

Public Document Pack

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A meeting of **Overview & Scrutiny Committee** will be held in Committee Room 2 - East Pallant House on **Tuesday 13 November 2018 at 9.30 am**

MEMBERS: Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mrs P Dignum, Mr M Dunn, Mr N Galloway, Mr G Hicks, Mr S Lloyd-Williams, Mr K Martin, Caroline Neville, Dr K O'Kelly, Mrs P Plant, Mr H Potter, Mr J Ransley and Mr A Shaxson

AGENDA

- 1 **Chairman's Announcements**
Any apologies for absence will be noted at this point.
- 2 **Minutes** (Pages 1 - 8)
To approve the minutes of the Overview and Scrutiny Committee meeting held on 18 September 2018.

To receive an update on progress against recommendations made to the Cabinet and the Council.
- 3 **Urgent Items**
The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to late items.
- 4 **Declarations of Interests**
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 5 **Public Question Time**
The procedure for submitting public questions in writing no later than 12:00 on 12 November 2018 is available upon request from Democratic Services (the contact details for which appear on the front page of this agenda).
- 6 **Review of Business Improvement District (BID)** (Pages 9 - 36)
The Committee is requested to note the report relating to Chichester Business Improvement District (BID).
- 7 **Visit Chichester Monitoring Report** (Pages 37 - 49)
The Committee will receive the six monthly update from Visit Chichester and is requested to assess performance in line with the Service Level Agreement.

- 8 **Novium Business Plan Update** (Pages 51 - 53)
The Committee is requested to note the progress made to date on the development of a business plan for the Novium Museum and Tourist Information Services.
- 9 **Pallant House Gallery Monitoring Report** (Pages 55 - 77)
The Committee will receive the six monthly update from Pallant House Gallery and is requested to assess the performance in line with the monitoring framework.
- 10 **Communications between CDC and South Downs National Park Authority (SDNPA) - Review** (Pages 79 - 85)
The Committee is requested to note and comment on the feedback by CDC Members in relation to communications with the SDNPA since the Overview and Scrutiny Committee meeting on 14 November 2017 and to accept the invitation of the SDNPA to hold a further meeting to address any outstanding concerns.
- 11 **Consultation Review Task and Finish Group Update**
Officers will provide the Committee with an oral update.
- 12 **Corporate Plan Review Task and Finish Group Final Report** (Pages 87 - 134)
The Committee is requested to note this report from the Corporate Plan Task and Finish Group and to confirm that it is satisfied that the council is achieving satisfactory levels of performance against the targets and activities in the 2018/19 Corporate Plan mid-year progress report.
- 13 **Budget Review Task and Finish Group Terms of Reference** (Page 135)
The Committee is requested to note the terms of reference and scoping outline plan for the Budget Review Task and Finish Group and agree membership of the Group.
- 14 **Forward Plan** (Pages 137 - 150)
Members are requested to consider the latest Forward Plan and whether any items should be added to the Committee's Work Programme.
- 15 **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.
- 16 **Exclusion of the Press and Public**
There are no restricted items for consideration.

NOTES

1. The press and public may be excluded from the meeting during any item of business where it is likely that there would be disclosure of “exempt information” as defined in section 100A of and Schedule 12A to the Local Government Act 1972.
2. Restrictions have been introduced on the distribution of paper copies of supplementary information circulated separately from the agenda as follows:
 - a) Members of the Overview & Scrutiny Committee, the Cabinet and Senior Officers receive paper copies of the supplements (including appendices).
 - b) The press and public may view this information on the council’s website here [here](#) unless they contain exempt information.
3. The open proceedings of this meeting will be audio recorded and the recording will be retained in accordance with the council’s information and data policies. If a member of the public enters the committee room or makes a representation to the meeting, they will be deemed to have consented to being audio recorded. If members of the public have any queries regarding the audio recording of this meeting, please liaise with the contact for this meeting at the front of this agenda.
4. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intention before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided.

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Public Document Pack Agenda Item 2



Minutes of the meeting of the **Overview & Scrutiny Committee** held in Committee Room 2 - East Pallant House on Tuesday 18 September 2018 at 9.30 am

Members Present: Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mrs P Dignum, Caroline Neville, Dr K O'Kelly, Mrs P Plant, Mr H Potter and Mr A Shaxson

Members not present: Mr M Dunn, Mr S Lloyd-Williams and Mr J Ransley

In attendance by invitation: Mrs J Kilby

Officers present: Mr D Hyland (Community and Partnerships Support Manager), Mr N Bennett (Divisional Manager for Democratic Services), Mr A Buckley (Corporate Improvement and Facilities Manager), Mr T Day (Environmental Coordinator), Mrs L Grange (Divisional Manager for Housing), Mr A Gregory (Project Manager - Estates), Mr P E Over (Executive Director), Mrs S Peyman (Divisional Manager for Culture), Mrs L Rudziak (Director of Housing and Communities) and Mr P Jobson (Taxation Manager)

226 **Chairman's Announcements**

Apologies for absence had been received from Councillors Dunn, Lloyd-Williams and Ransley.

227 **Minutes**

The minutes of the meeting of 19 June 2018, were approved as a correct record and duly signed by the Chairman.

Members noted that Full Council had received the Overview and Scrutiny Committee Annual Report 2016-17 at its July meeting.

228 **Urgent Items**

The Committee agreed that agenda item 14, Call-in of Cabinet decision 564 of 4 September 2018 - *Development Site - The Grange Midhurst*, be heard first.

229 **Declarations of Interests**

Councillors Neville, O'Kelly and Shaxson declared a personal interest in item 14, Call-in of Cabinet decision 564 of 4 September 2018 - *Development Site - The Grange Midhurst*, as signatories to the call-in request. Councillor P Dignum declared

a personal interest as the wife of the Leader of the Council, named in the Call-in request.

230 Public Question Time

Public questions had been received in relation to item 14 (Call-in of the Cabinet decision – *Development Site, The Grange, Midhurst*), which the Chairman allowed to be heard during the debate on that item.

231 Late Items - Call In - Development Site, The Grange Midhurst

Cabinet decision 564 of 4 September 2018 - *Development Site - The Grange Midhurst* had been called in, in accordance with the provisions set out in the Constitution, by Councillors McAra, Morley, Neville, Shaxson and O'Kelly.

The Chairman invited Mr Ward to present the report. The council was bound by law to seek 'best consideration' when disposing of land. There were some very exceptional circumstances where the council could dispose of land for consideration less than the best but the council would still have had to consider its duty to its residents and tax payers. In order to accept a lesser consideration the council would have to demonstrate that the lesser consideration would secure the improvement of the economic, social or environmental wellbeing of the area. Mr Ward confirmed that there is currently no such established policy for this in relation to the site. He also clarified that there had been no significant demand for a particular retail or office space in the bids received.

Councillors McAra and Morley addressed the Committee on behalf of the Call-in signatories. The signatories had felt that Midhurst would benefit from a retail or supermarket development, or housing for young people, in preference to a care home, with an emphasis on retail being apparent in the Local Plan. A petition against a care home development had been raised, and Members were concerned that there had been insufficient consultation with ward members and residents. Legal advice had not been provided in the Cabinet report, but had been assimilated at the Cabinet meeting and the decision did not appear to be aligned to the early-stage development of the *Midhurst Vision*.

In response to members questions officers emphasised that there had been a transparent process in place which all bidders had to follow and the process had been used by the council for other land disposals. The site had been marketed three times, and the subsequent planning process would provide opportunity for the public to respond to the application.

The legal advice provided to the Cabinet meeting had been reviewed and was sound; there had been sufficient information for the Cabinet to make its decision. The conduct of the Chairman of Cabinet had also been reviewed and no breach of the Code of Conduct in the handling of the meeting was identified.

Two public questioners asked questions at the meeting.

(1) Margaret Guest – Midhurst Town Council Member

Does the Committee consider that, in this case, sufficient information and evidence for 'best value' has been obtained to comply with the Council's duty of 'due diligence'; particularly when there has been no comparative impact assessment of the full range of options, including their respective likely long term economic and wider social value for the local community?

Response by Mr Ward – Director Corporate Services

Mr Ward re-iterated that the Council had to achieve best consideration, that no other development options had been forthcoming and that the only other option would be not to dispose of the site. In the absence of any demonstrable justification for accepting a lesser consideration, such action would be deemed unlawful. Such a decision would also be in breach of state aid rules as the Council would be subsidising a private sector organisation.

(2) Fiona Mackay – Midhurst resident

- i) How and where would the profit from the disposal be invested?
- ii) Was a swimming pool development considered?
- iii) Could the health provider that would be occupying the site be publicly identified?

Response by Mrs Hotchkiss – Director Growth and Place

- i) The capital receipt from the disposal of the site had been earmarked to offset the cost of the Grange Community and Leisure Centre, which opened in 2014. The *Midhurst Vision* steering group had now been formed to prepare an action plan.
- ii) The development of the Grange Community and Leisure Centre had been subject to consultation with the community and the viability of social and leisure options for Midhurst had been considered then.
- iii) The public identification of the health provider that would occupy the site was exempt information pursuant to schedule 12A of the Local Government Act 1972.

A Member urged the Council to consider developing a policy for disposals where less than best consideration could be demonstrated, to secure the promotion or improvement of the economic, social or environmental well-being of the area. The Chairman explained that such a suggestion could be considered for inclusion on the future work programme of the Committee.

Members surmised that no social or cultural bids for the site had come forward, and that the Council had been prudent in accepting, rather than rejecting a significant bid for the site. Both the retail economy and the demography of the district were changing and the new Grange Community and Leisure centre, and library were growing community assets in Midhurst.

A vote was taken by a show of hands and by six votes for, three votes against and three abstentions, the Committee -

RESOLVED: To uphold the original Cabinet decision.

232 **Chichester Enterprise Centre**

Mrs Hotchkiss and Mr Gregory presented the report which provided a review of how the Enterprise Centre project had performed against the original intentions set out in the Project Initiation Document. The original objectives had been fully achieved, albeit to a varied timetable, due in part to the approval of a two-stage procurement process by Cabinet. The Enterprise Centre was now complete and a five-year Operational Management Agreement was in place with Basepoint (with the provision to renew for a further 5 years)

In response to Members comments, officers explained that performance of the centre was monitored as part of a Corporate Plan target and the requirements of the Operational Management Agreement, and that around 30 comparator schemes in the South East had been used to develop service level specifications. Mrs Hotchkiss confirmed that 'full' occupancy would be achieved at around 85% to 95% and clarified that where 250 total number of jobs delivered had been stated, this was a district-wide target, rather than project specific.

Members noted that a significant underspend of the capital budget had been achieved and endorsed that the project had been well-managed overall.

RESOLVED: That the post project evaluation report for the Chichester Enterprise Centre development, be noted.

233 **Council Tax Review of Locally Defined Discounts and Premia**

Mr Jobson introduced the report which recommended that the empty homes premia for properties that had been unfurnished and unoccupied for more than two years, first agreed by Cabinet in 2017 at 50%, be set at 100% for 2019-20.

The proposal would encourage owners to bring properties back into use as soon as possible, and provide certainty when preparing the Council Tax base for 2019-20. The proposed change to premia would affect 91 properties in the district. The Committee noted the proposal that the level of locally applied discounts (prescribed classes A-D) would remain unchanged for the 2019-20 financial year.

In response to Members' questions, Mr Jobson explained that the Council maintained a database of all properties, including newly completed properties, and inspectors visited those properties known to be vacant. The Council would consider the merits of individual cases prior to taking any enforcement action; and similarly to other districts, exemptions could be applied for cases of probate or a change in circumstances, such as a move to a care home. A 25% discount would also be applied for a sole occupant if the statutory criteria had been satisfied.

RECOMMENDED:

- 1) That Cabinet apply the Council Tax discounts proposed in appendix 1 to the report for the 2019-2020 financial year.

- 2) That Cabinet sets the Council Tax empty homes premium at 100% for the 2019-2020 financial year, *providing that* the Rating (Property in Common Occupation) and Council Tax Bill (2017-19) was given Royal Assent.

234 **Leisure Services Performance Review**

Mrs Peyman introduced the report and was joined by Mr Mills, the Contract Manager, Everyone Active (Sports and Leisure Management Ltd, (SLM)), whom gave a presentation to the Committee. Mr Mills detailed the successes from year two of the contract, including:

- Increased registrations and participation
- Continued partnership working
- All sites had achieved a Quest rating of excellent, and were ranked in the top 25 leisure centres in the country

Members' were pleased to hear that customer satisfaction had increased from 89% to 92%, and commended the high standards achieved by Sport and Leisure Management Limited.

In response to Members' questions, Mr Mills clarified that the parking refund scheme at Westgate Leisure centre was causing delays for customers and would be under review. Improvements to the lockers were also underway. Mr Mills explained that new improvement projects and KPIs were reviewed annually; however, an identification of a market share was complex because private providers had no incentive to share their information with those competing for the same customers.

The Committee endorsed the view of the Members' task and finish group that the contract was on course to provide the outcomes it set out to achieve and that customer satisfaction continued to exceed the targets set within the contract.

RESOLVED:

- 1) That the 2017-18 Annual Report from Everyone Active be noted.
- 2) To endorse that the contractor is achieving satisfactory levels of performance against the outcomes in section 3.0 and the key performance indicators in section 4.0 of the 2017-18 annual report.

235 **Reducing Single Use Plastics**

Mr Day introduced the draft plan that identified three main focus points; action on the Council's own premises, supporting community led actions and the encouragement of action by residents and businesses. Four themes would then be adopted, from which specific actions points would flow:

- I. Improving the Council's performance as an organisation
- II. Working with local businesses
- III. Communicating the message
- IV. Working with our community

Members felt that an aspirational timescale for the completion of the action plan was needed. The use of the word 'eradicated' was not preferred and Members advised that words such as 'reduce' or 'remove' would be preferable. With regard to specific actions that the Council could consider, Members felt that the Council could lead by example and suggested that:

- The Council could advise its suppliers to provide alternatives to plastic wrapping
- Committee paper despatch envelopes should be replaced with recyclable envelopes
- Staff should be encouraged to the use of glass, or recyclable bottles where appropriate, rather than single use plastics
- That 'easy to do' priorities should be identified in the plan

Officers noted Members' comments and explained that the action plan aimed to specify actions that could be taken at the Council's own buildings. Leisure centres were already exemplars, and working in partnership with Everyone Active would enable the plan to be delivered.

RESOLVED:

- 1) That officers consider the comments of the Committee in preparing the subsequent draft of Single Use Plastics Action Plan.
- 2) That a one-year review of progress against the action plan be reported to the Overview and Scrutiny Committee before the end of 2019.

236 Southern Gateway Regeneration - Development Brief

Mr Over introduced the report which updated the Committee on progress with the implementation of the Southern Gateway Regeneration project and sought consideration of the draft Development Brief.

The Brief was a statement to the market that built upon the adopted Masterplan and provided a degree of direction to prospective developers as to the nature and content that their draft proposals should contain. Whilst expressing the needs of the strategic partners, the Brief had to also be viable and deliverable. Consultants had identified that the most viable means of securing a suitable development partner on appropriate terms would be via an OJEU compliant procurement process. Consultation feedback following the CDC/WSCC Members workshop on 3 September had suggested that the tender evaluation criteria should be 60% quality, 40% price.

Members' felt that greater emphasis could be placed on the social and sustainability aspirations of the Brief. Clarification was sought as to whether a conference centre would be included, and whether traffic flows and the promotion of sustainable transport initiatives could be assured.

In response to Members comments, Mr Over clarified that a multi-use entertainment facility, and a conference venue was included as possible uses in the Brief and that specific details around building design and sustainability would come forward when

developers responded. Furthermore, traffic modelling had been undertaken with regard to the development site and across the wider network in close collaboration with WSCC as the highway authority, and the preferred approach had been identified as part of the adopted Masterplan. A transport appraisal report showed an increased re-assignment of traffic to the A27 and Northern Ring Road as the approach was implemented, with no significant alteration to Highway Network flows.

Mr Over clarified that the development agreement would set out how the land would be transferred to the developer for payment, which at minimum would satisfy the statutory requirement for best consideration.

RESOLVED: That officers note the considerations of the Committee.

237 **Housing standards and future needs - Report of the Task & Finish Group**

The Overview and Scrutiny Committee of 13 June 2017 received a report on the Review of the Housing Allocation Scheme. The Committee recommended that the Cabinet Member for Housing should form a task and finish group to review the quality standards of existing affordable housing stock in the district and the overall demand for the type and volume of new affordable housing in rural and urban areas.

The Portfolio Holder for Housing, Councillor Kilby presented the report of the group which had made eight recommendations. Members' attention was drawn to issues around the lack of refurbishment, complaint resolution and inappropriate size of property. An asset management group in partnership with Hyde had been already been established.

In response to questions from Members, Officers explained that Housing standards resources were prioritised to vulnerable tenants and that no enforcement notices had been served on Registered Providers in the district as the Council would always seek to work with the landlord first to solve problems. Mrs Grange explained that housing providers had to make investment decisions regarding older stock in rural areas and that the Hyde Group had demonstrated their commitment to Chichester and had offered a briefing by one of their Directors to all Members. Members noted that the report of the group would ultimately feed into the Housing Strategy.

RESOLVED:

That the recommendations of the task and finish group be endorsed

RECOMMENDATION:

That the Portfolio Holder for Housing reconvene the task and finish group in six months to review the progress of the recommendations.

238 **Corporate Plan Review - Terms of Reference**

The Committee noted that the terms of reference of the review were to consider a mid-year progress report for the period April to September 2018, and to identify any further action that needed to be taken to challenge poor performance and to reduce any risk to an acceptable level. The task and finish group was scheduled to report to the Overview and Scrutiny Committee meeting in November 2018. The Chair

expressed an interest in joining the group, subject to availability, and called for Committee members to volunteer.

RESOLVED: That a task and finish group of Councillors P.Dignum, Galloway and Plant, be formed to undertake the review.

239 **Forward Plan**

The Committee noted the Forward Plan. In response to a question around whether the Council should build houses, Mrs Rudziak reminded Members that a report had been received previously setting out options, and that whilst the matter was under review with strategic partners, the Council had not pursued house building further.

Councillor Shaxson (referring to item 5170 and consideration of policy that might allow disposals where less than best consideration could be demonstrated) proposed and Councillor Potter seconded that the Committee work programme be amended. Upon a show of hands the Committee:

RESOLVED: That a report on the development of an Asset Transfer Policy be included in the Committee work programme for 2018-19.

The meeting ended at 2.37 pm.

CHAIRMAN

Date:

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

13 November 2018

Review of Business Improvement District (BID)

1. Contacts

Tania Murphy, Divisional Manager - Place
Telephone: 01243 534701
tmurphy@chichester.gov.uk

2. Recommendation

- 2.1 **The committee is requested to note the report relating to Chichester Business Improvement District (BID).**

3. Background

- 3.1. Business Improvement Districts (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.
- 3.2. In 2010, the Council's Economic Development Service worked with Chichester Chamber of Commerce and city centre businesses to propose the establishment of a BID for Chichester City Centre. In 2011, Cabinet (Executive Board) agreed to support the establishment of a City Centre BID. Following a successful ballot, Chichester BID was established in April 2012, to run for five years until 31 March 2017. At its meeting on 12 July 2016, Cabinet approved support to the renewal of the BID. A subsequent ballot was undertaken, with approval being given for BID2 to commence from 1 April 2017 until 31 March 2022.
- 3.3. In March 2015 the Overview and Scrutiny Committee received a report detailing progress against their Business Plan for the third year of operation and requested that a further progress report be brought back in 2016 – which was undertaken.
- 3.4. The Chairman of the BID meets quarterly with the Chief Executive, Director of Growth and Place, and Divisional Manager – Place. In addition, regular meetings are held with BID officers to discuss projects and consider issues of mutual concern. Chichester BID are also leading a number of projects which have been identified through the Chichester Vision.

3.5 The Chairman of Chichester BID will attend the meeting to present the annual report and statistics relating to the City Centre.

4. Appendices

Appendix 1 – BID OSC Annual Report 2018

Appendix 2 – Noggin 2017 Report

Appendix 3 – BID October Newsletter

5. Background Papers

None

BID Chairman's Annual Report to the CDC Overview and Scrutiny Committee November 2018

1. Introduction:

1.1 Thank you for your continuing support for the Chichester BID. Without our local authorities and the CDC on particular we would not be able to be so effective in supporting the economic survival of the City.

1.2 The Chichester BID (BID2) was voted in for a second term in October 2016 to deliver four main priorities:

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

1.3 The BID Area is all those streets within the City Walls plus those in the South, North and East gate areas. Through a compulsory levy of 1.25% on their business rates if above £5,000, 623 local Chichester businesses at the last count are contributing £380,000 to the survival of the City.

- 286 are multiples (46% of the total)
- 46 are charities and public bodies (7% of the total)
- 291 are independents (47% of the total)

- 366 are in retail (59% of total)
- Of which 162 are multiples (44% of the retail offer, 26% of total)
- And 204 independents (56% of retail, 33% of total)

- 81 are in food & drink (18% of the retail offer, 13% of the total)
- Of which 39 are multiples 48% (9% of retail, 6% of the total)
- And 42 independents 52% (9% of retail, 7% of the total)

- 130 are service businesses (21% of total)
- Of which 85 are multiples 65%
- And 45 are independents 35%

2. The Context

2.1 Overheads are rising for all businesses:

- Minimum wage
- Workplace pensions
- Rateable values
- Business rates (14000 shops pubs and restaurants rose by c. £50k)
- Rents (Chichester is the 1/3rd most expensive in the South after Bath and Winchester and not including London)

- Apprenticeship levy for the larger business
- The BID levy
- 15% devaluation of the pound leading to expensive imported goods
- GDPR

2.2 The multiples are suffering particularly:

- High debt burdens, lack of investment
- Too many shops competing – some 50,000 retail premises nationally are deemed surplus to requirements (KPMG)
- Free market rents drive high yield monopolies and drive out SMEs, abandoning areas not worth investing in
- Poor management: over-extension leads to downsizing and no alternatives

2.3 Consumers have reduced motivation:

- Austerity has meant more borrowing and less savings
- Two income households, self-employment, part-time working, zero hour contracts
- Changing tastes
- 20% shift to online shopping – cheaper and easier
- Fall in discretionary spending
- Squeezed incomes lead to weak growth in sales
- Renters have reached “Peak Stuff”
- Low consumer confidence
- Stalled housing market, weakened home improvement sector
- Brexit nerves
- Bad weather

2.4 The end of “stuff”?

Peak shopping in the UK was reached in about 1920 with 1M stores. Since then the High Street has been in decline. By 1950 600,000 stores were left in the UK, just as “self-service shopping” was introduced from the US, later called supermarkets. By 1970 this had dropped to 400,000 stores, just as more retail space was added when our 850 shopping centres started to be built. In the 1990s our 1300 out of/edge of town retail parks started to add yet more retail space beyond the High Street.

Footfall in UK high streets has dropped by 20% since the crash of 2008, internet shopping and the arrival of the smart phone. The retail workforce has contracted by 200,000. By 2012 there were 290,000 stores left in the nation’s High Streets.

Footfall decreased by a further 4.6% last year (British Retail Consortium) and the BRC is predicting a further 900,000 jobs (that’s 74,000 more shops) will be gone by 2025. 10,000 bank branches including building societies have closed over the past 28 years and online banking has closed 1 in 4 branches in the past 5 years. Approximately 14 shopping outlets per day closed in the first half of 2017. By 2030 there could be as few as 120,000 stores left if the growth in home deliveries is maintained. Of 18,000 current High Street estate agents, all will be online by 2030. It is estimated that there is over 10% excess supply in bricks and mortar shopping.

It is important to remember that this decline in footfall is being driven by the consumer, as shopping habits change significantly. City centres that continue to be supply driven and are not led by the demand of their visitors, are finding that whole streets of their former shopping precincts are closing down.

2.5 The rise of the experience economy

The 2nd report from Bill Grimsey, the former owner of Wickes, recommends drastic action if city centres are not to die. Redundant retail spaces need to be repopulated and re-fashioned as community hubs, including housing, health and leisure, entertainment, education, arts, business/office space and some shops. Libraries and public spaces should be embedded digital and health hubs. Chichester is well on the way to being able to cope with this shift.

Consequently from next month BID2 will be doubling its capacity to measure Chichester's performance to provide increasingly robust data to the levy payers so they may realign their efforts more in the direction that the consumer is travelling in.

3. City Performance

3.1 In April 2018, the international commercial properties company Cushman & Wakefield published a survey of the resilience of 250 UK towns and cities. Chichester is fourth nationally after Cambridge, Bath and Guildford. Oxford is fifth and Winchester 10th.

High street resilience had 22 measures over the decade 2007-2017:

- Property: rental change, yield shift, capital growth value, change in investment volumes
- Retail supply: comparison floor-space density, leisure floor-space density, supply index, retailer demand, comparison spend density, leisure spend density
- Catchment characteristics: catchment size, AB households, students, long-term unemployment, tourist comparison spend, propensity to spend online
- Economics: business survival rate over 5 years, house price growth, GVA growth, wage growth, train station passenger numbers, quality of life

3.2 Whilst a lot of this is beyond our immediate control, the BID has reviewed its targets and objectives to seek to influence as many of these measures as it is in a position to do so.

BID2 currently measures city performance in visitor behaviour and conversion at the tills.

Performance data measured:

- Footfall
- Footflow
- Retail (Sales)
- Crime
- Rail Usage
- Car Parks
- Property
- Drive Time

- Demographics

To give as accurate a picture as possible, three measures are used to triangulate the data by collecting evidence-based statistics, viz. a national camera and conversion data via Springboard, 14 Noggin footflow mobile phone counters, and the CDC parking performance reports. Visitor numbers are declining in line with the national picture of some 4.5% a year, some 25% of visitors having been lost since 2008.

3.3 Main points:

- Good footfall in 2017 – up 5% but fell 9% in 2018
- Rail, crime and Christmas all to watch
- Sales provide useful reassurance – up 4% year on year
- Property is undergoing change – 6.2% vacancies only
- Look East and West for visitors
- Parking is down but dwell-times are up

3.4 The core places to shop (June 2018 footfall):

- 73 Restaurants, Cafés and Drinking Establishments
- 267 Shops, Walk-in Salons, Sandwich Bars (A1)
- 10 Hot Food Takeaways
- 53 Business Services (A2)

3.5 Reach:

From Lyndhurst to Lewes, and Selsey to Guildford, in an arc that stretches from Portsmouth-Southampton, through Winchester, Guildford and Horsham round to Brighton (1.4M people)

3.6 Weekday importance is flattening:

	2007	2018
M	13%	13%
T	14%	14%
W	14%	15%
Th	13%	14%
F	16%	15%
Sa	23%	19%
Su	7%	10%

4. 2018 Successes

Service Delivery

In October 2017 an entirely new staffing structure was introduced to turn the fortunes and emphasise the organisation's calling to be customer-facing at all times: working in partnership and delivering the services to the levy payers that they have requested.

4.1 BID: Quality of the public/private partnership

Customer-facing organisation – trustworthy service delivery, improved communications

Xmas lights and Festivities

Independents' Month and percentage of businesses

Promotions – trails, Chichester gift card

Improved safety and order - CCC City Rangers

Business-friendly parking - WSCC voucher scheme

Data collection - increased dwell-times

Digital profiling and support

- 4.2 City: 4th most resilient UK High Street
 CDC enabling, mentoring and shop front grants
 Heritage and culture
 Well-being profile
 Farmers Market
 Community Hub profile
 Number of local entrepreneurs
 Balanced provision – visitor/resident/student/worker, multiples/indies

5. 2019 Challenges

- 5.1 BID: Reduced business rates would mean reduced income
 Under-performing partners - Visit Chichester, Chichester Businesses against Crime
 Disorderly streets - no powers of enforcement
 Planning flexibility – change of use, A Board replacement, clutter, on-street advertising, communication, on-costs for businesses
 Parking disincentives – charges, weak visitor incentives

- 5.2 City: Size
 Brand definition
 Too offer-driven, insufficiently demand-led
 Poor quality beds, fine dining, Wednesday market, public design
 Poor communications infrastructure - broadband, wifi and 4G coverage
 Falling footfall - internet shopping, legacy shops
 Youth and Night-time economies
 Transport – accessibility and convenience

6. Future Opportunities

- 6.1 BID: Increasing visitor dwell-times – shopper and experience guides, improved data collection and analysis
 Levy and cost neutral projects
 Curated and staged markets potential
 Chichester Vision developments
 Parking rewards scheme
 Procurement
 BID Academy

6.2 City: Demographic
Quality experiences
CDC events and licensing management

6.3 CDC partnering:

- BID to CID? – Community Improvement District
- Through the Vision
- Wifi provision and locked in website provision through PBR
- Establish a landlord register
- Comprehensive programme of activities to drive footfall into the shopping streets
- Enable change of use
- Enabling, mentoring and shopfront grants
- Reducing the burden of the business rate
- Vacancies are running at 6.2% which is $\frac{3}{4}$ of the regional average. Popup and vinyl shop windows after two years however...
- Introduce parking incentives for short stay
- Orderly streets - enforcement of licensing decisions, pressure on the police and WSCC to do the same, manage street community problems

Thank you for your attention.

Colin Hicks
Chairman
Chichester BID
November 2018

Chichester City Centre

Annual Review 2017





Chichester district's population was estimated at 116,976 in Summer 2015 (most recent figures), and represents an average increase of 750 each year.

Chichester has an ageing population, with 27% of its residents 65 or over. There is a small peak between ages 14-24, but a noticeable drop between 25 and 40.

A slightly higher proportion of those under 30 are male. Beyond 33 years old, females make up the majority of the population in the district.

'Professional' occupations are the highest occupation group in the district (19%; 2011 census), with the proportion of managers, directors and senior officials higher than regional and national averages.

The Chichester Business Improvement District (BID) operates with fixed five year terms. Launched in 2012, the BID entered its second term in April 2017.

The operating area of the Business Improvement District (and the focus of this report) is outlined in orange on the above map.

The area broadly includes all businesses within the city walls, including Metro House, The Hornet, St Pancras and Southgate.

With another year passed, it is time to review the changes in 2017 in & around Chichester.

The figures for 2017 show an optimistic rise in footfall through much of the year, leaving Chichester growing where the national average continues to fall. However, early signs in 2018 suggest this may have been short-lived, and the weather has done little to help.

Christmas is a particularly interesting case. Commentators first suspected Black Friday of bringing festive shopping forward into November, but Chichester is seeing a rise even before then, followed by a sharp drop and – in 2017 – an even greater return.

In any case, Black Friday itself means little on the high street but perhaps rather more online. Are we seeing some kind of symbiotic relationship between the two?

Vacancies have risen in 2017. At first this seems a cause for concern but, as I was reminded recently, a proportion of vacant space is needed to sustain a healthy turnover. Chichester BID is now reviewing vacant properties quarterly and it seems that the vacancy rate is settling, despite a number of moves on the High Street.

As we improve our understanding of the retail property, so too am I looking at more substantial data sources to bring to the city. There is a hive of activity around census data at the moment, and drive time analysis in this report is an early inroad (pardon the pun) into understanding how people get to Chichester, where they come from and – eventually – their demographic background.

These things perhaps did not matter so much many years ago, but with ever increasing pressure on our High Streets, I do believe clear & concise access to data will help us understand the market and attract more people to Chichester.

With that in mind, I am very pleased to present my 2017 report to Chichester.

