

Public Document Pack

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A special meeting of the **Overview & Scrutiny Committee** will be held in Committee Room 2, East Pallant House on **Tuesday 5 July 2016 at 9.30 am**

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

AGENDA

- 1 **Chairman's announcements**
Any apologies for absence that have been received will be noted at this point.
- 2 **Urgent Items**
The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to Late Items.
- 3 **Declarations of Interests**
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 4 **Public Question Time**
The procedure for submitting public questions in writing no later than 12:00 on Monday 4 July 2016 is available upon request to Member Services (the contact details for which appear on the front page of this agenda).
- 5 **Chichester City Centre Management - Renewal of Chichester BID** (Pages 1 - 81)
The committee is requested to review the 'Renewal Business Proposal' prepared by Chichester Business Improvement District (BID) and to recommend its views to Cabinet.
- 6 **Preparing a Vision for Chichester City** (Pages 82 - 89)
The committee is requested to review the progress to date in preparing a Vision for Chichester City, to suggest any items for inclusion, and to make any recommendations with regard to the project work so far.
- 7 **Shared Services** (Pages 90 - 97)
The committee is requested to consider the efficiencies, benefits and indicative savings identified in the outline business cases for shared services with Arun and Horsham District Councils and to make recommendations to Cabinet as appropriate on whether to progress all or some of the work streams to a detailed business case.
- 8 **Building Control Service Delivery Options** (Pages 98 - 116)
The committee is requested to note and make any comments on the ongoing work including options appraisal to investigate the business case for a shared Building

Control service with Arun and Horsham District Councils and Crawley Borough Council.

9 **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.

10 **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)

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

5 July 2016

Chichester City Centre Management - Renewal of Chichester BID

1. Contacts

Report Author:

Stephen Oates, Economic Development Manager

Tel: 01243 534600 Email: soates@chichester.gov.uk

2. Recommendation

- 2.1. **The committee is requested to review the 'Renewal Business Proposal' prepared by Chichester Business Improvement District (BID) and to make recommendations to Cabinet regarding the future support for the BID.**

3. Background

- 3.1. BIDs are business led partnerships operating within a defined area, in which a levy is charged on all business rate payers to fund projects and services which will benefit the BID levy paying businesses. BIDs are created through a ballot process whereby levy-rate payers vote to determine whether the BID goes ahead. The maximum period that a BID levy can be charged is 5 years. Once the term is completed the BID will automatically cease. However, if it wishes to continue its activities it can hold a new ballot to renew the BID for a further five years. The local authority covering the BID area manages the ballot process. A successful vote is one that has a simple majority both in votes cast and in rateable value of votes cast.
- 3.2. In 2011, Cabinet (Executive Board) agreed to support the establishment of a City Centre BID. Members will be aware that, following a successful ballot, Chichester BID was established from April 2012, with all BID levy payers paying a levy of 1% of their rateable value. The BID is now established as a community interest company - Chichester City Centre Partnership CIC – trading as Chichester BID. The Council's Cabinet Member for Commercial Services has a seat on the board.
- 3.3. Chichester BID is one of over 200 BIDs in place across the country. As it nears the end of its five-year term, Chichester BID wishes to continue. Accordingly it has undertaken extensive consultation with BID levy payers and has prepared a business plan and it's Renewal Business Proposal (see Appendix 1) for the next five years.
- 3.4. Each year, over the past four years, the committee has received a report detailing progress against their Business Plan. Since 2012, Chichester BID has provided increased marketing and promotion of the City Centre and improvements to its physical organisation and general safety and security, through:
- Christmas lights and festivities

- Events support for BID members and local authorities
- City way-finding, side street and public realm improvements
- Flags and national celebration events
- Crime reduction and improved safety through ChiBAC
- Comprehensive footfall, retail and city performance measurement
- Member website, support and business directory
- Advocacy for change and improvement in the organization of the City

The BID did not achieve everything it set out to do in its first term, but has delivered a number of successful projects. It has learnt a lot and, for its second term, proposes to build on those successes. Further details of the BID's successes and lessons learnt are included in their Renewal Business Proposal in Appendix one.

4. BID Renewal

- 4.1. The BID has undertaken a good deal of research and consultation with BID levy payers, with the Council and with other relevant bodies to develop its plans for the next five years. Full details of its research and consultation are attached at Appendices 2 and 3. The BID is proposing to be far more proactive and will focus on:
 - Strategic partnerships with CDC, the Chamber and Visit Chichester
 - Improved communications and advocacy on behalf of businesses
 - Marketing and events across the year
 - Developing the City's visitor economy
 - Better support to businesses through data provision and other activity
 - Public realm improvements and city centre safety
- 4.2. To achieve a greater emphasis on marketing the City and developing the visitor economy, the BID propose to increase the levy on the business community by 0.25% to 1.25%. This additional funding will be ring-fenced for these purposes.
- 4.3. The establishment and continuation of the BID supports Objective 3 under the Economy section of the Corporate Plan, i.e. Promote the city and town centres as vibrant places to do business. The BID's Renewal Business Proposal is in line with the Council's strategic objectives, and complements our emerging strategy for the visitor economy and the Chichester Vision.
- 4.4. There are 796 hereditaments within the BID area which are owned and/or controlled by 450 businesses who are eligible to vote. 120 businesses have been visited to date by the BID renewal team. So far, the majority have confirmed they will vote 'Yes', although more work needs to be done to ensure a positive vote to renewal for a further five years.
- 4.5. If the BID is approved, £1.57 million over five years will be available to deliver the administration of the BID and a programme of events, partnership working, public realm improvements, marketing, co-ordination, and safety initiatives. If the BID is unsuccessful a number of functions carried-out by the BID in the City Centre are likely to cease (as indicated in 6.6 below).

- 4.6. The current BID Chairman (who will be standing down in March 2017) and the Chairman elect will both attend the meeting to answer the committee's questions.

5. Outcomes to be Achieved

The BIDs Renewal Business Proposal (Appendix one) seeks to achieve a number of outcomes which can be summarised as follows:

- 5.1. Improved partnership working with local authorities, local services, business groups, community organisations, City Centre businesses and external agencies
- 5.2. Increased profile nationally, higher footfall across the year, and increased consumer spend in the City
- 5.3. A better organised, better maintained and safer City
- 5.4. Chichester is attractive as a key place to do business
- 5.5. The continuation of a sustainable fund that will deliver support and improvements to Chichester City Centre and all its users

6. Resource and legal implications

- 6.1. The legislative framework under which Business Improvement Districts are established, renewed and governed is contained in Part 4 of Local Government Act 2003 and The Business Improvement Districts (England) Regulations 2004.
- 6.2. The Council has been working with the BID on the procedure for renewal. Under the regulations, the Council as 'relevant billing authority' is responsible for instructing the 'Ballot Holder' to hold the renewal ballot. The Ballot holder is *"the person the relevant billing authority has appointed under section 35 of the Representation of the People Act 1983(a) as the returning officer for elections to that authority"*.
- 6.3. The BID is proposing the following timescale, although this will be for the Ballot Holder to determine:
 - 14 September - Notice of the ballot from the Ballot Holder to the Levy Payers
 - 3 October - Ballot papers sent out to eligible voters
 - 21 October - Deadline for appointments of proxy
 - 3 November - Ballot Day: voting closes at 5pm
 - 4 November - Ballot count and announcement of the result
- 6.4. For the BID to proceed to another term, more than 50% of those who vote must vote 'Yes'. Of those positive votes, the total rateable value must be higher, when added together, than the rateable value of those who voted 'No'. If a 'Yes' vote is secured, all businesses within the BID levy geographical area are legally obliged to pay the BID levy for the next five year BID term.
- 6.5. Once the BID is in place neither the BID area nor the BID levy percentage can be altered during the BID Term, without an Alteration Ballot.

- 6.6. In the event that the result of the Ballot is negative, the BID will cease from 31st March 2017. A number of City Centre management, organisational and promotional functions would potentially cease or re-allocated to other bodies. Such items may include Christmas lights and festivities, events and promotions, ChiBac and city centre safety, advocacy and support to businesses. In addition the proposed activities listed in 4.1 will not be able to be delivered by the BID.
- 6.7. A 'Yes' vote will require the Council to pay an annual levy of £10,352 (at current rates and as a non-domestic ratepayer in its own right). This will be a small increase on the current levy of £8,281 in the Council's revenue budget.
- 6.8. The Council's Ballot Holder (The Chief Executive) will be required to conduct the ballot.

7. Consultation

- 7.1. Since its inception, the BID has developed a programme of communication and consultation with BID levy payers, the local authorities and other bodies. The BID's work is reviewed at the Council's Overview and Scrutiny Committee each year.
- 7.2. The Economic Development Service is supportive of the BID's objectives and to better understand the issues faced in delivering these, the Council's Economic Development Manager meets with the Chairman of the BID on a bi-monthly basis. Additionally, our Business Support Officers regularly liaise with and assist BID personnel.
- 7.3. In seeking to renew for a further five years, the BID has carried out extensive consultations with BID levy payers. Full detail of this is at Appendices 2 and 3.
- 7.4. The BID will undertake further consultation in the period leading up to the ballot.

8. Appendices

- 8.1. Appendix 1 - Chichester BID Renewal Business Summary – Term 2, 2017-2022
- 8.2. Appendix 2 – Chichester BID Baseline Statements – Term 2, 2017-2022
- 8.3. Appendix 3 - Chichester BID Members Consultation - Term 2, 2017-2022
- 8.4. Appendix 4 – Chichester BID Research - Term 2, 2017-2022

9. Background Papers

None



Renewal Business Proposal Term 2 2017-2022

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Appendices

- A. Baseline Statements
- B. BID Members Consultation
- C. BID Research



Chichester BID - Term 1 (2012-2017)

Over the last four years, Chichester BID has made a significant contribution to improving the attraction of the City for consumers and businesses.

Key Objectives and Achievements

Chichester BID's four objectives were voted for in 2010, by our electorate.

1. Improve the marketing and promotion of our City centre:

- ✓ *BID Christmas Lights and switch-on event with fireworks, leaflets, market, facebook and twitter campaigns, late-night shopping and festivities, brought 70,000 people on 2^{6th} November 2015. Christmas Lights bring an additional 12% footfall (against the year with no Lights) and 250,000 over Christmas period into the City.*



- ✓ *'Choose Chichester' for shopping, days out, heritage, arts and culture, -marketing in parish magazines, Sussex Life, Heart and Spirit Radio, promotes footfall from across the region, into the City*

- ✓ *event media, leaflets and organisation for BID Members City events: Independents Day, Festival of Flowers, Ride 2 Chi, Chichester's Got Style, Garden Market, Chichester Festival, Roman Week.*
- ✓ *BID website and business directory attracts 2,000+ clicks a month*
- ✓ *facebook and twitter encourages brand loyalty and repeat business*



2. Improve the organisation of our City centre:

- ✓ *82, North Street office and BID manager aids businesses with reporting City centre issues, BID representation, networking and information*
- ✓ *the Chichester BID matters (City Focus) quarterly magazine, monthly e-shot, BID visits and open meetings, share City activities and information*
- ✓ *cost reduction services to help members reduce overheads such as utilities*

- ✓ *the footfall camera, digital foot flow monitors, sales turnover and other city measurements – benchmarks Chichester and helps business monitor their own performance against the city’s performance*
- ✓ *City centre monitoring for street activity and licencing*
- ✓ *advocacy for change and improvement of the City centre such as car parking forum, City Vision & City markets*

3. Improve the quality of the environment of our City centre:

- ✓ *City Maps with 50 City dispensers, and new fingerposts coming with listed slat-business signage improves wayfinding*
- ✓ *to help raise the profile of this street, with other projects pending*
- ✓ *annual street focus project to encourage stores to improve shop fronts*
- ✓ *supplemented hanging baskets and City planter maintenance has helped keep the streets colourful*



- ✓ *the Crane Street project has secured hanging signs, planters and sculpture*
- ✓ *chewing gum removal and deep pavement cleans for the Hornet, St Pancras, St Martins, Crooked S and Market Road, making it more attractive to visit*
- ✓ *flags were provided to create a sense of well-being and unity within the City, celebrating national events: St George’s Day, WW1 and WWII; and local events such as Roman Week*
- ✓ *BID is consulted by our Local Authorities and*

represents BID members views at planning and policy decision level, and investments such as ‘Pay On Foot’ for car parks

4. Improve the safety and security of our City centre

A Crime Reduction and Improved Safety package delivered by ChiBAC has resulted in high level police detection rates at circa 65% as opposed to 35% outside of ChiBAC area:

- ✓ *Provision of radio link, theft retail training courses, banned-persons’ photos and exclusion scheme; all deters offenders and repeat crime*
- ✓ *Reported **crime detection rate between 2011 to 2014, dropped by 30%.***
- ✓ *Security walk-arounds, drug dog operations, undercover store detectives and additional CCTV coverage, reduces crime and sends a clear message*
- ✓ *Body worn cameras for evening door staff significantly reduces late night issues*
- ✓ *ChiBAC support for City Angels helps those in distress at night*

What the BID has learned

1. **City Licensing** would work better under one central roof.
2. The **timescale** required to achieve CDC Planning and WSCC Highways permissions for improvements should be shortened.
3. The best way to engage and share information with BID members is through face to face meetings rather than corporate **communications**.
4. The **loss of small incubator spaces** for Independents and offices is having a negative impact on our young entrepreneurs and business development in Chichester.

BID Area

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



| | | |
|--|--|--|
| <p>Alderman's Walk, A286 (East side of), Avenue De Chartres (North side of), Baffins Lane, Basin Road (West side of), Canon Lane, Chapel Street, Cooper Street, Crane Street, Deanery Close, East Pallant, East Row, East Street, East Walls, Eastgate Square, Franklin Place, Friary Lane, Guildhall Street, Lancastrian Grange</p> | <p>Lion Street, Little London, Market Avenue (North side of), Market Road excluding Car Park and WC, Needlemakers (West side of), New Park Road (West side of), New Town, North Pallant, North Street, North Walls, Northgate (inc. Metro House), Oaklands Way (South side of), Old Market Avenue, Orchard Street (South side of), Priory Lane, Priory Road, Shipham Street, South Pallant, South Street</p> | <p>Southgate to North of Railway Line, St Cyriacs, St Johns Street, St Martins Square, St Martins Street, St Peter's, St. Pancras, The Close, The Hornet, The Providence, The Square, Eastgate The Woolstaplers, Theatre Lane, Tower Close, Tower Street, Wall Cottage Drive, West Pallant, West Street.</p> |
|--|--|--|

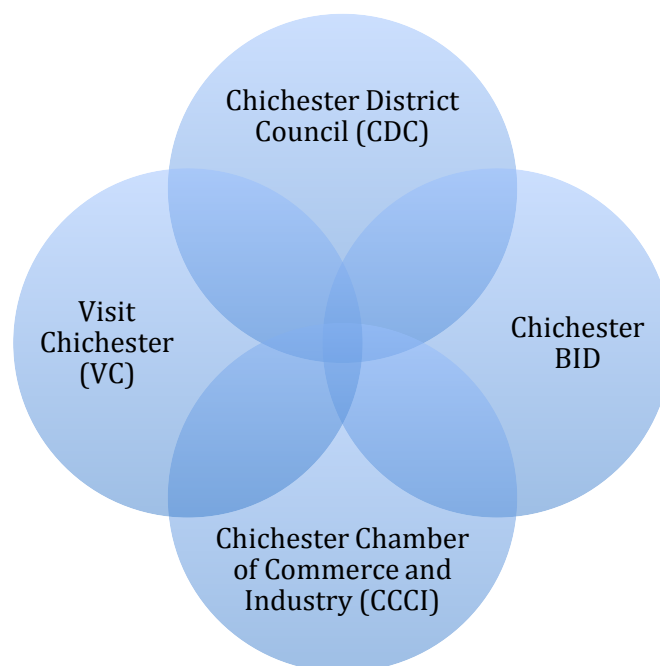
Chichester BID - Term 2 (2017 – 2022)

A. TERM TWO OBJECTIVES

As a new business, the BID may have had a shaky start under Term 1 but we learned a lot, and Term 2 will build on what was achieved in Term 1 where possible. In some part it will be business as usual but better managed. Term 2 presents the BID with a big opportunity - to be much more proactive; we could achieve a lot more.

1. Strategic Partnership

The BID has obvious synergies with the following bodies:



What we are trying to do: The main focus for all of us is a) vision and b) leadership so that Chichester may become the 'go-to place'. The **aim** will be to enable Chichester City Centre to become one of the top UK heritage city destinations, attracting the visitor and worker alike through an increased promotional awareness, across the country.

Communications: There was a lower level of engagement with partners and members in the first term and the BID in the 2nd term, will be more efficient in its communications. Additional and clearer communications will make all our processes as transparent as possible.

Advocacy: Businesses are telling us they want a cohesive private sector business voice representation with our Local authorities and key organisations. The BID has the opportunity to facilitate this through stronger alliances and partnership.

2. Marketing

What is the offer? There is little wrong with the Chichester offer although some improvements would not go amiss. In Term 2 the BID will *focus more on demand and less on supply*, by improving the customer and business experience.

The Visitor Economy: Certain physical attributes of the City Centre were successfully developed in Term 1 but the marketing has not made enough impact. Chichester City Centre is under-promoted both as a destination and a place to do business. The BID will therefore *undertake the development of a tourism strategy and a city development vision with Visit Chichester (VC) that will market and advertise Chichester City Centre to the outside world*. The BID will help VC to have a considerably improved impact by creating a business model to ensure that the City Centre is much more comprehensively marketed.

What we will need to get there: To achieve this step-change in the marketing of the City, the BID will *increase the levy on the business community by 0.25%*, and specifically ringfence this amount for a deep collaboration with Visit Chichester (nationally, 73% of BIDs sit between a levy of 1% to 1.5%). If the ballot for the second term is successful, the BID is confident that CDC will provide funding to match this increase, thereby achieving the equivalent of a 0.5% increase in the levy, dedicated to City Centre marketing through the offices of a renewed and revitalised Visit Chichester.

Raising Finance: This first match funding success will be the first step in a new strategy that will use the 1.25% of Rateable Value levy, to attract sponsorship from the private sector and match funding from the public sector to supplement BID expenditure for other City Centre projects.

3. Events

In the second term Chichester BID will continue to provide Christmas Lights and related festivities and to support our BID member events. Through the new focus groups we will be seeking to support member events that provide content to show the City off to its best advantage. We learned from Term 1 that Christmas lights and markets attract new visitors, develop brand loyalty and encourage repeat business; we will build on this.

4. Business Opportunity

Term 1 taught us that the BID, with its focus on the retail sector and improvements to the streetscape, was unnecessarily single-track in meeting its responsibilities to the levy payers. In association with the CCCI, the BID in Term 2 will seek to develop business opportunity for all levy members to promote the City Centre as a vibrant place to live, work and do business.

5. Organised and Safer City

Safer City: The BID will continue to provide funding for a safe and secure City through ChiBAC, an investment which we have learned has become almost invisible, because it is so effective. This programme will also continue works designed to improve access to the City, helping people to know where to go. The programme will also do all it can to keep Chichester's streets looking marvellous.

Smart City: In order to counteract and even exploit changes in consumer habits, the BID will move towards *City digital marketing to help promote Chichester as a place to shop, visit, work and do business*. The BID will seek to undertake only those improvement projects that are not bound by planning restrictions and focus this spend on improved City Wi-Fi, and digital marketing & advertising platforms for all interested businesses.

Project response times: Term 1 lessons learned, shows that we could develop quicker response times. We have learnt how to collaborate with CDC and the lead-time to projects will be shorter. The Term 2 programme will aim for 1 big win a year plus 2 smaller opportunities for completion. To achieve this, we will set up a pipeline of projects that can be funded inside of the timescale, i.e. a definable project financed by a reachable deadline. If any project does not fall within the timescale, then we will disconnect and reallocate those resources.

B. TERM TWO ACTIVITIES

1. **Strategic Partnership - 16% of BID levy**

To increase our partnership impact by **focusing on strategic alliances**, with vital key City groups and organisations, **to represent BID member's interests** such as City access, signage, parking initiatives, digital solutions, at public policy discussions. To ensure Chichester is attractive to skilled employees that are seeking a pleasant, entertaining and safe context.

Strategic Partnership - £52,000 pa

(Measured by: amounts raised in sponsorship and match funding; BID member satisfaction survey; number of joint alliances; Purple Flag; BID accreditation)

- With Chichester District Council – to support our **Visitor economy** and influence public planning policy
- To work more closely with West Sussex, City and District Councils, to **create a One-stop Shop** for City centre management
- To support the Chamber of Commerce & Industry with resource, media and events to **promote business development and opportunities** through networking
- To work more closely with Chichester College and University to **expand internship programmes and work experience opportunities in Chichester** and to **source sponsorship and match-funding opportunities**
- To **build a stronger City voice** for lobbying and member representation
- To **service the BID** – central office and overheads, BID manager and staff
- To undertake **BID accreditation** by British BIDS, and aim for Purple Flag status for the night-time economy.



Example Co-sponsors

Chichester District Council, Arts Council England, Heritage Lottery Fund, Regional local authorities, increased recruitment of voluntary BID members, Chichester City Council, Chichester District Council, West Sussex County Council Highways, Southern Rail, Stagecoach, Sussex Police & private sector businesses

2. Marketing - 26% of BID Levy

An alliance with Visit Chichester to advertise and market Chichester outside the BID area. Underpinned by Chichester District Council and the new BID Street and Sector Focus Groups.

