

# Public Document Pack

## JOHN WARD

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A meeting of **Overview & Scrutiny Committee** will be held in the Old Court Room, The Council House (Chichester City Council), North Street, Chichester on **Tuesday 10 May 2016** at **10.00 am**

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

## AGENDA

- 1 **Chairman's announcements**  
Any apologies for absence that have been received will be noted at this point.
- 2 **Minutes** (Pages 1 - 7)  
To approve as a correct record the minutes of the Overview & Scrutiny Committee meeting held on 15 March 2016.  
  
To consider progress against any recommendations.
- 3 **Urgent Items**  
The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to Late Items.
- 4 **Declarations of Interests**  
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 5 **Public Question Time**  
The procedure for submitting public questions in writing no later than 12:00 on Monday 9 May 2016 is available upon request to Member Services (the contact details for which appear on the front page of this agenda).
- 6 **Cultural Grants Task and Finish Group Report** (Pages 8 - 51)  
The committee is asked to consider the final report from the Cultural Grants Task and Finish Group. Representatives from both Chichester Festival Theatre and Pallant House Gallery will attend. Questions have been sent to both organisations to answer in their presentations.
- 7 **Committee Task and Finish Group**  
At the last meeting Mrs Hamilton offered to volunteer as the committee's representative on the corporate Leisure Contract Management Task and Finish Group. Mrs Hamilton has indicated that she wishes to stand down from this group and Mr Cullen has offered to take up this place.

The committee is therefore asked to formally confirm Mr Cullen's appointment to the corporate Leisure Contract Management Task and Finish Group as the

committee's representative.

8 **Cabinet Strategy** (Pages 52 - 65)

The Leader of Chichester District Council is invited to present his priorities and areas of focus over the next year.

9 **Overview and Scrutiny Committee Work Programme 2016-17** (Pages 66 - 71)

The committee met to discuss its work programme for the forthcoming year and a number of areas of work were suggested. The work programme has been developed and members are now requested to consider the final version and to agree the timescales.

10 **Forward Plan** (Pages 72 - 97)

The Committee is asked to consider the latest version of the Forward Plan and to raise any issues for possible review.

11 **Late Items**

Consideration of any late items as follows:

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

12 **Exclusion of the Press and Public**

There are no restricted items for consideration.

### NOTES

1. The press and public may be excluded from the meeting during any item of business 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. The press and public may view report appendices which are not included with their copy of the agenda on the Council's website unless these are exempt items.
3. 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). Other members may request a copy of the supplementary information or a copy is available in the Members' Room, East Pallant House.
  - b) The press and public may view this information on the Council's website at [Chichester District Council - Minutes, agendas and reports](#) unless they contain exempt information.
4. The open proceedings of this meeting will be audio recorded and the recording will be held for one year by the town council. A copy of the recording will also be retained in accordance with the council's information and data policies. If members of the public make a representation to the meeting, they will be deemed to have consented to being audio recorded. By entering the committee room they are also consenting to being audio recorded. If members of the public have any queries regarding the audio recording of this meeting, please contact the contact for this meeting at the front of this agenda.
5. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the

meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. (Standing Order 11.3)

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# Public Document Pack Agenda Item 2



Minutes of the meeting of the **Overview & Scrutiny Committee** held in Committee Room 2, East Pallant House on Tuesday 15 March 2016 at 10.00 am

**Members Present:** Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mr M Cullen, Mrs P Dignum, Mr N Galloway, Mrs E Hamilton, Mr G Hicks, Mr S Lloyd-Williams, Caroline Neville, Mr J Ransley, Mr A Shaxson and Mrs J Tassell

**Members not present:** Mrs P Plant and Mr H Potter

**Officers present:** Ms C Hakes (Novium Museum & Tourist Information Centre Manager), Miss L Higenbottam (Member Services Assistant), Mrs J Hotchkiss (Head of Commercial Services), Mr D Hyland (Community and Partnerships Support Manager), Mrs B Jackson (Careline Manager), Mrs B Jones (Principal Scrutiny Officer) and Mr P E Over (Executive Director)

## 58 **Chairman's announcements**

Mrs Apel welcomed members and officers.

Apologies for absence had been received from Mrs P Plant and Mr H Potter.

## 59 **Minutes**

Further to the meeting of 12 January 2016 members requested the contact details of the two additional Hyde staff appointed to deal with complaints. Officers agreed to circulate this information to members. (These contact details were subsequently circulated to committee members by email on 22 March 2016).

In reference to the update received on 12 January 2016 from Chichester BID Mrs Dignum asked whether discussions were taking place to support a new central nightclub. Mr Hyland explained that the Economic Development team are leading on a Chichester Vision project and will be considering any improvements to the city centre as part of the process. Representatives from the West Sussex Youth Cabinet, University of Chichester and Chichester College had been involved in the project.

Mrs Jones updated the committee on the progress of the recommendations from the previous two meetings:

- Minute 41 - The suggested changes to the Housing Strategy Review were endorsed by Cabinet on 9 February and recommended to Council on 1 March.
- Minute 55 - On 26 January Council agreed to appoint a member of Overview and Scrutiny Committee (OSC) to the Leisure Services Task and Finish Group.
- Minute 55 - An annual review of the Leisure Services will be added to the proposed OSC 2016/17 work programme.

## **RESOLVED**

That the minutes of the OSC held on Tuesday 12 January 2016 and Tuesday 19 January 2016 are approved as a correct record.

Accordingly, Mrs Apel signed and dated the official versions of both sets of minutes.

### **60 Urgent Items**

There were no urgent items.

### **61 Declarations of Interests**

Mrs Dignum declared a personal interest in item six as a past volunteer and friend of The Novium museum.

### **62 Public Question Time**

There were no public questions.

### **63 The Novium Museum and TIC Business Strategy Progress Review**

Ms Hakes introduced the item explaining that the Committee would be shown a promotional video created to showcase the Novium Museum and highlight all the services on offer. The Committee viewed the ten minute video found here:

#### The Novium Museum Video

OSC last reviewed the Novium Museum in July 2014 when the vision, aims and objectives in the Novium Museum Business Development Strategy were endorsed and recommended to Cabinet. Cabinet agreed with these recommendations and withdrew charging for entry to the local collection as from 17 November 2014.

Ms Hakes announced the Novium had been shortlisted for the Museums and Heritage Awards for Excellence alongside establishments such as the Victoria and Albert Museum and the Natural History Museum. Ms Hakes had also received agreement from the astronaut Tim Peake's family to hold a Tim Peake exhibition at the Novium Museum, with funding provided by the European Space Agency.

Ms Hakes highlighted key areas of the report including parts of the new funding strategy to generate more income. Following a restructure Sales Officer and

Marketing Officer posts have been introduced with the primary focus of increasing revenue streams. In the past year the Tripadvisor rating for The Novium Museum has significantly improved with positive visitor experience feedback. The Novium Museum has also received Arts Council accreditation and Visit England Quality Assurance Standard. Ms Hakes explained that grant funding is beginning to be achieved and many local businesses are supporting the Chichester Roman Week over half term. School visits have increased and the sleepover programme has proved so popular additional casual staff have been brought in to meet demand.

Ms Hakes emphasised that the continued creation of a dynamic exhibitions programme and use of local stories would continue to develop interest in the museum and therefore generate income.

Ms Hakes praised her team for their hard work.

The Committee asked the following questions:

- What is the official name of the museum? *The Novium is the term used to include the Tourist Information Centre (TIC) which sits in the same building as the museum. The museum can be referred to as The Novium Museum.*
- Does this year's budget include income from grants? *The budget does include the grants, as per standard practice.*
- Are staff able to work across a variety of roles in the museum and the TIC? *Staff work across a range of roles including opening up and locking up. TIC staff also cash up, serve at the cafe and help with marketing. The TIC consists of a TIC Visitor Services Supervisor and two Visitor Services Assistants. The Novium Museum consists of a Manager, Collections Officer, Learning Officer, Museum Assistant, Sales Officer, Marketing Officer and a grant funded Project Officer until September.*
- Which services are chargeable? *Venue hire, learning services, deposition of archeology, sleepovers, loan boxes to schools, outreach talks and tours the shop, the service cafe, TIC accommodation booking, TIC national express booking and TIC event booking.*
- Who is the promotional film targeted at? *A wide audience. It is designed to help with funding bids, marketing, to sell learning services, to educate those who have never visited and to encourage business sponsorship. (Ms Hakes confirmed that nobody in the film was paid to take part.)*
- What is the biggest problem faced in achieving financial success? *Building depreciation, business rates and a lack of wide spread advocacy for the museum.*
- Can the displays be made more interactive for children? *Recently there have been reenactors and storytellers which have proved popular.*
- How big is the cafe and could it be moved to another part of the building to provide a greater number of seats? *The cafe is now set up on the ground floor for table service with a limited selection of cakes and a barista coffee machine expected shortly. A specially built sink was installed due to a lack of running water in this area of the building. For a fully-fledged cafe to be created a significant investment would be required. The larger Woolstaplers room is currently used for learning services.*

- With income down and costs rising how will the museum be funded if finances do not improve? *This will be discussed as part of the Options Appraisal at Cabinet in July.*
- What can be done to increase the average spend per visitor? *An expert has been advising on content in the shop and staff have been trained in upselling.*

Mrs Apel read a question from Mrs Plant. In Mrs Plant's absence Ms Hakes agreed to reply via email.

The Committee requested the following questions be clarified by Ms Hakes in the report to Cabinet:

- How does the museum generate £1.4 million for the local economy?
- How has a fourfold increase in the number of visitors been recorded?
- What are the Heritage lottery funding figures and is funding likely to be achieved in the future?
- Is the name of the museum fit for purpose?
- What level of increase is expected from donations?
- What is the net income from sleepovers?
- What is the depreciation figure for the current building?
- Has the sale of the previous building been included in the figures?

Members requested the sentence on page 108 of the report be amended to reflect free admission.

Members suggested last year's SWOT analysis be revisited. Mrs Hotchkiss stated that the SWOT analysis had been reviewed as part of the refresh of the forward plan.

Ms Hakes emphasised the free admission model had only been in place for just over a year and on average it takes three years to show improvement. Focus has been placed on the Guildhall as an income generation stream to provide a reduction in the cost of the museum to the council. The cost to rent the Guildhall for a wedding was confirmed as £1,500, using existing staff working weekends. 16 weddings have been sold to date.

Members agreed that all objectives in the strategy had been achieved and congratulated Cathy and her team on all their hard work. Members requested that next year's report be reduced in size and should place greater emphasis on the facts and figures.

#### **RECOMMENDED TO CABINET**

That if an Options Appraisal Task and Finish Group is established an OSC representative be appointed.

#### **RESOLVED**



1. That the update on the Novium Museum and Tourist Information Centre business strategy progress since the introduction of free admission in November 2014 be noted
2. That the questions raised for clarification be addressed in the Cabinet report.

## 64 **Community Safety Review Task and Finish Group**

Mrs Dignum introduced the item and explained that the Community Safety Task and Finish Group carried out the required Crime and Disorder Act 1998 statutory review.

Mrs Dignum explained that the Community Safety Partnership had achieved more this year despite a dramatic reduction in funding. A key achievement was to reduce crime and anti-social behaviour figures. A Country Watch scheme was established with the help of police intelligence and social media. Community Wardens have been actively advertising home safety and fire safety through Facebook. Mrs Bushby created a checklist for construction sites to audit their assets, resulting in a reduction in site burglaries.

Three key multi-agency groups have been established to cover hate crime, child exploitation and road safety. A national campaign linked to the January Holocaust Memorial Day encourages the public to report hate crime. Child exploitation awareness has increased in schools with pupils being made aware of potential dangers through talks and workshops. Following a rise in the number of killed and seriously injured as a result of older drivers an event organised to offer driving tuition had seen a positive take up.

Mrs Dignum explained that unfortunately keyworkers in the Think Family team had not been able to take on as many families this year. Antisocial behaviour in neighbourhoods where targeted support was provided has improved. Funding from West Sussex County Council will be available for neighbourhoods work until 2020.

Mrs Dignum explained some notable changes to antisocial behaviour policy and legislation including:

- Community Trigger – the call for a response to a case that has not been dealt
- Community Protection Notice – A warning of more formal action if unacceptable behaviour continues

The Task and Finish Group recommended all members be provided with information on current CSP initiatives and success stories.

The Committee commented on the brief nature of the paper. Mrs Jones explained that all papers from the Task and Finish Group were available for members to view via the Modern.gov Intranet.

Mr Ransley requested that section 5.2 priority five be moved to priority two to emphasise the importance of communication.

**RESOLVED**

That the key findings of the Community Safety Task and Finish Group as set out in paragraph 5.1 be endorsed.

#### **RECOMMENDED TO THE COMMUNITY SAFETY PARTNERSHIP**

1. That their 2016/17 priorities be adjusted as set out in paragraph 5.2 including moving priority five to priority two.
2. That the partnership consider methods for keeping members updated on their work on a regular basis.

#### **65 Exclusion of the Press and Public**

##### **RESOLVED**

That the public, including the press, be excluded from the meeting for the following items on the grounds that it is likely that there would be a disclosure to the public of 'exempt information' of the description specified in Paragraphs 1 (information relating to an individual) or 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A to the Local Government Act 1972 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.

#### **66 Chichester Careline Service Progress Update**

OSC last considered Careline in 2014. The committee had noted the progress achieved against the 2013/14 Business Plan and the financial and business planning position in 2014/15.

As part of their papers the Committee had received a full business plan and detailed aims and objectives of the service.

Mr Over explained that Careline has been operating in a challenging environment. Careline provides services to a significant number of corporate and private clients and is the only publically owned monitoring centre in the County.

Members praised Mrs Jackson and her team for their hard work. Mrs Jackson thanked the Committee and explained that it was the care of her staff that meant customers received such a high level of service.

Mrs Jackson informed the Committee that she is continuing to look for gaps in the market and is currently trialing an additional service.

The Committee asked Mr Over to clarify future funding estimates.

Mr Lloyd-Williams asked Mrs Jackson whether Careline saved lives. Mrs Jackson confirmed it did.

##### **RESOLVED**

That Chichester Careline's progress against the 2015/17 Business Plan and the current financial and business planning position in 2016/17 be noted.

67 **Late Items**

The Committee returned to Part I.

Mrs Apel reminded members that the OSC workshop will take place on Tuesday 29 March 2016 at 2pm to discuss the future 2016-17 scrutiny work programme. If members are unable to make the workshop suggestions and ideas can be submitted via email to officers.

Members were also requested to return their feedback sheets to Mrs Jones.

Following the recommendation to Cabinet that a member of the OSC be appointed to sit on the corporate Leisure Task and Finish Group Mrs Apel asked for volunteers.

**RESOLVED**

That Mrs E Hamilton be appointed to the Leisure Task and Finish Group.

The meeting ended at 12.40 pm

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CHAIRMAN

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Date:

## Chichester District Council

### OVERVIEW AND SCRUTINY COMMITTEE

10 May 2016

### Cultural Grants - Task and Finish Group report

#### 1. Contacts

Graham Hicks – Chairman of the Task and Finish Group  
Tel: 01243 371211 Email: [ghicks@chichester.gov.uk](mailto:ghicks@chichester.gov.uk)

Steve Hansford – Head of Community Services  
Tel: 01243 534789 Email: [shansford@chichester.gov.uk](mailto:shansford@chichester.gov.uk)

#### 2. Recommendation

**The Overview and Scrutiny Committee is requested to:**

- 2.1. **Note this report from the Task and Finish Group.**
- 2.2. **Endorse the 2015/16 annual reports from Pallant House Gallery and Chichester Festival Theatre.**
- 2.3. **Endorse the Council's 2016/17 Service Level Agreements with both organisations.**

#### 3. Background

- 3.1. In April 2010 the Council entered into Funding Agreements with Chichester Festival Theatre and Pallant House Gallery. The agreements provide annual funding of the theatre and gallery for eight years until 31 March 2018.
- 3.2. The funding agreements require the theatre and gallery to:
  - a) Enter into an annual Service Level Agreement (SLA) by mutual agreement between both parties
  - b) Submit annual reports and Audited Accounts to the Council within six months of the end of each financial year
  - c) Provide a formal report to the Overview & Scrutiny Committee on an annual basis
- 3.3. The funding agreements also allow for a three yearly review or reconsideration if the Council's financial position changes to an extent that places other services at risk. It includes a clause requiring these organisations to work together with other funding partners to secure their financial stability.
- 3.4. This Task and Finish Group was reconvened in April 2016 to review the two organisations' progress against their 2015/16 SLAs and to consider and develop their draft 2016/17 SLAs. The group consisted of Mrs C Apel, Mr N Galloway, Mrs N Graves and Mr G Hicks (Chairman).

## 4. Consultation

### 4.1. Chichester Festival Theatre

- a) The theatre's 2015/16 SLA and annual report were reviewed and the various projects and outcomes acknowledged. The group was satisfied with the amount of work being achieved for and with the district's communities.
- b) The group acknowledged the high 2015 Festival audience figures and great number of awards achieved.
- c) The group recognised the theatre's investment in both work placements and career development opportunities for young people.
- d) The group noted the theatre's new arrangement to increase recycling by arranging for collection of ice cream pots.

### 4.2. Pallant House Gallery

- a) The gallery's 2015/16 SLA and annual report for this period were considered. The group was satisfied with the amount of work being achieved for and with the district's communities, particularly with dementia sufferers, their carers and the Think Family Projects.
- b) The group acknowledged the completion of the refurbishment of the coffee bar and restaurant.
- c) The group suggested greater local press coverage would encourage new visitors and additional gallery friends.

4.3 The group was satisfied that the draft 2016/17 SLAs for both the theatre and gallery were complementary to the strategic aims of the Council and that the Council was achieving value for money from its grants, particularly the community work being carried out in both organisations which meets the authority's corporate priorities of 'support our communities' and 'improve and support the local economy'. The 2016/17 SLAs are now being finalised.

4.4 Following this review and conclusions, the authority to release the biannual payments to both organisations, due in April 2016, has been signed off.

4.5 As agreed previously by the committee, the Head of Community Services will meet with the Directors of both organisations in the autumn to review progress and performance in order to release the six monthly instalment on 1 October 2016.

## 5. Community impact and corporate risks

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

## 6. Other implications

	Yes	No
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<b>Crime and Disorder</b>		✓
<b>Climate Change</b>		✓
<b>Human Rights and Equality Impact</b>		✓
<b>Safeguarding</b>		✓

## 7. Appendices

Appendix 1 - Chichester Festival Theatre 2015/16 Annual Report

Appendix 2 – Chichester Festival Theatre 2015/16 Service Level Agreement Progress Report

Appendix 3 - Chichester Festival Theatre 2016/17 Service Level Agreement

Appendix 4 - Pallant House Gallery 2015/16 Annual Report

Appendix 5 - Pallant House Gallery 2016/17 Service Level Agreement

**REPORT TO THE OVERVIEW AND SCRUTINY COMMITTEE  
CHICHESTER DISTRICT COUNCIL  
April 2016**

**CHICHESTER FESTIVAL THEATRE  
2015/16 Season**

**4 What's On Stage Awards**

*Gypsy*

(Best Musical Revival, Best Actress in a Musical for Imelda Staunton, Best Supporting Actress in a Musical for Laura Pulver, and Best Director for Jonathan Kent)

**Evening Standard Award**

(Best Musical Performance, Imelda Staunton in *Gypsy*)

**Peter Brook Special Achievement Award**

*Jonathan Church's contribution to regional theatre*

**4 UK Theatre Awards**

Best Show for Children and Young People for *Running Wild*, Best Supporting Performance for Justine Mitchell's role in *For Services Rendered*, Best Performance in a Musical for Imelda Staunton in *Gypsy* and Best Musical Production for *Gypsy*)

**Jonathan Church and Alan Finch receive CBEs for their services to theatre**

**Knight of Illumination Award**

Tim Mitchell (*Taken at Midnight's* Lighting Design)

**4 Olivier Awards**

*Gypsy*

(Best Musical Revival, Best Actress in a Musical for Imelda Staunton, Best Supporting Actress in a Musical for Laura Pulver, and Best Lighting Design for Mark Henderson)

*Daily Telegraph*

**'Still the number one regional powerhouse'**

## **1 INTRODUCTION**

This report has been requested by the Corporate Policy Officer of Chichester District Council, in order to provide background information to the Overview and Scrutiny Committee for its meeting in May 2016.