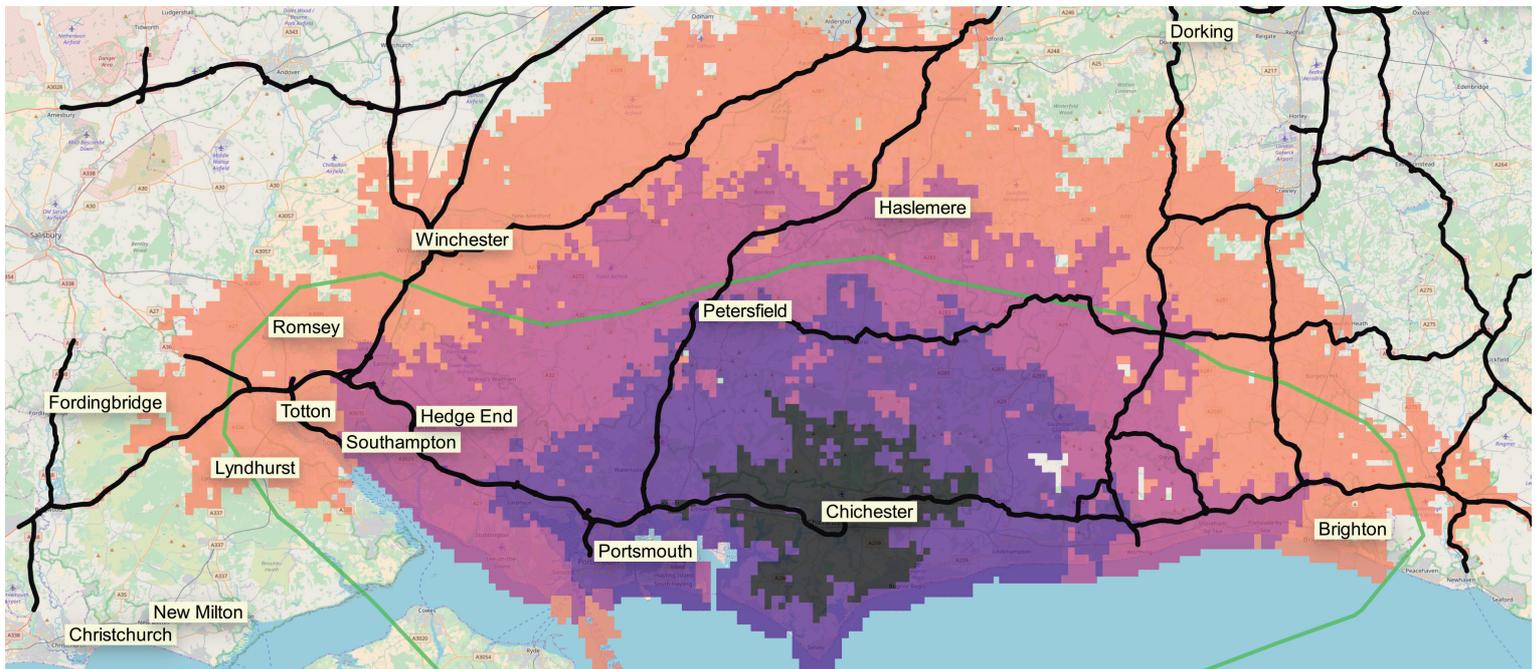


Sven Latham
Noggin Ltd
June 2018

This document is intended to provide an independent evaluation of the performance of the area within the Chichester Business Improvement District.

Chichester BID has commissioned Noggin to collate, analyse and report upon various sets of data available locally.

Local Area



Drive Time

This chart considers the travel time by car from a point in Chichester – in this case, Avenue de Chartres car park - to locations around the South Coast. Each coloured band represents a further 15 minutes' drive.

Notably, the relatively easy access to the M27 & A27 trunk road from this point allows us to cover a considerable distance in either direction, from the edge of the New Forest to the far side of Brighton and Lewes.

Access to the North is less far-reaching, perhaps as fewer direct routes are offered. Once we reach key routes – A3, A23 and A24 for instance – we can get to major towns like Guildford and Crawley within an hour or so.

Drive times are based on “ideal” measures – the maximum posted speed limit for each road. A 20% delay has been added to each journey to accommodate some traffic, but this will not consider areas where actual travel speed is considerably below posted, either through congestion or road layout.

Reach

Twitter analysis gives us an idea of catchment area for Chichester, shown with a green border above.

This area shows ‘home ranges’ for Twitter users who have shown activity within Chichester city centre, and covers the 70th percentile of movements. In other words, 70% of people who come to Chichester also circulate in the area shown.

The area covering The Solent is likely due to the generalisation applied to the data to draw tidier areas. Greater London (not shown here) was also proposed, likely due to the bi-directional nature of the analysis: the method equally shows Chichester residents travelling to or visiting London as it might show Londoners travelling south.

This shows a similar east-west bias as the drive time results, suggesting that the M27-A27 connection is indeed pulling visitors from across the coast, whereas the area does not extend to the North as far as drive times might otherwise suggest.

Above: ‘drive-time’ to Avenue de Chartres Car Park.

Each coloured band represents an additional 15 minutes to the destination.

Twitter ‘home range’ coverage shown with a green border.

Map and routing data © OpenStreetMap contributors.

Twitter data (amended): Lloyd, A. & Cheshire, J. (2016), Deriving retail centre locations and catchments from geo-tagged Twitter data. Computers, Environment and Urban Systems, 61, 108-118. CC-BY 4.0

Retail



Retail Sales

Average year-on-year.
Based on till sales.

Annual Trends

Chichester BID began to collect Year-on-Year retail sales data in April 2017, with up to 14 shops across a variety of sectors and locations participating in the anonymous survey.

Chichester has generally shown mixed to positive results, with a particularly strong performance in the run-up to Christmas 2017.

The collected data suggests that the businesses surveyed showed an average sales increase of 4% compared to 2016, against a national decline of 0.8% in the same period.

However, it must be stated that the sample size is small and performance has varied significantly across the submitted sets of results.

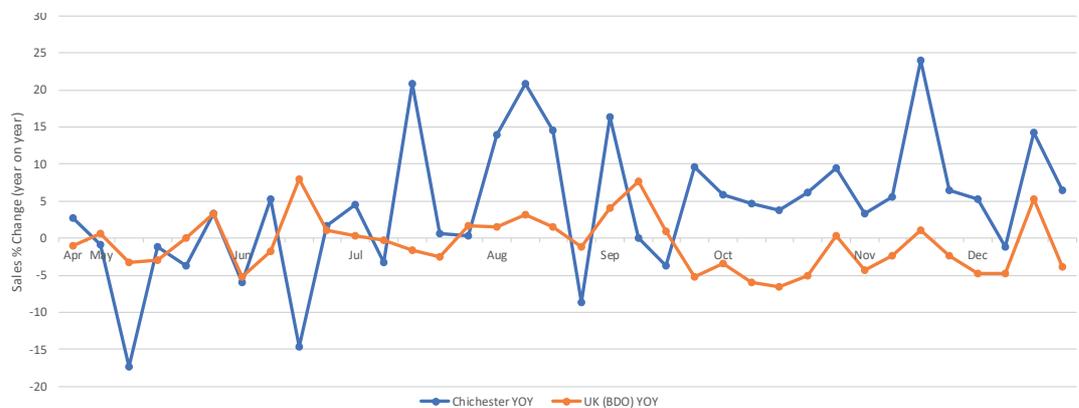
Sales vs Footfall

Sales have aligned with footfall more than in previous years (shown at bottom), perhaps due to a greater spread of retail types in the survey, and larger number of participants.

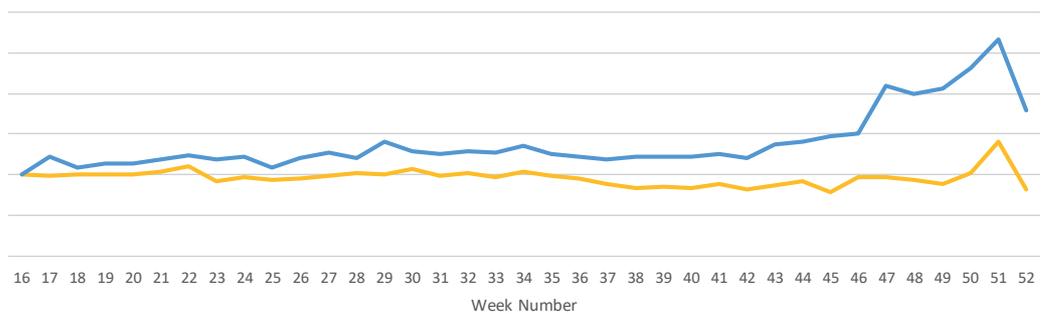
Still, there does appear to be a slight upwards bias which could well be reporting error.

It is interesting to note that sales improve relative to footfall around week 47 (w/c 20 November) - Black Friday, Christmas Lights Switch-on & the first Thursday Late Night events all arrive on this week.

Right: Year-on-year % change in sales. Chichester's sales performance compared to national average



Right: Comparing week-on-week sales with footfall



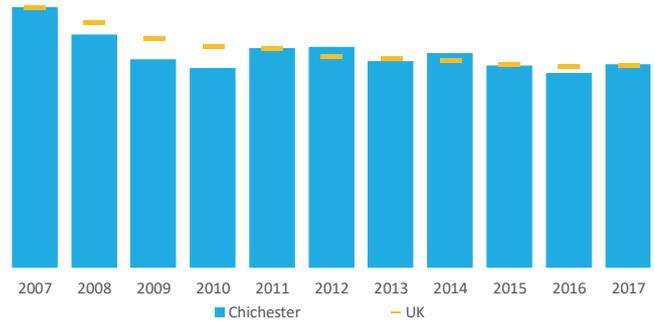
Visitors



Footfall

2017: 9,593,582
2016: 9,174,948

East Street Footfall.
Based on calendar year.



Chichester has a single footfall camera, installed on East Street near the Cross.

Footfall cameras measure pedestrian movement across a virtual line. This line extends across the width of the street from Oasis to Topman. Each person moving across the line is counted by the system.

The camera has been operating since late 2006, so gives us over a decade of long-term data in the city, particularly around the retail-heavy East Street. We are also able to compare Chichester's data with benchmarks from over 250 towns and cities across the UK.

Footfall in Chichester saw a rise in 2017, with annual figures 5% above the previous year. Most weeks – particularly earlier in the year - showed a positive change compared to the same week in 2016.

This compared favourably to the UK average (down 1.1%). However, it is worth looking at the long-term trends, above right, showing that – despite some volatility in Chichester's footfall, it remains roughly on par with the UK average over the last decade.

Above: Chichester annual footfall compared with UK average.

Monthly footfall can be used to classify towns according to one of four key types. These figures continue to reaffirm Chichester's likely designation as a 'multi-functional' place, where the city centre is more driven by local trade than seasonal or tourism.

Multi-functional centres remain relatively consistent throughout the year – a good sign for economic stability, as these locations provide both convenience and choice to local residents, who will frequent it at all times of the year.

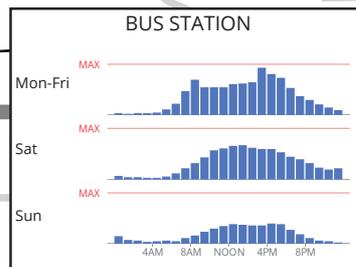
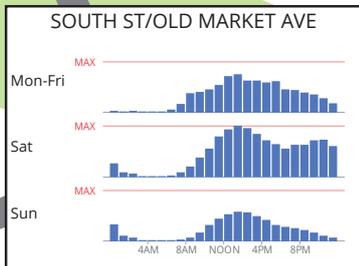
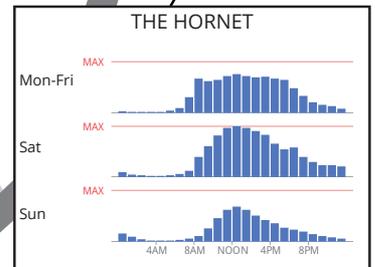
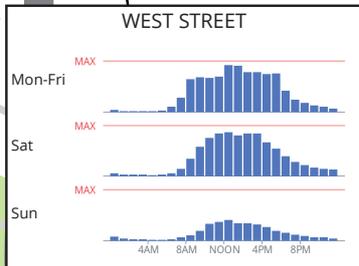
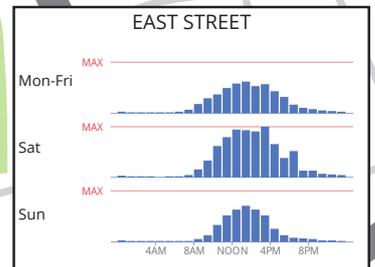
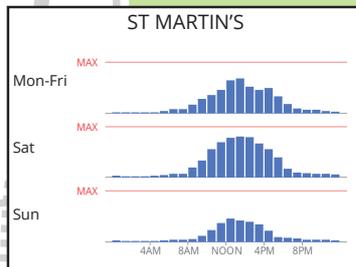
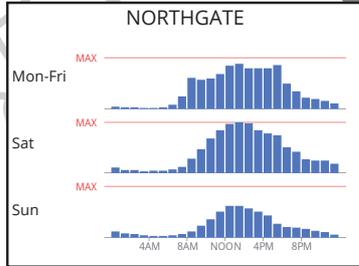
Busiest Days in 2017	Count	Notes
Saturday 23 December	48207	
Friday 22 December	48168	
Thursday 21 December	46230	
Wednesday 20 December	44343	
Saturday 29 April	41650	1
Saturday 20 May	41462	
Saturday 15 April	41106	2
Saturday 11 November	41064	3
Saturday 25 March	40678	4
Saturday 30 September	40539	5

1. First Saturday after Easter break.
2. Falls within the Easter break.
3. Remembrance Day.
4. Day before Mother's Day.
5. No inner city events to explain. However, University of Chichester ran an Open Day on this date which has previously been linked to increases in footfall. A "Comic Con" event was also held at the College, which may have further boosted local footfall.

This map indicates patterns of footflow across the city in 2017. Charts show traffic on weekdays, Saturdays and Sundays. 'MAX' indicates the maximum footflow at any point in the week for each location.

Weekday/weekend differences are particularly noticeable on retail streets and the bus station.

Night time economy is evident, especially on South Street as footflow continues into Saturday & Sunday mornings.



Events

General Market

Every Wednesday

Since starting in mid-2016, the General Market occupies North and East Streets every Wednesday. The footfall was slow to react at first, but it appears that – in 2017 – Wednesday numbers are 12% higher than the year before.

By comparison, other weekdays are on average 3% higher, and weekends are 5% up in 2017.

Wednesday's growth – nearly 9 points above other weekdays – would suggest that the markets are having some positive influence on East Street footfall.

Farmers' Market

First and third Fridays of the month

There are distinct peaks in footfall on Farmers' Market dates between February and mid-June, with footfall on these Fridays often 15% higher than non-market dates (sometimes as high as 22%).

However, this distinction disappears in the latter part of the year, suggesting Farmers' Markets have somewhat of a seasonal influence.

Goodwood Festival of Speed

Thursday 29 June – Sunday 2 July

This event is showing much lower impact in 2017, with city centre footfall counts barely registering a change – and certainly within the variations we see day-on-day. Although the Sunday showed a week-on-week drop of 14%, this might not be attributable to the event: the following Sunday shows similar numbers.

Goodwood Revival

Friday 8 – Sunday 10 September

This annual Revival at Goodwood is a popular event and draws visitors from across the UK and overseas. Local routes tend to suffer, and the city is usually difficult to access.

September 2017 sees footfall figures fall for several weeks, making any impact of this event more difficult to observe.

Saturday 9th appears to be the best performing day. Despite falling 9% from the previous week (as with most days), this day is still 34% higher than the same day in 2016.

Last year, it was noted that the Saturday was worst performing (and had suffered from dreadful weather), so this seems to be a pleasant rebound for 2017. This may give an indication that weather plays a particularly important role in the relationship between Goodwood events and Chichester.

Glorious Goodwood

Tuesday 1 – Saturday 5 August

As with other Goodwood events, Glorious Goodwood shows a diminishing impact on Chichester's figures this year. Friday gave some positive results: 12% up on previous week – although Farmers' Market may have helped boost this.

The worst day is Wednesday 2nd August, with a 14% weekly drop. However, this appears to be due to the weather as a heavy band of rain moved across Chichester between lunchtime and late evening – directly coinciding with a drop in footfall.

Sloe Fair

Friday 20 October

The Sloe Fair is held annually in Northgate car park on 20th October, which falls on a Friday this year.

At Northgate, visitor numbers are down week-on-week through much of the day, before growing substantially in the afternoon & evening. The net result is a 26% rise week-on-week. This also coincides with improved weather, with skies clearing around 3pm.

Generally, the city did not see a significant rise in visitors on this day.

Christmas Lights Switch-on

Thursday 23 November

Held at the Cross, Chichester's Christmas Lights Switch-on marks the start of festivities in the city.

In 2017, it is estimated that 75,000 people came into Chichester on the day of the Christmas lights, with the busiest period predictably for the switch-on.

This is approximately 19,000 more than the previous Thursday and appears to be a slight growth on the previous year (18,000 additional).

However, not all of this is centred on East Street. Northgate for instance saw an increase of nearly 2,000, with people slower to disperse after the event. At the bottom of South Street some 4,000 additional visitors were estimated to pass, again only dispersing several hours after the event itself.

The three monitored long-stay car parks also shows more activity. Cattle market saw about 500 extra spaces occupied at 6pm; Avenue de Chartres saw approx. 300 extra, and Northgate saw sustained usage throughout the afternoon & evening, at capacity for much of the day. This does not include the various spaces and short-term car parks, for which we do not currently have figures.

Black Friday

Friday 24 November

As with more recent past years, Black Friday has failed to attract visitors to Chichester. Footfall was unchanged on the previous Friday and was 3% down on the same day in 2016.

Given this event only really managed to muster interest in 2015, it appears that consumers in Chichester are unbothered by it.

Late-Night Shopping

Every Thursday, 23 November – 21 December

With the first Thursday evening consumed by Christmas Lights Switch-on, we start to get a feel for Late-Night Shopping on the 30th, and the figures are – at first – unremarkable with a 4% year-on-year drop. This is consistent with other days in this particular week.

It is only on 14th December that we start to see any evidence of late night shopping taking hold, with a stronger lunchtime, afternoon and evening trade tailing off at 8pm. Footfall is up 43% week-on-week, although this still fails to compare well to same day, previous year (10% down).

Thursday 21st December brings the strongest results, with a 50% weekly rise again and patterns once again showing a long tail into the early evening, before dropping off at 8pm. This day is also 26% above previous year's figures. The 21st, as part of a final four-day surge – is the third busiest day of 2017.

All Thursdays in the period shows an increase in early evening footfall, with the biggest gains towards the end of December. To put the evening numbers in perspective, footfall around 6pm is typically around 35% of lunchtime numbers in each late-night case. A typical Thursday for the rest of the year would usually see around 20% or lower.

Rail



Chichester Entries & Exits

2016-17: 2,608,084

2015-16: 3,231,354

Figures Apr-Mar. Estimated entries/exits at Chichester.

Chichester Rail Station has seen a substantial decline in passenger numbers in 2017. The official figures noting “industrial action and timetable changes” as likely contributors.

This is consistent with other stations on similar routes: Worthing, Crawley and Littlehampton are all down by similar amounts, whereas Havant, Guildford and Woking – run by a different operator – have largely maintained their figures.

While all ticket types have dropped in number, discounted tickets remain steady at 44% of total sales. Season ticket entries & exits have shrunk by 2 points, whereas full price tickets have grown by the same.

Since the stats are available annually, we can only create a crude estimate of daily impact: approximately 1700 fewer recorded entries and exits than in the previous period.

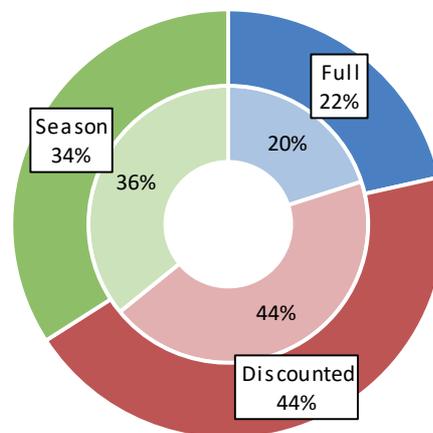
These will include journeys starting at Chichester, as well as those where Chichester is the destination.

When comparing footfall in the city to strike dates, there is no conclusive indication that Chichester has seen a drop with falling rail numbers.

However, given Chichester’s identity as a multi-functional place, it seems unlikely that a great proportion of visitors are travelling by train. Specific tourist destinations are more likely to feel a drop than the High Street as a whole.

Station	% Change in Ticket Entries/Exits
Chichester	-19%
Worthing	-18%
Crawley	-17%
Littlehampton	-17%
Havant	-6%
Woking	0%
Guildford	0%

Above: Annual change in entries/exits at each station.
Source: Office of Road & Rail



Left: Ticket types by proportion of entries/exits.
Outer ring = 2016/17
Inner ring = 2015/16

Terms Used

Season is a ticket bought for multiple journeys.

Full is all at-counter full price tickets. These may include reductions with entitlement cards, such as Student.

Discounted is all tickets where a discount as been applied, such as online pre-booked tickets.

Car Parks

Occupancy and Utilisation

As with previous years, and without great surprise, Long Stay car parks in Chichester usually remain consistent throughout the year but tend to drop during school and bank holidays.

Avenue de Chartres' figures suggest a slight dip during the summer months, before rising for November and December. This car park was refurbished during 2017, but figures suggest it continued to be used normally throughout this time.

Online 'real-time' figures for the car parks suggest that Cattle Market and Northgate are often at capacity throughout the week, typically around 11am, and increasingly so in November & December.

By contrast, Avenue de Chartres is rarely reported as full – only nearing capacity in the final weeks and days before Christmas.

Ticket Duration and Counts

Ticket data covers 1 Apr to 30 Sep.

Long stay locations at Basin Rd, Northgate and Cattle Market show an average paid-for ticket of 3hr33, with a slight & steady increase towards September.

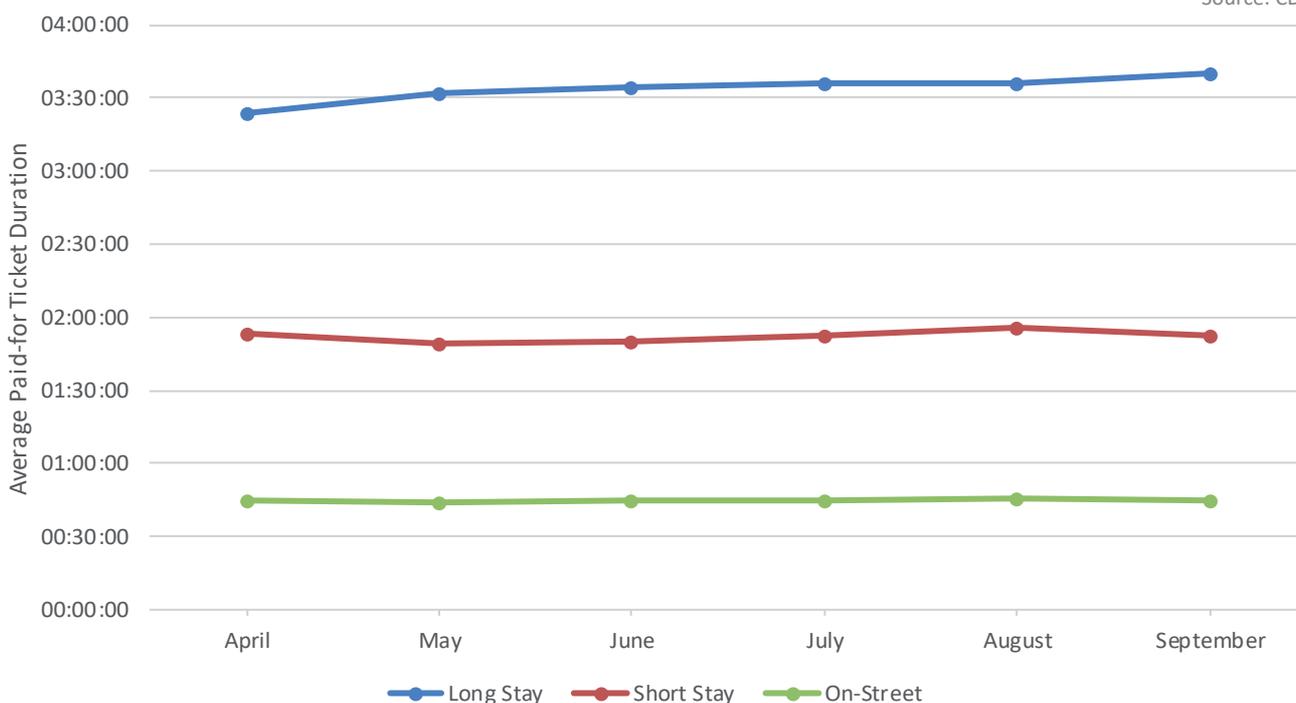
Across the short- and medium-term car parks, the average paid-for stay is 1hr52, and remains fairly steady throughout Apr-Sep, with only a slight rise in August.

Orchard Street to the West has the longest average stay (2hr25), perhaps due to its proximity to Council offices.

On-street parking shows unsurprising results: an average paid-for stay of 45 minutes.

The Coach Park on Cathedral Way shows sales peaking in June and August. Payments are divided into sub-2 hour and 2-24 hour periods only, with the longest average stays in July. It appears that Wednesdays are typically the busiest day for coach stays.

Below: average paid-for duration of stay, by car park type.
Source: CDC



Property



Vacant Retail

2017: 8.3%

2016: 4.0%

Q3 survey of Chichester

Chichester has a retail vacancy rate of approximately 8% in 2017 and has remained close to the South East average in this & successive surveys.

The Oct 2017 survey added 18 vacant retail properties to the previous year's count across the city centre.

Many of these were through business vacations, and a notable number of chains left the High Street in 2017, including Thorntons, Argos, Mothercare, Pampurred Pets, Next (Mens' store) and Mr Simms Olde Sweet Shoppe.

At the time of the survey, Oscar the Dog had closed on Cathedral Courtyard with the two new occupants (Coffee Shop & Fudge Shop) yet to take up leases. Several properties in North St & The Hornet became vacant, whilst the Boardwalk at Northgate was converted into new units.

Chichester retains a high proportion of independent retailers – approximately 55% - ahead of regional and national figures.



Left: recorded location of each vacant retail property October 2017 (retail defined as Class A only). Map © OpenStreetMap contributors. Data provided by Noggin Ltd

Crime



Reported Crimes

2016: 1045

2015: 826

Home Office annual figures

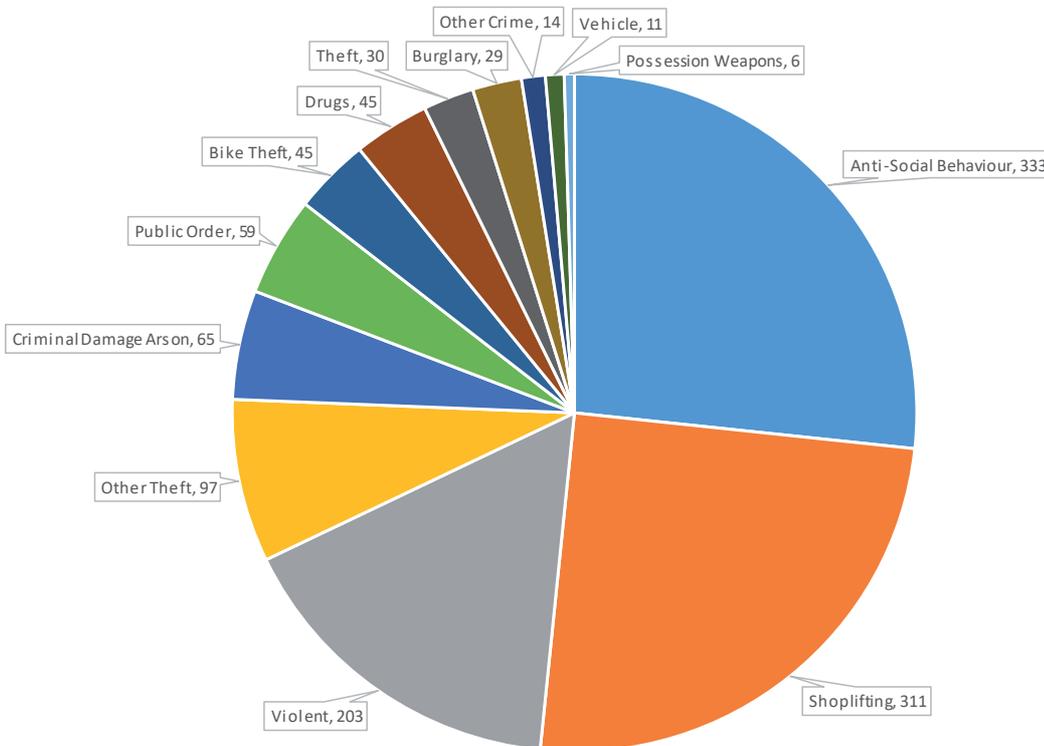
Within the approximate BID area, there was an increase in the number of crimes reported to Sussex Police in 2017.

Of these, just over a quarter were Anti-Social Behaviour related – consistent with 2016.

Shoplifting reports were similar to the previous year (2017: 311, 2016: 308), and represented another quarter of reported crimes.

Violent Crime reports have increased (2017: 203, 2016: 126), as have drugs-related reports (2017: 45, 2016: 19).

It should be noted that ChiBAC operates a preventative crime reduction service, which can affect year-on-year statistics as many offenses may be dealt with through alternative means.



Left: breakdown of reported crimes by type, 2017.
Source: data.police.uk

Christmas



Footfall
2017: 837,952
2016: 875,943

Weeks 48-51. Figures from East Street footfall camera.

Despite good footfall figures for much of the year, the four weeks leading to Christmas saw a year-on-year drop in visitor numbers.

This is consistent with national benchmarks: much of the UK saw a fall in the same period, with market towns & cities seeing the worst results.

Chichester's 4.3% drop compares to the national average fall of 4.4%, and continues a long-term trend of falling Christmas figures on High Streets across the UK.

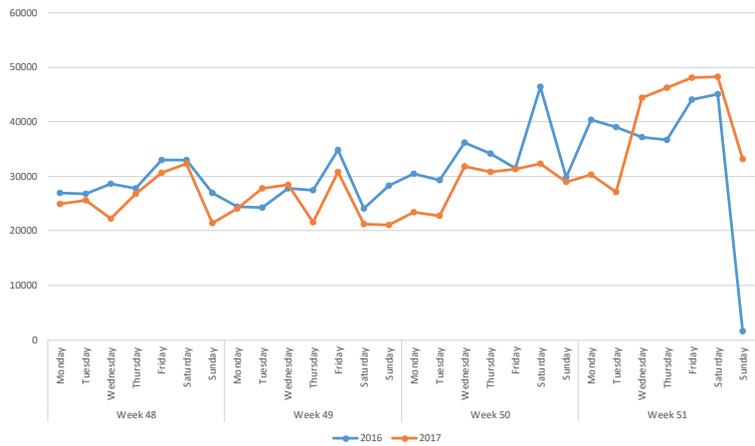
Both local and national figures show evidence that Christmas is coming earlier, and footfall & sales are beginning to rise before December even starts.

Commentators suggest that promotional events such as Black Friday and Cyber Monday are likely contributors to this effect. With more encouragement to shop in November, December's figures become rather more muted.

Chichester experienced this even earlier, with a consistently strong performance throughout the first part of November. Perhaps Chichester's shoppers are taking their own initiatives to start even sooner.

However, despite a decline generally, Christmas 2017 notably picked up in the final week. Wednesday 20th to Saturday 23rd were – in growing order – the four busiest days of the whole year.

Most Christmas periods in previous years could be described as 'a steady climb towards the big day.' 2017 would be 'a flatter, longer season with a final four-day rush.'



Busiest Hours in December 2017

Hour	Count
Saturday 23rd 11am-noon	7215
Friday 22nd noon-1pm	6894
Wednesday 20th 1pm-2pm	6884
Wednesday 20th noon-1pm	6816
Saturday 23rd noon-1pm	6813
Friday 22nd 2pm-3pm	6615
Saturday 16th 2pm-3pm	6530
Thursday 21st noon-1pm	6389

Busiest Days in December 2017

Day	Count
Saturday 23rd	48207
Friday 22nd	48168
Thursday 21st	46230
Wednesday 20th	44343
Sunday 24th	33143
Saturday 16th	32362
Saturday 2nd	32246
Wednesday 13th	31817

Sources

With thanks to our data suppliers, providers and other sources: West Sussex County Council, ChiBAC, Chichester District Council, Springboard, BRC, BDO, MET Office, DarkSky, Fludes Commercial, Stagecoach South, the Home Office, Consumer Data Research Centre, University College London, Office of National Statistics and Highways England. Public sector sources obtained and published under Open Government Licence unless otherwise specified. Maps and routing data derived from OpenStreetMap, © OpenStreetMap.org and its contributors. Photos by Sven Latham unless otherwise specified.

With thanks as well to Chichester BID and local businesses who contributed data.

Methodology

We create a computer model of Chichester, based on past performance and research. This allows us to simulate, analyse and forecast various aspects of the city.

Modelling the city provides us with a way to measure how various factors affect the city's performance, and better understand what could be done to improve the city's general outcome.

Measurements can vary significantly day-by-day with seemingly no obvious explanation. We use multiple factors to determine cause & effect for these figures. Our comparisons use the most appropriate method for every circumstance, which may lead to conclusions which differ from others' results.

Percentages are provided rounded to nearest whole number, unless otherwise noted.

Figures are believed to be true at time of going to print and provided in good faith. Estimates are based on information available at the time & may be retrospectively adjusted if new evidence emerges. E&OE.

About Noggin

Noggin evaluates the performance of town centres; how events, campaigns and changes are shaping the local area.