Marketing & Advertising Opportunities - £84,000 pa

(measured by increased visibility nationally, increased city spend and performance data)

- continued BID **City marketing and advertising** of Chichester's events and the City, as a key destination to shop, work and visit, to attract visitors and investment from across the BID region
- **consumer segmentation** to better understand the modern consumer and needs
- **financial support for Visit Chichester** to raise Chichester's profile beyond the BID region and co-sponsorship fund raising joined up City Events calendar
- **Smart City 1:** introduction of an APP/digital marketing platform for business promotion, rewards and networking
- closer working with local attractions to draw footfall into the City

3. Events – 26% of BID Levy:

A strengthened programme of support for BID member events **to drive footfall** into the City, for day and night time economies. Stronger relationships with our major attractions, a Heritage & Culture Partnership and a voluntary Chichester Ambassador Scheme.

Programme of City Events & Promotions - £84,000 pa

(measured by foot flow, number of events supported, membership satisfaction survey)

- full time Events & Marketing Manager to support and create new events to drive footfall into the City
- promotion of BID members services and events, to attract new visitors, develop brand loyalty and encourage repeat business
- Christmas lights infrastructure, light switch-on event and festivities
- promotion and support for City annual events/activities
- to monitor provision of quality markets
- new events and initiatives such as regular late night shopping to support the night-time economy
- to increase and harness volunteer support from individuals and groups as a PR function (eg the Rotary Club who support the Lights switch-on event.)

4. Business Opportunity - 11% of BID levy

In alliance with the CCCI, to create opportunities for members to do business with each other, promoting Chichester as a key place to do business.

Business Opportunity - £35,500 pa

(Measured by take-up per 7,000 workers of data collection, business links, rewards, schemes. Increase in Voluntary Levy members)

- **Smart City 2:** Free City Wifi
- Monthly Foot Flow Reports and data collection to improve City centre performance measurements and BID member engagement
- BID focus groups to support business
- Business twinning to create alliances
- To encourage BID levy voluntary membership - to include Waitrose, Chichester Festival Theatre, Chichester College, Chichester University, Goodwood, Chichester Gate, Wiley, Mercer and other key organisations
- BID member segmentation to better understand City businesses and their needs
- Regular engagement with BID members to enable better advocacy representing the views and voice of the business community and to help influence public policy
- Meet and greet new businesses to ensure they network successfully and take advantage of the business support the city has to offer

5. Organised & Safer City - 16% of BID levy

Organised City

Additional financing for street cleaning, floral displays and planting, business signage support and way-finding tools maintenance, and to provide **a more welcoming City.**

Organised City improvements - £16,000 pa

(Measured by member's satisfaction survey – environment projects as 'additionalities' only)

- part-time City Ranger to support our BID members and be the eyes and ears on the street
- **Smart City 3:** business and pedestrian signage support
- intensive chewing gum and deep-street clean when necessary
- trees, floral displays and planting
- maintaining wayfinding tools



Safer City

To provide a safe and secure City centre plus a strengthened evening security and safety programme, in collaboration with City Angels for distressed and vulnerable visitors and Stonepillow, for the homeless.

Service Contract to: Chichester Businesses Against Crime (ChiBAC) - £35,500pa

(Measured by reduction of problems recorded and donations received)

- crime reduction initiatives and community safety projects
- PSCO's on call and City Angels back-up for distressed people
- quick response radio link scheme to report crime with safety support and advice
- body-worn cameras and video to help reduce anti-social behaviour
- CCTV, security walk-rounds, drug dog patrols
- ChiBAC office, manager and monthly reports, supported by Sussex Police
- a Diverted Giving Scheme via Stonepillow to combat homeless sleeping out in the City

Financial Projections - BID Levy at 1.25%

Table 2

| Revenue | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---|----------------|----------------|----------------|----------------|----------------|------------------|
| BID2 Levy | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 1,750,000 |
| Additional Income (not including 0.25% match-funding) | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 25,000 |
| TOTAL BID2 LEVY REVENUE | 355,000 | 355,000 | 355,000 | 355,000 | 355,000 | 1,775,000 |
| Less Collection & Renewal Costs (11%) | | | | | | |
| Collection Costs | 14,500 | 14,500 | 14,500 | 14,500 | 14,500 | 72,500 |
| Non Collection Contingency | - 17,500 | 17,500 | 17,500 | 17,500 | 17,500 | 87,500 |
| Renewal Process | - | - | - | - | 40,000 | 40,000* |
| CDC Ballot Process | - | - | - | - | 5,000 | 5,000* |
| Total Costs | 32,000 | 32,000 | 32,000 | 32,000 | 77,000 | 205,000 |
| AVAILABLE REVENUE | 323,000 | 323,000 | 323,000 | 323,000 | 278,000 | 1,570,000 |
| EXPENDITURE BID2 OBJECTIVES: | | | | | | |
| A. Marketing Chichester (52%) | 168,000 | 168,000 | 168,000 | 168,000 | 141,300 | 815,600 |
| B. Business Opportunity (11%) | 35,500 | 35,500 | 35,500 | 35,500 | 30,350 | 173,500 |
| C. Strategic Partner (16%) | 52,000 | 52,000 | 52,000 | 52,000 | 44,600 | 253,750 |
| D. Organised & Safer City (16%) | 51,000 | 51,000 | 51,000 | 51,000 | 49,400 | 79,500 |
| CONTINGENCY 5% | 16,150 | 16,150 | 16,150 | 16,150 | 12,350 | 77,500 |
| BID2 EXPENDITURE | 323,000 | 323,000 | 323,000 | 323,000 | 278,000 | 1,570,000 |
| | | | | | | |
| 0.25% MATCH-FUNDING INCOME: | | | | | | |
| Visit Chichester Partnership | 67,500 | 67,500 | 67,500 | 67,500 | 67,500 | 337,500 |

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

The BID Contingency

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

Chichester BID Renewal Arrangements

Chichester BID will continue to operate for a 2nd Term from 1st April, 2017 to 31st March 2022.

For the BID to proceed to another term, more than 50% of those who vote, must vote 'yes'. Of those positive votes, the total rateable value must be higher, when added together, than the rateable value of those who voted 'no'. If Chichester BID2 secures a 'yes' vote, then all businesses within the BID Levy geographical area are legally obliged to pay the BID Levy for the next 5-year BID term.

Proposed Timescale

- 14 September - Notice of the ballot from the CDC
- 3 October - Ballot papers sent out to eligible voters
- 21 October - Deadline for appointments of proxy
- 3 November - Ballot Day: voting closes at 5pm
- 4 November - Ballot count and announcement of the result

Alteration

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

BID Levy Collection

For efficiency reasons, Chichester BID will pay a collection charge to Chichester District Council to continue to issue invoices and collect the BID Levy from our BID members on behalf of the BID. Chichester BID then receives the funds raised from the Levy in monthly instalments from the District Council directly, which are spent against the agreed annual budget to deliver our members' objectives.

Businesses Liability

The Chancellor's recent decision to lift small businesses out of the business rates (approximately 49% of Rateable value) by 2017, will mean that some of **our smaller independents will only have to pay the BID levy and no business rates at all** once the scheme is introduced by Chichester District Council.

The 2017-2022 BID levy will be fixed at 1.25% of each hereditament's rateable value as shown below. The levy will be based on the current Rating List as at 1st April of the year in which the levy is to be collected. Potential levy payers can check their rateable value online at www.voa.gov.uk.

In terms of impact, at a 1.25% BID levy, larger businesses with a rateable value between £100,000 - £500,000+ will pay collectively over 50% of the annual contribution to the BID, whilst the very

smallest businesses with Rateable Values between £5,000 - £10,000 will contribute around 4% of the total.

The indicative liability to businesses would depend on the Rateable Value and be as follows:

| Rateable value | Annual Levy | Weekly Cost | Daily Cost |
|----------------|-------------|-------------|------------|
| £5,000 | £62.50 | £1.20 | £0.17 |
| £10,000 | £125.00 | £2.40 | £0.34 |
| £20,000 | £250.00 | £4.81 | £0.69 |
| £50,000 | £625.00 | £12.02 | £1.72 |
| £100,000 | £1050.00 | £20.19 | £2.88 |
| £250,000 | £3125.00 | £60.10 | £8.59 |
| £300,000 | £3750.00 | £72.12 | £10.30 |

Table 3

Company Registration

Chichester BID is currently registered as: Chichester City Centre Partnership CIC at Companies House, Registration no: 7961000, along with the Memorandum of Articles and Association and Constitution.

It is proposed the company remains a Community Interest Company (CIC), not for profit.

Term 2 BID Team



Colin Hicks
Chairman



Charlotte Wickins
BID Manager



Jeanette Hockley
Events & Marketing Manager

For further information on Chichester BID please contact:

Charlotte Wickins - BID Manager

M: 07803 698 191

cwickins@chichesterbid.co.uk

EDITION 39 SPRING 2016

Chichester **BID**

Your Business Improvement District

MATTERS

“Choose Chichester” for 2016-17

We all know that shopping habits nowadays are all about choice, with convenience and cost being top of shoppers' lists. With online shopping being so convenient, our businesses remind us that nothing beats the “customer experience”.

What keeps Chichester unique?


- our mix of independent retailers
- a large variety of eateries
- our clean and safe streets
- the mix of culture, arts and heritage

So improving ease of access and parking with clear wayfinding is fundamental to improving the customer experience. Subsequently, we are pleased that our wayfinding projects are finally reaching fruition, with new fingerposts on their way.

Throughout 2015, BID Manager Charlotte Wickins visited City businesses, who fed-back on the importance of raising Chichester's profile. Whilst this is also the remit of Visit Chichester, Chichester BID has reviewed our marketing and event budgets to focus on raising the profile of Chichester's events to help attract repeat business and new visitors into Chichester for 2016-17.

New advertising initiatives are being investigated, alongside the introduction of events such as Roman Week (May half-term). We look forward to discussing this in further detail with you at the AGM, on 28 April.

To reduce our marketing external spend and deliver more events, the BID is delighted to welcome Jeanette Hockley to the management team. Jeanette comes with 8 years' event and marketing experience with Johnston Press and will focus 100% on the City centre's events and marketing needs.



www.chichesterbid.co.uk @ChichesterBID 01243 773263 Spring 2016 Chichester **BID** MATTERS 1

Chichester BID Office, 82 North Street, Chichester, West Sussex PO19 1LQ
Tel: (01243) 773263 www.chichesterbid.co.uk Follow us on Twitter @ChichesterBID



Appendix A

Baseline Statements

Term 2 2017 – 2022

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Introduction

Baseline and continuation of existing services

It is the intention that the Chichester BID may bring new initiatives to the City Centre and build on existing public sector service provision. The BID may enhance existing services but not replace them.

Where new public sector services are contracted by Chichester BID, appropriate service level agreements will be sought prior to the commitment of expenditure.

Chichester District Council

BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity

Head of Service

Date

Parking Services

Tania Murphy

December 2015

| Service Provided, Location, Number of Staff & Equipment | Location | Opening | Spaces |
|--|---|--------------------------|--------|
| | Little London Car Park | 24 Hr | 81 |
| | Baffins Lane | 24 Hr | 86 |
| | St Cyriacs | 24 Hr | 50 |
| | South Pallant | 24 Hr | 52 |
| | East Pallant / Cawley Priory | 24 Hr | 246 |
| | Market Ave / St Johns Street | 24 Hr | 29 |
| | Market Road | Saturdays only | 50 |
| | Market Avenue / South Pallant | Saturdays only | 75 |
| | New Park Road | 24 Hr | 95 |
| | Orchard Street | 24 Hr (Saturday only) | 25 |
| | Basin Road | 24 Hr | 115 |
| Outside BID area | Avenue de Chartres | 24 Hr | 890 |
| | Northgate | 24 Hr | 836 |
| | Cattlemarket | 24 Hr | 907 |
| Specification | There are 18 members of staff in the Parking Services team, 9 of these are Civil Enforcement Officers of those 9, a minimum of 4 patrol the city at any time. | | |
| Performance Measure | Receipts from car parking, number of penalty notices issued, number of public helped and supported, management of complaints process | | |
| Non -Compliance Procedure | This is a public sector service that receives no reward or censure | | |
| Existing Value of Contract/Service in Boundary Area | The City is part of an overall District wide service | | |
| BID Boundary Area | City Centre | | |
| Proposed BIDs Additional Activity | Encourage parking improvement schemes such as 'pay on exit' and use of digital payment facilities. | | |

| | |
|---|------|
| Cost of BIDs Additional Activity | None |
|---|------|

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity
CCTV

Head of Service
Tania Murphy

Date
December 2015

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | CCTV office uses 63 CCTV cameras to cover the Chichester City Centre and District. Coverage hours are Monday and Saturday 10am until 5pm, Tuesday to Friday 9.30 until 5.00pm, Friday and Saturday evenings 19:00 to 01:00. |
| Specification | To monitor and manage CCTV in the District to protect, service and assist the public, ChiBAC and the Police. |
| Performance Measure | Number of arrests and successful prosecutions using CCTV footage, customer satisfaction and complaints procedure, intelligence gained to assist in Police operations, protection of public and assistance in incidents. |
| Non - Compliance Procedure | This is a public sector service that receives no reward or censure. |
| Existing Value of Contract/Service in Boundary Area | Total Budget £219,600 including all on costs Divided by 63 cameras = £3485 per camera |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--------------------------|------------------------|-----------------|
| Baseline Activity | Head of Service | Date |
| Community Safety | Steve Hansford | May 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | <p>Community Safety</p> <p>2 FTE staff support a range of partnership activities and deliver specific projects aimed at reducing Crime and Disorder, Anti Social Behaviour and Substance Misuse.</p> <p>Crime Prevention and deterrent materials include covert CCTV, property marking equipment and high profile campaign material. Also includes: Graffiti removal contract, multi-agency security inspections/ walks and work with the homeless sector.</p> |
| Specification | <p>A solution focused service provision that is flexible and responsive to predictable and emerging trends within a standard 5 day week but will include evenings and weekends for specific preplanned activities. Anti Social Behaviour Policy sets out service specification and standards.</p> |
| Performance Measure | <p>Operates to a Community Safety Business Plan through the Community Safety Partnership which specifies projects, activities and targets. This is a public document.</p> |
| Non - Compliance Procedure | <p>Response to reported incidents and public enquiries are subject to standard complaints procedures. Business Plan targets are not subject to reward or censure.</p> |
| Existing Value of Contract/Service in Boundary Area | <p>It is estimated that 20% of the team's time is spent on activity relating to the City centre.</p> |
| Boundary Area | <p>City centre</p> |
| Proposed BIDs Additional Activity | <p>Support for Community safety</p> |
| Cost of BIDs Additional Activity | <p>Staff time</p> |

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--------------------------|------------------------|-----------------|
| Baseline Activity | Head of Service | Date |
| Green Spaces | Andy Howard | May 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Green space management and grounds maintenance of 95 sites across the district. Includes, parks, play areas, wildlife habitats, formal gardens, cemeteries and open spaces. 0.5 x Green spaces and street scene manager 1 x Green spaces officer 0.5 x Admin officer 1 x grounds maintenance supervisor 8 x grounds maintenance operatives |
| Specification | Ensure sites are safe, well maintained and welcoming to visitors. |
| Performance Measure | Proactive work schedules in place. Inspection schedule in place. Case management system for reactive works. Compliments and complaints register maintained by customer services. |
| Non - Compliance Procedure | N/A |
| Existing Value of Contract/Service in Boundary Area | Approx £250k. |
| Boundary Area | City centre. |
| Proposed BIDs Additional Activity | Support for street planting Replacement of City trees if necessary |
| Cost of BIDs Additional Activity | £5,000 subject to quotations and relevant permissions |

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--------------------------|------------------------|-----------------|
| Baseline Activity | Head of Service | Date |
| Streetscene | Andy Howard | May 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Districtwide litter picking, bin emptying and highway sweeping. 0.5 x Green Spaces and Streetscene Manager 0.5 x Admin officer 2 x Streetscene supervisors 19 x Streetscene operatives The city center team comprises 6 full time operatives with support from other members of the team as required. |
| Specification | Requirement to maintain levels of cleanliness as specified in the Environmental Protection Act 1990 and the Code of Practice on Litter and Refuse. |
| Performance Measure | Proactive work schedules in place. Inspection schedule in place. Case management system for reactive works. Compliments and complaints register maintained by customer services. |
| Non - Compliance Procedure | Prosecution in event of failure to comply with the Environmental Protection Act. |
| Existing Value of Contract/Service in Boundary Area | £250,000 of the District cleaning budget (approximately £1 Million for the whole District) would be spent on maintaining cleaning standards within this area, with the City receiving the most intense operation within the contract due to the nature of the area. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | Street Focus (walk about to identify and raise issues) Support to CDC when having issues with business waste Deep street clean were essential |
| Cost of BIDs Additional Activity | £3,000 subject to quotations and relevant permissions |

**Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|----------------------------|------------------------|-----------------|
| Baseline Activity | Head of Service | Date |
| Public Conveniences | Rod Darton | May 2016 |

| Service Provided, Location, Number of Staff & Equipment | Location | Opening Times | Staff Number | Disabled Facilities | Baby Changing |
|--|---|----------------------|---------------------|----------------------------|----------------------|
| | Little London | 07.30 – 18.00 | 1 | Yes | Yes |
| | Priory Park | Park opening hours | Nil | Yes | Yes |
| | Tower Street | 06.00 – 19.00 | Nil | Yes | No |
| | Northgate Car Park | 06.00 – 19.00 | Nil | Yes | Yes |
| | Avenue De Chartres | 06.00 – 19.00 | Nil | Yes | Yes |
| | Market Road | 06.00 – 19.00 | Nil | Yes | Yes |
| Specification | All cleaned under contract, currently held by Wettons Little London has a full time attendant Mon – Sat All other sites cleaned 3 / 4 times per day | | | | |
| Performance Measure | Open 7 days per week / 364 days per year | | | | |
| Non -Compliance Procedure | Contractor would be required to return and rectify omission The contract does allow for financial penalties for non-compliance | | | | |
| Existing Value of Contract in Boundary Area | Cleaning costs – approximately £88,000 pa Not included in above (maintenance, water, electricity, NNDR, etc.) | | | | |
| Boundary Area | City Centre | | | | |
| Proposed BIDs Additional Activity | None | | | | |
| Cost of BIDs Additional Activity | None | | | | |

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity **Head of Service** **Date**
Community Facilities **Steve Hansford** **March 2016**

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | <p>1 FTE equivalent maintains the Community Facilities Audit which maintains a record of the Community Facilities in the City, including specifically the buildings in community or public ownership, their capacity and usage, and their needs for future enhancement.</p> <p>A full list of “Halls for Hire” is maintained on the CDC website to assist with people finding venues for a range of needs.</p> |
| Specification | Facilitating residents needs for appropriate space for activity and social activity, and community’s needs for public assembly, cohesion and local democracy. Also providing similar facilities for the public and private sector in providing suitable space to meet with and engage with residents or customers. |
| Performance Measure | Public requests for details regarding Halls for hire. Venue participation in bi-annual refresh of Audit, interim requests from halls and venues for listings to be included or updated. |
| Non - Compliance Procedure | Requests for information or updates are subject to the Council’s advertised commitment to response times, and would be subject to the standard complaints procedure. |
| Existing Value of Contract/Service in Boundary Area | It is estimated that 20% of the officer’s time relates to activity relating to the City of Chichester. |
| Boundary Area | Chichester City. |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Community Right to Bid/ Register of Assets of Community Value | Steve Hansford | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | 1 member of staff, within their role, considers nominations of “Assets of Community Value”, maintains the register of approved nominations, and deals with any ensuing matters if owners of properties subsequently look to sell. Full details are maintained on the Council’s website. |
| Specification | The Community Right to Bid is one of a number of “Community Rights” enshrined within the Localism Act. Properties or land that contribute to the social wellbeing of the local community can be nominated. If listed, then the owner would be required to advise the Council of their intention to sell, and if the community were interesting in bidding to buy the property then a moratorium on sale of up to 6 months could be enforced to give the community time to fundraise. |
| Performance Measure | All nominations must be determined within 8 weeks, and a publically accessible Register of Community Assets must Be maintained. With effect from July 2016, CDC will need to address a number of related enquiries in all Property Searches. |
| Non - Compliance Procedure | Nominations can be appealed by property owners at two stages. Declined nominations cannot be appealed, but revised nominations can be considered if new information can be presented. |
| Existing Value of Contract/Service in Boundary Area | Of the 26 nominations detailed in the register, only 1 currently is within the City. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester District Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity
Discretionary Grants
and Concessions

