

Project Documentation**PROJECT INITIATION DOCUMENT
(PID)****Chichester City ... Preparing a Vision for
the City**

Release:	Version 2
Date:	7-8-15
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Approved by:	Jane Hotchkiss

Note: the completion of this document is required for medium and large projects as defined by the Project Type Matrix. The final version should be saved in a sub folder on the x drive under project management / project documentation.

Document History

Revision Date	Version	Summary of Changes	Reviewer(s)
27-7-15	1	First draft	Commercial Programme Board; Planning Policy
7-8-15	2	Revisions following review of first draft in preparation for presentation to Cabinet	SLT, Legal and Member Services

Consideration by the Corporate Improvement Team

Date	Reviewing Officer	Comments for Consideration
31-7-15	Joe Mildred	Minor suggestions and amends

Approvals

This document requires the following approvals:

Name of person, group or committee
Cabinet – September 2015
Infrastructure Programme Board

Distribution

Name	Job Title
Cllr Gillian Keegan	Cabinet Member for Commercial Services
Paul Over	Executive Director
Jane Hotchkiss	Head of Commercial Service
Stephen Oates	Economic Development Manager
Economic Development team	
Project Steering Group	
Infrastructure Programme Board (cross-reference to the Commercial Programme Board where needed)	

Glossary of Terms

BID	Business Improvement District
Chichester BID	The organisation running the City Centre business improvement district

1. PURPOSE OF DOCUMENT

This Project Initiation Document (PID) sets out the work and resources required to produce and implement a new Strategic Vision focusing on the function and future of Chichester City Centre over the next 20 years to 2035. It builds upon internal discussions with Members in early 2015 by the Economic Development Service and it relates to the Initial Project Proposal Document on Town and City Centre Research approved by Cabinet in January.

This PID 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

In partnership with other authorities, and with private sector business organisations, the project will ultimately develop and articulate a clear 'Vision' for the City.

Initial Work to Date

Following internal discussion in March, Members acknowledged and agreed that:

- there are opportunities for significant economic growth and job creation
- there are risks of stifling growth, missing opportunities, and losing market share to other towns and cities
- the current development strategy set out in the Local Plan does not envisage a great deal of change for Chichester City Centre and, thus, there is a need to develop a strategy or plan which recognises all the various factors affecting the City, which seeks out new ideas and proposals, and which links together each of the existing proposals, ideas and opportunities into one cohesive vision
- the project should be taken forward

The Project

Acknowledging that there needs to be a clear articulation of 'what we want Chichester to be', the purpose of this project is:

- To develop and articulate a clear 'Vision' for the City which takes account of current and likely future economic, cultural, heritage, lifestyle, technological, social and planning policy factors and influences
- To place the Vision at the heart of future economic and planning policy for the City, and accordingly to inform and guide the Council's Corporate Plan, Economic Development Strategy and Local Plan review, and to guide and, where appropriate, direct future decision-making
- To ensure Chichester competes strongly against other towns and cities by being:
 - A popular and forward-thinking location attractive to entrepreneurs, employers and employees
 - A first-class 'destination' for shoppers
 - A popular and attractive destination for day and staying visitors

- One of England's cultural and heritage 'centres of excellence'
- An important administrative centre for West Sussex