Noggin provides performance reports, expert advice and community portals for its customers, providing a rich set of resources for decision-making and management.





FEATURED ARTICLE

Fantastic Uptake Of Chichester Gift Card

The Chichester BID Team are delighted to announce that over 70 city centre businesses have signed up to accept the new Chichester Gift Card prior to its launch on 1st October 2018. You will be able to see the latest gift card updates on www.chichestergiftcard.co.uk

This influx of interest from city centre businesses prior to launch will massively strengthen the overall gift card offering and help boost the uptake from purchasing public in the lead up to Christmas.

Yet to sign your business up? Here's a few reasons why adopting the Chichester Gift Card is both a win-win for both your business and our city.

- Free for businesses to join scheme.
- Easy for businesses to get involved as it uses the existing Mastercard infrastructure.
- Consumers explore more when they have a gift card – over 15% of redemptions (Miconex data) are made by consumers visiting a store for the first time.
- Consumers spend on average 40% more (Miconex data) than the total value loaded onto the card.

- Local businesses and organisations can use the gift card as an incentive or a reward.
- Both Independents and Nationals can take part.
- Chichester Gift Card locks money into the city, meaning it cannot be spent in other high streets or shopping locations.

The BID Team are working hard on a full three-sixty degree marketing strategy which will help promote the gift card, up-to and during the Christmas period.

As part of the overarching marketing strategy, a purpose built website is being launched in early October. It will include an easy to use e-commerce functionality to enable the gift card to be purchased online.

Social media images will be distributed to those BID businesses who have decided to take part in the scheme. We ask that you all get involved and help us to reach a large audience via your own business social media channels. This will also ensure that the card is promoted consistently by all city centre businesses.

DATES FOR YOUR DIARY

1st October

Christmas Street Lights Installation Begins
Chichester City Centre

3rd, 10th, 17th, 24th, 31st October
Wednesday City Market
Chichester City Centre

5th & 19th October
Chichester Farmers Market
Chichester City Centre

14th October
Stonepillow Sleep Out 2018
Chichester Cathedral Precinct

28th October
Arts, Antiques and Collectables Street Market
Chichester City Centre

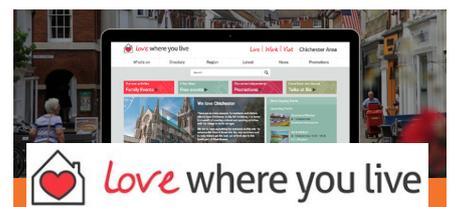
29th October
Small Christmas Trees Installation Begins
Chichester City Centre

24th November
Rotary Candlelight Procession
Procession starts at 6pm
Chichester City Centre

24th November - 31st December
Nutcracker Trail
Chichester City Centre

5th December
BID Christmas Social
Bearded Bob's, North Street
5:30PM Onwards

8th-16th December
Chichester Christmas Market
Chichester City Centre



PROMOTE YOUR BUSINESS FOR FREE

Please visit the LWYL website, quoting 'BID LEVY PAYER' in your message

lovechichester.net/contact



Free On-Street Parking Vouchers: Grab Yours While You Can

Last month we announced that we had successfully secured 5,000 on-street parking vouchers from West Sussex County Council in an attempt to mitigate the negative effects of increased parking charges on your business.

Of the 5,000 initially released, 3,750 free on-street parking vouchers have now been speedily snapped up by BID Levy Members, leaving only 1,250 vouchers left to be claimed.

If your business has not signed up to receive free on-street parking vouchers then please do get in touch with the BID Team using the details found below. All vouchers will be distributed on a first-come first-served basis.

EMAIL TO REGISTER FOR PARKING VOUCHERS

jhockley@chichesterbid.co.uk

Preferential Exchange Rates For All BID Businesses

We are delighted to announce that No.1 Currency based on Market Road, Chichester are now offering all BID-based businesses preferential exchange rates across all listed currencies. Best of all, both business owners and all business staff are entitled to these same fantastic rates.

To find out more about this BID exclusive offer please contact No.1 Currency directly on: 01243 839 419 or even better, drop by to see their team at 16 Market Road, Chichester PO19 1JW.

No Fees, No Commission, No Hassle.



A part of 

VISIT THEM ONLINE

www.no1currency.com

Christmas PART TWO

Exciting Nutcracker Trail Confirmed

We are delighted to announce that the city centre will play host to a fantastic new Nutcracker-themed Christmas trail. This family-friendly trail starting on the 24th November will see entrants searching across the city for six foot six Nutcracker Kings all the way through to New Year's Eve!

The BID Team will be strategically distributing the Nutcrackers around the city in a bid to promote additional footfall to areas that receive lower footfall counts during the festive period.

A total of 5000 specially designed booklets will be produced for the trail, each containing a map of Chichester city centre and the locations of the Nutcrackers. A trail sheet will also be included to complete as they find the Nutcracker Kings and their names!

The BID Team will also be giving away some fantastic prizes for those lucky trail winners. The prizes up-for-grabs include Apple iPad Minis, a Christmas Hamper and dinner for 5 guests (value £150) courtesy of Bills Restaurant. Several of the newly-released Chichester Gift Cards can also be won, preloaded with various amounts including one valued at £100!.

Want to donate a prize? There is a chance for retail BID Members to offer some vouchers in time for the trail! If you would like to do this, then please contact:

Jeanette Hockley - jhockley@chichesterbid.co.uk



LET'S MAKE LATE-NIGHT SHOPPING THE BEST EVER

Let's make Thursday Late-Night Shopping the best ever yet! We would like businesses to get involved and stay open for the following Thursday late-night shopping dates leading up to Christmas:

Thursday 29th November
Thursday 6th December
Thursday 13th December
Thursday 20th December

If you are unable to stay open late, why don't you leave your shop front lights on from 5pm until 8pm so the city centre looks warm and inviting to shoppers and visitors alike!

**LET US KNOW YOUR
CHRISTMAS OPENING HOURS**

jhockley@chichesterbid.co.uk

Recycled Bottle Christmas Tree Sculpture To Be Erected on North St.

Chichester BID Team have partnered up with West Sussex County Council and Chichester District Council to gift the city with a Christmas tree sculpture for the festive season.

A giant Christmas tree sculpture has been created from 600 reused green plastic bottles by Tracey Graham, known as the 'Rubbish Artist'. This stunning work of art will be located in front of Jack Wills, North Street, greeting holiday shoppers as they enter the city via North Street.

The Tree Sculpture was created to help highlight plastic recycling in West Sussex. An estimated 166 million plastic bottles were recycled in West Sussex during 2017, out of a possible 262 million.

COME AND VIEW
THE INSTALLATION
BEING LIT

SATURDAY

17th

NOVEMBER

4-5PM



Shop Front Christmas Trees Now Available For Order

Chichester BID Team has once again partnered up with Festive Illuminations to bring you real locally-sourced Christmas trees. Each tree comes dressed with beautiful warm-white low voltage LED fairy lights which will add a little Christmas magic to your premises and the city centre as a whole.

Mounted Christmas trees are available at a cost of £82.00 each. A donation from each sale will go towards supporting the fantastic local charity, St Wilfrid's Hospice.



TO PLACE YOUR ORDER CONTACT

office@chichesterbid.co.uk



CHRISTMAS PERIOD PARK & RIDE

In collaboration with
Chichester District Council.

Dates and times for the 2018 Christmas Park and Ride running from Chichester College into the City centre.

Saturday 1st December
Sunday 2nd December
Saturday 8th December
Sunday 9th December
Saturday 15th December
Sunday 16th December

Wednesday 19th December
to 24th December
Weekdays and Saturday
8.30am – 6pm
Sundays 9.30am – 5.30pm

NEW OPENINGS

We would like to BID a warm welcome to yet more fantastic new openings, that is 13 since July!

Were not called the fourth most resilient High Street for nothing! Chichester has claimed the fourth spot in a league table of high streets 'that have shown the greatest resilience' in the last decade. Cushman & Wakefield, which ranks the viability and performance of 250 High Streets outside central London.



COMING SOON

TURQUOISE KITCHEN
Authentic Turkish Cuisine



Lucy With Diamonds
Bespoke Jewellery

Bespoke jeweller offering unique handmade rings, bracelets, necklaces, earrings and tiaras. A personalised design service is also available for those seeking a unique piece.

Location: Southgate, Chichester
www.lucywithdiamonds.co.uk



Sit & Sip
TASTING ROOM

Sit & Sip is a boutique bar and bottle shop that aims to create a cool funky venue for people to enjoy wide range of specialist craft beers and artisan spirits in a social environment.

Location: North Street, Chichester
www.sitandsip.co.uk

**WHY NOT GET THIS NEWSLETTER ELECTRONICALLY?
SIGN UP NOW AT: WWW.CHICHESTERBID.CO.UK**

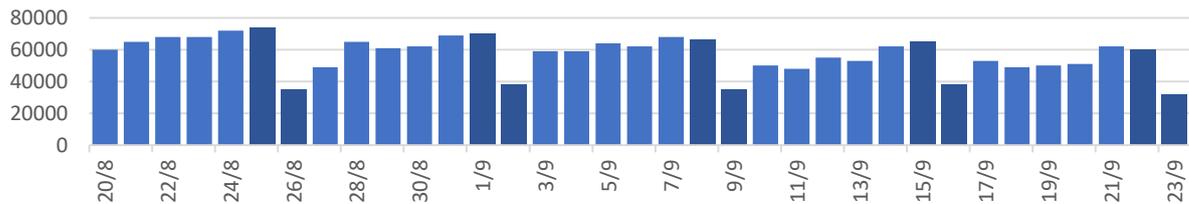


CHICHESTER IN NUMBERS

With the school holidays over, we've seen the usual dip in footfall across the area. This wasn't as large a dip as in 2017, so the *Year to Date* figure continues to recover.

New this month is a social media ranking, provided by a national high street campaign #WDYT. As online plays an ever-greater role in retail, this gives us a benchmark to see how potential customers interact with Chichester and its businesses. Figures so far show that Chichester is typically within the top 100 UK towns & cities for social media activity, with just over 50% of businesses regularly using Facebook, Instagram and Twitter.

People in Chichester



Week on Week	Week 34 20 Aug – 26 Aug	Week 35 27 Aug – 2 Sep	Week 36 3 Sep – 9 Sep	Week 37 10 Sep – 16 Sep	Week 38 17 Sep – 23 Sep
BID Area (est.)	442,000	414,000	413,000	371,000	357,000

This figure gives an estimate of the total number of people in the Chichester BID area on any given day. It is based on multiple sources and is continuously updated. Figures can differ across reports as new information becomes available.

Footfall (East Street near the Cross)

Footfall counted: **919,077**

Busiest day: **Sat 25th Aug (36,274)**

Week on Week	Week 34	Week 35	Week 36	Week 37	Week 38
Chi - East St	204,337	195,849	185,484	174,620	158,787
	▲ 2 %	▼ 4 %	▼ 5 %	▼ 6 %	▼ 9 %

Year on Year	Week 34	Week 35	Week 36	Week 37	Week 38
Chi - East St	0 %	0 %	▼ 1 %	▼ 1 %	▼ 3 %
South East	▼ 7 %	▼ 1 %	▲ 1 %	▼ 3 %	▼ 6 %
Market Towns	▼ 10 %	▼ 3 %	▼ 3 %	▼ 6 %	▼ 8 %
UK	▼ 5 %	▼ 1 %	▼ 1 %	▼ 3 %	▼ 5 %

Sales

Year on Year	Week 34	Week 35	Week 36	Week 37	Week 38
Chichester	▲ 1 %	▲ 3 %	▲ 2 %	▲ 7 %	▼ 6 %
UK	▼ 1 %	▲ 4 %	▼ 2 %	▼ 3 %	▼ 2 %

Social Media

UK Ranking	Wk 34	Wk 35	Wk 36	Wk 37	Wk 38
Chichester	89	85	91	82	98
Change	▲ 2	▲ 4	▼ 6	▲ 9	▼ 16

Digital Influence measures how much people are talking about Chichester on social media, ranked amongst 1,300 UK towns & cities.

Data from the #WDYT campaign

Property

Vacancy Rate	Jul '17	Oct '17	Jan '18	Apr '18	Jul '18
Chichester	7.1 %	8.3 %	7.7 %	8.5 %	6.3 %
South East	7.1 %	7.2 %	7.7 %	8.2 %	8.1 %
UK	9.6 %	9.3 %	8.9 %	9.2 %	9.9 %

Vacancy figures are collected quarterly based on retail properties in the BID area.

Report produced by Noggin on behalf of Chichester BID.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

13 November 2018

Visit Chichester Monitoring Report

1. Contacts

Report Author:

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

2. Recommendation

2.1 To receive the six monthly update from Visit Chichester and assess performance in line with the Service Level Agreement.

3. Background

3.1 In February 2017, Cabinet agreed to assist with the development of Chichester District’s visitor economy through the establishment of a new Destination Management Organisation and confirmed £50,000 annual partnership funding for five years from the commencement of the funding agreement and Service Level Agreement (SLA).

3.2 In November 2018 Craig Gershater was appointed as the new Chairman of Visit Chichester and a funding agreement and SLA was entered in to on 1st March 2018.

3.3 Monitoring and evaluation of the agreement takes place through quarterly meetings and a formal report on the grant spend and service activities will be provided to the Overview and Scrutiny Committee on an annual basis.

3.4 Following the commencement of the agreement, Visit Chichester are providing a six month update to identify achievements to date and future works to be undertaken in the coming six months.

4. Outcomes to be achieved

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

Activity	Measurements
1. To complete the appointment of a new Chairperson of the Board	Chairperson appointed Audience profiling report.
2. To refresh the Board Members to ensure a wide representation of the key sectors of the tourism industry locally as indicated in section 6.2 of the Cabinet report (February 2017)	New Board members recruited representing the key sectors.
3. The selection and recruitment of a Chief	Chief Executive appointed

Executive (or equivalent title to be agreed)	
4. The selection and recruitment of an executive team to support the Chairman and Chief Executive. (subject to further partner funding being in place)	Executive team appointed
5. Following consultation with industry stakeholders ensure that the governing documents (i.e. its' company Articles of Association and any accompanying constitution or governance documents) remain fit for purpose to maximise industry engagement, industry funding and strong leadership to the industry	Review completed
6. Engage directly with the Tourism Industry by delivering a programme of effective tourism communications and networking events	Programme developed

4.2 Officers have met with Visit Chichester on a number of occasions during the period and have received update reports on progress. All activities identified above have been met during this period. In relation to the third activity, Visit Chichester identified that with the appointment of Go To Places (GTP), a company offering destination management services, they reviewed the roles and have created an Executive Chairman plus a Destination Management Executive (DME) a marketing individual with a high level of digital skills.

4.3 Visit Chichester have provided an update report as Appendix 1 to this report.

5. Resource and legal implications

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

6. Community impact and corporate risks

6.1 The Chichester District Council have committed to assist in facilitating a strong Destination Management Organisation in order to:

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

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

7. Appendices

8.1 Appendix 1 – Visit Chichester Limited, March – August 2018 six monthly update report

8. Background Papers

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

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Overview And Scrutiny Committee, Chichester District Council

Summary Report for October 2017 to October 2018

1) Executive Summary

- Visit Chichester advertised for a new Chair of the Board of Visit Chichester during summer 2017. Craig JL Gershater (CJLG) applied and went through a two-step interview process and was appointed from 1st of October, 2017.
- Visit Chichester was effectively 'quiescent' prior to this date. Richard Cole acting as a consultant and Paul Over were as active as possible in keeping the Destination Management Organisation (DMO) operational.
- New agreements had been made prior to 4Q'17 for Visit Chichester to receive a tranche of funding from Chichester District Council (CDC) and Chichester BID in the sum of £50,000 per annum each for five years to enable a 'relaunch' of the DMO to occur and bring in new management to oversee and direct this task.
- CJLG has since taken on the role of Executive Chairman, Richard Cole has become Company Secretary, and a new Senior Management Team (SMT) structure has been created (see Appendix).
- A key objective for Visit Chichester was the preparation of a new Destination Management Plan (DMP) and substantial work in this area is in hand.
- Visit Chichester has recruited a Destination Management Executive (DME) Louise Adlam and she commenced work on 22Oct18. We have established an office in the Novium Museum and are commencing to develop a Marketing Strategy for a digital presence and print representation.
- This report summarises the key developments that have taken place during the period 2017 – 2018.

2) Management Initiatives

- CJLG is a highly experienced business and management consultant with his own company (Cambridge Bioprocess Management Ltd - CBM) operating transnationally for the past ~18 years.
- In addition to providing consultancy to academia (UCL and overseas universities) and tutorial functions (UCL and Cambridge University) in the areas of advanced biotechnology, mathematical modelling and history & philosophy of science, CJLG has also provided expert opinion to the former DTI and Biotechnology & Biological Sciences Research. Pertinent to the Visit Chichester role directly, CJLG is a qualified and prize-winning Institute of Tourist Guiding Blue Badge Tourist Guide and operates as a Tour Manager/Guide throughout the south of England guiding in English and German.

- On appointment to the role of Chair of the Board an assessment was made of the business imperatives that had to be addressed in order to create a new DMO structure capable of defining and delivering on a new Tourism and Visitor Economy paradigm for the Chichester District and BID. To this end the DMO was assessed as a 'client' urgently requiring a degree of highly focussed business development.
- Organisationally the DMO had to be equipped with a new management function and CJLG introduced the concept of an organisational framework (the Organogram, defining a putative Senior Management Team (SMT) eventually to be empowered with overall managerial responsibility for the company 'Visit Chichester'.

At the time of writing the following are Directors of the DMO:

- Craig JL Gershater – Executive Chairman
 - Francis Hobbs - CDC representative
 - Colin Hicks – BID representative
 - Ruth Poyner – Cathedral representative
 - Olaf Gueldner – Goodwood representative
 - Stephen Finlay – now with Northern Ireland Tourism
- and,
- Richard Cole – Company Secretary
 - Cursory judgement of the current Board structure indicates we may require two additional Directors more especially from the private sector.
 - Underlying issues of concern include that there were (and are) numerous issues related to the apparently previously moribund DMO function including varying degrees of reputational damage accruing to the name of the organisation particularly away from the City Centre. The following section outlines key remedial action and outcomes pertaining to the above.

3) Operational

- Visit Chichester was provided with Service Level Agreements (SLA) by both CDC and Chichester BID – these defined the key objectives and performance criteria of the DMO during the period 2017 to 2018.
- One of the issues of immediate concern that these requirements had not been the subject of intense negotiations prior to CJLG engagement so acceptance of these objectives was against a background of limited knowledge of the circumstances surrounding the previous DMO management structure.
- In common practice with many CBM clients over many years the two sets of SLA objectives were rewritten into a single Management by Objective (MBO) document reflecting directly the requirements of these SLAs but also providing a performance criteria framework of SLA-related quantifiable 'Measures of Success' (MoS) that would be the basis for future business planning (thus

attempting to avoid the problems inherent in 'a servant with two masters'). An operational performance matrix has been prepared and is included in this report (see Appendix).

4) Reporting

- To facilitate oversight of Visit Chichester work CJLG instigated a regular reporting structure defined as Management Status File Notes (File Notes since they do not constitute formal reports) which are reviewed on an approximately quarterly basis:

Reference:

- VisitChiFileNoteStatus10Feb18.docx
- VisitChiFileNoteStatus15May18.docx
- VisitChiFileNoteStatus12Sep18.docx

Main points arising:

10Feb18 File Note:

- SLA: CDC-SLA was reformatted and signed off.
- SLA: BID – main issue arising that BID levy money had a ceiling specified for 'staff costs' which could not exceed 20% and this was recognised that funding allocation will seek to ensure that this limit is not breached. The other main issue arising for BID was that any 'Commercial Plan' (in Visit Chichester terms the DMP/putative Business Plan) must maximise representation on the Board of private sector interests (see above).
- Draft MBOs have been prepared and these form the basis of monitoring of performance with Visit Chichester.
- Go To Places (GTP): CJLG undertook a wide-ranging review of available expertise to assist in the generation of future plans and actions and identified a Destination Management Services group 'Go To Places' (GTP) operating out of Canterbury.
- GTP run Visit Kent and Visit Herts and these organisations have impressive tourism statistics – Visit Kent: (2015) 60m visitors, tourism value of ~£3.6m and 72k jobs; Visit Herts: 25m visitors, tourism value £2.1bn, ~38k jobs.
- GTP were invited to present to the Visit Chichester Board.
- Visit Chichester guide 2018: an important objective on appointment was to complete a paper Guide for the District ready for a 'Leaflet Exchange' on 07Mar18 – this was accomplished in a matter of a few weeks over Christmas.
- SMT: on appointment it soon became apparent that the managerial structure of Visit Chichester was virtually non-existent so role of Chair of the Board was changed by agreement of the Board to 'Executive Chairman' to facilitate rapid decision making. Board agreed to the formation of an SMT.
- Visit Chichester website: it had become clear that the website had become unfit for purpose and urgent remedial action was identified carried out by Oyster our web hosts based in Emsworth.
- Office space was identified at the Novium Museum
- Visit Chichester was represented by CJLG on numerous community engagement committees/meetings as part of the process of attempting to re-establish the Visit Chichester presence.

15May18 File Note:

- DMP: final quote received following extensive negotiations on the purpose of the exercise – critical issue emerged as to how the work should be funded and whether additional funding should be sought or whether an alternative funding model should be examined – baseline costs of £25k.
- Visit Chichester guide was produced with an altered format and content – money saved by CJLG writing the ‘copy’.
- Newly formed panel ‘Digital Review Panel’ (DRP) was formed to review Visit Chichester’s ‘digital presence’ – decision taken to retain the relationship with Oyster and that urgent remedial action on the website was initiated.
- The nature of a full-time employee was actively discussed and since the role of ‘CEO’ (SLA requirement) had been taken by CJLG (effective 01Jun18) there was scope to employ expertise in an area of urgent need and decision taken to actively recruit a ‘Marketing Officer’ with highly developed digital skills.
- Fund-raising: a number of options under consideration including Tourism Award Dinners – suitable sponsors to be identified.
- Public Engagement extended to include Rolls Royce, Gillian Keegan, West Dean College, Chichester University, Fontwell and Chichester Festival Theatre – generally they provided welcome support for a ‘relaunch’ of Visit Chichester.
- Legal obligations under GPDR, tax liabilities, and budget control comprehensively addressed (RC).
- Initiative to collect ‘Chichester Stories’ launched and key individuals who can co-ordinate the collection and production identified – to act as resource in future marketing initiatives.
- The ‘Chichester App’ this suggestion received (FH) and held under review.
- The Chichester Forum as a placeholder for future investigation of conferencing in our region under initial study.
- Initial suggestions for various branding options under active consideration.

12Sep18 File Note:

- DMP work commenced in August.
- DMP Steering Group with representatives of leading Visitor Attractions and Stakeholders to be formed.
- DMP workshops held in three locations in Midhurst, Chichester city, and Selsey – Steering Group to meet in November to review the data and findings..
- Chichester Guide 2019 has been planned and advertisement space is being actively sold. Format for the 2019 Guide is changing to A4 format and content will alter to reflect more of a travel magazine style.
- Newly formed Marketing Panel (formerly DRP) decided on the recruitment of a Digital Marketing Executive (DME) – an interview process was undertaken with ~24 applicants and Louise Adlam has been appointed, an honours graduate marketing professional with extensive experience in tourism.
- **Digital presence:** updated statistics available:
 - Website: 23k hits since January
 - Top city locations for website users: London (7k), Brighton (1.5k), Chichester (1.2k), Portsmouth (1k).
 - ‘Where to stay’: ~4.5k per month,
 - Attractions: ~12.5k per month,

- Shopping: ~5.2K per month
- Eat & drink: ~2.8k per month
- Top Landing Page: 'Events'. Site traffic up 3-fold since January
- Social Media:
- Facebook ~600 followers
- Twitter ~6k followers
- Instagram ~1k followers
- Novium office: Visit Chichester moved in in Oct'18.
- Outline Performance Matrix – produced – see Appendix below.

5) Financial summary

- Projected income for 2018/19 £138,300 - of which £100,000 is SLA income
- The Directors aim for a small surplus by 31 March 2019
- Additional funding streams under active consideration/review.

6) Key activities in-hand/planned

- **Destination Management Plan:** generation of the DMP with GTP is approximately half way complete. Following a period of comprehensive research including a 'deep dive' of existing data, three stakeholder workshops and numerous 1-to-1 interviews with key stakeholders, the Steering Group is about to meet (07Nov18). An 'action-planning' phase will now commence.
- The intention has been from the onset of this work to generate a DMP that would explicitly describe what the deliverables would be for tourism and the Visitor Economy in the region defined by Chichester District.
- The DMP exercise has provided some base-line data for tourism in the Visit Chichester 'region' these data include the following metrics (for 2015):
 - Total Visitors: ~6.1m
 - Total economic value: ~£411m
 - Total employment related to tourism: ~8k
 - Total number of day trips: ~5.5m
 - Total number of overnight trips: ~600k
 - Other observations:
 - Day trips accounted for ~90% of all tourism trips.
 - International visitors represent ~21% of total number of overnight trips but ~43% of total expenditure on tourism.
- Other issues dealing with visitor sectors coming to the 'region', seasonality, accommodation availability and visitor attraction 'pull' will be all addressed by the completed DMP.
- Overall the intention is to use these DMP data and findings to provide for a focussed **Business Plan** to present to our funders and stakeholders during 1Q'19 with suggested targets, objectives, measures of success, timelines, dependencies, and potentially an approach to critical path analysis by which investment may be directed to obtaining a significant improvement in the overall Visitor Economy for Chichester District and the city (covered by BID).

- **Marketing Strategy:** Part of the outcome of the DMP/Business Plan exercise will be to identify key actions that will enhance the 'offer' of Visit Chichester and make our 'region' increasingly recognised for the outstanding experiential tourism offer available here.
- **Branding:** Visit Chichester will seek to provide direction with various branding initiatives currently under consideration. Opportunities to create a coherent message will be actively investigated.
- **Public Relations:** Our newly appointed DME has expertise in this area and will be liaising with PR consultants to ensure Visit Chichester becomes recognised as representing tourism in our 'region'.

7) Conclusion

- Visit Chichester is undergoing a Change Management event.
- In some respects the work undertaken so far conforms to Kurt Lewin's (1947)* three stage transformation paradigm sometimes summarised as "Unfreezing => Learning => Internalising".
- The past year has seen the first stage engaged dealing with 'survival anxiety' and 'motivation with a positive vision'.
- Through the engagement of the DMP work the second stage of 'Learning' has commenced. This entails providing clear goals and allowing freedom (autonomy) to reach those goals – the support from CDC and BID has promoted this activity.
- The last stage of 'Internalising' identifies the positive change steps required (including recruitment) and establishing the organisational systems to successfully complete the change management. This work will then help define the objectives for 2019 and beyond.

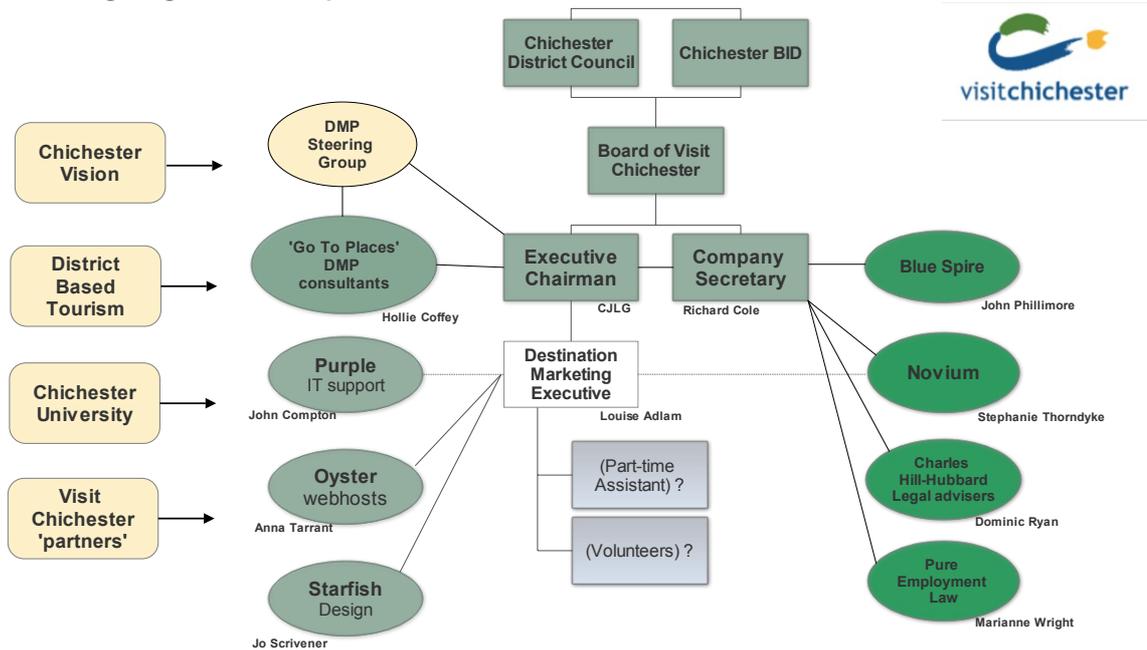
* Ref: Schein EH, (2010), 'Organisational Culture and Leadership' 4th ed, San Francisco, CA, Wiley.

Craig J.L. Gershater M.I.T.G., M.R.S.B., C.Biol., B.A., M.Sc.
 Executive Chairman
 Visit Chichester
 30th October, 2018

Appendix

Visit Chichester Organogram

Destination Management Organisation
Organogram: 14th September, 2018



Outline Performance Matrix (as of 18Sep18)

MBO	CDC SLA	BID SLA	Outcomes	Approximate % complete
MBO 1 Restructure the DMO	1 Appt of Chair and Board members	5.3f(?) Strategic lead of DMP		
MoS 1.1 Board regen	1.1 New Chair		Executive Chairman appointed	100%
	1.2 Refresh the Board		-FH appointed -CH appointed -Blue Spire obs engaged -Hill-Hubbard engaged -Pure Employment Law engaged	~75%
MoS 1.2 Infrastructure			Permanent office identified – moving date established	~75%
MBO 2 Senior Management Structure	2 Recruitment of Executive Team			
MoS 2.1 Tourism Marketing Officer	1) Chief Executive		MBO: DME recruited SLA: Executive Chairman recruited	~100%

MoS 2.2 SMT and expertise	2) Executive Team and expertise		MBO & SLA: -GTP identified and engaged. -Accountancy expertise engaged -Legal expertise engaged -HR expertise engaged -Web support engaged -IT support engaged	~100%
MoS 2.3 ID job prospects			DMP model for employment part of remit	<25%
MoS 2.4 Year-round tourism			DMP to address 'shoulder periods'	<25%
MoS 2.5 Exploit inward investment			Initial ideas for fund-raising and attractions presented	~25%
MoS 2.6 New Leaflet Exchange			Under consideration	<25%
MBO 3 Strategic Review of Visitor Economy MoS 3.1 a new DMP	3.1 Prepare a new DMP - Functions and funding strategy -Brand -Chi District as a tourism entity -Tasks for VisitChi and stakeholders -Grow value of tourism -Provide strategic objectives and Measures of success 3.2 Consult with CDC on year 2 to 5 objectives	5.3f(?) Strategic lead of DMP	MBO 3.1.1 ID opportunities, and key metrics MBO 3.1.2 Key requirements SLA/BID ID'd MBO 3.1.3 DMP 'Business Plan' MBO 3.1.4 'slipsteam' targets	~50% ~25% <25% <25%
MoS 3.2 Re-launch VisitChi			Subject to DMP launch and PR activity	<25%
MoS 3.3 Review			Appt of DME to address	<25%

Marketing presence				
MBO 4 Governance Arrangements	4 Review of Governance Arrangements		Organogram introduced and circulated	~100%
MoS 4.1 Articles of Association	1 Governance documents fit for purpose		Company Secretary has complied as required	~100%
MoS 4.2 Board composition			Under constant review – BID Chair now a VisitChi Director	~75%
MoS 4.3 SLA metrics			As per this 'Performance Matrix'	~75%
MoS 4.4 Financial Services Contract			-Blue Spire engaged + Board advisor appointed.	~100%
MoS 4.5 Regulatory activity			-VisitChi GDPR compliant	~75%
MBO 5 Tourism Networking Events	5 Tourism Networking Events			
MoS 5.1 ID Collaborators Sponsors	1 Effective communications		MBO/SLA: Guide produced, 2019 Guide in planning	~75%
MoS 5.2 Stakeholder event(s)	2 Attend 2 networking events		MBO: -Leaflet Exchange. -University Open Day attended -STOMP roll-out -Numerous Vision mtgs SLA: as above and, -NEC Group Travel show -London: Tourism after Brexit	~75%
		BID engagement	TBA	

Ref: VisitChi_O&SC_Summary Report 30Oct18.docx

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Chichester District Council

Overview and Scrutiny Committee

13 November 2018

Novium Business Plan Update

1. Contacts

Report Author:

Sarah Peyman, Divisional Manager Culture & Sport

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

2. Recommendation

2.1 To note the progress made to date on the development of a business plan for the Novium Museum and Tourist Information Services.

