

## Appendix 2 Economic Recovery Background Paper

### Summary:

This appendix covers the following background information to the recovery report:-

- Sector Impact and Gap Analysis
- Liaison with Partner Organisations
- Support required by High Street businesses to aid recovery
- CDC Commercial Portfolio
- Economic Recovery Action Plan

It covers the expected impacts on key sectors of the district's economy, and where known, the gaps in support. The report looks at sectoral decline across the area with manufacturing the most impacted by value, followed by Education, Retail, and Real Estate, construction, accommodation and food services.

It is suggested that Coastal West Sussex faces less severe impacts than the national average but still has significant challenges, not least the disproportionate impact on the coastal towns.

It is too early to predict exact impacts but initial research conducted by the Coastal West Sussex indicates an 11% loss in GVA for 2020.

Whilst some sectors such as food retailers have continued to operate through the lockdown, with some of these seeing boosts in turnover, the costs of opening have increased so there is little translation into boost in profits. However, being able to trade has kept them going.

Whilst the government grant scheme benefited many businesses who met the criteria of either being in receipt of small business rate relief or being in the retail and hospitality sector with a rateable value of under £51,000 there were many businesses who didn't qualify for this support. The government subsequently introduced the 'top up' scheme, CDC has tried to make this funding go as far as possible but the mandatory elements of the scheme coupled with the prioritised businesses means that many businesses may still not benefit. We expect the fact that these businesses have had to continue to meet fixed costs may well impact their ongoing viability. Initially businesses were very averse to taking on debt but the bounce back loan scheme has been better received and may be a lifeline.

### Background:

The UK economy shrank by 2% in January and February (ONS June 2020) and in April it shrank by 20.4% the largest monthly contraction on record. The International Monetary Fund (IMF June 2020) predicts that the world economy will shrink by 3% the worse since the Great Depression of the 1930's and it predicts huge falls in GDP for 2020 of 6.5% for the UK. It is also well documented that the Covid19 pandemic has accelerated what was already a challenging landscape for the 'High Street', with some reports suggesting changes that were predicted to take 5 years to come to fruition are now expected to be seen in 5 months.

In terms of a more local, Coastal West Sussex have commissioned an Impact Assessment Report, the draft report indicates a loss of 11.2% GVA in the Coastal West Sussex area for

2020 and that to recover that loss in the next 5 years, the area would need an annual growth rate of 2.5%; this level of growth was last achieved in 2016.

From the start of the introduction of 'lockdown' measures, Economic Development Service has been fielding hundreds of business enquiries and once the first grant schemes were announced these enquires focussed on funding. Funding has continued to be a theme in dialogue with businesses which reflects the high percentage of micro and small businesses in the district.

Many businesses have been panicked and confused because of the uncertainty but we have come across some examples of businesses trying to adapt. Businesses are now focussing on the social distancing arrangements they will need to put in place in order to re-open and the challenge of this varies considerably across the different sectors. For many city and town based businesses the small and old premises pose particular difficulties. All businesses who receive customers on site are concerned to send a message that they are safe to visit.

## **Sector Impact and Gap Analysis**

### **Retail**

Before the Covid crisis, the struggles on the high street were a national issue and we were seeing various chains going into administration. Therefore, we should not underestimate the potential impact on vacancy rates. In the last few weeks we have seen both Oasis on East Street and Cath Kidston in South Street close down. Nationally, the British Retail Consortium reports that the lockdown has cost non-food retailers £1.8bn in lost sales each week and that many retailers will not bounce back.

The Centre for Cities has identified 3 CWS coastal towns as being in the top 50% most at risk nationally out of 804 towns, these being Littlehampton, Bognor and Selsey (ranked 404). Chichester is ranked 517 and is suggested to be more impacted than Worthing (627) and Shoreham (633)

However, we may have short term issues post lock down and in recovery for hospitality businesses as they will struggle the most with social distancing. This may mean an initial slowdown in demand for A3 space versus A1 but longer term, this is likely to go back to pre Covid demand and our policies need to be ready for this.

The current closure of the high street could well have accelerated further the changes in shopping habits with even more people getting used to shopping online and/or reassessing their need to buy 'things'.

As we move forward, we expect that businesses coming up for lease renewal negotiations will be taking tough decisions as to whether to re-sign and this will be particularly prevalent with chain retailers in the fashion sector. These retailers are likely to be heavily discounting spring/summer stock when they can re-open and then potentially facing future supply issues for autumn/winter

We do not yet know what the impact will be on the non 'retail' businesses operating in our city and towns. If these businesses fold, there will naturally be a further reduction of people using our high streets, impacting spend during recovery. Conversely, there could be a continuance of home working resulting in a reduction of out-commuting and potential shoppers in our towns versus spend going to London etc.