Head of Service
Steve Hansford

Date
March 2016

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Chichester District Council offers Grants to community groups and organisations, and local businesses, to further advertised annual priorities. The Council employs four staff who act as Funding Advisers (as part of their wider roles), and bids are approved through the Council’s Grants and Concession Panel that meets quarterly. The Panel also oversees rent concessions on commercial or community properties owned by the Council, to either support new businesses or the community benefit. The Panel can also confer discretionary rate relief in line with the Council’s Policy, or in exceptional circumstances. Chichester District Council also offers New Homes Bonus to Parish Town and City Council’s to facilitate projects that address the impact of local development. As the major centre of housing development, Chichester City is eligible for significant proportions of this fund. NHB is administered separately by two staff (PT) and bids are approved through a separate annual meeting of the Grants and Concessions Panel. |
| Specification | Economic Development, Environmental enhancement, Community development, Health and Wellbeing. |
| Performance Measure | <ul style="list-style-type: none"> -Regular review of the Council’s Grants and Concessions Policy, and New Homes Bonus (Parish Allocations) Policy -Annual refreshment of the Councils advertised “Priorities and Principles of Funding” -Quarterly meetings of the Grants and Concessions Panel -Annual meeting of the Panel to consider NHB applications -Annual production of a Report regarding all grants and concessions provided in the previous financial year. |
| Non - Compliance Procedure | Advice to applicants is subject to guidance approved by Council, so complaints could be made via the line management route. Grant giving is discretionary, but applicants who were unhappy with the Panel’s decision could appeal the decision to Council Cabinet. |
| Existing Value of Contract/Service in Boundary Area | The annual Grants budget is £175,000 across the District. The annual budget for New Homes Bonus in 2016/17 is £250,000 of which Chichester City is eligible for £100,000. |
| Boundary Area | Chichester District |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--------------------------|-----------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Sussex Police | CI Justin Burtenshaw | April 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Provision of Police service across West Sussex including Chichester District area and within the defined area of Chichester City. Service response available 24hrs/day 7days/week 365days /year. The neighborhood policing team is combined with Arun enabling resources to be deployed based on Threat Harm Risk and Vulnerability. Officers are based at Chichester and Bognor Police Stations. The teams are comprised of 2 Inspectors, 7 Sgts, PCs and a team of 27 PCSOS. 12 of the PCSOS will be based at Chichester police station but flex across the hub where required. Their Core Mission is The Prevention of crime. In addition, centralized services such as Divisional Response Team, CID, Crime Prevention and Licensing are available by Police request to assist in the BID area on a needs basis. |
| Specification | The prevention and detection of crime |
| Performance Measure | Sussex Police has targets from the Home Office with national, regional and local performance targets. Crime Reduction, Crime Outcomes and Public Satisfaction. Complaints and customer feedback. |
| Non -Compliance Procedure | Targets are not subject to reward or censure. |
| Existing Value of Contract/Service in Boundary Area | Unable to identify value within City Centre BID area as expenditure is targeted at need and varies from year to year. - Sussex Police are 100% committed to supporting ChiBAC. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | Support of ChiBAC business radio network, loan of head cams for night time door staff, a minimum of five drug dog operations per annum, internal mobile CCTV for hire, scam awareness and projects as required to respond to latest crime trends. |
| Cost of BIDs Additional Activity | £35,500 per annum £175,000 over the BID term |

BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity

Head of Service

Date

WSCC Highways Maintenance

Jonathan Ullmer

May 2016

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Provision of Highway maintenance and network management service across West Sussex including Chichester District area and within the defined area of Chichester City. Service response available 24hrs/day 7days/week 365days /year. |
| Specification | Maintenance of all public areas of highway to defined standards identified in the West Sussex Highway Maintenance and Asset Management Plan. Ensuring highway safety in accordance with defined standards and criteria as identified in West Sussex Safety Plan plus Highway Inspection and Management regime. Co-ordination and bookings of street activity. |
| Performance Measure | Maintain public highways and regulate activities undertaken within the highway and deliver it in accordance with defined performance measures, criteria and relevant legislation. |
| Non - Compliance Procedure | Service Level Agreements and Performance Standards identified within Highway Maintenance contracts with clearly identified procedures for dealing with non-compliance. |
| Existing Value of Contract/Service in Boundary Area | Unable to identify value within City Centre area as expenditure is targeted at need and varies from year to year. No fixed amount of expenditure set aside for identified areas within West Sussex. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|--------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Street Furniture | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Provision of benches in the City Centre and potentially Bike Racks subject to further discussions with Chichester District Council and West Sussex County Council. Managed by the Property Manager and maintained by the Property Maintenance Officer. |
| Specification | To ensure the benches are regularly inspected, cleaned and maintained and replaced as necessary. |
| Performance Measure | Maintained as required |
| Non - Compliance Procedure | Complaints are responded to. |
| Existing Value of Contract/Service in Boundary Area | Benches £32,433 |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|--------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Christmas Lights | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | This Baseline Statement is no longer applicable to Chichester City Council because the responsibility is now with Chichester BID. However, Chichester City Council may still own some of the Christmas infrastructure. |
| Specification | |
| Performance Measure | |
| Non - Compliance Procedure | |
| Existing Value of Contract/Service in Boundary Area | |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | Provision and maintenance of Christmas Lights and Infrastructure, organization and delivery of Lights Switch-on event and Fireworks or similar activities |
| Cost of BIDs Additional Activity | £50,000 |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|------------------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Street Naming and Numbering | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Provision of street naming and numbering services within Chichester City centre under delegated powers from Chichester District Council. Managed by Property Manager. |
| Specification | To liaise with Royal Mail and Chichester City Council’s Planning and Conservation Committee in processing street naming and numbering applications from developers and private individuals. Services to be provided in accordance with the Chichester City Council’s Street Naming and Numbering Policy. The name plates, posts and back boards follow an approved specification and includes City Council’s Coat of Arms and are maintained by the Property Maintenance Officer. |
| Performance Measure | Public Safety and community well-being. |
| Non - Compliance Procedure | Action taken to replace as required. |
| Existing Value of Contract/Service in Boundary Area | £4,000 pro rata for the BID area. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| Baseline Activity | Head of Service | Date |
|--|------------------------|-------------------|
| Floral Displays in the City Centre and other landscaped Areas in the City Centre (Formerly Chichester in Bloom) | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Provision of seasonal flower displays within the City Centre and other landscaped areas including Cathedral Beds and potentially St Richard's Walk from Autumn 2016 (subject to further negotiations with the Dean & Chapter). The City Council is responsible for the 11 flowers tower bases and 8 cast iron waste bins. Managed by the Administration Manager and Finance Assistant. |
| Specification | To provide seasonal flower displays within the City Centre. |
| Performance Measure | Controlled by Chichester City Council and horticultural specialists. |
| Non - Compliance Procedure | It would be detrimental to the tourism and well-being in the City. |
| Existing Value of Contract/Service in Boundary Area | £25,000 |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | Support for floral displays |
| Cost of BIDs Additional Activity | £5k |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|--------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| City Events | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Eg. Gala, Freedom and Military Parades Managed by appropriate City Council staff. |
| Specification | Varied to meet requirements. |
| Performance Measure | Economic, tourism and general well-being of the City. |
| Non - Compliance Procedure | Public disappointment and detrimental impact on the footfall of the City. |
| Existing Value of Contract/Service in Boundary Area | As required according to the event. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | Support promotion of City Events as required. |
| Cost of BIDs Additional Activity | Staff time. |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Footpath Lighting | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Provision of footpath lighting in certain areas of the City Boundary. Managed by the Property Manger. |
| Specification | In accordance with PFI contract with West Sussex County Council. |
| Performance Measure | In accordance with PFI contract with West Sussex County Council. |
| Non - Compliance Procedure | Public safety. |
| Existing Value of Contract/Service in Boundary Area | £3,000 for lighting the footpaths £1,900 for maintenance of the footpath lighting £80,000 Capital funding towards Heritage Street Lighting provision as part of SSE replacement street lights programme. |
| Boundary Area | City Boundary |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|---|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Heritage Awards and Blue Plaques | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | To provide commemoration examples of good architecture and commemoration of historic events, people or places. |
| Specification | As required. |
| Performance Measure | Increase historic interest in the City Centre. |
| Non - Compliance Procedure | N/A |
| Existing Value of Contract/Service in Boundary Area | Blue Plaque budget £300. Civic & Heritage Awards budget £1,400 |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Market Cross & Market Cross Clock | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Managed by the Property Manager in liaison with Historic England. All work to be carried out by approved specialist contractors. A programme of works for the Cross and Clock is currently being implemented. |
| Specification | To maintain and preserve the structure of the Market Cross and to maintain the Clock in good working order. Liaison with Historic England and the use of approved specialist contractors is essential. |
| Performance Measure | As required. |
| Non - Compliance Procedure | Complaints are responded to. |
| Existing Value of Contract/Service in Boundary Area | Maintenance/Repair of Clock £5,500 |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|---|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Conference Facility/ Community Centres/Tourism | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Use of hire facilities. Visitor Information Point at the Council House. Managed by appropriate City Council staff. |
| Specification | Community Engagement and local knowledge. |
| Performance Measure | Income generation, promotion and Civic Pride. |
| Non - Compliance Procedure | Loss of income. |
| Existing Value of Contract/Service in Boundary Area | Specific budgets for repairs, maintenance and specialist work. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Crime Prevention | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | |
| Specification | Financial support of Community Wardens. Active member of ChiBAC. |
| Performance Measure | Reduction in crime in the City Centre. |
| Non - Compliance Procedure | Increase in crime in the City Centre. |
| Existing Value of Contract/Service in Boundary Area | £40,000 contribution to Community Wardens pro rata. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | Chichester BID continues to financially support ChiBAC |
| Cost of BIDs Additional Activity | £35,500 allocated on Sussex Police Baseline Statement |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity

Head of Service

Date

Newsletter

Rodney Duggua

March 2016

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Chichester City Council produce a monthly ' <i>Chichester Matters</i> ' newsletter which is displayed on all City Council Noticeboards and the website. |
| Specification | Promoting Chichester City Council. |
| Performance Measure | N/A |
| Non - Compliance Procedure | N/A |
| Existing Value of Contract/Service in Boundary Area | N/A |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|------------------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Town & Country Planning | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | Managed by Planning Adviser |
| Specification | The ability to comment on Planning Applications. An average of 550 received annually. |
| Performance Measure | To ensure the City remains uniformed and in keeping with the character and historic nature of the environs. |
| Non - Compliance Procedure | Loss of character and appearance of the City. |
| Existing Value of Contract/Service in Boundary Area | N/A |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|--|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Closed Churchyard/ Disused Burial Grounds | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | St Martin’s Garden, St Paul’s Churchyard and All Saints, Portfield. Managed by the Property Manager. |
| Specification | To maintain the grounds and boundaries of St Martin’s Garden. St Paul’s and All Saints, Portfield. In the case of All Saints the maintenance is carried out under a Memorandum of Understanding with Chichester District Council. |
| Performance Measure | Regular maintenance to keep grounds and boundaries tidy, boundary walls stable and St Martin’s Garden secure. |
| Non - Compliance Procedure | Complaints are responded to. |
| Existing Value of Contract/Service in Boundary Area | £2,200 pro rata over BID area. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

| | | |
|-----------------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Street Banners and Bunting | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | The administration of Street Banners in the City Centre under an Agreement with West Sussex County Council. Banners are displayed in North and East Streets between the months of May and September. The administration of bunting in the City Centre. Managed by the Administration Manager. |
| Specification | To ensure the correct administration procedures are followed by organisations wishing to display a street banner and the safety of the eye-bolts for the banners to be hung from. |
| Performance Measure | Promotion of events. |
| Non - Compliance Procedure | Loss of publicity for local organisations. |
| Existing Value of Contract/Service in Boundary Area | Street Banners – self funding. £700 for bunting display. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity

Head of Service

Date

War Memorials

Rodney Duggua

March 2016

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | The maintenance, repair and protection of War Memorials under the War Memorial Act 1923. Managed by the Property Manager. |
| Specification | Preservation of the Grade II Listed War Memorial in Litten Gardens in liaison with Historic England and all work to be carried out by specialist approved contractors. |
| Performance Measure | This is a Discretionary Power available to the City Council. |
| Non - Compliance Procedure | This is a sensitive area and complaints would be undesirable. |
| Existing Value of Contract/Service in Boundary Area | Repairs and Maintenance Budget £2,500. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

**Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA**

| | | |
|-----------------------------|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Discretionary Grants | Rodney Duggua | March 2016 |

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | |
| Specification | The City Council have the Power of Well-Being under the Localism Act 2011. |
| Performance Measure | To assist non-profit making community organisations. |
| Non - Compliance Procedure | Projects may not proceed. |
| Existing Value of Contract/Service in Boundary Area | £30,000 |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

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|--|------------------------|-------------------|
| Baseline Activity | Head of Service | Date |
| Public Conveniences in Priory Park. | Rodney Duggua | March 2016 |

| | |
|--|---|
| Service Provided, Number of Staff & Equipment | |
| Specification | To financially contribute towards the public conveniences in Priory Park. |
| Performance Measure | N/A |
| Non - Compliance Procedure | N/A |
| Existing Value of Contract/Service in Boundary Area | £11,500 contribution to Chichester District Council for the public conveniences in Priory Park. |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council
BASELINE STATEMENT FOR: CHICHESTER BID AREA

Baseline Activity

Head of Service

Date

Bus Shelters

Rodney Duggua

March 2016

| | |
|--|--|
| Service Provided, Number of Staff & Equipment | Provision of two RTI ready bus shelters with integrated seating (via West Sussex County Council Section 106 funding) in Market Road. Managed by the Property Manager in partnership with Clear Channel. |
| Specification | The shelters are regularly inspected and maintained under contract with Clear Channel. |
| Performance Measure | Maintained as appropriate. |
| Non - Compliance Procedure | Complaints are responded to. |
| Existing Value of Contract/Service in Boundary Area | £10,758 |
| Boundary Area | City Centre |
| Proposed BIDs Additional Activity | None |
| Cost of BIDs Additional Activity | None |

Chichester City Council BASELINE STATEMENT FOR: CHICHESTER BID AREA

Please note: None of the Chichester City Council's budgets quoted include staff costs or to her related on-costs.

Budget figures are for 2016/17 financial year.

Other services provided by the City Council outside the BID area include:

Mayoralty

Allotments

European Twinning



BID Members Consultation

**Term 2
2017-2022**

CONSULTATION OVERVIEW

The Business Improvement District is completing its first term as a funding mechanism to achieve BID Levy Payers (BID members) projects and initiatives within its defined location.

Consultation has been carried out in three phases.

Phase 1 – Feasibility Study

Initial Consultation was targeted to reach 20% of businesses to determine the support and feasibility of a BID for a second term.

BID Customer Survey (August-September 2015)

(21 x feedback questions) distributed online and by paper to all BID businesses. 45 x businesses responded out of 670 posted to BID members addresses, as of August 2015 = 6.7% response rate. Please see results in Appendix C.

Final Question:

- *Are you likely to vote for Chichester BID to have a second 5-year term in October 2016?*

Yes = 44.68%

Maybe = 31.91%

No = 23.40%

Feedback and results suggested there is a demand for a Business Improvement District but direct engagement with BID members had not been carried out regularly at that point.

BID Customer Engagement (July – December 2015)

Personal face-to-face engagement by the BID Manager with 95 other businesses (13.5%). Once engaged general feedback confirmed a lack of previous understanding as to the broad remit of Chichester BID. There was definite support for a second term to raise Chichester's profile and create a better customer experience.

The BID Manager noted there is confusion as to the role of the BID, higher expectations than the budget allows on the deliverables and an assumption that Chichester BID is within our District Council.

Phase 2 – Business Listening & Feedback Consultation

In order to assess how businesses might want to spend the BID fund for a second term, we have carried out 2 further phases of consultation.

February – April 2016

120 businesses (18%) were met face-to-face across retail, professional services and independents with the BID area, by a Customer Engagement Team (an ex-City retailer, a local graduate and a local business man) on behalf of Chichester BID to create a neutral platform on which to discuss what has and has not worked for our BID members within the first Term.

Key issues and concerns were monitored and needs for the second term have fed the Term 2 Business Proposal.

Findings showed that:

- The needs of the Independents and the chain stores should be assessed separately from professional services, as our more commercial businesses are less informed, believe the BID is about retail and whilst they appreciate the benefit to the collective, they do not currently see a direct added value from the current BID strategy.
- Whilst increased marketing to attract more footfall into the City centre and a safe and vibrant environment to trade in are the general needs requested, the BID offer should reflect more business opportunity across all sectors. Chichester must promote itself externally and the City should be branded.

Phase 3 – Business Proposal Consultation

Focus Groups

8 x Focus Group Meetings May – 15th June 2016

Meetings held in:

North Street, South Street, West and East Streets, Hornet & St Pancras 1 & 2 (independents), Professional services (commercial), Eateries and a Final Open Consultation.

Findings showed that:

- BID members continue to want increased events, PR and digital marketing to reach out to customers beyond the City region to raise Chichester's profile for the Visitor economy.
- Some BID members are already using a digital platform in the form of an app or similar for Chichester, to build customer retention for loyalty, rewards and gathering information to target their audience.
- Better BID member segmentation is suggested, across the District, to create better alliances and business opportunities to interlink business
- More street-focused and group support is the best way to share knowledge and networking opportunities
- Continue to focus on representing the BID members view for a more organised City, for ease of access, City signage, parking and wayfinding.

DETAILED ASSESSMENT

Phase 1: August - September 2015 Initial Consultation

Background

Feasibility study required to establish the appetite for a second term BID.

Methodology

A six-page questionnaire was posted to 670 City hereditaments addressed to the managers. This was sent out in August / September 2015. There were 45 responses to the questionnaire by post and 21 on line responses.

This was followed up by a person to person consultation of 95 businesses. The discussion was to determine in general terms how businesses were responding to the BID offer.

RESULTS

Questionnaire final question:

- *Are you likely to vote for Chichester BID to have a second 5-year term in October 2016?*

Yes = 44.68%

Maybe = 31.91%

No = 23.40%

Person to person Consultation:

Chichester BID's business objectives for Term 1 remain the top priorities for BID members:

- Improve the marketing and promotion of our City centre
- Improve the organization of our City centre
- Improve the quality of the environment of our City centre
- Improve the safety and security of our City centre

The majority of discussions quickly **became focused on 'a better promoted and more organized City', as Chichester doesn't appear to have a crime problem and is mostly considered a pleasant and quality environment.** "It is ever so civilized in Chichester, a really nice City." – Gerry Weber

The key issues were as follows:

Providing a better Organised City

Car parking being the biggest issue with 31% unhappy in one way or another. Issues were car parking availability for Visitors and cost, facilities, City access from the A27 and poor City centre signage.

The following comments from the Questionnaire were noted:

"Free parking on a Sunday would be good and pay on exit" Edinburgh Woollen Mill.

"Car parks are getting expensive - can we have half an hour free?" Simms Sweet Shop
"Sales get lost as people rush off" East

The majority of the BID members **feel Chichester is a safe City** and low in crime and there was 100% satisfaction from the Survey from those who use the Chichester Businesses Against Crime (ChiBAC) service.

Providing a better promoted City

1. Markets were of great interest with 22% wanting to discuss them and 11% specifically wanting a Sunday market when footfall is half that of a Saturday and many shops are closed. City market comments were largely negative, as businesses located in the area of the market, feel it is unfair they have to pay high rates and rents whilst traders don't, and felt they are detrimental to trade.

Comments:

" I don't like the market, its directly in front, so blocks my shop." Solutions Inc

" Sales can be down as much as 30% on market days." Hansfords

" Chichester continues to under promote itself." Barclays Bank

2. Events were well received with 14% of respondents noting they were good for business, with Black Friday and Christmas being the highest trade turnover. Swaroski take 50% of their year's takings from October to December every year, and this was been repeatedly stated across retail. There were suggestions that the Coca Cola truck was good to draw in crowds but not in keeping with Chichester, and many suggested a future ice rink.
3. Free WIFI for the City
50% of businesses were asking for better City connectivity and would welcome free Wifi as a City service, for them and their consumers - who often leave their shop to get a decent online connection. This results in poor click and collect service and less repeat trade.

CONCLUSION

Whilst the engagement process is less easy to quantify than the questionnaire it was a very good way to initiate personal engagement and nearly all interviewees responded positively to the BID Manager taking time to personally visit them.

In order to assess our performance against our current Business Plan, and how businesses might want to spend the BID fund for a second term, 2 further phases of consultation were then carried out.

Phase 2: February - April 2016 - Customer Engagement and Feedback

Background

Following Phase 1 feasibility exercise, undertaken prior to Christmas, a customer engagement (listening and feedback exercise) was launched in Feb 2016. The purpose was to assess BID members' businesses after the Christmas peak and to attain their priorities for a second Term.

Methodology

A Customer Engagement Team of 3, were tasked to visit 120 businesses (18%). The meetings involved discussion regarding the BID offer and how appropriate and relevant it was to each business.

120 businesses were interviewed. 20 businesses completed a short questionnaire:

- Concerns
- Wants
- Pleased with
- Ideas
- Preferred Method of Communication

Over 120 man-hours were spent interviewing BID members.

Results

Whilst we have 794 hereditaments many of these are part of one organisation. As our Customer Engagement Team is made up of a Retailer, Business Person and Graduate the engagement was divided into independents, sme's and larger businesses, and commercial professional services.

The conclusions of this more personable engagement were prompted to be Customer-led so less quantifiable, as largely resulted in broad discussions. All businesses were very pleased to be consulted and were pleasantly surprised at the current broad remit of the BID and that they have a City voice.

Keys Findings

A. Independents (paying more than £100 a year to the BID)

- Independent Retailers - defined as anybody selling a product from clothing to jewellery etc. = 67 (the highest BID payer - £740)
- Independent Hairdressers = 7
- Independent Restaurants = 12
- Independent Florists (all) = 3

- Independent Estate Agents= 1

From interviewing Independents across all sectors (other than estate agents) to date their needs break down as follows:

All Independents were happy with Christmas. Only one comment that the Bognor Regis event was better because of a snow making machine.

Advertising

The majority of Independents were pleased with our advertising but would like to see more marketing further afield to increase footfall. Any nationwide advertising would be gratefully received.

Independents are happy with our current selection of regional and local magazines and radio advertising. They are delighted with City centre maps for our Visitors and our Map Dispensers. However, the removal of A-Boards by the District Council, has led to a significant loss to footfall. Many are still using them, but the majority have resigned themselves to this loss of advertising. Any form of digital marketing would be embraced.