3. Background

3.1 In July 2018, Cabinet agreed that following limited interest received from the soft market testing, the procurement process for the management of the museum and tourist information service not be pursued further at this time.

3.2 It was also agreed to review the Novium Museum and TIC Business Plan to identify potential opportunities for generating additional income and/or reducing expenditure. The Members Task and finish Group were tasked to oversee progress with this review.

4. Progress to date

4.1 Work commenced on the Business Plan at the end of July and involved briefing staff and undertaking an organisational SWOT assessment – to identify the strengths, weaknesses, opportunities and threats currently facing the service, and an external environment assessment – PESTLE –to look at the external environment in which we operate (the six key drivers of change – Politics, Economics, Society, technology, Law and Environment) – to identify the five most important external factors and how we will respond to them.

4.2 The South East Museum Development Programme funded an external facilitator to work with museum staff and volunteers to review the museum's mission, vision and values. A workshop was held on 18 September and the outcomes from the workshop can be found at Appendix 1.

4.3 The proposed Business Plan structure and the outcomes of the mission workshop were shared with the Task and Finish Group on 24 September. It was agreed that officers completed further work on the business plan and bring an initial draft document back to the group at the end of October.

- 4.4 The initial business plan draft was discussed at the Task and Finish Group meeting on 29 October. Feedback on this initial draft was provided to officers at the beginning of November to be incorporated in to the next draft document.
- 4.5 At the meeting it was agreed that the financial information for the Business Plan should be developed in conjunction with the Finance Team and a member of the finance team will be asked to join the Task and Finish Group.

5. Outcomes to be achieved

- 5.1 Development of a business plan to set out the actions to be delivered by The Novium and TIC Service over the next five years to identify potential opportunities for generating additional income and/or reducing expenditure in order to enable business growth and work towards a more sustainable future for the service.

6. Proposal

- 6.1 The Task and Finish Group will be receiving the next draft business plan towards the end of the year. Following incorporation of feedback and comments from the Task and Finish Group, the Business Plan will be brought back to Overview and Scrutiny committee in the new year before being considered by Cabinet.

7. Consultation

- 7.1 The Task and Finish Group have confirmed they are happy with the proposed layout of the initial draft Business Plan. They had made comment on the initial draft document and will be receiving a final draft towards the end of the year.

8. Community impact and corporate risks

- 8.1 The Museum and TIC offers a unique range of services in a city centre location and is in a strong position to maximise the potential of its services over the coming years to benefit the Chichester District and its economy.
- 8.2 Chichester's cultural offer is an integral part of the Chichester Vision. One of the four main cultural assets (along with the Theatre, Gallery and Cathedral), the Novium Museum has a vital role to play in protecting and sharing the District's cultural heritage.

9. Appendices

- 10.1 Appendix 1 –Workshop Outcome - Vision, Mission and pillars

10. Background Papers

None

Vision: Building a stronger community by connecting people with their past, present and future

Mission: Our mission is to collect and preserve the heritage of Chichester District. We use our collections to maximise educational benefit and social impact for our community, helping people feel part of their society and shaping the local distinctiveness of the District. We provide enriching, participatory and inspiring experiences for learning and enjoyment for locals and visitors, contributing to a thriving local economy.

Key Objectives	1. Create a leading visitor experience	2. Expand our reach and reputation	3. Collaborate with our community	4. Increase access to our collections	5. Diversify and increase funding streams
Key Strategies	<ul style="list-style-type: none"> Transform our infrastructure Enhance our content Develop our staff 	<ul style="list-style-type: none"> Refresh our brand Develop our audiences Enhance our marketing 	<ul style="list-style-type: none"> Develop programming in partnership with local organisations Continue to develop learning and outreach programmes Develop formal partnerships with University 	<ul style="list-style-type: none"> Digitise the collection Develop the collection Complete the documentation backlog 	<ul style="list-style-type: none"> Invest in commercial growth Develop the model for a new Friends group Diversify grant funding and sponsorship Grow venue hire business
Goals	In development	In development	In development	In development	In development

Values: Community, Participation, Innovation, Accessibility, Legacy, Fun

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

13 November 2018

Pallant House Gallery Monitoring Report

1. Contacts

Report Author:

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

2. Recommendation

2.1 To receive the six monthly update from Pallant House Gallery and assess performance in line with the monitoring framework.

3. Background

3.1 In 2016, a formal review of funding for Chichester Festival Theatre and Pallant House Gallery was initiated to consider the future of the funding arrangements, under the heading of “Cultural Grants”. Recommendations were presented to Overview and Scrutiny Committee in November 2016 and were approved by Cabinet in December 2016.

3.2 Funding for the years 2018 to 2022 was committed, which was intended to be formalised within Funding Agreements. It was delegated to the Head of Community Services, in consultation with the Deputy Leader and Cabinet Member for Wellbeing and Community Services, to agree the terms of the Funding Agreements including relevant break clauses. These have now been completed.

3.3 Cabinet further delegated that the monitoring of these Funding Agreements would, as with previous arrangements, be conducted by Overview and Scrutiny Committee.

3.4 The funding agreement for Pallant House Gallery is conditional upon the reporting to the satisfaction of the Council (acting reasonably) on annual activity. The content of the reporting is outlined in, but need not be limited to, the monitoring framework.

4. Outcomes to be achieved

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

Activity	Measurements
Produce gallery exhibition programme to attract a broad range of visitors.	Audience numbers (physical, digital) Audience profiling report.
Contributions to wider activity with local partners in the City or wider region that promotes	A description of individual or partnership activity undertaken in

Chichester as a visitor destination.	the period.
Undertake a Community Programme within Chichester District with social objectives and measureable outcomes.	Summary of projects undertaken; number of participants and geographic spread.
Arts Council England (ACE) National Portfolio Organisation (NPO), 2018-2022 funding confirmed. Subject to government settlement 2020, status to be confirmed to CDC at that time.	Annual ACE feedback
Continue to seek new and alternative sources of funding, evidence the value of CDC funding.	Details of successful funding bids in the period, requests to CDC for evidence of support.
Maintain ongoing internal arrangements to monitor and oversee the financial stewardship of the organisation.	Key issues of quarterly reporting of F&IC and A&RC to Board of Trustees.
Implement strategic projects that ensure the future success of PHG as a resilient and sustainable organisation.	Description of projects or initiatives, identification of the particular benefits.

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

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

4.3 An update to all of the activities identified above is provided in appendix 1 update report by Pallant House Gallery.

5. Resource and legal implications

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

6. Community impact and corporate risks

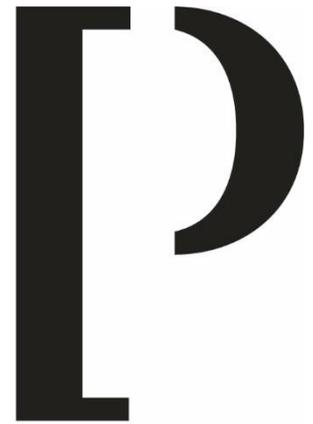
6.1 The monitoring agreement outlines the areas of activity undertaken by Pallant House Gallery that demonstrate the benefits to the District generated by the District Council's funding of Pallant House Gallery. The main risk to this Council is a loss of economic and community benefits if the actions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

7. Appendices

7.1 Appendix 1 – Pallant House Gallery April – September 2018 six monthly update report

8. Background Papers

None



**Pallant
House
Gallery**

**Half-year Report to
Chichester District Council**

April - September 2018

**Simon Martin
Director**

Total Visitor numbers 1 April to end September 2018

33,369

Ticketed Admissions:

To date	Budget	Year Target
20,772	22,700	36,700
£127,475	£131,527	£215,000

Average ticket price:

To date	Budget	Year Target
£5.80	£5.71	£5.90

Digital Audiences:

Instagram	12,484
Facebook:	5,228
Twitter:	17,932

Audience Profiling Report:

Demographics

Based on Audience Finder surveys of admissions visitors from May – September 2018.

Gender: 73% female

Ethnicity: 96% white

Age:

- 30% 65 or older (well exceeds regional representation)
- 32% 55-65 (well exceeds regional representation)
- 16% 45-54 (slightly exceeds regional representation)
- 5% 35-44 (below regional representation)
- 6% 25-34 (below regional representation)
- 10% 16-24 (this is about representative of the region)

Geographical reach

Based on postcode analysis via Spektrix (database/ till system), representing c. 40% of admission tickets sold from May – September 2018:

57% is local (North to Lavant Valley, West to Emsworth, South to Bognor and Selsey, East to Fontwell). This rises to 63% when including Arundel, Angmering, Havant and Rowlands Castle.

6% from PO19 which is the city of Chichester itself.

6% from the Petersfield – Midhurst – Petworth corridor.

6% from Brighton and the areas immediately to the north, west and east of it.

20% from London postcodes.

Motivations and behaviours

43% repeat visits within 12 months (slightly down on 2017-18)

28% first timers (doubled from 2017-18)

Median number of times people visit a year is 3

47% of visitors visit in pairs, and 23% alone.

The top four cited motivations to visit were:

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

Interestingly, more visitors attending other cultural organisations in the south-east region site the following reasons: to spend time with friends or family, to be entertained with or without children, for special occasions, or for new experiences (to do something new or out of the ordinary).

Segmentation

We use Audience Spectrum, which segments the whole UK population by their attitudes towards culture and by what they like to see and do. We are able to compare representation of these segments in our existing audience to representation of each segment in our local area. We are also able to compare against other similar venues regionally and nationally. The below analysis is based on 2017/18 analysis.

Commuterland Culturebuffs (32% of our audience)

Largest segment in 2017/18. Exceeds regional representation, which is high.

Who are they?

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

Insight: Focus on the Petersfield – Petworth corridor could boost this group, as well as south west of Chichester – it is well represented in our region and our core audience. Currently 43% of our Friends are from this segment, so they are a key group to which to target Friends messaging.

Metroculturals (22% of our audience)

Second largest segment, explained by London visitors. Exceeds regional representation.

Who are they?

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

Insight: Given we are already succeeding with this group, investment in building on engagement should be achievable and of benefit since they tend to be useful influencers themselves. The new website and content strategy should provide opportunities here, and a focus on online PR. Geographically, they mainly hark from London, but also Brighton, Horsham and Surrey – collaborations such as Sussex Modern and others that bring people out to the region should be effective for this group.

Dormitory Dependables (14%)

Third largest segment. There are more in the region than we are currently reaching.

Who are they?

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

Insight: Price and practical information are high on the list, so promoting opportunities to engage with the gallery for free, supported by practical details now available via the website, should help to boost engagement with this group. 12% of our Friends are from this group.

Home & Heritage (11%)

Fourth most represented segment. Representation on a par with regional representation.

Who are they?

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

Insight: This group were better represented in the gallery's 2016/17 audience, possibly as they are increasingly resistant to advertising and digital communications. They are prevalent in the more rural areas of the Chichester – Worthing corridor, Midhurst, and coastal regions including the Witterings and Selsey. This is another key segment for Friends recruitment as they currently make up 18% of our Friends.

Experience Seekers (10% of our audience)

Fifth most represented segment. On a par with regional representation.

Who are they?

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

Insight: This group is fairly well targeted through our communications especially with outdoor advertising, but concentration on advertising in city- and town- centres could be worth further investment (eg Worthing, Southsea) plus incentivizing recommendations. Given representation of this segment is on a par with the regional representation, we can assume that most of those in the target age group 25 – 44 in our local area belong to segments, which are less engaged with the arts.

Trips and Treats (5%)

We are underperforming with this segment which is the 3rd most represented segment in our region.

Who are they?

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

Insight: Much of this segment can be found to the east of Chichester down towards Bognor, in Littlehampton, Worthing and Portsmouth/Havant area.

Summary of exhibitions, displays and other events:



POP: Art in a Changing Britain

(24 February – 7 May 2018)

11,768 Visitors

A major exhibition exploring Pop Art in Britain and the dynamic ways artists responded to rapid social change during the 1950s and 1960s. It included over 170 works all drawn from the Gallery's collection by artists including Peter Blake, Patrick Caulfield, David Hockney and Eduardo Paolozzi.

- 64 pieces of press coverage were achieved for '*POP! Art in a Changing Britain*' including on BBC Radio 4's *Saturday Review*, in *The Daily Telegraph*, *The New European*, *Stylist*, *Creative Review* and *The Guardian*.
- Thursday evening talks on the POP! exhibition were well-attended, including lectures by the Senior Curator, Director and other external experts.
- A new hard-back book '*Pop! Art in a Changing Britain*' was produced, which has been very well-received by visitors and provided a long-lasting overview of the Gallery's internationally significant Pop Art collection. There are plans to tour the exhibition abroad in future.
- Alongside there was a display of works by Young British Artists including Damien Hirst, Tracey Emin and Gavin Turk from the Chichester-based collectors Frank and Lorna Dunphy which were subsequently gifted to the Gallery through the Arts Council England Cultural Gifts scheme.



Leonard Rosoman: Painting Theatre

(24 February – 7 May 2018)

An exhibition curated in association with Dr. Tanya Harrod featuring Leonard Rosoman's series of paintings based on John Osborne's controversial 1965 play 'A Patriot for Me' that had not shown together since an exhibition in New York in the 1970s. Part of the Royal Academy's 250th birthday celebrations, this was the first museum show of Rosoman's work for over 30 years.

20 pieces of press coverage were achieved for other exhibitions in the spring season including *Leonard Rosoman: Painting Theatre* in *The Spectator* and *The Guardian* and *Sheila Bownas* in *Selvedge Magazine*.

In addition, the artist Terence Birch completed his Residency as **Adam Reynolds Memory Bursary** holder 2018, for a mid-career disabled artist in association with Shape Arts.

The Gallery was the venue for the **European Outsider Art Conference** from 4-8 May 2018, organised by Outside In.



Virginia Woolf: An Exhibition Inspired by Her Writings

(26 May – 16 September 2018)

Exhibition visitor numbers: 22,344

A major exhibition touring from Tate St Ives exploring 80 modern and contemporary women artists through the writings of Virginia Woolf. The exhibition subsequently toured to the Fitzwilliam Museum, the third and final venue of the tour where it is on display from 2 October – 9 December 2018.

Press: 46 pieces of coverage were achieved for the exhibition 'Virginia Woolf: an exhibition inspired by her writings', including in *The Mail on Sunday*, *The New Statesman*, *Country Life* and *The Guardian Guide*.

Digital: A podcast on 'Virginia Woolf, feminism and women painting women' was organised, recorded and aired on Art UK with the curator Laura Smith.

A #CreativeWomen campaign was launched on Instagram tied in to the Virginia Woolf exhibition and the centenary of partial women's suffrage

Marketing:

- A partnership was arranged with **Chichester Cinema** at New Park's International Film Festival, including the inclusion of a series of Virginia Woolf films, supported by a ticket offer.
- Cross-marketing partnerships were set up with Monk's House, Charleston, and Nino Strachey (tying in with her new book) in support of the Virginia Woolf exhibition.

- Ticket offers were put in place for WI, literary groups and *The Chichester Observer* for the *Virginia Woolf* exhibition
- A competition was arranged with Vintage Publishing (Woolf's publisher) to 100k+ social media followers to win tickets and catalogue
- A 'Cultural Day' competition was arranged in partnership with the **Chichester Festival Theatre**, including tickets to *Virginia Woolf* and *The Chalk Garden*.
- The advertising campaign for *Virginia Woolf* included for the first time targeted sites at local supermarkets (Waitrose and Sainsburys) in addition to Network Rail placements (including digital screens at London Victoria and Chichester), a banner across East Street, and print advertisements in the *London Library*, *Tate Etc*, *RA Magazine*, *Viva Brighton* and *The Art Newspaper*

Groups: There were 17 group visits for the *Virginia Woolf* exhibition, and the two guides who gave specific tours and talks were marvellous in their delivery and very flexible with their time.

Publication: The Tate catalogue for *Virginia Woolf* sold out of its first print-run and second print was negotiated.

Dance, Movement, Modernism

(Room 4)

A concurrent exhibition exploring ideas surrounding innovative approaches to physical and pictorial space, the relationship between the work and viewer and the emotional power of colour and music. This thematic exhibition presented the opportunity to showcase key works from the Gallery's collection (including the Hussey Bequest), and works promised as a future bequest.

Sussex days: Photography by Dorothy Bohm

De'Longhi Print Room

A group of Dorothy Bohm's Sussex photographs on display in the print room from 23 May – 30 September 2018. The exhibition presented the opportunity to display these works together for the first time and reveal Bohm's personal connections with Sussex, the county in which she arrived from Nazi Europe in 1939.

Press: 19 pieces of coverage were achieved for '*Sussex Days: Photographs by Dorothy Bohm*', including interviews with the artist on BBC World Service's 'Weekend' programme (which was picked up by Newshour twice that day), the BBC South Today news programme, and in *The Times*, *The Guardian* and *Black and White Photography magazine*.

Digital: An Instagram campaign called #SussexDays was launched inviting the public to contribute their own photographs of Sussex via Instagram, contributing to a user-generated display in the Garden Gallery supporting the Dorothy Bohm exhibition



Regional Tourism

- The Gallery is taking part in the 'England's Creative Coast' project, which is funded by ACE's Cultural Destinations programme and the UK Government and Visit England's 'Discover England' fund. The Gallery is one of three venues in West Sussex taking part (including Cass Sculpture Foundation and Arundel Castle).
- As part of West Sussex County Council's Experience West Sussex campaign, the Gallery is featured as one of eight attractions in West Sussex on a banner in Arrivals at Gatwick Airport.
- Pallant House Gallery was featured in *The Evening Standard* as one of the best ten art galleries to visit outside of London during the summer, and in *The Daily Telegraph* 'Travel' section in a piece focused on Chichester.



Schools, young people and families programme

The **Schools Initiative** project was completed and works put up in the studio, where they were displayed until mid-July. The main aim was to provide an opportunity for pupils from different, local schools to work collaboratively. We wanted the project to be student led, so that the pupils could have ownership over the work they selected to focus on. Finally, we wanted the project to provide an opportunity for students from Chichester College to take a leading role and gain experience mentoring and putting together an exhibition. The schools involved in this project were Central CE Academy, Parklands Community Primary, St Anthony's School and Chichester College. There were three students from Central CE Academy and Parklands Community Primary, 6 St Anthony's School students and finally three students from Chichester College.

Early Years sessions continue to be well-attended, with most running at capacity.

The **Open Weekend** which ran on 21-22 April attracted a large family audience (approx.. 1,300 visitors during the whole weekend). Children could have an artwork from the collection painted on their face, create some wallpaper inspired by the Sheila Bownas exhibition (alongside POP!) or create a viewfinder in the house. The most popular activity, which continued after the Open Weekend, was a POP! Bingo card where children had to find certain parts of the paintings in the POP! exhibition.



The **Learning Programme Review** continued into the summer, with new programming and ways of working launched in the Autumn season (October 2018) to coincide with the launch of the new website and brand.

The Summer programme of activities for children was very busy:

- 6 children's workshops were held during the summer holidays, all of which had 12-15 participants
- Early Years workshops continued to be busy and provision was made to increase the capacity of these.

Free Pallant House Gallery Party On Saturday 4 August the Gallery was free entry to all for the Pallant House Party event. The space was buzzing with lots of free activities – storytelling about strong female creatives in the Virginia Woolf exhibition, dance classes relating to the Dance exhibition, placard making, badge making, a photobooth to dress up as characters from the paintings in the old house and a bingo card activity. There were over 300 attendees on the day and lots of young families.

Theatre Inc Partnership: The Gallery partnered with Theatre Inc – a youth theatre company, based at Chichester College, for young people living with disability. Between 23-26 July participants were on a summer school that responded to the Gallery and in particular the *Dance: Movement and Modernism* exhibition. They

performed a range of performances – dance, music and acting - in room 11 on the 23 July which was very inspiring and entertaining.

Autumn Schools Initiative: The learning team have drawn up a list of local schools and invited them to visit the Gallery for free during the upcoming Autumn term. Learning Coordinators, Lucy and Alex, have worked on reimagining the schools programme and will be trialling ideas over the coming months, including how to incorporate Arts Awards into our work.

Work Experience

MA student Hannah White undertook a 10 week placement from University of Sussex Feb-May 2018, based with the Collections team. This will become an annual arrangement and will enable the Gallery to focus on specific projects where there is limited capacity and at the same time provide an enjoyable learning experience for the students, developing strong links with a local university. Although also gaining experience with the Marketing and Curatorial teams, Hannah was primarily based in the Library and working on a project to document and condition check the furniture collection. The outcome has resulted in improved records including a full set of photographs, condition notes and a system of marking and identification in place that will enable the curatorial team to prioritize items and develop a long-term strategy for their care and preservation. Feedback has been good and the Collections Manager is in discussion with University of Sussex regarding a research project focused on the Hans Feibusch Archive.



Community programme

The **Annual Community Programme Report** was published in July. For this report all 180 members of the programme were asked about their experience, some key quotes are shared here:

“There is a real community spirit, were people know you and look out for each other. The Community programme has given me hope for my life.”

“My concentration and motor skills have improved. I am more willing to try new experiences. Being part of the programme is like going home, I feel I belong.”

“It is a safe space filled with lovely, understanding people. You don’t have to be worried about being criticised or on your guard. You can be yourself.”

The Gallery also learnt that two participants who met through attending Community Programme sessions are now engaged to be married.

Two well-attended trips took place over the summer, one to **Nutbourne Vineyard** to do some sketching and drawing outside, and a summer social picnic in **Priory Park**. This was the first Community Programme picnic and it was very popular indeed:

“I talked to lots of people and in the end I didn’t have any time to draw! It was great to see so many staff from the Gallery join us on their lunchbreak! I look forward to the next picnic.”

The new term began in the first week of September and the team have been working to increase the capacity of sessions to enable new participants to join. The Monday morning sessions have been split into two, which means capacity is now doubled, and **Arts Views** will now happen twice every month, with one session happening on a Saturday to enable more people to attend.

The Gallery held a taster day for a group from **Coastal West Sussex Mind**, and as a result an attendee who had never been to the Gallery before that visit has signed up to the Community Programme and will start attending **Art Ways** sessions this term. inspired him to join community programme, going to start Art Ways this term.

The Gallery has learnt that two participants who met through attending Community Programme sessions are now engaged to be married.

Adult Programme



The **Summer School** that took place in the Studio for 5 days during August was sold out with a waiting list. 12 participants spent the week developing their style and being tutored by experienced artist Kate Boucher. Feedback from the course was excellent:

“This has been a life changing event for me. The venue, teaching, facilities and support were all more than generous. Thank you!”

“This course was excellent and I learned more than I expected; I have done many courses and this one comes out on top”

- The most popular Thursday evening talk of the season was *A Bloomsbury Inheritance* by Virginia Nicholson, which sold out.
- A talk by Instagram sensation Katy Hessel of @thegreatwomenartists – *An Alternative History of Art: Women Through the Ages 1550-1945* – was also very popular, with 75 tickets sold and much praise garnered.

A number of new initiatives and courses were trailed during the Summer season:

On 12 July the Gallery held its first '**Late Late**'. The Gallery was open until 10pm, we gave away free gin cocktails to the first 50 visitors with our partner for the event Chilgrove Gin, and had a DJ in the garden. It was a very successful evening with over 300 attendees and a good pilot for similar later events going forward.

Life drawing Classes have been reintroduced on the first Thursday evening of every month. So far, each session has been sold out with a waiting list.

The Gallery partnered with Portsmouth-based creative collective **Strong Island** to run two popular **Photowalks** to tie into the Dorothy Bohm exhibition. Participants started at the gallery and then walked around Chichester with tutor Paul Gonella. The second session was over-subscribed with 18 attendees.

As part of the Virginia Woolf season a Creative Writing course was held over 4 weeks led by creative writing tutors from **Chichester University**. The course was sold out with 15 participants and excellent feedback was received:

“Mind blowing! This course was such a revelation. It has been liberating.”

“A really fantastic course. The whole group wished it would continue.”



Art Yoga: The Gallery partnered with Chichester-based yoga company **LANO Yoga** to stage a Saturday morning Art Yoga session in room 11. The session was sold-out with 18 attendees, 80% of whom had never attended an event at the Gallery before. During the 75 minutes, participants were encouraged to do some ‘slow looking’ at an art work of their choice. There are plans to continue this partnership after it received excellent feedback.

Volunteering opportunities within the Gallery and Community Programme

Over the summer 18 new volunteers have been trained to work on both the Community Programme and the Learning Programme.

There have been four seasonal briefings providing information on the exhibitions and programmes, and a seasonal newsletter for all volunteers.

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

Arts Council England (ACE) National Portfolio Organisation (NPO), 2018-2022 funding was confirmed at £89,119

Annual ACE feedback: *Please see attached Annual Letter (PDF)*

Successful funding bids in the period:

- **The Art Society:** £750 received in support of the Community Programme
- **Heritage Lottery Fund (Resilient Heritage):** The Gallery's application was successful and awarded £48,000 towards a new CRM system, associated training and improved access.
- **Association of Independent Museums:** £300 awarded for Mental Health training for Volunteers.
- **Arts Council England:** The Gallery has just heard that it has been awarded £300,000 for Phase One of the Gallery's renewal project. It will focus on renovating the public facilities on the ground floor of the Gallery, before moving on to Phase Two, which will look at developing the Coach House. Phase One will feature a variety of developments, including a refit of the Studio, installation of energy saving LED lighting and new sculpture plinths in the courtyard garden. The work will also see the installation of improved signage and better access to the Gallery's café. Once completed, we will look to embark on Phase Two of the capital project, which will include a new gallery, a Collections Centre for open-access art storage and conservation, an expanded Library and Archive, meetings rooms and administration suite.
- **Environmental Data Loggers** £13,042.50 has been received from South East Museum Development Programme 'Ready to Borrow' Grant for a new environmental monitoring system in the gallery exhibition and storage areas to capture data for temperature, relative humidity lux and UV levels. The new data logger system will be more flexible than the current system; it will also be wireless, have a higher accuracy and the data collected will be able to be accessed across the network. The Eltek Genii data logger system include a base station and repeater, 25 radio transmitters/sensors and the software for storing and analysing data and producing reports.

Effective financial stewardship exercised by the organisation

The Finance and Investment Committee and Audit and Risk Committees report quarterly to the Board.

Terms of Reference for Finance and Investment Committee and Audit and Risk Committee have been shared with CDC.

Councillor Pam Dignum has joined the Audit and Risk Committee.

The Right Hon Lord Andrew Tyrie has joined the Gallery's Finance and Investment Committee upon becoming a Trustee of the Gallery.

Annual Audited Accounts have been prepared and the draft shared with CDC (*see attached Draft accounts*)

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

- Following a review of the Accredited Museum status of Pallant House Gallery by Arts Council England the panel agreed to award the status of Full Accreditation in June 2018. This will be in place for approximately three years.
- A new CRM (customer relationship system) was implemented to provide new till software and a database, with funds from the HLF.
- The Gallery's new brand identity has been launched, with the new website launched on 13 September, new logo and font in a range of applications from leaflets and print media, to badges and business cards for staff. There will be a gradual roll out of products over the coming months. New signage to the Gallery is much needed and subject to planning approval.
- The Friends of Pallant House Gallery merged with the Gallery on 1 April, and new marketing and packages are being launched this autumn. There are now over 4000 Friends, and over 100 Patrons.
- Three Trustee positions were advertised through an open recruitment process. There were 14 applicants for Trustee positions on the Board. Following shortlisting and interviews by the Chair, Vice Chair and Roger Mavity three new Trustees were appointed: Ruth Butler (architect), Adrian Clark (lawyer and art historian) and Zachary Leonard (Head of Digital at *The Evening Standard*).
- See above for details of the Arts Council England grant towards Phase One of the Coach House Project, which is a major capital project costing c.£5.5million

The Hussey Bequest

Pallant House Gallery's founding collection was bequeathed to the District Council by Dean Walter Hussey in 1985 and is on permanent loan for display at the Gallery. Since April the following conservation works and loans have taken place:

Conservation

The following costume designs by Léon Bakst from the Hussey Bequest were conserved and mounted for the display 'Dance: Movement and Modernism' on show in Room 4, 5 May – 2 September 2018.

0263 Léon Bakst
Costume Design for 'The Sleeping Princess'
1921
Watercolour on paper

Dry cleaned recto and verso
Lifted from old mount, removal of paper hinges
Hinged into prepared mount of museum quality acid free board



0288 Léon Bakst
Design for a Page Boy
1919
Pencil and watercolour on paper

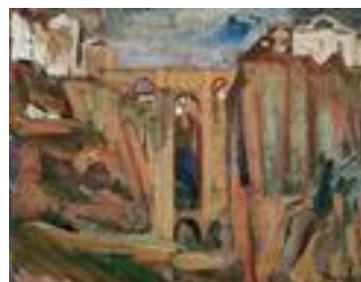
Dry cleaned recto and verso
Lifted from old mount, removal of paper hinges
Hinged into prepared mount of museum quality acid free board



External Loans from the Hussey Bequest

Laing Art Gallery, *Bomberg* 17 February - 27 May 2018

0337 David Bomberg
Ronda Bridge
1935
Oil on panel



St Mary Magdalene Chapel, Chichester Cathedral,
22 June - 9 August

0160 Graham Sutherland
Christ Appearing to Mary Magdalen (Noli me Tangere)
1961
Oil on canvas



Laing Art Gallery:
The Enchanted Garden 1850-1950
23 June – 28 October 2018

0061 Duncan Grant
Bathers by the Pond
c.1920-1
Oil on canvas



Pallant House Gallery Exhibitions and Displays including the Hussey Bequest:

***Studio Pottery*, New Wing Loggia On-going**

Pallant House Gallery has a growing collection of Studio Pottery acquired from a number of collectors including pieces by Lucie Rie and Hans Coper from the founding bequest of Walter Hussey. The collection including these pieces can currently be seen in part in a new display in our loggia on the upper floor of the New Wing.

***'Dance: Movement and Modernism'*, Room 4, 5 May – 2 September 2018.**

Five works from the Hussey Bequest by Leon Bakst, Michel Fokine, Alexandre Benois and Ceri Richards were included in this display, which explored the elusive quality, energy, movement and spectacle embodied in dance works.

***'Cathie Pilkington: Working from Home'*, Pallant House Gallery 6 October 2018-31 March 2019**

11 works from the Hussey Bequest are currently on display in the House as part of Cathie Pilkington's bold intervention within the Pallant House Gallery Collection.

***Urban Landscape*, Rooms 15 and 16, 6 October 2018 – 10 February 2019**

This exhibition features a selection of works from Pallant House Gallery's Collection by artists concerned with the nature of urban space and culture, examining historic, modern and contemporary interpretations of the city and urban landscape and drawing upon architectural, topographic and immersive viewpoints. It includes works from the Hussey Bequest by Frank Auerbach, Charles Meryon and James Abbott McNeil Whistler.

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

13 November 2018

Communications between CDC and South Downs National Park Authority (SDNPA) - Review

1. Contacts

Report Author:

Tony Whitty – Development Management Divisional Manager

Tel: 01243 534875 Email: twhitty@chichester.gov.uk

2. Recommendation

The committee is requested to note and comment on the feedback by CDC Members in relation to communications with the SDNPA since the Overview and Scrutiny Committee meeting on 14 November 2017 and to accept the invitation of the SDNPA to hold a further meeting to address any outstanding concerns.

3. Background

3.1 At the meeting of the Overview and Scrutiny Committee (OSC) on 14 November 2017 officers presented a report setting out recent concerns raised by CDC members with regard to communication with the SDNPA. This followed a meeting between members and officers of both the SDNPA and CDC on 3 October 2017.

3.2 The papers for the meeting of OSC on 14 November 2017 reported that during the meeting on 3 October, the SDNPA made the following commitments with regard to communication with CDC members:

- a) That the relevant District Councillor(s) will be 'copied' in to all relevant correspondence from the SDNPA to Parish Councils;
- b) That District Councillors will be sent a copy of the SDNPA newsletter on a routine basis;
- c) That access to and communication with SDNPA planning officers is available and provided on an identical basis to that between CDC Members and the CDC SDNP Team officers;
- d) That the appropriate process for a member to request that a called-in application be considered by the SDNPA Planning Committee is through the CDC SDNPA Member; and that verbal representations on a planning application may be made to the SDNPA Planning Committee in a similar manner to the CDC Planning Committee;
- e) That SDNPA officers in conjunction with CDC Member Services will ensure that the database of contacts for CDC Members is up-to-date; and

- f) That SDNPA officers will in future notify parish councils and CDC Members of the relevant Policy and Resources Committee at which a Whole Estate Plan within Chichester District is to be considered.