## **2 CONTEXT**

2.1 Chichester Festival Theatre (CFT/the Company) operates as a registered charity and is managed by a Board of voluntary Trustees under the Chairmanship of Sir William Castell.

2.2 The current Executive team - Jonathan Church (Artistic Director) and Alan Finch (Executive Director) - has been in post since October 2005 and has delivered 10 Festivals. This report deals with the financial year April 2015 to March 2016 and includes the results of Festival 2015.

2.3 Following the announcement in March 2015 that Jonathan Church and Alan Finch would be stepping down in the summer of 2016, the Chairman of the Board of Trustees formed a Succession Committee which was tasked with the search for a new Executive team. The

appointment of Daniel Evans as Artistic Director Designate was announced on 2<sup>nd</sup> December 2015 and Rachel Tackley's appointment as Executive Director Designate was announced in March 2016. They will be joining CFT in July and September 2016 respectively.

2.4 Overall, it was a positive year with 323,497 people enjoying work on our stages.

### 3 FESTIVAL 2015

Festival 2015 ran from 23 April until 14 November 2015, playing to 79% capacity against a target of 77%.

#### 3.1 Festival Theatre

Festival 2015 marked the first full season at CFT following the highly successful major refurbishment and redevelopment of the Festival Theatre completed last summer. One year on, the Festival Theatre showcased its improved facilities with productions that used the scope of the building to its fullest potential.

**Way Upstream** by acclaimed playwright Alan Ayckbourn opened the Festival Theatre season with a production that saw the stage transformed into a river, complete with life-size boat. This nautical comedy featured Sarah Parish making her Chichester debut as June and Nadia Fall making her directorial debut. It was very well received by audiences and critics, receiving 5\* and 4\* reviews from the national press. It played for 26 performances and exceeded its Box Office target of £637,000 by 20%.

Two major musicals were presented, the first of which was **A Damsel in Distress**, a glorious depiction of English eccentricity. This new stage musical was directed by the celebrated American director and choreographer, Rob Ashford. The stellar cast included Richard Fleesham, Summer Strallen, Desmond Barrit, Isla Blair, Richard Dempsey, Nicholas Farrell and Sally Ann Triplett. It received immensely positive 4\* reviews and delighted audiences, playing 32 performances and exceeding target by 10.5%.

Following his Oliver Award-winning performance in **Sweeney Todd** in Festival 2011, Michael Ball returned for the Broadway musical **Mack & Mabel**. A celebrated homage to silent movies directed by Jonathan Church, with choreography by Stephen Mear. The cast also featured Rebecca LaChance as Mabel and Anna-Jane Casey as Lottie. It was a real crowd pleaser and received positive 4\* reviews from the national press. It played for 63 performances and exceeded its ambitious Box Office target of £2,042,000 by 16.5%.

At the heart of the Festival was a celebration of Anton Chekhov's early plays, which offered the first ever chance to see **Platonov**, **Ivanov** and **The Seagull** presented in repertoire with a 22-strong ensemble of distinguished actors. This season-within-a-season was anchored by a trio of talent – Chekhov himself, playwright David Hare, who wrote all three adaptations and director Jonathan Kent, returning to Chichester following his triumphant production of **Gypsy** in Festival 2014. The ensemble cast featured Anna Chancellor, James McArdle and Samuel West. Their performances attracted a wonderful response from the audience and outstanding 5\* reviews. Following the National Theatre's season announcement in February 2016, it has been confirmed that the *Young Chekhov* trilogy will transfer to the Olivier Theatre from July 2016. The Young Chekhov achieved total sales of £790,078, falling short of its ambitious £936,000 target by 16%. Although it fell short of its target, over 32,000 people saw the work (travelling from 15 different countries including Russia, Canada, Japan and Australia).

#### 3.2 Minerva Theatre



Festival 2015's Minerva season opened on 8 April and closed on 10 October 2015. The Minerva Theatre provided an intimate setting for four plays.

Continuing Chichester's tradition of staging Jean Anouilh's plays, a new production of ***The Rehearsal*** was the first play presented - a razor-sharp comedy of manners directed by Jeremy Sams. The cast included Niamh Cusack, Jamie Glover, Edward Bennett and Katherine Kingsley. It ran for 41 performances, receiving mainly 4\* reviews from critics and excellent responses from the audiences, ultimately selling out and exceeding its Box Office target of £235,000 by a staggering 28%.

A new production of ***Educating Rita*** by Willy Russell featured Lenny Henry making his Chichester debut as the world-weary lecturer Frank, alongside Lashana Lynch as Rita. It exceeded its Box Office target of £314,000 by 6% across its 42 performances. This was followed by 41 performances of ***For Services Rendered*** by W. Somerset Maugham, directed by Howard Davies, which depicted the far-reaching consequences of World War One for an ordinary English family. It got a great reception from audiences and critics, and exceeded its Box Office target of £292,000 by 14%.

The final production in the Minerva was Frank McGuinness's award-winning portrayal of three hostages in ***Someone Who'll Watch Over Me***, directed by Michael Attenborough and featuring David Haig in the cast. The production went on to receive outstandingly positive largely 5\* reviews and it, too, exceeded its Box Office target by 10%

Festival 2015 was notable for the Chichester debuts of world-class writers, directors, designers and musicians, including Nadia Fall, Michael Buffong, Ellen Cairns, Tom Pye and Samuel Adamson.

### 3.3 Chichester Festival Youth Theatre: ***Running Wild***

August 2015 saw the World Premiere of ***Running Wild*** by Michael Morpurgo, adapted by Samuel Adamson, in a promenade production at the Cass Sculpture Foundation. Directed by Dale Rooks, life-size puppetry was created by former *War Horse* puppeteers Finn Caldwell and Toby Olié. It attracted the first national reviews for a CFYT production, including a 5\* review in The Times:

*"This transporting show from Chichester Festival Youth Theatre excels at the wondrous and surprising. It whisks its audience off on a journey so enchanting and exciting that it will make the average summer holiday abroad seem tame. Ambitious, imaginative and breathtakingly achieved. Catch it while you can".*

It was named Best Production for Children and Young People at this year's UK Theatre Awards.

Following its sell-out run in Chichester, a co-production with the Regent's Park Open Air Theatre in London opens in May 2016 for its professional premiere, co-directed by Dale Rooks and the Regent's Park Open Air Theatre's Artistic Director, Timothy Sheader.

## 4 WINTER + CHRISTMAS SEASON 2014/2015

4.1 CFYT completed 2015 with a successful Christmas production of Bryony Lavery's adaptation of ***A Christmas Carol***. This Festival Theatre production involved 67 cast members and 24 Technical Youth Theatre members. The production was specifically aimed at family audiences. It played 20 performances in the Festival Theatre, including a charity performance for Children on the Edge, with a final audience attendance of 23,010. The creative team included co-Directors Dale Rooks and Jake Smith (CFT's Trainee Director), Designer Simon Higlett, Choreographer Lizzie Gee, Sound Designer Gregory Clarke, Lighting Designer James Whiteside and Puppetry Director Toby Olié. With impressive

puppetry, music, choreography and storytelling, it received wide acclaim by critics and audiences.

*“Oh for a thousand word count to allow full justice to be done to CFYT’s magnificent production. Over the years it has set the bar high but this year’s production must be the best ever. The standard of acting and creativity is incredible – Christmas would not be complete if this show is missed” – Brighton Argus 5\* review.*

4.2 The Winter Season of music and touring drama (which closed on 20 February 2016) was well-received, with attendances averaging 84.1% across the period, and reaching 117% of its Box Office target.

4.3 Penelope Keith made a welcome return to play the celebrated **Mrs Pat**, following her most recent appearance in **The Way of the World** (2012). She was reunited with director Alan Strachan, who also directed her in **Entertaining Angels** (2006). **Walter & Lenny** was based on the letters between Walter Hussey, Dean of Chichester Cathedral, and Leonard Bernstein, and dramatised a cherished piece of Chichester history. The 60th anniversary production of **The Mousetrap** by Agatha Christie was a real crowd pleaser and a once-in-a-lifetime opportunity to see this masterpiece in Chichester. **King Charles III**, winner of the Olivier Award for Best New Play in 2015, arrived in Chichester following a sold-out run in the West End and was also very popular. The winter season also included the **Moscow City Ballet, Christmas Concerts, BBC Concert Orchestra**, Alan Bennett’s comedy masterpiece, **Single Spies**, two children’s production from the West End, **Hetty Feather** and **Dinosaur Zoo**, renowned comedians **Pam Ayres** and **Stewart Lee** and one night events including **Joan Armatrading** and **Gandini**.

The Season of 90 performances in the Festival Theatre and 30 in the Minerva Theatre, exceeded its Box Office target by 17%.

## 5 CHICHESTER FESTIVAL THEATRE AWAY FROM HOME

5.1 At the time of writing, Festival 2011’s production of **Singin’ in the Rain**, directed by Jonathan Church, has run in Moscow and is about to transfer to St Petersburg whilst a separate Australian company is currently in rehearsals for an Australian tour commencing in Melbourne on 14 May 2016, closing in Perth on 29 January 2017.

- UK & Ireland Tour 2013/14
- Japan, Theatre Orb 2014
- Moscow, Rossiya Theatre 2015 – currently running
- 2015 International tour: New Zealand, Hong Kong, the Philippines, Singapore and South Africa
- Australian Tour 2016/17: the Australian cast includes star of stage and screen Adam Garcia who plays the lead role of Don Lockwood

5.2 Festival 2014’s musical production of **Gypsy** in the Festival Theatre initially transferred to the West End for a strictly limited season from 28 March 2015 until 18 July 2015. This was the first London production of Stephen Sondheim’s much-loved musical fable for more than 40 years with Imelda Staunton reprising her Chichester role as Momma Rose. Due to overwhelming Box Office demand it was extended to 28 November 2015. It was nominated for 8 Olivier Awards for 2016 and won 4 Awards including Best Musical Revival.

The Savoy Theatre, London

Co-producers: Michael Harrison Entertainment/David Ian Productions

Director: Jonathan Kent

5.3 Festival 2014's musical production of **Guys & Dolls** transferred to the West End from 10 December 2015 to 10 March 2016 at The Savoy Theatre. It then opened at The Phoenix Theatre on 19 March. The production will also tour the UK at the same time with a separate cast. It was nominated for 6 Olivier Awards for 2016.

The Savoy Theatre and The Phoenix Theatre, London  
UK National tour 2016  
Co-producers: Runaway Entertainment  
Director: Gordon Greenberg

5.4 Festival 2015's **Mack & Mabel** went on a national tour of the UK and Ireland from 1 October to 6 December 2015 visiting: Plymouth Theatre Royal, Manchester Opera House, Dublin's BGE Theatre, Edinburgh Playhouse, Nottingham Theatre Royal and Cardiff Wales Millennium Centre.

Co-producers: Playful Productions  
Director: Jonathan Church

5.5 Festival 2015's **Young Chekhov Trilogy** adapted by David Hare opened to overwhelming acclaim and the company transfers to the National Theatre from July 2016, offering much wider audiences a unique chance to explore the birth of a revolutionary dramatic voice.

The Olivier Theatre, London  
Co-producers: Olivier Theatre  
Director: Jonathan Kent

5.6 Festival 2015's Chichester Festival Youth Theatre promenade production of Michael Morpurgo's **Running Wild** will transfer to Regent's Park Open Air Theatre from May 2016. Adapted by Samuel Adamson it was named Best Production for Children and Young People at the UK Theatre Awards in November 2015.

Regent's Park Open Air Theatre  
Co-producers: Regent's Park Theatre  
Co-Directors: Dale Rooks and Timothy Sheader

5.7 Mirvish Productions and Brooklyn Academy of Music will present the Chichester Festival Theatre production (performed at Hampstead Theatre 2012 and Duke of York's Theatre 2013) of **The Judas Kiss** by David Hare, starring Rupert Everett as Oscar Wilde. The Canadian premiere opened on 22 March 2016 and the US premiere will run from 11 May to 12 June 2016.

Ed Mirvish Theatre, Toronto and BAM Harvey Theater, New York  
Co-producers: Mirvish Productions, Toronto and Brooklyn Academy of Music, New York  
Director: Neil Armfield

5.8 The Olivier award-winning Chichester Festival Theatre 2011 production of **Goodnight Mister Tom** returned to the stage starring David Troughton (The Archers). A play by David Wood, based on a book by Michelle Magorian, it was first seen in London in 2012 at The Phoenix. It ran at The Duke of York's Theatre from 11 December 2015 to 20 February 2016 and is now before embarking on a UK, tour closing in Manchester on 21 May 2016.

Co-producers: Fiery Angel, Ambassador Theatre Group, Fiery Dragons and  
The Children's Touring Partnership  
Director: Angus Jackson

## 6 LEARNING, EDUCATION AND PARTICIPATION DEPARTMENT (LEAP)

6.1 During 2015-16, LEAP continued to deliver an extensive participatory programme of work across all strands, engaging with over 60,000 participants, and celebrating some outstanding achievements for Chichester Festival Youth Theatre (CFYT) during its 30<sup>th</sup> Anniversary year.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total Participants at sessions	37,556	50,542	50,056	58,386	58,614	60,730 <i>(includes 4,000 visitors to Theatre Open Day Sept 2015)</i>	60,529 <i>(plus 93,287 visitors to Pass It On exhibitions)</i>

### 6.2 Children and Young People (CYP)

**Objective: to maintain accessible, inclusive, high-quality activities for all children and young people, enabling them to develop personally, socially and artistically.**

During 2015-16, Chichester Festival Youth Theatre (CFYT) celebrated its highest youth theatre membership on record – 756 children and young people (CYP). In 2015-16, 24,500 CYP aged 10-19 participated in a total of 1,330 youth theatre workshops. These workshops took place at CFT and in the 10 locations in which the satellite youth theatres are based, 9 of which are in West Sussex.

- Midhurst Rother Academy, Midhurst
- Angmering Village Hall, Littlehampton
- Southdowns College, Hampshire
- University of Chichester, Bognor Regis
- Oriel High School, Crawley
- Oakmeeds Community College, Burgess Hill
- The Weald Community School, Billingshurst
- Sir Robert Woodard Academy, Lancing
- The Capitol, Horsham

CFYT maintains its policy of accessibility and inclusivity and strives to encourage and attract a diverse range of young people to participate in the Youth Theatre activity, whilst responding to the full range of CYP's abilities, cultures and aspirations. There are active strategies for widening participation by aiming to reach vulnerable and disadvantaged CYP through collaboration with other support agencies and organisations such as West Sussex Family Support Services, schools and Southern Domestic Abuse. Youth Theatre fees have remained at £60 for the past 4 years and, since April 2015, the number of bursary places has increased from 42 to 61; full bursaries are given to young carers.

In September 2015, a new '**Pop-Up**' Theatre group was launched for children aged 5-9. This provision was initiated in response to a high number of applications being received from younger children to join the Youth Theatre and will provide a valuable means of transition for

membership into the mainstream CFYT groups. Currently, there are 57 children attending weekly.

Between December 2015 and February 2016, over 600 young people joined together for a **CFYT Annual Sharing celebration**, where different youth theatre groups performed pieces to one another. At the Capitol in Horsham 140 members performed their work to an invited audience of 300 friends and family members, providing an excellent opportunity for CFYT satellite groups to celebrate their work with other groups at CFT.

One of the 2015 highlights for CFYT was its sell-out production of Michael Morpurgo's thrilling and touching novel, **Running Wild**, depicting the story of a young boy saved by an elephant in the 2004 Indonesian Tsunami. With a beautiful adaptation by professional playwright Samuel Adamson and spectacular puppetry, music and movement, audience members were promenaded scene by scene through the magnificent landscape of the Cass Sculpture Foundation. This ambitious production, directed by Dale Rooks, supported by professional puppetry directors Toby Olié and Finn Caldwell, choreographer, Lizzi Gee and music therapist, Rod Paton, received critical acclaim in its first ever national press coverage.

*"This transporting show excels at the wondrous and surprising. It's also startlingly beautiful with astonishing puppetry and fresh committed performances. Ambitious, imaginative and breathtakingly achieved" The Times – 5\* review.*

Following its critical acclaim, the production is to be fully developed as a professional premiere in May 2016 and is programmed to open the Festival at **Regent's Park Open Air Theatre**. Two young people from CFYT have been invited to join the professional company of puppeteers. A further three CFYT members will join the ensemble company of young people from London.

In October 2015 CFYT received the **UK Theatre Award** for **Running Wild**, voted Best Play for Children and Young People. The awards are given in recognition of vibrant, diverse and world leading theatre that exists in the UK across a broad range of venues and creative teams and for producing outstanding work on stages across the country. This tremendous achievement for Chichester Festival Youth Theatre celebrates not only the notable success and high quality of CFYT's work but also perfectly marked CFYT's 30th Anniversary.

In January 2016, CFT produced and hosted **Spotlight on the Edge**, a Charity performance involving 230 children and young people from a variety of arts groups in West Sussex. The groups included Arabesque, Dance Industry, Pop-Up Club, CFYT Youth Dance, Chichester Music Academy, the Rebecca Cooke young singers, Chichester Festival Youth Theatre and CFYT Alumni. In addition to raising £10,000 for Children on the Edge, this Festival Theatre event celebrated a wide diversity of young people's talent from the local area. They performed to an audience of 930 people.

On 19 January 2016, CFT hosted a **Children's Concert** charity performance by Southern Pro Musica, a professional orchestra that aims to give thousands of children the opportunity to hear what a classical orchestra can do 'live'. The concert was attended by 1,316 children aged 5-11 from 24 different primary schools in West Sussex. For many children this was the first time they had heard and seen professional musicians playing compositions by some of the world's greatest composers, both old and new, in a professional arts venue.

Working in association with the HighTide Festival, CFT hosted a **Young Writer's Academy**. During April 2015, 15 young people representing the South and East of England participated in an intensive 5 day young playwriting project working with a professional writer and director. The young people created their own short plays. In September these plays were showcased at the HighTide Festival in Aldeburgh, performed by six members of CFYT together with a further ten young people from other regions in the UK.

**Educational Film** - Toby Olié and Finn Caldwell, puppetry directors from a newly founded theatre company, Gyre & Gimble, invited CFYT members to appear in an educational film to demonstrate how puppetry skills can be introduced and developed with young people. Working with film makers from the National Theatre London, eight CFYT members were put through their paces in a series of puppetry master-classes. Feedback from both film makers and directors indicated that the young people “were magnificent in their engagement of puppetry skills, their articulation, focus, passion and attention to detail aligned to true professional artists.”

During 2015-16 LEAP delivered 27 holiday activities and family fun events engaging a total of 805 children and young people aged 3-16. Activities included the Moscow City Ballet and Dinosaur Zoo family workshops, storytelling, puppetry and musical theatre master classes. Family workshops have been given a strong focus during the past year and have proved to be very popular. Throughout the year, CFT has continued to provide workshop space for 0-5 year olds and their parents to enjoy music and movement activities. The average termly attendance has been 1,600 participants.

