent us from deliver workshops to medically vulnerable groups at this time.

Fundraised Support



Over 50% (£111,900) of the Gallery’s income from Trusts and Foundation in 2019/20 came from two acquisition grants from The Art Fund. One grant of £100,000 supported a major acquisition of local, national and international significance (still to be publically announced) and a smaller award of £11,900 contributed to the purchase of a rare work by the female pop artist Pauline Boty.

A number of independent trusts made donations totalling £22,500 to support the Community Programme, including the Eridge Trust which as committed £15,000 over three years to **facilitate the Gallery’s Schools in Residence programme.**

The Dannatt Trust continued their annual grant of £10,000 which contributes to the salary of the **Gallery’s Art Librarian.**

6.2. Effective financial stewardship exercised by the organisation

The Gallery’s Finance & Investment Committee and Audit & Risk Committees meet quarterly and report their findings and recommendations to the Board. In addition, the Board of Trustees receive a Finance report as part of their quarterly Board papers and it is a standing item on Board agendas. Minutes of these meetings are available on request.

Following the closure of the Gallery on 17 March due to the Covid-19 pandemic, the Board met for their final quarterly meeting of 2019/20 (on 27 March) via video-conferencing software Zoom. Since then, the Board have held monthly Zoom meeting to review issues relating to the **Gallery's programme, operations and finances.**

In April 2019, Steve Caine took over the chairmanship of the Audit & Risk Committee from Liz Davis (Trustee and Company Secretary, who remains a Committee member). A former Director in Global Investigations & Dispute Advisory at Ernst & Young, he has a background in forensic accounting and joined the Committee originally the previous year.

Cllr Clare Apel was selected **as the Gallery's CDC-nominated** Trustee in June 2019; she subsequently joined the Audit & Risk Committee and attended her first meeting in September. Also in June, Peter Lawrence (Managing Director at J.P. Morgan Asset Management) was appointed to the Finance & Investment Committee.

Following a formal recruitment process, Sayer Vincent were appointed as the Gallery's new auditors in December 2019. The firm specialises in charities and social enterprises. By law, auditors are appointed annually but, subject to their satisfactory performance, it is anticipated that Sayer Vincent will retain the contract for the next five years.

6.3. Implement strategic projects that ensure the future success of PHG as a resilient and sustainable organisation

Capital Project

During 2019, the Gallery made significantly progress in its plans for a transformational Capital Project. This follows the purchase of 9 East Pallant in 2017, and a successful application to the **Arts Council's Small Capital grants programme in 2018.**

The overall aim of project is to improve delivery of **the Gallery's** strategic priorities and ensure its future success as a resilient and sustainable organisation. The proposals include the creation of a new Collections Centre, visitor facilities, expanded space for exhibitions, improved visitor flow, improved facilities for staff and volunteers, and greater opportunities for income generation. This will include the upgrading of existing facilities, including the Town House and New Wing. The additions and improvements would increase access to the collections for public, staff and volunteers, improve facilities for collections care, enable wider interpretation of the collections and exhibitions, diversify engagement and establish a more resilient and sustainable organisation.

Focus Consulting were appointed as Project Managers in June 2019 and, following the OJEU compliant procurement process, a Multi-Disciplinary Design Team [MDDT] was appointed in December. The team – which was led by award-winning architects Wright & Wright - undertook a Feasibility Study and a number of options were presented to the Board in early March 2020.

The Covid-19 pandemic has meant that the Capital Project is currently on hold.

Heritage Consultancy

In a separate but related piece of work, consultants Alan Baxter Ltd were appointed to produce a Statement of Significance for the historic House (completed Feb 2020) and a Conservation Management Plan for the entire site (started September 2020). This contract was discussed with CDC prior to tendering as both documents will inform the ongoing maintenance of the historic House by both CDC and the Gallery.

Thanking our supporters

In December 2019, the Gallery celebrated the 40th anniversary of the founding of the Friends of Pallant House Gallery. A special event was held to mark the occasion, which was attended by around 400 Friends and local people. The dedication of the Friends – and support from the Chichester population in general - **has been intrinsic to the Gallery's success and it was** important to recognise this publicly.

An anniversary fundraising campaign raised over £7,000 to pay for the conservation of Édouard Vuillard's '**Modèle assise dans un fauteuil, se coiffant**' (c.1903) which was acquired by the Gallery under the Acceptance in Lieu scheme early in the year.

7. The Hussey Bequest, Chichester District Council (1985)

Pallant House Gallery's founding collection was bequeathed to the District Council by Dean Walter Hussey in 1985 and is on permanent loan for display at the Gallery.

7.1. Insurance and Security

Security Review, September 2019

Balancing access to collections and their long-term security requires effective risk management and mitigation. Venues which are planning to take loans under The Government Indemnity Scheme (GIS) must seek advice from the National Security Advisor at the Arts Council. In addition, any venues which are planning major capital building or refurbishment projects should also seek advice at the planning stage. This will ensure that high standards of security are integrated at the outset, if there is any ambition to take loans under the GIS in the future.

Security Advisor Donna Bullock undertook a security review of the Gallery on 3 September 2019 with Head of Collections and Exhibitions Claudia Milburn, Buildings Manager Clive Caswell and Collections Manager Sarah Norris.

The Security Advisor's report concluded that *"The risk... is moderate. General security at the site is of a very good standard, providing modern security risk mitigation incorporating security and fire detection systems supported by gallery invigilation."* It also made a small number of non-essential recommendations and the implementation of these is monitored by the Gallery's Audit & Risk Committee.

Government Indemnity Renewal

Works above the threshold value of £1000 covered by Government Indemnity underwent renewal which has been agreed to continue for the period 01 May – 30 April 2023

Ref: GIS 2020.25. CDC were advised of this decision and supplied with supporting documents in March 2020.

7.2. Collection-based Partnerships

Art UK Sculpture Project

Pallant House Gallery has been working with the cultural education charity Art UK to include the sculpture collection in the free-to-access online photographic showcase of publicly owned sculpture, which will go live at the end of this year. The three-year project focuses on sculpture dating from the last 1,000 years, held in public collections and outdoor locations across the UK. As part of this project, an additional 55 items from the sculpture collection have now been

photographed and can be included in our own Image Store including 7 works from the Hussey Bequest.

Art Detective

Additionally, as part of this project we will also be part of the partner project 'Art Detective' which aims to improve knowledge of the UK's public art collection, an online network that connects public art collections with members of the public and other providers of specialist knowledge.

7.3. Student Engagement, Audience and Partnership

In February 2019, the Head of Collections gave a talk on Collections Management to the new student intake for the West Dean MA Collections Care and Conservation Management and students on the furniture, textile and ceramic conservation courses. Storage, environmental monitoring, packing and handling of artworks was discussed. Skill and resource sharing and forming partnerships with local institutions is an important aspect of Gallery activity creating opportunity for student access and engagement with the collection.

In February 2019 we welcomed our second student intern placement from the University of Sussex Art History and Museum Curating with Photography MA. Diana Tsarelasvili for 100 hours over the spring period. Based in the Library with the Collections Manager, she primarily worked on a project to review and record documentation surrounding the Pallant House Gallery Exhibition Programme and the collation of existing records. Diana set up a template spreadsheet for each year/season, and sorted, boxed and listed all materials up to 1999. This has given us an excellent process and structure to bring all the relevant information for each year/season together with an accurate record of what we have, and was a very successful project. Diana was also involved in the exhibition change-over and in particular, recording the **legacy material from the Cathie Pilkington installation 'Working from Home'** as well as helping with various projects such as the Art UK Sculpture photography project.

Alfie Deere-Hall completed a work experience placement in August, based in the Library and working with the Curatorial team on a variety of tasks that included movement and handling of artworks; documenting items from the Hans Feibusch Studio Archive and researching Walter Hussey and his commissioning of works by Henry Moore at the West Sussex Records Office for the **print room exhibition 'Henry Moore and Patron'**.

7.4. Conservation of works in the Hussey Bequest

Henry Moore

Two key works by Henry Moore from the Hussey Bequest were conserved for inclusion in the Print Room exhibition: 'Henry Moore: The Artist and His Patron'.



0116 Henry Moore
Two Sleepers (1941)
Chalk, crayon and ink on paper
Hussey Bequest, Chichester District Council
(1985)



0117 Henry Moore
Two Apprehensive Shelterers (1942)
Pastel and watercolour on paper
Hussey Bequest, Chichester District Council
(1985)

Both works required the removal of tapes and associated adhesive residues and were relaxed and pressed to alleviate cockling and reduce bowing at the edges. Small tears were repaired and supported from the back. Both works were hinged into prepared mounts of museum board, this provides support and additional protection during handling, in storage and on display.

7.5. Exhibition and Display including works from the Hussey Bequest

Room Displays Spring 2019 (ongoing)

From spring 2019, the room displays throughout the historic house were reviewed and re-hung. Focusing on the permanent collection they celebrated both key works and those less frequently shown, demonstrating the strength and depth of the collection and how different works and themed display can add layers of context and meaning and demonstrate the connections between works and collections. It is anticipated that forthcoming exhibitions will have greater focus on the Collections as we adapt to continued repercussions resulting from the coronavirus outbreak.

A Collection of Collections

Room 1 & 2, Historic House

A selection of highlights from the collections to inform and explain the history of Pallant House, including **Graham Sutherland's *Portrait of Walter Hussey*** and works by Frank Auerbach, Barbara Hepworth and Ceri Richards from the Hussey Bequest.

European Landscape: Art and Travel

Room 6, Historic House (ongoing)

Included works by Matthew Smith, Graham Sutherland and David Bomberg from the Hussey Bequest and looks at Twentieth Century British landscape painting often informed by artists experience of travelling and working in a different county

Observing the Everyday: Flowers

Room 7, Historic House (ongoing)

This display focused on a diversity of responses that artists have made to still life subjects and in particular, the inclusion of flowers within religious and secular paintings historically which has served a symbolic role, representing a virtue or moral lesson. The display included *Gladioli* by Jacob Epstein and *Datura Flowers* by Graham Sutherland.

Studio Pottery

New Wing Loggia (ongoing)

Pallant House Gallery's growing collection of Studio Pottery including pieces by Lucie Rie and Hans Coper from the Hussey Bequest remain on on-going display in our loggia on the upper floor of the New Wing.

Temporary Exhibition Programme

Ivon Hitchens: Space through Colour (29 June – 13 October)

Major Summer 2019 exhibition, Contemporary Wing

Included *Sussex River near Midhurst*, 1965, oil on canvas from the Hussey Bequest

The exhibition considered Hitchens works selected from six decades of the artist's career (from 1920s – 1970s) in order to reassess his remarkable contribution to twentieth century British art. It was the largest significant exhibition on Hitchens since 1989 including over 70 works from lenders across the UK including a significant number of loans from Tate in addition to works from The Hepworth Wakefield, Leeds Art Gallery, Manchester Art Gallery, Museums Sheffield, Salford, Swindon and many private collections.

The exhibition was accompanied by a new publication with contributions from a number of scholars on Hitchens. Critically well received it also was enormously successful with visitor numbers of 19,947

Henry Moore: The Artist and his Patron (30 October 2019 – 8 March 2020)

Print Room



Pallant House Gallery has a significant collection of sculptures, etchings, lithographs and drawings by Henry Moore, donated, bequeathed or lent by a number of private collectors, but these had never previously been drawn together in a single exhibition. This exhibition brought these works together to provide an overview of the artist's career, ranging from his alabaster carving *Suckling Child* (1930), which was one of Moore's earliest organic abstractions (owned first by Jacob Epstein, then Sir Kenneth and Lady Clark, and subsequently the Rev'd Walter Hussey), to late works from the 1970s.

Central to this exhibition is the important relationship between Moore and one of his most significant patrons: the Rev'd Walter Hussey (1909-1985), whose collection founded Pallant House Gallery, the Hussey Bequest on loan from Chichester District Council. During the Second World War, Hussey had been impressed by Moore's drawings of people taking shelter in the London Underground during the Blitz, which inspired him to commission the iconic 'Madonna and Child' (1944), known as the Northampton Madonna. Moore's sculpture, together with the *Crucifixion* by Graham Sutherland (also commissioned by Hussey) fuelled a debate on the role of modern art in the Church, which had begun at a conference on the Church and the Arts organised by the Bishop of Chichester, Dr George Bell, in 1944. Hussey believed that there was no incongruity in setting the art of different periods side-by-side as long as the quality is high, which remains a guiding principle for Pallant House Gallery to this day.

7.6. External Loans



Ten works from the Collection toured from Pallant House Gallery to Djanogly Gallery, Nottingham as part of the major exhibition **'Ivon Hitchens: Space Through Colour'**, 2 November 2019 – 23 February 2020. These included *Sussex River near Midhurst*, 1965, oil on canvas, from the Hussey Bequest (pictured left). **Visitor Nos: 13,040**



Distant Hills, Light on Dark & Dark through Light 1968, oil on canvas was loaned to *Hitchens: Alfred, Ivon, John and Simon*, Kevis House Gallery, Petworth Festival 17-31 July 2019
Visitor Nos: 1450

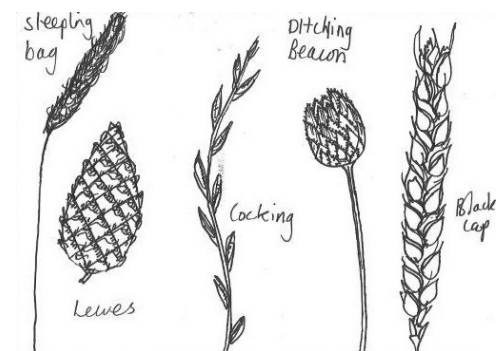
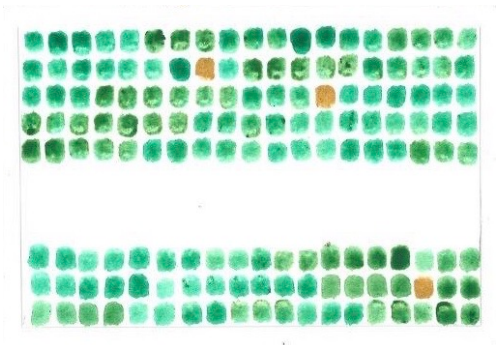


Three works by Graham Sutherland from The Hussey Bequest, Chichester District Council (1985) were included in **'The Age of Turmoil'** at Hastings Contemporary (Jan to March 2020) these were; *Christ Appearing to Mary Magdalen (Noli me Tangere)*, *The Crucifixion* and *Thorn Head*, a significant group which **demonstrate the importance of the Gallery's** founding bequest from Dean Walter Hussey.
Visitor Nos: 8503

Appendix A

PHG Community Programme Annual Report July 2020

Community Programme Annual Report July 2019 – June 2020



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Pages 14-15	Working with External Partners
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Page 18.	Internal Developments and Resources
Page 19.	Presentations and Awards
Page 20.	Future Plans
Page 21-22	Community Programme Feedback
Page 23.	Community Programme Team

Overview

This Annual Report is designed to provide a summary of the work of the Community Programme at Pallant House Gallery between July 2019 – June 2020.

It has been a year of two halves, with the Coronavirus leaving the Gallery closed in March 2020. We've had to adapt and change our programmes in order to support the Community Programme during such unprecedented times. This report details the work delivered in 2019 and early 2020 at Pallant House Gallery and also gives details of our approach and work to date during the Coronavirus pandemic.

We had a fantastic Summer and Autumn with the Community Programme going from strength to strength, supporting 194 individuals. Our focus was to strengthen local community partnerships and links, whilst also finding new and innovative ways to engage people inside the Gallery walls. All Community Programme workshops and studio sessions have been a hive of creativity, with over 20 new referrals joining. Due to the increased capacity with a new Monday session (introduced in 2018) and a new member of the team, we have kept our waiting list down and welcomed many new faces.

One of our goals for 2019/2020 was to share our work more widely and continue to be sector leading. A highlight of this work was speaking at the Museums Association conference in October at the Brighton Centre.

We were presented with 'The Chichester City Council Community Award 2019' and Community Programme volunteer Lisa Mundy was Regional Winner (South East) of 'The Marsh Award for Volunteers for Museum Learning', both fantastic achievements for staff, volunteers and Community Programme members – and significant endorsements of our work.

From March onwards, our work to support the Community Programme has brought new challenges - as well as a real sense that this community is very much connected and that they value the Gallery in their lives. A strength has been that our offer is long-term; people can dip in and out of the programme when it suits them, and when life allows. People have continued to feel connected to us during lockdown and we have remained at the heart of Community Programme members creative lives.

We are very grateful to the following individuals and organisations for their continued support of Pallant House Gallery's Community Programme:

Arts Council England
Chichester District Council
J R Murray Trust
The Mayor's Charity
National Lottery Heritage Fund
RIVA

All Community Programme members and supporters who contributed to the fundraising to meet the match funding target
And all those who wish to remain anonymous

Coronavirus



On March 17, Pallant House Gallery closed its doors due to the Coronavirus. What was clear from the very start of this period of closure, was the importance of supporting the Community Programme members and for people to not feel abandoned. We know the Community Programme provides creative opportunities for many but for some it is a lifeline with the Gallery being their only weekly connection to the outside world. Many already-isolated people became completely removed from society, with little support.

Our challenges in this period were:

- How to support individuals who don't have access to technology or the skills to use it.
- How to maintain our boundaries as staff and volunteers, whilst support individuals to be creative during lockdown.

Overall our aims in this period are:

- Keep people connected to each other and the Gallery
- Support people's creative lives and individual art interests

Key to the Community Programme's success and inclusivity is its long-term approach and the value placed on people being artists and treated as individuals. We had to look at a wide range of different offers, to be inclusive and accept, that all offers are suitable for everyone.

Activity Engaging with people during lockdown (March to July)

Telephone Partners

We realised quite quickly that people would miss the 1-1 support with their artwork, that is so valued in our studio sessions and workshops. We set up 'Telephone Partners' based on the model Partners in Art. We pair referrals with existing Community Programme volunteers who share their interests in art. A call or email exchange is made weekly. The focus is on the arts, as it is with the wider

Community Programme. We have also been working closely with Chichester Social Prescribers to support people who are facing social isolation for the first time, to be set up with a Telephone Partner and receive the ongoing creative support that we are offering remotely. We have five Telephone Partnerships and four new referrals have joined since March.

Art Packs

We sent a pack of art materials to 110 Community Programme members. We felt this was key to make a connection and let people know we were still here to support their creative lives. Included with the art materials was a sketchbook, colouring pencils, drawing pen, pencil, rubber and sharpener. We also sent a personalised postcard encouraging people to stay connected.

Feedback:

Thank you for the art pack. Truly inspirational. Will now do some art during this dodgy time. Much appreciated.

Thank you for the art pack you sent Alex - a great idea and much appreciated.

Thank you so much for the sketch book and pencil. It really cheered me up. It was a wonderful surprise.

I received your art pack yesterday and was so thrilled. It brightened up my whole life for the moment. I was so thrilled. I'm going to start work straightaway. My art isn't brilliant but then none of us are Picasso. Thank you so so much.

Thank you so much for sending the art bits to me. I'm ok, I'm doing an online course to keep me busy and also doing some art. I was lost on where to go next but you giving me materials has gave me an idea.