Events

The uptake on getting involved with events to raise BID members' profile was more from sectors such as hairdressers and florists. However, retailers and restaurants appreciate the extra footfall that BID events, (such as Festival of Flowers Window Competition, Independents Day, Roman Week) can bring. Annual City events such as Christmas are totally supported and very popular.

Information

The majority of the Independent sector has Internet access and is therefore able to access the information on our website. However, they are only mildly interested in our website, partly because they are busy but also because they are less accountable than multiples. They like the idea of people counters showing intensity of footflow around the City, as it means they can plan and manage staff cover more easily, such as not allowing staff to go to lunch if they can see a hot area approaching.

Communications

Apart from 3 BID payers all Independents we're delighted that they were being contacted and were keen to hear how their contribution was spent. All independents have different preferences on receiving BID communications, from social media, to e-shots to quarterly newsletter. South Street Independents felt supported by the BID when receiving updates on the recent gas pipe replacement roadworks.

Markets

A mixed reaction. Many businesses are totally against (eg Stephen Lawrence). Some said it made no difference and some said it did improve figures on market days. Some independent retailers were unhappy with the proximity of market stalls to their windows. The proposed City Market also gains a mixed reaction but the majority are against this. They were pleased to hear the BID would ensure this would be a quality market with an annual review, to ensure the market meets performance measures and the standards of the City. Niche markets or themed markets are desired.

Car parks

All Independents were pleased with the current 'pay on exit' initiative at Avenue de Chartres and that the BID is influencing the local authority to roll this out across other major car parks. Most BID members are generally unhappy with increased costs again, and would like to see the Councils introduce incentives for shoppers and visitors.

Security

Generally, this is of little interest to Independents as Chichester is considered a safe city. However, those engaged with ChiBAC are pleased to have a security service and police back up. Most said they suffered very little theft.

Current Specific issues

- 1) Gas pipe replacement works
 - Retailers talking about losses as high as 11%, but most not using compensation scheme.
 - Concern over the timing for more works as the Council come back to repair and resurface the current temporary surface.
 - Clothing retailers have busy season in summer, quieter time in the autumn, before Christmas. It remains essential that works are not carried out before Christmas.
 - Toy and Game shops have huge deliveries arrive before Christmas.
 - Travel agents are very busy in January.
 - General consensus if possible hold off till February.
- 2) Deliveries remain an issue to South Street due to limited access during the day time and many businesses don't have access to a back entrance.

B. Multiple Businesses / Stores

- Total number of multiple store retailers and are paying more than £100 per annum to the BID = 105.
- Chichester has a good ratio of Independents numbering 77 compared to 105 chains.
- 37 retailers pay in excess of £1000 per year.
- Marks & Spencer paying the highest contribution with a total fee of £12,900 across both stores.

Within this mix are also:

| | |
|---------------|----|
| Restaurants | 23 |
| Charity shops | 12 |
| Estate Agents | 8 |
| Game Stores | 2 |
| Hairdressers | 3 |

Multiples visited feedback

Generally, multiples are less interactive and engaged as 'Head Office pays the levy', so it's not their budget. However, once engaged some are really enthusiastic as they realise that the BID information available for them is useful for head office as well as the added value of BID's marketing to enhance footfall into the City centre. "My company normally votes No to all BIDs but because I am so pleased with Chichester I am allowed to vote Yes!" – Edinburgh Woollen Mill

HSBC, Barclays Bank and Nat West Banks all support Chichester BID and want to know how they can get involved and use our data collection that benchmarks our City's performance. Chichester is considered a great place to live and work but staff retention is an issue in retail, but less so in professional services.

Most Retailers complain of a poor year this year, with clothing hit hard as the seasons have not been so marked and therefore customers have stuck to their existing wardrobe.

Purchases

Multiples and Independents are both really happy with the Christmas offer. The sales of both sectors were poorly affected in the year before Chichester BID commenced, when there were no Christmas decorations. Many multiples take up to 30% of their annual sales at Christmas in one month.

Some multiples have been affected more recently by “negative footfall” as customers go to stores to refund on internet purchases. “The challenge is to create store fulfilment for in store returns and turn a refund into an exchange.” – Ecco.

Advertising

All multiples are pleased with the Visitor Maps and map boards, and all the BID advertising across the media. There was a lot of interest from stores in the possibility of future nationwide digital advertising. More promotion of Chichester as a brand would be welcomed. *Footfall and any way to increase this, must be the priority.*

Information

As many multiples have to justify their sales or "conversion " rates with key performance Indicators, they are *extremely keen to tap into our footfall and digital foot flow information.* This means they can then justify poor sales to head office, by showing there was poor foot flow and footfall on relevant days. Foot flow is popular to those using leaflets to target hot spots, and also for staff cover when seeing incoming customers.

Approximately 50% of multiples don't have access to the Internet in store, as most medium to large retailers have intranet only. This means no internet connectivity in store, at all. Many managers said they would like to access their own devices but have to move around the City to find connectivity.

Constant updates regarding disruptions were also considered helpful, such as for the South Street gas works. One chain restaurant has lost part of their awning and will be suing the delivery truck. On being canvassed re a date *to repair and resurface the road all multiples requested February next year. “I found out about the Website a year ago and have used it a lot since” – White Stuff*

Events

Many multiples would very much like to be part of events but their corporate Visual Merchandising prevents this. They would appreciate non-window related events, such as a chocolate Easter Egg treasure hunt as run in previous years. Multiples appreciate early notification of event dates in order to organise staffing, and would like to see a joined up Calendar of Events.

Security

Surprisingly many multiples do not take advantage of ChiBAC. Most felt that the level of theft in Chichester, compared to other towns they'd worked in was low. Damage to premises also seems very low suggesting that security in Chichester is good.

Markets

A lot of interest in the City market due to arrive in East Street. A mixed reception, as some stores feel markets are good for business whilst others are seriously affected in a negative way. All hope that the market will be of quality and not conflict with their offering.

Car Parks

All welcomed the 'pay on exit' having lost sales to people dashing back to car parks. Many mentioned the difficulty in getting space if they arrive after 0830am and during the day. General consensus that parking permit rates are reasonable but more should be done to encourage Visitors to stay longer – such as first hour free or free after 4pm.

General

Multiples are a very mixed group of highly-motivated and savvy managers who really want to be part of Chichester, and dis-engaged managers who have little or no interest in the City they trade in.

Apart from one exception, all of them were unaware of their company's policy re BID voting. They are not requested to report back to their area manager or head office re the BID, but would make more effort to do so.

Also multiples have experienced a considerable drop in sales due to internet sales.

KEY FINDINGS

There are approximately 770 hereditaments within the BID geographical area and at the start of these Consultations it was expected there were approximately 670 businesses.

These Consultations now shows that whilst approximately 670 invoices are sent out by Chichester District Council, there are actually 444 businesses currently spread across that space and paying more than one BID Levy.

| | | | |
|--|---------------|------------------|------------------|
| Retail = 269 (representing 60%) | 55% Multiples | 38% Independents | 7% charity shops |
| Eateries = 59 | 31% Multiples | 61% Independents | |
| Commercial Businesses =116 | 26% Multiples | 74% Independents | |

As part of Phase 2 a small survey was conducted where 44 businesses were asked to prioritise the following in relation to their business needs:

| No. 1 Priority | Percentage |
|-------------------------|------------|
| Events & PR | 25% |
| Marketing & Advertising | 39% |
| Crime & Safety | 14% |
| Business Opportunity | 14% |
| Street Projects | 4% |
| Strategic Partner | 4% |

These responses will help shape the investment against priorities for our BID members for the second term.

CONCLUSION

The needs of the Independents and the multiples should be assessed and segmented by the BID separately, from our professional service commercial businesses. Whilst increased marketing, events, PR to enhance footfall along with a safe environment to trade remain the general needs, the evidence shows different sectors require different solutions which are also dependent on location across the City. For a 2nd Term the BID's offer should reflect this.

Phase 3 - May-June 2016 Business Proposal focus groups

Background

The Chichester BID area has approximately 440 members with a variety of businesses including restaurants, banks, building societies, charity shops and retail premises selling many different products. For this reason, the BID felt that each sector or in some cases street locations would benefit from their own specific group meeting.

Methodology

8 sector meetings were set up to start in May, to encourage shared discussion on BID issues raised by Phase 1 and Phase 2. They are as follows:

- Eateries – all restaurants, bar, pubs and coffee shops
- St. Pancras & The Hornet 1 - Independents
- South Street
- Northgate and North Street

- Follow up St. Pancras & The Hornet 2
- East and West Street - Retail
- Professional Services - Commercial
- Evening meeting for all sectors.

RESULTS

Independents

An initial group meeting held in the Hornet & St Pancras, was dominated by a few negative BID members from this area, who feel they are out of the City centre so don't benefit from the BID. "I don't believe BID money does anything for us and the Council is not helpful". CMW Motorcycles Ltd.

Issues ranged from a lack of footfall as shoppers do not turn right into the Hornet, due to street layout and a lack of signage pulling people into the area. The BID has fingerpost and listed signage coming to this area this year. It was noted that many shops in this area are destination shops and some commented that footfall doesn't affect them.

Parking incentives to increase dwell time and access were requested and comments made that workers take up space that should be available for visitors in Cattle market car park.

Loss of A Boards is seen as a negative by the majority for this area. "I want to keep A Boards as they help draw business in" Helter Skelter.

The group believe being on the peripheral of the City and they also do not benefit from City events, marketing and PR. "When there's an event in the City centre, this area is dead". Nags Head

Advertising remains a high priority for Independents – some of whom do not have a website and rely on repeat local business and events. "More should be done by the Council for rates relief and something to encourage Landlords for rent incentives." - Classix

The Hornet & St Pancras, are mostly independent retailers who do not work as a collective and raised many individual issues. Therefore, a second follow-up meeting was held again in this area, to discuss specific issues.

Questions about the BID geographical area and the BID budget spends were addressed and more transparency offered, as some BID members have not engaged with the BID previously. The BID offered new ideas which changed the conversation to be more creative around less tangible but more event-based solutions to attract more visitors, and business twinning for customer-focused offers and better networking, also offering support for an improvement group to help them lobby the

Council on their specific area for planning issues. The BID left the meeting with more positive potential opportunities.

Retailers – sme’s and multiples

“There is a fundamental need to work as a collective to look at the macro for the City - choice, design, price. We need to attract aspirational brands and make Chichester a destination.” – Cred Jewellers. Ecco confirmed their customers are asking where these brands are. “Chichester needs to get up to date and move forward” - Basler

Parking remains a main topic of concern regarding access and cost for the consumer and expensive for part-time staff. Largely dependent on location of business. Request for the Council to introduce a direct debit scheme so every month you don’t have to click onto the Council website to renew your parking permit. The BID made clear, that two cars can be on one parking permit for part-time staff.

Concerns were raised as to South Street being highly dominated by eateries and most BID members would like to understand more fully the Council’s policy and quota on eateries per street, now that many businesses offer coffee etc, as an extra. It was suggested Chichester promote eateries and ask eateries to pull customers to the Independents. Visitors come for convenience, cost, service and quality.

The BID was praised for liaising with businesses on city centre management such as the gas pipe replacement works which have been very disruptive to businesses in South Street. “For the first time in 4 years my business has lost money due to the gas works outside” Cred Jewellers.

Chichester needs a good WIFI connection remains to attract shoppers and businesses. The structure of Chichester is good, but without modern technology and new high-end brands there is uncertainty about Chichester’s competitiveness along the South Coast.

Professional Services

General feedback is that Chichester is considered a good place to live and work which helps retain staff and there is a desire to maintain the quality of the environment. Better graduate retention however remains an issue and needs focus. The Estate Agents tell the BID that Chichester requires better employers. The CEO lifestyle is a good fit in Chichester so there was a suggestion we capitalise on this attracting CEO’s on away-days to then influence moving their business here. The issue is potential premises – as we continue to lose office space and incubator space. It is widely considered that there are gaps in the City’s offer, retail and culture – however independents are worth travelling for. Support is required for hot desking and start-ups.

Key Findings

BID Engagement

All businesses were positive about the engagement groups and process, and felt they were useful. Most would like to continue this form of engagement as it acts as networking and knowledge sharing across the all areas. Attendees are now keen to receive BID communications, if not read previously received or read before, especially to hear about the City events and footfall and data collection services available.

Visitor Economy

All businesses felt that there are no good brands for young people in Chichester like Zara. Night life is non-existent - we are a day-out destination and there is also a need to capitalise on pay day spend. There are a lack of cultural events and annual events in the City. A market in the town centre is a good option as Chichester is traditionally a market town, but it must be run by the right traders and be managed correctly be a quality market. Could be themed such as vintage, antiques - niche markets/small fayres, BID could pay for start-up local brands in market stands. Chichester College and University must get more involved, so as we cater for the students in the City – Chichester needs more activities as well as ware's. Exhibitions have been suggested several times – such as collector fairs which are attractive to groups, societies, whose magazines draw people, as do cultural and local events such as boating/yachting.

Communication

BID Magazine is read and appreciated but many prefer the convenience and size of our e-newsletter and access to other relevant links. Most people have their own preference on how to communicate. All businesses respond very well to regular meetings and one to ones, as they prefer face to face interaction to larger open meetings where they may not be interested in some matters that come up for debate. All businesses fully support BID introducing the Wi-Fi project, all agreed that connection in Chichester city centre is very poor and necessary as poor phone signal too.

Marketing & Advertising

All Focus Groups expressed a desire for increased marketing to help “Chichester become known as a Lifestyle City”. – Zigzag. The majority favoured an increase in the BID levy to pay for this.

Events & PR

A large percentage of Focus groups enjoyed getting together informally, and thought this helps share ideas to increase business opportunity. “After the success of the Festival of Flowers – our takings were back up to 2014 levels – I really feel events are the way forward.” – All That Glitters

One retailer suggested all shops theme their windows and get involved, however multiples are unable to participate with window design dictated from head office.

Night time economy

A majority of focus groups questioned the lack of night time economy in Chichester.

“There are plenty of places to eat but no night-life. We have a University and must be the only City that doesn’t have any night life”. - Hansford Menswear.

“Chichester town is dead after 8pm” - The Vestry

“I sell men’s clothing and my sales have decreased since our one Club Thursdays, closed.” – D’Artagnan Menswear

Crime & Safety

Very little comment overall – those using ChiBAC were very happy with it. The understanding was that this is a job well done but if ChiBAC were not in existence, crime levels would increase.

Information

Many more chain stores at the Focus Groups are now aware of and using the BID foot flow data. “Good comparison to our store footfall counter”. – Ecco Footwear.

“Yes, it’s very relevant to us.” Anonymous South Street business.

Signage

Still a considerable issue for all focus groups. There is little signage pointing towards the City centre from the A27 and at major entry routes.

Parking

New visitors don’t know where the car parks on offer are, and it’s easy to go round the one-way system looking for parking at peak times and give up and go home. This remains an issue as far as cost for the visitor and facilities to pay. All approve of pay on foot and would like to see this rolled out to all City centre car parks.

New Focus Group ideas

- 1) Where are the Chinese visitor’s? Encourage international visitors into the City. The Chinese average spend is greater than UK shoppers. One business manager has received training on how to enhance the shopping experience for Chinese visitors: “I have worked in 3 BID Cities and this is the only one that doesn’t encourage Chinese visitors.” – Ecco. Create links with higher education universities across the South Coast and use Global Blue to attract the affluent traveller.

- 2) Advertise Chichester as a destination, further afield at major transport links – at Southampton and Gatwick airports, other town/City train and bus stations, also at hotels and B&B's across the South.
Create 'Wish-Lists' for men at Christmas. Wives may leave lists for their husbands at specific outlets. Introduce a specific Men's Shopping Night where staff actively get involved. Also use our wonderful heritage for Christmas – lets tell a story about Chichester...
- 3) Can the BID create a database for recruitment? – Retail recruitment for quality staff is proving difficult, as is staff retention for multiples and most agencies focus on management staff. A vacancies list was considered to be really useful and should be on the BID's website.
- 4) Business Twinning – join up businesses which complement each other with their services and/or products and attract the same audience. E.g. The Sweet Shop in South Street, already offers a discount to the customers of the Game shop and vice versa. The retro vintage shops could link with Goodwood for Revival for promotion and events.
- 5) More ideas for activities for Children in the City – such as a Grotto for Christmas, an engaged City Easter Hunt across the City, starting at the Cathedral (– the BID has only done this once on a small scale).
- 6) Can the BID give our City information and maps out on the street to tourists? Information for local hotels and caravan parks and all of our major attractions should be readily available.

CONCLUSION

Phase 3 results currently show that the BID members want increased marketing to raise Chichester's profile and more segmentation across the BID members to create better business opportunities and more street-focused support. Events are seen as important and they appreciate the support offered from the BID for organisation and promotion of their events, through facebook, twitter and the website. Independent businesses engage a lot more than sectors with the BID and BID communications.

Through the need to segment our BID customers in order to create focus groups, the BID has realised the importance of this exercise, to ensure that BID Term 2 is both inclusive and meets the priorities and objectives across all sectors and industries. The BID needs to do a lot more to create better and more regular engagement across all sectors but specifically, with our commercial sector and build more business opportunities for them.

Personal engagement and Surveys have also shown a general desire for more cultural and art- based events with emphasis on promoting our heritage (eg Chichester Cathedral, City walls and local points of interest). It was also noted that Chichester's wide Roman Streets make working, shopping and eating out a pleasure along with our pleasing Georgian architecture.

Consultation Conclusion

There is consensus that people in today's modern society are using leisure time for activities rather than shopping which is increasingly done at home on the internet. Footfall figures were nationally down 6% last year, and continue to fall, which confirms that shopping is moving towards an online experience. High streets are becoming showcases for the internet, with a proportion of retailers finding footfall is becoming about click & collect or returning goods rather than shop sales.

The rise in eateries is a concern for some but most understand that these drawn in people as visitors but Chichester is mostly a day-time destination. Most visitors usually have a drink and/or snack at some point for convenience if not a meal and this could be capitalised on with twinning with another business. The lack of Michelin star restaurants is continually brought up – we have a wealthy demographic who go to the Theatre and like to dine out; this is a missed opportunity. Creating venue destinations is key - harnessing the large brands as anchor stores remains important in the mix of offering on the high street, such as Zara which is currently missing for the 25-45 age group. Also more quality independents would be welcomed as quality destinations.

Joining up with Chichester's major attractions such as Goodwood is seen as a positive must-do, to have their presence in Chichester along with larger businesses such as Rolls Royce, Wiley and Mercer. Major attractions should be show-casing Chichester to their audiences. There is a definite desire for exhibitions in Chichester especially for cultural and themed events.

The BID recommends the branding of Chichester going forwards to create a unique selling point. We are a lifestyle city that has it all! The use of a digital marketing platform for not only customer reward schemes but also for city information and improved navigation around the city, will add value to the customer experience and greater value to our retailers in particular but also for our services. This will also bring the BID members a network platform to raise awareness, outside of Chichester increasing the City's reach across the south. The BID can collect data for better consumer segmentation to help target our visitors through surveys, email marketing and build repeat business and trust. Importantly, the BID is seen as a facilitator for business opportunity and to represent the views and concerns of the private sector to our Local Authorities and other key organisations.

Charlotte Wickins
BID Manager
June 2016



BID Research

**Term 2
2017-2022**

APPENDIX C: Research to develop the BID2 Strategy

C1. Context – The Business District

C1.1 Understanding our Business District – THE INDEPENDENTS

BID research reveals that businesses in Chichester, and in particular the smaller independents who keep Chichester unique, are seeking increased business opportunity to increase prosperity. They feel this would be encouraged by an increased BID focus on sponsored events, marketing and advertising to help raise footfall in our streets. If these services are provided through the BID's collective buying power, (such as when engaging with media and advertisers), then spending as a collective, rather than as an individual business, will be more cost-effective for them.

C1.2 Understanding our Business District – THE ANCHOR SHOPS

Consultation with chains and small chains reveals that the Noggin system of reporting weekly on footflow is of great assistance to local managers in reporting on theirs. The linking of this footflow information to 10 retailers who are prepared to reveal in private their revenue that same week gives all the chains and small chains a real insight into how footfall relates to their bottom line.

C1.3 Understanding our Business District – THE SELF-EMPLOYED

In justification of our decision to promote Chichester as a place of business opportunity, with 16,500 self-employed entrepreneurs in the district¹ there is definitely more that could be done for them to improve the business environment and contribute to graduate retention. **Opportunity: To improve and enhance business operating conditions in the city to generate more interest in the BID among the business community.**

C2. Context – Understanding our consumers

C2.1 Changes in the retail environment

BID2 sees real opportunity in the fact that City Centre environments are changing. Online shopping is forecast to account for 16.8% of UK retail spend in 2016², contributing to the 19% drop in footfall on our High Street³. And the mix of businesses nationwide is changing in reaction to the migration of retail spend to online shopping⁴. Between 2007 & 2010 the City footfall declined yearly from 12m to 9.25m, in line with national trends⁵. From 2011 & 2015 footfall continues to fluctuate between 9.5m-10.5m visitors per year⁶. As High Street shopping declines, cities need to find other avenues to draw people to their streets – e.g. real-world experiences such as socializing, leisure and entertainment which are showing signs of growth⁷. Footfall is down, and the mix of businesses is changing nationwide to try and counter this.