3.3 Following the 3 October meeting the SDNPA clarified their understanding of the agreed position in relation to certain of the points at the meeting of 3 October in that:

- (a) – where the SDNPA have passed communication to CDC as an organisation there would be an expectation that this would be disseminated to relevant members internally by CDC Member Services;
- (b) – this would be sent to those district councillors that signed up to the newsletter electronically (i.e. self-service);
- (e) – the SDNPA would rely upon an up to date database of contacts for CDC Members once this had been provided by CDC;
- (f) – this was the correct process but that no WEPS had yet been put forward for endorsement in CDC area.

3.4 These additional comments were reported verbally to OSC at the meeting of 14 November 2017. The OSC resolved:

- 1) *That the outcomes from the meeting with the SDNPA, pursuant to the recommendations of the committee to the SDNPA on 13 June 2017 and Cabinet on 11 July 2017, be noted.*
- 2) *That a report comes back to the committee in 12 months' time with an update on progress.*

4. Outcomes

4.1 On 25 September 2018, the Divisional Manager, Development Management asked CDC members within the SDNP area to comment on their experience of communication with the SDNPA over the last 11 months. Feedback was received from 7 CDC members (Cllrs Wilding, Duncton, Graves, Shaxson, Dunn, Hardwick and Lintill).

4.2 No further matters were raised with regard to matters (b), (c), (d) and (e) and CDC Member Services confirmed that they will provide an up to date contact list of CDC Members as and when there is a change in membership of the Council.

4.3 Concern was raised by two CDC Members that they were only provided with one day notification of the consideration of the Highfield Whole Estate Plan at the SDNPA Policy and Resources Committee on 29 March 2018. SDNPA officers have confirmed that this was an oversight in this instance. Further concern was raised by the CDC Members that there should be more communication/consultation throughout the whole estate plan process, not simply at the end, however, referring back to the explanation that the SDNPA gave in the meeting of 3 October 2017, these plans are led by the estate in question and any consultation during their conception was a matter for them, not the SDNPA.

- 4.4 The remaining matter reported to OSC on 14 November 2017 was that of whether or not CDC Members are being copied in on communication sent by the SDNPA to the Parish Councils that form the wards of CDC Members (Point a) in paragraph 3.2 above). As set out in para 3.3, the SDNPA have stated that where CDC is notified of information as a District Council this will be for CDC to disseminate to its Members. CDC officers have confirmed that this has happened on several occasions over the last 11 months, the most recent of which was the notification of the SDNPA Parish Workshops on 29 November 2018, sent by the SDNPA to CDC Member Services on 25 October and relayed to CDC Members on 29 October. It is apparent from the comments provided by several CDC Members that what appears not to have been satisfactorily addressed is when and what information is not being passed to CDC, but only to Parish Councils, without copying in the local District Councillor. Several CDC Members have stated that they have not received any direct communication from the SDNPA, although the question remains as to whether this is evident of important information not being disseminated to CDC Members or whether there has not been any relevant information to impart in any event. What is clear is that there may be benefit from an improved understanding as to what CDC Members within the SDNP consider to be relevant and for the SDNPA to consider that further.
- 4.5 Correspondence has also been received from the Chief Executive of the SDNPA on this matter (copy of e-mail 12 October 2018 to Cllr Mark Dunn – attached as Appendix 1). This sets out, amongst other matters; *“Determining what is relevant correspondence is perhaps something we could benefit from better understanding CDC Members’ expectations. There is much correspondence from us to Parish Councils and I don’t think CDC Members would thank us if we forwarded all of it but we do need to get the balance right and I am not sure we are there yet. I can confirm that we have been sending all correspondence relating to the parish workshops to CDC Member Services to be circulated to CDC members (we do this with all Districts).”*
- 4.6 It is evident therefore that there is clear interest from the SDNPA to further engage with CDC Members to improve the understanding of what correspondence with Parish Councils is also likely to be of interest to CDC Members.

5. Next Steps

- 5.1 Whilst acknowledging the oversight by the SDNPA in providing only short notice of the Highfield Whole Estate Plan at the SDNPA Policy and Resources Committee in March 2018, in the absence of any further concerns being raised in relation to matters (b) to (f) previously reported to the OSC; it is considered that the only remaining matter is that set out as point (a) and the understanding of what correspondence with Parish Councils CDC Members also wish to receive. It appears that there are two options worth further consideration to address this issue:

1) That the SDNPA is requested to copy the relevant District Councillor in to communication with the Parish Councils within their ward; or

2) That the SDNPA is requested to copy CDC Member Services in to all correspondence with CDC Parish Councils, for CDC officers to then disseminate this information appropriately.

- 5.2 It is therefore proposed that CDC Members consider what further information they would want to be disseminated by the SDNPA, including the suggested options above and to accept the offer of a further meeting with the SDNPA to discuss these matters further.

Appendices

Appendix 1 – Copy of e-mail 12 October 2018 from the Chief Executive of the SDNPA to Cllr Mark Dunn

Appendix 1

Subject: FW: Communication between CDC & SDNPA

From: Trevor Beattie [mailto:Trevor.Beattie@southdowns.gov.uk]
Sent: 12 October 2018 17:02
To: Mark Dunn
Cc: Nat Belderson; Diane Shepherd; Hayley Leaver
Subject: RE: Communication between CDC & SDNPA

Dear Mark

Thank you for your email and for drawing this to my attention. In addition to your email I have also been sent a copy of a small number of emails from Chichester District Councillors on this topic which, although not addressed to me, I will also take the opportunity to respond to below.

I think it is helpful to start with the actions arising from our meeting in October 2017 as it is the implementation or otherwise of these actions that many CDC Members have commented on. In relation to these actions SDNPA clearly stated at the time (see attached emails dated 6 and 13 November 2017) that the actions had not been reported correctly for the reasons given in the attached emails. Unfortunately despite our written comments at the time no changes were made to the wording of the actions by CDC officers. This is doubly unfortunate given that i) we do not consider the actions to be what we agreed in the meeting and ii) as they now form the basis on which SDNPA appear to be judged. This is not the first time that minutes of joint meetings have had to be amended.

Taking each of the actions (as reported by CDC officers) in turn:

a) That the relevant District Councillor(s) will be 'copied' in to all relevant correspondence from the SDNPA to Parish Councils;

Reiterating the points we made back in November, where we have advised CDC as a District Council, it is for CDC Member Services to distribute as appropriate as they are best placed to know which of your Members may have an interest in a particular subject. Please bear in mind that with 15 District County and Unitary bodies to liaise with this is the only consistent approach we can make and works elsewhere

Determining what is relevant correspondence is perhaps something we could benefit from better understanding CDC Members' expectations. There is much correspondence from us to Parish Councils and I don't think CDC Members would thank us if we forwarded all of it but we do need to get the balance right and I am not sure we are there yet. I can confirm that we have been sending all correspondence relating to the parish workshops to CDC Member Services to be circulated to CDC members (we do this with all Districts).

b) That District Councillors will be sent a copy of the SDNPA newsletter on a routine basis;

We produce 2 newsletters that might be of interest to CDC members. First is our monthly newsletter which covers general National Park matters and we also produce a e-bulletin focused solely on planning matters 3 times a year. CDC Members are very welcome to receive either or both of these but they do need to sign up for them, because of data protection regulations we cannot do it for

them. This was explained when we met in October 2017 to CDC Councillors and the actions should have reflected this.

We'd welcome the opportunity to increase circulation for both newsletters and I can confirm that 51 people with a Chichester email address currently receive our newsletter. Even for our less widely circulated planning e-bulletin there are 33 recipients with an @chichester.gov.uk email address.

c) That access to and communication with SDNPA planning officers is available and provided on an identical basis to that between CDC Members and the CDC SDNP Team officers;

We all agree that this should be the case and I understand that this is happening. The process of a Ward Councillor ringing up or making enquiries on planning matters is the same inside the Park as is elsewhere within CDC area. Again if there are any concerns in respect of particular applications please let our Director of Planning, Tim Slaney, know at the time.

d) That the appropriate process for a member to request that a called-in application be considered by the SDNPA Planning Committee is through the CDC SDNPA Member; and that verbal representations on a planning application may be made to the SDNPA Planning Committee in a similar manner to the CDC Planning Committee;

This remains the case.

e) That SDNPA officers in conjunction with CDC Member Services will ensure that the database of contacts for CDC Members is up-to-date; and

We will ensure that we use the up to date contact information for CDC Councillors but obviously these details do need to be provided to us by CDC Member services.

f) That SDNPA officers will in future notify parish councils and CDC Members of the relevant Policy and Resources Committee at which a Whole Estate Plan within Chichester District is to be considered.

At the time of our meeting in October 2017 there had been no endorsed Whole Estate Plans (WEPs). It is correct that we gave this commitment and it is of course right that we do this. Unfortunately it is also the case that my officers only notified the ward councillors of the Highfield and Brookham WEP the day before Committee. This was an oversight, is not acceptable and my officers apologised at the time.

Going forward the next WEP likely to be put forward for endorsement is for the West Dean Estate in February 2019. I will ensure that Ward Councillors are notified in good time of this.

I'd also like to take the opportunity to respond to some of the other comments raised by Councillors in the small number of emails that have been provided to me.

Role of District councillors in planning applications

Questions and comments from CDC Members on planning applications are welcomed and I would expect SDNPA officers to deal with such questions politely and in a timely fashion. If you ever consider this not to have been the case please notify Tim Slaney, our Director of Planning, at the time.

Surrey and Sussex Association of Local Councils conference

Andrew Lee, our Director of Countryside Policy and Management was booked to attend a recent SALC conference. Unfortunately, due to reasons beyond his control he missed this and Andrew has already apologised to the organisers. However one of our Members, Tim Burr, attended and we understand that he was very well received. We will continue to engage with SALC going forward, as we do successfully with the Hampshire and East Sussex Parish groups.

Role of the link officer

Nat Belderson, in his role as Planning Link Officer, is very active in the Chichester area and as you know his role is crucial to communication between CDC and SDNPA. However the majority of the National Park's planning service in Chichester is discharged by CDC and where, for example, Councillors are writing on cases being handled by CDC it is for CDC officers, in the main, to reply. This is both to empower them in their own cases and a commercial expectation from our side given that we pay CDC nearly a million pounds a year for undertaking planning functions on our behalf. However where required Nat will become involved and we can point to multiple instances of this.

Officers' working relationships

I consider, and have not heard differently from CDC Members, that communication and relationships between SDNPA and CDC officers are strong and well established. In addition to the role of planning link officer there are multiple regular contacts between our officers, including:

- Quarterly meetings between myself and Diane Shepherd
- Quarterly meetings on planning performance with CDC's Director of Planning and Head of Development Management
- The longstanding engagement on our Emerging Local Plan
- CDC planning officers (along with planning officers from other host authorities) are invited to SDNPA for an all planning staff team meeting at the end of October
- Project specific work where required (e.g. CIL)
- We have regular meetings with CDC officers on affordable housing delivery
- Relevant officers are invited to our Parish workshops where required
- Discussions between senior officers and the Director of Planning with Ward Councillors on a range of matters relating to areas of mutual interest on regular occasions.

Way Forward

We obviously share a mutual desire and ambition to make the communication between CDC and SDNPA better. It is clear that we are not there yet and this will require effort from both SDNPA and CDC. I would like to pick this up in another meeting between SDNPA Members and CDC Councillors. If you are amenable we will organise this.

Regards
Trevor

Trevor Beattie
Chief Executive Officer
South Downs National Park Authority

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

13 November 2018

Report from the Corporate Plan Task & Finish Group

1. Contacts

Mrs P Dignum, Chairman of the Corporate Plan Task & Finish Group
Tel: 01243 538585 Email: pdignum@chichester.gov.uk

2. Recommendation

The Committee is requested to note this report from the Corporate Plan Task and Finish Group and to confirm that it is satisfied that the council is achieving satisfactory levels of performance against the targets and activities in the 2018/19 Corporate Plan mid-year progress report.

3. Background

- 3.1 The Task and Finish Group met on 1 November 2018 to consider the Corporate Plan mid-year progress report from April to September 2018. The aim was to review the council's performance, identifying individual areas where performance was below that expected, and to reduce risks to an acceptable level.
- 3.2 Members were Mrs P Dignum (Chairman), Mrs C Apel and Mrs P Plant.
- 3.3 Members used the council's Pentana performance management system report to review progress on key projects and performance indicators that support the Corporate Plan 2018-2021.

4. Monitoring and Review

- 4.1 The Group discussed the Site Allocations Development Plan Document (DPD) which had a red status update. Members agreed that as the delay had been caused by the wait for the Inspector's report the red marker was understandable and therefore not of further concern.
- 4.2 The Group also discussed the time taken to process new claims for benefits which had a red PI. It was explained that a large scale review of the revenues and benefits section had taken place and a new structure had been implemented on 1 April 2018. The revenues and benefits team had been restructured and a customer-facing Client Support Team had been created. The support team should have 12 posts but due to staff turnover had been operating with five vacancies. Officers were able to confirm that the vacancies had been filled which should result in an improvement in performance.
- 4.3 The Group then discussed Choose Work which had two red PI's. The first related to the number of clients helped by the service and the second to the number of clients securing employment at the end of the programme. Officers clarified that the service should have two members of staff but had recently had one post vacant.

Given the reduction in the capacity of the team the Group understood the reason for the red PI. With regard to clients securing employment officers explained that only those clients who had secured paid work rather than work experience placements had been counted in the statistics.

- 4.4 The Group requested further information on the recruitment to the Choose Work vacancy. Following the meeting Mrs Bushby, Divisional Manager confirmed that the post had been filled with the successful applicant due to start at the end of November.
 - 4.5 The Group then discussed Universal Credit which had an amber status update. Officers explained that the impact on the number of claims that the council handles is difficult to judge at this early stage. The Group discussed the support that officers provide to claimants and agreed that the council was doing all it could. It was agreed to monitor in six month's time.
 - 4.6 The Group discussed reported crime which had an amber PI. Officers confirmed that the previous year's increase in crime had been significantly higher (17.5% compared to 4.9% this year). Members requested further information on the reason for the increase. Following the meeting Mrs Bushby was able to confirm that the increase is almost entirely due to theft from vehicles organised by gangs from outside of the district.
 - 4.7 The Group also discussed working days lost due to sickness absence which had an amber PI. Officers confirmed that the Absence Management Policy had been revised and managers would be receiving training. Members requested officers continue to monitor short term sickness and asked for a breakdown of the accidents that had occurred at the Depot. Following the meeting Mr Buckley circulated a report listing the accidents that had been reported so far in this financial year.
 - 4.8 The Group discussed two other amber areas; residual household waste, and Conservation Area Appraisals. In each case it was agreed that there was no concern.
 - 4.9 The Group acknowledged the Novium amber project but were content that an update would be provided at the next OSC meeting.
 - 4.10 Overall the Group considered that there were good explanations for areas of the Corporate Plan where targets had not been met; some were outside the council's control, others showed great input making a difference, some needed a little more time.
5. **Consultation**
- 5.1 The Group agreed there was no requirement for consultation as officers were able to answer all concerns satisfactorily.
 - 5.2 Members remaining questions were circulated the appropriate officers for response.

6. **Community impact and corporate risks**

6.1 There was a feeling that the limited number of concerns raised from a huge range of projects showed the council's high standards and care in carrying out its Corporate Plan priorities.

7. **Other Implications**

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

8. **Appendices**

Corporate Plan 2018/19 mid-year progress report

9. **Background Papers**

None

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Corporate Plan Task and Finish Group

01 November 2018

Background

The refreshed Corporate Plan 2018-2021 was agreed by Council in January 2018 and is reviewed each year to account for any emerging issues and challenges whilst ensuring it remains relevant and affordable. A mid-year progress review is also undertaken each year to ensure that the Council is achieving satisfactory levels of performance in the key priority areas.

Purpose of review

The Task and Finish Group has been set up to consider a mid-year progress report for the period April to September 2018 in order to identify any further action that needs to be taken to challenge poor performance and to reduce any risk to an acceptable level.

Methodology

This is the first meeting of the Task and Finish Group to consider the progress report for the period April to September 2018. A further meeting will be arranged if the group wish to hear from any Service Managers to progress any issues affecting non-delivery of projects.

The progress report (Appendix 1) provides an overview of the Corporate Plan 2018-21 and uses a traffic light system for quick reference in order to identify the status of the targets and projects. Further detail and commentary from responsible officers is then provided for all projects and measures.

Status	
	Cancelled / On hold
	Overdue / Off target
	Check Progress
	In Progress / On target
	Completed / Target met

Members of the Task and Finish Group are asked to complete their review in time to report their recommendations to Overview and Scrutiny Committee on 13 November 2018.

Priority	Improve the provision of and access to suitable housing		
Objectives	<ul style="list-style-type: none"> ➤ Increase the supply of suitable housing in the right location. 	<ul style="list-style-type: none"> ➤ Housing is used effectively and is fit for purpose. 	<ul style="list-style-type: none"> ➤ Provide support for those that need it.
Z6 Objectives Measures & Targets	<ul style="list-style-type: none"> ▶ A total of 140 affordable homes will be built each year, averaged over 5 years. ▶ We will expect 35% of market homes to be one or two bedroom and 50% to be three bedroom. ▶ We will maintain a five year supply of housing land. ▶ We will maintain a five year supply of Gypsy and Traveller pitches. ▶ We will support parish councils in preparing and updating neighbourhood plans. 	<ul style="list-style-type: none"> ▶ We will enable 50 homes to be improved each year through the Council's landlord accreditation scheme, financial assistance packages and enforcement. ▶ We are implementing the Private Sector Housing Renewal Strategy 2016-2021 that focuses on working to improve the poorest quality accommodation in the private rented sector and tackling excess cold and fuel poverty. 	<ul style="list-style-type: none"> ✔ As required by the new Homelessness Reduction Act, we will seek to prevent homelessness by working with people at risk of becoming homeless; we will endeavour to sustain tenancies wherever possible and provide advice and support on a full range of housing options. ● New Housing Benefit and Council Tax Reduction claims will be processed within 15 working days. ▶ In order to minimise the impact of welfare reforms on our most vulnerable households, we will signpost those coming to us for financial and debt management support when receiving the request or identifying the need.
Key Projects for 2018 onwards	<ul style="list-style-type: none"> ● Site Allocations Development Plan Document (DPD). ▶ Development of a new Housing Strategy (applies to all 3 objectives). 	<ul style="list-style-type: none"> ▶ Discretionary Private Sector Housing Renewal Loans. ▶ Chichester Warm Homes Initiative ▶ Development of a new Housing Strategy (applies to all 3 objectives) 	<ul style="list-style-type: none"> ▶ Development of a new Housing Strategy (applies to all 3 objectives) ▶ Additional temporary accommodation at Freeland Close, Chichester

Comments to Support Progress Assessments on Objectives not Monitored on Pentana Performance Software:

- ▶ **We will maintain a five year supply of Gypsy and Traveller pitches** - At a recent appeal the Inspector commented that the evidence on which the Local Plan policy concerning Gypsy and Traveller pitches is based is out of date.
- ▶ **We will expect 35% of market homes to be one or two bedroom and 50% to be three bedroom** - CDC relies on WSCC to monitor the mix of housing units delivered and this information is provided on an annual basis. The figures for 2017/18 have not yet been published. However, the Housing Delivery Team is generally successful in negotiating and securing a market mix of 35% one or two bedroom properties and 50% three bedroom.
- ▶ **In order to minimise the impact of welfare reforms on our most vulnerable households, we will signpost those coming to us for financial and debt management support when receiving the request or identifying the need** - The Revenues and Benefits service continues to manage the rollout of welfare reforms and provide our customers with financial and debt management support. Welfare reforms have targeted working age households, the most recent being the roll out of Universal Credit full service which went live in the district 4 July 2018. Prior to that, households likely to be affected were sent information on making and managing their claims online, money management tips and techniques and signposting to help and advice on financial and debt management. Citizens Advice Bureau are engaged to provide our Universal Credit claimants with personal budgeting support and claimants who are experiencing financial difficulties are encouraged to contact them at the earliest opportunity. At a local level, our Council Tax Reduction Scheme remains one of the most generous in the country, supporting and assisting low income households in the district. Customers enquiring about reductions on their bills or struggling to pay are directed to information about discounts, exemptions and council tax reduction and invited to apply, if appropriate. Engaging with struggling households can be challenging however all notices issued to customers include contact information to enable that process

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	Site Allocations Development Plan Document (DPD) / Tracey Flitcroft (Corp Plan 111)		
Description	<p>Description: To gather the evidence base, prepare the plan, carry out consultation, submit for examination and adopt the plan. For 2018/19, this project refers to the current, adopted Local Plan: Production and adoption of Site Allocation Development Plan Document in support of the Adopted Chichester Local Plan: Key Policies 2014 - 2029</p> <p>Expected outcome: 1. Increase the supply of suitable housing in the right location. 2. Promote commercial activity and economic growth. 3. Promote quality development and recognise the importance of the natural environment.</p> <p>Lead Officer: Tracey Flitcroft</p> <p>Funding Source: Budget provision existing (Capital)</p>	Expected Completion Date	24-Jul-2018
Latest Update	17-Oct-2018 Habitat Regulations Assessment consultation now complete and information sent to the Inspector. We are still awaiting the Inspector's Report for fact checking.		

	Development of a new Housing Strategy / Linda Grange (Corp Plan 022)		
Description	<p>Description: A new Housing Strategy is to be developed to cover the period 2019-2024. This will also incorporate the Homelessness Strategy and Private Sector Renewal Strategy. It will take account of the findings of the HEDNA, local issues, government policy and legislation.</p> <p>Expected outcome: This will identify the priorities for the next 5 years, shape how the service is delivered and set out how resources are to be allocated.</p> <p>Lead Officer: Linda Grange</p> <p>Funding Source: Within existing resources.</p>	Expected Completion Date	31-Mar-2020
Latest Update	22-Oct-2018 Milestones updated following a report to Cabinet - September 2018. The report proposed that the timetable of the Housing Strategy is revised to allow sufficient time for a full review of all aspects of each sub-strategy (the existing Housing Strategy, the Homelessness Strategy and the Private Sector Housing Renewal Strategy) and for one overarching strategy to be developed taking into account the recently published Social Housing Green Paper, the new National Planning Policy Framework, the findings of the new HEDNA, the findings of the Housing Standards Task & Finish group and the findings of the CDC/Hyde Asset Management group. Cabinet resolved that the life of the existing Housing Strategy is extended to 2020 and a new overarching strategy is developed in accordance with the revised timetable.		

	Chichester Warm Homes Initiative / Liz Reed (C03)		
Description	<p>Description: A project to provide financial assistance to residents and landlords of properties meeting the scheme criteria to allow them to improve heating systems and/or install thermal insulation.</p> <p>Expected Outcome: Reduced levels of fuel poverty and excess cold in housing in the private sector in Chichester District. Improved energy efficiency.</p> <p>Lead officer: Liz Reed</p> <p>Funding: £208,000 transferred from closed Equity Loan Scheme, £95,000 vired from the Low Carbon Chichester Fund and £20,000 vired from the Care and Repair budget - as approved at Cabinet and Council March 2016.</p>	Expected Completion Date	31-Mar-2019
Latest Update	10-Sep-2018 The cumulative expenditure at the end of August 2018; £83,430 (13 cases); Budget until 2021 is £379,400		

	Discretionary Private Sector Housing Renewal / Liz Reed (C21.5)		
Description	<p>Description: Provision of financial assistance for housing renewal</p> <p>Lead officer: Liz Reed.</p> <p>Funding Source: Capital</p>	Expected Completion Date	31-Mar-2019
Latest Update	15-Oct-2018 Expenditure at end of September 2018; £70,272.81; Budget is £227,500		

	Freeland Close / Holly Nicol (Corp Plan 008)		
Description	<p>Description: The purchase of a property at Freeland Close, together with associated works to provide additional short term accommodation for homeless families and single, vulnerable persons. 2018/19 - Following purchase and initial works to existing units, further works including an extension to provide further units.</p> <p>Expected outcome: Additional temporary accommodation to meet the Council's statutory duty in respect of larger homeless families and vulnerable, single people.</p> <p>Lead officer: Holly Nicol</p> <p>Funding source: Capital reserves</p>	Expected Completion Date	31-Mar-2019
Latest Update	17-Oct-2018 Due to delays in consultancy advice relating to detailed costings, a report and PID to progress the project will now be taken to December Cabinet.		

PI Code & Short Name	LPI 002 Number of affordable homes enabled by the Council	Portfolio	Cabinet Member for Housing Services			
Description	The number of affordable homes delivered that have been enabled by the Council.	Managed By	Housing Division - Linda Grange			
Page 95		Desired Trend	Aim to Maximise			
		Last Updated	N/A	<table border="1"> <tr> <td>Current Status</td> <td style="text-align: center;"></td> </tr> </table>	Current Status	
	Current Status					
		Red Threshold	133	<table border="1"> <tr> <td>Amber Threshold</td> <td>138.6</td> </tr> </table>	Amber Threshold	138.6
	Amber Threshold	138.6				
		Current Target	140	<table border="1"> <tr> <td>Current Value</td> <td>N/A</td> </tr> </table>	Current Value	N/A
Current Value	N/A					
	Note					
	<p>17-Oct-2018 New PI for 2018/19, combining delivered affordable housing figures for market sites and additional units (formerly LPI 239 and LPI 240). Data from the previous PIs is presented in the adjacent table for comparison. 2018/19 figures will be reported at year end. Current forecasts indicate that 248 affordable homes are expected to be delivered in 18/19, of which 202 will be delivered through market S106 quotas and 46 secured as additional units. This target is expected to be met.</p>					

PI Code & Short Name	LPI 003 Number of homes improved each year through the Council's Landlord Accreditation Scheme, financial assistance packages and enforcement	Portfolio	Cabinet Member for Housing Services		
Description	Number of homes improved each year through the Council's Landlord Accreditation Scheme, financial assistance packages and enforcement. New PI for 2018/19 to replace LPI 251.	Managed By	Housing Division - Linda Grange		
		Desired Trend	Aim to Maximise		
		Last Updated	N/A	Current Status	
		Red Threshold	47.5	Amber Threshold	49.5
		Current Target	50	Current Value	N/A
Note					
<p>23-Oct-2018 New PI for 2018/19, reflecting the wide range of initiatives CDC use to improve homes. Data from the previous PI (LPI 251) is presented in the adjacent table for comparison. 2018/19 figures will be reported at year end.</p> <p>To date, in 2018/19, 27 homes have been improved by means of landlord accreditation assistance, home repairs assistance or Chichester Warm Homes scheme. Formal enforcement is used as a last resort as we try to work with our landlords to improve their properties in the first instance. In the first quarter 108 requests for service have been received and responded to in relation to housing standards.</p>					

Year	Target – Homes improved to meet Decent Homes Standards	Actual – Homes improved to meet Decent Homes Standards
2015/16	50	57
2016/17	50	60
2017/18	50	51

PI Code & Short Name	LPI 204 Homelessness Prevention - % of cases where homelessness is threatened but prevented	Portfolio	Cabinet Member for Housing Services														
Description		Managed By	Housing Division - Linda Grange														
Page 97	<table border="1"> <caption>Quarterly Data for LPI 204</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>54.7%</td> </tr> <tr> <td>Q2 2017/18</td> <td>48.15%</td> </tr> <tr> <td>Q3 2017/18</td> <td>54%</td> </tr> <tr> <td>Q4 2017/18</td> <td>60%</td> </tr> <tr> <td>Q1 2018/19</td> <td>65%</td> </tr> </tbody> </table>		Quarter	Percentage	Q1 2017/18	54.7%	Q2 2017/18	48.15%	Q3 2017/18	54%	Q4 2017/18	60%	Q1 2018/19	65%	Desired Trend	Aim to Maximise	
			Quarter	Percentage													
			Q1 2017/18	54.7%													
			Q2 2017/18	48.15%													
			Q3 2017/18	54%													
			Q4 2017/18	60%													
Q1 2018/19	65%																
Last Updated	Q1 2018/19	Current Status															
Red Threshold	47.5%	Amber Threshold	49.5%														
Current Target	50%	Current Value	65%														
Note																	

PI Code & Short Name	LPI 004a Time taken to process new claims for benefits (Inc. Housing Benefit and CTR)	Portfolio	Cabinet Member for Residents Services															
Description	This PI measures average time (in calendar days) taken to process new claims for Housing Benefit and Council Tax Reduction (CTR). From 2018/19, replaces deactivated LPI 235a-d, which measured Housing Benefit and CTR claims separately.	Managed By	Revenues and Benefits Division - Diane Kirkham															
Page 98	<table border="1"> <caption>Monthly Average Time to Process New Claims (Months)</caption> <thead> <tr> <th>Month</th> <th>Average Time (Months)</th> </tr> </thead> <tbody> <tr> <td>April 2018</td> <td>20</td> </tr> <tr> <td>May 2018</td> <td>18.5</td> </tr> <tr> <td>June 2018</td> <td>26.5</td> </tr> <tr> <td>July 2018</td> <td>21.5</td> </tr> <tr> <td>August 2018</td> <td>20.5</td> </tr> <tr> <td>September 2018</td> <td>21</td> </tr> </tbody> </table>	Month	Average Time (Months)	April 2018	20	May 2018	18.5	June 2018	26.5	July 2018	21.5	August 2018	20.5	September 2018	21	Desired Trend	Aim to Minimise	
		Month	Average Time (Months)															
		April 2018	20															
		May 2018	18.5															
		June 2018	26.5															
July 2018	21.5																	
August 2018	20.5																	
September 2018	21																	
Last Updated	September 2018	Current Status																
Red Threshold	15.75	Amber Threshold	15.15															
Current Target	15	Current Value	21															
Note																		
<p>08-Oct-2018 This LPI figure represents the combined days for both HB and CTR claim speed of processing.</p> <p>September Figures</p> <p>Average days to process New Claims for HB = 17</p> <p>Average days to process New Claims for CTR = 25</p> <p>Combined average= 21 days</p>																		

Priority	Support our communities		
Objectives	<ul style="list-style-type: none"> ➤ Provide support to communities and individuals who are vulnerable. 	<ul style="list-style-type: none"> ➤ Work together to help people feel safe. 	<ul style="list-style-type: none"> ➤ Help our communities to be healthy and active.
Measures & Targets	<ul style="list-style-type: none"> ▲ We will work in partnership with West Sussex County Council and the voluntary sector to identify six communities that need additional support. We will assist them in identifying the needs of their community and support them to acquire the skills, funding and contacts they need to achieve their goals. 	<ul style="list-style-type: none"> ▶ We will refer to the consultation conducted by West Sussex County Council to allow us to prioritise the community safety issues raised by Chichester District residents. ▲ We will work with partners to maintain low crime levels. ▶ We will reduce the incidence of Anti-Social Behaviour that needs to be reported to the Police, particularly that affecting repeat victims. 	<ul style="list-style-type: none"> ▶ We will work to achieve the outcomes set out in the 'Improving the Health of our Communities and Workforce action plan' which coordinates the Council's resources on four health priorities. ▶ Via our Leisure Management Contract with Everyone Active, we will provide access to and encourage increased participation in sport and physical activity through provision of suitable facilities and activities for the community. Specific targets for this will be set annually. ▶ 80% of people will maintain a positive lifestyle change after 3 months as a result of referral to the Wellbeing Service.
Key Projects for 2018 onwards	<ul style="list-style-type: none"> ▲ Welfare Reform - Introduction of Universal Credit for Working Age Claims. ▶ Implementation of a Council Tax Reduction Scheme for 2019/20. ▲ Neighbourhoods Project 		<ul style="list-style-type: none"> ▶ Improving the Health of our Communities and Workforce. ▲ Development of a Sport / Physical Activity / Wellbeing Strategy ▶ Social Prescribing Project

Comments to Support Progress Assessments on Objectives not Monitored on Pentana Performance Software:

- ▶ **We will refer to the consultation conducted by West Sussex County Council to allow us to prioritise the community safety issues raised by Chichester District residents.** - 70 respondents to the WSCC Community Safety consultation from Chichester District agreed that the following areas should be priorities for the Community Safety Partnership (CSP) to work on for next year; Child Sexual Exploitation, PREVENT, serious and organised crime, domestic and sexual abuse, drugs and alcohol and modern slavery. These have been included in the CSP Business Plan.
- ▶ **We will reduce the incidence of Anti-Social Behaviour that needs to be reported to the Police, particularly that affecting repeat victims -** Regular liaison meetings with Police and mental health services continue to reduce the vulnerability of repeat victims and the demand they make on a number of services. ASB personal incidents are down 5% on the rolling year. We have recruited an ASB caseworker to specifically work with these types of ASB report.