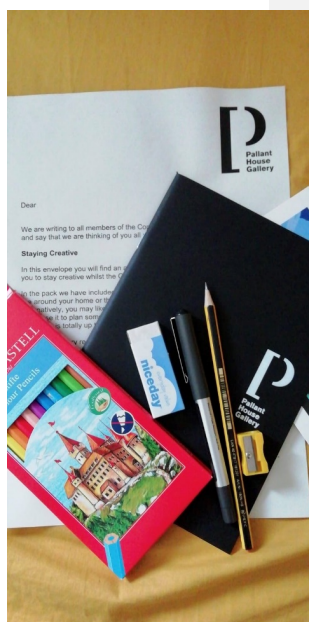
Thank you so much for your cheering-up email. What a good idea to work in our sketchbooks and to produce artwork in this weird period of isolation.

Thanks so much for the thoughtful ideas / emails/ support you've sent at this unprecedented time. My Partner in Art, much appreciated the pack she received and we are in regular contact by phone. This necessary isolation is particularly hard for her since she is now not able to have the daily routines which meant that she had to go out and meet people.

I received your art pack today. Thank you so much for thinking about me in this difficult time.

Thank you so very much for the generous parcel that has arrived. Certainly cheered my day up. Now there's no excuse for me not doing anything creative!!

Regular mailouts with creative workshops/activities, news and sharing of participants artwork.



Community Programme Facebook Group

We set up a Facebook group for Community Programme members to share artwork and ideas with each other. The group is closed and is monitored by Community Programme staff, providing a safe space. The group is proving hugely popular for those who have chosen to participate with 52 active members.

Mailouts

Each month we have sent a newsletter, updating Community Programme members on what is happening with the Community Programme and wider Gallery. We have also featured each month a selection of images of artwork that Community Programme members have sent to us, so that people who don't have access to a computer can see what others have been doing. We've had everything from painting and drawing to yarn-bombing front gardens.

We also included a list of simple workshops you could do around the home, using cheap everyday materials such as a biro and old newspaper, for those who would like more structured activities.



Responses to still life workshop sent in May mailout.

Postcards

A popular activity has been to create artwork on a blank postcard. We posted each Community Programme member a blank A6 postcard, stamped and addressed to the Gallery, with some suggestions of what to draw/paint/print. We've had 41 postcards back with some brilliant and varied artwork.



Partners in Art Support

We have been offering 1-1 zoom meetings, to support Partners in Art during this time. Where possible both people in the partnership meet with Lucy, to discuss how to continue to support each other to be creative and share their interest whilst they cannot meet in person. Four partnerships have taken up this offer.

The next step is to put together guidelines for those who do wish to meet and adhere to social distancing.

Studio Exhibition

We are working towards displaying artwork that Community Programme members have created during lockdown in the Studio. This will be an exhibition that can be added to as people make more work.

Some Community Programme members will not make it back to the Gallery physically and we will find ways to share the exhibition with them, including a video and sharing comments about the work with those exhibiting. It is important that even when it's not possible to make it to the Gallery people still feel included.

Coronavirus response feedback:

Fabulous! Pallant gets it together again

I am so impressed with the Community Programme emails and initiatives at this difficult time, you are doing a fabulous job to support everyone.

You have been a lifeline during such a difficult time. Thank you.

Community Programme Sessions and Opportunities

From July 2019 to February 2020 all Community Programme workshops and studio sessions were running and attendance was high. The range of different types of sessions continues to provide a varied offer, something for everyone.

Until February we were offering 6 weekly sessions and 1 monthly session:

Art Ways (2 sessions) – an opportunity to create artwork with the support of a facilitator and share work with others in the group.

Monday Drop In – a lively sociable session for people to create artwork and connect with others.

Meet and Make – a monthly dementia friendly workshop led by an Artist Educator

Quiet Session – an opportunity to use the studio for independent artwork, often used by Partners in Art

Art in Practice – an opportunity to create artwork in a calm supportive environment, with the support of a facilitator.

Pallant Community Workshop – a series of three workshops exploring an artist and technique, led by an artist educator.

Meet and Make

We invested some time in generating a regular audience for the Meet and Make sessions. The sessions have a focus on being dementia-friendly and so we made links with Westergate House and local organisations supporting people living with dementia.

We now have a waiting list for the sessions and people are benefiting from the dementia-friendly approach and delivery from the Artist Educators.

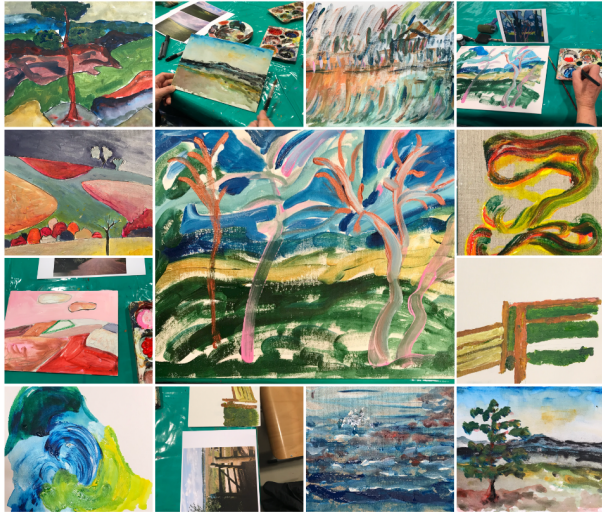


Image: Workshop outcomes from Meet and Make, looking at landscape painting and the work of Jessica Dismorr.

Professional Development Workshops

Community Programme members are keen to gain skills and so we have continued with our series of professional development workshops. We offered two sessions in 'How to create a portfolio' and 'How to photograph your work'. Both sessions were fully-booked and participants gained concrete transferrable skills. A photowalk focused on how to use a camera outside and a how to use a sketchbook workshop, were postponed due to the Coronavirus.

Creative Conversations

This year we have relaunched 'Art Views' as 'Creative Conversations'. The new name emphasises the fact the sessions are based around conversation and denotes a more relaxed approach. The new sessions continue to be Dementia Friendly whilst also meeting the needs of the new local Social Prescribing Service who had asked us for a regular session that they could refer people to.

We have provided update training for all the facilitators for these new sessions and have had a positive response from attendees. During the most recent session a long-standing Partner in Art told us that she now felt confident talking about art with her Partner because she knew there 'was no right or wrong way to discuss art.' The engagement with the Social Prescribers is enabling us to reach a new audience of local people who may not have previously engaged with the Gallery.

Jann Haworth: Close Up

In October Community Programme members had the opportunity to meet the artists Jann Haworth and Liberty Blake. This event was planned as part of the Autumn/Winter exhibition programme which featured the exhibition *Jann Haworth: Up Close*. This was a very special opportunity as both Haworth and Blake live and work in the USA, and were only in the UK for a week, but both were very committed to directly engaging with our Community Programme members.

Jann and Liberty did a short talk about the exhibition and took questions. Community Programme members were interested in the materials and process of how they create their work and also about the meaning behind specific pieces of work on display. Twelve Community Programme members attended for an hour-long event and enjoyed the opportunity to meet an exhibiting artist and engage with their work.

Creative Communities

The Creative Communities Box project has developed from the need to find a creative resource that is suitable for taking outside of the Gallery to community groups who are not able to visit the Gallery in person. The aim is that the contents of the box would reflect the ethos of the Community Programme, whilst also sharing a variety of interpretations and ideas connected to the Gallery's Collection. The physical architecture of the building, the social aspect of being part of the Community Programme, the art collection and people's lived experience have all been considered for inclusion.

The opportunity to get involved in this project was open to all members of the Community Programme and a group of seven artists from different parts of the programme have met regularly over the past year to discuss how their ideas could be depicted and made into tangible items that would fit inside a box. So far in Phase One, poetry, audio soundtracks, objects, ceramics, miniature paintings and drawings have been included. The box will include items to see, touch, smell and hear. The group felt strongly that the box should be interactive and we will include a sketchbook journal that will travel with the box to which people can contribute. There will also be a booklet with ideas about how to use the box and ways to interact with the objects. The box is now ready for Phase Two which will involve piloting the box with local groups.

Public Programme Adult Art Courses

We are delighted that for a fifth year running we have been able to offer regular bursary places on the Pallant House Gallery Art History courses. Two places have been made available for each Thursday talk and have been allocated fairly across the programme. This has enabled members of the Community Programme who would have otherwise be unable to attend due to the cost of the talks.

We have seen an increase in these bursary spaces being taken up. These talks and lectures are a fantastic way for people to be involved who may not wish to attend a studio session or workshop to make artwork. As we look to develop and change our Adult Programme in the future, we will continue to offer these bursary places and ensure what we offer is available for all.

10

Community Christmas Card

Community Programme members were invited to submit a design for a Community Programme Christmas card. The chosen image was Lynda Searle, Penguins. The cards were sold in the bookshop and the design was really popular. We had some fantastic comments about the card and Lynda sold the original painting.



Exhibitions

Community Programme Annual Fundraising Exhibition

Once again, the Annual Exhibition has been a huge success, with £3148.50 worth of sales (24 works on the walls / 27 in browsers). We had a number of artists exhibiting for the first time and received fantastic feedback on the framing and quality of the work. It was once again a fantastic boost for the artists who donated work and gave back to the programme.

Feedback from the show:

I am overwhelmed with the joy of this exhibition. All work goes well with each other. An amazing collection.

Lovely, varied selection- there are some talented and creative people out there!

Wonderful works on show, beautifully presented. Snap up an artwork to hang on your wall and own a piece of the magic that is the Community Programme and its artists.



Safe Spaces - Exhibition at Chichester Cathedral

The exhibition Safe Spaces was a response to the notion of safety; both where it is found and how it is achieved. This group exhibition was planned and created by members of the Pallant Creative Collective, a group of artists the Community Programme.

Members worked on the exhibition for a long period, with the original proposal going to the Cathedral in 2017. The exhibition took place in the North Transept in October 2019, including work of 15 Community Programme artists. The exhibition was featured in the *Church Times* and the *Chichester Observer*. It has some really fantastic feedback from visitors.

For those exhibiting it was an opportunity to learn about framing work, advertising an exhibition and how to write a piece of text or interpretation to be viewed with the artwork.

Exhibiting artists' feedback :

The exhibition is really good and right up to my expectations. I am really pleased with it.

I love the peace and beauty of the Cathedral. I feel thrilled to be part of this Cathedral exhibition.

Feedback from visitors:

Beautiful, interesting and varied artwork. I could never have anticipated all the different interpretations and associations people have with the Cathedral and the concept of safe spaces.

Thank you for sharing safe spaces, touching and absorbing on many levels. Keep painting and making and creating.

This is a moving exhibition. I cried just thinking about safe spaces. Each artist has produced a special piece of work. Maria, that is a very precious piece of work you have made. I am moved and in admiration.

I am in awe of this immense effort and true partnership working. Can this diverse and inclusive type of display be encouraged to come back or tour to other places of spirituality.



Photo: Keith and Bridget with 'All Creatures Great and Small'

Partners in Art

Partners in Art has continued to be an essential part of the Community Programme, and a tool for people to engage with the Gallery and their own individual creative lives. It has also been a key talking point as we spread the word about our work, continuing to be a unique offer in the sector.

Table of Statistics

	July 2019	June 2020
Active Partnerships	35	28
Partnerships ended	9	4
New partnerships	7	3
Referral active	84	101
Referral waiting for a partner	28	25
Referrals to meet	17	6
Active volunteers (not in Partners in Art)	28	37
Volunteers waiting to be matched	7	5
Volunteers trained in last year	13	9
Volunteers waiting to be trained	2	2
Total number of Community Programme Members	182	194

Partners in Art Review

In July 2019 we hosted a review day for Partners in Art. We felt it was important to spend some time looking at Partners in Art separately from the wider Community Programme, to look at its strengths and weaknesses and consider how it may move forward in the future. 30 people took part in the review day and gave feedback in small focus groups. Here is a summary of the day's findings:

- Connection, learning and respect were common themes regarding what Partners in Art means to partners. Feedback included: Sharing techniques, views and ideas. A link to other people. A commitment and responsibility. A safe relationship in which to explore and expand artistic practice. A feeling of belonging and acceptance. Fun and enjoyment.
- Partners in Art has impacted lives through helping people to meet feel less isolated and gain skills and confidence in their work. Feedback included: *"My Partners in Art makes me think differently about my work. It gives me friendship. Gaining respect from another artist. I produce more work. I have*

a sense of achievement because someone else is talking to me about what I am working on. I try new things, things I never even knew existed."

- Partners in Art approach of artist first, disability second was highlighted and the value of having something not service led in peoples lives. Feedback included: *"It's not about disability it's about creative practice. We don't talk about health, it's about art'. I like I can disagree with my Partner in Art and I am respected as an artist not someone mentally ill. I feel better when I am here, I can leave problems at the door, when I leave they don't feel so bad."*
- When asked what doesn't work, key themes were not always being able to find time to meet and the matching process sometimes taking a long time. We also had a lot of feedback that the Student partnerships aren't working, mainly because the students cannot give enough commitment and the partnership is too quick.
- Partners in Art would like more events and training sessions just for Partners in Art, separate from the wider Community Programme. Partners would also like ways to share work online or on social media / a blog. More support is also needed when a partnership ends and clearer guidelines around this process.
- Partners fed back Partners in Art is hugely beneficial to the Gallery, offering a bridge for the local community to access the building. Many people felt the artworld is elitist and that the Gallery is seen to be breaking down this idea, through our programmes giving its members genuine ownership to the Gallery.

The review day gave us lots to consider and the next step is to look to further evaluate the Community Programme and Partners in Art in more depth, including its development over the last 18 years and what may be next.



Working with external partners

Pallant Partners

We have now completed our first year of Pallant Partners and have embarked on partnership sessions with:

- Mind Littlehampton
- Bognor Stonepillow
- The Early Intervention for Pscyoshis Service Bognor
- Mind Bognor (over 65's at Age UK).

The sessions have been led by three of our regular Gallery facilitators. The sessions have been well-received and provided new creative opportunities within organisation that had been previously unable to run regular art sessions. We were delighted that Stonepillow were happy for us to put some of the artwork created during the sessions on the walls of the Bognor Hub (see photos):



Some of the sessions have looked to the Gallery's exhibition programme for inspiration and we had been hoping to organise Gallery visits during the summer term (not possible due to covid-19).

Originally the next year of the project was devised to encourage people to get involved with Partners in Art and the Community Programme and to hold mini exhibitions in the Studio; these plans will inevitably now be delayed.

We will review the next phase of Pallant Partners once restrictions are lifted and the organisations are happy to resume their usual programmes of activity.

Access to Art Pass

We have now come to the end of the first year of the Access to Art Pass. In March we had been ready to send out surveys and letters to the pass holders to gain specific feedback into how they had utilised and benefitted from the scheme. Due to Covid-19 this has been delayed. Whilst the passes have been used relatively infrequently, they have been very much appreciated by the recipient organisations and very positive for Community relations and connections.

Overall, the pass has encouraged groups to visit us for the first time that would have otherwise been unable to consider a visit due to the entry fees and has also provided a safe space for support workers to meet people in a creative and informal environment.

With the new online pre-booking the Gallery will be providing access codes to groups, and encouraging Access to Art Pass organisations to book via our Community Programme team so that we can ensure we provide a warm welcome.

Access Forum

Following an access audit of the Gallery, by the Chichester Access Group, the Access Forum has been relaunched this year with meetings held at the beginning of each exhibition season. We have been able to hold two of the three meetings scheduled for this year. We have recruited members with a wide range of access knowledge and lived experience; this has included a representative from 4Sight, Age UK, Sanctuary in Chichester and Chichester Access Group. The meetings have also been attended by key Gallery staff, room stewards and members of the Community Programme.

During the first meeting we focused on evaluating our new Access Guide and looked at the general accessibility of the building and visitor experience. As a result of the Access Forum discussions we were delighted to be able to make a significant number of changes including:

- The introduction of a buddy scheme for visitors who would like to be accompanied by a volunteer
- An ipad is now available at the Welcome Desk preloaded with software for people with visual impairments to scan artworks/ use text reader. There is also a large illuminated magnifying glass and coloured acetate sheets available for visitors to borrow,
- The introduction of an informative Access Guide (available on the website and at the Welcome Desk)
- Automatic lighting in the Accessible toilets

The second forum meeting had a focus on the digital accessibility of the Gallery and the Communications Officer gained some valuable insights from the group which will help with the ongoing website development.

The Access Forum will have a key role to play in shaping plans for the Gallery's future Coach House capital project to help ensure that the Gallery continues to be accessible to all and improving in its welcome and facilities.

Student Partnerships – University of Chichester

In January 2020 we welcomed two students from the University of Chichester to be matched with a member of the Community Programme and be Partners in Art for five months. The partnership was cut short due to the Coronavirus, however the partnerships were going really well before the Gallery closed.

The partnership is a unique experience for those involved, offering an insight into a different creative world for all involved and is an opportunity to share skills, ideas and processes. In response to the feedback from the Partners in Art review, we set up partnerships to attend a session that was well supported by a facilitator and emphasised the importance of commitment to the students.

Outside in - Share Art

We continue to deliver Share Art in partnership with Outside In. The event continues to be a popular, with 21 Community Programme artists presenting this year and over 130 people in the audience. We continue to offer 1-1 support for artists to photograph their work and practice their presentations.

Theatre Inc Partnership

Once again, the Gallery partnered with Theatre Inc – a youth theatre company, based at Chichester College, for young people living with disability. In July 2019, a group of 20 performers held two performances inspired by their visit – the highlight being a promenade short play through the Galleries called Murder in the Gallery!

Step Up Programme and Exhibition

In Spring 2019, the Gallery worked with Outside In to deliver a series of workshops for four Outside In artists (three of whom are also part of the Gallery's Community Programme). The Outside In Step Up: Exploring Collections course supported participants in creating personal responses to works related to the landscape and the South Downs in the collection.

Step Up: Exploring Collections is a training programme led by the award-winning arts charity Outside In which aims to provide participants with the skills to research and interpret works of art. The sessions included visits to the Print Room and Library with the Head of Collections and Librarian, and a talk and tour by the Gallery's Director.

In this iteration of the course, participants have been encouraged to explore the history behind works in the collection that represent the South Downs National Park or landscapes more generally and to produce their own creative interpretations.

The exhibition includes selection of these responses alongside works by Peter Iden, the Smith Brothers of Chichester and Simon Roberts.

Trips and Visits

Trips continue to be a highlight for many members of the Community Programme.

Our aims continue to be that trips enable people to:

- 1) Build confidence
- 2) Share positive social experiences
- 3) Deepening knowledge (stimulate & Inspire)
- 4) Increase future opportunities and pathways for CP members personal development

Charleston Farm House

July 2019

This trip was chosen so that we could offer Community Programme members a chance to visit somewhere that may otherwise be inaccessible due to a lack of available public transport and the cost of entry. We were able to offer free minibus travel and entry for this trip and it was fully booked with 20 participants. At the end of the day one participant gave us feedback that this trip had "given her a chance to go somewhere with friends" and asked us to take a photo of her with the group as this social experience had been a really significant day for her.