Over 200 retailers have been contacted in Chichester, Midhurst, Petworth, East Wittering and Selsey to ask businesses whether they have been able to operate at all and the adaptations they made through to the sort of support they are going to need in recovery. Additionally the BID put out the same questions to all their levy payers and received over 30 responses.

Regarding support from CDC, the most prevalent responses in Chichester (less so elsewhere in the district) have been about wanting free parking to continue.

However there were key themes emerging around:-

- Support with social distancing and helping shoppers to be comfortable that businesses are meeting a standard that is somehow endorsed
- Cleanliness and safety of the pavements
- Flexible approach regarding 'planning'
- Support to promote the city as open for business
- Ongoing support to promote businesses
- Facilitation of increased use of local supply chains
- Assistance with sourcing PPE

There was also recognition about how well CDC had communicated the grant support available and the speed with which the grants were issued.

When asked what they consider to be their own biggest challenges for re-opening, the main themes were:-

- availability of PPE, and sanitising materials
- small size of premises and impact of social distancing in a small space and how this could lead to poorer customer service and potentially drive more business to on-line options
- Queuing to enter shops an issue on narrow streets and what happens when it rains?
- Concern that the public will ignore social distancing as some business have already observed this happening and the potential frustrations with queuing.
- a view that shops may get back to some sort of normality eventually but that cafes and restaurants will struggle to get customers feeling comfortable in re-configured spaces with the 2m rule.
- Reduction of customers at any one time (eg in hair salons) resulting in the need to extend trading hours
- Further adjustments may be necessary to staffing structures as the revenue drop has been significant and may continue to be reduced.

## **Hospitality**

This sector is heavily impacted by tourism and does form part of the Tourism sector when considering impacts on the wider economy of the district.

Restaurants and cafes may struggle to survive when they are allowed to reopen as they will have to have social distancing measures in place and these measures will impact on the number of covers they can serve. This combined with existing tight margins is likely to result in loss making operations.

Some cafes and restaurants have been able to adapt into takeaway operations and may need to rely on this trade in the longer term too if social distancing continues. However,

they could conclude that the rents payable on premises are not generating sufficient return per square foot and reassess keeping premises.

As we move forward, we expect that businesses coming up for lease renewal negotiations will be taking tough decisions as to whether to re-sign. This is likely to be a particular issue for the chain restaurants as they nationally re-assess.

Whilst not affected as extensively as retail businesses, many hospitality businesses have not benefitted from the government grants because of the rateable value threshold. Across the district, some 52 hospitality businesses have been ineligible for government grants.

## **Tourism**

Tourism is of great importance to the district with the total tourism value of the district being approximately £470m. 14% of all employment in the district is in the tourism sector, equating to 6,472 FTE. During recovery, tourism will play a large role in supporting the economy of the district. Tourism is strongly supported by the cultural offer within the district and therefore the sectors will need to work closely in an attempt to reinvigorate the tourist economy.

Estimated losses of £240m GVA across West Sussex. As of April, 80% of all UK workers in hotel, food and accommodation are on furlough.

Significant impact on small businesses in the district who are part of the supply chain for events.

It is not just the obvious businesses affected (B&B's, hotels, attractions, events) but all those who service these businesses from food and drink suppliers to laundry services, to printers of events materials, to staging/stall providers.

Earlier this month, Visit Britain submitted a paper to Government highlighting how government could help the tourism industry to recover. Some of the requests relevant to us as a local authority are:-

- Acceleration and expansion of the 'tourism zones' proposed in the Sector Deal to support tourism's contribution to the recovery, as part of the government's ongoing ambition to 'level up' poorer parts of the country.
- Development and recognition of a 'stay safe' charter mark.
- A rent holiday for the tenants and landlords of restaurants and other premises.
- Relaxation of planning restrictions that limit the opening season for some businesses, or limit where food and drink can be served/consumed.

Whilst we have not heard on this directly from Goodwood, the impact on their events programme is significant and this impacts on tourism locally. Studies commissioned by Goodwood have suggested that £37 million is fed directly back into the Chichester area by Festival of Speed and Revival. Goodwood have announced the postponement of Festival of Speed and it is not yet clear on whether the 'Revival' will go ahead .

If social distancing is still in place, we may need to consider how the district can capitalise on these and other events in a safe manner in the future.

Visit Chichester need further financial support to provide the increased promotional activity to support this sector and with their re-brand to 'The Great Sussex Way' due to be launched soon.

## **Culture**

A strong cultural sector and enriching cultural life can contribute towards the revitalisation of communities, the development of trust, improved health and wellbeing and the possibility of a more positive future.

The cultural offer strongly underpins the tourism offer within the district and therefore the sectors will need to work closely.