	Introduction of Universal Credit for Working Age Claims / Marlene Rogers (Corp Plan 040.2)		
Page 100	<p>Description</p> <p>Description: People in rented accommodation will receive help with their housing costs in with their Universal Credit payments from DWP. Follows the Welfare Reform programme. Expected Outcome: Reduction in funding from DWP and reduction in benefits assessment staff. Lead Officer: Marlene Rogers Funding Source: Rollout of UC is externally funded. DWP have confirmed LA staff will not be subject to TUPE transfer to DWP. Any redundancy costs will need to be met by CDC.</p>	Expected Completion Date	31-Jul-2019
Latest Update	<p>10-Oct-2018 Universal Credit full service roll out commenced across the majority of the district on 4 July, with some RH postcodes rolled out June 2018 and some GU postcodes not rolling out until October. Exempt, supported accommodation claimants and households with 3 or more dependent children are not currently included in the rollout. Letters and magazines containing useful advice have been sent to all WA claimants. Revenues and Benefits staff are providing support to claimants when making their online claim for UC, using the PC's in the main reception area. Personal budgeting support will be provided by CAB (arrangements agreed and in place), via a referral from the claimants work coach. Housing Benefit stop notices are being received and there is a small reduction in caseload. We are awaiting a timetable from DWP for migration of bulk of working age claims, which is due to start in 2019/20. A report to BIPB on the likely impact of Universal Credit introduction is pending - SLT to agree date.</p>		

	Implementation of Council Tax Reduction Scheme 2019/20 / Marlene Rogers (Corp Plan 040.8)		
Description	<p>Description: The Council needs to adopt a new Council Tax Reduction (CTR) scheme annually. Expected outcome: The scheme will apply from 1st April 2019 Lead Officer: Marlene Rogers Funding source: Administration funded by DCLG admin grant</p>	Expected Completion Date	31-Mar-2019
Latest Update	<p>08-Oct-2018 The CTR consultation was completed at the end of August 2018. The results have been reported and will form part of the Cabinet report for November 2018, recommending that the 2019/20 scheme be approved by full Council in December.</p>		

	Neighbourhoods Project / Amy Loaring & Piers Taylor (Corp Plan 007)		
Description	<p>Description: To deliver a range of interventions in all areas of Chichester District identified as being in priority need</p> <p>Expected Outcome: Reduction in environmental and social issues, which support sustained change and improvements in families, thereby supporting communities to become more resilient.</p> <p>Lead Officer: Amy Loaring & Piers Taylor</p> <p>Funding Source: Base budget and partner resources; also allocated project funding from WSCC and partners managed via Joint Action Group</p>	Expected Completion Date	31-Mar-2019
Latest Update	18-Oct-2018 A progress report will be taken to a meeting of the Community Safety Partnership on 1 st November 2018. Works commencing shortly on community hub in Charles Avenue.		

	Improving the Health of our Communities and Workforce / Claire Holding (Corp Plan 105)		
Page 101 Description	<p>Description: Staff from across the organisation will work together to develop an action plan, which enables CDC to support its staff and residents to maintain a healthy lifestyle and know where to go for support.</p> <p>Expected outcome:</p> <ul style="list-style-type: none"> . CDC will be a health promoting organisation, through raising staff awareness and confidence about health and wellbeing and their role in supporting their own health, the health of their colleagues and customers as part of their everyday interactions. . Residents are aware and make use of the support available to them in choosing healthy lifestyles. . Staff and Members understand their contribution to the public health agenda and feel confident to signpost members of the public to Wellbeing services and sources of self help and advice. . Staff are given opportunities to adopt a healthy lifestyle and their physical and mental health and wellbeing is valued by the organisation. <p>Lead Officer: Claire Holding</p> <p>Funding Source: Existing resources.</p>	Expected Completion Date	31-Mar-2019
Latest Update	23-Oct-2018 The Public Health working group is currently reviewing its role, Terms of Reference and action plan. We will be looking across the organisation at how we can work better together to be a health promoting organisation. Currently we are focusing on staff health and wellbeing particularly to reduce stress and sickness absence rates. We are introducing a self-assessment stress management tool, Wellness Action plans and have completed a stress survey with all staff.		

	Development of a Sport/Physical Activity/Wellbeing Strategy / Sarah Peyman (Corp Plan 019)		
Description	<p>Description: Develop a strategy to identify current sport, physical and wellbeing opportunities in the District and highlight areas for further development. Work closely with partners to identify any gap in provision and link activity back to the Leisure Facilities Strategy and wellbeing targets.</p> <p>Expected outcome: Improved health and wellbeing of the local community</p> <p>Lead Officer: Sarah Peyman</p> <p>Funding Source:</p>	Expected Completion Date	31-Mar-2019
Latest Update	26-Oct-2018 Research has been undertaken regarding national and local sport and physical activity strategies. Towards an Active Nation strategy developed by Sport England in response to the Governments Sporting Futures Strategy contributes to the government's five outcomes of physical wellbeing, mental wellbeing, individual development, social and community development, and economic development. It is envisaged that our strategy will follow similar themes and will also link with the council's playing pitch and built leisure facilities strategy.		

	Social Prescribing Project / Elaine Thomas (Corp Plan 003)		
Page 1 of 2 Description	<p>Description: Working with Local Community Network (LCN) partners, CDC will host and deliver a Social Prescribing Project where Community Referrers will be physically based in GP practices across the District. Individuals will be referred to a Community Referrer who will work with them to address needs signpost to local services.</p> <p>Expected outcome: Improved access to services for clients referred. Evaluation will include following the client journey through case studies, using the existing Wellbeing service evaluation process where people are contacted at 3 months after receiving the service, and the 5 ways to Wellbeing tool. Uptake by GPs, number of patients/ people referred and reduction in repeat demand on GP and A&E services will also be monitored.</p> <p>Lead Officer: Elaine Thomas</p> <p>Funding Source: CDC, LCNs, Clarion Housing, Friends of Midhurst Community Hospital</p>	Expected Completion Date	31-Mar-2019
Latest Update	23-Oct-2018 The service has been operational since July 2018. The 4 community referrers are based in all GP practices across the district and have received 200 referrals from practice staff to date. The main reasons for referral are debt and money management, Housing issues, Isolation and often a combination of these and lots of complex issues. It is too early to look for long term outcomes or cost savings but we have a range of case studies showing some real success with individuals.		

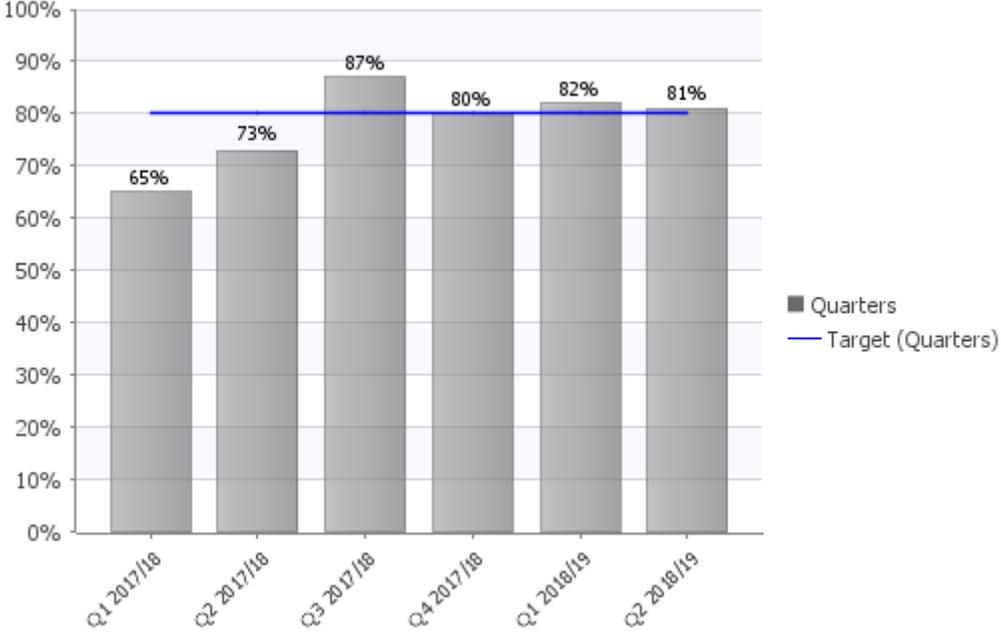
PI Code & Short Name	LPI 212a All Reported Crime - Chichester	Portfolio	Cabinet Member for Community Services																
Description	The percentage increase or decrease in total crime reported compared against the previous rolling year.	Managed By	Communities Division - Pam Bushby																
<table border="1"> <caption>Percentage Change in Total Crime (Rolling Year)</caption> <thead> <tr> <th>Month</th> <th>Percentage Change</th> </tr> </thead> <tbody> <tr> <td>April 2018</td> <td>7.6%</td> </tr> <tr> <td>May 2018</td> <td>6.1%</td> </tr> <tr> <td>June 2018</td> <td>6.2%</td> </tr> <tr> <td>July 2018</td> <td>3.5%</td> </tr> <tr> <td>August 2018</td> <td>3.6%</td> </tr> <tr> <td>September 2018</td> <td>4.9%</td> </tr> </tbody> </table>		Month	Percentage Change	April 2018	7.6%	May 2018	6.1%	June 2018	6.2%	July 2018	3.5%	August 2018	3.6%	September 2018	4.9%	Desired Trend	Aim to Minimise		
		Month	Percentage Change																
		April 2018	7.6%																
		May 2018	6.1%																
		June 2018	6.2%																
		July 2018	3.5%																
August 2018	3.6%																		
September 2018	4.9%																		
Last Updated	September 2018	Current Status	▲																
Red Threshold	5%	Amber Threshold	0%																
Current Target	0%	Current Value	4.9%																
Note																			
03-Oct-2018 Target for 2018/19 set at 0% increase.																			
Rolling year October 2016 to September 2017 - 6327 offences																			
Rolling year October 2017 to September 2018 - 6634 offences																			
% difference in total crime from September 2017 to September 2018 is +4.9% which is below the red threshold of +5%																			

PI Code & Short Name	LPI 143 Working Days Lost Due to Sickness Absence	Portfolio	Cabinet Member for Corporate Services																											
Description	Number of working days/shifts lost to the Local Authority due to sickness absence	Managed By	Business Support Division - Joe Mildred																											
<div style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 104</div> <table border="1"> <caption>Monthly Sickness Absence Data</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>October 2017</td><td>9.24</td></tr> <tr><td>November 2017</td><td>9.42</td></tr> <tr><td>December 2017</td><td>9.51</td></tr> <tr><td>January 2018</td><td>9.8</td></tr> <tr><td>February 2018</td><td>9.7</td></tr> <tr><td>March 2018</td><td>9.44</td></tr> <tr><td>April 2018</td><td>9.73</td></tr> <tr><td>May 2018</td><td>9.15</td></tr> <tr><td>June 2018</td><td>9.15</td></tr> <tr><td>July 2018</td><td>9</td></tr> <tr><td>August 2018</td><td>8.74</td></tr> <tr><td>September 2018</td><td>8.57</td></tr> </tbody> </table>	Month	Value	October 2017	9.24	November 2017	9.42	December 2017	9.51	January 2018	9.8	February 2018	9.7	March 2018	9.44	April 2018	9.73	May 2018	9.15	June 2018	9.15	July 2018	9	August 2018	8.74	September 2018	8.57	Desired Trend	Aim to Minimise		
	Month	Value																												
	October 2017	9.24																												
	November 2017	9.42																												
	December 2017	9.51																												
	January 2018	9.8																												
	February 2018	9.7																												
March 2018	9.44																													
April 2018	9.73																													
May 2018	9.15																													
June 2018	9.15																													
July 2018	9																													
August 2018	8.74																													
September 2018	8.57																													
Last Updated	September 2018	Current Status	⚠																											
Red Threshold	8.80	Amber Threshold	8.08																											
Current Target	8.00	Current Value	8.57																											
Note																														
<p>03-Oct-2018</p> <p>Average sickness days per person for the period 1.10.17 to 30.09.18 = 8.57 days</p> <p>Long Term Sickness= 5.55 days</p> <p>Short Term Sickness = 3.02 days</p>																														

Leisure Contract Performance Indicators

Note that the reported 2016/17 figure is for 11 months only (the contract began on 1st May 2016). When targets were set for 2017/18, an adjustment was made to allow for the 2017/18 year being a full 12 months. This is shown in the table below:

PI Code	PI Title	2016/17 Outturn – Actual for 11 months	2016/17 Outturn – Adjusted (assumed figure had the contract year been 12 months – actual/11*12)	2017/18 Outturn	% Difference	Status	Comment from Service
LPI 271	Increase in attendance of 7% compared with 2016/17 figures for Bourne	213,700	233,127	238,034	+2.1%		Reported figures are for the complete year 2017/18 as these are annual PIs. For 2018/19, the Q1 results have not raised any concerns regarding any of these targets. The Q2 data will be available shortly.
LPI 272	Increase in attendance of 7% compared with 2016/17 figures for The Grange	332,932	363,198	382,652	+5.4%		
LPI 273	Increase in attendance of 7% compared with 2016/17 figures for Westgate	689,262	751,922	800,670	+6.5%		
LPI 290	Increase of 5% in attendance by people aged 50 and over compared with 2016/17 figures	180,173	196,552	208,040	+5.8%		
LPI 291	Increase of 8% in attendance by young people aged 0-15 compared with 2016/17 figures	72,757	79,371	106,243	+33.9%		
LPI 292	Increase of 10% in attendance by people with disabilities compared with 2016/17 figures	9,886	10,784	14,713	+36.4%		

PI Code & Short Name	LPI 234 Percentage of people who are maintaining positive lifestyle changes as result of referral to the Wellbeing Hub after 3 months	Portfolio	Cabinet Member for Community Services																	
Description	Positive lifestyle changes include weight loss, increased physical activity and improved mental wellbeing.	Managed By	Health Protection and Wellbeing Division - Ian Brightmore																	
Page 106	 <table border="1" data-bbox="264 437 1265 1070"> <caption>Percentage of people maintaining positive lifestyle changes</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>65%</td> </tr> <tr> <td>Q2 2017/18</td> <td>73%</td> </tr> <tr> <td>Q3 2017/18</td> <td>87%</td> </tr> <tr> <td>Q4 2017/18</td> <td>80%</td> </tr> <tr> <td>Q1 2018/19</td> <td>82%</td> </tr> <tr> <td>Q2 2018/19</td> <td>81%</td> </tr> </tbody> </table>		Quarter	Percentage	Q1 2017/18	65%	Q2 2017/18	73%	Q3 2017/18	87%	Q4 2017/18	80%	Q1 2018/19	82%	Q2 2018/19	81%	Desired Trend	Aim to Maximise		
			Quarter	Percentage																
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			Q3 2017/18	87%																
			Q4 2017/18	80%																
Q1 2018/19	82%																			
Q2 2018/19	81%																			
Last Updated	Q2 2018/19	Current Status																		
Red Threshold	76%	Amber Threshold	79.2%																	
Current Target	80%	Current Value	81%																	
Note																				
23-Oct-2018 62 out of the 76 people we were able to contact in Q2 had made positive lifestyle changes.																				

Priority	Manage our built and natural environments to promote and maintain a positive sense of place				
Objectives	<ul style="list-style-type: none"> ➤ Promote quality development and recognise the importance of the natural environment. 	<ul style="list-style-type: none"> ➤ Encourage sustainable living. 	<ul style="list-style-type: none"> ➤ Maintain clean, pleasant and safe public places. 	<ul style="list-style-type: none"> ➤ Support the provision of essential infrastructure. 	<ul style="list-style-type: none"> ➤ Help improve our City, Towns and Local Centres' accessibility and attractiveness
Measures & Targets	<ul style="list-style-type: none"> ▲ Ensure Strategic development is completed in accordance with master plans. ▶ We will use our Authority's Monitoring Report to confirm whether development complies with the policies of our Local Plan. ▲ 6 Conservation Area Appraisals will be completed by 2021. ▲ We will conduct a review of our Local Plan and adopt it by 2020. 	<ul style="list-style-type: none"> ▲ Using targeted communications campaigns, we will encourage a reduction in residual waste of 20kg per household, per year. ✔ We will aim to achieve a household recycling rate of 50% by 2020. ✔ We will endeavour to increase the proportion of households using the garden waste collection service from 20% to 30% by 2020. ✔ We will encourage an 8.5% reduction per person in CO2 emissions from 6.8 tonnes to 6.2 tonnes by 2021. 	<ul style="list-style-type: none"> ✔ 90% of fly-tips will be removed within 3 working days. ✔ Graffiti will be removed within 5 working days. ▶ We will use a range of initiatives to reduce the amount of litter dropped across the district with regular monitoring to review effectiveness. 	<ul style="list-style-type: none"> ▶ Facilitate the delivery of prioritised infrastructure in accordance with the approved Infrastructure Business Plan. ▶ Work with communities, West Sussex County Council and Highways England to identify an improvement scheme for the A27 to be put forward for the post-2020 Road Investment Strategy (RIS2). 	<ul style="list-style-type: none"> ▶ Co-ordinate and support the implementation of the Chichester Vision Action Plan and refresh/develop the Visions for Petworth, Selsey and Midhurst, as well as help improve the East Wittering Local Centre.
Key Projects for 2018 onwards	<ul style="list-style-type: none"> ▲ Tangmere Strategic Development Location – Compulsory Purchase Order of Land. ▲ Conservation Area Appraisals ▲ Local Plan review 	<ul style="list-style-type: none"> ▲ Waste and Recycling Action Plan 	<ul style="list-style-type: none"> ▶ Priory Park Options Appraisal and Capital Project ▶ Bracklesham Bay Public Conveniences/Café Redevelopment. ▶ Litter Enforcement Trial ▲ Litter Action Plan 	<ul style="list-style-type: none"> ▶ Infrastructure Business Plan (IBP) 2018/19 	<ul style="list-style-type: none"> ▶ Co-Ordination of Chichester Vision Action Plan ▶ Selsey Vision ▶ Midhurst Vision ▶ Petworth Vision

Comments to Support Progress Assessments on Objectives not Monitored on Pentana Performance Software:

- ▶ **Work with communities, West Sussex County Council and Highways England to identify an improvement scheme for the A27 to be put forward for the post-2020 Road Investment Strategy (RIS2)** - The Council considered the findings of the Systra study arising from the BABA27 community led initiative at a meeting of Full Council on 8 June 2018 and resolved to express a preference to Highways England for an A27 Chichester scheme in RIS2 to comprise the 'Mitigated Northern Route' with the 'Full Southern Route' also to be considered by Highways England as a reasonable alternative. Following the Council resolution, a letter was sent to Highways England asking them to consider and develop the concepts further. Highways England have responded to advise that they are reviewing the Systra study and developing the concepts further to ensure they are technically viable and to provide a cost estimate for each option. They have advised that they intend to announce their response in autumn 2018.

	Tangmere Strategic Development Location - CPO of Land / Tracey Flitcroft (Corp Plan 099.2)		
Description	<p>Description: Delivery of Tangmere Strategic Development Location</p> <p>Expected outcome: To ensure proper planning of areas of growth to ensure new development is sustainable, creates attractive places to live and complements and improves associated infrastructure and built and natural environment.</p> <p>Lead Officer: Tracey Flitcroft</p> <p>Funding Source: Budget provision agreed by Cabinet</p>	Expected Completion Date	31-Jan-2020
Latest Update	17-Oct-2018 A project inception meeting was held with Countryside Properties on 4 October. The Council's appointed solicitors are now negotiating the detailed Development Agreement with solicitors representing Countryside Properties with the aim of completing the agreement by the end of October. Countryside Properties have made initial contact with each of the major land owner/developer interests regarding land acquisition.		
	Conservation Area Appraisals / Mike Allgrove (Corp Plan 023)		
Description	Corporate Plan objective to complete 6 Conservation Area Appraisals by 2021.	Expected Completion Date	31-Mar-2021
Latest Update	17-Oct-2018 A newly recruited Principal Conservation and Design Officer is due to start on 5 November. Unfortunately recruitment to the Senior Historic Buildings Advisor post has still not been successful. Subject to being able to retain the existing temporary agency member of staff some progress should soon be able to be made on the CAA for Fishbourne. However, it is unlikely that the Westbourne CAA will be able to progress in the short term.		
	Local Plan Review / Mike Allgrove (Corp Plan 137)		
Description	<p>Description: To gather the evidence base, prepare the plan, carry out consultation, submit for examination and adopt the plan.</p> <p>Expected outcome: Increase the supply of suitable housing in the right location, promote quality development and recognise the importance of the natural environment</p> <p>Lead Officer: Mike Allgrove</p> <p>Funding Source: Budget provision has been agreed by Cabinet and Council.</p>	Expected Completion Date	31-Mar-2020
Latest Update	17-Oct-2018 The Local Plan Review: Preferred Approach is due to be considered at Development Plan and Infrastructure Panel on 1 November, Cabinet on 14 November and Council on 20 November. The government has now indicated that it intends to conduct another consultation on the proposed standard methodology and this will commence before the 24 January.		

	Waste and recycling action plan / Kevin Carter & Amie Huggett (Corp Plan 132)		
Description	<p>Description: To deliver initiatives that will reduce household waste and increase the quality and quantity of materials recycled</p> <p>Expected outcome: Reduce residual waste by 20kg per household per year and achieve a household recycling rate of 50% by 2020.</p> <p>Lead Officer: Kevin Carter & Amie Huggett</p> <p>Funding Source: WSCC support payments.</p>	Expected Completion Date	31-Mar-2020
Latest Update Page 109	<p>15-Oct-2018 Since launching the Council's Recycling Action Plan the recycling rate has increased from 39% to 45% and although performance can fluctuate through-out the year, current trends are looking to achieve at least 46% by the end 2018/19. This represents a significant improvement in the ongoing drive to achieve the 50% recycling target by 2020. Alongside an increase in the amount of dry mixed recycling collected, we have seen a significant reduction in the amount of household waste, which has fallen by 11% (equating to 64kg of waste per household). Garden waste also makes an important contribution to our recycling target and over the last two years the customer base has grown by 32% which has resulted in an additional 4% added to our recycling rate.</p> <p>Project resource has focused on the following initiatives this year:</p> <ul style="list-style-type: none"> • Roll out of recycling bin stickers, following the successful trial last year, to help remind residents what can be recycled. We are currently reviewing the outcomes of this project with a post project evaluation scheduled for the Waste and Recycling Panel in January 2019. • Updating our communications campaign to focus on waste minimisation and targeting material that could be recycled but is still going into the black waste bin (currently around 20%). • Sending a general service leaflet to every household as part of the annual council tax billing which includes a handy list on what can and cannot recycling and represents a cost effective way of reaching every household with key recycling information. • Replacing out of date vehicle livery to incorporate updated recycling messages. • Expanding the Bag for Flats West Sussex Waste Partnership project which focuses on improving the quality and quantity of recycling from communal bins. • Supporting the development of the council's Single Use Plastics Action Plan to increase residents' awareness and understanding of sustainable plastic free products and to encourage them to put the right material in the right bin. • Updating the Council's recycling bin contamination policy to help address consistent occurrences of the wrong items going in the recycling bin. The policy was reviewed to help deal with these situations and is based on a measured and staged approach ensuring that the emphasis on education and engagement remains our core focus. • Continued to promote the Garden Recycling Service and re-launched our promotional offer in the summer which gives three months free to new customers who join the service online for a year. <p>Looking ahead, WSCC (working with the West Sussex Waste Partnership) is re-investigating the feasibility of introducing food waste collections and are looking to introduce a food waste collection trial. A position statement on this proposal, alongside considerations of the wider national context on waste and recycling has been prepared for the October Cabinet Strategy Day and incorporates feedback from the Waste and Recycling Panel meeting held on 12 October.</p>		

	Priory Park Options Appraisal and Capital Project / Vicki McKay (Corp Plan 002)		
Description	Description: Initially, option appraisal to review the community and commercial buildings within Priory Park. Following reporting of this, a capital project for regeneration of land and buildings in corner of Park. Expected outcome: Identification of opportunities available for both a commercial and community oriented scheme within Priory Park Lead officer: Vicki McKay Funding source: Reserves for external consultant appointment	Expected Completion Date	31-Aug-2020
Latest Update	15-Oct-2018 Milestones have been reviewed following the Cabinet resolution from June 2018 to put the majority of the project on hold - proceeding only with the demolition of the depot and provision of the roller store in 2018/19. A newly appointed project officer is now leading on this. An architect has been appointed to lead on preparing planning application for works.		

	Bracklesham Bay Public Conveniences/Cafe Redevelopment / Alan Gregory (Corp Plan 012)		
Description	Description: Site options appraisal - further actions TBD Expected outcome: To determine redevelopment proposals for CDC owned land and buildings Lead Officer: Alan Gregory Funding Source: Reserves for external consultant appointment	Expected Completion Date	31-Mar-2020
Latest Update	15-Oct-2018 Project Officer undertaking background research before preparing brief for sharing with ward members.		

	Complete Litter Enforcement Trial / Alison Stevens (Corp Plan 004a)		
Description	Description: The Litter Enforcement Trial is a key element of the enforcement section of the Litter and Fly Tip Strategy 2017-2020 Expected Outcome: Reduction of litter on the streets Lead Officer: Alison Stevens Funding Source: Self-funding	Expected Completion Date	05-Mar-2019
Latest Update	17-Oct-2018 The total number of littering offences since the trial began in November 2017 is 1167, arising from 191 patrol days. There have been 47 prosecutions for littering plus a further 34 littering prosecution currently being processed. The trial has been extended for 6 months to enable a decision on the future of litter enforcement to be made at Cabinet in December 2018.		

	Litter Action Plan / Andy Howard (Corp Plan 004b)		
Description	<p>Description: To include review of litter picking schedules and bin provision. Also involvement with 'Adopt an Area' and Tradesman projects.</p> <p>Expected outcome: Demonstrable decrease in litter</p> <p>Lead Officer: Andy Howard</p> <p>Funding Source: Additional revenue agreed by Cabinet</p>	Expected Completion Date	31-Mar-2019
Latest Update	<p>25-Oct-2018 The Litter Action Plan was approved by Cabinet in September 2017 in order to address litter and fly tipping across the district. Reviewing performance to date:</p> <ul style="list-style-type: none"> The 'Against Litter' brand was successfully launched to raise awareness of the issues, followed by publicity campaigns on: litter enforcement awareness, Adopt an Area (158 areas adopted), Green Dog Scheme (over 300 people signed up). Against Litter has achieved over 2.5 million social media impressions and has been nominated for 2 national awards. The joint litter enforcement trial with EHDC was also well received by the public (please see Corp Plan 004a for update). An audit of the bin infrastructure and review of street cleaning schedules were undertaken, more efficient contracts were secured for cleansing, improved collaboration with WSCC on coordinating highway work was achieved and litter picking equipment was replenished for community events. <p>A member / officer workshop was held on 06 September to discuss outstanding actions and way forward for the action plan. A paper has been prepared focusing on project proposals and resourcing will be considered at the Cabinet Strategy Day on 31 October. The proposal seeks to maintain the 'Adopt an Area' and 'Green Dog Walkers' initiatives and introduce new ones to tackle fly tipping and highway litter.</p>		

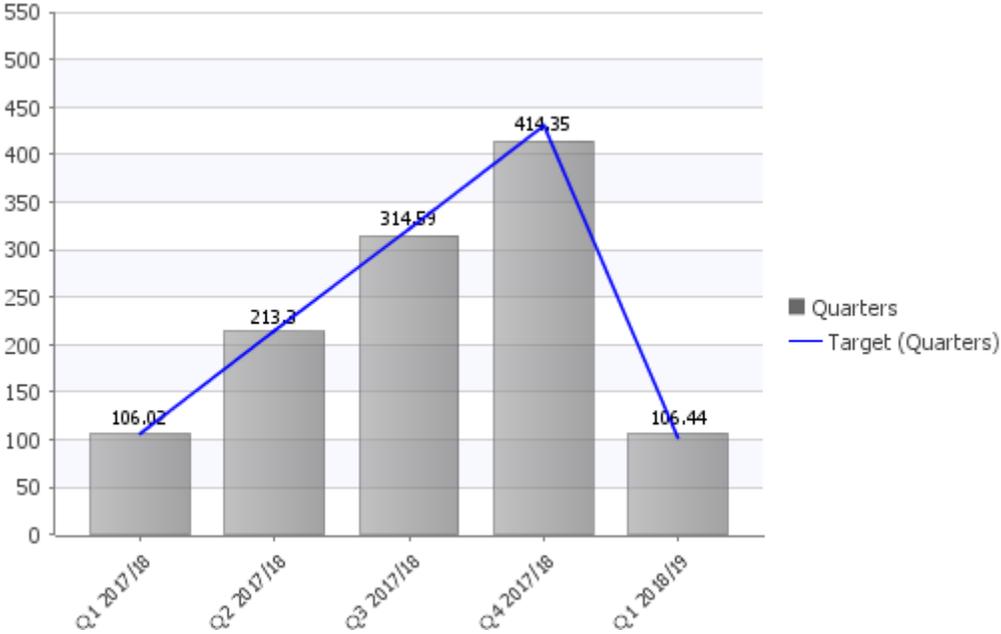
Page 	Infrastructure Business Plan (IBP) 2018/19 / Karen Dower (Corp Plan 018)		
Description 11	<p>Description: Prepare the Infrastructure Business Plan including stakeholder consultation</p> <p>Expected outcome: Business Plan to set out to support the provision of essential infrastructure</p> <p>Lead Officer: Karen Dower</p> <p>Funding Source: Budget provision within existing revenue budget</p>	Expected Completion Date	31-Mar-2019
Latest Update	17-Oct-2018 Due to the timing of the Growth Board meeting, the decision to consult on the draft IBP was made by Cabinet on 2 October without further consideration by Council.		

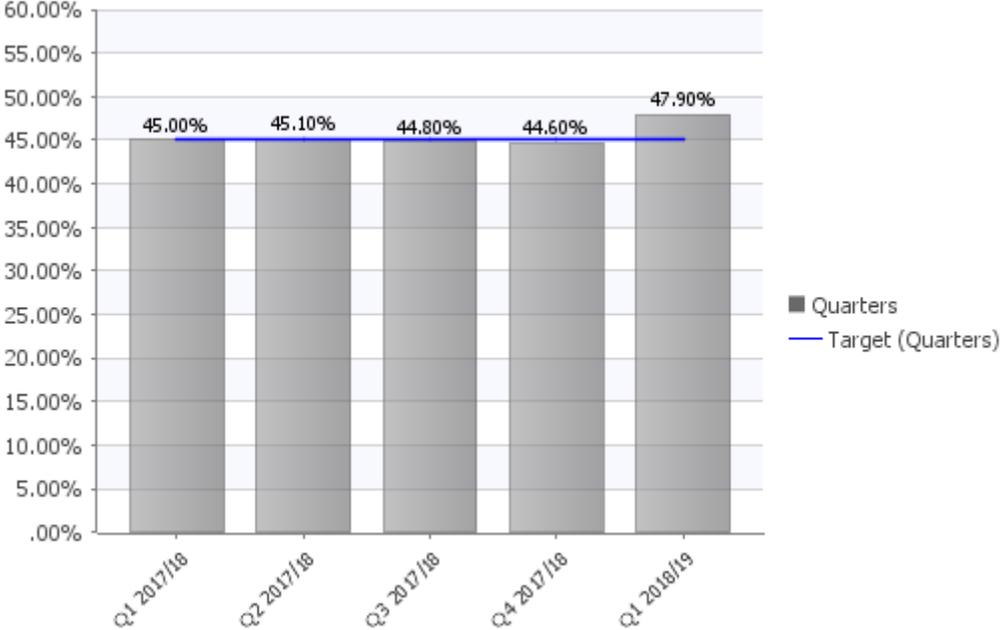
	Co-Ordination of Chichester Vision Action Plan / Tania Murphy (Corp Plan 014)		
Description	<p>Description: To co-ordinate delivery of the Action Plan related to 'Chichester Tomorrow - A Vision for Chichester City Centre'. To work with partners to co-ordinate implementation and delivery.</p> <p>Expected outcome: Key project outcomes and potential outcome measures are as detailed in the action plan for the Vision.</p> <p>Lead Officer: Tania Murphy</p> <p>Funding Source: CDC £50,000 agreed for revenue funding for the vision projects and partner funding £TBC.</p>	Expected Completion Date	31-Mar-2022
Latest Update	17-Oct-2018 Three meetings of the Chichester Vision Steering Group have been held this year, with reports provided on progress on the many project groups that are in place.		