LEAP has identified project opportunities for 119 young people to engage with Arts Awards at all levels, with the following achieved in 2015-16: 57 Explore, 12 Discover, 38 Bronze and 12 Silver. CFT continues to coordinate and take a prominent lead in hosting Arts Award forums, training events and platforms, working in partnership with the Chichester Cultural Learning Partnership, Pallant House Gallery, The Novium, Chichester Cathedral, Weald and Downland Open Air Museum and Fishbourne Roman Palace.

### 6.3 Community Engagement

**Objective: to devise and deliver a series of on-going activities that will enable the broadest community to engage with LEAP’s learning and participation programme.**

In January 2016 CFT completed the delivery of a comprehensive 3 year Heritage Lottery Funded Activities programme - **Pass It On** (PIO). The project has continued to make significant progress and impact on community engagement. The PIO website has received over 50,000 hits since its launch in September 2013 against a target of just under 8,000 – 30,000 of these hits occurred in 2015. The online archive has been the major development of the last year for the site and now houses a cast list and production photograph from every Festival and Minerva production, as well as a range of other materials. The total volunteering numbers are almost double the original target indicating that 239 volunteers have been involved in 4,190 sessions against a target of 2,103 (each session constitutes half a day of volunteering). This is testament to the wealth of community support enjoyed by Chichester Festival Theatre and leaves CFT with a lasting legacy: sustainable partnerships; mechanisms for preserving and using CFT’s heritage; new ways of working with volunteers; a suite of resources to benefit the LEAP programme.

**Pass It On** Touring Exhibition, Parkland to Performance, was received with great community interest in 5 locations, including Midhurst, Horsham, Bognor Regis, Havant and Littlehampton. A further exhibition of reproductions was added to the activities at Inspire Leisure in Bognor Regis and there are talks of setting up a permanent display in the Novium for 2016.

Between April and June, **the Living with Dementia Festival** provided a series of dementia-friendly arts activities. A total of 261 people living with dementia (and their carers) attended a series of arts events and activities including guided tours, clay-making, painting, music and dance workshops. Working in partnership with seven different cultural organisations as part of the Chichester Cultural Learning Partnership (CCLP), CFT will continue to support the programme by offering dementia friendly tours of the Theatre and making provision for weekly activities in dance and singing.

**A Christmas Carol Relaxed Performance** welcomed an audience of 290 people including individuals, groups and families with children on the autistic spectrum (those with sensory and communication disorders, learning disabilities and anyone who would benefit from a more relaxed theatre environment). Prior to the performance, two young cast members introduced the audience to the puppetry, sound and special effects. Modifications were made to the sound to ensure it was not too loud and the auditorium lighting was kept on. Families reported to the front of house staff that this had been a wonderful experience for them and that they had felt both comfortable and very welcomed by the Theatre.

A series of ongoing **Community Classes for Adults** has been programmed throughout the year with opportunities for adults to engage with singing, dancing, playwriting and acting workshops. 4,092 have participated in a total of 225 sessions. A young company of older youth theatre members produced a play for the Festival of Chichester in 2015, called **Self Help** written by Greg Mosse. **Self Help** centered on the theme of homelessness and was performed at St John's Chapel over 4 days. Audience members included young people from The Foyer and involved post-show discussions with members of the cast.

Between April and August, LEAP co-ordinated a series of summer and winter events to support the creative and artistic programme at CFT. The events programme engaged with 9,610 people through pre- and post-show discussions, panel discussions, theatre days, short bespoke performances and master classes. A range of successful and popular 'family friendly' events were programmed into the calendar and included puppet-making workshops, interactive family treasure trails, drumming, poetry and storytelling.

A strong collaboration between Amy Loaring, CDC Partnerships Officer and Louise Rigglesford, CFT's Community Partnerships Manager has been established. In early February, Amy and Louise engaged in a mapping and scoping exercise, touring priority areas whilst identifying communities facing social isolation as well as those that would benefit from more consistent community engagement projects. CFT and CDC will continue to work closely together to address CDC's commissioning priorities aligned to CFT's strategic objectives.

#### 6.4 Career Development

**Objective: to offer opportunities for people to learn about the range of careers at CFT and to be aware of relevant signposting and career opportunities in other creative industries.**

**CFT Apprenticeships** – CFT has developed a range of apprenticeship opportunities and has made provision for 8 young people to access training programmes in association with organisations offering formal qualifications. These apprenticeships are aimed specifically at practically minded young people aged 18-24 years who may have decided that university is not for them. The training provides them with opportunities to develop skills sets to support their career development in theatre or in the wider working world. Current apprenticeship positions are:

- *Lighting and Sound*: 2 workplace apprenticeships with day release to Chichester College to gain a formal qualification (one apprentice is currently in his second year) - 2 year courses – *Maurice Marshall Trust*
- *Technical Theatre - Stage*: 1 workplace apprenticeship with day release to Chichester College to gain a formal qualification - 2 year course - *Sussex Training Group*

- *HR/Administration*: 1 workplace apprenticeship learning all aspects of Human Resources and general administration, with one-to-one continual assessment from a Chichester College assessor to gain a formal qualification – 2 year course - *Sussex Training Group*
- *Learning, Education & Participation*: 1 workplace apprenticeship within the LEAP department learning the skills required to support the facilitation of practical theatre workshops and assisting with general administration tasks leading to a formal qualification – 2 year course - *Sussex Training Group*
- *Learning, Education & Participation*: 2 workplace apprenticeships (as above) working towards Gold Arts Award qualification – 1 year course – supported by *CFT*
- *Building Services*: 1 workplace apprenticeship working with multi-skilled trades persons learning the skills required for basic building maintenance, with day release to Chichester College to gain a formal qualification (still to be recruited) *Sussex Training Group*

**International Work Placement** - In collaboration with ACE's Bridge organisation, Artswork, and The National Arts Council of Singapore, CFT hosted a three month placement for an international youth arts student. Arts Council Singapore selected CFT as an arts organisation representative of one the strongest and most successful youth arts/educational practices in the UK. Between May to August, youth arts student, Catherine Wong, joined the LEAP team primarily to 'shadow' Dale Rooks in her role as Education/Youth Theatre Director. Catherine chose to undertake an in-depth study of the making of the CFYT production, ***Running Wild***.

**Creative Careers Day** – Working in partnership with Artswork, LEAP hosted a Creative Careers Day attended by 72 young people and 36 arts professionals. Festival Theatre staff and creatives offered practical and informative workshops/seminars to enable school students to find out about training opportunities and the range of alternative routes into the cultural industry.

**Youth Get-In** - In July 2015, a lively 'entry into careers' debate was attended by 240 audience members comprising mainly young people. It was chaired by Kate Mosse with guest speaker Lenny Henry and a panel of three young people all in the early stages of developing their careers in the arts. The debate focussed on pathways and opportunities to employment through higher education or through apprenticeship schemes.

**Youth Take-Over** – In August, Chichester Festival Theatre opened its doors to 40 youth theatre members to enable them to gain a broader understanding of the world of work in a busy professional theatre environment. Working across all departments, they were presented with a varied programme of tasks included diary management, planning a mock itinerary for the Artistic and Executive Directors' business trip to New York and managing petty cash in finance. This event has prompted two young people to explore a career path in theatre producing.

CFT made provision for **50 short-term work placement opportunities** for students from schools, colleges and universities; 26 of these engaged with the Pass It On heritage activities programme and the remainder were offered a range of experiences in different departments at CFT.

## 6.5 Schools, Colleges and Higher Education

**Objective: to maximise opportunities for developing partnerships and links with schools, colleges, academies and universities.**

**Strengthening links with the University of Chichester.** LEAP has recently hosted two successful meetings with the University of Chichester involving Heads of Departments from different arts faculties with the aim of developing more robust partnerships and collaboration



between the two organisations. During the CFT 2015 Festival, two panel discussions brought together academics from the University to talk about ideas and themes raised from the productions ***For Services Rendered*** and ***Someone Who'll Watch Over Me***. Additionally, following the launch of a new combined English & Drama Degree, the Head of English linked the programme to the ***Chekhov Trilogy***. Over 200 students attended a full day of previews and/or the pre-show talk, and a theatre day linked to the productions, where they were able to gain further insight into the creative process from page to stage. The Chekhov experience attracted a mixture of regular attendees and newcomers from the University – an important feature of CFT's audience development.

**Emerging Artist in Residence** at CFT. Working in partnership with the University of Chichester, CFT has engaged with mature art student Sehila Craft. Her 3 month residency has enabled her to respond to the theatre building, stage sets and creatives and to produce two distinct but related bodies of work. A selection of this work was presented as her MA exhibition and the other was displayed in the Minerva lounge for the remainder of Festival 2015.

In partnership with a local enterprise, **Anti-Bullying Works**, LEAP has produced a verbatim-style theatre performance around the theme of 'anti-bullying'. Through a series of anonymous interviews conducted with children and young people, parents, carers, teachers, youth workers and community leaders about their experiences of bullying, the basis of a script has been generated. The short theatre performance will tour to schools and community venues throughout 2016.

**Heritage Playbox Project**. In November, 22 children from The March Primary School visited for a tour of the Festival Theatre and to celebrate their curriculum links with CFT's Playbox resource. They produced their own play using the stimulus of CFT archive materials and performed on the Festival Theatre stage (Chekhov set) to an audience of parents, teachers and CFT staff.

LEAP is developing its education programme through a newly-proposed **Schools Network Investment Programme**, in partnership with ACE's Bridge organisation, Artswork, working with a wider network of schools, colleges and academies in localities where opportunities to engage with arts and culture is limited. The aim is to deliver ambitious, high quality learning experiences through sustainable programmes that embed best practice and reflect ACE's Quality Principles. The first pilot programme for seven schools will start in Selsey and the Manhood Peninsula.

A series of **technical tasters** have been facilitated to enable young people to gain insight into the technical aspects of sound and lighting, the operation of running a wardrobe department and the role of a theatre stage manager. The workshops were facilitated by the professional and specialist staff at CFT and involved a total of 71 young people from local schools and colleges.

## **7 THE INTERNAL REFURBISHMENT OF THE MINERVA**

7.1 Following the successful completion of RENEW, and to make the most of the achievements of CFT's fundraising teams, the Board of Trustees decided to commission an interior design of the Minerva restaurants and back of house areas. The main kitchen and auditorium had already undergone refurbishment in 2010 and 2013 respectively so were deemed to be out of scope for this project.

7.2 The aims are as follows:

- To re-model and refresh the restaurants spaces, toilets and foyer with attention to the connections to the foyer space.
- To increase the potential covers in the Brasserie and to improve the customer experience.
- To create greater flexibility through lighting and décor so that the restaurant spaces can have different uses both before and after performance times.
- To renew out-dated and defunct plant and core services. To connect all plant to a building management system (BMS) to ensure efficient and economic operation.
- To improve accessibility for both audience and actors within the existing building confines.
- To re-model and update the back of house areas and change the useage of spaces left empty following RENEW. To improve production support to the work on the Minerva stage to meet its growing expectations and demands.
- To re-model the outside seating terrace to increase covers and user comfort including a new access ramp.

HPW Architects led the design process, supported by Henderson Green as services consultants and Project management and cost control provided by Mace.

The two-stage design and build contract was awarded to local contractor, Brymor Construction, based in Waterloo, in September 2015. HPW Architects led the design process. Work on site started in late November 2015 with completion expected at the beginning of April 2016 ready for the new season. There are currently no concerns over the programme

The budget for the project is £2.6m including VAT. The refurbishment of the Minerva is not intended to have the same life-span as RENEW for the Festival Theatre. Addressing all the problems with the structure of the building would be a long-term and considerably more expensive project.

The Minerva refurbishment completes the capital works to the Chichester Festival Theatre estate and aims to pass on to the new Executive leadership buildings that are modern, resilient and fit for use for a new era of theatre-making in Chichester.

## 8 PUBLIC FUNDING

The Chancellor's autumn 2015 Spending Review and Autumn Statement was, unexpectedly and gratifyingly, positive about funding for arts and culture. CFT's Board is, however, keenly aware that DCMS budgets are not 'protected' and that the levels of funding for years two and three of Arts Council England's grant are not guaranteed.

### 8.1 Arts Council England (ACE)

2015/16 was the first year of CFT's three-year National Portfolio Organisation (NPO) Funding from ACE. To date, and unlike previous years, there have been no in-year cuts.

As at 29<sup>th</sup> February 2016, £1,595,198 had been received from ACE for 2015/16 in line with the agreed payment schedule.

The current three-year agreement with ACE is for the following levels of funding:

2015/16	£1,740,214
2016/17	£1,740,214
2017/18	£1,740,214

### 8.2 Chichester District Council

The 8-year Funding Agreement (2010-2018) between CFT and Chichester District Council (conditional upon a Service Level Agreement, which is regularly reviewed) covers the period of funding from ACE for which CFT has been granted an award (see paragraph 8.1 above). The commitment from Chichester District Council to £250,000 for each year of the new three-year funding agreement with ACE proved, as anticipated, to be a significant factor in ACE's decision to award to CFT the grant for which it applied.

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

CFT has been informed that the ACE 'portal' opens in October 2016 for the next round of National Portfolio Funding for 2018/19-2021/22 – this time, a four-year funding package (rather than the current three years). Once again, ACE has reiterated its expectation that any further NPO funding should remain at least a two-way arrangement with CDC.

ACE has informed CFT that a meeting between principals of ACE and CDC has been arranged for 27<sup>th</sup> April 2016.

## **CONCLUSION**

Festival 2015 marked the first full season in the new Festival Theatre, and the artistic programme was designed to test the new stage with ambitious and challenging productions, ranging from Alan Ayckbourn's *Way Upstream* (involving 65,000 litres of water and a 22ft boat) to the hugely acclaimed Young Chekhov season, which gave audiences the opportunity to see all three plays over a single day, as well as attending individual performances:

*"There's rather brilliant; brilliant; and landmark-brilliant. I have no hesitation whatsoever in assigning to the last category David Hare's inexhaustibly rich and game-changing adaptations of three of Chekhov's early plays. Thrillingly energised. Breathtaking performances. A triumph." The Independent 5\* review.*

Prior to Festival 2015, Festival 2014 had been the most successful season to date, with over £5.5million in box office sales. Remarkably, box office income for Festival 2015 was £6,147,489, with almost 218,000 theatregoers watching a Festival production and with an overall attendance of 323,497 throughout the reporting period.

The restructuring of the Learning, Education & Participation Department, focusing on four key strands of work, has maintained high levels of participation whilst increasing the quality of provision and outcomes. The much closer working relationship with CFT's Marketing & Communications team will continue to bear fruit. LEAP's achievements during its 30<sup>th</sup> Anniversary year were remarkable and something of which CFT is justly proud.

As CFT moves through the final year of the eleven-year stewardship of the current Executive team, it has been described as *"theatreland's southern powerhouse"* (Daily Telegraph). It is impossible to overestimate the role that the support of Chichester District Council has played in achieving this accolade – not only through its annual funding but through its support for a Theatre which has such an impact on the District, a vital indication to the other private and public sector funders on which CFT depends of the value placed on this significant local resource.

Alan Finch  
Executive Director  
Chichester Festival Theatre  
April 2016

## Service Level Agreement Chichester Festival Theatre and Chichester District Council 2015/16

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

Sections:

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

**PROGRESS UPDATE as at  
30<sup>TH</sup> MARCH 2016**

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
<b>1.1 Summer 2015 season of CFT productions – the programme</b>	1 Produce a summer season programme to include new commissions and a range of drama forms to attract a wide range of audience.	Programme to be sent to CDC Lead Officer	Annual report to CDC and twice yearly oral update	October 2015	<p>Achieved – full listings in Festival 2015 Brochure. The first full season following its major redevelopment with ambitious large scale productions. Highlights:</p> <ul style="list-style-type: none"> <li>• Alan Ayckbourn's <b>Way Upstream</b>, with Sarah Parish, directed by Nadia Fall.</li> <li>• <b>Young Chekhov</b>, a major season of the dramatist's early work, in versions by David Hare, directed by Jonathan Kent with Anna Chancellor, James McArdle and Samuel West.</li> <li>• A new stage version of <b>A Damsel in Distress</b> directed and choreographed by Rob Ashford</li> <li>• Lenny Henry made his Chichester debut in <b>Educating Rita</b>.</li> <li>• A sumptuous revival of Jean Anouilh's <b>The Rehearsal</b>, directed by Jeremy Sams.</li> <li>• W. Somerset Maugham's <b>For Services Rendered</b>, directed by Howard Davies</li> </ul> <ul style="list-style-type: none"> <li>• Michael Ball returned to Chichester with <b>Mack &amp; Mabel</b>. A co-production with Playful Productions followed by a UK and Ireland tour.</li> <li>• Frank McGuinness's award-winning drama, <b>Someone Who'll Watch Over Me</b>, with David Haig and directed by Michael Attenborough. A co-production with QNQ Ltd.</li> <li>• Chichester Festival Youth Theatre marked its 30th anniversary with the world premiere of Michael Morpurgo's <b>Running Wild</b> at Cass Sculpture Foundation (total audience attending 3,697(Summer 2015)). A new production will transfer to London's Regent Park in 2016.</li> </ul>
	2 Engage world-class theatre professionals to direct, produce, perform and design and technically support the summer season to attract audience.	Peer review	As above	October 2015	
	3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs.		As above	October 2015	
	4 Review the summer season as part of Annual report to Overview & Scrutiny Committee.		Annual report to CDC	March 2016	

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
<b>1.2 Summer 2015 season of CFT – the audience</b>	1 Achieve audience target figures set out in Strategic Plan.	Numbers and % of targets	Annual report to CDC and twice yearly oral update	March 2016	Audience figures achieved – Festival 2015 generated sales of £6,147,489.40 against a target of <u>£5,583,000</u> ; the season finished on 110% of target.
	2 Work with District-based partners on cross-marketing and partnership projects based around the summer programme.	Who/what partnerships in place	As above	March 2016	CFT works in partnership with partners noted on the back page of the Festival brochure 2015. In particular, Chichester College, University of Chichester, CASS Sculpture Foundation and Pallant House Gallery.
<b>2.1 Chichester to a wider world</b>	1 Deliver a 5% increase on positive press comments for summer season at regional and national level.  A summary of all 2014/15 Press coverage figures:  National Press (print) 426 articles Local Press (print) 648 articles Online 750 articles National and regional reviews 447	Review (website).	Annual report to CDC and twice yearly oral update.	October 2015	Across the Festival 2015 season, 53% of national reviews received ratings of 4 stars or above.  National Press (print) 662 articles Local Press (print) 763 articles Online 1,881 articles National and regional reviews 554
	2 Through co-production and touring/transfers of summer productions ensure that the quality of Chichester productions is widely known.	Number and location of other venues	As above	October 2016	<b><i>Singin' In The Rain</i></b> (Festival 2011) – International tour, Moscow, South Africa and Australia until January 2017 <b><i>Gypsy</i></b> (Festival 2014)– transferred to The Savoy Theatre London from 28 March, run extended to 28 November 2015 <b><i>Mack &amp; Mabel</i></b> (Festival 2015) – UK and Ireland tour from 1 October to 6 December 2015. <b><i>Guys and Dolls</i></b> (Festival 2014) transferred to The Savoy Theatre London and UK Tour until October 2016 <b><i>Young Chekhov</i></b> (Festival 2015) – transferring to National Theatre, London, July to October 2016 <b><i>Running Wild</i></b> (Festival 2015) – transferring to Regent's Park Open Air Theatre London, May to June 2016 <b><i>Goodnight Mister Tom</i></b> – UK Tour until May 2016 <b><i>The Judas Kiss</i></b> – Toronto and New York, March to June 2016.