The Chichester Festival Theatre has had to cancel this year's season but is actively looking at ways it can put on productions with social distancing in place and Pallant House Gallery are looking to open in late July/August and extending the season into November.

## **Sports and leisure**

Leisure providers play an important role in ensuring the mental and physical wellbeing and social connectedness of local communities. Public Health England reports that regular physical activity can reduce the risk of many chronic conditions, including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions.

Engagement in leisure activities also contributes strongly to mental wellbeing, by allowing people to be active and to connect with others.

Although public buildings have been temporarily closed during the coronavirus crisis, some leisure facilities have been repurposed to support the COVID-19 response and some provider websites have begun to deliver streamed workout videos and community information online.

The services provided by leisure providers will be even more important as we move towards thinking about recovery and supporting communities to return to fitness, activity and mental wellbeing. Locally the Everyone Active contract also employs over 300 people.

Additionally, there has been a growth in privately run gyms throughout the district and this had been one of the sectors requiring an increase in appropriate commercial space, with many enquiries regarding the possibility of changes of use.

## **Agriculture and horticulture**

The recent opening of Garden Centres has been welcomed but also seen as "too little, too late" in terms of support. Ironically, there were shortages of stocks of bedding plants due to the seasonal nature of the ornamental sector and the perishability of the plants. Losses for many Commercial Growers are as high as 50%. WGA and the sector nationally are lobbying government for support similar to that provided to horticulture by the Dutch government - £400m. They are concerned that without similar support to survive, the future market will be lost to the Dutch.

Viticulture sector also did not qualify for grants because of high rateable values. One business reports being impacted by cancellations of tours, events and a major drop in wholesale to the on-trade. They have increased online marketing which has helped grow sales, but this in turn has posed logistics challenges. At the moment, they report that supply

chains and labour seems to be fine, but that the bigger issue will be in the longer term supply and demand, if the sales for English wine drops.

### **Self-employed / micro businesses**

With over 90% micro businesses in the district, the lack of clear funding to support this sector has been one of the main gaps. The new 'Discretionary' grants should help provide some much needed financial support but the available funding is finite.

West Sussex Districts and Boroughs have worked together on guidance so that there is a consistent approach.

Impacts of over 50% drop in revenue felt by local co-working space providers Rume 2 and Freedom Works who have both invested in the city centre in the last year.

Rume2 and Freedom Works in partnership with WSCC and C2C, surveyed 350 small businesses across West Sussex and results have shown that 58% have seen a reduction of over 50% of their income as a direct result of COVID-19, with 26% experiencing a decline of over 90%. The impact on revenue has been due to widespread client cancellation (74%) client inability to pay (38%) and 44% of businesses simply unable to deliver their services during lockdown.

Of those surveyed, 19% stated they were unlikely to survive this year and a further 24% neither likely nor unlikely to survive. Only 16% of business owners said they would start up their business again.

### **Broadband/Gigabyte**

This crisis has underlined the importance of connectivity with so many businesses needing their employees to work from home in order to keep going. Additionally, businesses have had to introduce an online facility for customers and others have seen increased use of any existing platforms.

Businesses that may not have seen the advantages of gigabit before will be identifying how it can help in the future.

The importance of town centre Wi-Fi is now even more crucial – if this were to be in place it would help with communications on social distancing and would certainly improve the ability to promote the city and town centres more effectively.

With so many people working from home, and education being delivered on line, households with poor broadband have been disadvantaged through this crisis.

### **Liaison with Partner Organisations**

<b>Organisation</b>	<b>Areas of focus</b>	<b>Actions being undertaken</b>
WSCC	WSCC leads the weekly Covid Economy Group meetings for all districts & boroughs to cover approach to supporting	Weekly meetings Distribution of Business intelligence summaries to and from LEP ( with CWS)