Summer Picnic

July 2019

We had a fantastic annual summer picnic. Gallery staff joined over 40 members of the Community Programme in Priory Park, Chichester. This is a very popular event with lots of people who don't attend regular workshops, connecting with the wider Community Programme.

Dell Quay Photowalk

November 2019

The photo 'workshop', began with a short introduction at the education centre in Dell Quay. Followed by a walk around the quay and shoreline, stopping at different points to talk through techniques, themes and possible photo opportunities. This workshop was led by Paul Gonella from Strong Island and was funded by the Friends of Chichester Harbour and the Conservancy so was free of charge for participants.



**John Hansard Gallery, University of Southampton
February 2020**

We decided to visit the John Hansard Gallery as it very easily accessible but train and holds contemporary exhibitions that are very different from the exhibition programme at Pallant House Gallery. We hope that people will now feel confident returning to Southampton either by themselves or with others. The group were able to experience an immersive film-based exhibition that tackled racism, immigration and other contemporary social issues. The trip helped to really diversify people's experience of contemporary art practice. As a result of this trip John Hansard Gallery are keen to work with the Community Programme on a potential partnership exhibition.

**Watts Gallery
March 2020**

The Watts Gallery is very difficult for people to access without their own transport so we organised transport. We took a full minibus and a few volunteers were also able to meet us there. None of the group had visited Watts before but were all very keen to return.

The Watts Gallery put on a fantastic day which included a bespoke pottery workshop in which the group were able create their own plates.

As has often been the case with trips, we have found that it helps a wide range of people connect with us and draws in people from different parts of the Community Programme. Partners in Art have also used these opportunities as a way to visit somewhere outside of the Gallery whilst also having the reassurance of support from Gallery staff. It also provided an opportunity for members of the group to engage with new digital apps such as Smartify.



Internal developments & resourcing

Staff Changes

In October 2019, we were joined by Cassy Ede, after recruiting for a Public Programmes Administrator. Cassy supports the administration of the Community Programme and some wider Public Programme activity.

Laura Southall, Head of Public Programmes, left in May 2020, to take on the role of Head of Learning at the Science Museum, London.

Emily Robson, Public Programme Manager: Access and Engagement, is going on maternity leave for a year at the end of August 2020.

Staff Training & Conferences Attended that are relevant to the Community Programme.

- Museums Association Event - All Inclusive: Championing Accessible Museums, 12 December 2019 at Wales Millennium Centre
- In house First aid refresher
- VAAC (Voluntary Action Arun & Chichester) – joined networking meetings and training sessions.

Training for Community Programme members: Studio Technician Training

In February 2020 we delivered some training for our Volunteer Studio Technicians. As well as being a refresher for those existing in the role, we had two new Community Programme members join us. The training covered health and safety, how to keep materials tidy and how to set up and pack down when supporting a workshop.

Partners in Art Training

In November 2019 we trained three new Partners in Art volunteers, with all going on to be matched with a Partner in Art. The session gave people the skills to work creatively alongside someone in an equal way and consider peoples support needs. We also looked at the variety of different ways you can be a Partner in Art and consider some of the ways to get started in a creative partnership.

Best practice for volunteering in the Community Programme Training Session

In February, we delivered a training session for existing volunteers. We had 16 participants and covered the following:

- how to work alongside people in a creative and inclusive way.
- how do we support creative autonomy
- our use of language and tone of voice when working with adults with disabilities.
- how to best to support artist facilitators.
- Community Programme ethos and values.

The training also included a safeguarding refresher and an introduction to the social vs medical model of disability and how that applies to our values and work in the Community Programme.

Feedback from participants was that the training was very beneficial and the opportunity to get together as volunteers for peer support was welcomed.

Presentations and Awards

Museums Association Conference

In October 2019 we presented 'Museum-led social prescription' at the Museums Association conference in Brighton. Staff spoke alongside two Community Programme Ambassadors and an occupational therapist who is also a Community Programme volunteer.

The hour-long session was attended by around 70 people and included a lively Q&A session for 15 minutes at the end where many interesting questions were raised. The panel received very positive feedback both afterwards and on social media, with many commenting how refreshing it was to hear directly from participants and about the challenges, not just the successes.

The team were also invited to speak about the Community Programme at the Museums + Heritage Show but this was cancelled due to the coronavirus.



Marsh Award

Community Programme volunteer Lisa Mundy won the Marsh Award for Volunteers in Museum Learning for the South East Region 2019. Lisa, who has been a regular volunteer on the Community and Learning programme for some years, attended an Awards Ceremony at the British Museum in September with some of the Gallery team.



Chichester City Council Community Award

The Community Programme won the Chichester City Council Community Award 2019 “for groups or organisations who have made an outstanding contribution of the City and its residents”. This is a fantastic achievement and brilliant to have recognition from Chichester City Council for the work that we do and how the Community Programme benefits people’s lives.



Future Plans

Reopening after Lockdown

As we move into a new phase where the Gallery is open, we are working on ways to continue to support those at home and to start to find ways for Community Programme members to engage with the Gallery again.

We are starting with supported 1-1 visits for Community Programme members to look around the exhibitions with a member of staff. This is an opportunity for people to reconnect with the Gallery and find inspiration for their artwork.

We are currently working on a programme of ways to engage people in the long term and considering a digital offer. It’s important we don’t exclude people and so phone calls, and post are still very valid and necessary forms of communication that we will continue to use.

Chosen Exhibition

In January 2020 we offered the opportunity for Community Programme members to create work for an exhibition in Room 9, "Chosen: An exploration of the personal significance of objects".

We asked Community Programme members to consider an object that is important to them, and create an artwork including it, in any medium. The exhibition was going to sit alongside the Galleries main exhibition programme and connect with the 'Still Life' theme explored in the concurrent exhibition of works by Ben Nicholson. The exhibition was to be curated and selected in partnership with the curatorial department.

We had over 50 artists interested in this opportunity, with some work already handed in ready for selection. We will postpone the show until 2021 when the Ben Nicholson show is now currently planned to take place. This is a fantastic opportunity for the Community Programme to exhibit as part of the main programme and outside of the Studio.

St Richard's Hospital A&E project

In February 2019 St Richards Hospital in Chichester approached us about creating some artwork for the Children's A&E Department. We worked with a lead artist, Helen Peters, to develop some ideas for a mural. Helen delivered a series of workshops where Community Programme members created designs and artwork that was to be included in the final mural. The work created was on the theme of under the sea, linking to Julian Trevelyan. Due to the Coronavirus the project is currently on hold.



Community Programme Feedback June 2020

Annual Reviews take place during April and May. We have had less feedback this year due to Coronavirus and been unable to complete many of the face to face reviews. We will look to catch up with Community Programme members throughout the year as they return and to keep connected by phone and post. We do make it clear feedback is welcome at any point.

The Community Programme has expanded my thinking, in so many ways.

It has helped me reach out to other people and has helped me realise my own artwork and stretched me personally. I also enjoy the programmes and day trips that I have taken part in. I feel privileged to be part of it and feel it is a life enhancing experience for all the members.

It has helped me getting back to painting after having more or less a block on regular painting. It has helped my mental health as well, to be involved in artwork and supporting others.

The Studio, it's a social setting, and also it's good place to bounce off ideas with people who see things differently.

As I say it has helped my mental health, and my art, It's also got me out of my home town, which was of great benefit.

I think the Community Programme is a very good idea. It gives a space for those who might have little opportunity or encouragement to find the chance or the mental space to start work on something.

I like the outreach aspect of the programme and have enjoyed being involved in that. It spreads interest in the arts. In an age which art is undermined by society itself.

I have derived a great deal of enjoyment of the relationships and activities.

It is a brilliant scheme and one I feel very privileged to be part of.

What are my achievements? That's not so easy to explain. So I'll say simply the interest, ideas, people and surroundings all make me interested and most of all happy.

I think it's a wonderful interesting idea, please keep it up. I have not found anything else that even matches.

We meet up to support each other's exhibitions including editing work as well as moral support. We discuss which exhibitions to enter. We also provide moral support when work isn't going well.

My Partner in Art has helped me through patches of creative fear. Having a mutually supportive, creative and intellectual partnership is hugely beneficial to my mental health.

I have achieved increased confidence in discussing art and trying new techniques.

Before Partners in Art I was lost, isolated. In need of intellectual and philosophical stimulation regarding art, including my own.

Partners-in-Art is an extremely valuable scheme which enables mutually supportive creative relationships based on the individual's creative wants. It is sensitive to health needs. And it enables individuals to explore and grow creatively on a 1:1 basis in their own way, and time. It does not rely on being in PHG.

Joining in on trips and activities helps my art journey. As an ambassador I am now able to attend previews and this makes me feel proud. Involvement in the Community Programme gives a sense of fulfilment and positivity.

I love being part of the programme & the opportunity it gives to be creative in an open & friendly environment.

It helps my independence and I enjoy participating and being sociable and creative.

I wasn't sure at the start, if I wanted to do it, but now I really enjoy it, meeting up, its good fun. I have more confidence and know how to work on ideas.

I have enjoyed getting ideas for art from Partners in Art and it gives me confidence to try new things. We have a good laugh too.

My partner and I met in January 2020. We seem to have a mutual understanding of art and the partnership. We have only met on a few occasions due to covid 19 but we have formed a friendship which will be the basis for our continued partnership.

I derive tremendous pleasure and satisfaction from being a volunteer. I have met so many people who have made a positive contribution to my life. To have Pallant House as a backdrop for these sessions is a bonus.

Being a Partner in a unique experience. I enjoy being involved with the wider Community Programme and share my interest and knowledge with others and receive so much back. I believe that art is a leveler and should be accessible to all.

I would like to thank you and your team for all the kindness and support you have shown my husband over the years. He has always returned home relaxed and cheerful and I am very grateful to you and his Partner in Art for all that you have done for him.

Community Programme Team:

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Emily Robson
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Pallant House Gallery (company limited by guarantee, registered company No. 05045130; charity No. 1102435)

Commented [LG1]: Add some more images, art in practice?

Appendix B

ACE Annual feedback letter 2018-19

Introduction

Annual feedback 2018-19 - Band 1

Our relationship is governed by the Funding Agreement, which sets out what you will deliver in return for Arts Council investment. As part of your funding agreement you are required to embed SMART objectives relating to the Arts Council's goals in your business and accompanying plans, which you recently reported on your progress against.

We have been monitoring your progress using the published monitoring prompts and have reviewed your performance against your agreed SMART objectives using, where relevant, the information provided in your business plan review and other information we have gathered throughout the year including via payment conditions and formal contact meetings.

National Portfolio Organisations project information

Reference Submissions
Step
Business Plan review

The information in this Annual feedback refers to your current NPO funding as detailed below and your completed Business plan review (available above):

Applicant name: Pallant House Gallery
Project number: NPO-00040647

Amount summary

	2018/2019	2019/2020	2020/2021	2021/2022	Total (£):
Amount awarded (£):	£89,119	£89,119	£89,119	£89,119	£356,476

Annual feedback statements

The following feedback addresses identified strengths, areas for development and contribution to the Arts Council's goals, based on progress against objectives in your business plan. This feedback is intended to be constructive and should be viewed as a tool to aid continuous improvement.

C r i t e r i a	Feedback	Evidence
G o a l 1	The gallery delivered a strong critically acclaimed artistic programme over the past year that included strong reviews, positive audience feedback and Arts Council quality assessors reporting. Maintaining high artistic quality was often a topic of discussion at Board level. The gallery has been actively engaged in developing and sharing their collections and in gathering evidence of the performance and reception of host organisations presentations. Collections policies are regularly discussed at board level, as indeed are loans, publications and plans. The gallery has had great success with touring, and though having stated the resource challenges in this area, you are actively seeking to work in new ways to adapt to these challenges, with work being done to simplify the programme allowing more time to work on bigger exhibitions further in advance to enable an increase in touring activity. The new website and online booking system enabled the creation of new content to be widely ...	Business plan review, business plan, Board papers, RM monitoring
G o a l 2	Good progress and direction of travel is in evidence in relation to Data capture via Audience Finder giving the gallery clarity over target audiences, used to inform marketing & programming, with the 'Trips & Treats' segment identified for growth. With work underway to integrate Audience Finder with your new CRM system, we look forward to developments within your reporting. The community programme continues to receive strong demand, and you acknowledge the difficulty in growing engagement numbers due to limited resource. Extending free entry to all young people under 18 and the introduction of the under 30s Friend scheme has enabled you to expand your engagement in these target audiences. As you state, there is still work to do in embedding Audience Spectrum segmentation across the organisation and, given the ambition to expand touring, determine what a meaningful data sharing agreement might look like in relation to the partners you work with and how you work with them. The Arts...	Business plan review, Business plan, Board papers
G o a l 5	Whilst the total number of school pupils visiting has decreased slightly, Chichester District pupils have increased substantially (55% this year, in comparison to 15% last year). You state in your review that these figures reflect the focus that the team has had on building a local audience of school pupils, encouraging repeat visits and ensuring local children feel ownership of the Gallery. The schools in residence pilot was a success and you are looking at the possibility of building in Arts Award delivery to the programme, once it becomes more embedded within the organisation moving forward. Given that time was spent training two Learning Coordinators as Discover and Arts Award advisors, and the gallery lags behind its peers in offering Arts Award, it would be good to see this develop. There is strong evidence that the organisation has identified the needs of various audiences of children and young people, particularly local colleges and Universities, and continue to target...	Business plan review, Business plan, Board papers

<p>E q u a l i t y A c t i o n P l a n</p>	<p>Good progress has been made in relation to the Equality Action plan, and there are several strands of activity that we are currently awaiting outcomes e.g. Access Advisory Group report, that will impact on future planning and delivery. Policies in relation to recruitment have been revised and there are plans at board level to offer training in 2019, now that the skills audit has been completed. Plans to recruit an artist to the board are still in development. The gallery plans to review the learnings and embed planning in future years of its participation in Culture 24's 'Let's Get Real' action research project and look at how digital might enable the Gallery to address low social mobility in the Chichester region and might be used to bridge the gaps between intergenerational audiences. The Chair has asked that equality and diversity be considered in all areas of activity, and equality appears as a regular agenda item at board meetings. What we will need to see moving forward, p...</p>	<p>Business plan review, Business plan, Board papers, RM monitoring</p>
<p>M a n a g e m e n t & G o v e r n a n c e</p>	<p>There are robust plans in place in relation to risk mitigation, with the gallery's risk register outlining risks to the organisations resilience, collections and programme delivery. These are regularly monitored and discussed at Executive and Board level. The organisation's management structure and governance arrangements are suitable to support the organisation's varied activities, with a regular schedule of meetings and advisory committee meetings that feed into council of management meetings. There is good evidence that the organisation carries out regular self-evaluation, moving forward we would like to see more detailed evidence of how monitoring and reporting and stakeholder consultation are informing planning processes. A recent board skills audit was conducted, and open recruitment was implemented this past year.</p>	<p>Business plan review, Business plan, Board papers, RM monitoring</p>
<p>F i n a n c e</p>	<p>The gallery is in overall sound financial health with excellent financial controls, monitoring and reporting in place. The new fundraising strategy gives confidence to the ambitious programme of activity as you move plans for the Coach House forward. The gallery continued this past year to increase income generation across a wide range of sources, and as mentioned earlier, implementation of the new booking facility on your new website has increased event ticket sales and improved digital marketing. Excellent progress was made in a successful application to the HLF's Resilient Heritage fund and the Arts Council's small capital programme. A fundraising event at Rolls Royce raised an impressive £300,000. You acknowledge that the Coach House project presents an ambitious challenge, and an application to the HLF's capital programme for £2m was unsuccessful. However, with clear targets and knowledge of the risks involved, supported by an engaged and experienced board, Executive and robu...</p>	<p>Business plan, Business plan review, RM monitoring</p>

Statements

Criteria: Goal 1

Feedback:

The gallery delivered a strong critically acclaimed artistic programme over the past year that included strong reviews, positive audience feedback and Arts Council quality assessors reporting. Maintaining high artistic quality was often a topic of discussion at Board level. The gallery has been actively engaged in developing and sharing their collections and in gathering evidence of the performance and reception of host organisations presentations. Collections policies are regularly discussed at board level, as indeed are loans, publications and plans. The gallery has had great success with touring, and though having stated the resource challenges in this area, you are actively seeking to work in new ways to adapt to these challenges, with work being done to simplify the programme allowing more time to work on bigger exhibitions further in advance to enable an increase in touring activity. The new website and online booking system enabled the creation of new content to be widely distributed and saw online bookings account for a third of events bookings. Moving forward knowledge of your online audiences will be a key area for development. Good progress was made in supporting talent development and learning from working in partnership with Outside In and the University of Chichester. It would be good to have more detail of how the learnings from these activities are being shared amongst peers. The gallery should look to play a more active role in local talent development which the Arts Council can help facilitate, for example, through funding surgeries.

Evidence:

Business plan review, business plan, Board papers, RM monitoring

Statements

Criteria: Goal 2

Feedback:

Good progress and direction of travel is in evidence in relation to Data capture via Audience Finder giving the gallery clarity over target audiences, used to inform marketing & programming, with the 'Trips & Treats' segment identified for growth. With work underway to integrate Audience Finder with your new CRM system, we look forward to developments within your reporting. The community programme continues to receive strong demand, and you acknowledge the difficulty in growing engagement numbers due to limited resource. Extending free entry to all young people under 18 and the introduction of the under 30s Friend scheme has enabled you to expand your engagement in these target audiences. As you state, there is still work to do in embedding Audience Spectrum segmentation across the organisation and, given the ambition to expand touring, determine what a meaningful data sharing agreement might look like in relation to the partners you work with and how you work with them. The Arts Council Audiences & Engagement team can be called on to assist you in these discussions. You state in the business plan that an interim Audience Development Plan was completed in consultation with other departments. Whilst there are various milestones listed and the state of their delivery, moving forward we will expect to see further evidence and detail of SMART targets in this plan set against targeted audience segments and evidence of these being reported on and discussed at board level.

Evidence:

Business plan review, Business plan, Board papers

Statements

Criteria: Goal 5

Feedback:

Whilst the total number of school pupils visiting has decreased slightly, Chichester District pupils have increased substantially (55% this year, in comparison to 15% last year). You state in your review that these figures reflect the focus that the team has had on building a local audience of school pupils, encouraging repeat visits and ensuring local children feel ownership of the Gallery. The schools in residence pilot was a success and you are looking at the possibility of building in Arts Award delivery to the programme, once it becomes more embedded within the organisation moving forward. Given that time was spent training two Learning Coordinators as Discover and Arts Award advisors, and the gallery lags behind its peers in offering Arts Award, it would be good to see this develop. There is strong evidence that the organisation has identified the needs of various audiences of children and young people, particularly local colleges and Universities, and continue to target schools with the new schools' programme, known to be underachieving. A memorandum of understanding is in the works with the University of Chichester. In relation to planning, evaluation and reporting, it would be good to see further evidence and detail of the use and impact of the 7 Quality Principles moving forward. The organisation still hasn't found a way to work with the Bridge organisation, though the Business plan indicates the intention in 2019 to work with the Chichester Cultural Learning Partnership organisations to increase family audiences. We look forward to seeing this work develop. The Family programme continued to deliver strongly against high demand.