	Selsey Vision / Jane Cunningham & Steve Hill (Corp Plan 015)		
Description	<p>Description: To co-ordinate delivery of the Action Plan related to the Selsey Vision. To work with partners to co-ordinate implementation and delivery, including work relating to the Manhood Peninsula Partnership, Selsey Haven and related projects in Selsey. This will include elements of the study relating to Selsey Haven, such as wayfinding, marketing events and improvements to the public realm.</p> <p>Expected outcome: Key project outcomes and potential outcome measures are as detailed in the action plan for the Vision. A place where Selsey businesses can grow and where residents and visitors can find good cultural, leisure and sporting activities.</p> <p>Lead Officer: Jane Cunningham & Steve Hill</p>	Expected Completion Date	31-Mar-2019
Latest Update	17-Oct-2018 Selsey Vision Steering Group meeting held for first quarter on 27 th June and 2 nd quarter on 27 th September, with reports from the action groups of projects so far. Good progress has been made in particular with engagement relating to the Vision.		

	Midhurst Vision / Steve Hill (Corp Plan 016)		
Description	<p>Description: To co-ordinate delivery of the Action Plan related to the Midhurst Vision. To work with partners to co-ordinate implementation and delivery.</p> <p>Expected outcome: Key project outcomes and potential outcome measures are as detailed in the action plan for the Vision. A place where Midhurst businesses can grow and where residents and visitors can find good cultural, leisure and sporting activities.</p> <p>Lead Officer: Steve Hill</p>	Expected Completion Date	31-Mar-2019
Latest Update	17-Oct-2018 Meetings of the Midhurst Vision Steering Group have been held on 2 nd July and 10 th October, with action assigned to members of the group.		

	Petworth Vision / Steve Hill (Corp Plan 017)		
Description	<p>Description: To co-ordinate delivery of the Action Plan related to the Petworth Vision. To work with partners to co-ordinate implementation and delivery.</p> <p>Expected outcome: Key project outcomes and potential outcome measures are as detailed in the action plan for the Vision. A place where Petworth businesses can grow and where residents and visitors can find good cultural, leisure and sporting activities.</p> <p>Lead Officer: Steve Hill</p>	Expected Completion Date	31-Mar-2019
Latest Update	17-Oct-2018 Petworth Vision meeting held 3rd May to consider potential actions for the town for partners. Although no formal group meetings for the Petworth Vision have been held since May, CDC continues to work with both Petworth Vision CIC and Petworth Town Council on individual projects.		

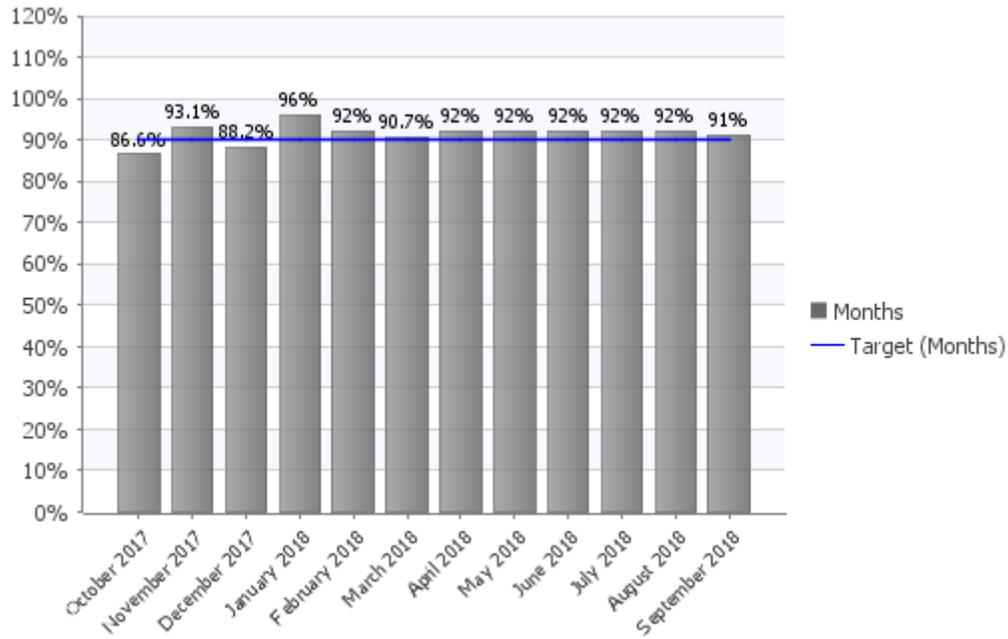
PI Code & Short Name	LPI 191 Residual household waste in Kg per household	Portfolio	Cabinet Member for Residents Services																			
Description	<p>In line with the position of waste reduction at the top of the waste hierarchy, the Government wishes to see a year on year reduction in the amount of residual waste (through a combination of less overall waste and more reuse, recycling and composting of the waste that households produce). Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste).</p> <p>This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.</p>	Managed By	Contract Services Division - Kevin Carter																			
Page 113	 <table border="1" data-bbox="264 555 1265 1189"> <caption>Residual Household Waste Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Kg)</th> <th>Target (Quarters) (Kg)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>106.02</td> <td>102</td> </tr> <tr> <td>Q2 2017/18</td> <td>213.3</td> <td>102</td> </tr> <tr> <td>Q3 2017/18</td> <td>314.59</td> <td>102</td> </tr> <tr> <td>Q4 2017/18</td> <td>414.35</td> <td>102</td> </tr> <tr> <td>Q1 2018/19</td> <td>106.44</td> <td>102</td> </tr> </tbody> </table>	Quarter	Quarters (Kg)	Target (Quarters) (Kg)	Q1 2017/18	106.02	102	Q2 2017/18	213.3	102	Q3 2017/18	314.59	102	Q4 2017/18	414.35	102	Q1 2018/19	106.44	102	Desired Trend	Aim to Minimise	
		Quarter	Quarters (Kg)	Target (Quarters) (Kg)																		
		Q1 2017/18	106.02	102																		
		Q2 2017/18	213.3	102																		
		Q3 2017/18	314.59	102																		
Q4 2017/18	414.35	102																				
Q1 2018/19	106.44	102																				
Last Updated	Q1 2018/19	Current Status	⚠																			
Red Threshold	107.1	Amber Threshold	103.02																			
Current Target	102	Current Value	106.44																			
Note		<p>15-Oct-2018 Provisional outturn subject to Waste Data Flow sign off. Slight reduction to performance compared to same quarter last year which continues to support our overall recycling rate even though target for this quarter not met. Waste composition analysis completed earlier this year (which looked at the material in the black waste bin) is being utilised to tailor communications to residents to support waste reduction; food waste being the core focus.</p>																				

PI Code & Short Name	LPI 192 Percentage of household waste sent for reuse, recycling and composting (quarterly)	Portfolio	Cabinet Member for Residents Services													
Description	The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.	Managed By	Contract Services Division - Kevin Carter													
Page 114	 <table border="1" data-bbox="264 472 1265 1102"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>45.00%</td> </tr> <tr> <td>Q2 2017/18</td> <td>45.10%</td> </tr> <tr> <td>Q3 2017/18</td> <td>44.80%</td> </tr> <tr> <td>Q4 2017/18</td> <td>44.60%</td> </tr> <tr> <td>Q1 2018/19</td> <td>47.90%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2017/18	45.00%	Q2 2017/18	45.10%	Q3 2017/18	44.80%	Q4 2017/18	44.60%	Q1 2018/19	47.90%	Desired Trend	Aim to Maximise	
		Quarter	Percentage													
		Q1 2017/18	45.00%													
		Q2 2017/18	45.10%													
		Q3 2017/18	44.80%													
		Q4 2017/18	44.60%													
Q1 2018/19	47.90%															
Last Updated	Q1 2018/19	Current Status														
Red Threshold	42.75%	Amber Threshold	44.55%													
Current Target	45.00%	Current Value	47.90%													
Note																
15-Oct-2018 Provisional data for Q1 - subject to Waste Data Flow sign off.																

PI Code & Short Name	CCS MPI 11a Number of residents using the Garden Recycling Service	Portfolio	Cabinet Member for Residents Services		
Description	Increase customer base to 30% of District households by 2020.	Managed By	Contract Services Division - Kevin Carter		
	Desired Trend	Aim to Maximise			
	Last Updated	September 2018	Current Status		
	Red Threshold	14,098	Amber Threshold	14,691.6	
	Current Target	14,840	Current Value	15,204	
	Note				

PI Code & Short Name	LPI 193a Per capita reduction in CO2 emissions in the LA area (Data Source: DEFRA, previously NI 186)	Portfolio	Cabinet Member for Environment Services																										
Description	<p>Action by local authorities is critical to achievement of Government's climate change objectives. Local authorities are uniquely placed to provide vision and leadership to local communities by raising awareness and influencing behaviours. In addition, through their powers and responsibilities and by working with their Local Strategic Partnership they can have significant influence over emissions in their local areas.</p> <p>The indicator relies on centrally produced statistics to measure end user CO2 emissions in the Local Area from Business and the Public Sector, domestic housing and road transport. This data is already captured and analysed to produce area by area carbon emissions per capita. It is sufficiently robust with relatively low levels of uncertainty. The percentage reduction in CO2 per capita in each local authority area will be reported annually. The statistics for 2005 will be used as the baseline.</p>	Managed By	Environmental Protection Division - Alison Stevens																										
Page 116	<table border="1"> <caption>Per capita reduction in CO2 emissions (2006-2016)</caption> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr><td>2006</td><td>-2.2%</td></tr> <tr><td>2007</td><td>-5.3%</td></tr> <tr><td>2008</td><td>-6.4%</td></tr> <tr><td>2009</td><td>-12.8%</td></tr> <tr><td>2010</td><td>-9.6%</td></tr> <tr><td>2011</td><td>-17.0%</td></tr> <tr><td>2012</td><td>-13.8%</td></tr> <tr><td>2013</td><td>-17.0%</td></tr> <tr><td>2014</td><td>-28.0%</td></tr> <tr><td>2015</td><td>-28.6%</td></tr> <tr><td>2016</td><td>-33.7%</td></tr> </tbody> </table>	Year	Reduction (%)	2006	-2.2%	2007	-5.3%	2008	-6.4%	2009	-12.8%	2010	-9.6%	2011	-17.0%	2012	-13.8%	2013	-17.0%	2014	-28.0%	2015	-28.6%	2016	-33.7%	Desired Trend	Aim to Minimise		
		Year	Reduction (%)																										
		2006	-2.2%																										
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2012	-13.8%																												
2013	-17.0%																												
2014	-28.0%																												
2015	-28.6%																												
2016	-33.7%																												
Last Updated	2016	Current Status																											
Red Threshold			Amber Threshold																										
Current Target			Current Value	-33.7%																									
Note																													
<p>24-Oct-2018 The 2016 data was released on 26 June 2018. It shows that emissions in 2016 were 5.7 tonnes per capita CO2, down from 8.6t in 2005. However emissions remain well above the West Sussex average of 4.7t. The next update is not expected until June 2019.</p>																													

PI Code & Short Name	CCS MPI 02 Percentage of fly-tips removed within 3 days	Portfolio	Cabinet Member for Residents Services
Description	Corporate Plan 2018-21 Measure – Remove 90% of fly-tips within 3 working days	Managed By	Contract Services Division - Kevin Carter



Desired Trend	Aim to Maximise		
Last Updated	September 2018	Current Status	
Red Threshold	85.5%	Amber Threshold	89.1%
Current Target	90%	Current Value	91%
Note			

25-Oct-2018 We collected 107 fly tips in September and 97 were collected within 3 days (91%).

PI Code & Short Name	LPI 001 Percentage of graffiti removed within 5 working days	Portfolio	Cabinet Member for Residents Services															
Description	Corporate Plan 2018-21 Measure – Graffiti will be removed within 5 days.	Managed By	Contract Services Division - Kevin Carter															
<table border="1"> <caption>Performance Data from Chart</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>April 2018</td> <td>100%</td> </tr> <tr> <td>May 2018</td> <td>100%</td> </tr> <tr> <td>June 2018</td> <td>100%</td> </tr> <tr> <td>July 2018</td> <td>100%</td> </tr> <tr> <td>August 2018</td> <td>100%</td> </tr> <tr> <td>September 2018</td> <td>100%</td> </tr> </tbody> </table>	Month	Performance (%)	April 2018	100%	May 2018	100%	June 2018	100%	July 2018	100%	August 2018	100%	September 2018	100%	Desired Trend	Aim to Maximise		
	Month	Performance (%)																
	April 2018	100%																
	May 2018	100%																
	June 2018	100%																
	July 2018	100%																
August 2018	100%																	
September 2018	100%																	
Last Updated	September 2018	Current Status																
Red Threshold	95%	Amber Threshold	99%															
Current Target	100%	Current Value	100%															
Note																		

Priority	Improve and support the local economy to enable local appropriate growth		
Objectives	<ul style="list-style-type: none"> ➤ Promote commercial activity and economic growth 	<ul style="list-style-type: none"> ➤ Promote Chichester District as a visitor and cultural destination. 	<ul style="list-style-type: none"> ➤ Promote the city, towns and local centres as vibrant places to do business.
61 Measures & Targets	<ul style="list-style-type: none"> ▶ Complete the Enterprise Centre to deliver 250 new jobs every three years. ✔ Directly support start-up businesses through rent subsidy and monitor the success rate of these companies to ensure survival rates after three years of operation align with the South East actual rates. ▶ Promote inward investment and support the economic use and development of existing and newly designated employment land, Horticultural Development Areas and other commercial land. In the area covered by the Chichester Local Plan (not including the South Downs National Park), this will create an additional land/office space of 16,000 sq. m of industrial/warehousing and 2,500 sq. m of office space by 2021. ● Continue to provide the Choose Work scheme with a commitment to engage with at least 80 clients per annum, of which 40% will secure employment at the end of the programme. ▶ Implement the Southern Gateway Masterplan in partnership with landowners and developers so as to deliver 365 homes, 1434 new jobs and 21,600 sq. m of business/retail and leisure floor space by 2021. 	<ul style="list-style-type: none"> ✔ We will maintain food safety compliance by at least 95% of businesses at a satisfactory rating of 3 or above. ▶ 80% of visitors surveyed will feel satisfied with our town centres. ▶ Work in partnership with the Destination Management Organisation to support the writing of a new Destination Management Plan for the visitor economy ▶ Working in partnership with the cultural sector, complete a Cultural Strategy and implementation plan 	<ul style="list-style-type: none"> ▶ Provide a programme of training and grants to improve shop fronts in order to help create the conditions to maintain the occupancy of our city and town centre shops above the South East average.
Key Projects for 2018 onwards	<ul style="list-style-type: none"> ▶ Development of Barnfield Drive ▶ Enterprise Gateway – Development and Ongoing Management ▶ New Employment Land – Retaining and Attracting Businesses – Business Growth and Inward Investment ▶ Southern Gateway Implementation 	<ul style="list-style-type: none"> ▶ Development of Service Level Agreement for Visit Chichester ▶ Prepare a Cultural Strategy 	<ul style="list-style-type: none"> ▶ Retail Training Programme and Shop Front Grants

	Development of Barnfield Drive / Peter Legood (Corp Plan 001)		
Description	<p>Description: Land to be developed and let for Business use. Expected outcome: Rental Income and Capital Receipts at agreed stages of the development. Also provides significant contribution to economic development of the city and to NNDR income. Lead Officer: Peter Legood Funding Source: Apart from initial external professional support in setting up the development agreement this will be developer funded.</p>	Expected Completion Date	30-Sep-2021
Latest Update	20-Sep-2018 Tenders for the Roundabout and Lidl development have been received by Brookhouse the Council's developer partner. There are however some on-going negotiations between the Council and the developer to achieve viability for the scheme. Site Clearance has commenced but the developer is not yet in a position to proceed with the development.		

	Enterprise Gateway Development - Plot 12 Terminus Road / Peter Legood (Corp Plan 025)		
Page 120 Description	<p>Description: Development of small industrial / business units bringing a Brownfield site into a more productive and commercial use. Expected outcome: Provision of small business units to facilitate the creation of between 250 and 275 jobs every three years and contribute to an improvement in business survival rates after one year to at least the national level. Each job created would have a direct benefit to the public purse as an under 25 year old unemployed person is estimated to cost over £12,000 per year in benefits. 2017/18 - completion of the Enterprise Centre is expected creating about 30 new jobs by March 2018 (increasing to 250 over 3 years). Lead Officer: Peter Legood Funding Source: The original allocated capital cost of the project was £4m. Capital costs along with associated predicted income will need to be reviewed as the project progresses. For example, at time of approval build costs were based on estimates without any detailed drawings in place or planning permission granted. Reports on key elements of the project, such as the construction tender stage, will be brought back to Cabinet at appropriate times and the business plan updated in line with updated estimates. Cabinet 7th July 2015 approved increase in budget to £6,245,900.</p>	Expected Completion Date	31-Oct-2019
Latest Update	16-Oct-2018 Overview and Scrutiny Committee at its meeting on 18 September considered the Post Project Evaluation Report on the Enterprise Centre. Performance monitoring of job creation and business survival rates will follow. No further actions were recommended to Cabinet.		

	Management of Chichester Enterprise Centre / Mark Regan (Corp Plan 025a)		
Description	<p>Description: Following construction of the Chichester Enterprise Centre (see Corp Plan 025), the management and monitoring of the contract with the operator; Basepoint. Expected outcome: Occupation of units with associated net income for the Council Lead Officer: Mark Regan Funding Source: None required as building works are completed. Revenue income.</p>	Expected Completion Date	31-Mar-2025
Latest Update	15-Oct-2018 Internal CDC review meeting held 12/10/18 - contract monitoring provisions to be checked against performance.		

	New Employment Land – Retaining and Attracting Businesses - Business Growth and Inward Investment / Melanie Burgoyne (Corp Plan 118)		
Description	<p>Description: To undertake a programme of research and consultation to provide base data, site information and market intelligence. This will enable us to understand the existing supply and demand criteria for commercial property, identify current businesses with growth potential, business sectors to attract and grow and potential users of existing and new employment land. We will also be able to identify potential incentives to attract inward investment and to prepare and implement plans to encourage growing District businesses to relocate and to encourage inward investment from businesses outside the District.</p> <p>Expected outcome: It is anticipated that the project will attract new high-growth employers to the District, generate new job opportunities, maximise the effectiveness of the Council's Enterprise Centre, ensure employment land is used for the sectors and businesses most likely to maximise economic growth and encourage growing businesses in the District to take up available commercial space</p> <p>Lead Officers: Melanie Burgoyne & Steve Oates</p> <p>Funding Source: £40,000 CDC</p>	Expected Completion Date	31-Mar-2020
Latest Update	03-Oct-2018 Following staffing changes within the team, milestones have been amended. The final 2 milestones, including a final report to Cabinet remain due by 31st March 2020, as per original project plan.		

	Southern Gateway - Implementation / Paul Over (Corp Plan 142a)		
Page 121 Description	<p>Description: Implementation of Southern Gateway master plan</p> <p>Expected outcome: Employment growth, housing delivery</p> <p>Lead Officer: Paul Over</p> <p>Funding source: Capital TBC</p>	Expected Completion Date	30-Sep-2020
Latest Update	<p>18-Sep-2018 The Strategic Collaboration Agreement and the development brief/revised PID are being finalised in conjunction with our property and legal consultants prior to consideration by Cabinet on the 2 October. The Development Brief is also being considered by the Overview and Scrutiny committee on 18 September following consideration by CDC and WSCC members at a workshop on 3 September. A further bespoke piece of work is required on waste water treatment and has been commissioned. All other pre-marketing studies have been completed. Slippage in the program and the impact on the funding was discussed at the LEP Investment Board meeting on 13 September – a decision is awaited. Work to identify and formalise the relocation sites for Stagecoach and the Royal Mail continues. Advanced negotiations have taken place in respect of one potential relocation site Heads of Terms for which are expected to be reported to Cabinet at their meeting on 2 October. Transfers of the Sussex Police and MoJ sites to HE are progressing but have not yet been completed – expected transfer dates remain October 2018 and December 2018 respectively. A presentation took place to the Chichester Chamber (10/9) and is planned for WSCC CLC (30/10). The Dept. for International Trade has confirmed that we have passed “Gateway 2” approval and the opportunity will be included in MIPIM (Le marche international des professionnels de l’immobilier) UK in October. Discussions with Network Rail continue. Provided appropriate approvals are obtained at Cabinet on 2 October and from strategic partners (WSCC and HE) the opportunity will be taken to the market via an OJEU compliant process at the end of October 2018 with a development partner being selected in June 2019.</p>		

	Development of Service Level Agreement for Visit Chichester / Sarah Peyman (Corp Plan 019)		
Description	<p>Description: Work with Visit Chichester to develop a service level agreement</p> <p>Expected outcome: Work closely with Visit Chichester during 2018/19 as they establish their structure to develop key performance indicators and agree how future SLA is to be monitored.</p> <p>Lead Officer: Sarah Peyman</p> <p>Funding Source: CDC grant of £50,000 over 5 years</p>	Expected Completion Date	31-Mar-2023
Latest Update	26-Oct-2018 Regular meetings with Visit Chichester have taken place to monitor progress in line with the SLA. The Destination Management Plan for Visit Chichester is currently being developed with consultants Go To Places. A report is being taken to OSC on 13 November to review the progress of Visit Chichester for the previous 6 months operation and to identify key dates and future developments for the next 6 months operation.		

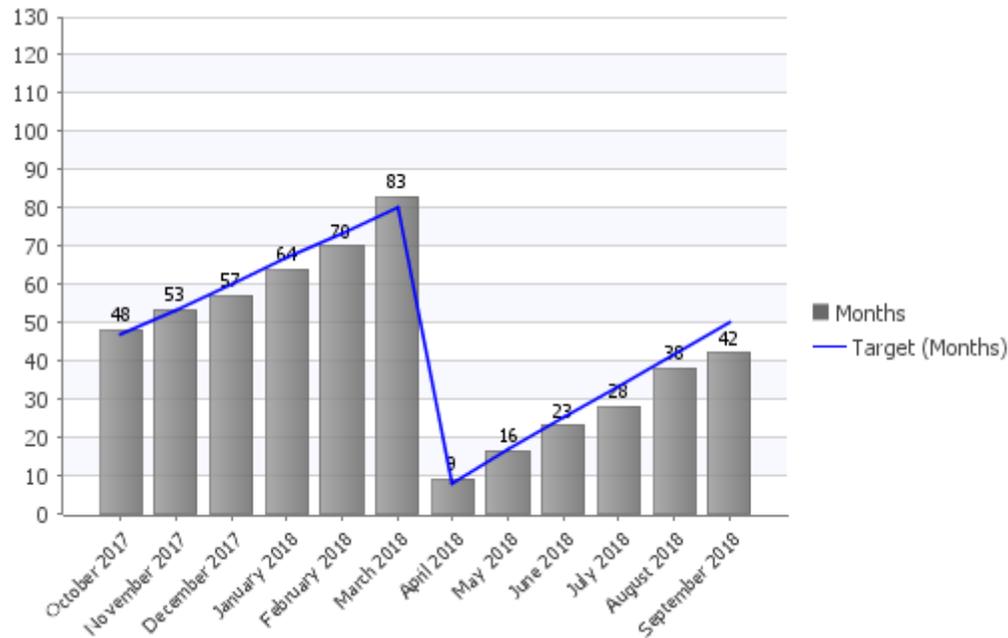
	Prepare a Cultural Strategy / CDC (CV 09)		
Description	<p>Project Description: Develop an integrated cultural offer for the district</p> <p>Priority: High</p> <p>Lead Partner: CDC (Divisional Manager - Culture and Sport)</p>	Expected Completion Date	31-Mar-2019
Latest Update	01-Oct-2018 Following discussions with Members it was decided to discuss the merits of a Cultural Strategy or Action Plan and agreed that the formation of a cultural partnership to develop close working relationships to assist with sharing best practice, development of an integrated events programme and opportunities for shared working would be beneficial. Discussions with Visit Chichester have identified that similar groups have been established as part of their work surrounding the development of the Destination Management Plan and it is thought this could potentially be used moving forward to achieve this partnership group.		

Page 122		Retail Training Programme and Shop Front Grants / Melanie Burgoyne & Kim Pellett (Corp Plan 010)		
Description	<p>Description: Provide targeted support to retail businesses in Chichester City Centre, the three market towns and the East Wittering local centre.</p> <p>Expected outcome: 30 retail workshops will be delivered and 90 independent businesses will benefit from attending the workshops and bespoke training. Individual businesses will have a smarter appearance, complementing the wider retail centres. Business engagement with city and town initiatives (e.g. Independents Month) will increase. Retail jobs will be sustained and premises vacancy rates will be maintained at existing low levels.</p> <p>Lead Officer: Melanie Burgoyne & Kim Pellett</p> <p>Funding Source: £168,800 from WSCC Pooled Business Rates Fund and £32,000 from CDC.</p>	Expected Completion Date	30-Sep-2019	
Latest Update	18-Oct-2018 This update was given at the October panel meeting: There had been 34 applications to date; 7 from the north of the district, 14 from the south and 13 from the city and surrounding area. 22 were for capital projects, 2 for apprenticeships, and 10 applications were for websites. It was likely that the remaining funds of £7000 would be allocated by December 2018. There was uncertainty whether West Sussex County Council (WSCC) would continue to provide the more fund for distribution next year, consequently future funding applications will be routing to the Grants and Concessions scheme. With reference to the retail training programme, 24 focused retail workshops have been completed, and we have just launched the follow-up one-to-one in-store sessions and shop front grant scheme.			

PI Code & Short Name	LPI 163b To increase the survival rates of companies at year 3 to align with the South East actual	Portfolio	Cabinet Member: Leader of the Council																							
Description	Survival rates are calculated as the proportion of VAT registrations at the beginning of 2014 that have not de-registered.	Managed By	Growth Division - Victoria McKay																							
<table border="1"> <caption>Business Survival Rates (2007-2016)</caption> <thead> <tr> <th>Year</th> <th>Survival Rate (%)</th> </tr> </thead> <tbody> <tr><td>2007</td><td>69.57%</td></tr> <tr><td>2008</td><td>67.99%</td></tr> <tr><td>2009</td><td>75.4%</td></tr> <tr><td>2010</td><td>66.2%</td></tr> <tr><td>2011</td><td>66.7%</td></tr> <tr><td>2012</td><td>66.1%</td></tr> <tr><td>2013</td><td>57.1%</td></tr> <tr><td>2014</td><td>64.3%</td></tr> <tr><td>2015</td><td>64.7%</td></tr> <tr><td>2016</td><td>54.62%</td></tr> </tbody> </table>		Year	Survival Rate (%)	2007	69.57%	2008	67.99%	2009	75.4%	2010	66.2%	2011	66.7%	2012	66.1%	2013	57.1%	2014	64.3%	2015	64.7%	2016	54.62%	Desired Trend	Aim to Maximise	
		Year	Survival Rate (%)																							
		2007	69.57%																							
		2008	67.99%																							
		2009	75.4%																							
		2010	66.2%																							
2011	66.7%																									
2012	66.1%																									
2013	57.1%																									
2014	64.3%																									
2015	64.7%																									
2016	54.62%																									
Last Updated	2016	Current Status																								
Red Threshold	49.47%	Amber Threshold	51.55%																							
Current Target	52.07%	Current Value	54.62%																							
Note																										
<p>02-Jan-2018 The value represents business survival rate of 54.62% for Chichester District businesses, which is higher than South East at 52.07%. The outturn for 2016 is lower than in previous year, which could be due to a number of reasons such as increasing difficult trading times, and economic uncertainty affecting lower business investments, and cash flow problems. A number of projects will be implemented this coming year which will hopefully assist small businesses to perform better through these very difficult economic times. Projects such as the 'retail training' and 'shop front grants', and 'enabling grants'.</p> <p>Next update will be in Jan 2019, when data is released at the end of Dec 2018.</p>																										

PI Code & Short Name	LPI 230 Choose Work - number of unemployed clients engaged and assisted to move forward	Portfolio	Cabinet Member for Community Services
Description	Actively engage and support unemployed clients in the District and to help them develop their own 'future life action plan' and help them to move forward in their lives.	Managed By	Communities Division - Pam Bushby

Desired Trend	Aim to Maximise		
Last Updated	September 2018	Current Status	
Red Threshold	48	Amber Threshold	50
Current Target	50	Current Value	42



Note

16-Oct-2018 The engagement figures for Choose Work in Quarter 2 were as follows;

In July we worked with **5 new clients** and supported 18 clients via subsequent workshops and one to one mentoring sessions

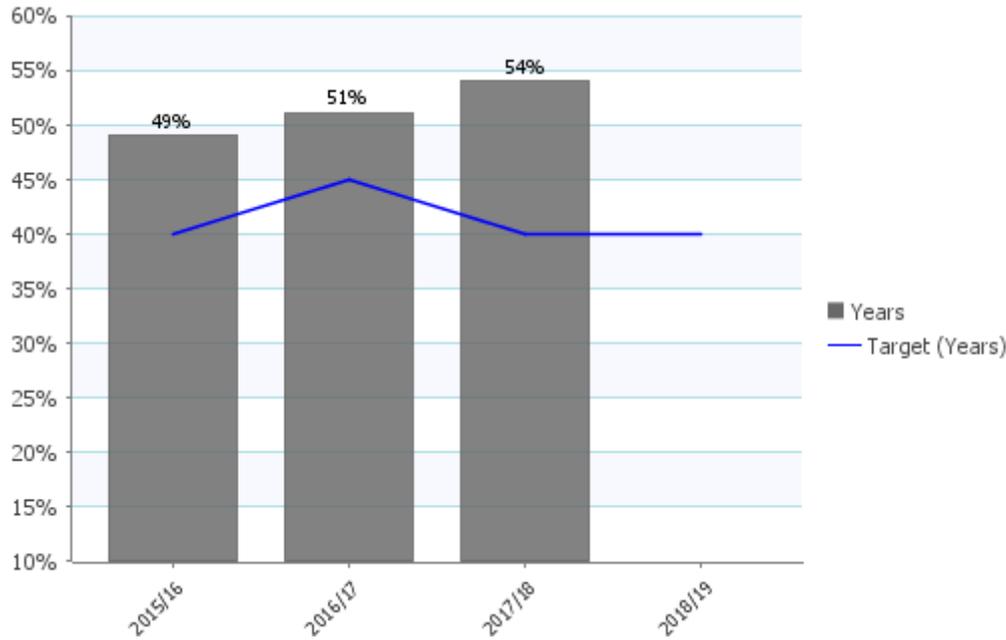
In August we worked with **10 new clients** and supported 14 clients via subsequent workshops and one to one mentoring sessions

In September we worked with **4 new clients** and supported 9 clients via subsequent workshops and one to one mentoring sessions

In total for quarter 2 we engaged with **19 new clients** at one to one mentoring sessions in addition to **41 further client contact sessions** which were either one to one mentoring sessions or workshops.

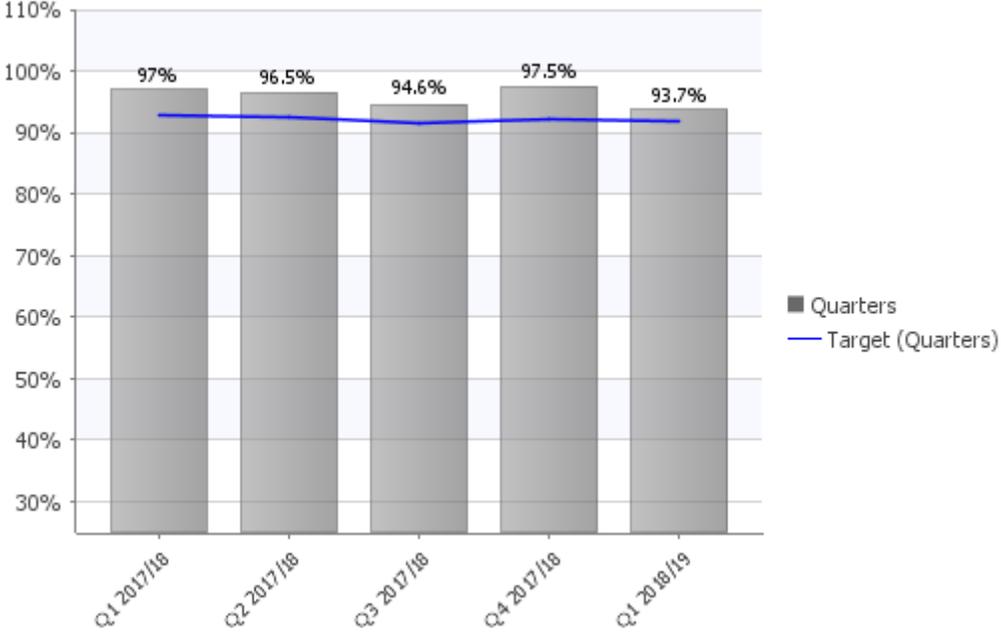
In September we recruited a replacement Choose Work Co-ordinator to bring the team back up to full hours - interviews to take place 19 October 2018.