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
<b>3. 1 Learning and Participation (LEAP) – young people</b>	1 To continue to run the Chichester Festival Youth Theatre (CFYT) at a number of locations.	Locations used	Annual report to CDC and twice yearly verbal update	March 2016	10 current satellite locations provide opportunities for young people (YP) to participate in the youth theatre programme – membership has reached 756 children and young people (CYP). <u>Current locations are:</u> <ul style="list-style-type: none"> <li>• Chichester Festival Theatre, Chichester</li> <li>• Midhurst Rother Academy, Midhurst</li> <li>• Sir Robert Woodard Academy, Littlehampton</li> <li>• Park Community School, Leigh Park, Hampshire</li> <li>• University of Chichester, Bognor Regis</li> <li>• Oriel High School, Crawley</li> <li>• Oakmeads Community College, Burgess Hill</li> <li>• The Weald Community School, Billingshurst</li> <li>• The Captiol, Horsham</li> <li>• Sir Robert Woodard Academy, Lancing</li> </ul>
	2 To attract a diverse range of young people to take part in CFYT and to adopt fair and inclusive practices in all that is done. If CDC identifies geographical priority area to discuss how CFYT might address this, subject to funds and staff available.	Monitoring activity of learning & participation dept.	As above	March 2016	Satellites youth theatre provision continues to offer opportunities from more isolated or deprived areas of the community. Youth theatre fees have remained the same for the past 4 years and the number of bursary places has increased from 42 to 61. Workshops have been delivered to young carers and those from Southern Domestic Abuse
	3 To offer young people (through schools, colleges, youth work and holiday activities) a range of high quality experiences in drama, technical theatre, dance and street theatre and other genres.	Peer review; awards where appropriate;	As above	Annual review meeting	In 2015-16, CYP have benefitted from a variety of different arts participatory experiences ; 230 YP in the local area performed in a charity concert encompassing dance, music, singing, drama; 71 YP engaged in a series of technical tasters working with CFT professionals; 1600 children aged 0-5 and their parents participated (termly) in story telling/musical activities; LEAP delivered 27 holiday & family fun events to 805 children and young people; 57 children aged 5-9 are enjoying a new set of Pop-Up Theatre workshops on Saturdays
	4 To offer development opportunities and signposting for young people to work in the creative industries through events, internships and Assistant posts.	Number of events and participants.	As above	Annual review meeting	In 2015/16, 50 YP were offered short term work experience placements. The following 8 trainee positions have been managed by CFT: <ul style="list-style-type: none"> <li>• 2 year <i>Lighting &amp; Sound</i> x 2 placements (with accreditation)</li> <li>• 2 year <i>Technical Theatre Stage</i> x 1 (with accreditation)</li> <li>• 2 year <i>HR Admin</i> x 1 ( with accreditation)</li> <li>• 2 year <i>LEAP</i> x 1 (with accreditation)</li> <li>• 1 year <i>Education/Schools</i> x 1 (Gold Arts Award Qualification)</li> <li>• 1 year <i>Youth Theatre</i> x 1 (Gold Arts Award qualification)</li> <li>• 1 year <i>Heritage Activities</i> Trainee (completed January 2016)</li> </ul> <p>3 month International Youth Arts Student placement worked in the LEAP department</p> <p>CFT opened its doors to 40 CFYT members for a Youth Take-Over day enabling them to gain a broader understanding of the world of work in all departments of a busy professional working theatre</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	5 To work with formal education establishments on joint learning projects as appropriate, including University of Chichester.		As above	March 2016	<p>LEAP is continuing to develop a number of projects with the University of Chichester – 2 major planning meeting with Head of Departments from both organisations have taken place; 200 students studying Chekhov engaged with panel discussions, tours and theatre days at CFT; 2 panel discussions were delivered by University of Chichester academics relating to CFT's artistic programme.</p> <p>Leap is currently delivering a schools network investment programme with 7 local schools – starting with priority areas such as Selsey &amp; the Manhood peninsula. The schools are focusing on Artsmark and the YP on Arts Awards alongside connecting with CFT's Artistic &amp; Events programme.</p> <p>Working in partnership with Antibullying Work, CFT is leading a verbatim theatre project to 10 schools across West Sussex. 6 YP aged 19+ will perform monologues, followed by interactive workshops.</p> <p>Working in partnership Chichester High School, LEAP is delivering a playwriting project for 16 under-achievers aged 12-13, who will benefit from workshops, theatre days and tours at CFT with the aim of inspiring them and improving their confidence and achievements in literacy.</p>
<b>3.2 Learning and Participation – District community</b>	<p>1 To refresh a programme of events, courses and talks linked to the theatre programme that are available to the general public and to monitor take-up of these.</p> <p>2 To focus a strand of events on attracting a younger audience, and develop the use of the Festival Theatre to celebrate the RENEWED Festival Theatre.</p> <p>3 To continue to develop the use of internet platforms to widen awareness, access and availability to LEAP events.</p>	<p>Number of events; attendances; copy of programme</p> <p>Number of new events/activities pa;</p> <p>Usage of analytics, feedback and blogs etc</p>	<p>Annual report to CDC and twice yearly verbal update</p> <p>As above</p> <p>As above</p>	<p>Annual review meeting</p> <p>Annual review meeting</p> <p>March 2016</p>	<p>See Festival 2015 programme for numbers and range of events. During the summer Festival (April to December 2015) Leap hosted 56 events reaching a total of 8,016 people. An additional 1,594 people engaged with events in the Winter. During summer &amp; winter CFT led 13 public &amp; 23 private tours of the building reaching a total of 1061 people</p> <p>1,316 children attended a Children's Music Concert in the Festival Theatre; 522 children and their families attended a storytelling event with Michael Morpurgo; The family production of Running Wild at Cass Sculpture Foundation attracted an audience of 3697; 40 children and their parents participated in puppet workshops with Warhorse Puppetry Directors</p> <p>In collaboration with Chichester Library and the Novium, an interactive Family Treasure Trail was introduced for families and an on-going series of storytelling telling workshops has been developed;</p> <p>240 young people attended a Youth Get-In panel discussion focussing on pathways into careers in Theatre &amp; the Arts.</p> <p>Out of the archive' radio plays were produced and presented at the New park Cinema; 9 preshow talks and 8 late discussions (hosted by Kate Mosse) were recorded and put on to "You Tube", Figures suggest that 6,847 people have 'listened again' to these specific talks online.</p> <p>The Heritage (Pass It On) website has grown significantly and had 30,000 hits in 2015.</p>

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>4 To engage with the District Council in investigating programmes of targeted work relating to areas of need.</p> <p>5 To develop a new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage.</p>	<p>Specific to projects, to be shared with CDC</p> <p>Details and attendance at heritage events</p>	<p>As above</p> <p>As above</p>	<p>March 2016</p> <p>March 2016</p>	<p>3 additional platform discussions engaged a further 471 Listeners; 331 youth theatre members following on twitter; and 334 Heritage twitter followers</p> <p>CDC Partnerships Officer &amp; CFT's Community Partnerships Officer have completed a mapping and scoping exercise, touring priority areas &amp; identifying communities facing social isolation.</p> <p>CFT has maintained 3 drama classes for young people and adults with disabilities; 2 at CFT and 1 at The Capitol, Horsham.</p> <p>Working in partnership with CCLP a series of activities has been delivered for people Living with Dementia (and their family/carers) . 261 people have enjoyed a range of arts activities.</p> <p>290 people with autism and additional needs attended a Relaxed Performance of <i>A Christmas Carol</i></p> <p>239 volunteers have engaged with CFT Heritage &amp; Archive activities; A Pass It On exhibition toured to 5 locations: Midhurst, Horsham, Bognor Regis, Littlehampton, Havant; 10 young people performed radio plays from the archive – performed at The New Park Cinema; In 2015, 30,000 website hits were recorded relating to the archive; 26 YP engaged with Heritage related activities; and a 3 month Artist in Residence delivered a project in the Minerva Theatre foyer, responding to CFT's building &amp; archive.</p>
<p><b>4.1 Winter 2015 - programme</b></p>	<p>1 Programme a winter season from available touring product that is high quality.</p>	<p>Programme; attendance per event; reviews in local papers etc</p>	<p>As above</p>	<p>October 2015 March 2016</p>	<p>The winter season ran from 15 October to 20 February 2016 and offered traditional classics such as the Christmas Concerts, the BBC Concert Orchestra and Moscow City Ballet alongside companies and shows new to Chichester. The Minerva Theatre closed from late November for refurbishment and <b>presented <i>Mrs Pat</i></b> and <b><i>Walter &amp; Lenny</i></b> until 15 November. Particular highlights include:</p> <ul style="list-style-type: none"> <li>• The 60<sup>th</sup> Anniversary production of Agatha <b><i>Christie's The Mousetrap</i></b>. 9 performances (total audience 11,160).</li> <li>• Penelope Keith in one-woman play <b><i>Mrs Pat</i></b>. 25 performances in the Minerva (total audience 7,508). "<i>The remarkable and beautifully spoken Penelope Keith delivers a tour de force</i>".<small>STAGE REVIEW</small></li> <li>• World premiere of <b><i>Walter &amp; Lenny</i></b> about Leonard Bernstein and Dean of Chichester Cathedral, Walter Hussey. 5 performances in the Minerva (total audience 1,423)</li> <li>• Olivier Award-winning <b><i>King Charles III</i></b> with Robert Powell</li> <li>• Alan Bennett's double bill <i>Single Spies</i> directed by Rachel Kavanaugh. A co-production with Birmingham Rep. 12 performances (total audience 14,871) "<i>A dazzling double bill - witty, stylish, acute and humane - Bennett confirms his status as our finest contemporary playwright</i>" <small>INDEPENDENT</small></li> <li>• One night performances from Joan Armatrading, Pam Ayres and Stewart Lee reached near full capacity.</li> </ul>





Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
	<p>c) CFT will continue to investigate working with partners, including Chichester District Council, to benefit from regional initiatives such as sustainable transport and recycling.</p>				<p>150 watt LED wash lanterns to its production stock, replacing 40 x 1000 watt energy hungry Fresnel's, and redesigning its standard lighting rigs resulting in a further potential energy saving of up to 51,000 Watts of energy in its standard rigs.</p> <p>CFT appointed Veolia to manage waste disposal. Veolia recycles the ice cream tubs - no other company could offer this service - as well as shredded paper together with the usual recyclable products. It has provided CFT with internal recycling bins colour co-ordinated with the external bins which is helping with CFT's recycling strategy, and offers workshops to raise awareness.</p>
<p><b>6 Organisational stability &amp; development</b></p>	<p>1 Meet six-monthly with CDC Lead Officer to review progress on SLA and business position of theatre.</p> <p>2 To organise annual meeting with all public sector funding partners to ensure that the partnership is sustained.</p> <p>3 To commission appropriate studies of audience development plans and to share appropriate information with the Council.</p> <p>4 To seek additional funding from the private and charitable sector to sustain the Theatre's operations.</p>	<p>Diaries, meeting papers as appropriate</p> <p>Meeting notes</p> <p>Submission of application to ACE</p>	<p>Calendar, meeting notes</p> <p>Annual report to CDC</p> <p>Annual report to CDC</p> <p>Oral reporting September 2015</p>	<p>October, annual review meeting.</p> <p>Annual review meeting</p> <p>March 2016</p> <p>May 2016</p>	<p>20 October 2015: Alan Finch conducted a tour of CFT for CDC Members.</p> <p>15 June 2015: Alan Finch introductory meeting with new CDC Leader Councillor Tony Dignum and Diane Shepherd, Chief Executive.</p> <p>29 April 2016: Alan Finch will meet with Diane Shepherd, Chief Executive and Paul Over, Executive Director.</p> <p>CFT works with the Arts Council funded Audience Agency to regularly mine box office data providing audience analysis to better inform marketing initiatives and identify audience development opportunities. In addition to working closely with the Audience Agency for specific reports (Festival 2015 and 2014/15), CFT surveyed its audiences throughout the year including for Festival 2015 productions (4,044 surveys completed); Family Friendly survey (854 completed) and Relaxed Performance survey (17 completed). CFT holds regular consultation sessions with 16-25 Ambassadors to monitor which areas of activity are working effectively for thjs hard-to-reach age group and where adjustments are required.</p> <p>During 2015/16, a new Director of Development was appointed. A new strategy will be presented to the Board of Trustees in April 2016 with plans to increase funding from voluntary sector - from individuals, corporates and trusts and foundations to increase Development income to £1m over the next five years. More detailed information will be available in the 2016/17 SLA report.</p>

The Service Level Agreement for 2015/2016 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

**Signed:**

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**Position:**

**For and on behalf of the Council**

**For and on behalf of the Grantee**

**Date:**

**Date:**

## Service Level Agreement Chichester Festival Theatre and Chichester District Council 2016/17

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

Sections:

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

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
<b>1.1 Summer 2016 season of CFT productions – the programme</b>	1 Produce a summer season programme to include new commissions and a range of drama forms to attract a wide range of audience.	Programme to be sent to CDC Lead Officer	Annual report to CDC and twice yearly oral update	October 2016	Festival 2016 Brochure    Report to be with CDC March 2017 Date to be confirmed.
	2 Engage world-class theatre professionals to direct, produce, perform and design and technically support the summer season to attract audience.	Peer review	As above	October 2016	
	3 Where appropriate co-produce new work or seek touring opportunities to stretch artistic aims and to share costs.		As above	October 2016	
	4 Review the summer season as part of Annual report to Overview & Scrutiny Committee.		Annual report to CDC	March 2017	
<b>1.2 Summer 2016 season of CFT – the audience</b>	1 Achieve audience target figures set out in Strategic Plan.	Numbers and % of targets	Annual report to CDC and twice yearly oral update	March 2017	
	2 Work with District-based partners on cross-marketing and partnership projects based around the summer programme.	Who/what partnerships in place	As above	March 2017	
<b>2.1 Chichester to a wider world</b>	1 Deliver a 5% increase on positive press comments for summer season at regional and national level.  A summary of all 2015/16 Press coverage figures:  National Press (print) 662 articles Local Press (print) 763 articles Online 1881 articles National and regional reviews 554	Review (website).	Annual report to CDC and twice yearly oral update.	October 2016	
	2 Through co-production and touring/transfers of summer productions ensure that the quality of Chichester productions is widely known.	Number and location of other venues	As above	October 2016	

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
<b>3.1 Learning and Participation (LEAP) – young people</b>	1 To continue to run the Chichester Festival Youth Theatre (CFYT) at a number of locations.	Locations used	Annual report to CDC and twice yearly verbal update	March 2017	
	2 To attract a diverse range of young people to take part in CFYT and to adopt fair and inclusive practices in all that is done. If CDC identifies geographical priority area to discuss how CFYT might address this, subject to funds and staff available.	Monitoring activity of learning & participation dept.	As above	March 2017	
	3 To offer young people (through schools, colleges, youth work and holiday activities) a range of high quality experiences in drama, technical theatre, dance and street theatre and other genres.	Peer review; awards where appropriate;	As above	Annual review meeting	
	4 To offer development opportunities and signposting for young people to work in the creative industries through events, internships and Assistant posts.	Number of events and participants.	As above	Annual review meeting	
	5 To work with formal education establishments on joint learning projects as appropriate, including University of Chichester.		As above	March 2017	
<b>3.2 Learning and Participation – District community</b>	1 To refresh a programme of events, courses and talks linked to the theatre programme that are available to the general public and to monitor take-up of these.	Number of events; attendances; copy of programme	Annual report to CDC and twice yearly verbal update	Annual review meeting	
	2 To focus a strand of events on attracting a younger audience, and develop the use of the Festival Theatre to celebrate the RENEWED Festival Theatre.	Number of new events/activities pa;	As above	Annual review meeting	
	3 To continue to develop the use of internet platforms to widen awareness, access and availability to LEAP events.	Usage of analytics, feedback and blogs etc	As above	March 2017	
	4 To engage with the District Council in investigating programmes of targeted work relating to areas of need.	Specific to projects, to be shared with CDC	As above	March 2017	
	5 To develop a new strand of events, workshops and activity relating to Chichester Festival Theatre's Heritage.	Details and attendance at heritage events	As above	March 2017	
<b>4.1 Winter 2016 - programme</b>	1 Programme a Winter season from available touring product that is high quality.	Programme; attendance per event; reviews in local papers etc	As above	October 2016 March 2017	
	2 Within this programme to include productions which appeal to families and produce specific family-friendly marketing.	Programme; attendance, copies of marketing	As above	October 2016 March 2017	

Actions for CFT	Activity	Measurements	Recorded in	Target Date for review	Progress report
<b>4.2 Winter 2016 programme – audience</b>	1 Achieve audience target figures set in Strategic Plan to sustain the business plan.	Attendances	As above	Annual review meeting	
	<p>1. CFT is committed to being environmentally aware, reduce its energy consumption and increase its sustainable practices as determined by its Environmental Action Plan 2014:</p> <p>a) Energy consumption will be recorded during the first year of activity since the capital project and benchmark levels set in July 2015. A target for reduced energy consumption will be set in July 2015 and then annually reviewed against progress.</p> <p>b) Building on the use of energy efficient technologies installed in the Festival Theatre CFT will further develop core best practice methods and identify equipment which can be implemented as appropriate in the Minerva Theatre.</p> <p>c) CFT will continue to investigate working with partners, including Chichester District Council, to benefit from regional initiatives such as sustainable transport and recycling.</p>		Annual report to CDC		
<b>6 Organisational stability &amp; development</b>	<p>1 Meet six-monthly with CDC Lead Officer to review progress on SLA and business position of theatre.</p> <p>2 To organise annual meeting with all public sector funding partners to ensure that the partnership is sustained.</p> <p>3 To commission appropriate studies of audience development plans and to share appropriate information with the Council.</p> <p>4 To seek additional funding from the private and charitable sector to sustain the Theatre's operations.</p>	<p>Diaries, meeting papers as appropriate</p> <p>Meeting notes</p> <p>Submission of application to ACE</p>	<p>Calendar, meeting notes</p> <p>Annual report to CDC</p> <p>Annual report to CDC</p> <p>Oral reporting September 2016</p>	<p>October, annual review meeting.</p> <p>Annual review meeting</p> <p>March 2017</p> <p>May 2017</p>	

The Service Level Agreement for 2016/2017 is accepted in accordance with the Funding Agreement between Chichester District Council and Chichester Festival Theatre

**Signed:**

**Signed:**

**Print Name:**

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**Position:**

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**For and on behalf of the Council**

**For and on behalf of the Grantee**

**Date:**

**Date:**

**Pallant House Gallery**  
**Chichester District Council Service Level Agreement Report 2015-16**

**Socio Impact Study**

Susan Potter, a freelance evaluator and researcher, was contracted to lead on this study. The study will capture the different ways people benefit from being involved in the Community Programme and to evidence the value of the Community Programme locally. Focus groups for Community Programme participants, Gallery staff, volunteers and key stakeholders were formed and the outcomes from these will be published in a final report to be produced and launched this spring.

The study was conducted between November 2015 and March 2016 and engaged with a total of 10 organisations and 150 individuals.