Evidence:

Business plan review, Business plan, Board papers

Statements

Criteria: Equality Action Plan

Feedback:

Good progress has been made in relation to the Equality Action plan, and there are several strands of activity that we are currently awaiting outcomes e.g. Access Advisory Group report, that will impact on future planning and delivery. Policies in relation to recruitment have been revised and there are plans at board level to offer training in 2019, now that the skills audit has been completed. Plans to recruit an artist to the board are still in development. The gallery plans to review the learnings and embed planning in future years of its participation in Culture 24's 'Let's Get Real' action research project and look at how digital might enable the Gallery to address low social mobility in the Chichester region and might be used to bridge the gaps between intergenerational audiences. The Chair has asked that equality and diversity be considered in all areas of activity, and equality appears as a regular agenda item at board meetings. What we will need to see moving forward, particularly in relation to improving your creative case for diversity rating, is more evidence and detail of the discussions you are having at board, as well as with partners and stakeholders, and how these discussions are helping you to break down barriers to engagement, and informing programme planning, including the main Exhibitions programme.

Evidence:

Business plan review, Business plan, Board papers, RM monitoring

Statements

Criteria: Management & Governance

Feedback:

There are robust plans in place in relation to risk mitigation, with the gallery's risk register outlining risks to the organisations resilience, collections and programme delivery. These are regularly monitored and discussed at Executive and Board level. The organisation's management structure and governance arrangements are suitable to support the organisation's varied activities, with a regular schedule of meetings and advisory committee meetings that feed into council of management meetings. There is good evidence that the organisation carries out regular self-evaluation, moving forward we would like to see more detailed evidence of how monitoring and reporting and stakeholder consultation are informing planning processes. A recent board skills audit was conducted, and open recruitment was implemented this past year.

Evidence:

Business plan review, Business plan, Board papers, RM monitoring

Statements

Criteria: Finance

Feedback:

The gallery is in overall sound financial health with excellent financial controls, monitoring and reporting in place. The new fundraising strategy gives confidence to the ambitious programme of activity as you move plans for the Coach House forward. The gallery continued this past year to increase income generation across a wide range of sources, and as mentioned earlier, implementation of the new booking facility on your new website has increased event ticket sales and improved digital marketing. Excellent progress was made in a successful application to the HLF's Resilient Heritage fund and the Arts Council's small capital programme. A fundraising event at Rolls Royce raised an impressive £300,000. You acknowledge that the Coach House project presents an ambitious challenge, and an application to the HLF's capital programme for £2m was unsuccessful. However, with clear targets and knowledge of the risks involved, supported by an engaged and experienced board, Executive and robust fundraising strategy in place, we look forward to watching your plans develop.

Evidence:

Business plan, Business plan review, RM monitoring

Creative Case for Diversity

This rating is based on your contribution to the Creative Case for Diversity for activity carried out during 2018/19. Using set prompts, your Relationship Manager has considered the strength and breadth of evidence to arrive at a rating of Outstanding, Strong, Met or Not met.

Creative Case for Diversity rating: Met

Creative Case for Diversity assessment:

There is evidence of the creative case in the main programme and in working with partners, such as hosting the Adam Reynolds award residency, and the work with Scottee Wilson and Outside in. Further detail of how discussions with audiences, stakeholders, partners and the board are informing diversity within the programme needs to be in evidence, as it does not appear that diversity is a key driver or embedded fully across the programme. The gallery acknowledges that you are in the process of consolidating surveys to obtain useful feedback to inform future programming, resourcing this has been a challenge. There is good evidence that the organisation is providing regular platforms to showcase and develop the work of diverse practitioners and of the key learnings in working with partners, such as the University of Chichester in supporting Terence Birch. Moving forward it would be good to see the gallery develop its role in relation to its local arts ecology's needs, e.g. portfolio reviews, crits, funding surgeries etc. There is good evidence that the organisation is identifying barriers to engagement facing members of protected characteristics - further evidence of whom and how members of those groups are actively involved in the development of the programme should be evidenced. There is a good direction of travel within the equality action plan, however, objectives are not laid out in a SMART way. It is good to see that you have established an Access and Inclusion advisory group to the Coach House project, moving forward we would like to see more evidence of the board actively monitoring, reviewing, responding and providing input to the organisation's creative case work. There is good evidence of the organisation participating in initiatives promoting equality and diversity in the sector - this was particularly strong in the ongoing relationship with Outside In, and hosting the European Outsider Art Association Annual Conference in May 2018.

Evidence:

Business plan review, Business plan, Board papers, RM monitoring

Risk Monitoring Summary

When monitoring your organisation, we consider various factors to determine the degree of risk to the delivery of the funding agreement, our investment and our goals. Risk scores are determined as follows:

Minor 2-6 / Moderate 7-8 / Major 9-11

Current risk score: 5

Current risk assessment:

Goals: No perceived risk

Management and Governance: No perceived Risk

Financial viability: The gallery continues to fundraise for its Coach House expansion project. Fundraising targets are on track. The gallery is experienced at philanthropy with a large endowment, so the risk is perceived as minimal. RM continues to monitor.

Risk assessment last updated date: 23/07/2019

Monitoring plan

We propose the following monitoring plan for the coming year based on the current level of risk:

Quarterly or at mutually agreed points as required by either party.

If circumstances change during the year we will review the frequency and nature of our contact with you and make appropriate adjustments so that contact remains proportionate.

Feedback review

Relationship Manager: John McPherson

I have read the annual feedback:

Submission summary

Page	Last Updated	Last Updated By
Introduction	No Input Required	
Project information	No Input Required	
Annual feedback statements	13/08/2019	Becky Lyle (b.lyle@pallant.org.uk)
Creative Case for Diversity	13/08/2019	Becky Lyle (b.lyle@pallant.org.uk)
Risk Monitoring Summary	13/08/2019	Becky Lyle (b.lyle@pallant.org.uk)
Feedback review	Please Complete	

Not all reviews complete. [Click here to return to the form.](#)

Notes:

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE 17 November 2020

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 2019-20 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 A funding agreement and SLA was entered in to on 1st March 2018 which identifies that monitoring and evaluation of the agreement will take place quarterly and a report on the service activities to be presented to the Overview and Scrutiny Committee on an annual basis.
- 3.3 This report addresses the performance of Visit Chichester for the year April 2019 – March 2020.
- 3.4 A request for additional funding for Visit Chichester was considered as part of the Covid Recovery Plan by July Cabinet and recommended to Council to increase the current level of support for Visit Chichester by £100k per year in years 2020/21, 2021/22 & 2022/23 and provide new support of £130k per year in 2023/24 & 2024/25. Delegated powers were also given to the Director for Growth and Place to approve a new Service Level Agreement with Visit Chichester following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration.
- 3.5 The Funding Agreement has been updated to reflect the new funding and the revised Service Level Agreement approved for 2020-2021.

4. Outcomes to be achieved

- 4.1 In line with the 2019/20 SLA there are a number of activities and measurements to be achieved within this period. These include:-

Action 1: Increase number of day visitors to the district.	
Activity	Measurements
1. Develop a product portfolio for the district.	Four product portfolios developed in relation to the three market segments as defined in the DMP
2. Deliver targeted marketing campaigns throughout the year.	Six marketing campaigns, such as English Tourism Week, Easter, Roman Week etc
3. Develop campaign/s to promote shoulder season (October/November, February/March).	Campaigns developed and promoted to promote shoulder seasons
4. Work with Chichester District Council and cultural partners to ensure a linked up events strategy is developed and promoted.	Support events strategy development and promotion

Action 2: Increase the number of overnight visitors to the district.	
Activity	Measurements
1. Targeted activity to drive overnight visits at specific times of the year.	Cambridge Tourism Economic Impact Model
2. Launch seasonal digital activity through targeted social activity.	Social Media data
3. Develop a bank of content and itineraries based on theme and audience	Eight themed itineraries to be developed.

Action 3: Increase day visitor spend and dwell time	
Activity	Measurements
1. Develop partnerships between tourism partners to package offers in the district to encourage increased dwell time and spend within the district.	Cambridge Tourism Economic Impact Model

Action 4: Deliver a strong and distinctive tourism brand	
Activity	Measurements
1. Work with Chichester District council and Chichester Vision to develop a place brand and associated tourism brand for the district.	Develop a brief for the delivery of a tourism brand for the district. Undertake brand development workshops Consult on the brand with Chichester Vision steering group

Action 5: Work in partnership to create a healthy visitor economy	
Activity	Measurements
1. Develop a communications and networking structure to share insights, explore training opportunities and encourage district wide working.	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. Hold 4 tourism events per annum to include leaflet exchange.	Four tourism events held within the district during the year.
3. Sustainability of DMO through development of membership scheme.	Following launch of Membership Scheme (Q2'19) and test marketing, numbers of new memberships to be agreed.
4. Production of 2020 visitor guide.	Guide to be produced for 2020

Action 6: Improve online presence	
Activity	Measurements
1. Review current image stock and develop this further	Development of image content both by Visit Chichester and partner images.
2. Review and develop Visit Chichester Website and links to wider platforms.	Further development of Visit Chichester Website
3. Social media	7,000 twitter followers (March'19) -Seek a 50% increase in 'likes' facebook. -Seek a 50% increase in 'likes' Instagram. -Create a LinkedIn account

Action 7: Review and Governance Arrangements	
Activity	Measurements
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.	Quarterly Update reports received on discussed on quarterly basis to identify activity within the period and measures against the SLA targets.
2. Provide and present an annual Report in June each year to Chichester District Council's Overview and Scrutiny Committee.	Report to June OSC to report annual review of previous year's activity.
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.	

- 4.2 Officers have met with Visit Chichester on a number of occasions during the period and have received update reports on progress.
- 4.3 Visit Chichester have provided a progress report (Appendix 1) which provides further details of achievements to date.
- 4.4 Although tourism was significantly impacted by the covid pandemic in early 2020, Visit Chichester have continued working on their major project for rebranding and their new website. Work is progressing with the launch of The Great Sussex Way planned for the end of November.
- 4.5 The 2020-2025 Business Plan for the Great Sussex Way (Appendix 2) outlines the detailed objectives of the Board of Directors for 2020/2021 and includes key objectives and growth budgets out to 2025. The document outlines the resources

required to achieve these aims, a timeline of activities and sets benchmarks to measure success.

5. Resource and legal implications

- 5.1 In line with the funding agreement Visit Chichester provided accounts to the Council for the year ending 31 March 2020. This information was checked by financial services and no concerns have been raised.

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, April 2019 – March 2020 annual monitoring report
- 7.2 Appendix 2 – The Great Sussex Way, Celebrating the English South, from the Downs to the Dunes Business Plan 2020-2025

8. Background Papers

None



Visit Chichester Annual Report Up to 31 August 2020

Executive Summary

Since our last report Visit Chichester has:

- Listened to our whole community
- Built a strong board
- Built support across both the political spectrum and officers at CDC
- Achieved a greater level of funding security
- Delivered a credible and forward looking business plan and
- Appointed a replacement for Louise Adlam on maternity leave
- Appointed a PR lead called Nicola Cutler
- Nearly completed the process for appointing a CEO

Overview

Since our last formal report, Visit Chichester has made significant progress against the following objectives:

- **Listened to our community** – Francis Hobbs and the exec team engaged via meetings and, during the early part of the COVID lockdown, on regular Zoom calls with interested local stakeholders. Having listened carefully to all views it was clear the Visit Chichester brand needed to change if we were to gain long term community support. Following a special board workshop we agreed a way forward including a new brand name The Great Sussex Way™ with a tag line of “*from the downs to the dunes*”, which gained support from all stakeholders,
- **Built a strong board** – The board is now much stronger with the addition of Kathy Bourne, Executive Director at the Festival Theatre. In addition Gary Shipton, Editor-in-Chief of JPI media, has agreed to join as a regular observer. The plan is to recruit 2 further members of the board over the next year bringing the total to 9.

The board is now 7 strong:

- Francis Hobbs – Chairman/CDC representative
 - Danielle Dunfield – Vice Chair/businesswoman
 - Olaf Gueldner- Formerly Marketing Director Goodwood Estate
 - Nicola Jones – Business leader in Petworth
 - David Coulthard – The Communar at Chichester Cathedral
 - Kathy Bourne – Executive Director of the Festival Theatre
 - Dan MacAuley – Business owner in The Witterings
-
- **Built support across both the political spectrum and officers at CDC –** Francis Hobbs has briefed all political groups personally and CDC officers where appropriate. There will be a key stakeholder briefing on Tuesday 17th November to bring all interested parties up to date on brand development and launch.
 - **Achieved a greater level of funding security –** CDC recently agreed a 5 year funding settlement for Visit Chichester, which will retain its current legal name. This has provided the security needed to develop the wider business plan discussed in earlier briefings. The long term aim is to achieve significant funding from the private sector, partly built on an updated membership scheme, but also supported by significant sponsorship and corporate donations in due course. This will be a key task for the new CEO.
 - **Delivered a credible and forward looking business plan –** the business plan was signed off by the board earlier in 2020 and a copy is. It is a dynamic document and some elements will be updated in time for the next financial year.
 - **Appointed a replacement for Louise Adlam on maternity leave –** Emma Cox has stood in for Louise Adlam over the last few months and led the brand development, along with Helen Broom, Richard Cole and Nicola Cutler. Emma is now moving to a new opportunity at a time when a new CEO can pick up the reins.
 - **Appointed a PR lead –** Nicola Cutler has joined the team in the last couple of months to lead the PR element of The Great Sussex Way launch. She has some highly innovative ideas for how to gain maximum exposure for our new brand which includes the support of Hugh Bonneville in a virtual trade launch event.
 - **Started the process for appointing a CEO –** with the core funding provided by CDC we have advertised for a new CEO. At the time of drafting this report we had had over 80 expressions of interest. The aim is to shortlist and appoint if possible by the end of November.

Despite the challenges faced over the last 2 years Visit Chichester is now in a strong path to providing the style and quality of visitor economy support many hoped to see. The new brand is catching the imagination and we are optimistic it will provide significant media coverage, particularly in these challenging times. Being little more than an hour outside London puts our district in an excellent position to gain future visitors and business, particularly in 2021 when we imagine staycations will be the

order of the day. In this regard, we are pleased to see the headline figures in the recent Tourism Impact report for 2019, and attached to this report.

Other Key Activities

- **Brand** - The Visit Chichester Executive have been working on creation of the new Visit Chichester brand, The Great Sussex Way. Alongside the new name, we have developed a logo, and branding to position the Chichester district as a stand out tourist and leisure destination. A marketing strategy was created to underpin the brand, using data insights from both Visit Britain and Visit England. During the brand development, consultation and engagement has taken place with key attractions, groups and stakeholders across the district to gain both input and support for the new brand, the feedback has been extremely positive.
- **Website** - A new website has been built to support the brand, with updated user functionality. The site will become a one stop shop for potential visitors seeking inspiration and information about our area – included suggested itineraries. We will be going live with over 350 businesses listed ranging from accommodation, to food & drink, attractions and shopping. The executive will be reaching out to further businesses as part of a campaign to encourage them to take up free membership of The Great Sussex Way and to support them to list their business on the website.
- **PR** - To support the PR launches social media content, newsletter email campaigns will be sent to further publicise the brand within and outside of the district.
- **Publicity and Social Media** - We have had a successful period in generating PR activity over this period. Details can be found at Appendix 1. We expect this to accelerate following launch on 19th November 2020.
- **Brand ownership/Trademark** – To protect our long term brand value we have bought most relevant website domain names and registered The Great Sussex Way™. We are further seeking to trademark other elements of our work to provide some IP value long term.
- **Business Support** - During the height of the covid-19 pandemic Visit Chichester held weekly calls for members and the wider tourism community to provide information and advice on current guidance and restrictions and to facilitate relationship building and support between businesses.
- **Membership** – The membership scheme has been updated and, as a result of the CDC funding, we are able to offer “free” standard membership for 2021. We have also halved the cost the 2 other membership levels, which will be £200 and £400, rather than £400 and £800 respectively. This is only possible because of the support from CDC and, over time, we expect the standard membership offer to become strong enough to support a base level of £200/year.

- **Students** – We have had significant success engaging with several students over the last year. Not only has this provided them with work experience and value for their studies, it has been a helpful and timely addition to our team’s capabilities. We aim to work with more in future.

Looking Ahead

- **Launch** – Despite the COVID situation we will be launching our new brand The Great Sussex Way to key media influencers on Thursday 19th November 2020.
- **CEO** – Appointing a CEO is now our top priority. With over 80 expressions of interest we hope to find an appropriate candidate and have them in post by the end of 2020.
- **Chichester BiD** – Whilst the relationship with Chichester BID has fallen away over the last period we would like to find ways of re-invigorating the relationship in 2021.
- **Stability** – With financial stability and a growing team, including students from our local community, we will be aiming to build our new brand and create an organisation that can stand the test of time.
- **Funding** – With a new corporate brief and support from key members of the board and supporters we aim to generate independent commercial funds to support our operations in future. If successful this will hopefully reduce the need for CDC funding support long term.

Appendix 1

PR and Statistics

- From late March until July we refocused our social media and web content to be offer responsible, informative and inspirational posts: virtual tours, inspiring images and videos, reopening and booking information, key local messages (i.e. Parking at West Wittering Beach) while still growing our audiences (see stats below)
- Produced a 'Visit Chichester Later' video featuring key locations and attractions which circulated via social media channels in early June (achieved Facebook 4,683 views/estimated reach c.13,000, Instagram 631 reach, Twitter 3,727 impressions)
- Weekly Zoom meetings with members and wider business community April-July
- Weekly business email updates communicating Visit Britain news, business and financial support reduced from April-August.
- Visitor Guide distributed in local and regional locations and nationwide during Summer months

Press/publicity directly achieved by VC team

- BBC Radio Sussex: Visit Chichester Chairman, Francis Hobbs talks about Chichester being named 'Best summer City destination' https://www.bbc.co.uk/sounds/play/live:bbc_radio_sussex (7.29am 4 August)
- The Guardian - CFT's Movies & Music Weekend featured in a round-up of Bank Holiday activities <https://www.theguardian.com/travel/2020/aug/28/best-things-to-do-around-the-uk-bank-holiday-this-week>
- BBC Radio Sussex – Francis Hobbs talking about Chichester as city destination https://www.bbc.co.uk/sounds/play/live:bbc_radio_sussex (7.12am 28 Aug)
- The Guardian 10 August - Marine Life by Mulberry Divers, Selsey walks in 10 best beach/coast activities <https://www.theguardian.com/travel/2020/aug/09/10-best-beach-coast-activities-uk-coasteering-surfing-climbing-foraging>

Website and Social Media Statistics

Website - Number of page users: (despite C-19 our July figures YonY were up 46%)

- 22,944 in October 2020
- 33,730 in July 2020
- 15,236 in November 2019
- 23,169 in July 2019

Social Media

Facebook likes:

- 2,469 October 2020
- 1,990 November 2019
- 611 November 2018

Twitter followers:

- 6,980 October 2020
- 6,766 November 2019
- 6,438 November 2018

Instagram followers:

- 2587 October 2020
- 1,706 November 2019
- 1,014 November 2018

E-NEWSLETTER SUBSCRIBERS

- 16,067 total subscribers at October 2020
- 9,515 subscribers at October 2019

Visit Chichester
and its new promotional brand

The Great Sussex Way™ *Celebrating the English South, from the Down to the Dunes*

Business Plan 2020-2025

Introduction

The Great Sussex Way™ is the new promotional brand for Visit Chichester. We are a Destination Marketing Organisation whose purpose is to ensure that tourism thrives throughout the land area covered by Chichester District Council (CDC). With appropriate funding we will develop into a self-sustaining Destination Management Organisation which will be the engine to power greater visitor interest. This is all the more important within the landscape of and longer-term effects of COVID-19.