PI Code & Short Name	LPI 230b Choose Work - Increase the number of 'Chooseworkers' who secure employment at the end of the programme	Portfolio	Cabinet Member for Community Services
Description	Corporate Plan 2018-2021 measure: engage with at least 80 clients per annum, of which 40% will secure employment at the end of the programme.	Managed By	Communities Division - Pam Bushby



Desired Trend	Aim to Maximise		
Last Updated	2017/18	Current Status	
Red Threshold	38%	Amber Threshold	39.6%
Current Target	40%	Current Value	54%
Note	<p>24-Oct-2018 So far in 2018/19, the Choose Work Service has engaged with 33 new clients and supported 10 into paid employment. An additional 4 have been supported into work experience placements. The team has not been fully staffed, in the main, since April 2018 and recruitment is now taking place to bring the team back up to full hours.</p>		

PI Code & Short Name	LPI 179 Percentage of food businesses that are broadly compliant with statutory food safety requirements (score a rating of 3 or above in the National Food Hygiene Rating Scheme)	Portfolio	Cabinet Member for Community Services																
Description	Measures the effectiveness of food safety interventions on food safety compliance.	Managed By	Health Protection and Wellbeing Division - Ian Brightmore																
<table border="1"> <caption>Compliance Data</caption> <thead> <tr> <th>Year</th> <th>Compliance (%)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>89%</td> </tr> <tr> <td>2013/14</td> <td>92.9%</td> </tr> <tr> <td>2014/15</td> <td>95.7%</td> </tr> <tr> <td>2015/16</td> <td>97.27%</td> </tr> <tr> <td>2016/17</td> <td>96%</td> </tr> <tr> <td>2017/18</td> <td>96.69%</td> </tr> </tbody> </table>		Year	Compliance (%)	2012/13	89%	2013/14	92.9%	2014/15	95.7%	2015/16	97.27%	2016/17	96%	2017/18	96.69%	Desired Trend	Aim to Maximise		
		Year	Compliance (%)																
		2012/13	89%																
		2013/14	92.9%																
		2014/15	95.7%																
2015/16	97.27%																		
2016/17	96%																		
2017/18	96.69%																		
Last Updated	2017/18	Current Status																	
Red Threshold	90.25%	Amber Threshold	94.05%																
Current Target	95%	Current Value	96.69%																
Note																			
<p>23-Oct-2018 We are currently sitting at 96.74% broadly compliant food businesses so are well on track to maintain the annual target of 95%.</p>																			

PI Code & Short Name	LPI 252 Occupancy rate for our city and town centre shops	Portfolio	Cabinet Member: Leader of the Council																
Description	Corporate Plan 2018-2021 measure: Directly support start-up businesses through rent subsidy and monitor the success rate of these companies to ensure survival rates after three years of operation align with the South East actual rates.	Managed By	Growth Division - Victoria McKay																
Page 127	 <table border="1" data-bbox="264 483 1265 1117"> <caption>Occupancy Rate Data</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>97%</td> </tr> <tr> <td>Q2 2017/18</td> <td>96.5%</td> </tr> <tr> <td>Q3 2017/18</td> <td>94.6%</td> </tr> <tr> <td>Q4 2017/18</td> <td>97.5%</td> </tr> <tr> <td>Q1 2018/19</td> <td>93.7%</td> </tr> <tr> <td>Target (Quarters)</td> <td>91.9%</td> </tr> </tbody> </table>		Quarter	Occupancy Rate (%)	Q1 2017/18	97%	Q2 2017/18	96.5%	Q3 2017/18	94.6%	Q4 2017/18	97.5%	Q1 2018/19	93.7%	Target (Quarters)	91.9%	Desired Trend	Aim to Maximise	
			Quarter	Occupancy Rate (%)															
			Q1 2017/18	97%															
			Q2 2017/18	96.5%															
			Q3 2017/18	94.6%															
Q4 2017/18	97.5%																		
Q1 2018/19	93.7%																		
Target (Quarters)	91.9%																		
Last Updated	Q1 2018/19	Current Status	✔																
Red Threshold	87.31%	Amber Threshold	90.98%																
Current Target	91.9%	Current Value	93.7%																
Note																			
18-Oct-2018 Latest occupancy rate for South East is 91.9% in July 2018 (Q1). We are waiting for Q2 data for the South East region, which is not yet published. We anticipate this will be released at the end of November 2018.																			

Priority	Manage the Council's finances prudently and effectively		
Objectives	<ul style="list-style-type: none"> ➤ Ensure the prudent use of the Council's resources 	<ul style="list-style-type: none"> ➤ Provide value for money through efficient and effective service delivery 	<ul style="list-style-type: none"> ➤ Maintain low rate of council tax while protecting services
821 0604 Measures & Targets	<ul style="list-style-type: none"> ▶ Ensure the revenue budget and capital programme remain balanced and sustainable over a rolling 5 year period. ▶ Manage rigorously the Council's risks. ▶ Have sound governance arrangements in place approved by the Council's external auditors. 	<ul style="list-style-type: none"> ▶ Maintain a programme of improvement reviews for our services to ensure that they are delivered effectively and efficiently. These reviews should challenge existing costs, service delivery mechanisms and consider using outside bodies where appropriate. ▶ Ensure that, where the Council has discretion over charging for services, service users should normally bear the full costs, except where there are important community considerations. ▶ Implement an investment strategy to preserve and improve the financial and other resources available to the Council 	<ul style="list-style-type: none"> ▶ Provide services without the use of reserves. ▶ Require compensating savings before any new revenue expenditure, including capital expenditure that has revenue consequences, is approved. ▶ Continue to review the Council's costs in order to find further savings. ▶ Continue to identify and develop income generating opportunities for the Council.
Key Projects for 2018 onwards	<ul style="list-style-type: none"> ✔ NWOW – Relocation of Teams from Georgian Building 	<ul style="list-style-type: none"> ✔ Improvements to parking payment options ⚠ Structural repairs, waterproofing and resurfacing of Avenue de Chartres Multi-Storey car park. ⚠ A programme of improvements for our Public Conveniences in Tower Street and Northgate ⚠ Novium Review (Formerly Novium Procurement Project) ▶ Review of Revenues and Benefits and Customer Services functions to streamline processes and encourage channel shift. 	<ul style="list-style-type: none"> ▶ Review locally defined Council Tax Discounts.

Comments to Support Progress Assessments on Objectives not Monitored on Pentana Performance Software:

- ▶ **Ensure the revenue budget and capital programme remain balanced and sustainable over a rolling 5 year period** - Quarter 2 monitoring is underway for the current financial year for both revenue and capital spending, which will indicate the known major budget variances. Preparation for the revenue budget for 2019-20 is well underway, including updating the approved capital and asset renewal programmes. The outcome of this work will be reported to Cabinet in February 2019 for the budget spending plans. Prior to this in December the Cabinet will receive the refreshed Financial Strategy 5 year model.
- ▶ **Manage rigorously the Council's risks** - The Council has an up to date Risk Management Policy and Strategy, along with a framework which clearly sets out the roles and responsibilities for both officers and members in managing risks faced by the Council. The council maintains a Strategic Risk Register for more generic and wide reaching risks affecting the whole council or high profile risks, an Organisational Risk Register which are linked to each service area for their service objectives and delivery plans, plus risk registers for each of the 3 Programme Boards. There are also specific project risk registers for the major projects undertaken by the Council. The main risk registers are monitored throughout the year by SLT on a quarterly basis, and the Strategic Risk Group, who consider them in detail twice a year. The outcomes of these reviews are reported to the Corporate Governance and Audit Committee (CG&AC), the latest being reported on 16 October 2018. The Council's Annual Governance Statement considers how well the Council manages itself in relation to governance and risk management. The review is conducted by the Council's Internal Audit Team and reviewed by the Council's external Auditors as part of their audit of the Council's Annual Statement of Accounts. This work was recently completed for the 2017-18 Statement of Accounts, and reported to CG&AC in July 2018. No issues or concerns were raised.
- ▶ **Implement an investment strategy to preserve and improve the financial and other resources available to the Council** - The Treasury Management Outturn report for 2017-18 indicated that the Council is achieving a better rate of return from long term investments undertaken in the Local Authority Property Fund (4.3%) and the multi asset pooled funds (return range of 2.5% to 4%). Any further investments in multi asset bonds are awaiting the outcome of the MHCLG consultation regarding a statutory override due to introduction of the IFRS 9 fair value accounting issue, which impacts the revenue budgets.

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	NWOW - Relocation of Teams from Georgian Building as required / Andy Buckley & Roland Robinson (Corp Plan 006)		
Description	<p>Description: East Pallant House alterations - relocate teams based in Georgian Building into main EPH building as required, dependent on the programme of partners and external organisations to move into EPH.</p> <p>Expected outcome: Additional rental income to support the Council's Deficit Reduction Plan</p> <p>Lead Officer: Andy Buckley & Roland Robinson</p> <p>Funding Source: TBC</p>	Expected Completion Date	31-Mar-2019
Latest Update	10-Sep-2018 All office moves to relocate teams under the new Management Structure completed.		

	Improvements to Parking Payment Options / Tania Murphy (Corp Plan 126)		
Description	<p>Description: Consideration of parking payment options and introduction of new options where appropriate to do so.</p> <p>Expected outcome: Increased satisfaction from customers, reduction in cost of cash collection from machines, (extent of which to be determined by number of new payment options introduced). A parking payment system that serves the needs of the community, businesses and is efficient for the authority.</p> <p>Lead Officer: Tania Murphy</p> <p>Funding Source: From Capital reserves. Confirmation on Capital expenditure required will be finalised as the options are developed.</p>	Expected Completion Date	31-Mar-2018
Latest Update	21-Aug-2018 Payment options are currently reviewed quarterly and shared with the Leader of the council. All rural parking machines were replaced during March 2018. Following a review of payment options a report was considered by the Business Programme Board in June 2018 relating to payment options and the impact of these on customer transactions. These will continue to be monitored.		

	Avenue De Chartres MSCP: Various contracts for major refurbishment / John Bacon (Corp Plan 128a)		
Description Page 130	<p>Description: Includes structural repairs, parking deck waterproofing and resurfacing, new lighting, structure cleaning and upgrading of vehicle and pedestrian safety barriers.</p> <p>Expected Outcome: Concrete structure and car parking decks are fit for purpose. Expected life of structural works is 15 years. Preparation of a life-care plan to aid future funding of a capital and revenue planned maintenance programme.</p> <p>Lead Officer: John Bacon</p> <p>Funding Source: Capital</p>	Expected Completion Date	30-Sep-2019
Latest Update	<p>24-Oct-2018 With the structural refurbishment, lighting, pedestrian barriers and concrete cleaning work now complete, the final phases of this project are progressing and should be completed by the spring of 2019. A summary of the six individual works programmes is included below:</p> <ul style="list-style-type: none"> • Rateavon Limited has completed their structural works and deck resurfacing. We now await confirmation from the appointed engineering consultant that all outstanding defects have been addressed and the work is complete. A final certificate will then be issued and final payment made. • AJ Taylor Limited has completed the LED/emergency lighting project and we now await action by the electrical consulting engineer to issue a certificate of practical completion once satisfied that the works meet their specification. • Triangle Limited has successfully completed the installation of pedestrian barriers. CDC will issue of a certificate of practical completion once all documentation is received from the contractor. • Berry Systems Limited, working with the consulting engineer, are in the process of load testing of the perimeter cantilever deck beams. The data will then be evaluated and a design solution for the vehicle barriers issued to CDC for approval. Once verified the design will be tendered and a contract for the installation of new vehicle barriers will be awarded. • AGS Limited has completed the cleaning of the concrete exposed wall and soffit surfaces. • Finally, tenders have been received for the tower decoration works and a contractor will be appointed to complete this work once the structural work has been completed and all other contractors have left site. 		

	Public Conveniences Improvement Programme - Tower Street Site / Building Surveyor TBC (Corp Plan 149a)		
Description	Description: Refurbishment scheme for public conveniences at Tower Street Expected outcome: Public facilities that are fit for purpose, suitable and sufficient. Lead officer: Building Surveyor TBC Funding source: Capital	Expected Completion Date	31-Mar-2019
Latest Update	24-Oct-2018 Following identification of drainage issues on the site, a PID, outlining an extensive refurbishment of the Tower Street facilities, including provision of a new disabled facility and resolution of the drainage issues was taken to Cabinet on 2 nd October. Cabinet approved the PID and will recommend to Council that an additional £65,000 from Reserves be approved to supplement the existing ARP budget of £80,000 for the project. If approved, the project is expected to commence in 2019. Milestones for the project will be reviewed in line with the approved project plan.		

	Public Conveniences Improvement Programme - Northgate Site / John Bacon (Corp Plan 149b)		
Description	Description: Refurbishment scheme for public conveniences at Northgate Expected outcome: Public facilities that are fit for purpose, suitable and sufficient. Lead officer: John Bacon & Tania Murphy Funding source: Capital	Expected Completion Date	31-Mar-2019
Latest Update	10-Sep-2018 Currently on hold pending a service review of the facilities provided at Northgate. Budget remains available under the ARP.		

	Novium Review / Sarah Peyman (Corp Plan 130a)		
Description	Description: To assist in the development of the service specification for the procurement exercise. For 2018/19 - to identify alternative options for the future management of The Novium Museum and the Tourist Information Service Expected outcome: Outsource the management of The Novium Museum and Tourist Information Service, resulting in revenue savings to the Council. Target savings - £200k. Lead Officer: Sarah Peyman Funding source: Capital funding	Expected Completion Date	31-Dec-2018
Latest Update	26-Oct-2018 A report was considered by July Cabinet where it was agreed that the procurement project would not progress at this time; we would continue with in house management but would review the forward plan for the museum. Work is progressing on the Business Plan and this is being discussed and developed with the Novium Task and Finish Group, who met in September and will meet again on 29 th October.		

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	Revenues, Benefits and Customer Services Project / Andy Buckley (Corp Plan 150)		
Description	<p>Description: In house option chosen instead of shared service with Arun. Project split into 3 distinct streams; streamlining the Revs and Bens back office and processes, moving the Revs and Bens contact into the Contact Centre and realising Contact Centre savings through channel shift.</p> <p>Expected outcome: Significant revenue savings (£148k and £118k in addition to savings already achieved in Revs and Bens)</p> <p>Lead Officer: Andy Buckley</p>	Expected Completion Date	31-Mar-2021
Latest Update	08-Oct-2018 New structure and software operational from April 2018. Performance will now be kept under review and progress reported to Business Improvement Programme Board in January 2019.		

	Locally defined Council Tax discounts review / Paul Jobson (Corp Plan 123)		
Description	<p>Description: 2015 cabinet recommendation to complete a review of all locally defined council tax discounts. This is an annual process with a review to be completed each year.</p> <p>Expected Outcome: To ensure level of discounts are appropriate and relevant to support costs of local CTR scheme</p> <p>Lead Officer: Paul Jobson</p> <p>Funding Source: Financial impact is reflected in taxbase</p>	Expected Completion Date	06-Nov-2018
Latest Update	17-Oct-2018 A report proposing an increase to the empty homes premium (applied to properties that have been vacant for more than 2 years) from 50% to 100%, in order to encourage owners to bring empty properties back into use, was considered at OSC on 18 September 2018 and Cabinet on 2 October 2018. Cabinet resolved to apply the council tax discounts as proposed for 2019/20 and, subject to passing of the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Bill 2017-19, to set the Empty Homes Premium at 100% for 2019/20.		

Our Guiding Principles

There are many other Council projects, in addition to those already identified in the previous tables, which support the Council's guiding principles rather than one specific priority. These guiding principles underpin the Corporate Plan and confirm the Council's commitment to running an organisation that puts customers at its heart, delivers value for money and works with our communities and partner organisations to ensure we focus on what is important. The principles state that the Council will:

- Put our customers first.
- Take into account feedback when designing services.
- Help our communities to address issues that are important to them.
- Use our resources well and innovatively.
- Be welcoming to change.
- Be fair, open and transparent.
- Keep our staff skilled, motivated and flexible.
- Work with our partners to respond to customers' needs.
- Provide services that are digital by default.

Projects that help support or deliver our guiding principles:

-  Vehicle Wash Down Facility for Westhampnett Depot
-  Asset realisation and investments
-  Disposal of Land at The Grange, Midhurst

-  The Old Bakery, Petworth – Options Appraisal
-  New ICT Strategy
-  Tower Street – Defects period for Novium development

	Vehicle Wash Down Facility / Kevin Carter & John Bacon (Corp Plan 005)		
Description	<p>Description: Install a vehicle wash facility at Westhampnett Depot to provide the facility to wash all Council commercial vehicles on site.</p> <p>Expected outcome: Reduction in revenue cost, more efficient/effective washing of commercial vehicles.</p> <p>Lead Officer: Kevin Carter</p> <p>Funding Source: Reserves</p>	Expected Completion Date	31-Mar-2019
Latest Update	24-Oct-2018 On 4 th September, Cabinet resolved that £20,000 be released from capital reserves to fund the appointment of a civil engineering consultant to develop a costed design solution for a new vehicle wash facility and associated works at Westhampnett depot, (subject to Southern Water's confirmation that there is sufficient capacity to accept the additional flow) and that officers be authorised to appoint the design consultant and to present a PID to Cabinet on 4 January 2019. Milestones for this project will be reviewed following PID approval, to be in line with the approved project plan.		

	Asset Realisation and Investments / Peter Legood (Corp Plan 101)		
Description	<p>Description: To arrange disposal, development and lettings of Council property. Active new development projects are added as separate projects with their own milestones. The purpose of this project is mainly to track and report on investigations into potential investments.</p> <p>Expected outcome: Support projects that will be of community benefit and employment generating as well as supporting the Council's deficit reduction programme.</p> <p>Lead Officer: Peter Legood</p> <p>Funding: To be determined for projects and actions as they arise.</p>	Expected Completion Date	31-Mar-2019
Latest Update	20-Sep-2018 Funds are presently not available and new purchases are therefore not being pursued.		

	Disposal of Land at the Grange Midhurst / Vicki McKay (Corp Plan 009)		
Description	<p>Description: Disposal for development of the site of the old Grange Leisure Centre - now demolished</p> <p>Expected Outcome: Disposal of land to produce a capital receipt or revenue, together with commercial or residential development.</p> <p>Lead Officer: Vicki McKay.</p> <p>Funding Source: Will produce capital receipt. Associated costs coded as costs of sale.</p>	Expected Completion Date	31-May-2020
Latest Update	15-Oct-2018 OSC confirmed Cabinet resolution. Preferred bidder notified sale to proceed and pre-application advice sought from SDNPA.		

	The Old Bakery, Petworth - Options Appraisal / Alan Gregory (Corp Plan 013)		
Description	Description: Options appraisal, particularly considering improvement and disposal options. Expected outcome: To determine the preferred future option for the property. Lead Officer: Alan Gregory Funding Source: Reserves for external consultant appointment,	Expected Completion Date	31-Mar-2019
Latest Update	15-Oct-2018 Project Officer undertaking background research before preparing brief for sharing with ward members.		

	New ICT Strategy / Andy Forward (Corp Plan 021)		
Description	Description: The creation of the new ICT Strategy which follows on from the Digital Access Strategy. Expected outcome: Delivery of planned Strategic Projects over a three year period. Lead Officer: Andrew Forward Funding Source: Capital/ Revenue	Expected Completion Date	31-Mar-2019
Latest Update	23-Oct-2018 Strategy being drafted currently and will go to next Business Improvement Programme Board and a member task and finish group in early 2019.		

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	Tower Street: Overall Scheme - Defects period / Sarah Peyman (Corp Plan 011)		
Description	Description: Construction of a new museum building at Tower Street Chichester and transfer, development of new exhibitions and transfer of collections from current museum. Including defect period of 12 months from completion of building. 2017/18 - Resolution of outstanding defect - front doors. Expected Outcome: New building as the centre for the District Museum Service with new exhibitions installed. A new facility that is fully accessible with increased usage by local residents and visitors. Lead Officer: Sarah Peyman Funding: Approved capital budget	Expected Completion Date	30-Sep-2018
Latest Update	23-Oct-2018 Project complete with settlement of final account in May 2018. Outstanding issues with the front doors and leaking skylight are being dealt with by CDC Facilities.		

BUDGET REVIEW

TERMS OF REFERENCE AND SCOPING

Review Topic	Budget 2019-20
Membership (and Chairman)	3 members of Corporate Governance & Audit Committee and 3 members of Overview & Scrutiny Committee to be sought at their meetings in October/November 2018.
Terms of Reference	To consider the proposed variances on the 2019-20 budget. To comment on these in advance of Cabinet consideration of the Budget 2019-20 in February 2019.
Scope	5 Year Financial Model Statement of Resources 2018-19 to 2023-24 Projected Revenue Budget Variations 2019-20.
Review Period	December 2018
Officer support	Helen Belenger, David Cooper and Lisa Higenbottam
Frequency of Meetings	One meeting to be held on either 11 December 2018 (AM) or 13 December 2018 (AM)
Report back to	OSC on 15 January 2019 and CGAC on 10 January 2019

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Chichester District Council



CHICHESTER DISTRICT COUNCIL

FORWARD PLAN

**For the period
1 December 2018 to 31 March 2019**

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

Published 2 November 2018

CHICHESTER DISTRICT COUNCIL
FORWARD PLAN FOR THE PERIOD 1 DECEMBER 2018 TO 31 MARCH 2019

This Forward Plan outlines the decisions which are expected to be made by the Council's Cabinet during the period of four months from 1 December 2018 to 31 March 2019. On occasions the timetable for reports may change due to unforeseen circumstances. Additionally the Forward Plan also identifies decisions which are likely to be taken by the Cabinet in the coming year beyond the four month period covered by the Plan.

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

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

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

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

The membership of the Cabinet is currently as follows:

Councillors Mr J Connor, Mr A Dignum (Chairman), Mrs J Kilby, Mrs E Lintill (Vice-Chairman), Mr P R Barrow, Mrs S T Taylor and Mr P Wilding.

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

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

If you have any general queries on the contents of the Forward Plan please contact Katherine Davis, Democratic Services Officer on 01243 534674 (e-mail kdavis@chichester.gov.uk)

Tony Dignum
Leader of the Council

Topics due to be considered are as follows:

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Barnfield Development Chichester	5
Chichester Enterprise Centre - Post Project Evaluation	5
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Chichester Wellbeing	13

Date of Meeting	
Matter in respect of which the decision is to be made	Air quality modelling for Chichester District In accordance with it's statutory Local Air Quality Management duties budget is sought to carry out air quality modelling of parts of Chichester and Midhurst. The model outputs will inform CDC's rewrite of it's statutory Air Quality Action Plan and inform the declaration of a new Air Quality Management Area(s).
Report author	Mr Simon Ballard, Senior Environmental Protection Officer sballard@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Barnfield Development Chichester Cabinet to be advised of the outcome of discussions relating to the units at this retail park following initial consideration at its meeting held on 2 October 2018
Report author	Mr Peter Legood, Valuation and Estates Manager plegood@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Fully exempt

Date of Meeting	
Matter in respect of which the decision is to be made	Chichester Enterprise Centre - Post Project Evaluation To consider the Post Project Evaluation report for the Chichester Enterprise Centre development.
Report author	Mr Alan Gregory, Project Manager - Estates agregory@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Determination of the Council Tax Base 2019-2020 To set the Council Tax base for 2019/20. The tax base is effectively an estimate of the number of council tax dwellings in

	the District. This is adjusted for the effect of the discounts and exemptions, properties being in different valuation bands expressed as the number of band D equivalent dwellings in the district. This figure is then adjusted for the assumed collection rate.
Report author	Mr Paul Jobson, Taxation Manager pjobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	<p>Financial Strategy and Plan 2019-2020</p> <p>The purpose of the report is to update the Council's medium term financial strategy and action plan to help guide the management of the Council's finances having signed up to the government's four year settlement in the previous year, and to build upon the work already achieved in the deficit reduction plan in previous years.</p> <p>The key recommendations from this report will help formulate the 2019-20 budget, and level of Council Tax.</p> <p>Cabinet is asked to recommend to Council the following;</p> <p>(1) The key financial principles and actions of the five year financial strategy</p> <p>(2) That the current five year Financial Model is noted</p> <p>(3) That a minimum level of general fund reserves be set, having considered the recommendations from the Corporate Governance and Audit Committee</p> <p>(4) That the current resources position is noted.</p>
Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	<p>Housing Grant and Resources</p> <p>To approve the use of the Custom and self build New Burdens Grant to fund a Housing Strategy and Policy Officer.</p>
Report author	Mrs Linda Grange, Divisional Manager for Housing lgrange@chichester.gov.uk
List of documents to be	Report to Cabinet

submitted to the Cabinet	
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	<p>Increasing the Provision of the Council's Temporary Accommodation at Freeland Close, Chichester</p> <p>The council is being presented with increasing levels of homelessness and is having particular problems finding temporary housing for larger families. Local authorities owe a statutory duty under Part 7 of the Housing Act 1996 to secure suitable accommodation for unintentionally homeless households who are in a priority need category.</p> <p>(Recommendation to Council)</p>
Report author	Ms Holly Nicol, Housing Delivery Manager hnicol@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Fully exempt

Date of Meeting	
Matter in respect of which the decision is to be made	<p>Selsey Neighbourhood Plan Decision Statement</p> <p>To consider the Examiner's recommendations made on the Selsey Neighbourhood Plan.</p> <p>The report will recommend that Cabinet agrees the Decision Statement and the Plan moves forward for referendum.</p>
Report author	Mrs Tracey Flitcroft, Principal Planning Officer (Local Planning) tflitcroft@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	

Date of Meeting	
Matter in respect of which the decision is to be made	<p>St James Industrial Estate, Chichester - Partial Refurbishment and Partial Rebuild</p> <p>Following submission of an IPPD Cabinet approval was given for consultants to be appointed to produce draft proposals and costings for the refurbishment or redevelopment of the St James Industrial Estate. The options for the Industrial Estate have now been appraised and Cabinet authority is required for the preferred option to be progressed and budget approved for the associated</p>

	consultants' fees and the refurbishment/redevelopment works' subject to further Cabinet consideration when detailed costings are available. (Recommendation to Council)
Report author	Mr Peter Legood, Valuation and Estates Manager plegood@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Fully exempt

Date of Meeting	
Matter in respect of which the decision is to be made	Year 2 Review of Litter Strategy 2018/20 Review strategy and seek approval for proposed year 2 actions
Report author	Ms Alison Stevens, Divisional Manager for Environmental Protection astevens@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	City Centre CCTV upgrade Roll up of ARP monies from 2018- 2025 to facilitate the upgrading of the outdated CCTV cameras in Chichester City centre that have been in place since 1996.
Report author	Ms Pam Bushby, Divisional Manager for Communities pbushby@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Community Trust Proposals Westbourne Westbourne Parish Council wish to purchase land to the rear of 30 to 56 Mill Road Westbourne for the construction of affordable housing as part of a Community Trust proposal. They also have interest in other CDC owned property in the Parish
Report author	Mr Peter Legood, Valuation and Estates Manager plegood@chichester.gov.uk

List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Corporate Plan Annual Review Annual refresh of the Council's Corporate Plan and consideration of the Initial Project Proposal Documents (IPPDs) put forward for 2019-20. (Recommendation to Council)
Report author	Mr Andrew Buckley, Corporate Improvement and Facilities Manager abuckley@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Site Allocation Development Plan Document Following the examination of the Site Allocation Development Plan Document (DPD) and receipt of the Inspectors Report, it is proposed to formally adopt the DPD. (Recommendation to Council)
Report author	Mrs Tracey Flitcroft, Principal Planning Officer (Local Planning) tflitcroft@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Staff Pay Structure A recommendation to adopt a new staff grading structure that is both fair and consistent, and that seeks to address recruitment and retention issues experienced at CDC. (Recommendation to Council)
Report author	Mr Andrew Buckley, Corporate Improvement and Facilities Manager abuckley@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet

Key Decision	Yes
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Vehicle Wash-Down Facility at Westhampnett Depot - Project Initiation Document To consider the Project Initiation Document for the provision of this facility with associated works
Report author	Mrs Jane Dodsworth, Director of Residents' Services jdodsworth@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Fully exempt

Date of Meeting	8 Jan 2019
Matter in respect of which the decision is to be made	Westbourne Neighbourhood Plan Decision Statement To consider the Examiner's recommendations made on the Westbourne Parish Neighbourhood Plan. The report will recommend that Cabinet agrees the Decision Statement and the Plan moves forward for referendum.
Report author	Mrs Valerie Dobson, Principal Planning Officer vdobson@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	2018-19 Treasury Management half-year position To receive and review a report on the Council's Treasury Management activity for the 6 months to 31-9-2018, including compliance with relevant prudential and local indicators.
Report author	Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	2019-20 Treasury Management Strategy statement and Policy and Capital Strategy The Council is asked to consider and approve the Council's 2019-20 Treasury Strategy Statement and Policy and linked Capital strategy statement. These documents are required to be approved by Full Council before the start of the relevant financial year by the CIPFA Treasury Management and Prudential Codes of Practice. (Recommendation to Council)
Report author	Mark Catlow, Group Accountant (Technical and Exchequer) mcatlow@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Award of Chichester Coastal Maintenance Contract The Cabinet will be asked to approve the award of the Chichester Coastal Maintenance Contract 2019-2022.
Report author	Mr Dominic Henly, Senior Engineer (Coast and Water Management) dhenly@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Part exempt

Date of Meeting	
Matter in respect of which the decision is to be made	Budget Spending Plans 2019-2020 To set a net budget requirement and the council tax for the Council for the financial year 2019-20. (Recommendation from Budget Task and Finish Group) (Council recommendation)
Report author	Mrs Helen Belenger, Divisional Manager for Financial Services hbelenger@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	
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Matter in respect of which the decision is to be made	Discretionary Housing Payments (DHP) Policy 2019-20 The DHP scheme provides limited funding to support customers facing financial hardship situations where the normal Housing Benefit or Universal Credit awarded does not cover in full their liability to pay rent or other housing related costs. Welfare Reform has significantly impacted communities, the DHP scheme aims to alleviate poverty and to ensure that those that are vulnerable in the community are supported by this additional funding. This report to will be seeking authorisation for any minor revision to the policy in preparation for the 2019/20 financial year.
Report author	Mrs Marlene Rogers, Benefits Manager mrogers@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Infrastructure Business Plan (IBP) - Approval Following Consultation Approval of the IBP following a six week stakeholder consultation. (Recommendation from Growth Board) (Recommendation to Council)
Report author	Mrs Karen Dower, Principal Planning Officer (Infrastructure Planning) kdower@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	5 Feb 2019
Matter in respect of which the decision is to be made	Westbourne Conservation Area Character Appraisal Approval of the revised conservation area character appraisal and management proposals for the existing Westbourne Conservation Area, changes to the conservation area boundary, and implementation of Article 4 Directions to control small scale changes to the fronts of unlisted residential buildings to preserve the existing character.
Report author	Ms Clare Dales, Principal Conservation and Design Officer cdales@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet

Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Zero Carbon Chichester As part of the redevelopment of Graylingwell, the Home and Communities Agency (HCA) have an agreement with the developer to offset residual carbon emissions from the development through funding for local energy efficiency or other carbon saving schemes. This report will seek a decision to receive the funds from the HCA and to delegate powers to determine the form and governance of projects for expenditure of the funds.
Report author	Mr Tom Day, Environmental Coordinator tday@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	Yes
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Chichester Harbour AONB Management Plan 2019-2024 The harbour Area of Outstanding Natural Beauty Management Plan has to be reviewed every five years in accordance with the Countryside and Rights of Way Act (2000). Following public consultation and approval by the Harbour Conservancy, it is then put forward for adoption by the four constituent local authorities of which Chichester DC is one. (Recommendation to Council)
Report author	Mr Tom Day, Environmental Coordinator tday@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet
Key Decision	No
Exempt?	Open

Date of Meeting	
Matter in respect of which the decision is to be made	Chichester Wellbeing To enter into a new fully funded 3 year agreement with West Sussex County Council to deliver the Wellbeing service
Report author	Mrs Elaine Thomas, Wellbeing Manager ethomas@chichester.gov.uk
List of documents to be submitted to the Cabinet	Report to Cabinet

Key Decision	Yes
Exempt?	Open