C2.2 Understanding our consumers – CONSUMER LIFESTYLE CHANGES

Participation in arts and culture events has risen 9% among 16-24 year olds in the past five years⁸. Four out of the 5 top Amazon sellers are well-being books⁹ and 27% of under-25 year olds are now teetotal¹⁰. Modern consumers are impulsive, with 35% spending their wages in a week and 7% in just 24 hours¹¹. There are signs that online shopping is far from satisfying every consumer desire and shoppers these days are also looking to their city to offer new ranges of opportunity¹²:

- **to discover and explore** – cities for learning, arts and culture, trends, independent fashion, food provision, impulsive behaviours
- **to socialise** – cities for the image-focused, capture and share, live like a local (personal experience), coffee, restaurants and bars
- **to improve yourself** – combat higher stress levels, (buy a Nutribullet or a Spiralizer), health and beauty, well-being, personal fulfilment, finding headspace

C2.3 Understanding our visitors – YOUNG PEOPLE

BID2 recognises that some segments of the Chichester shopping public have been less well served than others and fresh opportunities remain to be tapped. There are 16,000 students in Chichester and 12.5% of the population are aged 18-29¹³. There are indications that the average student spend of some £35 a week is going elsewhere and that many leave the City after

graduation. There is a high percentage of families with under-18s living at home yet there is little indication from footfall figures that Chichester is managing to exploit the school holiday¹⁴, weekend family activity or crèche facility opportunities presented by this segment. **Opportunity: Generate more appeal to the student population to increase spend in the city.**

C2.4 Understanding our consumers – THE 30-45s

A straw poll of 28 people in the 30-45 year-old age bracket, who represent 16.5% of our population, would seem to indicate there is a gap in how Chichester meets their shopping, entertainment and lifestyle choices. 28% of the population are so-called Baby Boomers, 45-65 year olds who will be looking for something new on which to spend their accumulated wealth. This generation has re-engineered so much of our current social context it would be a mistake to start treating them as our current OAPs: after all, for them, 50 is the new 30. **Opportunity: To better understand our consumer segmentation and generate increased appeal for spend based on consumer preferences (fashion, food, entertainment, services).**

C2.5 Understanding our consumers – CITY WORKERS

Recent improvements in our footfall data estimate that there might be 7000 daytime workers circulating in our streets. Whatever their current level of circulation, these local employees represent such a large proportion of the base they present a significant opportunity for the city if they can be encouraged to change their behaviour even slightly to capture payday spend and any lingering into the night-time economy. **Opportunity: To engage with Chichester workers to encourage greater spend in the city.**

APPENDIX D: BID2 Works and Services

D1. Strategic Partnership: Building the BID as a Partnership Organisation



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| <i>Achieved</i> | Chichester BID is business led, business controlled and business funded: meeting the needs of the levy payers and their employees has been and will remain our constant priority. The Chichester BID recognises that access and car parking are key issues for City Centre businesses and over the past four years has worked hard to develop creative solutions to improve access to the city for workers, shoppers and visitors. The BID continues to lobby for the conversion of all major car parks to pay on exit. |
| <i>Example</i> | The BID Partnership - The Chichester BID has always existed for the City, not for itself. City Centres are dynamic, changing places and we know that effective town centre management is about managing this change to the maximum benefit of the locality. Everyone has wanted to see the City Centre doing well and because of the public sector relationships we have built up we have been well placed to collaborate, responding to changing circumstances and issues across the public and private sector divide. We own neither land nor property and have no statutory powers. We have therefore relied on the goodwill and cooperation of a large range of partners, particularly the City and District Councils, to deliver our event and activity programmes. Because of this partnership nature, it has not always been possible for the BID to take a public stance on some of the issues that businesses would sometimes have liked us to. |
| <i>Ambition</i> | To increase our partnership impact by focusing on strategic alliances , with vital key City groups and organisations, to represent BID member's interests such as City access, signage, parking initiatives, digital solutions, at public policy discussions. To ensure Chichester is attractive to skilled employees that are seeking a pleasant, entertaining and safe context. |
| <i>How?</i> | To provide an articulate voice on behalf of our BID members to influence public |

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| | <p>policies. Such as, improved access to the City, parking initiatives and modern way-finding solutions. To generate funding opportunities for sponsorship and generate match-funding. To keep Chichester attractive to skilled employees that are seeking a pleasant, entertaining and safe context for their aspirational lifestyle.</p> <p>To build the Chichester BID in its second term more as a partnership organisation focused on strategic alliances, including Partnerships with Visit Chichester and the Chamber of Commerce.</p> <ul style="list-style-type: none"> • Chichester District Council – to support our Visitor economy and influence public planning policy • To work more closely with West Sussex, City and District Councils, to create a One-stop Shop for City centre management • To support the Chamber of Commerce & Industry with resource, media and events to promote business development and opportunities through networking • To work more closely with Chichester College and University to expand internship programmes and work experience opportunities in Chichester and to source sponsorship and match-funding opportunities • To build a stronger City voice for lobbying and member representation • To service the BID – central office and overheads, BID manager and staff • To undertake BID accreditation by British BIDS, and achieve Purple Flag status for the night-time economy. <p>One-Stop Shop - Under additionality agreements, a study of the feasibility of a management agreement with the local authorities to enable the BID to book public spaces, providing licensing, manage the street buskers, and offer health and safety advice, event equipment, support and funding to event organisers.</p> <p>i. Develop an internship programme to research new funding opportunities for sponsorship and match funding</p> <p>ii. Invest in the visitor experience with Stagecoach and encourage their engagement as an investor member. As part of this to raise funding for a study to introduce a Walk and Ride scheme from peripheral car parks by BID electric shuttle bus and perhaps cycle lockers and pooled electric bikes for City Centre businesses and their employees to use.</p> |
| <p><i>KPIs</i></p> | <p>Amounts raised in sponsorship and match funding. BID Member satisfaction survey. Number of joint alliances. Purple Flag. BID accreditation. Whether these schemes were actually delivered. Number of joint initiatives set up, amount of additional resources raised from third party sources.</p> <p>Ambition for excellence 1: the Chichester BID will drive for performance excellence, actively seeking greater recognition of its professionalism by striving for accreditation by British BIDS before the end of the 2nd term.</p> |
| <p><i>Investment</i></p> | <p>16% of BID levy - £52,000 pa Access Opportunities Fund, Walk and Ride Scheme. Management fee charged to programmes. Offset by management charge to programmes with external funding.</p> <p>The Chichester BID is a business in its own right, although not-for-profit of course. This involves us in managing staff, premises, VAT returns and utilities in order to deliver our work programme.</p> <p>Sponsorship: We aim to join the more successful BIDs in the UK at securing external funding from our Strategic partners, the range of sources like Arts Council England, the Heritage Lottery Fund, The Department of Communities and Local Government, the Mary Portas initiative, Business in the Community and European funds. This will all require significant monitoring and reporting in terms of staffing and the establishment of effective and efficient management systems.</p> <p>Match funding: If our business partners could increase their investment by a quarter of one percent, we would undertake to double that additional contribution from other sources so that the Chichester offer could widen its scope and become more demand-driven.</p> |
| <p><i>Example Co-sponsors</i></p> | <p>Working with the MP, CCCI, CDC, WSCC, Southern and Stagecoach.</p> <p>Many of the BID initiatives will depend on the strategic and funding support of a range of national and local bodies. These are listed under each programme section but</p> |

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| | <p>repeated here: Events – Arts Council England, Heritage Lottery Fund, Visit Chichester, Chichester Cultural Attractions Visitor Economy – Chichester District Council, Visit Chichester, Visit Britain, Chichester Visitor Offer Access – MP, CCCI, CDC, WSCC, Southern and Stagecoach Shopping - Chichester City Council, BID Street Focus Groups, Business in the Community, Noggin Business Opportunity - Chichester District Council, CCCI, WSCC, City retail and commercial businesses Evening Economy – Eateries, Pubs and Bars, ChiBAC, Sussex Police, City Angels, DCLG, ATCM, Churches Crime - ChiBAC, City Angels, Sussex Police, Stonepillow Street Management – ChiBAC, Wifi provider, App provider, GeoPal provider, Cleaning company</p> |
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D2. Marketing: Marketing & Advertising Opportunities

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| <i>Achievement</i> | The BID has invested heavily in the marketing and promotion of the City through initiatives like the Radio/bus/Sussex Life advertising and the street art festival. Social media channels have been developed for the digital promotion and marketing of the City. |
| <i>Example</i> | Way-finding: Communications and signage. In 2014, BID1 achieved one of its important strategic aims: better signage for Chichester. Chichester BID's Attractions & Eateries map leaflet, map leaflet dispensers, map boards and business signage form part of a completed suite of solutions for business signage and way-finding around the City. By Spring 2017, we will have invested over £25,000 in new High Street signage. Satisfactory planning solutions for business signage across the City continue to elude us but the BID wishes to consider hanging signs as a potential solution for side streets, as in Crane Street, as well as a system of slatted signs for the second term. |
| <i>Ambition</i> | An alliance with Visit Chichester to advertise and market Chichester outside the BID area. Underpinned by Chichester District Council and the new BID Street and Sector Focus Groups. Nationally, High Street footfall continues to decline and the marketing of Chichester needs a fresh approach. There is general agreement that Chichester's night-time economy is moribund. The closure of the central night club and retailer resistance to an extension of trading hours has contributed to a falling off of what little activity there was. However the progressive conversion of the city into a place to wine and dine before or after enjoying a top class cultural activity has shown the latent potential for development. However, the City still has significant opportunities to develop its visitor and consumer potential and Chichester City Centre can be placed firmly on the map as a preferred City of Choice . Our challenge will be to seize these opportunities. We see the visitor and night-time economies as vital components of our business plan to maintain visitor numbers by establishing Chichester as a high quality visitor destination. |
| <i>How?</i> | To attract visitors and encourage them to stay longer to develop repeat business and brand loyalty. Creating an alliance with Visit Chichester to raise the profile of the City outside the BID area and develop Visitor incentives. <ul style="list-style-type: none"> • continued BID City marketing and advertising of Chichester's events and the City, as a key destination to shop, work and visit, to attract visitors and investment from across the BID region • consumer segmentation to better understand the modern consumer and needs • financial support for Visit Chichester to raise Chichester's profile beyond the BID region and co-sponsorship fund raising joined up City Events calendar |

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| | <ul style="list-style-type: none"> • Smart City 1: introduction of an APP/digital marketing platform for business promotion, rewards and networking • closer working with local attractions to draw footfall into the City <p>i. Invest in a campaign to put Chichester more firmly on the tourist map from 2017 through Visit Chichester. This will be underpinned by the organization of a national awareness measurement project in collaboration with Visit Britain.</p> <p>ii. Create a demand led BID Consumer Profiling Group from across all interested parties, to drive Chichester’s contemporary offer by understanding our segmented consumer groups: Discover & Explore (learning, arts and culture, trends, independent fashion, food, impulsive behavior); Socialise (image-focussed, capture and share culture, ‘live like a local’, personal experiences, coffee restaurant and bar lifestyle; Self-Improve (combat stress, health and beauty, well-being, personal fulfillment, finding headspace).</p> <p>ii. A seminar will be held to consider the good management of Chichester’s Evening and Night time economy (ENTE), to determine the BID’s Strategy and investment in respect of its 2017-2022 business plan. This will be designed to attract funding from the Department for Communities and Local Government (DCLG) to promote the evening economy and encourage a diversity of activity. The scheme will have to deliver good management of the evening economy including its impact on local residents.</p> <p>iii. Out of this an Evening Economy Group could be established, to engage with late night operators and follow up on key issues: * Late night trading deal with major retailers. Thursdays would coincide with the Pallant Gallery for example. Support and promotion by eateries of evening events they have initiated. * The introduction of a Chichester BID Evening Economy Management Programme could bring together partners with an interesting in the evening economy and coordinate a range of initiatives to ensure a safe, vibrant and accessible city at night.</p> <p>iv. Engage a digital marketing coordinator to ensure our web content and social media channels are up to date, interesting and informative, investment in a visitor website, and adding a search facility for visitor accommodation.</p> <p>v. Tourism development activities with Visit Chichester including the training of City Guides with funding from the Heritage Lottery Fund. If the Visitor Information Centre remains in the Novium as a CDC and not a Visit Chichester service, the BID will collaborate in any efforts to increase opening hours, retail turnover and visitor enquiries amongst visitor offer businesses.</p> |
| <i>KPIs</i> | <p>Increase visibility for Chichester outside the BID area. Steady footfall and increase revenue and City performance data from Noggin Ltd. DCLG matched funding. Ambition for excellence 2: For Chichester to achieve purple flag status – the quality assurance management standard for evening economy operation, run by the ATCM (Association of Town and City Management). (There is not one yet on the south coast between Bournemouth and Canterbury.)</p> |
| <i>BID Levy Investment</i> | <p>26% of BID levy - £88,000 pa to co-fund the Visit Chichester Partnership, a BID Consumer Profile Group, Evening Economy Group.</p> |
| <i>Example Co-sponsors</i> | <p>Chichester District Council and DCLG match funding, Visit Chichester, Visit Britain, Chichester Attractions, Chichester retail chains, eateries pubs and bars as investors – because this drive cannot be delivered by the Chichester BID alone. The Visit Chichester Partnership with Visit Chichester and the Chichester District Council and other visitor stakeholders, all have an important part to play but by spearheading this comprehensive marketing campaign with Visit Chichester and the Chamber of Commerce we aim to have everyone on board. Some costs offset by management charge to programme.</p> |

D3. Events: A Programme of City Events & Promotions

BID2 BUSINESS PROPOSAL 2016
Version 2: 15/06/16

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| <i>Achieved</i> | The BID has established support for events in Chichester that play a significant part in its annual calendar. |
| <i>Example</i> | <p>Ride to Chi: At noon on Sunday, 28th July 2013, Chichester vibrated and resonated to the roar of up to 300 motorcycles gathered in the very heart of the city centre. After being ridden onto the precinct, for two hours these gleaming machines were displayed by their proud owners in North Street and East Street for all to enjoy, making a novel addition to the Sunday shoppers, tourists and other visitors on the day, all of whom will also want to appreciate the power and style of machines from colourful modern sportsbikes to globetrotting adventure bikes, continental tourers to chrome-laden custom bikes.</p> <p>This was a great partnership event supported by Chichester Chamber of Commerce & Industry, Chichester BID, the Motorcycle Action Group, levy payer CMW Motorcycles, Sussex Police, the Fire & Rescue Service and West Sussex County Council. Besides creating a fantastic spectacle for the city, the primary purpose of this event was to raise money for the Kent, Surrey & Sussex Air Ambulance. The other focus was to promote road safety, for which the event had the full support of the Sussex Safer Roads Partnership.</p> |
| <i>Ambition</i> | A strengthened programme of support for BID member events to drive footfall into the City, for day and night time economies. Stronger relationships with our major attractions, a Heritage & Culture Partnership and a voluntary Chichester Ambassador Scheme. |
| <i>How?</i> | <p>A continuing and strengthened programme of support for BID member events to drive footfall into the City centre, including the Christmas Festivities and during the evenings and to provide a more welcoming City:</p> <ul style="list-style-type: none"> • full time Events & Marketing Manager to support and create new events to drive footfall into the City • promotion of BID members services and events, to attract new visitors, develop brand loyalty and encourage repeat business • Christmas lights infrastructure, light switch-on event and festivities • promotion and support for City annual events/activities • to monitor provision of quality markets • new events and initiatives such as regular late night shopping to support the night-time economy • to increase and harness volunteer support from individuals and groups as a PR function (eg the Rotary Club who support the Lights switch-on event.) <p>Underpinned by strengthening relationships with our major attractions both in and outside the city Centre; a Heritage & Culture Partnership and a voluntary Chichester Ambassador Scheme.</p> <p>ii. Plans will be got underway to create a Chichester Cultural and Arts Partnership with Arts Council of England input, to fund a wider range of collective marketing initiatives and promotions that will better exploit the already rich and vibrant culture and heritage offer of the City.</p> <p>iii. Collaboration with other agencies to develop a comprehensive City calendar of events complete with clash diary to encourage a more inclusive offer, adding the Festival of Chichester, New Park Cinema and venues like St John's Chapel to the more obvious candidates like the Festival Theatre or the Pallant Gallery.</p> <p>iii. Investment in an expansion of our seasonal events, such as the provision of markets where it is viable to do so. Ideas include fashion promotions, Children in Need events, theatre/proms/movies in the park and an Easter event on Cathedral Green.</p> <p>v. Introduction of a Chichester Ambassador Scheme to encourage local people to get involved in supporting City Centre events and activities. In collaboration with Visit Chichester, we plan to submit a bid to the Heritage Lottery Fund to fund City Ambassadors and guide training.</p> |
| <i>KPIs</i> | Number of events supported, membership satisfaction survey. |
| <i>BID Levy</i> | 26% of BID levy - £84,000 pa to fund a Chichester Cultural and Arts Partnership, |

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| <i>Investment</i> | Chichester Ambassador Scheme. Management fee charged to programmes. |
| <i>Example Co-sponsors</i> | Arts Council England, Heritage Lottery Fund |



D4. Business Opportunity: Chichester City of Enterprise

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| <i>Achieved</i> | <p>Chichester City Centre is the largest employment centre in the District, employing over N,000 people and a key driver of the local economy. Our levy payers include the University of Chichester, Chichester College, the City, District and County Councils, solicitors, accountants, banks and financial institutions, as well as over N00 office-based employers.</p> <p>The Chichester BID carries out a number of direct initiatives to make a real difference to people's experience of working and visiting the City Centre. Much of the work that the Chichester BID does to attract shoppers and visitors to the City Centre benefits all City Centre businesses by making it a better place for customers, visitors and staff.</p> |
| <i>Example</i> | <p>BID Business Services: The BID are consultees on all major projects affecting Chichester and seek to facilitate a joined-up approach with all stakeholders to improve Chichester's offering as a great place to do business. The BID has worked successfully with developers and commercial agencies in the City and promotes vacant properties on its website. Many businesses have been helped and supported through planning processes, lease processes, refurbishment and growth plans (from Marks and Spencer to small independents.)</p> <p>Monthly e-newsletters are sent to over 320 businesses and growing through internal distribution and businesses signing up to it. In addition, Twitter and Facebook pages (consumer facing and business facing) have been established and are growing in use. Our website is well populated and informative. The business search Directory is up to date and the BID achieves approximately 2,000 new visits per month.</p> |
| <i>Ambition</i> | <p>In alliance with the CCCI, to create opportunities for members to do business with each other, promoting Chichester as a key place to do business. We want the City Centre to maintain its role as an employment centre and be a great place to work. Partnership objectives to provide business support and incubation space; encourage inter-business links and alliances; assistance to independent businesses. Encourage inter-trading between City Centre businesses. In collaboration with business and education partners, to research a graduate retention scheme to support our young entrepreneurs.</p> |
| <i>How?</i> | <p>Promoting Business Opportunity through:</p> <ul style="list-style-type: none"> • Smart City 2: Free City Wifi • Monthly Foot Flow Reports and data collection to improve City centre performance measurements and BID member engagement • BID focus groups to support business • Business twinning to create alliances • To encourage BID levy voluntary membership - to include Waitrose, Chichester Festival Theatre, Chichester College, Chichester University, Goodwood, Chichester Gate, Wiley, Mercer and other key organisations • BID member segmentation to better understand City businesses and their needs • Regular engagement with BID members to enable better advocacy representing the views and voice of the business community and to help influence public policy • Meet and greet new businesses to ensure they network successfully and take advantage of the business support the city has to offer • To work with landlords and tenants to identify space for hot-desking, office |

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| | accommodation, to incubate start-ups and small businesses and utilise empty space, with advice from outfits like the Fragmented Ownership Group and Citicentric. |
| <i>KPIs</i> | No of incubation places provided. Increase in Voluntary Levy Payers (members). Take-up of incubator places. Meeting Voluntary levy payer and matched income targets. |
| <i>Investment</i> | 11% of BID levy - £35,500 pa to fund Access Opportunities Fund, Loyalty Scheme for City Workers, Retail & Business Incubator. |
| <i>Strategic Partner to</i> | Stagecoach, Southern, WSCC, CDC, CCCI and voluntary levy payers as investors. Chichester District Council, CCCI, WSCC, City retail and commercial businesses, |
| <i>Example co-sponsors</i> | Regional local authorities, increased recruitment of voluntary BID members. |

D5. Organised and Safer City

D5A. Organised City: Organised City improvements

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| <i>Achieved</i> | The Chichester BID ensures that the City Centre is clean and bright to raise the quality of experience of the City Centre for businesses, residents and visitors and at all times of day. Our Street Management Programme fosters close working with other services that impact on the City Centre, including those delivered by West Sussex County Council, Chichester District Council, the City Centre policing team and Chichester City Council, all of which actively support us, sometimes with financial contributions. |
| <i>Example</i> | Floral City - BID funded floral hanging baskets on 'blank' walls and worked with CDC and CCC in the Town Centre category of South and South East In Bloom achieving Gold for four years in a row. Chichester no longer competes for understandable reasons, however the City Council continues to provide a comprehensive floral display, supplemented every two years by the Cathedral Flower Festival. The BID continues to work with CCC and the Cathedral in the provision of side street hanging baskets and the planters in Crane Street, and organizes a retail window competition during the Festival of Flowers. |
| <i>Ambition</i> | Additional financing for street cleaning, floral displays and planting, business signage support and way-finding tools maintenance, and to provide a more welcoming City. |
| <i>How?</i> | <p>These remain only when required as 'additionalities':</p> <ul style="list-style-type: none"> • part-time City Ranger to support our BID members and be the eyes and ears on the street • Smart City 3: business and pedestrian signage support • intensive chewing gum and deep-street clean when necessary • trees, floral displays and planting • maintaining way-finding tools <p>i. Introduction of a part-time City Centre BID Ranger to welcome visitors and be our eyes and ears on the street. This caretaking and ambassadorial presence can directly tackle problems such as graffiti and fly-posting, and trained in First Aid and defibrillator use often will be, through their contact with the ChiBAC team, the first line of support to arrive at an incident.</p> <p>ii. Way-finding and signage, heritage shop front maintenance and improvements in collaboration with landlords and the local authorities.</p> <p>iii. Working with a third party to increase internet connectivity, leading to investment in free WiFi for the City Centre that will enhance communication and the customer experience.</p> <p>iv. Collaboration with WSCC on introduction of the recommendations on the Chichester Road Audit; reporting and maintenance of the condition of foot and highways; work towards pedestrianisation, improved service access and more shared surfaces.</p> <p>iv. Smart City 4: Utilising new technologies, we will invest in a new 'Geopal' Reporting Tool which will allow the City Centre BID Ranger to record incidents whilst on the street</p> |