We lead, drive and facilitate high quality, sustainable and coordinated growth in Chichester District's visitor economy. We do this by providing strategic direction, coordinated marketing activity and business intelligence.

We undertake our work in partnership with others, including those in both the public and private sectors. , Directly and indirectly we actively encourage and promote collaboration between different stakeholders and sectors engaged with the visitor economy.

We support our partners at both local and national level and seek to generate economic growth in line with or better than the national average. We will achieve this by encouraging the development of innovative and excellent visitor experiences, and effective business practices which will lead to measured increases in investment and employment.

This Business Plan states the detailed objectives of the Board of Directors for 2020/2021 and includes key objectives and growth budgets out to 2025. The document outlines the resources required to achieve these aims, a timeline of activities and sets benchmarks to measure success.



Vision

To position The Great Sussex Way™ as the best short stay experience in Southern England.

Mission

The Great Sussex Way™ will partner with local stakeholders to become the premier visitor destination near London so that the retail, arts, culture and heritage sectors can flourish.

Our Motivation

“We collectively believe in inspiring internal and external communities to celebrate our pride of place”.
(output from our Strategy Day)

Our Values

Authentic – Professional – Inclusive - Dynamic

The Operating Environment




National Context

On a national level, up until the COVID-19 pandemic, tourism generated GBP106 billion a year to the UK economy. It employed over two million people and supported hundreds of thousands of visitors. The sector was predicted to grow at an annual rate of 3.8% through to 2025 with a predicted value of GBP257.4 billion, representing almost 10% of UK GDP.

Local Context

Chichester District has exceptional product; an award winning beach at West Wittering; a strong countryside and outdoor experience, supported by a National Park and extensive Areas of Outstanding Natural Beauty; a rich heritage offer; internationally recognised events and a vibrant cultural product that has potential for growth. The breadth of the city, countryside and coastal experience, consolidated into one district, offers an almost 'condensed' version of England within 1.5 hours of central London.

The value of tourism to the Chichester District is considerable (2017 figures – 2019 figures due in June 2020):

 <p>6.22 million</p> <p>Day and overnight trips</p>	 <p>£411 million</p> <p>Day and overnight visitor value</p>	 <p>8,037 jobs</p> <p>Visitor economy = 14% of all employment</p>
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Chichester District Economic impact study 2017 – Ref: Appendix 6.1 Secondary research report – section 2.1

The Dynamic Landscape of Tourism

The demographic of visitors has changed significantly over the last 10 years. Visitors are increasingly discerning and they are looking to *experience* a place, not just to visit. They are looking for experiences that are both memorable and personal, sharing them with family and friends on social media. They no longer wish to be seen as a tourist but as a *local*, with instant access to the latest information.

Advances in technology have changed how visitors engage with a destination. With multiple channels, there is no single route to reach them. There is also a strong trend for peer to peer reviews that inform and reassure choices.

The tourism industry is competitive and the target customers are trending in a direction that requires ever greater coordination among attractions. They are looking for convenience, experiences and personalisation. There is a greater demand for hybrid itineraries. Understanding the customer base; anticipating what customers want and 'packaging' it in the most effective way requires creative and dynamic leadership.

It is noted that Chichester's competitor regions are increasing their investment to make their product stand out online in order to engage and retain the ever-demanding visitor. For reference see, Go To Places – Kent. Also see Visit Brighton.

Post COVID-19

The backdrop of COVID-19 makes our strategic decisions as an evolving Destination Management Organisation all the more urgent. At the point of writing, something in the order of 9,500 jobs have been lost recently in Chichester District. At this particularly challenging moment early, bold and ambitious positioning can win Chichester significant market share in a revived visitor economy for the rest of 2020 and into 2021. To rejuvenate and secure the livelihoods of many currently without work in our district, it is crucial that we move fast by making timely investments in both time and resources.

Increasing Spend – The Great Sussex Way™

The following target segments are the best prospect visitors in relation to visitor spend. They also have a greater potential to shift from a day visit to overnight stay, although this doesn't exclude other segments such as the retirees or the youth and student travel market.

For all of the segments below, the goal is extension of stay, turning a day visit into a one or two night break. This can only be achieved by packaging and cross-promoting different areas within the District, placing an emphasis on quality, value, experience and convenience.

Country Loving Traditionals

- Children are at university. They are keen to take multiple short breaks per year and probably have already visited the district. They love the heritage but are also interested in the cultural offer and can be great advocates for word of mouth promotion. They are looking for good quality accommodation, leisure shopping, food and drink and a little bit of relaxation.
- Using Press, Social Media – mainly Facebook, Twitter and Instagram
- Current visitor surveys indicate that this group makes up a large % of the District's day visitor market within a 15-30 mile radius.
- Generally over 50 – they are already coming and represent the largest travel segment in the UK.
(VisitEngland 2016 segmentation – Country loving traditional 30% of UK market)

Aspirational Families

- Information hungry, this is a segment that wants information at their fingertips. Based in London /SE/ Home counties they are looking for day trips and short breaks that engage, educate, entertain and are easy. They love Horrible Histories TV.
- They love to boast on social media about what they do as a family.
- They can be encouraged to stay longer and repeat visit.
(VisitEngland 2016 segmentation – Aspirational Families – 12% of UK Market)

Free and Easy Mini Breakers

- Time poor but still manage to plan and get away, more likely to be young, free and single. They love something different and look for insider information.
- They tend to book travel accommodation, particularly AirB&B but then 'wishlist' information about the destination so they can decide in situ.

- To gain their attention you have to give them a reason to visit, e.g. invite them to a gin festival, GBP (£)5 polo tickets, etc.
- They are very active on social media, especially on Instagram and now TikTok. They are also a fresh pair of eyes on the product and could play a major role in shifting perceptions about a destination.
(VisitEngland 2016 segmentation – Free & Easy Mini Breakers 26% of UK market)

Engaging the Visitor – The Great Sussex Way™

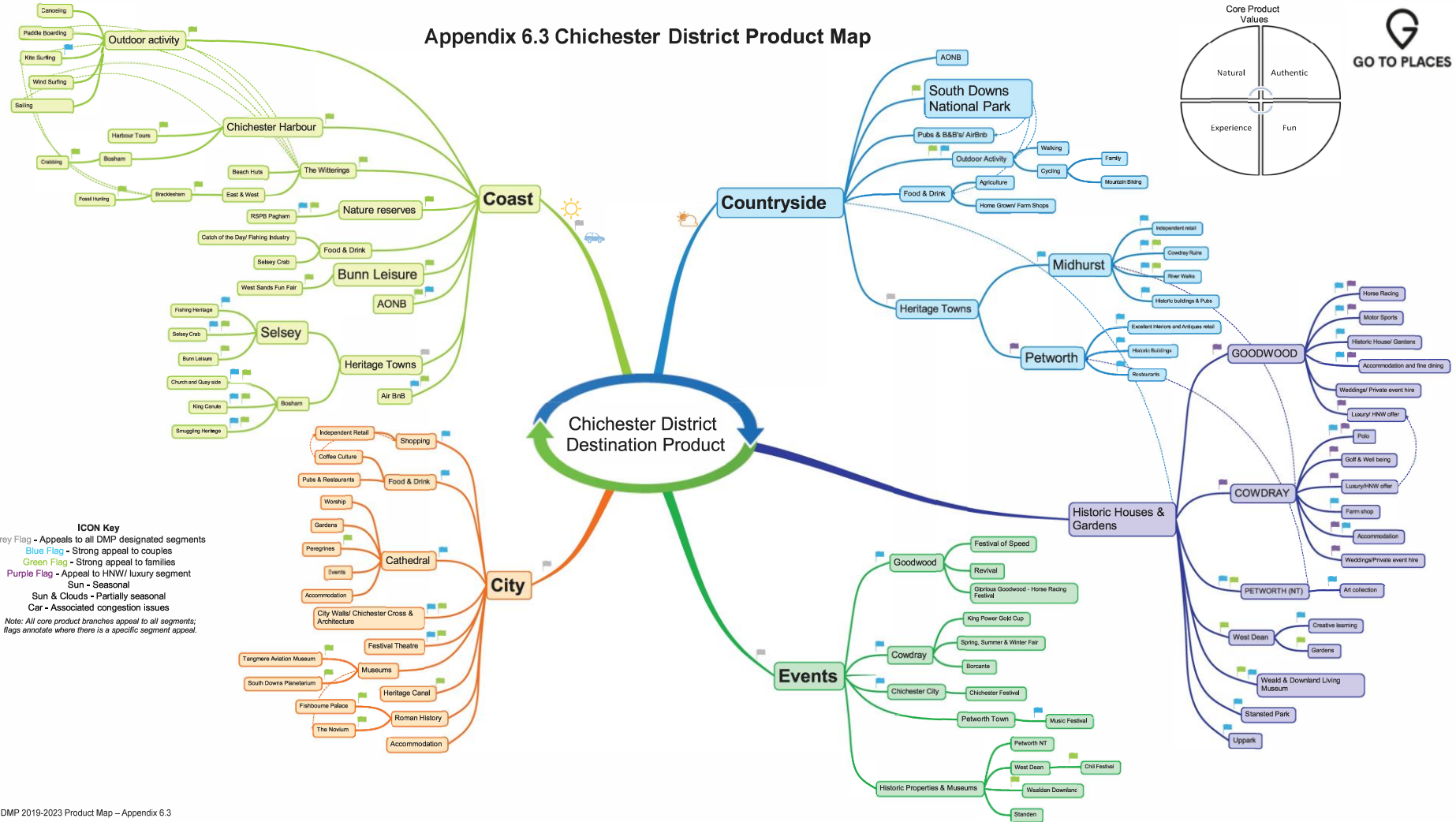
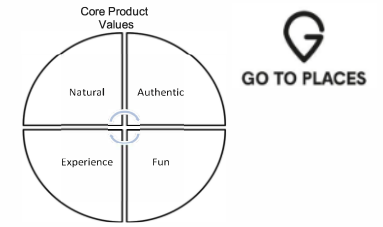
Chichester District has all the right components to enable it to compete. The District benefits from pockets of excellence from antique shopping to sailing; some of the country’s most amazing Roman mosaics and England’s youngest National Park. Equally, high profile events such as the Goodwood Festival of Speed and Revival, have been enjoying international press coverage for over a decade, firmly placing them on the ‘must go’ event list. Within the region of 150,000 visitors to each, there is significant district wide value in providing a richer and diversified opportunity for those already visiting.

Although recognisable, these products are often seen in isolation or in some instances somewhat detached from the district as a geographical locator. Therefore, there is a need to pull a broader range of products closer together, recognise the core values that sit behind them and use these values to help group areas, attractions and experiences together, to transform the visitor’s ‘days-out tick off list’ into a ‘must experience short break.’

The following diagrams taken from the Destination Management Plan delivered by Go To Places provide a synopsis of the key markets.



Appendix 6.3 Chichester District Product Map



ICON Key
 Grey Flag - Appeals to all DMP designated segments
 Blue Flag - Strong appeal to couples
 Green Flag - Strong appeal to families
 Purple Flag - Appeal to HNWI/luxury segment
 Sun - Seasonal
 Sun & Clouds - Partially seasonal
 Car - Associated congestion issues
 Note: All core product branches appeal to all segments; flags annotate where there is a specific segment appeal.

Making it Happen – The Great Sussex Way™

Destination Management Organisations (DMOs) are responsible for leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment. Destination management includes the planning, development and marketing of a destination.

In order to be successful in promoting Chichester District as a visitor destination of choice, The Great Sussex Way™ must ensure that:

- ✓ a strong, consistent destination message (i.e. brand) is positioned in media and digital channels where the visitor is most active.
- ✓ there is coordination across a diverse range of large as well as small and micro-businesses providing the visitor with choice and experience.

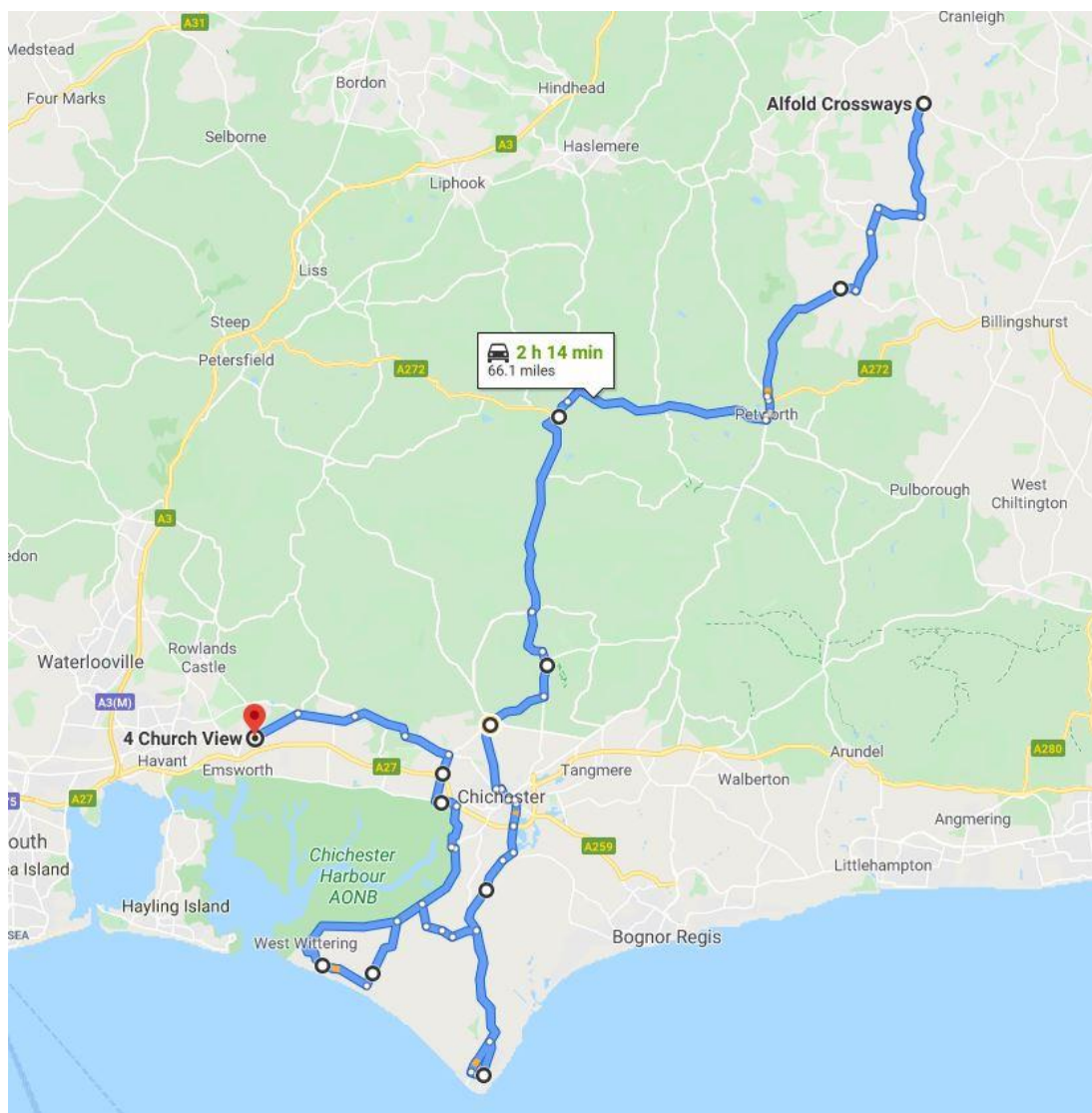
Through the consultation process undertaken by Go To Places for Visit Chichester in 2018/19 it became clear that there is a very specific and important role for The Great Sussex Way™ to play as the visitor economy champion for Chichester District, ensuring that the destination messages are coordinated and visible in a busy marketplace. Stakeholder engagement sits at the heart of this role, with The Great Sussex Way™ being both the conduit for District content to be packaged and shared through the relevant channels, but also acting as the channel to disseminate industry insights and expertise locally. Working with other key organisations such as Experience West Sussex, other local DMOs, South Downs National Park and Coastal West Sussex, we will provide a collegiate but forthright view on how best to help local attractions and businesses to develop in the coming years.

In order to maximise the resources available, it is essential that a clear joint working framework is in place to avoid duplication. This framework will ensure that there are clear channels of communication with specific roles for the county and district DMOs. It also recognises and utilises the strong consumer brands and trade relationships that individual partners such as South Downs National Park and Goodwood hold in their own right.

Visitors do not see administrative boundaries but understand destinations by recognisable and logical regions defined by geography or product. Therefore, Chichester (and by inference The Great Sussex Way™) should see neighbouring destinations such as Arundel and Hampshire as partners rather than competitors.

Concept and Strategic View

The Great Sussex Way™ is not a singular defined path or route, although it will be possible to signpost specific routes where appropriate. It is rather, a raft of experiences covering sites of common interest and experiences in the cities, towns, villages, coast and countryside. Visually on the website we would like to present The Great Sussex Way™ as an interactive 'London Tube Map' marking in different colours, sites of cultural, historic, lifestyle, sporting, and artistic interest, to name a few. The different attractions will be situated on a Google earth facility enabling the visitor to pick and mix activities to cater to their own and their family's interests and appetites. To engage the whole district there is a broad virtual (or could be physical) route that starts near Petworth, goes via Midhurst, through Goodwood to Chichester, and then onto Selsey and the Witterings. Finally, it could go to Fishbourne and to the East along the B2146 and B2147 West Ashling towards Havant and Portsmouth.



This is an exciting concept and we feel truly reflects the many and various ways our visitors can define their own authentic 'Great Sussex Way', joining the dots to create their own visitor adventure.