Some early findings:

**Impacts upon individuals**

Online survey respondents reported a number of positive individual impacts, as a result of their engagement with the Community Programme:

- 82.85% respondents had developed new skills and/or learning
- 69.54% respondents had developed their art and/or creative practice
- 50.47% respondents reported feeling less isolated and/or lonely
- 36.19% respondents reported improved health and wellbeing
- 29.80% respondents had begun volunteering and/or paid employment
- 20.39% respondents had begun a new course and/or further study.

**Impacts upon community**

Online survey respondents reported a number of positive community impacts as a result of their engagement with the Community Programme:

- 96.26% respondents reported the programme provides inspiring, creative experiences
- 96.26% respondents reported the programme provides a safe place for people to work
- 95.32% respondents reported the programme helps to build confidence and self-esteem
- 90.66% respondents reported the programme provides structure and stability
- 17.48% reported making less visits to their GP, mental health and/or adult social services.

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

- 65,302 people visited the Gallery (previous year 56,587 people)
- 1,361 school students visited; 19 separate schools from the Chichester District
- 236 teacher visits
- 199 young people
- 191 people participating in the Community Programme of which 108 live in the Chichester District
- 814 children tickets (previous year 434 tickets)
- 761 student tickets
- 1,965 workshop tickets
- 1,300 members of group visits



### **Creating Untitled: Arts Award**

Free workshops open to young people aged 13 – 18.

Thirteen Arts Award members of Creating Untitled were successful in achieving their Bronze Award. The feedback from the external moderator was extremely positive and she felt that all of the young people were ready to move on to the Silver Award.

Following the Bronze Award, nine young people will complete their Silver Arts Award this year. Together they curated an exhibition of their work in the Studio (1 March – 3 April) to which they invited other young people whom they hope will be inspired to undertake an Arts Award and to explore Pallant House Gallery.

### **Arts Award: Discover & Explore**

With funding secured from Collaborate South East Professional Development Fund the Learning Programme Manager will be able to attend a training workshop for Arts Award: Discover & Explore.

The summer series of Creating Untitled workshops was well attended with many of the members who took the Arts Award returning for these activities. The summer event, Pop-up Portraits, attracted a number of new participants and the level of interest in the Arts Award is very strong.

### **Picture This**

The 2015 'Picture This' work selected from the collection was Joe Tilson's, *1-5 (The Senses)* (1963). The project started in March 2015 with a teachers' CPD workshop for both St Anthony's and Jessie Younghusband Primary schools. In total 370 pupils visited and 71 teachers and parents took part.

St Anthony's and Jessie Young Husband Schools have invited Westbourne Primary School to take part in this year's 'Picture This'. The lead teachers chose the painting *Night* by Victor Willing from the Gallery's collection. All the teachers and all the pupils of the three schools will visit the Gallery to look at the painting and will take images of the painting back to each school for pupils to respond to across all subjects in the curriculum. An exhibition of selected works showing the pupils' responses will be held in the Studio in July.

### **Friends of Chartres and Pallant House Gallery Schools Competition**

The 2014/15 annual competition theme is 'Chichester and Chartres – Light & Dark' and the media is photography. Eight Chichester-based and two French schools submitted individual and joint entries for the competition and exhibition.

2015 will be the last year the Gallery hosts the Schools competition. The Friends of Chartres, with the support of the Gallery, have confirmed a new partnership with Chichester University.

### **Northbrook College - Exchange Exhibition**

For the sixth year, Northbrook College art students have taken up the opportunity to submit an artwork for the Interventions Exhibition in the historic Pallant House. A well-attended private view celebrated the exhibition and for many attending it was their first visit to the Gallery. The Gallery offer of free entry to all Northbrook students for the duration of the exhibition was greatly appreciated.

### **Teacher's Continuing Professional Development (CPD)**

A CPD programme for teachers has now been established, running almost a year ahead of the temporary exhibitions programme. This enables teachers to see how a school visit to the exhibitions can fit into course work plans and meet aspects of the curriculum.

### **Schools' Programme Review**

A consultant from Culture Shift has been appointed to lead on the consultation with the Teachers' Advisory group in redeveloping the Gallery's Schools' Programme. The consultant will produce a report in 2016 which will inform the redevelopment of the new Schools Programme and will aim to provide a range of opportunities for school visits compatible with the new Schools Curriculum, in particular supporting the needs of local schools.

### **Public Programme**

The adult public programme workshops continue to be well attended with many of the Artwork of the Month and Sunday Art Classes being fully booked.

The summer series of early years (age 3-5) workshops have been well attended and the free family holiday workshops have been popular

### **Art History Course**

A new art history course has been developed and was trialled during 2015. It is a modular introduction to art history using the Gallery's collection to explore key themes and stories in art. The course has proved to be very popular and has sold out with at least 70 to 80 people attending each session.

A second art history course running this spring has also sold out. There will be a third part to the course and a re-run of part one on Saturdays. Alongside this there will be study days around the exhibition programme.

### **Chichester University**

#### **Placements**

Four 2nd Year Fine Art students took up placements in the Community Programme this year. They received one day's training preparing them for their placement in short term Partners in Art partnerships. The placements are now part of the students' degree course and are highly valued by all students who have taken part over the last five years.

#### **Museums at Night**

The Head of Learning and Community collaborated with the Head of Dance at the University of Chichester to programme a unique dance performance for the Gallery's Museums at Night event. The University of Chichester's 3rd Fall Dance Company performed site-specific improvisational dance in the Gallery spaces in response to the Leon Underwood: Figure and Rhythm exhibition.

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

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

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

191 people currently actively participate in the Community Programme  
108 of the active members live in the Chichester District area  
31 people on the waiting list for Partners in Art live in the Chichester District area

### **Dementia Programme**

The Community Programme has made significant progress in developing opportunities for people living with dementia and their carers to be included in activities and the general life of the Gallery. The following initiatives have provided important steps to this development.

### **Chichester Cultural Learning Partnership (CCLP)**

The Chichester Cultural Learning Partnership, a membership of seven local cultural organisations, will hold the 'Living with Dementia Festival' for a second year over a period of seven weeks from April - June 2016. The Community Programme will run weekly dementia friendly activities throughout the festival, including Art Views and Care for Art for people living with dementia and their carers.

### **Art Views**

Art Views provide dementia-friendly opportunities for interactive and stimulating discussions in response to selected artworks from the Gallery's collections. Local residents, including people from Augusta Court care home, attended 20 sessions held during 2015-16.

### **Dementia Friends**

The Head of Learning and Community ran two Dementia Friends information and disability awareness sessions during May, mainly for Gallery staff. 11 people signed up to become a Dementia Friend following these sessions. Front of House staff and Room Stewards will be encouraged to participate in the next sessions.

### **Community Programme Fundraising**

For the second year, Community Programme participants have donated their own artworks to raise funds for the Community Programme. The exhibition and sales has been another great success raising £1,800 towards match-funding. Participants say they are delighted to have the opportunity make a contribution to the Community Programme, which they value so highly.

### **Sussex Artists' Award**

Sussex Artists' Award is a bi-annual national open competition run by the Gallery and St Wilfrid's Hospice. There were over 250 submissions to the 2015 Sussex Artists Award and the competition concluded with a successful exhibition of 60 works last September. £2,800 was raised for the Community Programme and the Award helped to raise awareness of the Gallery's and Hospice's work.

### **Partners in Art**

There are currently 37 active partnerships and six new partnerships will form in the next few months.

Partners in Art is in its 14th year and is widely recognised as an effective tool in providing support and opportunities for people who want to follow their interest in art. Initially set up as a stand-alone project, it is evident over the last few years that Partners in Art is active across the whole of the Community Programme, Outside In and beyond in to the local community. It plays an integral part in supporting partnerships to access many projects, creative activities and events at the Gallery, in Chichester, Sussex and London.

### **Care for Art**

These free workshops operate on a drop-in basis. During the 2015 Living with Dementia Festival, Care for Art was extended to include, not just carers, but the person they care for. It is evident from the number of people attending that Care for Art can be of benefit to those who are no longer in a caring role following the death of the person they cared for.

### **Cyrano de Bergerac**

Twelve artists from the Community Programme are working with theatre designer, Berthe Fortin, to design and create costumes and props for an upcoming outdoor production of *Cyrano* at the Weald & Downland Open Air Museum, in June/July. This production of *Cyrano* is produced by the Sussex specialists in site-specific theatre, The Company, in association with the Chichester Festival Theatre. The workshops are running over 10 weeks at Pallant House Gallery.

### **Graylingwell Heritage Project**

The Graylingwell Heritage Project, exploring the history of the former West Sussex County Asylum, has been successfully completed with exhibitions at Pallant House Gallery, the University of Chichester's Otter Gallery and the West Sussex Record Office. A closing celebration event was held at the Graylingwell Chapel and a publication was produced and launched at the University.

## **III. Care for the collections of the District Council**

### **External Loans 1 April 2015 – 31 March 2016**

During this period the following works from the Hussey Bequest have been loaned to the Djanogly Gallery, Nottingham Lakeside Arts, The University of Nottingham for the exhibition *David Jones: Vision and Memory* from 12 March – 5 June 2016:

0110 David Jones *Leopard* 1930 pencil and watercolour on paper

0111 David Jones *Laetare-Sunday Thrush* 1948 chalk, pencil and watercolour on paper

### **Conservation of Works**

Two works from the Hussey Bequest (of a total of five) were selected for inclusion in a funding application to the Leche Trust made in 2013 for conservation of key works in the Gallery Collections. Following the recommendations of the conservator it was decided to follow a course of preventative conservation to re-frame with sealed museum glass and a sealed backboard. This will protect the works from any possible future physical damage and provide a buffer from changes in relative humidity and protection from dust, therefore helping to slow down the natural ageing of the materials and postpone the need for interventive conservation treatment and extending the life of the canvas and/or support.

### **0156 Graham Sutherland, *Thorn Head* 1947 Hussey Bequest, Chichester District Council (1985) Oil on canvas**

In January 2015 this work was glazed with 4.4 laminate Anti Reflective UV glass, and refitted with a sealed, melinex lined corex backboard. New slips were provided where necessary. This work was included in the 2015 London Art Fair exhibition 'The Figure in Modern British Art' and is currently on display in Room 7 as part of a display of work accompanying the exhibition of commissioned pieces by contemporary artists Clare Woods and Des Hughes created in response to key Modern British artworks in the Gallery collections by Henry Moore, Paul Nash, Eduardo Paolozzi and Graham Sutherland as well as the Arundel Tomb in Chichester Cathedral.

**0160 Graham Sutherland, *Christ Appearing to Mary Magdalen (Noli Me Tangere)*, (1961) Oil on canvas Hussey Bequest, Chichester District Council (1985)**



Images above showing un-glazed work and deterioration of frame

The work was un-glazed and the surface un-varnished; the existing frame was covered in velvet which had deteriorated and discoloured. Previous condition reports had raised concerns over its vulnerability, compounded by the fact that the work was subject to minor vandalism in 2008 and undergone conservation to have pencil marks removed.

The possibility of glazing, to include the existing frame, was discussed with the framer, but this was considerably more expensive and it was felt that it would benefit from being re-framed completely. With the agreement of Chichester District Council the work has now been re-framed and glazed with 4.4 laminate Anti Reflective UV glass and refitted with a new slip and backboard.

This work can be seen on display in the Historic House



Achieving funding from the Leche Trust has provided an excellent opportunity to actively build on our conservation programme, identifying care and conservation requirements and addressing potential risk to key artworks. This helps ensure that the collections are cared for and maintained in

conditions intended to preserve and extend their physical integrity and improve standards of care for the future.

In addition the following works on paper from the Hussey Bequest have been conserved and mounted into museum grade acid free mounts for inclusion in the major exhibitions: 'David Jones: Vision and Memory' and 'John Piper: The Fabric of Modernism':

0111 David Jones *Laetare-Sunday Thrush* 1948 chalk, pencil and watercolour on paper  
0325 John Piper *Foliate Head (Levinson 256)* 1971 Lithograph on paper

#### **Pallant House Gallery Exhibitions and Display**

There are currently 27 works from the Hussey Bequest on display in the Gallery.

The following 3 works were the subjects for the 'Artwork of the Month':

0329 Georges Rouault *Christ devant le Ville (Frontispiece to the 'Passion')* 1935 Aquatint and etching  
0065 Matthew Smith *Landscape Near Cagnes* c.1935 oil on canvas  
0077 Henry Moore *Suckling Child* 1930 Alabaster

The recent 'Hidden Treasures from the Print Room' talk for Friends discussed how the latest additions to the Gallery's collection that form the Bequest of Michael Woodford complement works in the Hussey Bequest, such as the early pair of etchings by Graham Sutherland *Hanger Hill* and *Crayfields* and the group of drawings *Five Progressive Studies for Entrance to a Lane* (1939)

The exhibition *John Piper: The Fabric of Modernism* has been timed in part to celebrate the fiftieth anniversary of the unveiling of the tapestry which Piper designed for Chichester Cathedral. Both exhibition and accompanying catalogue feature strongly works by Piper in the Hussey Bequest, including both preliminary designs and other works such as the mosaic topped table.

A forthcoming exhibition of drawings and watercolours from the permanent collection, examining the landscape tradition in Britain, will be held in the De'Longhi Print Room and will include Thomas Gainsborough's *A Suffolk Lane* and John Sell Cotman's *Capel Curig* both from the Hussey Bequest.

#### **IV. Contribute to the Economic Development of the District**

It is the mission of the Gallery to engage audiences with the best of Modern British, international, contemporary and outsider art, championing the work of established, overlooked and non-traditional artists and stimulating debate with its outstanding and inclusive programmes. The Gallery will care for and interpret the collections, making them available for study and creative inspiration, and welcomes visitors to the distinctive setting of an historic house and contemporary gallery. The Gallery currently attracts an average annual audience of 60,000.

##### **Digital Audiences**

- 110,863 Unique users to website
- 30,853 Unique users to the Outside In website
- 7,290 eBulletin subscriber
- 3,963 Facebook followers
- 11,000 Twitter followers
- 1,162 Instagram followers

### **Develop the marketing plan including working with local audiences**

The Gallery has completed its Strategic and Business Plans for the period 2015-18, which includes an audience development plan dealing with local, national and international audiences, and encourages diversity in the Gallery's audience profile.

### **Attracting a local audience and attracting a non-local audience to the area**

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

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

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

#### **Open Weekends**

During 2015-16 the Family Open Days have been rebranded and extended as Free Open Weekends, attracting 2,900 over the two weekends in that period. Free entry applies to the whole Gallery, allowing our major exhibitions, as well as the collection itself, to be enjoyed for free. Wider programming of events during the weekend introduces new audiences to the Gallery and its work, including the activities of the Learning and Community Programme. The audience profile at these events includes many who have not visited the Gallery previously, or who have not visited for a long time.

#### **Half-price Tuesdays**

On Tuesdays there is half price entry to the Gallery's collections and exhibitions all day.

#### **Free Thursday Evenings**

On Thursday evenings there is free entry to the Gallery's permanent collections from 5-8pm. This aims to encourage a local audience to explore the Gallery as an after-work activity. Private views for Studio exhibitions are also held on Thursday evenings and are timed to coincide with Gallery talks.

#### **Free Entry for Under 16s**

In July 2015 free entry for children under the age of 16 was introduced to make the Gallery's collection and exhibitions as accessible as possible to local families and young people. Since this date, family ticket sales have increased.

#### **College and University Promotions**

The Gallery ran a free entry promotion for Northbrook College during their exhibition at the Gallery, to encourage engagement with younger people. The promotion was a success and the Gallery plans to carry out similar promotions with other colleges and universities related to the programme, including Chichester College, the University of Chichester and West Dean College.

### **Weekend Tours**

There are free (with admission ticket) highlight tours of the collection on Saturdays and Sundays at 2pm. These were previously offered on Saturdays only.

### **Festival of Chichester event**

The Gallery has continued its relationship with the Festival of Chichester marketing its summer season exhibitions through the Festival brochure.

### **Stagecoach partnership - Route 60**

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

### **Chichester Tourism Marketing**

The Gallery is a member of local tourism groups, Visit Chichester and Chichester Visitors Group, and arranges collaborative marketing activity and tourism strategies. Email reciprocals are also arranged regularly between members, such as Weald and Downland Open Air Museum, West Dean and Chichester Festival Theatre, and the marketing teams at these organisations work closely together to promote partnership projects.

### **City Centre Partnership/ BID**

The Gallery participated once again in the late night Christmas opening as part of BID's promotion of the city centre and also purchased two external, pre-lit Christmas trees for the front of the building. The Gallery is also running a promotion with BID for a limited number of free tours of the Gallery for city centre businesses to encourage awareness and engagement.

### **Macmillan Coffee morning**

The Gallery hosted its sixth annual coffee morning in September 2015 to support Macmillan Cancer. Selling cakes baked and donated by local volunteers and staff, the Gallery welcomed visitors and the local community and raised over £600 for Macmillan.

### **Audience Profiling**

The Gallery is taking part in the ongoing Audience Finder project, a free national audience data and development project run by the Audience Agency with the support of Arts Council England, enabling cultural organisations to understand, compare and apply audience insight.

In October 2015, postcode analysis based on Gift Aid admissions was carried out, suggesting that the majority of the Gallery's visitors come from the East Sussex, London and Dorset triangle.

The Audience Agency's latest Area Profile on arts audiences in the South East (in which the Gallery was a participant) shows that Arts Attendance in the South East is marginally higher than across the UK as a whole. Overall demographics for the South East region show the area has a higher number in the 85+ age group than the UK as a whole, and a lower number in the 25-29 age group; a higher percentage of people in the AB social grade than the rest of the UK; a larger number of self-employed workers and a lower number of unemployed or unqualified.

From 1 April 2016 regular onsite surveying of visitors in the Gallery will take place using the Audience Finder questionnaire, allowing the Gallery to build a clear profile of the visitor



demographic, which can be benchmarked against other arts organisations taking part in the South East, as well as nationally.

Comments cards are freely available and visitor comment books are placed within the exhibition spaces. The cards are used as the main vehicles for gathering visitor feedback and data. Comments from all sources are recorded and circulated to relevant departments and a monthly report is submitted to the senior management team. The Gallery is currently reviewing methods for data collection at point of sale.

#### **Economic Impact Study - 2015/16**

Following the 2008 Economic Impact Study, the Gallery commissioned an up to date Economic Impact Study to gauge the Gallery's impact on the local area. A full report will be made available to CDC in 2016.

#### **Social Impact Study**

Alongside the Economic Impact Study, Susan Potter has been appointed to carry out a Social Economic Impact Study, the results of which will be presented to CDC in summer 2016.