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| | with automatic geo-location and reporting. The tool will also allow the BID Ranger to directly update our database to ensure that we have up to date contact details and communication with businesses. v. Investigate street improvements required to maintain a clean City Centre and a welcoming environment which is also fit for purpose. With advisory support from the BID Heritage & Urban Design Group. |
| <i>Performance measure</i> | Consumer survey to measure perceived improvements, reduction in response times to reported incidents. |
| <i>Investment</i> | 5% of BID levy - £16,000 pa to fund City Centre BID Ranger, digital tools, Floral City, Heritage & Urban Design Group. |
| <i>Example co-sponsors</i> | Chichester City Council, Chichester District Council, West Sussex County Council Highways, Southern Rail, Stagecoach |

D5B. Safer City: Chichester Businesses Against Crime (ChiBAC)

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| <i>Achieved</i> | Information from our surveys indicate that the City generally has a reputation for being a safe place and the Chichester BID has worked successfully to keep it that way. Regarding safety and security, over the last four years we have dealt successfully with over N00 security incidents. |
| <i>Example</i> | Chichester Businesses Against Crime (ChiBAC) , delivers a proactive BID project as the delivery agent, where BID funds are used to create a safer City and support the evening and night time economy in particular. ChiBAC have received an excellence award with their business model being rolled out in surrounding areas. Our BID Levy payers that use this scheme have reported to the BID a 100% satisfaction rate. All BID levy Payers who are members of ChiBAC receive a subsidy of £3 per week towards the radio cost of £8 per week reducing the membership fee to £5 per week. The BID provides head cams for night-time door staff to reduce and eradicate anti-social behaviour; a minimum of two drug dog operations per annum; and mobile CCTV for hire at a very competitive rate. ChiBAC supports all BID payers with advice and support regarding crimes against them and forewarns businesses of the latest scams affecting the trading environment. The BID also works to provide a child safety scheme with Association of Town Centre Managers (ATCM) accredited companies providing child bands and support in the schemes implementation. Four shops (one in each main street) are designated “safe shops” but the radio network is so effective that lost children and vulnerable adults are very quickly found and helped. |
| <i>Ambition</i> | To provide a safe and secure City centre plus a strengthened evening security and safety programme, in collaboration with City Angels for distressed and vulnerable visitors and Stonepillow, for the homeless. |
| <i>How?</i> | We will continue our support for ChiBac and include issues around homelessness, begging and street drinking in their remit. Thanks to the work of organisations like Stonepillow and the Hub, there is little on-street sleeping rough in Chichester City Centre but more will be done. <ul style="list-style-type: none"> • crime reduction initiatives and community safety projects • PSCO’s on call and City Angels back-up for distressed people • quick response radio link scheme to report crime with safety support and advice • body-worn cameras and video to help reduce anti-social behaviour • CCTV, security walk-rounds, drug dog patrols • ChiBAC office, manager and monthly reports, supported by Sussex Police Underpinned by ChiBAC and, if required, a Diverted Giving Scheme via Stonepillow to combat homeless sleeping out in the City Centre*. i. Through our excellent relationship with ChiBAC we will continue to offer to supplement the Radio Link scheme and deliver walk-arounds for the prevention of crime. We will introduce direct support for the City Angels who already patrol our streets at the weekends. |

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| | <p>ii. Evening Safety Project - Events will be held to carry out awareness-raising activities, an improved two-way flow of information-sharing between partners and primary research with consumers of the evening economy. Including support for City Angels and contributions to CCTV coverage and Police drug dog patrols.</p> <p>iii. Key safety initiatives of our Evening Economy Group could cover almost all licensed premises in the City Centre, evening safety ambassadors on key evenings through direct support for City Angels and assistance with the provision of door officers, body protection vests and cameras. (possible support for the Chichester pastors' initiative to be investigated.</p> <p>* Introduction of a scheme to combat homeless on-street sleeping. To assist those who do - in the doorways of HoF, Crane St and Gold Arts for example - we will work closely with the Hub to help them find a place to sleep and also set up a Diverted Giving Scheme, if helpful, which will allow shoppers to donate to local charities rather than give money directly to the homeless on our streets.</p> |
| <i>KPIs</i> | Reduction of problems recorded and donations received. |
| <i>Investment</i> | 11% of BID levy - £35,500 pa to fund ChiBAC and the Diverted Giving Scheme. BID cost centre only. |
| <i>Example Co-sponsors</i> | ChiBAC, City Angels, Sussex Police, Stonepillow |

APPENDIX E : BID Information

E1. The 2016 BID Levy Directors

NOTE: All Board members are volunteers and receive no payment for their work

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|------------------|-----------------------------|
| Andrew Finnamore | Chair |
| Colin Hicks | Deputy Chair |
| Adam Workman | Wannops Ltd |
| Sebastian Martin | Flude Commercial Property |
| Linda Bethan | House of Fraser |
| Trevor James | Sheen Stickland LLP |
| Damien Saddler | Goodrowes |
| Vince Carpenter | Archibald Shaw |
| Brendon Cook | Kiwi Recruitment |
| David Coulthard | Cathedral Enterprises |
| Greg Mahon | Rathbones |
| Peter Evans | Chichester City Council |
| Gillian Keegan | Chichester District Council |

E2. BID Partner Organisations

CCCI
Visit Chichester
WSCC
University of Chichester
Chichester College
Chichester Festival Theatre
Sussex Police
Goodwood
Stagecoach
Southern Rail

E3. Media Partners

Chichester Observer
Spirit FM

Footnotes to Appendix C:

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- ¹ Census 2011: <http://www.chichester.gov.uk/CHttpHandler.ashx?id=19419&p=0>
- ² Source: www.retailresearch.org/onlinereetailing.php
- ³ Source: Springwise footfall data 2007-present
- ⁴ <http://www.managementtoday.co.uk/news/1338345/decline-britains-high-streets-getting-faster/>
- ⁵ See Noggin interpretation of data in their Chichester Bid Annual Review 2014
- ⁶ See Noggin interpretation of data in their Chichester Bid Annual Review 2014
- ⁷ <http://www.managementtoday.co.uk/news/1338345/decline-britains-high-streets-getting-faster/>
- ⁸ <http://www.telegraph.co.uk/news/uknews/11270715/Whatever-happened-to-feckless-youth-Young-people-more-cultured-than-ever.html>
- ⁹ <http://www.amazon.co.uk/gp/bestsellers/2015/books>
- ¹⁰ <http://www.telegraph.co.uk/news/health/news/11411081/Teetotalism-on-the-march-as-young-turn-their-back-on-drink.html>
- ¹¹ See <http://www.dailymail.co.uk/news/article-3516608/A-Britons-spend-wages-week-paid-blowing-just-24-hours.html>
- ¹² See <http://www.managementtoday.co.uk/news/1338345/decline-britains-high-streets-getting-faster/>
Also <http://www.johnlewis.com/inspiration-and-advice/home-garden/jl-retail-report>
Also <http://www.amazon.co.uk/gp/bestsellers/2015/books>
Also <https://www.linkedin.com/pulse/airbnb-vs-hospitality-industry-trend-toward-personal-dean>
- ¹³ Census 2011: <http://www.chichester.gov.uk/CHttpHandler.ashx?id=19419&p=0>
- ¹⁴ See Noggin interpretation of data in their Chichester Bid Annual Review 2014

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

5 July 2016

Preparing a Vision for Chichester City

1. Contacts

Report Author:

Stephen Oates, Economic Development Manager

Tel: 01243 534600 Email: soates@chichester.gov.uk

2. Recommendation

- 2.1 The committee is requested to review the progress to date in preparing a Vision for Chichester City, to suggest any items for inclusion and to make any recommendations to Cabinet with regard to the project work so far.**

3. Background

- 3.1 A key priority under the Council's Corporate Plan is to 'improve and support the local economy'. One of the objectives under this priority is to "*promote Chichester District as a visitor and cultural destination*" and another is to "*promote the City (and town centres) as vibrant places to do business*". A key project listed under this objective is '*Preparation of a vision for Chichester City*'.
- 3.2 In early 2015 the Economic Development Service facilitated internal discussions with members who acknowledged that there are opportunities for significant economic growth and job creation and that there is a need to develop a strategy or plan which recognises all the various factors affecting the City, which seeks out new ideas and proposals, and which links together each of the existing proposals, ideas and opportunities into one cohesive vision.
- 3.3 Members agreed that the project should be taken forward working in partnership with local businesses, business and community organisations and with other local authorities. A project initiation document (PID) was prepared setting out the work required and timetable for preparation and delivery of the Vision. This sets out the project purpose to:
1. Undertake the work required to develop and articulate a clear 'Vision' for the City which takes account of current and likely future economic, cultural, heritage, lifestyle, technological, social and planning policy factors and influences.
 2. Place the Vision at the heart of future economic and planning policy for the City, and accordingly to inform and guide the Council's Corporate Plan, Economic Development Strategy and Local Plan review, and to guide and, where appropriate, direct future decision-making.

3. Ensure Chichester competes strongly against other towns and cities by being;

- a popular and forward-thinking location attractive to entrepreneurs, employers and employees
- a first-class 'destination' for shoppers
- a popular and attractive destination for day and staying visitors
- one of England's cultural and heritage 'centres of excellence'
- an important administrative centre for West Sussex

3.4 Following approval of the PID by Cabinet, a Steering Group was established which is chaired by the Council's Leader and comprises senior officers from the Council, members and/or officers from West Sussex County Council and Chichester City Council, the Chairman of Chichester Business Improvement District and the Chairman of Visit Chichester.

3.5 Operationally, the project is led by the Council's Economic Development Manager and two other officers from the Service, plus the Council's Planning Policy Manager, Community and Partnership Support Manager and Senior Environmental Protection Officer providing key support. A Project Partners Group has been established to provide input and additional operational support, and to assist as a consultative body through each stage of the project. The Project Partners Group comprises senior representatives from a range of local businesses, attractions and organisations.

3.6 Full Terms of Reference for both the Steering Group and the Project Partners Group have been prepared.

4. Outcomes to be achieved

4.1 Much of the work in this project involves research and analysis, generation and consideration of ideas and proposals, and partnership working with other public sector authorities and with the private sector. In summary, the anticipated long-term outcomes will include:

- (a) A clear, credible and locally supported articulation of 'what we want Chichester City to be', focusing on the function and future of the City compared to now
- (b) Chichester City Centre's offer developed as a vibrant and attractive commercial and cultural focal point serving residents, workers and visitors, across all demographics
- (c) The identification of development opportunities to meet identified needs
- (d) Partnership working with the private sector and others in the public sector
- (e) A well-managed, well-coordinated, and well promoted City
- (f) Increasing profile of the City and the District
- (g) Significant new inward investment and funding into the City

- (h) Substantial economic growth and the creation of jobs, including higher-value jobs

5. Methodology

- 5.1 Our approach has been to gather baseline data, intelligence and proposals through participation workshops, research and consultation
- 5.2 Participation Workshops – In February and March representatives from a wide range of community and business organisations were invited to a series of facilitated workshops. Through these a range of ideas and proposals on how the city might develop and evolve over the next 20 years were suggested. In summary these covered:
- Calm the City's traffic and enhance the experience for pedestrians, cyclists and other users
 - Further pedestrianisation and/or establishment of shared space, and enhance the uniqueness of the city centre
 - Public realm improvements and establishment of new amenities and facilities for residents and visitors
 - Develop an evening economy
 - Support for developing a new strategy for the visitor economy, building on the City's arts, culture, heritage and visitor attractions
 - Create stronger connections with the university and college, and inspire young people to study, work, live and visit here
 - Be eager to do business and ensure the City is digitally connected
 - Differentiate Chichester's retail offer and focus on certain business sectors for the City
 - Link the cultural assets, join the theatre to the city Centre and connect the waterfront to the City
 - Establish new space for growth but plan carefully to ensure the City evolves cohesively

While this work has to be supplemented by the research and other work (as detailed below) in order to draft the vision, the output from these workshops is greatly helping to form the core principles underpinning the eventual Vision, and has provided a good number of proposals for projects and strategic proposals likely to be included in the Vision

- 5.3 Physical Audit - This work is building the foundation of the vision, and considers a number of aspects of the city:
- Public realm/built environment, including the architectural character and diversity, state of repair and dilapidations, quality of pedestrian environment, hard and soft landscaping, and provision of amenities
 - Legibility and permeability - The ease with which able and disabled people can move around the city; the user experience; the quality of information provided to assist wayfinding; and how legibility and permeability connects with the built environment
 - Culture and heritage, capturing the range of physical assets, attractions and events that create the cultural and heritage dimension

of Chichester; and establishing how culture and heritage may provide the unique foundation for the Vision and inform specific projects

- Business and commerce - Assessing the mix, diversity and possible clustering of local business in terms of retail and nonretail, national and independent.
- Demographics - Examining existing data with regards to the demographic mix of people Chichester attracts and serves in terms of residents, workers, visitors and shoppers

- 5.4 Research - Usage and Satisfaction. Tourism South East Research is undertaking a Chichester City Centre User Survey, a City Centre Business Performance Survey, economic impact assessments of principal City visitor attractions, and Destination Benchmarking. All research is underway which includes telephone surveys directly with businesses, and face-to-face surveys on the city streets with visitors, workers and residents.
- 5.5 Research - Student voice. Research to uncover student attitudes to Chichester has been completed. The research report identifies some of the main elements that Chichester could aim to improve in terms of shopping, food and drink, nightlife and entertainment, and culture and heritage.
- 5.6 Retail trends - The Retail Group has been commissioned to provide a high level retail trends report, focussing on how such trends might be relevant to Chichester, for both the city centre and wider city area. In particular they are looking at consumer trends, in relation to town and city centre retail, F&B, leisure and social activity; retailer trends in relation to town centres and out of town activity; and general town centre and wider location trends.
- 5.7 Comparable towns and cities - Substantial research into other town and city visions has been undertaken. This has provided numerous ideas, an understanding of how other 'visions' are implanted and delivered, as well as providing helpful benchmarking.
- 5.8 Outputs – Using the outputs and data being assembled from the workshops and research we have commenced drafting the Vision. The Vision document will be set out in four sections:
- Background
 - Research and methodology
 - The Vision
 - Actions and delivery plan

The Vision section will contain an over-arching Vision statement supported by a number of underlying principles which, in turn, will support a number of suggested strategic proposals and projects

- 5.9 Project Timetable and Completion. Subject to the outcomes of the public consultation, the Vision is expected to be finalised and recommended to Cabinet for approval and to other partners in January 2017. A copy of the current project timetable is attached at Appendix 1.

6. Resource and legal implications

- 6.1 The staff resources undertaking the work are as indicated in section 3 above. The total budget for the work is estimated to be £60,000. The Council is funding most of this (c. £50,000) with the remainder from partners.
- 6.2 The further resources which may be required following completion of the Vision will vary depending on the recommendations presented to Cabinet and are yet to be determined.

7. Consultation

- 7.1 Consultation on the first draft will take place with the Steering Group and Project Partners prior to finalising a full 'consultation draft' which will be subject to full public consultation for six weeks from 29 September to 10 November. This will run in tandem with the consultation for the Southern Gateway project.

8. Community impact and corporate risks

- 8.1 The aim of the project is to have a positive impact on the City's economy and, in turn, the wider economy in our district.

11. Other Implications

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| Crime & Disorder: The additional employment created could assist in the reduction of crime and disorder | Yes |
| Climate Change: | No |
| Human Rights and Equality Impact: | No |
| Safeguarding: | No |

12. Appendix

Appendix 1 – Chichester Vision Project 2016 – Revised Project Plan

13. Background Papers

None

| Task | Start Date | Completion Date | Responsible Owner |
|---|------------|-----------------|-----------------------------------|
| Stage 1 Preparation and Agreement | | | |
| Letter to project partners to agree funding contributions | 16-12-15 | 22-12-15 | Steve Oates |
| Prepare Communications Plan | 16-12-15 | 8-1-16 | Steve Oates & Sarah Parker |
| Minutes of Project Group meeting 8-12-15 | 14-12-15 | 18-12-15 | Ali Thompson |
| Agree workshop consultation plan with internal officers | 18-12-15 | 18-12-15 | Steve Oates |
| Prepare schedule of research for Steering Group meeting on 7-1-16 | 18-12-15 | 7-1-16 | Steve Oates |
| Prepare schedule of anticipated external consultancy requirement for Steering Group meeting on 7-1-16 | 18-12-15 | 7-1-16 | Steve Oates |
| Engagement with potential external contractors and consultants | 20-12-15 | 31-5-16 | Steve Oates |
| Steering Group meeting | 7-1-16 | | |
| Stage 2 Research and Consultancy | | | |
| Prepare briefs and commission baseline research | 22-12-15 | 31-3-16 | Steve Oates/Kim Pellett |
| Prepare briefs and commission research into other comparable towns and cities | 18-12-15 | 29-1-16 | Steve Oates/Kim Pellett |
| Baseline research – Residents and workers | | 15-7-16 | Steve Oates/Kim Pellett |
| Baseline research – Visitors | | 31-8-16 | Steve Oates/Kim Pellett |
| Comparable town research complete | | 8-7-16 | Steve Oates/Kim Pellett |
| Retail Trends Study | | 15-7-16 | Steve Oates/Kim Pellett |
| Chi University Student Research | | 13-5-16 | Steve Oates |
| Physical Audit | | 8-7-16 | Steve Oates & external consultant |
| Stage 3 Vision Work | | | |
| Project Group workshop meeting to discuss and agree themes and scope | | 22-1-16 | Ali Thompson |
| Press release on launch of project | | | Sarah Parker |
| Workshops – participation phase | 26-2-16 | 16-3-16 | Ali |

Chichester Vision Project 2016 – Revised Project Plan

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| Three workshops over three weeks. (Seek, generate and collate ideas, new thinking and proposals) | | | Thompson/ Kim Pellett |
| Project Partners Group to review output from Participation Workshops and to agree themes and proposals for first draft | | 11-4-16 | Steve Oates |
| Undertake review and analysis of previous plans and strategies affecting the City Centre | 1-2-16 | 30-4-16 | Steve Oates/Kim Pellett |
| Draft initial principles and projects | 18-4-16 | 12-5-16 | Steve Oates |
| Project Partners Group meeting review initial principles and projects | 9-5-16 | 9-5-16 | Steve Oates |
| Steering Group meeting | 12-5-16 | 12-5-16 | |
| Stakeholder consultation | 16-5-16 | 26-5-16 | Steve Oates |
| Prepare First/Consultation Draft | 23-5-16 | 31-7-16 | Steve Oates & external consultant |
| Project Partners meeting | 20-6-16 | 20-6-16 | Steve Oates |
| Steering Group meeting | 21-6-16 | 21-6-16 | |
| Report to OSC – Report on X Drive | 17-6-16 | 17-6-16 | Steve Oates |
| CDC OSC | 5-7-16 | 5-7-16 | Steve Oates |
| Project Partners Group to review Draft Vision | 28-7-16 | 28-7-16 | Steve Oates/ Ali Thompson |
| Revisions to Consultation Draft | 1-8-16 | 2-9-16 | Steve Oates& external consultant |
| Prepare Consultation materials | 1-8-16 | 30-9-16 | Ali Thompson/ Steve Oates/ external consultant |
| Steering Group meeting | 11-8-16 | 11-8-16 | |
| Report to Cabinet – Report on X Drive | 11-8-16 | 11-8-16 | Steve Oates |
| CDC Cabinet | 6-9-16 | 6-9-16 | Steve Oates |
| Partners board/committee approval of Consultation Draft | 11-8-16 | 23-9-16 | Diane Shepherd |
| CCC Meeting | 7-9-16 | 7-9-16 | |
| Project Group and Steering Group meetings | 19-9-16 | 30-9-16 | Steve Oates |
| Public Consultation and responses to consultees comments | 29-9-16 | 10-11-16 | Steve Oates & Kim Pellett |
| Report to OSC – Report on X Drive | 28-10-16 | 28-10-16 | Steve Oates |
| Complete Chichester Vision final draft | 1-11-16 | 30-11-16 | Steve Oates & external consultant |
| CDC OSC | 10-11-16 | 10-11-16 | Steve Oates |
| Final Vision approved by Project | 21-11-16 | 3-12-16 | Steve Oates |

Chichester Vision Project 2016 – Revised Project Plan

| | | | |
|---|---------|--------------------------------|--------------------------------|
| Group and Steering Group | | | |
| Report to, and adoption by, Cabinet: 1. Draft report to CMT 2. Final report in X:drive 3. Cabinet meeting date | | 8-12-16 13-12-16 10-1-17 | Steve Oates |
| Report to, and adoption by, partner authorities and organisations | 1-12-16 | 31-1-17 | Diane Shepherd |
| Vision completed, printed and published | | 31-1-17 | Steve Oates |
| Stage 4 Engagement and Implementation | | | |
| Implementation of Delivery Plan (Section 4 of Vision) | 10-1-17 | Ongoing | Steve Oates |
| Launch of Vision | | TBC | |
| Establishment of Delivery Team and/or appointment of Delivery Executive | 1-12-16 | | Diane Shepherd/ Steve Oates |
| Further engagement to be confirmed after completion and on consideration of the final Vision | | | |

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

5 July 2016

Shared Services

1. Contacts

Report Author:

Jane Dodsworth

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2. Executive Summary

This report provides an outline business case for the sharing of six support services with Arun and Horsham District Councils with indicative revenue savings and requests the committee to recommend to Cabinet that this work is progressed to a detailed business case.