We expect to build the brand with a number of key activities and options including:

- An annual 'cultural' Festival based on Chichester. The Festival of Chichester (<https://festivalofchichester.co.uk/>) already exists and we can build on that. There are smaller equivalents in other areas including the Petworth Festival and Madhurst (the annual set of activities in August) in Midhurst.
- An annual event called "The Great Sussex Way™ – A Celebration" – an opportunity to showcase what's best of the Arts and Culture in the District at the Festival Theatre. This would be a key main attraction each year, perhaps based around the Festival Theatre.
- An 'almanac' called "The Great Sussex Way –20XX" in place of the annual guide which will be a retrospective of the year and a look forward to what will happen next year. It will aim to become something similar the "Wisden" for cricket; an anthology and historical reference of the area for future generations.
- A booking system that enables visitors to book a multi-dimensional visit with an online booking system. They may be offered a personal 'guide' as part of a package to help them come up with something personal for them and to make them feel really welcome.
- Discounts for booking a range of options on one continuous visit. By way of example, perhaps a discount for anyone who has bought a Festival of Speed or Revival Ticket.
- Building a smartphone app to make visiting easier to organise at short notice.
- Encourage and enthuse local providers to work together in concert to provide unified experiences for those interested in a specific type of activity – sports, culture, arts, sailing, heritage, to name a few.
- Creating a local "Association of Accommodation Providers" within the District, focusing on small providers, particularly B&Bs, who may be able to offer in excess 1,000 beds for visitors.
- Asking all accommodation providers to offer a personalised 'added value' "Host" service to all visitors which would include a bespoke set of consistent communications from before a visit to a follow up. TGSW may offer workshops and suggestions about a constantly improving service.
- Taking on Students as short term employees or volunteers to amplify the capability of the team.
- Building a growing group of commercial partners to support The Great Sussex Way™ activities.

The Great Sussex Way™ Team

Currently the team includes the following:

Louise Adlam – Destination Marketing Executive – part time (and on maternity leave shortly). We are seeking part time cover on a pro rata basis until the government's future plans in dealing with COVID-19 are clearer. She is being covered during maternity leave by **Emma Cox**.

Helen Broom – Marketing Executive – part time

Richard Cole – Company Secretary – part time – this role has taken up some of the executive HR and fund raising functions in the absence of a paid executive chairman.

Intern – An internship student from the university was attached to the team for a few months before the current lockdown. We hope this activity will become a regular long term opportunity for students.

The team have all stepped up to cover duties which were undertaken by the previous executive chairman, providing overall salary savings to the company of between £15-20,000/year.

Over time, and in line with funding, we expect to build a team as follows:

CEO – either full time, or very close to full time, but likely to cover at least 4 working days of the week. This role will be responsible for developing an annual business plan to meet the overall objectives of TGSW board. It will be the key position to develop strategy and deliver the agreed programme. The CEO will also manage all finances and HR matters. The CEO will be supported by a team with specific responsibilities listed below, with the expectation that they will work closely with the DPMO to optimise partner and membership engagement. (Full time)

Senior Destination Marketing Manager (SDMM) – Deputy to the CEO but key task will be delivering the agreed marketing activities for the plan developed by the CEO. This will include managing the design, development and management of the website and all social media channels. The post should also be able to deliver PR and Marketing training to members as part of the overall membership offer. (Part time)

Senior Destination Events Manager (SDEM) – Deputy to the Senior Destination Marketing Manager, and responsible for managing all events and also engagement and management of any volunteers, particularly students from academic institutions. (Part time)

Destination Partner and Membership Officer (DPMO) – Responsible for managing all key partner and membership relationships. The post will include duties to build the partner and community of members. The role will include the need to seek out new income streams and chase both fees and debts. This will also include management of group travel activities. (Part time)

Company Secretary – the administrative role to ensure good governance and to provide the CEO with fiduciary advice. The role could be contracted out to a third party in due course, or be maintained with wider responsibilities yet undefined. (Part time)

Volunteers and Interns – We will aim to have at least one internship student at any one time and would like to consider ways to include students or young people as part of a wider programme of supporters, some of whom may be paid small amounts where there is clear commercial value to both the company and them.

The Board

The Board has been specifically selected to represent the whole district and to encompass the expertise required to deliver our vision.

Chairman	Francis Hobbs	District Councillor for Easebourne and Business Development Specialist
Director	Nicola Jones	Founder of Petworth Vision Business woman
Director	Kathy Bourne	Executive Director of Chichester Festival Theatre
Director	David Coulthard	Communar Chichester Cathedral
Director	Olaf Gueldner	Chief Marketing Officer of the Goodwood Group
Director	Dan Macauley	Founder BrandWave Brand marketing specialist
Director	Danielle Dunfield-Prayero	Director of Skarbek Associates Business Development Specialist, export
Director	TBC	Seeking support from Bunn Leisure
Director	TBC	(If a new Chairman required then the District Council representative will fill this vacancy)

Action Plan

Objective	Actions	Timing	Resources	Success indicators
Create a strong and distinctive umbrella brand	<ul style="list-style-type: none"> • Create a logo for the new The Great Sussex Way™ brand • Generate a cutting-edge digital presence facilitating personalised, bespoke experiences • Organise and deliver a Launch event 	<p>June 2020</p> <p>July 2020</p> <p>Sep 2020</p>	<ul style="list-style-type: none"> • Graphic Logo Designer • Web designer • Corporate sponsor(s) for the event 	<ul style="list-style-type: none"> • Widely recognised logo both by local operators and consumers • A cutting edge, new website, attractive to the modern user, that is as self-managing as possible with effective search engine capabilities. To include a unique specialist web-experience such as webchat or virtual personalised shopping experiences • Hold a well-attended and inspiring launch event at Chichester Theatre with our stakeholders, partners and supporters • Have the functionality to direct traffic through to our partner organisations and to promote their campaigns as well as to include their activities in our marketing drives • Ensure the option for a smartphone App can shared and added to any web solution.

<p>To be financially sustainable NFP with public and private funding</p>	<ul style="list-style-type: none"> • Engage Corporate sponsors and maintain meaningful relationships • Actively generate income by increasing membership • Work with our government partners to deliver an outstanding public service 	<p>Sep 2020</p> <p>Nov 2020</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • A full time CEO • Marketing Manager • Relationship Manager • Campaign/events Manager • Student work experience placements 	<ul style="list-style-type: none"> • A dynamic team, fully engaged daily with the business of making The Great Sussex Way™ the pre-eminent visitor experience destination near London • Be the go to website for discovering the mid “English South” • Be the go to organisation for local businesses to amplify their own marketing efforts and to collaborate with the District Visitor Economy. • Maintain our existing corporate sponsors • Have 2 new corporate sponsors • Maintain our existing membership businesses • Increase our overall membership by 10% each year • Secure CDC funding initially for our expansion and subsequently for ongoing public service to the visitor economy of the district • Creation of a ‘Great Sussex Way’ quality standard which must be met in order to join
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<p>Driving traffic and spend into our target area</p>	<ul style="list-style-type: none"> • Create Search Engine Optimisation capacity • Create and deliver a busy calendar of Marketing Campaigns to promote local businesses • Develop an App for mobile devices 	<p>Sep 2020</p> <p>Sep 2020</p> <p>Sep 2021</p>	<ul style="list-style-type: none"> • Engage monthly with a SEO specialist to identify key words and functionality for dynamic, responsive and predictive search tools • As already listed above, have a dedicated marketing manager with the capacity to design and deliver campaigns. • Engage with an App specialist 	<ul style="list-style-type: none"> • Appear top or near the top of nationwide search engine responses for key words that are pertinent to our attractions, events and facilities. • Have monthly high value marketing campaigns that promote local businesses • Have a fully functional mobile App, specifically designed for use by our target audience. • See a % increase in hits year on year • Target to channel 15% of corporate sponsor activity through The Great Sussex Way™ platform • See a % increase in hits for accommodation • See a % increase in activity from a younger demographic • See an increase in economic growth to the District Visitor Economy initially in line with National Growth and by 2023 exceeding it.
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Create a visitor economy community (B2B, B2C, B2G)	<ul style="list-style-type: none"> • Hold regular events, both physical and virtual for local businesses to advise on trends for bespoke travel experiences 	Ongoing	<ul style="list-style-type: none"> • Dynamic team • Content creation for meaningful, productive training for those presently furloughed 	<ul style="list-style-type: none"> • See increased product online of a tailored, collaborative nature with greater availability of 'pick and mix' itineraries.
	<ul style="list-style-type: none"> • Hold regular events for networking, sharing ideas and initiating collaboration 	Ongoing		<ul style="list-style-type: none"> • % increase in membership from across the spectrum of large, small and microbusinesses
	<ul style="list-style-type: none"> • Create sharing platforms 	Ongoing		<ul style="list-style-type: none"> • Increase in social media activity generated by member and partner activities
	<ul style="list-style-type: none"> • Facilitate collaboration to create bespoke visitor experiences 	Start Sep 2020		<ul style="list-style-type: none"> • Have a live list of actively engaged supporters and community members
	<ul style="list-style-type: none"> • Actively build a dynamic data base of engaged supporters and community members 	By Dec 2020		<ul style="list-style-type: none"> • Membership only facilities such as open access to WIFI at all destinations.
	<ul style="list-style-type: none"> • Have special offers for members 	By Dec 2020		<ul style="list-style-type: none"> • Preferential offers for members e.g. free parking
	<ul style="list-style-type: none"> • Create Webinar training programmes for the industry, with a particular focus on topics most pertinent to those furloughed during COVID to keep them upskilled and engaged. 	Start Jan 2021		<ul style="list-style-type: none"> • Well attended monthly webinar series

<p>Celebrating and communicating success</p>	<ul style="list-style-type: none"> • Publish monthly online newsletters • Inform our partners of positive trends • Showcase visitor satisfaction with our region • Foster and magnify our 'Pride of Place' • For 2022, create a coffee table version of picturesque The Great Sussex Way™ in its many forms 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>By Jan 2022</p>	<ul style="list-style-type: none"> • Dynamic team • Photograph capability • Publishing capability • Sophisticated ability to analyse traffic and 'stickiness' of website to deduce visitor economy trends and our responses to them 	<ul style="list-style-type: none"> • A positive, innovative community who generate ideas that build momentum for the greater community • A widely read and monthly newsletter which is distributed locally and nationwide. This will create a news feed for local, national and international press
<p>Ultimately to transition from a Destination Marketing Organisation to becoming a Destination Management Organisation</p>	<ul style="list-style-type: none"> • For 2023, transition from encouraging others to collaborate to be able to initiate and run events ourselves to showcase the assets of our district in a sustainable and inclusive way that spreads the visitor load in a sustainable 'Great Sussex Way'. 	<p>By Jan 2023</p>	<ul style="list-style-type: none"> • Events team 	<ul style="list-style-type: none"> • E.g. Promote the South Downs Way as a cycle route for families and have a long weekend cycle and heritage event.

Financial Summary

Chichester District Council (CDC) has provided seed funding (GBP 50k/year over 5 years) with the aim that Visit Chichester should seek and achieve further funding through strategic corporate partnerships or a more general membership scheme. Chichester Business Improvement District (Chichester BID) committed to similar levels of funding over the same period.

Notwithstanding the recent COVID-19 challenges, Chichester BID was under significant pressure with declining high street activity. They were not able to invest the expected full GBP 50k in 2019-2020 and have recently informed Visit Chichester that they are not expecting to invest anything in 2020-2021.

Over the last 2 year period, VC has achieved considerable success. The business has grown to achieve the following:

- Total income from private sources:
 - 2019-2020 - GBP28,000
 - 2020-2021- GBP37,300
- Membership increased from 48 to 64 (most converted from advertising to full membership), an increase of 25% yoy.
- Corporate sponsorship up from a starting baseline of nothing in 2019, up to 11 in 2020 and valued at GBP21k.
- Fully functioning board on a volunteer basis
- Three permanent part time staff.

The business has contributed significantly to the increasing visitor economy in Chichester District. From a very low base of activity during 2019 we have created a strong stable volunteer board, a dynamic and imaginative executive with limited funding, and significant marketing support for a major promotion on South Western Railway for Chichester BID, a Walking Weekend in partnership with Ramblers, and engagement with businesses with regular networking events. From a low start point we now have a strong base with which to build the next phase of the business and, by extension, added value for the visitor economy in the future.

In 2019/20 operations were funded from the following sources:

- Membership: GBP 10k
- Corporate Sponsors: GBP 20k
- Council grant: GBP 50k
- Chichester BID: GBP 40k

This covered all operating expenditure, including 3 part time staff and programme of marketing activity including the annual leaflet exchange, an annual brochure, networking events, Walking Weekend, an advertising programme with South Western Railway and support for English Tourism week.

To fund the expanded activities and initiatives outlined in this business plan, The Great Sussex Way™ will need total funding of GBP210 for 2020/21. This is mostly expected to come from increased additional Chichester District Council funding to re-energise the visitor economy, as a result of the COVID shut down, membership fees and corporate sponsors. Additional funding from Chichester District Council is also being sought to bridge the gap until membership numbers achieve critical mass that can sustain the business activities. This includes the premise of CDC covering the costs of most membership costs over a 2 year period. The split of funding planned for 2020/21 is as follows:

- Membership: £50,000*
- Corporate Sponsors: £30,000
- Council grant: £100,000
- Other: £20,000

Following the effects of the COVID-19 shutdown, it is expected that many businesses will not be in a position to fund their own marketing activities and would benefit hugely from membership of The Great Sussex Way™. This will naturally lead to increased demand for membership in 2020/21.

The increased funding from CDC will specifically fund the generation of an active membership base of at least [300 appropriate] businesses and enable The Great Sussex Way™ to reach critical mass, whilst giving members an opportunity to decide whether it is providing them with long term value. The longer term funding model will be based on a monthly subscription, perhaps as little as the cost of an average mobile phone contract, for which businesses would get significant market promotion amplification and support. The new website will also seek to monetise activity through the site by generating end user value, thus moving the burden of ongoing support towards those that are gaining most value from it.

Outline 5 Year Plan

	20/21	21/22	22/23	23/24	24/25
Staff Costs	*£90,000	*£100,000	£110,000	£110,000	£110,000
Office Costs	£30,000	£20,000	£20,000	£20,000	£20,000
Statutory Costs	£10,000	£10,000	£20,000	£20,000	£20,000
Marketing Costs	£80,000	£80,000	£90,000	£90,000	£100,000
Totals	£210,000	£210,000	£240,000	£240,000	£250,000
Income					
Public Funds	£100,000	£100,000	£150,000	£130,000	£130,000
Partner	£30,000	£40,000	£50,000	£50,000	£50,000
Member	**£50,000	**£50,000	£20,000	£30,000	£40,000
Other	***£30,000	£20,000	£20,000	£30,000	£30,000
Totals	£210,000	£210,000	£240,000	£240,000	£250,000

*To include an expansion of staff from 3 part time towards a near full time CEO and 3 part time staff, and the use of student or casual staff to increase team capacity in a cost effective manner.

**This includes CDC funding membership fees for 2 years @ an agreed amount per member. The mechanism for this could be a maximum level of budget commitment and then agree the 'cost of membership' so that the team can sign up to a specific number of business members for 'free'. If this limit is reached CDC or another organisation may choose to invest to continue the process; or TGSW start charging from that point forward. It would create an incentive for businesses to sign up quickly. By way of example, 500 businesses (under 10 people in size) in the district @ £100/year, would mean a total investment of £200/business over a 2 year period, and provide the opportunity to build the VC team in line with volume.

***This includes the grant for a new website, which is already committed by CDC.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

17 November 2020

Report from the Corporate Plan Task & Finish Group

1. Contacts

Mrs C Apel, Chairman of the Corporate Plan Task & Finish Group
Tel: 01243 783738 Email: capel@chichester.gov.uk

2. Recommendation

The Committee is requested to note this report from the Corporate Plan Task and Finish Group and to confirm that it is satisfied that the Council is achieving satisfactory levels of performance against the targets and activities in the 2020/21 Corporate Plan mid-year progress report.

3. Background

3.1 The Task and Finish Group met on 28 October 2020 to consider the Corporate Plan mid-year progress report from April to September 2020. The aim was to review the council's performance, identifying individual areas where performance was below that expected, and to reduce risks to an acceptable level.

3.2 Members were Mrs C Apel (Chairman), Mr A Moss, Mrs T Bangert, and Mr D Palmer.

3.3 Members used the council's Pentana performance management system report to review progress on key projects and performance indicators that support the Corporate Plan 2018-2021. Only those projects that had a status of 'amber' or 'red', and were therefore in a state of 'exception', were considered by the Task and Finish Group.

4. Monitoring and Review

4.1 The Group discussed in detail the eight projects or performance indicators that had a status of 'red', whereby they are either off target or overdue. The appropriate Divisional Managers were asked to attend to provide a full explanation and to answer questions from the Group.

4.2 The Group first discussed three objectives within Planning Policy that had a Red status, namely;

- a) We will maintain a 5 year supply of housing land
- b) We will maintain a 5 year Gypsy and traveller pitches
- c) Work with communities, West Sussex County Council and Highways England to identify an improvement scheme for the A27 to be put forward for the post-2020 Road Investment Strategy

- 4.3 Toby Ayling, Divisional manager for Planning Policy, attended the meeting and provided an update on each of these areas. In relation to 4.2 a) the most recent published position demonstrated a supply of 4.3 years and Mr Ayling's view was that position was remaining stable rather than any declining or increasing trend. In response the Council has implemented an Interim Policy Statement for Housing Development.
- 4.4 Inspectors have concluded that the Council does not have a five year supply of traveller and gypsy sites. In response the Council has commissioned a Delivery Study and is expediting a Gypsy and Traveller Development plan Document to set out how the identified needs can be met.
- 4.5 Members felt that the Red status of 4.2 c) was entirely out of the Council's control and therefore suggested no further action required on this point.
- 4.6 Ivan Western, Housing Delivery Manager, attended the meeting to take Member's questions in relation to the number of affordable homes enabled by the Council. This performance indicator has a Red status because 127 affordable homes were enabled by the Council in 2019/20 against a target of 140.
- 4.7 Mr Western explained that the target related to an average to be delivered across the life of the Housing Strategy, and in fact this target has now been increased to an average of 167 per year in the new Housing Strategy 2020-2025. Inevitably there would be peaks and troughs from year to year, and 2019/20 was a low delivery year, but Mr Western explained that the Council expect to deliver 185 affordable homes through the programme in 2020/21 and the Group were satisfied that the key longer term objectives were on target.
- 4.8 Kerry Standing, Divisional Manager for Revenues, Benefits and Customer Services, updated the Group on the Council's time taken to process new claims for Council Tax Reduction (CTR) and Housing Benefit (HB). During September the average time, in calendar days, was 18 against a target of 15. This compares to a year to date average of 16 days.
- 4.9 The Group felt that this performance indicator was crucial in how we support some of our most vulnerable residents, and Ms Standing explained to the Group some of the process changes being made to bring about the required improvements. It was also noted that the majority of new claims are being dealt with within the targeted number of days, but that there are some excessive delays, especially in relation to CTR, that when resolved will bring about significant improvements in average performance levels.
- 4.10 The Group discussed attendance levels across the Leisure Centres and were updated by Sarah Peyman, Divisional Manager for Culture and Sport. The latest annual statistics flagged attendance in the 0-15 age group as being approximately 105,000 against a target of 111,000. These numbers will have been impacted at the end of March by the enforced closure of leisure centres, but this remains an issue since reopening where numbers are significantly down compared to the same period of last year.
- 4.11 Most junior activities were not immediately able to restart following the closure period. However, gymnastics and family swims were able to restart in September

and the service is currently reviewing how to restart the under 5's programme. It was noted that many junior clubs have restarted but that these are not included in the figures, they include Chichester Cormorants Swimming Club, Westgate Junior Triathlon Club, Westgate Gymnastic Club, Southbourne Gymnastics Club, Midhurst Dance School and several junior martial arts clubs.

