

Project Documentation

**PROJECT INITIATION DOCUMENT
(PID)**

Season of Culture 2022

Release:	Draft
Date:	
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Approved by:	Jane Hotchkiss

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
9 June 2021	Jenny Westbrook	Comments ref dis-benefits and funding risk, plus other minor comments fed back to Author.

Approvals

This document requires the following approvals:

SLT
Cabinet

Distribution

A final copy of the approved document will be distributed to:

Name	Job Title
Jane Hotchkiss	Director Growth and Place

Glossary of Terms

CFT _ Chichester Festival Theatre

PHG – Pallant House Gallery

1. PURPOSE OF DOCUMENT

This Project Initiation Document (PID) defines the Season of Culture 2022 project. It builds upon the Initial Project Proposal document and sets out the aims of the project, why the project should go ahead, who is involved and their responsibilities. This PID will provide the baseline for the project's management and for an assessment of its overall success.

2. PROJECT DESCRIPTION

2022 is a significant year for anniversaries for many of our Cultural Organisations including Chichester Canal Trust (200th), Chichester Festival Theatre (60th), Pallant House Gallery (40th), Chichester International Film Festival (30th), Novium Museum (10th) and the Festival of Chichester (10th).

Discussions are being held regarding celebrating these and other cultural organisations in the district with a district wide Season of Culture in 2022.

3. BACKGROUND

Everyone is aware of the benefits culture can bring to communities in addition to the economic benefits that can be brought through tourism, employment and the economy. 2022 offers an opportunity to celebrate and support the cultural organisations within the district which is even more important now, following the impact covid has had on the cultural organisations, local business' and the local

community. This will give the district the opportunity to celebrate its cultural achievements whilst engaging more local people in a diverse range of activities and events.

To date £5,000 has been released from the Chichester Vision budget and has been matched funded by Chichester Festival Theatre and Pallant House Gallery, totalling £15,000 to appoint a Project Manager. The freelance project manager has been developing the project brief and programme, continuing the consultation process with cultural partners and investigating opportunities for funding to support the delivery of the Season of Culture.

The aims of the Season of Culture are:

- To showcase the district's cultural offer, supporting and promoting local cultural organisations and instilling a sense of civic pride across our communities
- To drive Chichester's creative economy
- To engage with and involve young people in order to ensure that Chichester continues to develop culturally, both in terms of maintaining existing assets and to bring in fresh, new ideas
- To support Chichester district's recovery from Covid-19, offering an enriching and accessible season for the enjoyment and wellbeing of all residents and visitors alike.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

Continuation of the appointment of a Project Manager/Co-ordinator to continue with the project development and delivery of the Season of Culture 2022 event.

4.2. Outcomes

- An enhanced and co-ordinated programme of activities and events.
- Support local cultural organisations whilst celebrating the history and significant milestones of some.
- Increase local community engagement with culture and promote the future support of these organisations.
- Local organisations will be encouraged to stage their own events and activities that will be co-ordinated and centrally promoted through a season of culture brochure/webpage.
- A number of partnership events will be hosted with some central resource to deliver these.
- Formation of a Cultural Partnership to continue the co-ordinated promotion, delivery and support for culture in the future.

4.3. Outcome Measures

Delivery of a Season of Culture with joint working and marketing across the sector, and celebrations around significant anniversaries within the district.

We would work with University of Chichester or another local University to undertake a full qualitative and quantitative evaluation of the project and attempt to collect any measureable data relating to the economic impact of the season. This evaluation will also be the requirement of any core grant funding that may be achieved.

The establishment of legacy projects and formation of a sustainable cultural partnership would also be a measure of the success of the project.

4.4. Dis-benefits

With the Jubilee celebrations and a number of other large events planned next year, it is important that the programme of events and activities is carefully planned so

there is no conflict of events competing for attendees or resources, but a joined up promoted series of events and activities.

4.5. Out of Scope

The project will not include an operational budget for organisations to apply to for supporting their activities and events although they will be encouraged to look at both the CDC grants, WSCC grants and any other relevant funding organisations.

5. PROJECT IMPLICATIONS

This project will have a positive impact on the Health and Wellbeing of attendees both from the local community or visitors to the seasons. There are also opportunities for the season to have a positive impact on the local economy and the sustainability of local organisations. There will be a number of green themes during the season including litter picks and other environmental links and the season will be inclusive, with additional work undertaken in order to reach the hard to reach individuals within the community. It is hoped that elements of the season will also be available online to again encourage inclusivity. I believe there are no implications in terms of Data Protection Impact Assessment (DPIA) or the Criminal Finance Act 2017 for this project.

6. PROJECT CONSTRAINTS

Constraints for this project are definitely financial as there is much enthusiasm but the season will need to be planned based on the financial resource available. Funding applications will be made as will requests for sponsorship but there is no guarantee of funds to support this project.

7. PROJECT ASSUMPTIONS

CDC will continue to lead this project but will need the support of other cultural partners in the district to deliver the season.