	<p>businesses. Sharing of how we have dealt with communication with businesses on government support. Trying to ensure some commonality of approach and sharing of ideas.</p> <p>All now starting to look at the issues for high streets in recovery phases. Challenges of social distancing for our businesses in terms of the public realm impact</p>	<p>Working on identifying key issues in West Sussex for recovery. Particularly Gatwick, Tourism sector, Skills and potential crisis to come for youth employment. Looking at the walking and cycling challenge and whether any funding for this area.</p>
CWS (Coastal West Sussex)	<p>CWS attends the weekly Covid Economy Group Meeting</p> <p>Commissioning research in to impact on Coastal West Sussex economy</p>	<p>Collates the business intelligence summary for West Sussex and submits to LEP</p> <p>Looking at the skills issues and branding to attract inward investment.</p>
LEP (Local Enterprise Partnership)	<p>LEP Growth Hub officers attend the weekly meetings and kept us updated on the C2C grants so we could publicise and encourage applications; subsequently they have been running webinar 'clinics' for businesses. They are also working on a Local Industrial Strategy for the area.</p>	<p>Grants</p> <p>Business webinar clinics</p> <p>Have worked with Experience West Sussex on webinars targeted at tourism businesses</p>
RWSP (Rural West Sussex Partnership)	<p>RWSP attends the weekly meetings</p> <p>Regular engagement with the Farming and Rural Issues Group, FRIGSE, Defra and the Rural Payments Agency.</p> <p>Attends Defra's funding working group virtually</p> <p>Championing the EAFRD Growth Grants and raising issues with the RPA about applicants reconsidering because reluctant to commit funds in light of Covid-19 pressures. Trying to get some flexibility on deadlines.</p> <p>Horticulture and in particular the plight of the ornamental horticulture sector</p>	<p>Pilot project with SDNP on helping growers to get their product to consumers direct – problems with buy in from growers once they saw that opening of garden centres was likely to happen. Too many issues with payment methods and deliveries.</p> <p>Is conducting research on impacts on rural economy across West Sussex.</p>
Chichester BID	<p>Supporting levy payers – initially in sharing the grants information and forwarding queries and now regular updates on the advice from government. Published a directory of all the businesses who</p>	<p>Working on app to promote city centre businesses.</p> <p>Co-ordinating with CDC High Street Recovery Team on communication with businesses.</p> <p>Planning to put up new flag</p>

	were open and those who had adapted their offer eg take away and food delivery options.	designs
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## **CDC Commercial Portfolio**

The land and buildings within the Council's ownership could present us with opportunities to promote and stimulate economic recovery and ultimately growth. Whilst not immune to the impacts set out above with void levels expected to remain at current levels or increase, the following are key areas of focus for economic recovery:-

### **Southern Gateway Regeneration Project**

Major project which will support the regeneration of the city to transform 30 acres of land creating a transport interchange, under the current master plan to deliver of 20,000 square metres of commercial space, 365 homes, leisure and tourism facilities, landscaping and public spaces, improvement to cycling and walking links to the city and health care facilities. Work is progressing on site assembly and completion of the Development agreement with our selected developer

### **St James**

The design and preparatory work for the redevelopment project at St James is well underway, with a full planning application likely in early summer. This project is of great importance to the district, providing smaller modern industrial units in a key location, as well as enabling the expansion of a local business with whom a significant pre-let has been agreed. Continuing with this project will demonstrate the Council's commitment to the industrial sector and offer a range of premises options to businesses currently in the district or looking to locate here, linking to the Council's Inward Investment strategy. Estates officers continue to work with existing contacts with the aim of securing additional pre-lets.

### **Ravenna Point**

Four of the six units at Ravenna Point are vacant, with terms agreed for a letting of one and one other unit currently under offer; interest in the units has remained steady during the pandemic and, with some flexibility in rental levels to reflect market conditions, Estates officers feel the remaining units have a good possibility of occupation by the end of this financial year, possibly with relocations from the St James estate, although this of course is dependent on demand from this sector remaining at current levels.

### **Enterprise Centre**

This facility is leased to and managed by Basepoint. Recent reports show a decline in occupancy levels, with a number of the businesses located in the Centre reducing in size or ceasing to operate during the pandemic (a travel company being an example). Estates officers will need to work closely with Basepoint over the coming months to monitor marketing and occupancy levels; should occupancy levels show no sign of improving, further review will be needed and consideration given to options available under the terms of the management agreement.

### **Barnfield Drive**

The 'phase 2' development land at Barnfield drive is leased to Brookhouse Developments, with the new Lidl store having recently been completed on part of the site. The remaining land is subject to a 5 year option for Brookhouse to develop and let similar large retail units. Before the onset of the pandemic, Brookhouse had met with officers to set out revised proposals, prompted by a significant fall in demand from retail occupiers. Current market reports suggest that this position is unlikely to change. This site is one that requires early consideration and assessment of the options available.

**Risks:**

We have yet to see how businesses will cope when they need to make decisions on ceasing furloughing of staff. The scheme has been extended to October but with a key change which allows staff to return part-time from August. Businesses will have to start contributing for staff that return part-time.

Whilst the part-time option may well be very helpful, businesses will find this a difficult balancing act. We may well see redundancies and closures in October.

We do not yet know the medium and longer term impacts. There will be pressures on businesses beyond the point of re-opening. Many have taken out the government backed loans which will not require repayment until 2021 at which point businesses may or may not find the repayment a struggle, depending on how well they have recovered.

There is already a view that businesses will review their need for premises, particularly in the office and retail sectors, which could lead to increased void levels across the district.