## **Service Level Agreement between Pallant House Gallery and Chichester District Council, 2016/2017**

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

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

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

Actions for Gallery	Activity	Measures	Timescales
I – Engage local school children, families and adults with a high quality cultural offering	<p>Provide a Schools Programme of tours and workshops for schools in the District which explore the Gallery’s collection through a range of curriculum related themes including; landscape, portraiture and Pop Art and temporary exhibitions.</p> <p>The Schools Programmes includes, <i>Picture This</i>, a project that supports local schools to select one work from the Gallery’s collection and to use this as a starting point for working across the school’s curriculum.</p> <p>Deliver a teachers Continual Development Programme (CPD) once during the year</p> <p>Increase the audience for the Gallery’s Creating Untitled Programme. Creating Untitled is a free creative forum and workshop organised by the Gallery and open to young people aged 13 to 18.</p> <p>Offer work experience opportunities to students from local schools and FE/HE organisations.</p>	<p>Annual report to include the number of Chichester District Schools engaged in the Schools Programme. To increase by 3 the number of schools engaged in the 2016/17schools programme.</p> <p>Maintain at 2015/16 level of engagement</p> <p>Annual report to include the number of teachers taking part.</p> <p>Annual report to include the number of young people engaged in Creating Untitled and Learning Programmes. The Gallery to consolidate links to targeted support service for young people through engagement with youth service programmes and the Chichester Cultural Learning Partnership.</p>	Verbal update provided at a six monthly review meeting with the Lead Officer and March 2017

	<p>Offer opportunities for the region's college and university students including; supporting placements from Chichester University Fine Art degree students and providing the opportunity for Fine Art degree students from Northbrook College to be able to present proposals for site specific installations at the Gallery.</p> <p>Support the delivery of Chichester University's MA course in Cultural Studies.</p>	<p>Annual report to include numbers and review of activity.</p> <p>Offer at least 7 placements for 2016/17</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2017</p>
	<p>Deliver three Open Weekends a year providing free entry to the Gallery with a series of programmes and activities for families.</p>	<p>Number of open days held and number Attending.</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2017</p>
	<p>Deliver an Adult Programme which highlights and enhances the experience of the Gallery's collections and exhibitions. Events include Thursday evening talks/presentations, workshops, Gallery tours, films and concerts.</p>	<p>Provide separate programmed opportunities for adults during 2016/17</p> <p>Increase digital access audiences over 2015/16 figures</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2017</p>

<p>II. Serve community audiences in the District through specially-designed programmes</p>	<p>Develop and market the PHG's Community Programme to people with a wide range of support needs in the District and local communities of Chichester and the region.</p> <p>The Community Programme includes: The Dementia Programme:</p> <ul style="list-style-type: none"> <li>• Art Views</li> <li>• Dementia Friends information sessions</li> <li>• Outside In - supporting artists facing a barrier to the art world</li> <li>• Partners in Art – supporting people in creative partnerships</li> <li>• Pallant Community Workshops – creative workshops every Thursday afternoon</li> <li>• First and Second Steps into the Gallery – a course for those unfamiliar with the Gallery</li> <li>• Care for Art – respite workshops for carers, people they care for and those have recently ended their caring role</li> </ul> <p>Deliver the Sussex Artists' Award in partnership with St Wilfrid's Hospice to raise money for both organisations</p> <p>Complete the arts element of the Graylingwell Heritage Project working with Chichester University, Chichester Community Development Trust and the West Sussex Record Office.</p>	<p>Continue to carry out a post-code analysis of current participants so as to quantify the number of Chichester District resident accessing the Gallery's Community Programmes.</p> <p>Maintain over 100 active participants from Chichester District in Community Programmes</p> <p>Share participant's feedback or peer review of scheme in annual reports so as to evidence the impact and benefits of the Community Programme.</p> <p>Engage with the District Council and Chichester in Partnership to consider how the Community Programme can support the targeted work relating to Think Family Neighbourhoods and creating a dementia friendly city.</p>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2017</p>
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<p>III. Care for the collections of the District Council</p>	<p>The Council's collection will be:</p> <ul style="list-style-type: none"> <li>- maintained in a climate controlled environment (where temperature, humidity and light levels are monitored) which adheres to industry standards</li> <li>- stored in a safe, climate controlled environment when not presented in the galleries</li> <li>- used as integral elements of learning and community programmes and as part of temporary exhibitions</li> <li>- professionally housed (in museum-standard mounts and frames), regularly checked for condition and provided with conservation treatment when needed</li> </ul>	<p>Annual report to include list of CDC items that have been loaned, including lender and audience information. Also to include report on any conservation or documentation work undertaken.</p>	<p>Ongoing</p>
<p>IV. Contribute to the Economic Development and Tourism offer of the District</p>	<p>A. Update an Audience Development plan as part of PHG's Business and Strategic Plans which addresses ways in which local, regional and national audiences will be attracted to the Gallery and Chichester</p> <p>B. Work with other city, district and county arts and culture organisations on marketing their programmes to attract visitors to the District</p>	<ol style="list-style-type: none"> <li>1. When complete, share the new Audience Development plan with the CDC</li> <li>2. Share the results of visitor surveys with the CDC annually</li> <li>3. Report on the economic impact of visitors to the Gallery annually.</li> </ol>	<p>Verbal update provided at a six monthly review meeting with the Lead Officer and March 2017</p>

The Service Level Agreement for 2016/2017 is accepted in accordance with the Funding Agreement between Chichester District Council and Pallant House Gallery Trust

**Signed:**

**Signed:**

**Print Name:**

**Print Name:**

**Position:**

**Position:**

**For and on behalf of the Council**

**For and on behalf of the Grantee**

**Date:**

# Agenda Item 8

## CABINET STRATEGY FOR THE COMING YEAR 2016-17

In the following pages my Cabinet colleagues have set out the strategy for their respective portfolios that they recommend to you for the coming year. The Financial Strategy refers to 2017-18 as this will be going to Cabinet and Council in December this year.

Each member has applied to his or her own area the principles I set out in my Leader's Report to the September 1<sup>st</sup> meeting and which are included in our Corporate Plan.

The five objectives in our Corporate Plan are to:-

- Improve the provision of and access to suitable housing.
- Support our communities, especially the disadvantaged.
- Manage and protect our built and natural environments.
- Improve and support the local economy.
- Ensure value for money for our council taxpayers.

We tried to keep our council tax at its 2015-16 but despite finding other ways to raise the money, the Government cuts in the 2016-17 Local Government Finance Settlement were much deeper than expected.

We went for the allowed £5 increase on a Band D home, just 10p a week for the average taxpayer. We decided that that was preferable to cutting services. This does not mean we are not looking for ways to provide those services more efficiently. We certainly are. We have just achieved one major cost-cutting exercise with the out-sourcing of our leisure centres. Now the attention must turn to determining how we can cut the costs of our museum.

We have embarked on a joint study with Arun and Horsham to share our support services. We are continuing to seek property investments to generate a far better return than cash deposits.

Moving on from revenues and costs, we will continue to contribute to the District's economic growth: through for example the Chichester Vision and the Enterprise Gateway. One aspect of the Chichester Vision which will be a very substantial project in its own right is the planned regeneration of an area included in what has been called the Southern Gateway. The area of focus will include the Bus station and garage, the Courts buildings and the Basin Street car park. This will involve bidding for public funding, creating master plan and seeking private enterprise involvement in the development.

We all want to maximise the supply of affordable housing. We will be seeking innovative ways to do so, using commuted sums from developers and cooperating with the Government on starter home schemes.

We face three big challenges in the coming year: starting the total review of our Local Plan as required by the Inspector, taking forward the Southern Gateway project, and determining our approach to the 3SC devolution plans.

***Tony Dignum***

***Leader***



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# ENVIRONMENT AND CONTRACT SERVICES STRATEGY

## **Waste and Recycling**

A Waste and Recycling Panel to advise Cabinet has now been established and our initial strategy to aim for a 50% recycling rate is now in place, with the first action plan and initial funding agreed by Cabinet.

Public behaviour can potentially make the single most important contribution to our recycling rate. This month sees the launch of a whole range of public education initiatives, starting with a major feature in 'Initiatives' and an item in the Observer. We are also working closely with the County's communication team.

My presentation to full Council was well received. I plan to repeat it at the all-parish meeting which we plan to be a 'Recycling Event' and have been invited to make the presentation to some Parish Councils. We have engaged the support of some local businesses, including Tesco, to support our public education programme, and I will be seeking support from as many members as possible to assist during 'Recycling Week' in September.

## **Litter Picking**

Introduction of new Health and Safety regulations requiring improved traffic management, lane and road closures is going to prove challenging and potentially expensive. The CCS team are currently reviewing this. A change in public behaviour is urgently needed to reduce litter.

## **Authorised Testing Facility**

We have recently learned that competitive ATFs will be opening up at Worthing and possibly elsewhere not far from your area. A review of our business case makes this project look much less attractive. There are also going to be huge demands on CCS in the coming months with the recycling target and possible future food waste collection.

The project will still go through for planning permission but will then be put on hold until we have time to reassess the business case once the competition has opened.

## **Drainage & flooding**

The Manhood Peninsula Drainage Partnership, which I chair, is now established. This group has representation from all key partners including CDC, WSCC (as lead flood authority), Southern Water and the Environment Agency (EA) and aims to ensure partners deliver on stated aims. Initially the group is pulling together an overarching work-plan of schemes and issues on the Manhood in order that the full picture can be understood.

The Environmental Protection team will continue in the coming year to work with landowners and partners to try to progress small schemes with partners or by providing match funding where it will help the process along.

## **Coastal defence**

We hope to secure funding for the 2016-2021 Beach Management Plan from the EA. The

previous Beach Management Plan has proved successful in protecting our coastline from erosion and protecting our communities against storms.

In 20`6/17 we will be receiving an updated asset survey from our consultants Royal Haskoning which will give us a full picture regarding the condition of our coastal assets and enable us to plan and prioritise any maintenance works.

### **The Selsey Haven**

We have received the initial feasibility study which gave a range of options with a preferred option identified. We now hope to proceed to a more detailed technical study, along with an economic assessment, to ensure any future plans are economically as well as technically feasible.

### **Air Quality & climate change**

Air quality remains a key priority for the Environment service. We have in the last year committed to using electric vehicles in our fleet where possible and have committed funds to installing electric charging points across the district to enable our communities to convert to low emission vehicles. We have also recently replaced two air quality monitoring stations and will continue to monitor in areas of concern.

We have recently updated our climate change action plan and the Environment team will be working with Housing over the coming years on various initiatives aimed at making homes more fuel efficient to reduce emissions.

### **Local Plan**

The Environment team will produce a Scoping Report for Sustainability Policy – to identify all the policies that are important locally and to ensure local issues and facts inform the scoping report (e.g. biodiversity, contaminated land, air quality, noise and economic policies). Last time 40 odd reports and policies were reviewed. The scoping report defines the assessment criteria for ongoing measurement.

### **A27 Consultation**

Noise, air pollution, and biodiversity impacts of the remaining A27 options will need to be assessed. Current monitoring data from Highways England is indicating that other areas of the A27 may need to be declared as an Air Quality Management Areas (This might be too early to say. We are waiting for the data to be released).

### **Food Safety and inspections**

The way that food inspections are carried out nationally is going to change, probably within the next year. The Food Standards Agency aim to give businesses more earned recognition with regulatory effort being concentrated on business set-up and poor performers. Charging for interventions by Local Authorities is likely with dispensations for small businesses.

***Roger Barrow***

***Cabinet Member for the Environment***

# PLANNING AND HOUSING PORTFOLIO STRATEGY

## PLANNING

The past year has been a productive and successful year for Planning Services in the achievement amongst others of:-

- Adoption of Local Plan
- Adoption of CIL
- Adoption of The Planning Obligations and Affordable Housing Supplementary Planning Document
- The Council approved Infrastructure Business Plan – an important step in setting out the rolling five year plan to priorities the spending of CIL funds
- The Planning Service has met all three national performance standards for meeting planning applications.
- 4 Neighbourhood Plans have been adopted.
- Strategic Sites.
  - Resolution to grant outline planning permission for 300 dwellings at Westhampnett
  - Shopwyke Lakes – granted permission for 500 dwellings

The above achievements are important as they give a strong basis on which we can achieve our future objectives.

## OBJECTIVES

- Review of Local Plan:
  - Planned end date 31<sup>st</sup> July 2019.
  - Gather the evidence base. E.g. OAN, SHLAA etc. Initial evidence base to be finalized by 31<sup>st</sup> January 2017.
- Site Allocations Plan
  - End Date May 2017
  - Gather the evidence base
  - Prepare the plan
  - Carry out consultation
  - Submit for examination and adopt the plan.
- To continue the review of the IBP.
- Strategic Sites.
  - The expected masterplan for West of Chichester is expected to go before the Planning Committee in April 2016 to be followed within a few months by the planning application.
  - Tangmere. In order to progress the development at Tangmere consider the CPO of land at Tangmere. To seek specialist advice and carry out statutory procedures.
- Supplementary Planning Documents to be considered.
  - Surface Water and Foul Drainage.
  - Chichester Harbour SPD
  - SPD Addendum on A27 Financial Contributions from Development
- Conservation Area Appraisals which commenced in 2016 will continue
  - Selsey Conversation Area
  - Fishbourne Conservation area
  - Westbourne Conservation Area

- Reviews and Appraisals of methods of working to ensure greater efficiencies and performance in the Planning Service.
  - Conservation Area Appraisals
  - Support working electronically across the Service
  - Review of the Pre-application Advice Process
- SDNPA Review of existing agreement and conclusion of work to complete new agreement with SDNP
- Review of Building Control Service Delivery

## **HOUSING**

The Housing and Planning Bill if passed will have a profound impact on the delivery of affordable housing with the Government's emphasis on owner occupiers rather than rented. Although details of the rules and regulations have yet to be published the direction of the Government is clear. Although there is still a lack of certainty the Housing Service is formulating creative and practical solutions to meeting the challenging times ahead.

The four key priorities in the strategy are:-

- Maximise the supply of local homes to meet the needs of local people
- Make the most effective use of existing stock, whilst maintaining sustainable communities
- Enable local people to find their own solutions
- Provide additional support for those that most need it.
- 

We will retain the affordable housing targets and the updated Housing Strategy Delivery Plan.

- Strengthen the evidence base of local need and affordability.
- Support opportunities for intermediate and starter home housing to support the local economy and growth, whilst ensuring they are affordable to and accessible by local households.
- Extending Homefinder. – We have just recruited two full time staff to Homefinder which will enable the service to be more proactive in finding suitable accommodation. Consideration is also being given to incentivising landlords by reducing management charges
- Continuing to explore the options for affordable housing delivery to meet the needs of those unable to purchase and making best use of the Council's resources
- Provide advice and support to communities to meet their own housing needs through registered providers or Community Land Trusts.
  - It is essential that we reach the parishes with this message. At the next round of Forum meetings it is proposed that presentations will be given by officers from the Housing Service to promote CLTs. There will also be publicity to promote ways in which communities can meet their housing needs,
- A custom build and self-build register has been set up.
- Through the Chichester Warm Homes Initiative work with the Well Being Team to address excess cold and fuel poverty - a priority for the Private Sector Renewal Strategy

Cabinet reviewed and updated the Housing Strategy in February 2016 and agreed new capital allocations to support the proposals.

***Susan Taylor***

***Cabinet Member for Planning and Housing***

# COMMUNITY SERVICES STRATEGY

## Corporate Plan Priority 2. – Support our communities

### Objectives

- Provide support to communities and individuals who are vulnerable
  - Work together to help people feel safe
  - Help our communities to be healthy and active
- 

#### Provide support to our communities

- Deliver a refreshed community strategy
- Continue to support Think Family programme. Work with partners to provide good outcomes for families. Deliver a range of interventions in all four priority areas of Chichester District.
- Deliver projects and targets set out in the LSP plan (Getting people into work, tackling financial exclusion, mental health, dementia friendly Chichester and Think Family).
- Deliver the actions and targets set in the Careline Business Plan 16/17
- Delivery of operational seasonal foreshore service and management of Foreshores throughout the year
- Implementation of the revised grants policy
- Review the cultural grants to Chichester Festival Theatre and Pallant House

#### Gallery Work together to help people feel safe

- Deliver targets within set within the Community Safety Business Plan.
- Develop joint working with Arun Community Safety group.
- Develop an effective mechanism for updating staff on safeguarding issues to ensure benefits of training and current knowledge is maintained.

#### Help our communities to be healthy and active

- Promote healthy lifestyles to our staff and to support local businesses in encouraging sustained lifestyle changes for their staff.
- Support the Early Help Strategy
- Deliver the agreement with West Sussex County Council for Public Health and Wellbeing hub.
- Deliver Health and Wellbeing projects by working in partnership with others.
- Continued development of the Chi Active brand.
- Encourage community participation in sport and physical activity.
- Develop partnership with the new Leisure provider.

***Eileen Lintill***

***Deputy Leader and Cabinet Member for Community Services***

# COMMERCIAL SERVICES STRATEGY

## LEISURE CENTRES

- SLM appointed as new Outsource Partner starting 1<sup>st</sup> May 2016. Procurement exercise and subsequent negotiations exceeded target savings – currently more than average £1.4m per annum.
- Key activities – consultation on squash courts at the Westgate Leisure centre (decision to keep one or two squash courts will have a financial impact on savings). Petition to keep squash courts currently has 89 signatories (1000 required for council call in). Westgate squash club in discussion with SLM to use other facilities.
- Debt funding likely to be provided by CDC as returns are 7% per annum (circa £500,000 return on £1.5m loan over ten-year period).
- Staff are motivated by discussions with SLM management team and all three centres were recently selected as one of the top 10 “Gym of the Year” by the Chichester Observer.
- Increase membership through continued and improved marketing and use of facilities. Membership at Westgate is up 10%, an additional 241 members, which is the highest it has been for two years. The Grange now has 881 members, exceeding the original target number of 800 in the original business case.
- Once outsourcing partner is established CDC will discuss further utilization of the leisure facilities for health and wellbeing. Work with Eileen and team to develop programmes that specifically target prevention and rehabilitation.
- Sport England study shows 72% of women and 60% of men are inactive.
- Potential funding could be sought for targeted groups from the public health and wellbeing fund. Possibility to do soft market test with SLM for wellbeing services in 6-9 months

## CITY VISION

- Key part of economic and tourism strategy. Draft City Vision will be presented to July Cabinet.
- Four participation workshops for stakeholder groups held across the district to date.
- Focus now on a plan to provide a joined up retail strategy which considers mix of:
  - Out of town retail development
  - City centre leisure/culture/entertainment/retail offer
  - Markets/events and pop up retail offers
- Driven by the predicted growth in population and the opportunity to make the most of the district’s assets.
- Linking assets into segmented offers and better use of technology to improve marketing awareness of what Chichester has to offer.
- Look for sites which provide opportunity to transform the city – Southern Gateway (discussions with HCA and WSCC underway), Northgate, West St/Cathedral, canal basin and public owned land. Enhance retail, leisure, heritage, hospitality and business offer to effectively compete against other destinations (who are competing for the same consumer spend).

- Short term projects underway to smarten up the city in partnership with Chichester City Council, BID and CDC to include signage, planters, street furniture and tidy up window boxes/planted areas.
- Markets consultation produced disappointing results as only one offer was received (by the existing operator of the current Cattle Market). Meeting with this operator will take place on 5<sup>th</sup> April to establish what quality standards are envisioned. Initially focussed on Chichester but other towns may be considered at a later date if a successful market is established.
- Responsibility for Petworth farmers market successfully transferred to Petworth Town Council.
- Vision initially focused on Chichester but other towns (Midhurst, Petworth and Selsey) are progressing their own Visions.

## TOURISM

- **Define destination and improve elements of offer:**
  - Hotel/accommodation
  - Watersports/events/activities – Bracklesham Bay, punts and picnics in the park (Petworth), Roman Week – other ideas to be developed
  - Coastline development – Selsey Haven – initial feasibility study shows there are options to be further developed and costed. Funding proposition to be developed in conjunction with the EU and Coastal LEP
  - Lost City of Selsey – archaeological dive site
  - Canal basin – Discussions underway with a consultant to assess its potential
  - Improve museum and offer and link exhibits with other key events
  - Develop wedding venue offer at Guildhall
  - Improve marketing and mobile services
- First step is to establish baseline data regarding tourism activity across the district (and beyond). Research funding is agreed in principle through the Coastal West Sussex Partnership. Research brief under development and will be shared with members, baseline research expected by November 2016 to ensure seasonality is considered – PID to be updated.

## MUSEUM

Develop Museum offer and consider alternative ways to deliver the service (including partnerships and other forms of collaboration) which will reduce the cost of the museum. Options analysis underway for presentation to July 2016 Cabinet. Tender for consultants underway to be appointed before end April 2016. Options analysis during May/June 2016.