8. PROJECT COSTS

8.1. Project Delivery Costs

Following the initial seed funding from CDC, CFT and PHG, the preferred option for project delivery is to continue to appoint a project co-ordinator/manager for 3 days per week from August 21 to September 22. This would be at a cost of £250 per day. A Creative Director or Advisor would also be employed for 1-2 days per month to assist with the development of the season at an estimated cost of £500 per day. It is estimated that a full programme of activity and staffing could cost up to £250k but this PID is requesting £50k for the appointment of the core staff, estimated to be £48k which will enable the momentum of the project to continue whilst further funding is sought through partner funding, grant applications, sponsorship and in-kind contributions to cover any additional costs. If the additional funding cannot be raised then the programme will be adjusted to only deliver the elements that are affordable at the time with partner organisations fundraising or supporting projects directly. We are confident that funding can be attracted through sponsorship and grants but cannot confirm the amounts until we have been through the application process. Conversations are ongoing with funding bodies to ensure the projects align with the grant criteria where possible to achieve the greatest success in applications.

8.2. On-going Costs Following Project Completion

There are no ongoing costs to this project however further projects may come from this project which may result in officer time required to continue to support the

Cultural Partnership, or a further one off budget to deliver a Partnership Cultural Strategy which may be beneficial for future cultural support.

9. OPTIONS SUMMARY

Do Nothing – The option to do nothing is still available however much enthusiasm and support has been generated for this project from local cultural organisations and individuals. By doing nothing we will not provide any further support for our cultural organisation or tourism sector to assist with the recovery from the impact of covid on our local community. This would result in no additional spend over and above the initial £5k committed by CDC and match funding from both CFT and PHG for the phase 1 of the project.

Do Minimum – We could progress with a season which is just about rebranding and marketing existing activities and events within the district. This however would not bring any additional opportunities for the local community and is unlikely to have a further positive impact on the economy or tourism sector.

Deliver Season of Culture – Delivery of a well-co-ordinated and creative season can be a significant project for the district resulting in increased engagement of the local community with culture in addition to a large marketing event to attract tourists to the district. The season can be scaled according to availability of funding but needs to be large enough to have a noticeable impact and opportunity for marketing and generation of interest outside of the district boundaries. The structure of the season development and the buy in from local organisations is a stepping stone to an on-going legacy which will see future partnership working for the benefit of culture and the local community.

10. PROJECT APPROACH

The project is currently supported through the appointment of a freelance Project Manager and a Co-ordinator. The initial phase of the project on scoping and estimated budgeting has been completed through partnership funding from CDC, CFT and PHG. It is proposed that we continue to employ a freelance project co-ordinator for 3 days per week from August 2021 – September 2022 to conclude the planning phase, fundraising and oversee the delivery of the season with the buy in of a few days of a Creative Director to help steer and pull together the project. Grant applications and partnership working will continue be investigated with the ambition to appoint further support for the project should the opportunity arise to support marketing and promotion, an every child project and evaluation for the project.

11. PROJECT PLAN

Task No.	Task / milestone	Completion Date	Responsible Owner	Dependency
Stage 1				
1	Project scoping and budgeting	31 July 21	Sarah Peyman	
Stage 2				
1	Fundraising applications submitted	31 October 21	Project Co-ordinator	Relevant timescales for funding panels
2	Final Branding/Naming of	31	CDC, CFT,	Co-ordination

	Season	December 21	PHG, Project Co-ordinator, Creative Director	through development panel
3	Project Launch	31 March 22	Project Co-ordinator, Creative Director	Funding availability
Stage 3				
1	Delivery of Season	30 September 22	Project Co-ordinator	Funding availability
2	Project Evaluation	30 November 22	TBC	Funding availability
3	Legacy – Establishment of a cultural partnership and creation of an associated action plan for the partnership	30 September 23	Sarah Peyman	

12. PROJECT TEAM

There is currently a project board consisting of CDC, CFT, PHG and the Project Manager who meet on a fortnightly basis. There are also 3 working groups focussing on Marketing & Communications, Development and Partnership. These are attended by relevant officers from CDC and other interested partners and are managed by a lead from either CFT or PHG. It is proposed that these meetings continue with the project co-ordinator until the project has been completed.

13. COMMUNICATION

Currently a fortnightly update report is received from the Project Manager and the Board meet on a fortnightly basis to discuss these and future work. The working groups meet on a regular basis and feedback on a monthly basis to an overall Partners Group meeting where all interested parties are invited to attend and discuss proposals being developed. If funding is approved to progress with this project then it is proposed that this will continue up to the delivery phase of the project. A Slack account has been established for ongoing daily communication between partners and this will continue as it has worked well to continue conversations and partnership working opportunities. The project itself will be promoted and marketed by The Great Sussex Way on their website with links from partners' websites.

14. RISK LOG

The following risks have been identified together with an assessment of their severity and actions that can be taken to mitigate/reduce the risk. Details of all project risks will be recorded as and when they are identified.

Risk No	Risk Description	Impact Minor Moderate Substantial Major	Likelihood Unlikely Possible Probable Almost Certain	Planned Actions to Reduce Risk	Responsible Officer
1	CDC do not	Major	Possible	Members briefing	Sarah

Chichester District Council

	commit further funding towards project			occurred to inform Members about the proposed project	Peyman
2	Additional funding not secured	Major	Possible	Development Group created to look at opportunities for funding and regular communication taking place with Art Council England	Sarah Peyman
3	Further Covid measures resulting in restrictions / lockdowns happening in the lead up or during the proposed season	Substantial	Unlikely	Online communications in place and planning digital online element to the season for inclusivity	Sarah Peyman
4	Limited support from community organisations	Substantial	Unlikely	Liaised with Ward Members and further discussions to take place with Parish, Town and City Councils. Already direct engagement with a number of community groups to involve them in the programming and delivery of the season.	Sarah Peyman