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### Recovery Action Plan – Economic Recovery

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
<b>Inward Investment Strategy</b>	DM Property & Growth					
1. Inward investment strategy action plan	Eco Dev Manager	July 2020	Cabinet member	Businesses LEP CWS RWSx	Existing staffing budget. Recurring cost as action plan needed each year.	<ul style="list-style-type: none"> <li>Draft action plan for 2020/21 taking into account revised economic position and recovery plan.</li> </ul>
2. Promote inward investment, build business relations with landowners and developers	Eco Dev Manager	August 2020 (then ongoing)	Cabinet member	Businesses LEP CWS RWSx	Existing staffing budget. Recurring cost as promotion of inward investment will be ongoing.	<ul style="list-style-type: none"> <li>Identify target sectors and key contacts.</li> <li>Develop and implement contact programme.</li> </ul>
3. Develop and build an online prospectus	Eco Dev Manager	October 2020	Cabinet member		Existing budget (£25,000 remains from allocated funds) One-off expenditure	<ul style="list-style-type: none"> <li>Create online content.</li> </ul>
<b>High Street/Retail Issues</b>	DM Property & Growth					
1. High Street recovery action group	DM Property & Growth	July 2020	Cabinet Member	<ul style="list-style-type: none"> <li>Town/Parish Councils</li> <li>Business Associations</li> <li>WSCC</li> <li>BID</li> <li>Chamber</li> <li>LEP</li> <li>Members</li> <li>Vision</li> </ul>	<ul style="list-style-type: none"> <li>Existing budget.</li> <li>Recurring cost to deliver actions.(not all CDC costs)</li> <li>Redeployment of resources to support .</li> </ul>	<ul style="list-style-type: none"> <li>Review current group members.</li> <li>Establish working group as a sub group of the Vision</li> <li>Cabinet member to lead group</li> <li>OSC to nominate member onto the group</li> <li>Extend group to</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
				steering groups - Town Vision groups		include businesses, partners and members. <ul style="list-style-type: none"> <li>Identify actions needed for medium/longer term recovery and transformation of the High Street.</li> </ul>
2. Short term 'safer high streets' issues	DM Property & Growth	June 2020	Cabinet Member OSC	- Town/Parish Councils - Business Associations - BID - Chamber - LEP	- RHSS Fund £108,000 - Possible additional funds needed for works not eligible for RHSS funding.	<ul style="list-style-type: none"> <li>Implement immediate actions needed for 15<sup>th</sup> June</li> <li>Implement actions needed for the 4 July opening up of leisure , culture, café, restaurants and public houses</li> <li>Monitor and review and address further actions arising over the coming months.</li> </ul>
3. Retail grants/training	Eco Dev Manager	September 2020	Cabinet Member G&C Panel	- Town/Parish Councils - Business Associations - BID	- Enabling Grants – pooled business rates (c£71,000 to 2021/22) - Possible additional funds needed for any schemes outside of Enabling Grants remit. - Covid 19 grant funding budget	<ul style="list-style-type: none"> <li>2020/21 enabling grants programme criteria to be set.</li> <li>2020/21 enabling grants launch and allocation.</li> <li>Establish Covid19 grant funding to support through recovery</li> <li>Consider other options for financial support for SMEs – possible loans.</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
4. Refresh of Local Plan retail strategy	Eco Dev Manager/DM Planning Policy	October 2020	DIP Cabinet Members		<ul style="list-style-type: none"> <li>- Additional budget required for consultant work.</li> <li>- One-off cost if work is a fixed project.</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>• Planning Policy to commission refresh of the Retail Study to reflect Covid impact</li> </ul>
<b>Self-employed and micro Businesses</b>	DM Property & Growth					
1. CDC Support for this sector.	Eco Dev Manager	September 2020	Cabinet Member	<ul style="list-style-type: none"> <li>- Town/Parish Councils</li> <li>- Business Associations</li> <li>- LEP</li> </ul>	<ul style="list-style-type: none"> <li>- Covid 19 grant funding Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Review the needs of the sector.</li> <li>• Establish Covid19 grant funding to support through recovery</li> <li>• Grant funding to be administered by Grants panel</li> <li>• Development of Criteria for grant funding.</li> </ul>
<b>Agriculture and horticulture</b>	DM Property & Growth					
1. CDC support for these sectors	Eco Dev Manager	October 2020	Cabinet Member	<ul style="list-style-type: none"> <li>• WS Growers Association</li> <li>• LEP</li> <li>• Rural WS</li> </ul>	<ul style="list-style-type: none"> <li>• Existing resources (provided no financial support is to be offered).</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Request and collate information from these sectors to understand support needs – short and longer term.</li> <li>• Raise awareness of the sector and the importance locally</li> </ul>
2. Consider relaxation of Horticultural Development Areas	Eco Dev Manager/ Planning Policy Manager	March 2021	Cabinet Cabinet Members	<ul style="list-style-type: none"> <li>• CDC Planning Policy</li> <li>• WS Growers</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget (provided no external</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with stakeholders and collate views/feedback.</li> <li>• Discussions with</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