Scope

1. The project will deliver the key data, information and market intelligence required to enable partners to take an informed view.
2. The project will not define or be limited to a specific geographical area. While there will be consideration of the commercial, cultural, social and heritage assets of Chichester City, the focus will be on what functions we wish the City to perform, how we wish it to develop, and the future of the City Centre in the context of its immediate and wider surroundings.
3. The project will bring partners together to encourage new thinking and the development of new ideas and proposals. It will therefore compile and consider a wide variety of issues, opportunities and impacts affecting the City. Listed below, in no particular order, is an indication of just some of the current factors to be taken into account:
 - Do we need to 'protect' or to 'transform' the City Centre? - 'protecting' the retail function and 'transforming' the City Centre could take many forms
 - With c. 5,000 new homes being developed close to or within easy reach of the City, will the City Centre provide a vibrant and attractive commercial and cultural focal point to serve the new residents?
 - With regard to Out-of-Town development, the three key concerns to balance and to mitigate are:
 - the potential outflow of retailers from the City Centre
 - the potential loss of customers into the City Centre
 - whether to take or to miss opportunities for new businesses to come to Chichester
 - Maximising the potential from current out-of-town development could mean an outflow of larger, branded 'anchor' stores from the City
 - If such stores do move out:
 - How will it change the core retail area in the City Centre?
 - Who/What will replace these key retailers?
 - Would other smaller format operators also move out following any loss of the anchor stores?
 - How much employment will be lost?
 - Is this an opportunity to make more of the cultural, heritage, leisure and hospitality assets of the City?
 - If a large department store wishes to come to Chichester, is an out-of-town location best for them and for the City? Will we need to unlock City Centre or edge-of-town space to meet their needs?

- What is our position in the event that the existing out-of-town supermarkets propose down-sizing and releasing space for new retail units?
- If some or all of the above results in a decrease in footfall, what impact will it have on car parks and car park revenues to the Council?
- Preventing or stifling the full potential of out-of-town retail developments could mean that Chichester does not benefit from new stores, and associated employment opportunities.
- Demographics – Are all demographics well catered-for? Do we need to influence the demographic mix to sustain the City for the longer term?
- What will be the impact of improvements and/or alterations to the A27 in terms of ease of travel and access to neighbouring retail and leisure facilities in Havant, Portsmouth, Bognor, Worthing and Brighton – and vice-versa?
- We need to assess how the rapid growth of online retailing and ‘click and collect’ is changing shopping habits and how it will impact on the future of retailing
- The Council has invested significantly in the Novium and continues to provide substantial support to the Theatre, to the Pallant House Gallery, and to other cultural facilities. How can we better integrate them, the cathedral and other cultural space into the City to maximise their contribution to the economic and cultural base of the City? Would proposals to develop the cultural and leisure potential for the City further this support and better exploit visitor and revenue potential for the Novium, the Guildhall, Priory Park and Oaklands Park?
- Would a street market economically (and commercially) benefit the City? Where is the best location now and how might it best fit in with proposed future developments?
- Does consideration need to be given to who is allowed to trade on the street and how they will be controlled, licenced and regulated in respect of H&S?
- How can we better organise and manage the City’s public transport services?
- Are we prepared to drive new schemes and, if so, which ones – Pedestrianisation? Canal/Bus Station area? Northgate?
- How should we help drive the WSCC High-End Finance proposal? How do other proposals fit with the likely demand for ‘higher quality’ from more affluent professionals we may be trying to attract?
- Can we/Do we wish to better support the BID? What is our position on renewing the BID in two years’ time?

- How can we better integrate the City's educational establishments and associated student population
 - How should current and likely government policy guide us?
4. Importantly, to fulfil the purposes of the project there should be no limiters to the level of aspiration and there must be a preparedness to fully consider all ideas and proposals whether or not they may be deemed contentious, 'too difficult', or have been considered in the past and been discounted.

This work will require:

- Officer time to manage the provision of research and to prepare the outline vision
- Officer time to work with the Steering Group to develop the specification for the research required
- Member and officer time to proactively engage with West Sussex County Council, Chichester City Council, Chichester BID, Chichester Chamber of Commerce and Industry and other relevant organisations, to ensure that, where possible, the project builds on their work to date and to encourage their full participation in the project
- Member and officer time to engage and work with relevant businesses, community groups, and cultural and heritage organisations, to take this work forward

3. BACKGROUND

A key priority under the Council's new Corporate Plan is to 'improve and support the local economy'. One of the objectives under this priority is to "*promote the City (and town centres) as vibrant places to do business,*" and another is to "*promote Chichester District as a visitor and cultural destination*".

These objectives support the Council's Economic Development Strategy.

The Council is also undertaking its Asset Realisation Programme. This is looking at how best to utilise many of the Council's property assets in the City which, in turn, raises the prospect of substantial new developments in some parts of the City.