## ECONOMIC AND BUSINESS DEVELOPMENT

- **Enterprise Gateway:** Current activity is focussed on the Gateway in Terminus Road, Chichester. Planning permission granted and currently seeking fixed price quotations against agreed design. Expected to finalise build partner by April 2016, designs expected to be developed for fixed prices by August 2016. Operating contract with Basepoint to be finalised within the same timeframe. Completion early summer 2017.
- Small Industrial units/trade counters development being considered for Plot 21, Terminus Rd. Options for St James industrial estate also under review.



- Still have £1,296,400 in the new property investment budget and more could be added from free reserves to acquire properties offering a good return. Opportunity being considered to buy freehold of a retail property in South Street at £1,010,000. Opportunity to be further considered by the Cabinet following satisfactory solution to enforcement notice re shop signage, building surveys, financial due diligence and understanding of contractual risk framework.
- Further ideas for future consideration with officers:
  - Consider establishing business satellite hubs in other towns: Midhurst, Petworth and Selsey (2018 onwards)
  - Superfast broadband is key – should we invest in the last mile and offer services to business where BT or Government funding is not available? Current grants available for rural business hubs to improve access to high speed broadband.
  - Develop strategy for use of employment land for high end employment opportunities including finance, fintech, technology.
  - Consider development of working from home units, mixing housing development with 21<sup>st</sup> century IT offer and shared spaces for meetings etc.
  - Skills – Explore graduate programmes and incentives for University graduates to stay here or move here – including accommodation incentives and enterprise hub to sell start up facilities to young entrepreneurs

#### **CAR PARKS AND TRAFFIC FLOW**

- Review is underway to consider extra space planning, disabled bay supply, customer experience, improved payment convenience (e.g. with contactless, automated phone payments), extension of pay on foot, real time space availability of all gateway car parks on existing signs. Agreed more payment options to be introduced to all city and rural car parks. 14 payment terminals currently accept credit and debit cards, another 23 machines to be upgraded shortly to accept debit and credit cards
- Car Park pricing policy is seeking to
  - Keep fees reasonable to ensure parking is not a barrier to use of the towns and City for retail, culture and entertainment.
  - Opportunity to consider season ticket pricing, extension of parking charging hours and blue badge concession etc.
  - Ensure that all car parks at least cover their maintenance costs.
  - Trying to ensure a more equal approach towards rural car parks.
- Car Park strategy is under review and will seek to consider the impact on traffic flow and parking through the development of new housing settlements in Chichester District and surrounding towns over the next 10-20 years. The car park strategy will build on the Road Space Audit (published April) and City Vision (due July) work.

***Gillian Keegan***

***Cabinet Member for Commercial Services***

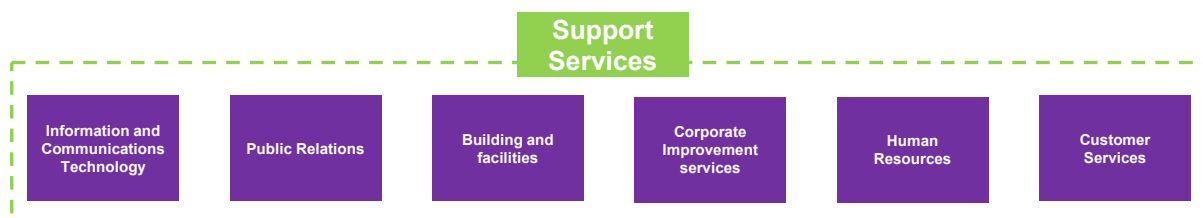
# SUPPORT SERVICES STRATEGY

## Vision for Support Services to 2019

We are currently developing a shared services business case with Arun and Horsham District Councils which will report to all three Cabinets in July 2016. My vision for 2019 is for our support services to be delivered through a central, collocated, digitally-enabled, shared services organization with these District Councils and potentially others, sharing cost and providing relatively more investment capital. This will be a lean organization, which is innovative in delivering service outcomes for our residents, maximizing opportunities for on-line, digital delivery and is set up structurally to be ready for the future. It should also deliver further savings. We must get this right or we will be forced to consider less appealing alternatives which involve less control.

## Executive Summary

### Our current support services



### Future delivery of support

The shared services organization study is focusing on the following areas:

- **ICT**
- **HR**
- **Customer services**

The delivery of the future shared services organization depends critically both upon a robust operating model and also on an effective IT platform. It is not a simple undertaking and the focus of the Support Services portfolio will be on getting these right and delivering this complex project on time and on cost. Some implementation challenges include:

- Location of the shared support centre
- Shared IT platform
- Sharing of savings/efficiencies across the authorities
- Future employing authority
- Harmonisation of terms and conditions across the authorities
- Agreement of future investment funding streams (e.g. for ICT replacement)

Assuming that the three Cabinets approve the business case in July, we will then move into implementation. This will take a lot of time over the next calendar year but it will deliver significant operational and financial benefits. Amongst these are that it will allow us to move forward on implementing our digital strategy to move services on line, where appropriate.

### Other areas

**PR and Sponsorship:** this department has significantly developed income generation for the Council over the last year. Examples include advertising on the council website, an

impressive sponsorship package and partnering of council assets (such as the waste lorries). I am convinced that there is much more value to be captured here, for example, in car parks and other advertising, and intend to push this forward, whilst we maximize revenue in a constrained funding environment.

**HR Organisational Structure:** in the last year we reviewed those areas (e.g.: planning) where staffing and skills shortages exist in order to develop benchmarks to manage personnel turnover and anticipate areas of future skills shortage. This has developed into a pay benchmarking and grading structure review using Hays Consulting and we will build on this to ensure the organization is right-sized to meet future challenges. Examples of this include the effect of the National Living Wage on more junior grades. We will look to expand the use of innovative staffing methods, such as apprenticeships and internships, to grow future talent, as well as using six monthly pay benchmarking to keep rewards competitive with competitor employers.

**Building and facilities:** we will look strategically at the locations of major CDC buildings including examining whether East Pallant House and other major buildings are the right location for the long term. More tactically we will continue to look at freeing up excess property for disposal, such as the surplus properties in Theatre Lane and I aim to push for further rationalisation of smaller council properties, on an opportunity basis.

**Corporate improvement services:** this team is lean and essential to deliver further innovation – I do not see change is needed at this time.

### **Strategic Priorities**

- Deliver a collocated Shared Services organisation
- Increase sponsorship and commercial partnering
- Maximising opportunities for property disposal

***Bruce Finch***

***Cabinet Member for Support Services***

# FINANCIAL STRATEGY 2016/17

## Summary

1. Whilst current economic projections are still healthy, and inflation remains low, overall public sector spending remains tight for the foreseeable future. We have been the recipient of 6 years of central government funding cuts and uncertainty as to future settlements and economic recovery (particularly with the EU referendum looming) remains high.
2. The government's settlements for 2015/16 and 2016/17 have proved challenging. We have met those challenges and maintained financial resilience through taking a more commercial approach to all aspects of Council activity, being guided by prudence in financial management, and through efficient delivery of services.
3. Last financial year, the Council avoided increasing Council tax, and continues to strive to constrain any rises here. However the Government cuts in the 2016-17 Local Government Finance Settlement were much deeper and steeper than expected. By 2018/19 the Revenue Support Grant will have been withdrawn completely. To partly offset these funding cuts, Council approved in March 2016 a relatively modest £5 increase on a Band D home for the 2016/17 financial year, just 10p a week for the average taxpayer.
4. But the funding cuts are also being met with further savings, efficiencies and greater commercialisation. Across all departments and service areas, the Council continues to look for more efficient ways of working, of delivering services and reducing costs. We have already achieved one major lasting cost-cutting exercise with the out-sourcing of our leisure centres. Now the focus of attention has moved to further opportunities for shared services, and to the museum to determine how we can cut its significant ongoing costs. We will also now look for wider investment opportunities which deliver reliable returns without compromising security, and to this end have set up an investment opportunities reserve.
5. In the current financial year we have again witnessed an increase in some income streams through fees and charges, (predominantly car parking, planning fees). This Council currently generates in the order of £16m per year from such income streams. However these do not in themselves fully offset the anticipated reductions in government funding and the increased ongoing costs from:
  - (a) Pay and cost pressures (particularly private/public sector pay differentials which may require pay premia in order to recruit and retain key employees). The current 5 year model assumes 1% increases for the next 2 years and 2% per annum thereafter.
  - (b) Challenging recycling targets: Recent tougher recycling targets and the possible need separate out types of recycle materials are likely to drive substantially increased ongoing waste costs, currently estimated at around £1m per year from 2017/18. The required reworking of our Local Plan after 5 years, estimated at a cost of £150,000 per year.
  - (c) Ongoing substantial net cost for the running of the museum.

6. Supported by our rolling 5-year financial plan model, the financial strategy aims to keep the council's budget balanced over the forthcoming plan period, without an unsustainable erosion of reserves through:
  - (a) Delivery of further income gains, including via returns from investment opportunities including the recently approved £10m investment in the Local Authorities Property Fund;
  - (b) Further reductions in expenditure;
  - (c) A revised grants process;
  - (d) Restrained Council tax increases.

#### Income

7. The Council currently relies on over £16m of income from its fees and charges to balance its budget. Over recent years we have witnessed a reduction in income from some service areas but overall we have witnessed an increase in income, primarily in relation to car parks and planning fees. The latter two sources are particularly difficult to predict and no allowance has been built into the 5 year model for setbacks. We have assumed car parking income will continue to recover (supported by the proposed new charging program), and we expect a growing income from contract services and from a growing commercial property portfolio. As an additional income stream we are supporting the drive for sponsorship and partnering.

#### 8. Expenditure

With other portfolios essentially planning to maintain the delivery of most key services, the focus of this strategy is on reducing the ongoing deficits, as has been achieved this year by the out-sourcing of leisure centres. The next areas of focus in this regard are the museum, shared services options and possible areas for further out-sourcing.

#### Investments

9. Following a policy of non-dependency on reserves, revenue budgets must make contributions to reserves to fund future capital commitments.
10. Further capital investments to be funded from reserves, include investments in:
  - (a) The Enterprise gateway;
  - (b) other property investments (subject to an approved protocol in terms of ROI, security, and local benefits;
  - (c) affordable housing;
  - (d) flood prevention schemes.

***Philippa Hardwick***

***Cabinet Member for Finance & Governance***

## Chichester District Council

### OVERVIEW AND SCRUTINY COMMITTEE

10 May 2016

#### Overview and Scrutiny Committee Work Programme 2016-17

##### 1. **Contacts**

Bambi Jones – Principal Scrutiny Officer  
Telephone: 01243 534685  
E-mail: [bjones@chichester.gov.uk](mailto:bjones@chichester.gov.uk)

Clare Apel - Chairman of the Overview and Scrutiny Committee  
Telephone: 01243 783738  
E-mail: [capel@chichester.gov.uk](mailto:capel@chichester.gov.uk)

##### 2. **Recommendation**

- 1) **The committee is requested to consider and agree its work programme for the following year and to recommend it to Full Council for noting.**
- 2) **The Chairman of the committee and the Lead Officer for Overview and Scrutiny are granted approval to make any required amendments to the work programme before it is presented to Council.**

##### 3. **Background**

- 3.1 Each year the Overview and Scrutiny Committee (OSC) prepares its work programme identifying the issues it will consider throughout the year.
- 3.2 The council's Constitution states that the OSC must make recommendations on its future work programme to Full Council.
- 3.3 The committee's work programme for 2016-17 has been developed taking into account the following:
  - The newly developed Corporate Plan projects agreed by Cabinet on 1 December 2015
  - Projects identified from individual Service Plans
  - Issues which the Business Routeing Panel has suggested require member involvement
  - Items proposed by members or raised by the committee over the last year
  - Topics included in last year's programme which have been delayed

##### 4. **Developing the Work Programme**

- 4.1 The OSC held a workshop on 29 March 2016 to consider the Council's 2016-17 work plan and identified a number of issues for scrutiny involvement over the coming year.

- 4.2 The Business Routeing Panel on 31 March 2016 discussed the Council’s work plan and the issues identified by the OSC and as a result a number of further issues were routed to the OSC for review. The work programme has therefore been developed along these lines and the draft 2016-17 OSC work programme is attached at Appendix 1.
- 4.3 A number of reviews have been included which it would be more appropriate to take offline for a more in depth review by way of a task and finish group. These are:
- Corporate Plan mid-year progress review – Oct 2016
  - Budget review (joint review with members of the Corporate Governance & Audit Committee) – Dec 2016
  - Educational Review – Jan-Feb 2017
  - Community Safety Partnership review – Jan-Feb 2017
  - Cultural Grants – April 2017
- 4.4 The work programme may require to be adjusted to accommodate topical issues that arise during the year and issues which are deferred.
- 4.5 Members are requested to consider this work programme and to make comments or suggestions as appropriate.

**5. Outcomes to be achieved**

- 5.1 Committee members are involved in deciding the direction and content of their work programme and the effective operation of the committee for the next year.

**6. Community impact and corporate risks**

- 6.1 One of the committee’s roles is to act as a community champion in reflecting the views and interests of the community and to consider matters affecting the area or its inhabitants.

**7. Implications**

	Yes	No
<b>Crime &amp; Disorder:</b>		X
<b>Climate Change:</b>		X
<b>Human Rights and Equality Impact:</b>		X
<b>Safeguarding</b>		X
<b>Other (Please specify):</b> eg Biodiversity		X

**8. Appendices**

Appendix 1 – Overview & Scrutiny Work Programme 2016-17

## OSC DRAFT WORK PROGRAMME 2016-2017

Date	Issue	Is this a Corporate Priority? What role does the OSC have?	Lead Officer
Jun 2016	OSC annual report 2015-16 and 2016-17 work programme (final) ➤ <b>To Council Jul 2016</b>	➤ Monitoring and review	B Jones
Jun 2016	Local Strategic Partnership Plan 2016-17 ➤ To review performance (business plan, annual report), consider and input into 2016-17 business plan), include Community Strategy as appendix; choose specific issues for scrutiny input. ➤ <b>Community Strategy to Cabinet Jul 2016</b>	➤ Policy review	S Hansford/A Loaring
Jul 2016 Special meeting 9.30 start	Chichester Vision ➤ Draft Vision with research information included. ➤ <b>To Cabinet Jul 2016 to approve</b>	➤ Corporate priority ➤ Policy development	J Hotchkiss/S Oates
Jul 2016 special meeting	Shared Services review - TFG ➤ <b>To Cabinet July 2016</b>	➤ Corporate priority ➤ Policy review	J Dodsworth/ J Mildred
Jul 2016 special meeting	Building Control Service Delivery options ➤ Consider alongside other Shared Services	➤ Corporate priority ➤ Policy review	A Frost/R Pugh
Jul 2016 special meeting	Museum Service options appraisal ➤ Review options ➤ Depending upon options agreed, corporate TFG to be set up with OSC representation; or OSC to review performance in Mar 2017 ➤ <b>To Cabinet July 2016</b>	➤ Corporate priority ➤ Policy review	J Hotchkiss/C Hakes
Jul 2016 Special meeting	Chichester BID - renewal ➤ Evaluate whether we continue to support the BID ➤ <b>To Cabinet Jun 2016</b> ➤ <b>Dependent upon whether BID can prepare reports by mid June.</b>	➤ Corporate priority ➤ Monitoring and review ➤ Policy development	J Hotchkiss/ S Oates
Sep 2016	Southern Water ➤ Request Southern Water to attend – develop a set of questions to be sent to them to answer in a presentation to include ‘What is their role in existing and new development?’ And ‘What is the long term plan to manage capacity of existing system to facilitate the local plan?’	➤ Monitoring and review	A Frost
Sep 2016	Choose Work evaluation	➤ Corporate Priority	S Hansford/A



	<ul style="list-style-type: none"> <li>➤ Part of the Local Strategic Partnership Plan</li> <li>➤ <b>To Cabinet Oct 2016</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Monitoring and review</li> </ul>	Loaring
Sep 2016	<p>Gypsy &amp; Traveller Post Project Evaluation</p> <ul style="list-style-type: none"> <li>➤ <b>To Cabinet Oct 2016</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate Priority</li> <li>➤ Monitoring and review</li> </ul>	S Hansford/J Bacon
Nov 2016	<p>Corporate Plan review – TFG</p> <ul style="list-style-type: none"> <li>➤ To meet Oct-Nov</li> <li>➤ Terms of Ref to be agreed at Sept OSC</li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate Priority</li> <li>➤ Monitoring and review</li> </ul>	J Mildred
Nov 2016	<p>Review of CCTV function and costs, to include a review of CCTV assets</p> <ul style="list-style-type: none"> <li>➤ To consider how to provide the service more efficiently</li> <li>➤ Consider data on the use of CCTV in prosecutions and reducing crime</li> <li>➤ <b>To Cabinet Dec 2016</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Monitoring and review</li> </ul>	T Murphy/J Maskell
Nov 2016	<p>Housing Allocations Scheme review</p> <ul style="list-style-type: none"> <li>➤ Reviewed by OSC June 2013; agreed that rural allocations policy elements of scheme be reviewed by OSC every 3 years i.e. next in 2016. Also any changes of a non-policy nature made to the scheme should be reported to the OSC, but signed off by L Rudziak.</li> <li>➤ Deferred from March 2016</li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate priority</li> <li>➤ Monitoring and review</li> </ul>	R Dunmall/I Owen
Nov 2016	<p>Recycling Action Plan</p> <ul style="list-style-type: none"> <li>➤ Review the proposed options when these have been developed</li> <li>➤ <b>To Cabinet ?</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate priority</li> <li>➤ Monitoring and review</li> <li>➤ Policy development</li> </ul>	B Riley
Jan 2017	<p>Budget review – TFG</p> <ul style="list-style-type: none"> <li>➤ To meet Dec</li> <li>➤ Terms of Ref to be agreed at Nov OSC</li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate Priority</li> <li>➤ Monitoring and review</li> </ul>	J Ward
Jan 2017	<p>Tourism Strategy</p> <ul style="list-style-type: none"> <li>➤ Town and City Centre research to be undertaken as a result of Initial Project Proposal Document agreed by Cabinet Jan 15. Include research information.</li> <li>➤ <b>To Cabinet Feb 2017</b></li> <li>➤ <b>An update report and update on PID will go to June Cabinet.</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate priority</li> <li>➤ Policy development</li> </ul>	J Hotchkiss/S Oates

Jan 2017	<p>Parking Strategy</p> <ul style="list-style-type: none"> <li>➤ To request the portfolio holder to attend to talk to members about parking strategy and to consider areas for review. Dependent upon WSCC road space audit and Chichester Vision completion.</li> <li>➤ <b>To Cabinet Feb 2017</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ Policy review</li> </ul>	J Hotchkiss/T Murphy
Mar 2017	<p>Educational review - TFG</p> <ul style="list-style-type: none"> <li>➤ Following the review of education carried out in November 2014, the OSC agreed to undertake a further review of educational attainment in the district in early 2016 when there may be new Government educational policies and performance monitoring targets in place and it is likely that more schools in the Chichester district will have converted to academy status. Now moved to March 2017 to allow an extra year's outturn results to be considered.</li> <li>➤ Terms of Reference to be agreed at Nov OSC meeting.</li> <li>➤ TFG to meet Jan-February 2017 and report to March 2017.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Monitoring and review</li> </ul>	S Hansford/D Hyland
Mar 2017	<p>Community Safety Partnership review – TFG</p> <ul style="list-style-type: none"> <li>➤ To meet Jan-Feb 2017</li> <li>➤ Terms of Ref to be agreed at Nov 2016 OSC</li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate Priority</li> <li>➤ Monitoring and review</li> </ul>	P Bushby
Mar 2017	<p>Think Family Expansion Plan and Neighbourhoods</p> <ul style="list-style-type: none"> <li>➤ Review outcomes</li> </ul>	<ul style="list-style-type: none"> <li>➤ Corporate priority</li> <li>➤ Monitoring and review</li> </ul>	P Bushby
May 2017	<p>OSC draft work programme 2017-18</p>	<ul style="list-style-type: none"> <li>➤ Monitoring and review</li> </ul>	B Jones
May 2017	<p>Cultural Grants review - TFG</p> <ul style="list-style-type: none"> <li>➤ Terms of Ref to be agreed at Mar 2017 OSC</li> <li>➤ TFG to meet Apr 2017</li> <li>➤ There is a separate issue of reviewing CFT funding to allow them to access Arts Council funding by November 2016 – DS to feed back on this.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Monitoring and review</li> </ul>	S Hansford

Looking further ahead:

Jun 2017	Leisure Contract Management ➤ OSC representative on corporate TFG – Mr M Cullen (to be agreed)		J Hotchkiss/S Peyman
Jun 2017	Housing Strategy ➤ Progress report on delivery plan 2013-18	➤ Corporate Priority ➤ Monitoring and review	L Rudziak/L Grange
TBA	Development of Barnfield Drive ➤ Post Project Evaluation		J Hotchkiss
TBA	Southern Gateway ➤ Once the scale of the project is known, the OSC can decide whether it wishes to input into it	➤ Corporate priority ➤ Monitoring and review	P Over

# Agenda Item 10

Chichester District Council



**CHICHESTER DISTRICT COUNCIL**

**FORWARD PLAN**

**For the period  
1 June 2016 to 30 September 2016  
(as at 28 April 2016)**

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

## CHICHESTER DISTRICT COUNCIL

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 June 2016 to 30 September 2016. On occasions the timetable for reports may change due to unforeseen circumstances. Additionally the Forward Plan also identifies decisions which are likely to be taken by the Cabinet in the coming year beyond the four month period covered by the Plan.