- 4.12 The authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery showed a current value of 128kg against a target of 100kg. Officers explained that the Council has not had any direct recycling engagement or project resource for the last 6 months. Whilst it would be wrong to attribute the performance solely to this, it is a key influencing factor.
- 4.13 COVID would have also impacted as waste volumes increased during lockdown, and homeworking trends will also continue to impact. In addition, and important for quarter 1, was the closure of the household waste recycling site for a period of time, meaning waste typically taken there would have been going in household waste bins.
- 4.14 Looking at the most up to date data, waste tonnages have decreased over the last few months which is positive (although not returning to 2019/20 levels) and recycling levels maintained. The Group noted that trends were similar to other Districts and Boroughs in West Sussex, and were encouraged that approval had been granted to recruit for the Recycling Project Officer in order to restart the proactive approach to communications and leading on new initiatives with the West Sussex Waste Partnership.
- 4.15 The final Performance Indicator reviewed in detail by the Group related to the number of new clients engaging on a monthly basis with the Choose Work service. Current performance showed 20 clients had engaged against a target of 30. Pam Bushby, Divisional Manager for Communities and Wellbeing, explained the service had been working with clients throughout lockdown, many of whom were vulnerable, and that the team had successfully developed online engagement to tackle the problems caused by Covid.
- 4.16 Members raised questions on whether the service was experiencing increased demand and also on the likely impact following the cessation of the furlough scheme. At this stage it cannot be quantified, but increases are very likely, and the service will undoubtedly be challenged by a combination of increased demand and a difficult employment market.
- 4.17 Having reviewed all of the 'red' projects the Group also considered all of the projects with a status of 'amber'. Having looked at them the Group found no significant causes for concern, and did not feel that any warranted bringing to the attention of the Overview and Scrutiny Committee
- 4.18 Overall the Group considered that there were satisfactory explanations for areas of the Corporate Plan where targets had not been met; many were unsurprisingly impacted by Covid, some were outside the council's control, and others simply needed more time or resource in order to rectify.

5. **Consultation**

5.1 There was no requirement for consultation as officers were able to answer all concerns satisfactorily.

6. **Community impact and corporate risks**

6.1 The corrective actions being put in place by Officers seeks to minimise any negative impact on the community.

7. **Other Implications**

	Yes	No
Crime & 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):		X

The boxes above have been marked as 'No' because this report does not specifically propose any new areas of work or revisions to existing work. However, it should be noted that the range of projects and performance indicators reviewed by the Group do address many of the different headings included within the table.

8. **Appendices**

None

9. **Background Papers**

Minutes - Corporate Plan Mid-year Task and Finish Group

Chichester District Council



CHICHESTER DISTRICT COUNCIL

FORWARD PLAN

**For the period
1 December 2020 to 31 March 2021**

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

Published 6 November 2020

CHICHESTER DISTRICT COUNCIL
FORWARD PLAN FOR THE PERIOD 1 DECEMBER 2020 TO 31 MARCH 2021

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 December 2020 to 31 March 2021. 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, Mrs T Dignum, Mrs P Plant, Mr A Sutton, 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:

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Award of Contract for Insurance Services	14
2 November 2021	
Future Funding for Community Wardens	14

Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Award of Income Management and Cash Receipting Systems Contract
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	Yes
Exempt?	Fully exempt
Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Contaminated Land Inspection Strategy To seek approval for the adoption of the revised Contaminated Land Inspection Strategy.
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?	Open
Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Determination of the Council Tax Base 2021-2022 To set the Council Tax base for 2021-2022. The tax base is effectively an estimate of the number of council tax dwellings in the District. This is adjusted for the effect of discounts and exemptions and is expressed as the number of band D equivalent dwellings in the district.
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	8 Dec 2020
Matter in respect of which the decision is to be made	East Pallant House Options Scope To agree the scope of the options appraisal for the future use of East Pallant House
Report author	Mr Joe Mildred, Divisional Manager for Corporate Services jmildred@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No

Exempt?	Open
Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Enabling Grant Scheme Small grants programme to support micro businesses.
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	Yes
Exempt?	Open
Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Extension of Litter and Dog Control Enforcement S101 Agreement CDC entered into a three year inter-authority agency agreement with East Hants District Council for litter enforcement and dog control enforcement which is due for renewal in February 2021.
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	8 Dec 2020
Date of Council Meeting	12 Jan 2021
Matter in respect of which the decision is to be made	Financial Strategy and Plan 2021-22 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 Government funding for the coming year and potentially future years. The key recommendations from this report will help formulate the 2021-22 budget, and level of Council Tax. Cabinet is asked to recommend to Council the following; (1) The key financial principles and actions of the five year financial strategy (2) That the current five year Financial Model is noted (3) That a minimum level of general fund reserves be set, having considered the recommendations from the Corporate Governance and Audit Committee (4) That the current resources position is noted. Key issue – yes
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	8 Dec 2020
Matter in respect of which the decision is to be made	Future Customer Services Delivery To discuss proposals over the future of Customer Services delivery
Report author	Ms Kerry Standing, Divisional Manager, Revenues, Benefits and Customer Services kstanding@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	8 Dec 2020
Date of Council Meeting	12 Jan 2021
Matter in respect of which the decision is to be made	Future Service Framework - Efficiency Savings and Policy Options To note the outcome of the efficiency savings exercise that has taken place as part of the Council's organisational recovery response to COVID, and consider a set of policy options that would further support the Council's revenue budget.
Report author	Mr Andrew Buckley, Corporate Improvement and Facilities Manager abuckley@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Local Restrictions Support Grant Scheme
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Review of Homelessness Prevention Fund To consider and approve changes to the policy and agree delegation for future changes.
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	8 Dec 2020
Matter in respect of which the decision is to be made	Review of Leisure Contract Performance Review the first 3 months performance of the leisure contract following the reopening of the Council's three leisure centres on 25 July 2020.
Report author	Mrs Sarah Peyman, Divisional Manager for Culture speyman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Fully exempt
Date of Meeting	8 Dec 2020
Matter in respect of which the decision is to be made	Support Programme for Independent Retail Businesses A programme of training and grants support for independent retail businesses in our high streets.
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	Yes
Exempt?	Open
Date of Meeting	5 Jan 2021
Matter in respect of which the decision is to be made	Chichester District Climate Emergency Action Plan To approve the full Climate Emergency Action Plan, which is being developed from the Initial Climate Emergency Action Plan that was approved in January 2020
Report author	Mr Tom Day, Environmental Coordinator tday@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet

Key Decision	Yes
Exempt?	Open
Date of Meeting	5 Jan 2021
Date of Council Meeting	12 Jan 2021
Matter in respect of which the decision is to be made	Corporate Plan Update and Initial Project Proposal Documents for 2021/22 An update on the Council's Corporate Plan status and consideration of the Initial Project Proposal Documents (IPPDs) put forward for 2021/22.
Report author	Mr Andrew Buckley, Corporate Improvement and Facilities Manager abuckley@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	5 Jan 2021
Matter in respect of which the decision is to be made	IPPD - Sport and Physical Activity/Wellbeing Strategy Receive the IPPD for the development of a district 'Sport & Physical Activity/Wellbeing Strategy'.
Report author	Mrs Sarah Peyman, Divisional Manager for Culture speyman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	5 Jan 2021
Date of Council Meeting	12 Jan 2021
Matter in respect of which the decision is to be made	Local Development Scheme The Local Development Scheme identifies and timetables the planning documents that the Council will prepare to plan for development in that part of the District which falls outside the South Downs National Park.
Report author	Mr Toby Ayling, Divisional Manager for Planning Policy tayling@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	5 Jan 2021

Matter in respect of which the decision is to be made	Provision of Coastal Engineering Service Review of coastal engineering service models
Report author	Ms Alison Stevens, Divisional Manager for Environmental Protection astevens@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	5 Jan 2021
Matter in respect of which the decision is to be made	Report consultation responses and approve adoption of Local Cycling and Walking Infrastructure Plan To report the results of the earlier Cabinet approved consultation for the Local Cycling and Walking Infrastructure Plan and to recommend its adoption.
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	2 Feb 2021
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?	Open
Date of Meeting	2 Feb 2021
Matter in respect of which the decision is to be made	Authority's Monitoring Report 2019/20 To agree the Authority Monitoring Report for publication. The AMR sets out information about delivery of the Local Plan, including performance against key targets.
Report author	Ms Vicky Owen, Principal Planning Policy Officer vowen@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No

Exempt?	Open
Date of Meeting	2 Feb 2021
Matter in respect of which the decision is to be made	[Exempt item] Award of contract for Insurance Broker services This report will seek approval to award a contract for Insurance Broking and Advisory Service in accordance with CCS Framework RM6020. The broker will support the subsequent procurement of insurance services for the Council during 2021.
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	Yes
Exempt?	Fully exempt
Date of Meeting	2 Feb 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	Budget Spending Plans 2021-22 & Council Tax Setting To set a net budget requirement and the council tax for the Council for the financial year 2021-22. Set the Council Tax for 2021-22.
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	2 Feb 2021
Matter in respect of which the decision is to be made	Housing Standards Financial Assistance and Enforcement Policy 2020-25 Proposed new policy detailing capital spending in relation to housing improvement, with a focus on reducing cold homes and fuel poverty, and also improving standards in the private rented sector. The document also includes a new Enforcement Policy providing officers with all the legislative tools available, to enable them to deal with those who fail to maintain their properties to a safe standard, including rogue landlords.
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	No
Exempt?	Open

Date of Meeting	2 Feb 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	The IBP 2021. Recommend to Council, the approval of the consultation responses and approval and publication of the IBP 2021
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	2 Feb 2021
Matter in respect of which the decision is to be made	Low Carbon Chichester Fund To agree the scope of the fund and the criteria to be used in assessing carbon saving projects for approval. The scheme utilises funds being provided via Homes England from the redevelopment of Graylingwell.
Report author	Mr Tom Day, Environmental Coordinator tday@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	2 Feb 2021
Matter in respect of which the decision is to be made	Update of Contract Procedure Rules Update of contract procedure rules
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	Yes
Exempt?	Open
Date of Meeting	2 Feb 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	2021-22 Treasury Management & Investment Strategy and Capital Strategy update The Treasury Management and Investment Strategies for 2021-22 will be presented for approval in accordance with CIPFA's Treasury Management 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	2 Mar 2021
Date of Council Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	Local Plan Review Proposed Submission Local Plan consultation
Report author	Mr Toby Ayling, Divisional Manager for Planning Policy tayling@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	Section 106 Funding for 3G pitch at Oaklands Park, Chichester Release of Section 106 money towards the development of a 3rd Generation Artificial Turf Pitch at Chichester City Football Ground, Oaklands Park, Chichester.
Report author	Mrs Sarah Peyman, Divisional Manager for Culture speyman@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open
Date of Meeting	2 Mar 2021
Matter in respect of which the decision is to be made	Selsey & Wittering Beach Management Plan 2021-26 Seeking approval to proceed with a five year project to protect our coastline from flood / erosion risk, including works schedule, approval to draw down funds from the Environment Agency and delegation of awarding of annual construction contracts.
Report author	Mr Dominic Henly, Senior Engineer (Coast and Water Management) dhenly@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	6 Apr 2021
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	6 Jul 2021
Matter in respect of which the decision is to be made	Approval of an Air Quality Action Plan To report on the results of the public consultation and to adopt the Air Quality Action Plan
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	7 Sep 2021
Matter in respect of which the decision is to be made	Award of Contract for Insurance Services Award of the Council's Insurance Service contract with associated broker contract (if necessary).
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	Yes
Exempt?	Fully exempt
Date of Meeting	2 Nov 2021
Matter in respect of which the decision is to be made	Future Funding for Community Wardens Decision needed as to how the Community Warden Service will be funded from April 2021 if partner organisations cannot fully fund 50% of Service including the Senior Community Warden post.
Report author	Ms Pam Bushby, Divisional Manager for Communities pbushby@chichester.gov.uk
List of documents to be	Report to Cabinet

submitted to the Cabinet	
Key Decision	No
Exempt?	Open

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Chichester District Council

Overview and Scrutiny Committee

17 November 2020

Asset Management

1. Contacts

Report Author:

Vicki McKay Divisional Manager Property & Growth

Tel: 01243 534519 E-mail: vmckay@chichester.gov.uk

Kevin Gillett Valuation & Estates Manager

Tel: 01243 534727 E-mail: kgillett@chichester.gov.uk

2. Recommendation

- 2.1 To receive the report on the Council's built and land assets, and to note the work to date and ongoing mechanism in place for their management and review.**

3. Background

- 3.1 The Council owns a range of built and land assets, split between Operational Property (such as the CCS Depot, Public Conveniences, Car Parks and East Pallant House), Non-Operational Property (premises let out to commercial tenants), property held for Investment purposes (premises held purely for financial return) and surplus property identified for disposal. In total, the Council's asset register contains over 500 ownership records.
- 3.2 The non-operational portfolio is managed by the Council's Estates team and includes almost 90 industrial plots or units (130 when including the St James Industrial Estate, which is currently proposed for redevelopment), over 50 retail units and 15 offices; in addition the Council's ownership includes 81 parcels of land comprising development land, amenity land and open space across the district. Despite uncertain market conditions, vacancy levels are around 5% across the non-operational portfolio, with a number of new industrial and retail lettings having completed since the Spring.
- 3.3 The Estates team work to a number of policies and procedures, covering the day to day management of the non-operational and investment assets as well as matters such as acquisitions, disposals and valuation.
- 3.4 These policies and procedures are set out in procedure notes, overseen by the Valuation and Estates Manager and reviewed periodically to ensure they reflect current best practice and any changes to legislation or technical requirements. The procedure notes are working documents for officer use to ensure consistency in approach.

4. Progress to date

- 4.1 A comprehensive review of the Council's assets was commenced in 2019, although understandably that work has been on hold for much of the current year. This review

will identify those assets where there may be opportunity for a more detailed appraisal and outline a proposed programme for that further work. By its nature, this is a fluid and constantly evolving process, influenced by changing market conditions and supply and demand factors, with these influences now even more pronounced as a result of this year's unprecedented pandemic.

- 4.2 For land disposals, each disposal is managed on a 'case by case' basis, and each presents its own factors in terms of legal and/or planning considerations. The Committee may be aware of the land disposals currently ongoing, with each at a different stage. Contracts have been exchanged on the Grange site in Midhurst, a site being sold following the construction of the new Grange Leisure and Community Centre. An area of land at Church Road in Chichester is to be sold for residential development and officers are currently planning the timing and detail of the marketing of that site due to the delay caused by Covid 19. A former coach depot site at Pitsham Land in Midhurst is being used as a temporary storage yard whilst officers assess the most appropriate disposal method and programme.
- 4.3 Despite challenging and fast changing market conditions, work continues on many of the non-operational and investment assets, from standard lettings to major projects. Working with the Economic Development team, a local business looking to expand has taken a unit at the Council's Ravenna Point development, where all 6 units are now occupied or under offer. Regular liaison with the operator of the Enterprise Centre has built a good working relationship and the Centre is seeing its best occupancy levels to date. The Old Bakery in Petworth has also seen a number of recent new lettings brought about by the Estates team, both retail and office based.
- 4.4 Members will be aware of the current proposed redevelopment of the St James Industrial Estate, which is another example of considering how best to use our assets to deliver a revenue income and also support the Council's wider objectives of growing the local economy. Similarly, the remaining land at Barnfield Drive is a further opportunity for the Council to work with a developer to ensure a commercially and corporately acceptable scheme is brought forward.
- 4.5 Consideration is also given by officers to alternative or innovative uses for assets, with the Pop Up shops in Crane Street, Chichester being an example of this. This initiative has already enabled three local businesses to trial a 'bricks and mortar shop' and officers are currently managing the next round of occupiers to be trading in the run up to Christmas.
- 4.6 The importance of ensuring best use is made of the Council's commercial portfolio is highlighted in the Economic Recovery Plan, which reflects a number of the cases referred to above and provides updates to members on those key issues.
5. **Outcomes to be achieved**
 - 5.1 The ongoing management of the Council's assets contributes to the continuation and growth of revenue income and ensures that the obligations on each party of the relevant Landlord and Tenant legislation are met.
 - 5.2 Current projects and ongoing asset management will ensure the Council's asset portfolio contributes to the Economic Recovery Plan and wider Council objectives.

5.3 The asset review work will enable officers to identify potential opportunities within the Council's land and property ownership; this will be an ongoing process due to changing markets and demands, which have been exacerbated due to the Covid19 crisis and will undoubtedly continue to remain fast-moving and unpredictable.

6. Finances

6.1 The non-operational and investment properties generate an annual revenue income to the Council of around £2.6 million.

6.2 Disposals of land or property generate capital receipts, with £3.6 million having been received since 2015.

7. Proposal

7.1 That the Committee notes the asset management work undertaken to date and the ongoing projects connected to the Economic Recovery Plan.

7.2 That the Committee further notes that the wider asset review work will continue as set out in the service action plans ,with any opportunities identified assessed in line with existing policies and procedures and recommended to Cabinet and Council where appropriate.

8. Community impact and corporate risks

8.1 If any land or building owner does not review their assets, there is a risk of missing opportunities, and this is addressed by officers through a flexible and responsive approach, as well as proactively seeking out possible opportunities.

8.2 Against the current unprecedented market conditions, there is a risk that previously anticipated values may not be realised. Officers ensure they are aware of up to date market information to try and mitigate this risk.

8.3 When reviewing an asset identified for possible disposal, the potential opportunity cost of disposal against any likely future appreciation in value must be considered; the disposals process ensures these considerations are accounted for.

9. Appendices

9.1 None

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

10 September 2019

Leisure Services Performance Review

1. Contacts

Report Author:

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2. Recommendation

The committee is requested to:

- 2.1. Receive the 2019-20 Annual Report from Everyone Active (Sport and Leisure Management Ltd) Appendix A.**
- 2.2. Review the report and approve 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 2019-2020 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 four 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.
- 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 then reviewed by the contract manager at the Council and any actions are agreed with the Contractor.
- 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.

5. Annual Report

- 5.1 The Annual Report 2019-20 covered the 12 month period from 1 April 2019 to 31 March 2020. The report outlines the performance of the contractor in year four and pays particular attention to the effectiveness of the delivery of services against the method statements included in the contract.
- 5.2 The end of year four of the contract was impacted by the covid pandemic resulting in a reduction in attendance during February and March, with the leisure centres being forced to closed on 20 March.
- 5.3 Despite the Covid impact participation levels still grew over the 12 months with an increase in attendees of 2%. Over 50's attendances had been tracking well up to March where they had been 2% up on the previous year but ended the year 2% down.
- 5.3 The number of disabled people attending activities was exceeding the previous year's figures however as a result of covid, March figures were down by 367 visits when compared to the previous year meaning this target was not met.

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 which resulted in a satisfaction score of 85%. Everyone Active customer satisfaction survey in year 4 resulted in a customer satisfaction score of 90%.