				<ul style="list-style-type: none"> <li>Association</li> <li>• LEP</li> <li>• Rural WS</li> </ul>	<ul style="list-style-type: none"> <li>support or advice required).</li> <li>• One-off cost if work is a fixed project.</li> </ul>	<ul style="list-style-type: none"> <li>Planning Policy to establish achievable aims.</li> </ul>
3. Local supply chain support	Eco Dev Manager	October 2020	Cabinet Member	<ul style="list-style-type: none"> <li>• WS Growers Association</li> <li>• LEP</li> <li>• Rural WS</li> </ul>	<ul style="list-style-type: none"> <li>• Existing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Request and collate information from these sectors to understand support needs – short and longer term.</li> </ul>
<b>Hospitality</b>	DM Property & Growth					
1. CDC support for this sector	Eco Dev Manager	December 2020	Cabinet members	- Business associations	Existing budget.	<ul style="list-style-type: none"> <li>• Consultation/survey of businesses in this sector.</li> <li>• Establish key areas of focus/support.</li> <li>• Establish delivery mechanism for support.</li> </ul>
<b>Digital Infrastructure and Gigabit</b>						
1. Continue to work with Cityfibre and their Fibre to the Premises project for Chichester City.	DM for Business Support	December 2022	Cabinet Member	To be led by Cityfibre WSCC	Existing Resources	<ul style="list-style-type: none"> <li>• Liaison with Cityfibre/WSCC on project updates.</li> <li>• Promotion of FTP scheme to businesses – link to Inward Investment</li> </ul>
2. Work with WSCC Digital Infrastructure Team to ensure that Chichester benefits from the	WSCC/CDC	December 2020	Cabinet Member / all member briefing	WSCC lead with CDC input	Funding from Pooled Business Rate Pilot pot. May need additional staff resources.	<ul style="list-style-type: none"> <li>• Early engagement with DCMS to ensure that rural West Sussex is an early beneficiary of the Government's £5bn roll out for the Final 20</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
wider digital infrastructure projects across the county.						<p>scheme.</p> <ul style="list-style-type: none"> <li>• Ensure that the usage of the council's gigabit connections within Chichester City provide a maximum benefit for local businesses and the economy.</li> <li>• Explore options for town centre Wi-Fi.</li> </ul>
<b>Southern Gateway</b>	Director Growth and Place					
1. The delivery of the Southern Gateway regeneration project	Director Growth and Place	March 2028	Leader of the Council Cabinet Member Economic Recovery Board Growth Board Southern Gateway partnership Group	Community Consultation	Current funding from CDC £75,000 OPE £80,000 LEP£5m Grant application in with Homes England for £10m	<ul style="list-style-type: none"> <li>• Completion of the DA</li> <li>• Development of planning strategy</li> <li>• Community consultation</li> <li>• Phasing programme and viability assessments</li> <li>• Site assembly</li> <li>• Relocation of existing services</li> <li>• Pre let agreements</li> <li>•</li> </ul>
<b>St James</b>	DM Property & Growth					
1. Redevelopment of site to provide modern industrial units	Project Manager Valuation & Estates Manager	February 2022	Council Cabinet Cabinet Member Economic Recovery Board		Provisional project budget approved. Final budget required to be reported to Cabinet/Council post tendering for the works for approval .	<ul style="list-style-type: none"> <li>• Finalise design.</li> <li>• Prepare project comms plan.</li> <li>• Prepare and submit planning application.</li> <li>• Gain vacant possession of the site/support for existing tenants.</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
						<ul style="list-style-type: none"> <li>Secure known pre-let.</li> <li>Seek additional pre-lets.</li> <li>Construction</li> <li>Promote the developer charter for local supply chains</li> </ul>
<b>Barnfield drive</b>	DM Property & Growth					
1. Development of remaining land 'Phase 2B'	DM Property & Growth	December 2020 (5 year option runs to March 2025)	Cabinet Cabinet Member Economic Recovery Board	Brookhouse Developments	Existing Budget.	<ul style="list-style-type: none"> <li>Review of terms of current contract.</li> <li>Agreement of CDC objectives for the site.</li> <li>Negotiations with the developer to meet the agreed CDC aims.</li> </ul>
<b>Ravenna Point</b>	DM Property & Growth					
1. Letting of remaining vacant units	Valuation & Estates Manager	September 2020	Cabinet Member	N/A	Existing budget. Recurring cost from staffing budget for ongoing management.	<ul style="list-style-type: none"> <li>Review of valuation and rental offer.</li> <li>Review of marketing approach.</li> </ul>
<b>Enterprise centre</b>	DM Property & Growth					
1. Successful operation of the centre and increased/sustained occupancy levels	Valuation & Estates Manager	August 2020	Cabinet Member Economic Recovery Board	Basepoint	Existing budget. Recurring cost from staffing budget for ongoing contract management.	<ul style="list-style-type: none"> <li>Joint marketing approach.</li> <li>Promote relocations from St James.</li> </ul>
<b>Visions</b>						