The meetings of the Cabinet due to be held during this period are, 7 June 2016, 12 July 2016 and 6 September 2016 to be held at the offices of Chichester District Council, East Pallant House, East Pallant, Chichester.

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

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

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

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

The Membership of the Cabinet is currently as follows:

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

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

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

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

Tony Dignum  
Leader of the Council

**Topics due to be considered are as follows:**

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1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Appointments to Outside Bodies</b>
3. Report author	Mrs Katherine Jeram, Member Services Officer kjeram@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Birdham, Tangmere and Wisborough Green Neighbourhood Plans</b> To consider the results of the referendums to be held on 5 May 2016 and, if appropriate, to recommend to Council to 'make' the Birdham, Tangmere and Wisborough Green Neighbourhood Plans.
3. Report author	Mrs Valerie Dobson, Neighbourhood Planning Officer vdobson@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Chichester Conservation Area Character Appraisal and Management Proposals</b> (a) To approve the revised conservation area character appraisal and management proposals document as a material consideration in planning decisions; (b) To approve the revisions to the boundary of the conservation area; and (c) Approve the Implementation of immediate and non-immediate Article 4 Directions covering the whole conservation area including additional areas designated.
3. Report author	Miss Lone Le Vay, Design and Implementation Manager llvay@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
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	19 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Chichester Harbour AONB Supplementary Planning Document (SPD): Consultation</b></p> <p>The Council in conjunction with the Chichester Harbour Conservancy is preparing a Chichester Harbour Policies Supplementary Planning Document (SPD). The SPD will be based on the policies contained within the Chichester Harbour Area of Outstanding Natural Beauty Management Plan 2014-2029. By including them in a planning document it will give them more weight. The consultation process is part of the preparation of the SPD.</p> <p><b>Recommendation:</b> to approve the Chichester Harbour Area of Outstanding Natural Beauty Management Plan 2014-2029 for consultation (Recommendation to Council)</p>
3. Report author	Ms Sue Payne, Planning Policy Officer spayne@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<p><b>Chichester Wellbeing</b></p> <p>Cabinet are recommended to accept the new agreement with West Sussex County Council to deliver a Wellbeing service and agree the business plan.</p>
3. Report author	Mrs Elaine Thomas, Wellbeing Manager ethomas@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<p><b>Compulsory Purchase Order (CPO) Tangmere Strategic Development Location</b></p> <p>The report will lay out the options for the CPO of the land at Tangmere for the development of the Strategic Development Location in line with the requirements of the Local Plan.</p>
3. Report author	Ms Tracey Flitcroft, Principal Planning Policy Officer (Local Planning) tflitcroft@chichester.gov.uk

4. List of documents to be submitted to the Cabinet	Report to Cabinet
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1. Date of Meeting	7 Jun 2016 19 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Development Contributions Towards A27 Chichester Bypass - Next Steps</b></p> <p>(a) To report back on the responses to public consultation undertaken in February/March 2016 on the Council's proposed approach for securing <i>development</i> contributions to mitigate additional traffic impacts on the A27 Chichester Bypass.</p> <p>(b) To seek Cabinet endorsement for further steps following the consultation. Depending on the outcome of the consultation, this may involve a recommendation to Council to formally amend the Planning Obligations &amp; Affordable Housing Supplementary Planning Document (SPD) to enable the Council to implement a proposed approach to ensure that development contributions are provided towards the A27 Bypass.</p>
3. Report author	Mr Robert Davidson, Principal Planning Policy Officer (Strategic Planning) rdavidson@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Plot 21, Terminus Road, Chichester</b> To authorise a revised scheme for the project.
3. Report author	Mr Peter Legood, Valuation and Estates Manager plegood@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Proposed Investment Purchase</b> Proposed Investment Purchase report to Cabinet following completion of due diligence.
3. Report author	Mr Mark Regan, Senior Estates Surveyor (Development

	Support) mregan@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<p><b>Selsey Conservation Area Character Appraisal and Management Proposals</b></p> <p>(a) Approve the revised conservation area character appraisal and management proposals document as a material consideration in planning decisions;</p> <p>(b) To approve the revisions to the boundary of the Selsey conservation area;</p> <p>(c) To agree the designation of a new conservation area at East Selsey;</p> <p>(d) To approve the conservation area character appraisal and management consideration in planning decisions; and</p> <p>(e) Approve the implementation of immediate and non-immediate Article 4 Directions covering both the Selsey, including additional areas designated, and new East Selsey conservation areas.</p>
3. Report author	Miss Lone Le Vay, Design and Implementation Manager llvay@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<p><b>Selsey Haven: Report of Technical Feasibility Study</b></p> <p>Description: Subject to the outcome of the feasibility study, the project aims to build a small harbour near East Beach, Selsey including associated business units, to provide fisheries protection, economic opportunities, flood protection and a visitor focus on the Manhood Peninsula.</p> <p>Expected outcome: A secure and expanding inshore fishing industry. A place where Selsey businesses can grow; and where residents and visitors can find good cultural, leisure and sporting activities.</p>
3. Report author	Mr George Smith, Business Support Officer Gsmith@chichester.gov.uk

4. List of documents to be submitted to the Cabinet	Report to Cabinet
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1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<p><b>Site Allocations Development Plan Document (DPD): Approval of Statutory Public Consultation - Further Sites</b></p> <p>The Council is preparing a Site Allocations DPD to allocate employment sites in the Local Plan area. Where a Parish is not producing a neighbourhood plan or they are not progressing the neighbourhood plan for various reasons then sites for residential development will also be allocated in the DPD.</p> <p>Following public consultation in January/February 2016 there are a number of potential new sites which should be consulted on. This is prior to the DPD being amended for Proposed Submission later in the year.</p> <p><i>Recommendation: to approve new sites for consultation prior to their potential inclusion in the Site Allocations Development Plan Document.</i></p>
3. Report author	Ms Tracey Flitcroft, Principal Planning Policy Officer (Local Planning) tflitcroft@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Southern Gateway: PID and Masterplan Specification</b>
3. Report author	Mr Paul E Over, Executive Director pover@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>The Novium Annual Report</b>
3. Report author	Mrs Jane Hotchkiss, Head of Commercial Services, Ms Cathy Hakes, Novium Museum & Tourist Information Centre Manager

	jhotchkiss@chichester.gov.uk, chakes@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	15 Mar 2016 7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>Tourism Strategy - Update Report and Project Initiation Document</b> That the Council sets out a brief but clear three to five year plan which sets the aspiration, establishes the baseline information and leads the initiative required to bring partners together to develop the visitor economy under one robust and coherent strategy. (Recommendation from Overview and Scrutiny Committee)
3. Report author	Mr Stephen Oates, Economic Development Manager soates@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	7 Jun 2016
2. Matter in respect of which the decision is to be made	<b>West Sussex Joint Minerals Local Plan Draft</b> West Sussex County Council and the South Downs National Park Authority are working in partnership to prepare a new Joint Minerals Local Plan for West Sussex. This will replace the existing Minerals Local Plan (2003).  The Draft Plan is out for consultation until the 17 June 2016. The report will set out any suggested comments.
3. Report author	Ms Tracey Flitcroft, Principal Planning Policy Officer (Local Planning) tflitcroft@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Adoption of Public Spaces Protection Order ('PSPO') for Chichester District - Consultation Results</b> To report back on the responses to public consultation undertaken during April/May 2016 on the Council's proposed adoption of a Public Spaces Protection Order ('PSPO') and to approve, or otherwise, the adoption of a

	<p>PSPO based on that evidence.</p> <p>Approve the Head of Housing and Environment to undertake the necessary statutory publicity and notification requirements associated with the making of the PSPO.</p>
3. Report author	Mr Nick Bennett, Litigation Lawyer, Mr Laurence Foord, Licensing Manager nbennett@chichester.gov.uk, lfoord@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Annual Report 2015-2016</b> Reporting of significant achievements and future work areas.
3. Report author	Mr Joe Mildred, Corporate Policy Advice Manager jmildred@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Avenue de Chartres Car Park - Tender Evaluation</b> Details of the works tenders to be reported for final decision on the content of the works confirmation of the contract sum and award of contract for refurbishment works to a preferred contractor.</p> <p>The Public are likely to be excluded from any discussion at which this report is considered on the grounds that it is likely that there would be a disclosure to the public of 'exempt information' of the description specified in Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A to the Local Government Act 1972.</p>
3. Report author	Mrs Jane Dodsworth, Head of Business Improvement Services jdodsworth@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
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2. Matter in respect of which the decision is to be made	<p><b>Chichester BID</b></p> <p>This project will broadly run across two phases. Phase 1 will initially focus on determining whether or not CDC wishes to support renewing Chichester BID for a further term of five years. The subsequent work to be undertaken in Phase 2 of the project will depend on the outcome of Phase 1.</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> <li>- A decision regarding the future of the BID;</li> <li>- The completion of the BID ballot process; and</li> <li>- Alternative delivery mechanism if the BID is not successful.</li> </ul>
3. Report author	Mr Stephen Oates, Economic Development Manager soates@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	19 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Chichester in Partnership's Community Strategy</b></p> <p>The current sustainable community strategy has been in place since 2009 and has never been revised. Chichester in Partnership in December 2015 agreed to do a "light touch" review of the document which has been completed and they are asking for the Council to adopt this revised strategy. (Recommendation to Council)</p>
3. Report author	Miss Amy Loaring, Partnerships Officer aloaring@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Chichester Vision</b></p> <p>To develop a strategic vision for how the City Centre might develop over the next 20 years. The City and Town Centre Research project and the Visitor Economy strategy project to inform the Vision work The vision will:</p> <ul style="list-style-type: none"> <li>- Be a clear articulation of 'what we want Chichester to be;</li> <li>- Ensure that all past, current and future proposals, ideas and opportunities take account of each other to</li> </ul>

	<p>produce a cohesive approach;</p> <ul style="list-style-type: none"> <li>- Consider a wide range of ideas and proposals, including a number of previous items worthy of reconsideration;</li> <li>- Identify and articulate the opportunities for significant economic growth and job creation, and the risks of missing opportunities and stifling growth; and</li> <li>- Provide the guiding principles for a new planning policy framework for the City, and form the basis of a strategy to attract inward investment into the City.</li> </ul> <p>Expected outcomes: Key project outcomes and potential outcome measures are as detailed in sections 4.2 And 4.3 of the PID.</p> <p>(Recommendation from Overview and Scrutiny)</p>
3. Report author	Mr Stephen Oates, Economic Development Manager soates@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016 19 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Constitution Update</b> To approve various amendments to the Council's Constitution. (Recommendation to Council)
3. Report author	Mr Philip Coleman, Member Services Manager pcoleman@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016 19 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Devolution Report</b> This report seeks authority to proceed with the devolution proposals for the Three Southern Counties – East and West Sussex and Surrey County Councils and all of the District and Borough Councils that fall within their boundaries. The report sets out the legal



	<p>framework for a governance review, the principles that will apply and the considerations that each authority will be asked to examine as governance options are examined.</p> <p>Cabinet is asked to recommend to Council the following:</p> <p>(1) That the Council endorses formal submission to the Government as a devolution proposition which this council wishes to be party to;</p> <p>(2) That the Council delegates to Leader of the Council the authority to negotiate with the other authorities and with the Government a devolution deal based on those proposals;</p> <p>(3) That the Council endorses a plan to undertake a review of governance arrangements that would be required to enable the authorities to discharge the powers they seeks to be devolved;</p> <p>(4) That the Council endorses the proposals for the establishment of arrangements for collective decision making as interim arrangements pending the conclusion of the review of governance; and</p> <p>(5) That the Council receive a report on the outcome of the governance review in the Autumn with a view to deciding whether to adopt new governance arrangements</p> <p>(Recommendation to Council)</p>
3. Report author	Mr John Ward, Head of Finance and Governance Services jward@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet
1. Date of Meeting	30 Jun 2016  12 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Overarching Investment Opportunities Protocol</b></p> <p>This report describes proposals for implementing an investment strategy to preserve and improve the financial and other resources available to the Council. The strategy aims to generate revenue income from capital investment, and adopts the principles</p>

	<p>incorporated in the Council's corporate Asset Management Plan in respect of land and property transactions. However, as well as land and property, the strategy is open to other forms of investment opportunity to the extent that they support and promote other Council policies, plans and priorities.</p> <p>To fund investment opportunities as they arise, the investment strategy will draw upon the newly established Investment Opportunities Reserve, supplemented by other available sources of internal and external finance, to the extent that it is necessary to realise approved investments.</p>
3. Report author	Mr Tony Jackson, Acting Group Accountant (Technical & Exchequer) tjackson@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Pallant House Gallery - Major Repairs and External Decoration Works</b>
3. Report author	Mr John Bacon, Building & Facility Services Manager jbacon@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<p><b>Shared Services - Business Case</b></p> <p>To consider the business case for the sharing of the following support services with Arun District Council and Horsham District Council</p> <p>ICT HR Customer Services Legal Audit Revenues and Benefits Transactional Finance</p>
3. Report author	Mrs Jane Dodsworth, Head of Business Improvement Services jdodsworth@chichester.gov.uk

4. List of documents to be submitted to the Cabinet	Report to Cabinet
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1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Road Space Audit</b>
3. Report author	Mrs Tania Murphy, Parking Services Manager tmurphy@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<b>Rugby Club Car Park, Oaklands Park, Chichester</b> Amendment to the Council's Off-Street Parking Order to include the Rugby car park.
3. Report author	Mrs Tania Murphy, Parking Services Manager tmurphy@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	12 Jul 2016
2. Matter in respect of which the decision is to be made	<b>The Novium Museum Options Appraisal</b> Cabinet to consider the findings of the options appraisal of the current museum service management.  To identify options for delivery of the museum and recommend preferred model for future delivery of The Novium.
3. Report author	Mrs Sarah Peyman, Sport and Leisure Development Manager speyman@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	6 Sep 2016
2. Matter in respect of which the decision is to be made	<b>Compulsory Purchase Order (CPO) Tangmere Horticultural Development Area</b> The report will lay out the potential options for the CPO of land at Tangmere for the development of the Horticultural Development Location.

3. Report author	Ms Tracey Flitcroft, Principal Planning Policy Officer (Local Planning) tflitcroft@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	6 Sep 2016
2. Matter in respect of which the decision is to be made	<b>Deficit Reduction Strategy</b> This will lay out the options for further cost savings.
3. Report author	Mr John Ward, Head of Finance and Governance Services jward@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	6 Sep 2016
2. Matter in respect of which the decision is to be made	<b>Disposal of The Grange Development Site, Midhurst</b> A report to Cabinet to recommend a preferred bidder for the Grange development site at Midhurst, following updated marketing of the site.  The Public are likely to be excluded from any discussion at which this report is considered on the grounds that it is likely that there would be a disclosure to the public of 'exempt information' of the description specified in Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part I of Schedule 12A to the Local Government Act 1972.
3. Report author	Mrs Vicki McKay, Deputy Estates and Valuation Manager vmckay@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	20 Sep 2016
2. Matter in respect of which the decision is to be made	<b>Government and Local Staff Pay Scales</b> Living wage, recruitment and retention issues and options to address implications. This report relates to the work on staff pay undertaken by officers following the South East Employers (SEE) report on benchmarking and other pay issues. The SEE report

	<p>shows that for some posts the Council is paying below the average paid by comparable authorities. Some services and posts are particularly affected by this and this can impact on staff recruitment and retention, especially at professional officer level. The committee report will also address the impact of the new mandatory National Living Wage (£7.20 per hour for staff aged over 25 from 1<sup>st</sup> April 2016, increasing to a minimum of £9 per hour by 2020) as it is applied over the next 5 years both in cost terms and how it will affect the Council's grading structure.</p> <p>Cabinet is asked to recommend to Council a comprehensive review of pay scales.</p> <p>The Public are likely to be excluded from any discussion at which this report is considered on the grounds that it is likely that there would be a disclosure to the public of 'exempt information' of the description specified in Paragraph 4 (Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority) of Part I of Schedule 12A to the Local Government Act 1972.</p>
3. Report author	Mrs Jane Dodsworth, Head of Business Improvement Services jdodsworth@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	6 Sep 2016 20 Sep 2016
2. Matter in respect of which the decision is to be made	<p><b>Highways England A27 Chichester Improvement Consultation</b></p> <p>The A27 Chichester Improvement is a committed scheme in the Government's Roads Programme for the period 2015-2020. Highways England have been undertaking work to review a range of potential options (both online and offline). A 6-week public consultation on the options will be undertaken in March/April 2016, during which the local public and wider communities will be able to give their views. Announcement of the preferred route is currently scheduled for summer 2016.</p> <p>The Cabinet report will seek an agreed Council</p>

	response to the Highways England consultation.  (Recommendation to Council)
3. Report author	Mr Robert Davidson, Principal Planning Policy Officer (Strategic Planning) rdavidson@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	6 Sep 2016
2. Matter in respect of which the decision is to be made	<b>Historic Environment Action Plan/Protocol</b>
3. Report author	Miss Lone Le Vay, Design and Implementation Manager llvay@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet

1. Date of Meeting	6 Sep 2016
2. Matter in respect of which the decision is to be made	<b>Surface Water and Drainage Supplementary Planning Document for Adoption</b>
3. Report author	Mr John Bacon, Building & Facility Services Manager jbacon@chichester.gov.uk
4. List of documents to be submitted to the Cabinet	Report to Cabinet



Report to Cabinet





Report to Cabinet



Report to Cabinet