3. Recommendations

The committee is requested to consider the efficiencies, benefits and indicative savings identified in the outline business cases for shared services with Arun and Horsham District Councils and to make recommendations to Cabinet as appropriate on whether to progress all or some of the work streams to a detailed business case.

4. Background

- 4.1. Arun, Chichester and Horsham District Councils continue to face financial challenges as government grants reduce over the coming years. By the financial year 2019/20 Councils will no longer receive revenue support grant and most, including Arun/Chichester/Horsham, will have to pay a levy to the government, commonly referred to as “negative RSG”. This means all district councils need to seek efficiencies to ensure they can continue to provide quality services to residents, businesses and visitors.
- 4.2. At their meeting on 9 February 2016 Cabinet approved decisions to investigate the business case for a shared service of Revenues and Benefits, ICT, Customer Services, HR & Payroll, Legal, Internal Audit and transactional Financial Services with Arun and Horsham District Councils. All three authorities share a common objective to “use our resources well and innovatively” and already share some services either with each other or with other Councils within West Sussex. In addition to the benefits to the authorities in terms of reduced costs and resilience from larger delivery teams and access to expertise that may not be available in house, experience of shared services in the public and private sector demonstrates that they typically can provide career opportunities for staff and the sharing of best practice to improve service quality through transformation of service delivery; a key reason why this type of delivery approach is now so widely used

4.3. The work to prepare outline business cases took place between February and the end of May 2016. The three Councils shared the lead for developing the business cases as follows:

- (a) Arun – Revenues & Benefits and Customer Services
- (b) Chichester – ICT, Human Resources & Payroll and Transactional Finance
- (c) Horsham – Legal and Internal Audit.

The project leads were supported by a project assurance officer from a different council and the relevant heads of service from all three councils formed part of the project team. Horsham was not involved in the work on ICT or Revenues & Benefits due to its existing CenSus partnership with Mid Sussex and Adur & Worthing for these services.

4.4. The development of the business case preparation was overseen by a Steering Group of the Chief Executives and relevant Portfolio Holders of the three councils. The day to day work of preparing the cases was directed by a Project Board comprising the Project Leads/Director level representatives from the Councils, the project assurance officers and the Chief Financial Officers of the three councils.

4.5. In April the Steering Group stopped further work on investigating a shared transactional finance service. This decision was based on the fact that the number of staff involved (less than 10) and the fact that all three Councils have different financial systems meant that a shared service could not provide economies of scale and was not therefore viable.

5. Outcomes to be achieved

5.1. With reduced government funding and each authority’s objectives to use our resources well and effectively, the sharing of services can achieve reduced revenue and investment costs, provide resilience in service delivery through the sharing of infrastructure and staff expertise and support improved career opportunities and stability for staff within a larger service base.

6. Proposal

6.1. Having considered the outline business cases the Steering Group recommend that these be progressed to a detailed business case for further consideration and approval by Cabinet. The outline business cases have considered what efficiencies and benefits might be achieved and how a shared service would impact on customers, staff and users of the services. Managers of the services were members of the work-stream groups and their knowledge and expertise was key in analysing service data, performance and processes and advising on the requirements for any future shared service. This work has provided indicative revenue savings within a 5 year period across the partners as follows:

| Service | Partners | Annual Savings |
|--------------|-------------------------|----------------|
| HR & Payroll | Arun/Chichester/Horsham | £324,000 |
| ICT | Arun/Chichester | £485,000 |

| | | |
|------------------------------------|-------------------------|-------------------|
| Customer Services | Arun/Chichester | £305,000 |
| Revenues & Benefits | Arun/Chichester | £338,000 |
| Legal | Arun/Chichester/Horsham | £403,000 |
| Audit | Arun/Chichester/Horsham | £169,000 |
| Total Projected Opportunity | | £2,024,000 |

These projections are based on the need to provide some initial investment, the sharing of systems and infrastructure and a reduction in staffing numbers through joint management, service redesign and economies of scale. The detailed business case will specify the savings allocation model with partners paying for the proportion of the service they use and associated indirect costs such as accommodation.

6.2. The outline business cases clearly demonstrate the potential opportunity to deliver in excess of the targeted savings, particularly by adopting an integrated model of all six services being shared. Members are requested to consider these indicative savings and advise whether to progress all or some of the work streams to a detailed business case. The next stage of the project is to develop the strategic approach and detailed business case detailing:

- a) The recommended operating model and how this compares with other alternatives for each authority if shared services were not progressed
- b) The employing authority
- c) Systems to be shared/used
- d) Staffing protocols to be applied
- e) An equalities impact assessment
- f) A community impact assessment
- g) Detailed investment costs
- h) Cost savings profile
- i) Cost sharing profile and recharge mechanisms
- j) Any procurement implications
- k) The potential for accelerated delivery over a shorter timescale

Members will also be provided with a project implementation plan, identifying priorities, dependencies and timescales for full implementation and the delivery of savings.

6.3 Structured governance is fundamental to the success of shared services and the future governance model will be a key part of the next stage of development. It will be necessary therefore to ensure any constitutional arrangements support a shared governance arrangement.

7. Alternatives that have been considered

7.1. In the current financial climate there are clear choices to be made and Members will be aware of the spectrum ranging from do nothing to full outsourcing. Wider experience in the public and private sector demonstrates that there is opportunity in a shared services model and the initial business case phase concentrated on identifying the potential opportunity in a shared service arrangement but did consider high level alternatives for each work stream. These alternatives will need to be considered further once the future proposed

shared service operating model is defined to ensure Members have sight of the potential alternative options for future development of support services for each authority. In addition, each work stream will need to demonstrate to their respective Cabinets whether an enhanced 'as is' in-house service i.e. a leaner in-house service could deliver comparable savings to a shared arrangement and how this model would compare in terms of cost, quality and resilience. The alternatives considered to date were:

7.2. Do Nothing

The Councils could continue to operate as at present. This would require future contributions to savings to be identified from service reviews, but would leave little opportunity for service transformation and would not enhance career opportunities and resilience.

7.3. Work in Collaboration

The three Councils could continue as they are but collaborate more with each other. This could enable the sharing of specific expertise such as Auditors experienced in ICT or specialised legal knowledge to avoid employing external advice at a greater cost. Generally collaboration should improve resilience and might improve quality through closer working, but is unlikely to enhance career opportunities or contribute in any significant way towards savings on its own since neither costs, incentives, accountability or management for delivery are shared

7.4. Join Larger Partnerships

Many authorities have been sharing services for a number of years. Appendix 1 provides an analysis recently completed by the Local Government Association summarising those currently in existence. The work streams have contacted some of these local partnerships, particularly Audit, ICT and HR which has informed some of the decisions made in considering the initial business cases, for example, the Audit work stream contacted another publicly owned internal audit service provider. This larger partnership would have offered better career opportunities and greater resilience. However the total indicative savings from the partnership were £50,000 lower than those achievable from a shared team. Therefore the Steering Group did not consider this a viable option going forward. There are a significant number of existing partnerships at varying stages of maturity and development; therefore although it could potentially be possible to negotiate joining these partnerships, the opportunity to shape the service delivery would be extremely limited and indeed, some of the larger partnerships have evolved to a point where they are no longer in a position to accommodate new partners.

7.5. Outsource

There are many examples of authorities outsourcing support services with varying degrees of success. The challenge for smaller district councils to successfully outsource services to the private sector is their lack of scale and therefore lack of attractiveness to providers. Without entering into a formal procurement process, it is not possible to attain a costed model to enable a

detailed comparison of cost and quality against other options available. Therefore, to date, statement savings in the region of 20% have been indicated by Capita but no further detail is to hand. Due to the scale of large providers and smaller public authorities, the challenge would be in negotiating a robust charging model to accurately forecast longer term contractual costs. In 2013 Chichester District Council employed external consultants to review their internal ICT service and specifically asked the consultants to advise on whether an outsourced model would be a viable option. Due to the size of the authority, the advice at that time was that savings would be more likely derived from a sharing of services with other district councils compared to an outsourcing contract.

- 7.6. There are however recent examples of larger private providers combining existing district council contracts and delivering services from a centralised hub to gain efficiencies. An example of this is the five Councils with existing services outsourced to Capita (Havant, Vale of White Horse, South Oxfordshire, Hart and Mendip). This type of model can provide career opportunities for staff but would also have significant implications in terms of their place of employment.
- 7.7. Members are requested to consider whether they wish to pursue more detailed analysis of how an outsourced model would compare for any of the proposed business cases going forward.

8. Resource and legal implications

- 8.1. To date, delivery of the outline business cases has been undertaken with existing staff resources across all partner sites with some advice from external consultants. To date each authority has contributed £20,000 to fund external consultancy and specific project costs. However, it is recognised that there is a need for dedicated project resource and external expertise to deliver the detailed business cases and project plan. Members are requested to authorise an allocation of £25,000 as Chichester's share of a £75,000 project budget to fund this additional resource during the next phase.
- 8.2. For the period to production of the final business cases the governance arrangements will remain largely as at present:

Project Steering Group (Chief executives & portfolio holders)

Project Board (Individual authorities' Lead Officers, Chief Financial Officers and appointed Project Manager)

Project Work streams (Project Manager, Project expertise from Finance, ICT and HR)

- 8.3. In developing the final business cases procurement issues will arise, specifically in respect of systems provision. Once the operating model is defined and services/systems required are agreed, procurement implications will be identified within the detailed business case and factored into the implementation plan, taking into account the Contract Standing Orders of each participating authority.

- 8.4. To date, service managers have provided detailed input to developing the initial business cases. As part of defining the operating model that would be required to deliver a shared arrangement, careful consideration will be given to the implications for staff. TUPE (Transfer of Undertakings (Protection of Employment) Regulations does not technically apply to inter-public transfers under the regulations. However, the Cabinet Office Statement of Practice (COSoP) overrides this and requires the public sector to treat such transfers as if TUPE fully applies. Therefore, if a final business case is approved, the Councils will carry out a TUPE type transfer to the employing authority. In addition, the project implementation plan will include staff protocols to reduce staff displacement through wider re-deployment opportunities and vacancy management as well as any joint disturbance allowance schemes for transferring staff.

9. Consultation

- 9.1. There is no need for public consultation on sharing between local authorities.
- 9.2. Staff were briefed about the start of this work in February 2016. They have received written updates from the Project Board and briefings on the content of this report took place in mid-June with staff in the affected areas and Joint Employee Consultative Panel on Monday 13 June. The future project will require a communications plan to ensure staff continue to be kept informed.
- 9.3. A meeting, led by the Chief Executive of Horsham District Council and the Project Board leads from each Council took place with the three Unison Branches on 17 June 2016. On-going consultation will take place during detailed business case development and implementation stage. Members have agreed to monthly joint meetings during the next phase.
- 9.4. An update was provided to Overview and Scrutiny Committee on 5 July 2016 on the content of this report and officers will provide a verbal update to Cabinet on the outcome of this at this meeting.

10. Community impact and corporate risks

- 10.1. If the Revenues and Benefits Service and Customer Services work streams progress, it will be necessary to undertake a community impact assessment as part of the detailed business case as these are direct customer facing services and the business case will need to clearly identify the impact on customers and any mitigating measures to ensure services are not diminished.
- 10.2. The outline business cases considered risk and issues in detail but there is limited impact on corporate risks at this stage other than staff resources to support the project. To address this in the short term, the appointment of dedicated project resource will mitigate this to a great extent. However, each individual business case will be required to identify specific corporate and service risks associated with their recommended model. The implementation plan will need to collate these risks and provide mitigating actions to satisfy Cabinet that savings will be achieved on time, staff impact will be minimised and legal implications such as procurement, TUPE and Constitutional requirements are met.

11. Other Implications

| | |
|--|------|
| Crime & Disorder: | None |
| Climate Change: Shared services are likely to involve more officer travel during the development of the full business case and certainly should a case be approved | Yes |
| Human Rights and Equality Impact: A TUPE type transfer and potential redundancies will lead to the need of an equalities impact assessment on employees alongside each full business case. | Yes |
| Safeguarding and Early Help: | None |
| Other (Please specify): eg Biodiversity | None |

12. Appendices

12.1. Appendix 1 – Examples of Shared Services in operation

13. Background Papers

None

Councils/Services involved in shared services

| | |
|---|-----|
| Legal Services | 226 |
| Environmental Protection, Waste & Regulatory Services | 211 |
| Finance | 100 |
| Community Safety (including Fire) | 88 |
| Procurement & Commissioning | 78 |
| ICT | 74 |
| Human Resources | 69 |
| Property & Facilities | 53 |
| Planning & Building Control | 48 |
| Children & Young People | 41 |
| Library Services | 33 |
| Health & Social Care | 32 |
| Shared Management | 19 |
| Shared Leadership & Chief Executive | 17 |

Building Control – Service Delivery Options

1. Contacts

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2. Recommendations

- 2.1 That the committee notes and makes any comments on the ongoing work (including options appraisal) to investigate the business case for a shared Building Control service with Arun and Horsham District Councils and Crawley Borough Council.**

3 Background

- 3.1 The Council's key objectives are supported by a number of guiding principles that underpin the organisation. One of these principles is "to use our resources well and innovatively". With continued funding pressures on all local authorities the need to look at more innovative service delivery models has led many authorities to adopt a shared services model.
- 3.2 The Building Control service ensures that building works meet the minimum standards laid down in the national Building Regulations, including structural integrity, fire safety, acoustic performance, energy efficiency and access.
- 3.3 It is a statutory requirement for all Local Authorities to provide a Building Control service. Whilst traditionally this means that the Council deals with applications for Building Regulations Approval, carries out plan checking and inspects the construction of new development to ensure that it complies with the approved plans; its statutory duties are limited to enforcement and dealing with dangerous buildings and structures.
- 3.4 Building Control is one of the few regulatory Local Authority services which is exposed to commercial competition from private sector providers. Whilst enforcement and other non-fee earning services (such as dangerous structures or the provision of disabled access services) lie solely with the Local Authority, the fee earning service has been open to competition for many years. Customers can therefore elect to use a private sector Approved Inspector to deliver a Building Control service but an Approved Inspector has no powers of enforcement or obligation to provide non fee earning services.
- 3.5 Some challenges that affect Building Control are similar to other Local Authority services. What sets Building Control apart is that it operates in competition and is facing increasing pressure from Approved Inspectors both in terms of competition for market share and staff resources.

- 3.6 The majority of work undertaken by the Building Control service is of a commercial nature, for which it receives fees, which are regulated by the Building Control (Local Authority Charges) Regulations 2010. In addition to 'fee-earning' there is an element of work not funded by an applicant, including public protection e.g. dangerous structures, demolitions, enforcement and the upkeep of property records. The non-fee earning element of work accounts for some 23% of the service's time and costs.
- 3.7 The Charges Regulations 2010 stipulate that the Council cannot make a profit on the provision of the fee earning Building Control service. However, by maintaining a healthy market share, the fee earning account is able to cover a significant proportion of the overhead costs of the service. If market share decreases, the increased overhead costs would fall to the Council.
- 3.8 Some of the key challenges faced by Building Control services in general include:
- a) Retention and recruitment of professional staff that may be able to earn higher salaries by transferring to the private sector.
 - b) Maintaining or increasing market share in order to help minimise the overhead costs of running the service.
 - c) The inability to respond quickly to changes and be proactive within a local government culture may be a commercial disadvantage.
- 3.9 In light of these challenges, the Council decided earlier this year to join a group of three other authorities (Arun and Horsham District Councils and Crawley Borough Council) to investigate alternative methods of delivery of the building control service. Horsham and Crawley Councils currently provide Building Control Services in their areas via a formal shared service arrangement. Arun and Chichester Councils currently provide their own in-house services through a traditional delivery model. The project is being facilitated by iESE (Improvement and Efficiency Social Enterprise), a 'not for profit', local government owned social enterprise with extensive experience of providing support to local authorities investigating transformational change.

4. Outcomes to be achieved

- 4.1 The project output will be a full options analysis and recommended business case, providing the Council with sufficient data to decide on the future operating model for the Council's Building Control service. The outcomes are expected to be:
- Improved service resilience and business continuity due to greater scale of shared service provision.
 - Increased efficiency through the sharing of costs and resources.
 - Financial savings through minimising costs of non-chargeable work and reduced overheads.
 - To maintain or improve market share and to create further opportunities for income generation.
 - Becoming more competitive in a wider and developing Building Control market.

5. Proposal

5.1 The project is underway in accordance with the 'Proposal for Project Management Support' (attached as Appendix 1) although the timeline for the work, given its complexity has been extended to October and this is reflected in the agreed project plan (attached as Appendix 2). The project proposal document outlines the scope of the work, i.e. project management support in the creation of a full business case for the four authorities. The project scope includes assessment of:

- Background - drivers for change.
- Financial information including financial assumptions and details on income/expenditure projections etc.
- Means of service delivery - including fee-earning and non-chargeable services and scope of service.
- Governance arrangements.
- Staffing and organisation (including TUPE, definition of roles and responsibilities etc).
- Provision of support services and accommodation.
- Implementation plan (project governance, timescales, resources, costs, risks and issues).

5.2 In order for the project to be delivered effectively, appropriate governance arrangements have been put in place. These are: a Project Board comprising the Directors/Heads of Planning of the four authorities, supported by the consultants. The Board has agreed terms of reference (Appendix 3) which include overseeing the delivery of the project within the timetable and within cost and to the required standard. It is intended that the Board meets on a monthly basis. The Board is supported by an officer group comprising the Building Control managers of the respective authorities. Workshops comprising members of both the Project Board and Officer Group are also planned to enable effective progress to be made on the development of the business case. The first workshop covering 'vision and priorities' has been held whilst other scheduled sessions will consider the following areas:

- Options appraisal
- Preferred option
- Financial analysis
- Set up and planning

5.3 The project plan sets out the key milestones and timescales for the project. Since its inception, the Officer Group has focused on the collation and provision of a range of key Building Control data from each of the Councils, including financial information (income and expenditure), workloads, performance data, market share, HR and IT information. The analysis of this data together with the use of business planning and assessment tools will assist the Project Board in reaching a conclusion as to the degree of common ground between the Councils in moving forward on a joint basis.

5.4 It is anticipated that subject to suitable progress being made in the development of the business case, the matter will be reported to Cabinet later this year.

6 Alternatives that have been considered

6.1 Each authority could continue to provide these services under the present arrangements. The investigation of alternative delivery models will provide Cabinet with clarity and assurance that any recommendations coming forward from this initiative are the most efficient and effective options available.

7 Resource and legal implications

7.1 The cost of consultancy support for the project is £19,450 shared equally between the four authorities. There is a need for senior managers to attend the Project Board and Officer Group and to work with the consultants to provide data and service information and to drive the project forwards. This may impact on the business and may require some temporary resources to ensure the service to customers and performance is not affected.

7.2 If following the full business case being prepared and agreed, the service is suitable for some form of shared service provision, significant input will be required from Finance, Legal and HR staff.

8 Consultation

8.1 Unison has been made aware of this proposal and staff within the Building Control service have been briefed regarding the project.

8.2 Should an alternative service delivery model be agreed, there will need to be clear and regular consultation and information to Unison and those staff who could be potentially affected with regular monitoring reports to Joint Employee Consultative Panel.

9 Community impact and corporate risks

9.1 Given the nature and profile of the Building Control Service, it is considered that community impacts are likely to be limited. The corporate risks associated with any alternative service arrangements will be assessed as part of the proposed operating model.

10 Other Implications

| | |
|---|------|
| Crime & Disorder: | None |
| Climate Change: | None |
| Human Rights and Equality Impact: The business case will be required to consider the impact on staff terms and conditions and on customers' access to services | Yes |
| Safeguarding and Early Help: | None |

10.1 The full business case and proposed operating model will identify any impacts on staff and customers and will include any associated impact assessments.

11 Appendix

11.1 Appendix 1 - Proposal for Project Management Support

11.2 Appendix 2 - Project Plan

11.3 Appendix 3 - Project Board Terms of Reference

12 Background Papers

None



Transforming Together

Proposal for Project Management support to deliver a full Business Case for a Building Control LATC, shared between Horsham, Arun, Crawley and Chichester Councils

1. Background

This proposal sets out requirements identified by Stephen Shorrocks, Building Control Manager, Horsham District Council (HDC) and Haydn Lewis, Senior Business Consultant at iESE Ltd through a scoping discussion and follow-up conversation in winter 2015/16.

iESE understands the challenges being faced by the local authority Building Control sector through increased competition from private sector Approved Inspectors and reductions in central government grant funding to local authorities. Councils in Sussex are no exception and are experiencing the same issues as many others across the country.

In 2015 iESE was commissioned by Local Authority Building Control (LABC) - the organisation that represents local authority building control in England and Wales - to develop an Outline Business Case (OBC) for transformation in LA Building Control, focussed on providing a framework for councils to identify appropriate alternative delivery models for their BC service. The 'toolkit' was launched at the LABC National Policy Conference in September 2015. Horsham District Council were in the development of the guidance and used the principles to develop their own OBC for an alternative delivery model, which contained a preferred option for a shared service with a number of other Sussex councils.