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
1. Chichester Vision To co-ordinate delivery of the Chichester Vision Action Plan, working with partners.	DM Place	Various timescales for delivery of projects within action plan	Cabinet Member Property Growth and Regeneration	Vision Partners – includes CDC, WSCC, CCC, BID, Visit Chichester, Chichester College, CCCl, Chichester Cathedral, University of Chichester, CFT etc.	Existing revenue budget. Plus additional Partner funding for projects	<ul style="list-style-type: none"> <li>• Revise action plan based on feedback from partners post covid 19 to aid recovery of the City</li> <li>• Establish the High Street recovery sub group .</li> <li>• Review CDC funding</li> </ul>
2. Midhurst Vision To work with partners to support the co-ordination of a vision for Midhurst and the implementation of the action plan.	DM Place/ Rural town coordinator	Various timescales linked to actions	Cabinet Member Property Growth and Regeneration, Midhurst Members	Vision Partners final CIC structure currently being developed.	One off budget provision as part of corporate plan priorities.	<ul style="list-style-type: none"> <li>• Assist with establishing a Community Interest Company in Midhurst to take on the responsibilities of the Vision actions</li> <li>• Review of the actions to aid recovery post Covid 19</li> <li>• Rural town coordinator to Support the high street using the Vision group</li> </ul>
3. Petworth Vision To work with partners to support the delivery of projects in Petworth either identified through the vision for Petworth or through the work emerging from the town.	DM Place/ Rural town coordinator	Petworth Vision have set various timescales for projects	Cabinet Member Property, Growth and Regeneration, Petworth Members, Cabinet Member for Housing, Communications , Licensing and Events (Board	Vision Partners	One off budget provision as part of corporate plan priorities	<ul style="list-style-type: none"> <li>• Assistance with projects through the Board where required</li> <li>• Provision of support to Petworth Town Council for projects which are beneficial to the town.</li> <li>• Rural town co coordinator to support the High Street</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
			Member on Petworth Vision)			
4. Selsey Vision Selsey Town Council has subsumed the majority of actions from the Vision within the Selsey Business Plan.	DM Place/ Rural town coordinator	Selsey Town Council have set various timescales for projects	Cabinet Member Property, Growth and Regeneration, Selsey Members	Vision Partners	One off budget provision as part of corporate plan priorities	<ul style="list-style-type: none"> <li>• Completion of the projects as agreed through Cabinet resolution in relation to the recommendations following the Selsey Haven project i.e. options for improvements to East Beach; wayfinding and support to fisheries in Selsey.</li> <li>• Rural town coordinator to support the high street</li> </ul>
5. Bracklesham & East Wittering Vision To work with partners to support the co-ordination of a vision for East Wittering and Bracklesham	DM Place/ Rural town coordinator	BREW Vision hope to consult over the late summer 2020	Cabinet Member for Property Growth and Regeneration, The Witterings Members		One off budget provision as part of corporate plan priorities	<ul style="list-style-type: none"> <li>• Continue to support the parish council through the delivery of the actions from the emerging consider options for improvements to the Village Centres and Landscaping project.</li> <li>• Rural town coordinator to support the high street .</li> </ul>
<b>Licensing</b>	DM Communications, Licensing & Events					
1. Review of Statement of Licensing Policy	DM Communications, Licensing & Events	Cabinet Oct/Nov	Cabinet Member for Housing, Communications	Statutory consultation with Responsible	Existing resources.	<ul style="list-style-type: none"> <li>• Under Licensing Act 2003 Licensing Authorities are required to prepare and</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
(SoLP) 2021 – 2026 (Licensing Act 2003) Current SoLP expires 6 January 2021		20/Council Nov/Dec 2020  Adoption of new SoLP before 7 January 2021	, Licensing and Events  General Licensing Committee  Full Council	Authorities prescribed under Licensing Act 2003, holders of licences, relevant stakeholders and public.		consult on SoLP setting out our strategic approach to licensing every five years.
<b>Events</b>						
1.Delivery of Events Strategy and supporting Events Policy and Action Plan.	DM Communications, Licensing & Events	October 2020	Cabinet Member for Housing, Communications , Licensing and Events  OSC  Cabinet	Public consultation already undertaken surrounding Events Strategy.  Internal engagement with CDC services areas Culture & Sport, Environment Protection Team, Licensing, Communications Team etc..	Delivered with existing resource from Communications, Licensing & Events plus resource from CDC Culture & Sport	<ul style="list-style-type: none"> <li>• Development of events policy for CDC land</li> <li>• Implementation of Events action plan</li> <li>• Delivery of events to aid recovery post Covid19</li> </ul>