7. Community impact and corporate risks

- 7.1 The leisure Centres were closed by Government on the evening of 20 March. During the closure we worked closely with Everyone Active to ensure that the buildings were secure, maintained and prepared for reopening when Government allowed this to happen. The Westgate Leisure Centre also continued to allow access to the childcare provider who was provider key worker childcare throughout the period.
- 7.2 The Council agreed financial support to Everyone Active during the closure period and worked hard to agree a process for supporting the reopening of facilities once government allowed.
- 7.3 Further details about the support package are reported in Part II of this committee.
- 7.4 The Leisure Centres were given the greenlight to reopen on 25 July and all 3 centres reopened with a reduced amount of activities. As the National Governing Bodies of Sport had their covid return to play guidelines approved, further activities were added to the programme.

- 7.5 Customer visits since reopening have been increasing week on week and have to date been above the forecasted figures.
- 7.6 The Council undertook an audit of all three sites to review the covid secure measures they had in place. The feedback from the council's Safety and Resilience Manager was that he was very impressed with the systems and procedures that Everyone Active have devised centrally and how these have been implemented at each of the sites. No concerns were raised.
- 7.7 Feedback from customers has also been very positive since reopening, noting the importance of the centres to them and their health, and how safe they feel using the centres with the covid secure measures in place.
- 7.8 As this report was going to print the Government announced a further lockdown of four weeks, discussion with the Everyone Active are on-going and the impact of this will be verbally updated at the committee.

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 2019-2020

10. Background Papers

None

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

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Appendix

2019/20 Chichester Contract Customer Survey

2019/20 Accident Analysis

2020/21 Proposed Contract KPI's

Executive Summary

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

This report outlines how Everyone Active has performed in year four of the Chichester Leisure and Sports Development contract. The report details the many successes from year four including;

- Increased usage across the contract.
- Increase in those participating who are aged over 50.
- Health and Safety incidents have continued to reduce
- The quality of the service provided (Quest)

Executive Summary Recommendations

- Despite Covid having a major impact on all centres during some of February and all of March, participation still grew over the 12 months with an increase in attendees of 2%.
- Over 50's attendances had been tracking well up to March where they had been 2% up on the previous year but ended the year 2% down. It is now essential the health of the age group is considered and activities made available. The opening of the new toning suite at Westgate should appeal to this age group.
- Attendances by those aged 15 and under were down by 4% this was marginally off track going into March however visits were 4,827 down on last year due to Covid-19. Putting children's activities back on the programme in a Covid safe way will be essential when the centres re-open.

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 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 (WSSCC), 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 (WSSCC). 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 80,103 customers now registered.
- New activities have been added to the existing programmes including, Walking Cricket, Fortis, Ladies Squash club, Summer lawn games, Max Whitlock Gymnastics (The Grange), Junior fitness swim sessions. This has resulted in a greater choice of activities for the local community.
- Participation levels continue to be high across the Chichester contract with 1,447,059 customer visits.
- 50 week swimming lessons have continued and the swimming programme continues to have just over 981 swimmers enrolled.

- The school swimming programme continues to be well utilised. The following schools are currently on the school swimming programme; North Mundham, Prebendal, Funtington, Central, Eastergate, Medmerry, Jessie Younghusbands, Bosham, West Dean, The March , Fishbourne, Lavant, Boxgrove, Parklands, Southbourne, St Richards, Sidlesham, Singleton, Kingsham and North Mundham.
- 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.
- 927 participants took part in the 2019 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 1,122 runners who took part in the 2019 event, taking part in 13 mile, 10 mile, and team relay races.
- The Sport in the Community programme continues to provides a range of fundamental sports camps for young people aged 6-15 in the school holiday periods. Inclusively priced, 2019 saw the delivery of an outreach summer holiday sports camp for young people delivered in partnership with East Wittering and Bracklesham Bay. This area was identified in collaboration with the community safety partnership.
- The West Sussex West School Sport Partnership & Everyone Active are engaging with 20 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 410 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 been extended to the Southbourne area. Schools now taking place in this programme are: Westbourne, Southbourne, Fishbourne, Funtington, Kingsham, Lavant, Parklands, The March, West Dean, West Wittering,

Westbourne, Tangmere, North Mundham, Jessie Younghusbands, Rumboldswyke, Chichester Free School, St Richards, 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 90, an increase of ten on the previous year, 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 Saracens Mavericks respectively.
- 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.
- Following two successful pilot schemes we are now delivering twice weekly sports sessions at the West Sussex Alternative Provision College in North Mundham. Working with a small cohort of young people aged 7 to 12 years this scheme not only aims to improve their physical literacy but to support the school in the improvement of the individual's self-esteem, ownership, attitude and respect scores. (SOAR)
- A #thisgirlcan Gotri programme was delivered at Westgate Leisure Centre for 70 females the aim of this was to encourage greater female participation in triathlons. A pathway was established to the local club and the Chichester Triathlon Series.
- A "dryathlon" event was staged in 2019 in partnership with a project group from the University of Chichester. This event specifically targeted the inactive and those that had never previously been involved with an event of this nature. Over twenty individuals took part, including 4 from the First Steps to Fitness initiative.
- In 2019 an adult Sprint Distance Duathlon event was offered as part of the Chichester Triathlon series and saw immediate success with race registrations exceeding the target of 50 race entries.
- 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 college event and Chichester Rugby Football Club.
- Walking sports sessions are successfully being delivered at all sites on a weekly basis. Since the introduction of walking football in 2017 walking sports have flourished and we have now introduced

both Walking Netball and Walking Cricket. We are working with Netball England and Sussex Cricket to deliver these activities. These session not only encourage physical activity but also provide a platform for social engagement.

2.2 Promoting Community Cohesion / Benefiting Target Groups

- A Sports and Activity Development Plan for 2019/20 has been effectively implemented across the Chichester District by the Sports Development Team and the General Managers at the three sites.
- A free open day was held at each of 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 offer 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 hosted the festival at Prebendal school and worked closely with Sussex County Cricket in the delivery of a cricket roadshow. In consultation with local clubs we are developing a new model of delivery for 20/21 involving mores specific roadshows in targeted communities.
- A customer focus group continues to be held on a quarterly basis to gain customer feedback on facilities 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 (corporate membership, prework and lunch time workouts and Healthy Workplace Scheme) 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 2020 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, Front of house (reception) 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). The Grange and Bourne achieved the grade of Excellent, placing them in the top 25 in the UK. Westgate Leisure centre achieved Outstanding grading them in the top ten sites in the UK. Both Westgate and The Grange have been presented with awards at the 2020 CIMSPA and Quest conference.

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 have provided work experience opportunities to local secondary schools. These have been offered in both Leisure services and Sports Development.
- In 2019 over 400 hours of coaching placement hours were found for students from the University of Chichester and Chichester College. These included sports sessions at the Mini Olympics, schools programmes, and doorstep sports projects.

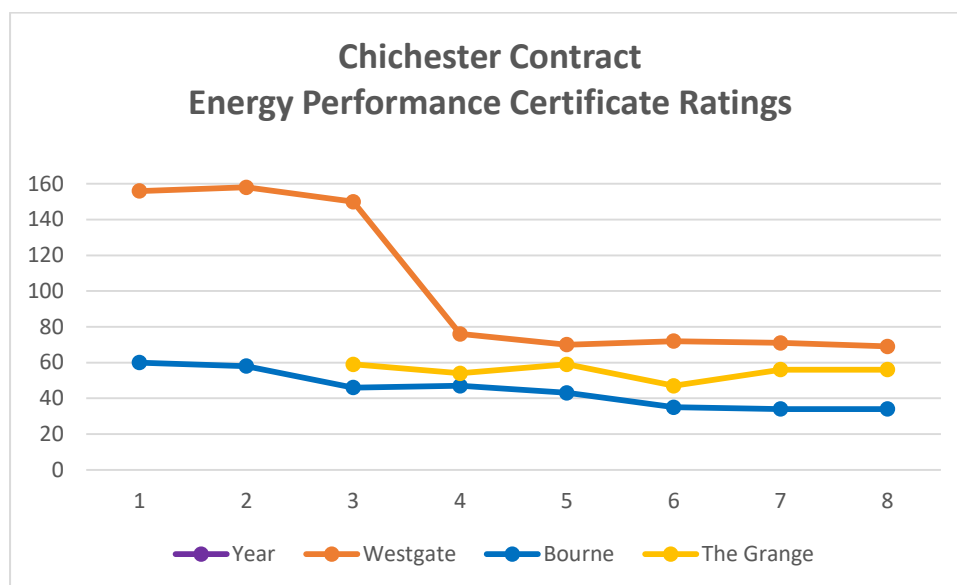
2.6 Sustainability/ Environmental Improvements

- 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 in the region 19 trees from confidential waste recycling. (This is one less than last year but we have had a drive to print less.)

Site	Recycling in tonnes
Westgate Leisure Centre	3.11
The Grange community and Leisure Centre	2.03
Bourne Leisure Centre	0.94

We have recently put new recycling bins in all centres.

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



This year we have invested £15,000 in LED lighting at The Grange to help reduce energy consumption at this site.

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 15 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:

Access all Areas case study 1:

Client X was referred by The Integrated Prevention and Earliest Help team. They were identified as in need of support as they were making poor choices around friendships, and had recently been admitted to A&E due to an overdose and self-harm. X struggled to regulate their emotions, and suffered from poor school attendance

Since being referred and accessing the facilities with their family, the client's social skills and self-esteem have both seen improvements alongside noticeable advances in their physical health and wellbeing.

AAA case study 2:

"We have a family at school as part of the Syrian refugee resettlement program and the father and children were both incredibly keen to use the local leisure facilities. The generosity of Westgate Leisure in allowing them to use the swimming pool as a family and for the father to use the gym has been so gratefully received by the family and the whole of our school as we strive to integrate them into our school community."

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 September 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 centre was supported by Alzheimers UK, Coastal West Sussex MIND, Carers Support UK, Age UK West Sussex, Dementia Support and the Selsey Dementia Action Alliance.

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:

- 1% increase in attendances compared to 2018/19
- 2% increase by people aged over 50 compared to 2018/19
- 1% increase in young people aged 0-15 compared to 2018/19
- 1% increase in people with disabilities compared to 2018/19

In 2019/20 we have achieved the following figures:

KPI	2018/19	2019/20	% Change
1% increase in attendances compared to 2018/19	1,420,767	1,447,059	2%

2% increase by people aged over 50 compared to 2018/19	207,065	202,693	Down by 2% this was tracking well at 2% up but March visits were 6,996 down on last year due to Covid-19.
1% increase in young people aged 0-15 compared to 2018/19	110,002	105,175	Down by 4% again this was marginally off track however March visits were 4,827 down on last year due to Covid-19.
1% increase in people with disabilities compared to 2018/19	15,805	15,623	Down by 182 visits and 1%. This was tracking well but March visits were 367 down on the previous March due to Covid-19.

Overall attendance performance for individual sites are below:

Site	2018/19	2019/20	% Change
Westgate Leisure Centre	803,313	829,556	3%
The Grange Community & Leisure Centre	382,808	384,636	0.5%
Bourne Leisure Centre	234,646	232,866	-0.75%

Despite being seriously affected by Covid-19 the sites performed very well on overall attendances for the year.

Both The Grange and Westgate have seen improvements however Bourne has seen a slight reduction in users. All sites would have exceeded last year's visits had it not been for Covid-19.

We have seen a great increase in use by those Over 50's across the year which is something we have been really focused on. This should further improve with the introduction of the toning suite at Westgate.

4.2 Membership

The following KPI was set regarding membership numbers:

- Increasing direct debit membership numbers and retention rate to reach 6,750 by the end of year
4. The table below shows the current position (Please note figures are based on reports from 1st March before site closures):

Site	Amount of Members 2019/20
Westgate Leisure Centre	4,651
The Grange Community & Leisure Centre	1,384
Bourne Leisure Centre	984
Total	7,019

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:

- 3% Increase in number of participants completing the exercise referral programme
- 3% Increase in retention of participants following the exercise referral programme

The table below shows the end of year result:

KPI	2018/19	2019/20	% Change
•3% Increase in number of participants completing the exercise referral programme	268	229	14% reduction this is largely down to COVID where by numbers dropped dramatically in February (15) and were zero in March. Normal average per

			month is 21.
3% Increase in retention of participants following the exercise referral programme	238	202	15% reduction this is largely down to COVID where by numbers dropped dramatically in February (14) and were zero in March. Normal average per month is 18.

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

The Grange and Bourne achieved the grade of Excellent, placing them in the top 25 in the UK. Westgate Leisure centre achieved Outstanding grading them in the top ten sites in the UK. Both Westgate and The Grange have been presented with awards at the 2020 CIMSPA and Quest conference.

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 January 2018/19 was 92% customer satisfaction this has reduced to 90% in the 2019/20 survey. The 2019/20 survey received 333 responses in total; 163 responses were from Westgate Leisure Centre users, 60 were from Bourne Leisure Centre users and 110 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 35-44 age range.

The results have a strong bias towards Westgate Leisure Centre, 51% of respondents saying they used this centre most often. The remaining respondents were split between Bourne Leisure Centre 18% and The Grange, Midhurst 31%.

The majority of the respondents were Fitness members (DD and Annual) holders making up 60% of the respondents. Centre memberships represented 9% of the users surveyed. The length of membership held by respondents was very evenly split with 33% between 1-5 years, 25% more than 10 years, 12% less than 6 months, 21% 5-9 years and 10% 6 months to 1 year.

The majority of the respondents who completed the survey attend the centre three or more times per week (36%) with the next highest grouping being twice a week (28%).

88% of respondents would be likely to recommend Everyone Active Chichester sites to a friend or colleague. On a scale of 0-10, with 0 being very unlikely and 10 being very likely, 88% of respondents ticked 7 or higher. This has decreased from 89% on the 2018/19 survey. (78% 2014)

Level of satisfaction is high for contact in person, with 90% of respondents either very satisfied or satisfied with this method of communication. This is 2% lower than the survey in 2018/19.

Dissatisfaction with communication over the telephone has increased, with 13% saying they were either dissatisfied or very dissatisfied. (12% in 2018/19)

82% of respondents are very satisfied or satisfied with the general level of cleanliness throughout the centres. (75% 2016)

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	2018/19	2019/20
Number of Health and Safety incidents No increase on 2018/19 figures per 10,000 visits	0.148	0.115
Number of accidents reportable to HSE. No increase on 2018/19 figures per 10,000 visits	0	0

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

9 staff members have completed a wide variety of level 2 and 3 NVQ qualifications. We have had five apprentices working across the Chichester sites in 2019/20. A number of staff have been on other courses including:

Fortis, Discovery Management 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 continue to 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 2019/20.

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 Macmillan Cancer Support

Everyone Active Chichester has raised more than £1,200 for its chosen charity, Macmillan Cancer Support, after hosting a range of activities across the leisure centres.

5.3 Swimathon

Unfortunately the Swimathon was cancelled due to the outbreak of Covid-19.

5.4 Sport Relief

On March 13th 2020 Westgate Leisure undertook 12 hours of Fortis classes to raise money for Sport Relief and a total of £285 was raised.

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 and 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 Indoor Stoolball	Bourne Badminton
(Omar) Zheng Dao Lo Martial	League	Coal Exchange
Weightwatchers	Not 2 bad	Baby Ballet
Chichester Fencing Club	The Grange Badminton Club	Southern Judokan Judo Club
Westgate Gymnastics	Cowdray Park Bridge Club	Bourne Community College
Wellington Grange	Double LL Club	Adult Ballet
Club Badminton Chichester	Labour Party	Westbourne Cricket club
Chichester Aikido	Midhurst Art Society	Robert Stamp 5 a side
Friday Night Football Club	Midhurst Eagles Short Mat	NHS Blood & Transport
Sama Karate	Bowls Club	Bourne Archery Club
(Ed) Zheng Dao Lo Martial Arts	Midhurst Grange Bridge Club	
Academy	Midhurst Long Mat Bowls	
Adult Ballet Classes	Midhurst Squash Club	
Out There West Sussex	Rother Valley Together	
Chichester Cormorants	Rotary Club of Midhurst and	
Swimming Club	Petworth	
Westgate Chichester Triathlon	Sama Karate	
Challengers	The Midhurst Dance School	
Westgate Chichester Triathlon	Tuesday PM Badminton	
Leisure and Wellbeing	Anderson Badminton	
The Sanctum	Midhurst CC Football	
Teddy Wilfs	Ladies Badminton	
Chichester Sports Therapy	Flying Shuttles Badminton	

Mercer 5-a-side Football	Lambert Badminton	
Wiltshire 5-a-side Football	Rother Badminton	
Cole's 5-a-side Football	Racketeers Badminton	
Keynes 5-a-side Football	Amies Badminton	
Southern Starts netball	Bingo Club	
Ingeus UK	Haven Beauty Rooms	
University of Chichester	Dan Bush Football	
Swimming Club	Jan West Badminton	
Cornellius House		

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 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	2018/19
Westgate Leisure Centre	4044	3722
The Grange Community Leisure Centre	745	575
Bourne Leisure Centre	695	617

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

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	58,386
The Grange Community Leisure Centre	12,460
Bourne Leisure Centre	9,264

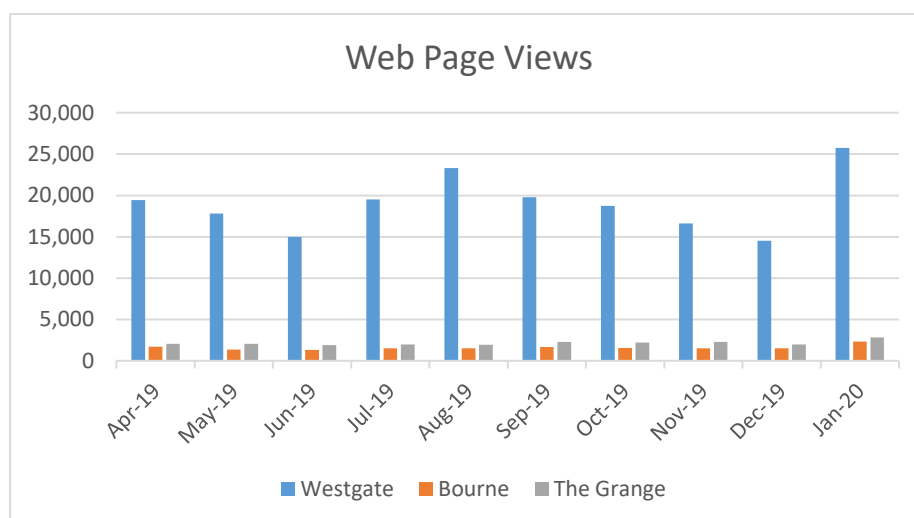
7.4 Everyone Active App

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, an increase on last year.

Site	App Users
Westgate Leisure Centre	13,258
The Grange & Community Leisure Centre	2,710
Bourne Leisure Centre	2,662

7.5 Website Usage

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



	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
Westgate	19,432	17,820	14,994	19,507	23,296	19,787	18,750	16,613	14,517	25,757
Bourne	1,713	1,370	1,322	1,510	1,527	1,693	1,571	1,542	1,507	2,334
The Grange	2,048	2,077	1,917	1,983	1,948	2,310	2,223	2,306	1,998	2,850

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 5 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 were due in March at Bourne and The Grange but these have been put on hold due to Covid-19. Westgate's next assessment is May 2021.

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