HDC has approved the OBC and the Building Control Manager now has the green light to produce a Full Business Case (FBC) to look at a wider shared service and progression to a Local Authority Trading Company (LATC) with a cluster of Sussex authorities (Crawley Borough Council, Arun District Council and Chichester District Council). Discussions to date indicate that all are committed to supporting the production of the FBC.

As part of this process it was recognised that additional project management resource will be required and this may need to be sourced externally. HDC and its prospective partner authorities have expressed an interest in iESE providing this project management support, given iESE's work with LABC and council BC departments. This proposal outlines the anticipated project management requirements for supporting the delivery of an FBC for a shared service (potentially progressing to an LATC) across the four Sussex councils.

About iESE

Building on the successes of its predecessor, the South East Centre of Excellence (SECE), iESE (Improvement and Efficiency Social Enterprise) have spent over ten years helping local authorities to accelerate the pace of transformation by fostering trust and collaboration.



iESE is a 'not for profit', local government owned social enterprise with a public sector remit. It is wholly owned by public bodies which are the only members of the company. Councillors, drawn from its member councils, continue to oversee iESE as part of its governance arrangements.

The difference between iESE and other consultancies is iESE's local, grass roots approach; based on the effective delivery and providing on-site capacity, expertise and practical support to authorities in the public sector. iESE has a great track record of outstanding work with local authority customers; initiating, supporting and delivering projects that save authorities £5 for every £1 spent - our mantra of "Results not Reports" strikes a chord of pragmatism in the current climate.

iESE is a Premier Practice of the Institute of Consulting. As such we commit to work to the Institute's Code of Professional Conduct and Practice. This means we adhere to the standards of competence, honesty, integrity and other professional behaviours defined in the Code. Individual staff are members of the Institute and have a career pathway that ensures the development and continuity of skills and qualifications.

As such, iESE provides a credible alternative to private sector consultancy. The basis of our business model means we can develop a charging model that is most suited to your circumstances and will help you to deliver your outcomes in the most affordable way.

Directly linked to the requirements of this proposal, iESE has extensive experience in working with councils and other public sector organisations to define rationales for change through the production of robust business cases, built through engagement and an understanding of the sector and the way that councils operate as organisations. As part of the role, iESE's experienced and qualified consultants have supported authorities through the transformation by providing project/programme management, which has been essential in building the momentum for change and maintaining focus on realising the anticipated benefits of the project/programme. In particular, feedback from clients indicates that iESE's independent input to shared service projects/programmes has been essential in developing partnerships between authorities.

Other specific iESE projects relevant to HDC's requirements include:

- **LABC OBC Guidance:** iESE supported LABC in creating a generic Business Case and Guidance material to assist authorities nationally in looking to introduce appropriate new innovative and cost effective models of delivery. Working in conjunction with a number of local authorities in producing the business case and guidance, has given iESE a unique understanding of the needs and requirements of Building Control and what needs to be considered to effectively introduce new service models.

- **SWD Building Control:** Over the last year, iESE has supported South West Devon Building Control with an option appraisal and Business Case to consider the implementation of a LATC for an existing shared partnership.
- **Buckinghamshire and Surrey Trading Standards:** iESE recently supported Surrey and Buckinghamshire County Councils in developing a shared Trading Standards service by providing Project Management support to create a joint project governance and working group structure and the development of a Business Case and Target Operating Model (TOM) for a new shared Trading Standards service.

As well as iESE's approach and specific knowledge and experience be a going fit to this project, we are confident that iESE and HDC share the same values and ethos and would anticipate, upon the successful delivery of this work, to build a longer-term, more strategic relationship.

2. Your Requirement

iESE understand HDC and its partner authorities require external Project Management to support them in the creation of a Full Business Case for an LATC shared Building Control service, from February through to the end of May 2016.,

Scope

The scope of the work includes:

Providing Project Management support in the creation of a Business Case for the partnering authorities – this will require input from authority service areas (including but not exhaustive) Building Control, Corporate Support (Legal, Finance, HR, ICT etc) and Senior Management. A decision will need to be made whether other external expert advice will be required (dependent on internal capability).

- To create the overall project plan to create a Full Business Case including key milestones
- To identify and engage with the appropriate stakeholders
- To create and support the governance arrangements and maintain governance and procedure

The scope of the Full Business Case would likely need to cover (to a greater or lesser extent) the following:

- Background - drivers for change options

-
- Financial information including financial assumptions and details (for example income/expenditure projections, pricing schedules, liabilities, Pensions, VAT, Corporation Tax, Working Capital, Insurances)
 - Service delivery (including fee-earning and non-chargeable services, scope of service, Service Contract, SLAs/KPIs)
 - Governance (including inter-authority / Shareholder agreement, Scrutiny and Board / Management)
 - People and organisation (including TUPE, definition of roles and responsibilities etc)
 - Provision of support services and accommodation
 - Implementation plan (project governance, timescales, resources, costs, risks and issues)

NB: This list is non-exhaustive and subject to change

| Activity | | | |
|---|------|------------------------|--|
| Set up project structure and Business Case | iESE | Partner Authorities BC | Partner Authorities other stakeholders |
| Initial meeting to discuss overall project and to clarify format and detail of Business Case | x | x | |
| Fortnightly catch up call to monitor input and resource requirements | x | x | |
| Creation and agreement of Governance Structure , Sign off Update meetings with Governance Board | x | x | x |
| Creation and agreement of overall Project Plan | x | x | |
| Create & Maintain a Risks and issues register | x | | |
| Key staff meeting to feed into process (to help set out project input) | x | x | |
| Key Stakeholder Mapping and RACI | x | x | |
| Building Control Staffing information | | x | |
| Financial information | | x | x |
| ICT Information | | x | x |
| Comparable financial data and performance information | | x | x |
| Accommodation strategy | | x | x |
| Creation of Business Case template and agreement to Business Case template | x | x | |
| Delivery of and attendance workshops (to agree stakeholder input requirements etc) | x | x | x |
| Compilation of workshop findings to feed into project and Business Case | x | x | |

| | | | |
|-----------------------------------|---|---|---|
| First draft of Full Business Case | x | x | |
| Final draft of Full Business Case | x | x | |
| Sign off of Full Business Case | | x | x |

Out of scope

This proposal is limited to the provision of the full Business Case. It does not include support in the implementation of the Business Case. We would be very happy to provide this support at the implementation stage.

3. Deliverables

The deliverable of this work is:

- The production of the Full Business Case for HDC and the partner authorities
- Project Plan
- Risk and Issues log
- Stakeholder Mapping
- As appropriate workshop design and delivery to support the creation of the Business Case information requirements
- Implementation Roadmap

4. Approach and Activities

On the basis of the project running from the end of February through to the end of May (15 weeks) iESE would consider that 2/3 days a week (on and off site) would be sufficient to provide the necessary project management to the partner authorities. This would be monitored through the fortnightly catch up call to review input and resource requirements. To ensure the right skills, capacity and resilience are provided in respect of Project Managing this project whilst keeping costs to a minimum iESE would propose utilising two of its most experienced consultants in this.

Activities and Approach

The approach will be one of engagement and active participation as outlined with the following activities providing an indication of what would be required.

Approaches

- Information gathering and analysis: This will require support from partner authorities in provision of existing information and data that will help to form the business case, such as Financial, Performance, Legal Governance etc. We expect that these phases are not completely linear and may take place concurrently through discussion and agreement between iESE and partner authorities.
- As necessary we intend to engage with Members and Senior officers and staff of participating authorities to gather overall views as to their considerations for future delivery of Building Control in the wider delivery of local authority services. This will help to shape the future strategic fit and business justification. This will require support by partner authorities to identify and provide contact details and support the communication.
- Workshops: these will be designed and facilitated by iESE with Building Control participants to enable the creation of the Business Case, including opportunities and risks.
- Engagement and local understanding: throughout this project we will aim to work closely with you to understand fully the Building Control environment and ensure validation of the final Business Case.

Information / Data

As an indication we envisage that comparative data will be available to inform the Project Business Case:

- Comparative and generic financial costings
- Available reports and plans in respect of Building Control
- Building Control KPIs/ Performance

5. Governance

We would anticipate that each authority will agree on the senior owner and champion for this work who has ultimate responsibility for sign off upon delivery and can deal with any escalated issues. In addition, each authority will have a member of staff who will act as key project lead from to support the day-to-day running of the project to help with requests for information, arrangement for key stakeholder availability for each participating authority to the workshops/meetings where appropriate.

iESE will provide access to a Senior Project and Project Lead for the project. A Principal Consultant will oversee the project and act on iESE's behalf in case of issues that need to be escalated.

The Senior Project and Project Lead will work closely with the Project Sponsor(s) throughout the review, presenting findings as they emerge where requested to ensure there are no surprises during development.

6. Timescales

It is understood that HDC and its partner authorities will start the project as soon as practicable (likely to be end of February). In order to ensure that iESE can provide the most suitable resources to this assignment providing the appropriate capacity and availability we would propose that the timelines take account of any parallel initiatives and staff availability etc. In accordance with your requirements we envisage the work to be conducted over a 15-week period. (to enable collation of information and staff/ participant availability etc).

7. Dependencies

The timings and successful outcomes of the programme have a number of dependencies:

- Real willingness of each authority to achieve common objective and outcomes
- Effective communications plan (between the partner authorities) to participants to ensure appropriate support and availability
- Availability of key staff and stakeholders for involvement and input to work, meetings and workshops
- This proposal assumes a degree of information to be available for the purposes of this
- Provision of / access to information as required as part of the project.
- Efficient sign-off of the programme of work
- In the case where there are any issues arising from the areas referred to above that may jeopardise the successful completion of stages, this will be dealt with through the project sponsor

8. Price

The price for the work is as follows:

| Project | Fee |
|---|----------------|
| Project Management of the delivery of 4 authority Business Case for a shared LATC | £21,395 |

- The above cost is based on non-member rate. If HDC were to become members of iESE the member rate for this work would be £19,450
- The rates above are exclusive of VAT and reasonable expenses for travel, subsistence and accommodation if required. We will aim to keep the expenses to a minimum.

- If it is necessary to extend the project iESE and the artner authorites would need to consider additional input and resource requirements

Terms & Conditions

Charges and payment

The Charges for the Services and the date or dates on which they are payable are set out in the accepted Proposal (as appended in Annex 1) and Purchase Order; VAT and expenses are charged, mileage @50 p per mile, reasonable subsistence. Unless otherwise provided in the Purchase Order, the Supplier may invoice the Charges at any time on or after whichever is the later of acceptance of the Deliverables or completion of the Services. The Client shall pay the Charges as invoiced within 30 [thirty] days of receipt of the invoice.

Variation of the Services

In the event of a Variation iESE reserves the right that Charges may also be varied to fairly reflect the nature and extent of the Variation in all the circumstances. In an instance where The Client requires extending the number of days work detailed in the proposal the day rates defined in the original proposal will apply, provided that the same resource type is to be deployed

Indemnity

iESE will indemnify and keeps indemnified, within the Limits, The Client against all the costs, claims, actions, losses, damages and expenses including but not limited to legal costs and disbursements which may be incurred by The Client

- Reason of any negligence default (whether deliberate or otherwise) or any act or omission amounting to a breach of contract by any employee or agent of iESE assigned to undertake any work for The Client under this proposal.
- Reason of any employment related claim or any claim based upon worker status (including reasonable costs and expenses) brought by any person employed or engaged by iESE to deliver the services in this proposal against The CLIENT or the CUSTOMER arising out of or in connection with the provision of the services.

The Limits indemnity are Public Liability £10 million, Professional Indemnity £1 million.

Publicity

The Supplier and Council shall be entitled to publicise the Contract or any Purchase Order (or any information concerning either) for any reason and both parties shall be required to seek the prior consent of the other party and shall ensure the observance of the provisions of this Condition by its Representatives

THIS AGREEMENT is made the 5th day of February 2016 Between

Horsham District Council ("The Client") AND

(2) iESE Transformation Ltd, Registered in England & Wales. Company registration no: 08884826. Registered Office: 37 St Margaret's Street, CANTERBURY, Kent, CT1 2TU.
Business correspondence to iESE, Robert Denholm House, Bletchingley Road, Nutfield, Surrey, RH1 4HW.

| | | | |
|-----------|-------|-----------|-------|
| SIGNED: | | SIGNED: | |
| NAME: | | NAME: | |
| POSITION: | | POSITION: | |

APPENDIX 2 - IESE High-level Project Plan



Last updated: 23 May 2016

West Sussex Building Control Business Case Development Project

| Ref | Activity | Owner | Status | Comments | March | | | April | | | | May | | | | June | | | | July | | | | August | | | | September | | | | October | | | | | | | | | |
|--|---|---------------|------------------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|-------|-------|-------|-----------|-------|-------|-------|---------|-------|-------|-------|-------|-------|-------|-------|--|--|
| | | | | | 07/03 | 14/03 | 21/03 | 28/03 | 04/04 | 11/04 | 18/04 | 25/04 | 02/05 | 09/05 | 16/05 | 23/05 | 30/05 | 06/06 | 13/06 | 20/06 | 27/06 | 04/07 | 11/07 | 18/07 | 25/07 | 01/08 | 08/08 | 15/08 | 22/08 | 29/08 | 05/09 | 12/09 | 19/09 | 26/09 | 03/10 | 10/10 | 17/10 | 24/10 | 31/10 | | |
| PM Project Set-up | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM1 | IESE confirmed as Contractor | WSBC | COMPLETE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM2 | Project Kick-off meeting | IESE, PM Team | COMPLETE | 8 Mar | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM3 | Develop Project Plan | IESE | COMPLETE | v1 created on 18 March, v2 created on 7 Apr | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM4 | Design Project Governance arrangements | IESE | COMPLETE | Document created on 18 Mar | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM5 | Confirm Project Team (ie if internal resources are available to support day-to-day tasks) | IESE, PM Team | COMPLETE | Membership and arrangements for Project Operations Group (POG) agreed on 4 Apr | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM6 | Create Risks & Issues Register | IESE, PM Team | COMPLETE | v1 document created on 18 Mar | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM7 | Create Communications Plan | IESE, PM Team | COMPLETE | Template provided on 18 Mar | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM8 | Create any other project documentation as necessary (e.g. RACI) | IESE, PM Team | COMPLETE | IESE have provided RACI template and Annual Leave Chart | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PM9 | Establish Project Reporting Arrangements | IESE | COMPLETE | Discussed and agreed at first POG Conf call (4 Apr) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR Project Reporting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR1 | Identify key dates (e.g. Cabinet meetings) | PM Team | COMPLETE | Agreed that will only go to Cabinets for final approval of business case - Sep 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR2 | Nominate members of Project Board | PM Team | COMPLETE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR3 | Agree Project Board Terms of Reference | LAs, IESE | COMPLETE | Amendments agreed at Apr Project Board Meeting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR4 | Project Operations Group Conf Calls (Fortnightly) | PO Group | IN PROGRESS (ON TRACK) | See Project Meetings List for exact dates/times | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR5 | Project Operations Group Meetings (Monthly) | PO Group | IN PROGRESS (ON TRACK) | as above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PR6 | Project Board Meetings (Monthly) | PM Team | IN PROGRESS (ON TRACK) | as above | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR Gateway Reviews | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR1 | Gateway 1 - Alignment of Vision | Project Board | NOT STARTED (ON TRACK) | Project Board Meeting 25 May | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR2 | Gateway 2 - Agreement of outcomes of Option Appraisal | Project Board | NOT STARTED (ON TRACK) | Project Board Meeting 29 June | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR3 | Gateway 3 - Commitment to Preferred model (Detail) | Project Board | NOT STARTED (ON TRACK) | Project Board Meeting 27 July (This may need moving forward to enable Financials to be obtained and prepared for July) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR4 | Gateway 4 - Agreement to the outcomes of Financial Analysis | Project Board | NOT STARTED (ON TRACK) | Project Board Meeting 27 July | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR5 | Gateway 5 - Agreement of Implementation Plan and Final Business Case | Project Board | NOT STARTED (ON TRACK) | Project Board Meeting 31 August | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR6 | SBC Sign-off Procedures | SBC | NOT STARTED (ON TRACK) | Draft Report to DS (26 Aug), Draft Report to SLT (30 Aug), Informal Cabinet (1 Sep), P&D AG (8 Sep), Final Report to DS (13 Sep), Cabinet Meeting (22 Sep) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR7 | Crawley BC Sign-off Procedures | CBC | NOT STARTED (ON TRACK) | Draft Report to CMT (26 Aug), CMT Meeting (30 Aug), Cabinet Briefing (6 Sep), Draft Report to DS (12 Sep), Final Report to DS (22 Sep), Cabinet Meeting (5 Oct) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR8 | Arun DC Sign-off Procedures | ADC | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR9 | Chichester DC Sign-off Procedures | CDC | NOT STARTED (ON TRACK) | Monthly Progress Reports to SLT, Progress Update to Overview and Scrutiny Committee (5 Jul), Draft Report to SLT (13 Sep), Cabinet Meeting (4 Oct) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| GR11 | Business Case and Implementation Plan approved | LAs | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DA Data Collection and Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DA1 | Receive baseline data from LAs | LAs | IN PROGRESS (ON TRACK) | To include: Strategy and Plans, Stakeholders, Market Conditions, Finance, Systems, HR and Staffing, Assets and Accommodation, Processes, Workload and Performance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DA2 | Agree Baseline Data | IESE, LAs | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA Project Activities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA1 | Workshop 1 - Vision and Priorities | IESE, LAs | COMPLETE | 12/05/2016, afternoon session (1-4pm) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA2 | Workshop 2 - Options Appraisal | IESE, LAs | NOT STARTED (ON TRACK) | 02/06/2016, afternoon session (1-4pm) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA3 | Workshop 3 - Preferred Option Modelling | IESE, LAs | NOT STARTED (ON TRACK) | 07/07/2016, afternoon session (1-4pm) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA4 | Desktop Exercise - Financial Analysis of Preferred Option | IESE, LAs | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA5 | Desktop Exercise - Future/Transitional State Modelling | IESE, LAs | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PA6 | Desktop Exercise - Set-up and Planning | IESE, LAs | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC Business Case Development | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC1 | Executive Summary | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC2 | Stage 1: Vision | IESE | IN PROGRESS (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC3 | Stage 2: Options Appraisal | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC4 | Stage 3: Preferred Option | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC5 | Stage 4: Financial Analysis | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC6 | Stage 5: Set-up and Planning | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC7 | Appendices | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC8 | Combined Document | IESE | NOT STARTED (ON TRACK) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Page 3

West Sussex Building Control Business Case Development Project

Formai Authority Approval Procedures and Timelines

Sussex Building Control

| | |
|-------------------|--|
| Friday 26 August | Draft Report to Democratic Services |
| Tuesday 30 August | Draft report considered by SLT (CL on leave) |
| Thursday 1 Sept | Informal Cabinet |
| Thursday 8 Sept | Planning & Development Advisory Group |
| Tuesday 13 Sept | Final Report to Democratic Services |
| Thursday 22 Sept | Cabinet Meeting |

Crawley

| | | |
|-----------------------|--|---|
| Friday 26 August | Draft Report to CMT | Draft Report to CMT (26 Aug), CMT Meeting (30 Aug), Cabinet Briefing (6 Sep), Draft Report to DS (12 Sep), Final Report to DS (22 Sep), Cabinet Meeting (5 Oct) |
| Tuesday 30 August | Draft report considered by CMT (PB on leave) | |
| Tuesday 6 Sept | Cabinet briefing (PB on leave) | |
| Tuesday 12 Sept | Draft Report to Democratic Services | |
| Thursday 22 Sept | Final report to Democratic Services | |
| Wednesday 5th October | Cabinet Meeting | |

Arun

Chichester

| | |
|----------------------|--|
| June | Monthly Report to SLT |
| Tuesday 5 July | Progress Report to Overview and Scrutiny Committee |
| July | Monthly Report to SLT |
| August | Monthly Report to SLT |
| September | Monthly Report to SLT |
| Tuesday 13 September | Draft Report to SLT |
| Tuesday 4 October | Cabinet Meeting |

*Possible Dates

**WEST SUSSEX BUILDING CONTROL
BUSINESS CASE DEVELOPMENT PROJECT**

**PROJECT BOARD
TERMS OF REFERENCE**

1. To oversee the delivery of the project within the timetable and within cost and to the required quality.
2. Ensure effective project management arrangements are in place.
3. Ensure and monitor adherence to the project plan.
4. Ensure that there are sufficient project management resources available to deliver the project successfully.
5. Ensure there is a risk management system in place and receive regular reports on the risks and issues.
6. Ensure there are mechanisms in place to minimise the disruptive effects of the project on key stakeholders.
7. Raise awareness and provide progress updates where appropriate to SMT, Committee, Cabinet and Council.
8. Ensure there is an integrated, communications plan in place to keep all relevant stakeholders informed of progress.
9. Ensure there are mechanisms in place for the close coordination and performance management of the Councils' project advisors and any partners.
10. Provide leadership, advice and support to the Project Manager.
11. To guarantee the demonstration of probity at all times and maintain a sound audit trail.
12. To ensure compliance with relevant Councils' Policies.
13. To receive reports from the Project Manager.
14. The Board shall meet as and when necessary to discharge its functions.

At the appropriate stage i.e. Agreement to go ahead:

1. Ensure there is an integrated, communications strategy in place to keep all relevant stakeholders such as, staff, public and relevant third party organisations, informed of progress.
2. Ensure there is appropriate consultation with the public on the proposals (if required).