<b>Tourism</b>						
1. Rebranding of Visit Chichester and relaunch the DMO, making it more relevant to the whole of the district, working with partners on	Visit Chichester supported by DM Culture & Sport	July 2020	All Members	Tourism and Cultural Partners	Existing £50k annual funding agreement + request for additional funding below.	<ul style="list-style-type: none"> <li>• Rebranding of Visit Chichester to The Great Sussex Way to lead, drive and facilitate high quality, sustainable and coordinated growth in Chichester District's visitor</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
the recovery of the tourism sector following Covid-19						<p>economy by providing strategic direction, coordinated marketing activity and business intelligence.</p> <ul style="list-style-type: none"> <li>• Creation of new logo and branding</li> <li>• Launch event to be hosted when lockdown restrictions allow</li> </ul>
2. Development of The Great Sussex Way tourism website	DM Culture & Sport	September 2020	Cabinet Member for Communities and Culture	Tourism Partners	Existing Budgets £30k	<ul style="list-style-type: none"> <li>• Appointment of website designer by Visit Chichester.</li> </ul>
3. Additional support for Visit Chichester to develop strong organisational structure and campaign based activities to regrow the tourism economy in the district	DM Culture & Sport	September OSC	OSC and Cabinet Members		<ul style="list-style-type: none"> <li>• Request for additional funding</li> <li>• 20/21 additional £100k,</li> <li>• 21/22 additional £100k</li> <li>• 22/23 additional £100k (end of current five years)</li> <li>• 23/24 – £130k</li> <li>• 24/25 - £130k</li> </ul>	<ul style="list-style-type: none"> <li>• To establish resources required to deliver the new Business Plan and to develop and promote The Great Sussex Way™ visitor experience and destination.</li> <li>• To support partners at both local and national level and seek to generate economic growth in line with or better than the national average b</li> <li>• To be financially sustainable with public and private funding.</li> </ul>
<b>Culture</b>						
1. Development of Cultural Strategy	DM Culture & Sport	December 2020	Cabinet Member for Communities and Culture	PHG, CFT Cultural sector	<ul style="list-style-type: none"> <li>• Partnership funding to commission a joint EIA and social impact study .</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of economic impact assessment for the city centre in partnership with CFT, PHG and The Novium.</li> <li>• Complete social impact study</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
					<ul style="list-style-type: none"> <li>• CDC funding required £20k</li> </ul>	<ul style="list-style-type: none"> <li>• Development of cultural strategy and cultural partnership for the district to aid recovery post covid19</li> <li>• Work in partnership to deliver a year of culture in 2022</li> </ul>
2. CFT – continue to support CFT with the annual Cultural Funding Agreement	DM Culture & Sport	March 2022	Cabinet Member for Communities and Culture OSC Cabinet Council	CFT	<ul style="list-style-type: none"> <li>• £187,500 annual agreed until March 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Support CFT with alternative events during recovery phase post covid 19</li> <li>• Review support required by CFT post March 2022</li> <li>• Work with CFT on year of Culture event for 2022</li> </ul>
3. Pallant House Gallery – continue to support PHG with the annual Cultural Funding Agreement	DM Culture & Sport	March 2022	Cabinet Member for Communities and Culture OSC Cabinet Council	PHG	<ul style="list-style-type: none"> <li>• £130k annual agreed until March 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Review support required by PHG post March 2022</li> <li>• Work with PHG on year of Culture event for 2022</li> </ul>
4. Novium Museum	DM Culture & Sport	Dec 2020	Cabinet Member for Communities and Culture Novium task and finish group OSC Cabinet Council		<ul style="list-style-type: none"> <li>• Existing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Review options for the future delivery of the Novium museum and Tourist Information Service</li> <li>• Development of options for the service.</li> </ul>
<b>Sport &amp; Leisure</b>						
1. Support for Leisure Contract during reopening and recovery	DM Culture & Sport	March 2021	Cabinet Member for Communities and Culture Leisure Task and Finish Group OSC		<ul style="list-style-type: none"> <li>• Currently being reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of consultants to support negotiations with leisure contractor</li> <li>• Agree opening strategy and financial support for the leisure contractor until the end of the financial</li> </ul>

What	Who	Timescale	Member Engagement	Community / Partnership Engagement	Financial Implications	Comments/ actions needed
			Cabinet Council			year. <ul style="list-style-type: none"> <li>• Discuss and review the contract terms for the remaining period of the contract including options for the plus 5 years.</li> </ul>