In the past, there have been studies and strategies produced for the City and how it might develop. Two documents which are still referenced are the 2001 supplementary planning guide on Chichester's Southern Gateway, and the 2010 Chichester Retail Study Update by DTZ which informed the Local Plan. Additionally, there was the research work and subsequent business plan in 2011 which supported the establishment of the BID; and in May 2012 MAH Associates prepared a presentation on 'The Future Shape of Chichester' which, while focussing on the shape of the Council and the wider district, touched on economic ideas for Chichester City.

The Chichester Local Plan describes Chichester City Centre as the "*jewel in the crown*" of Chichester District, "*with its stunning cathedral, its bustling shopping streets and well renowned higher education, arts and cultural scene*".

However, the current development strategy set out in the Local Plan does not envisage a great deal of change for Chichester City Centre.

There is a need to develop a 'vision' specifically for the City which recognises all the various factors affecting the City, identifies the future function of the City Centre, seeks out new ideas and proposals, and which links all the various proposals, ideas and opportunities into one cohesive vision.

If the Vision incorporates a different approach to the function of the City Centre and opportunities for development, then it can be used as part of the evidence base for the Local Plan Review and the formal amendment of planning policies. This would be subject to the normal consultation, sustainability appraisal and examination processes.

Over the years there have been many proposals to develop the offer in Chichester and a recurring theme has been around culture and heritage, with past proposals including designation as a 'City of Culture'.

Like many towns and cities with a strong heritage and cultural base, Chichester has survived the impact of the economic recession better than many but, arguably, the 'City' has not then sought out and maximised opportunities to grow and flourish.

Each resident, visitor and worker will have their own views on the City and what it offers and there are those who like things just the way they are. Similarly, there are many who feel the City is 'dated', lacks vibrancy and ambition, does not fully exploit its heritage and cultural base, does not offer the range of shops and facilities to satisfy their needs, and operates at well below its economic potential.

Meanwhile our lifestyles, the way we work, our leisure time, and our shopping habits are changing and other nearby towns and cities are working hard to capture new businesses, attract new customers, grab market share and exploit the potential for economic growth.

Intended to inspire ideas, questions and debate, the internal discussion with members in March identified a need to 'join-up the dots' to ensure that all the current and future proposals, ideas and opportunities have due regard as to how they might relate to each other, to the wider City and to adjoining areas ... and it set the challenge to seek out the opportunities for economic and cultural growth for the City and to articulate 'what we want Chichester to be'.

4. PROJECT OBJECTIVES AND SUCCESS CRITERIA

4.1. Outputs

Research

- Collation and analysis of all existing available data and research
- New quantitative and qualitative visitor/customer research undertaken
- Audit of existing retail, office, commercial, cultural, heritage and social premises and space and an assessment of how this meets needs in the future
- Evidence on the need for new retail development, trends on store format, options for development within the existing centre and the implications of out-of-town development on the existing centre.

- Analysis and report setting out the baseline position on visitor numbers, visitor satisfaction, trends and other data

Depending on the methodology adopted this research will:

- Identify purpose and lengths of visits, including non-tourism related visits
- Identify potential opportunities in the stock and supply of retail, office, commercial, cultural, heritage and social premises and space
- Identify facilities, services, attractions and accommodation (if applicable) used and visited
- Identify origin of visitors and journey times
- Identify overall and specific satisfaction levels
- Identify improvements required to existing facilities, services and infrastructure
- Identify the amount of additional retail floorspace needed up to 2035 and the options for where this could be provided
- Identify joint working and marketing opportunities
- Identify potential inward investment targets
- Provide evidence to assist with seeking partnership funding
- Identify and record retail vacancy rates

Consultancy

- Some independent consultancy may be required for a new retail study

The Vision

- A clear Vision which defines the opportunity, the aspiration, the function and the future of the City

4.2. Outcomes

Key Project Outcomes

1. Research - Through research we will understand our existing and potential customers to:
 - Create opportunities through the stock and supply of retail, office, commercial, cultural, heritage and social premises and space
 - Improve facilities, services, accommodation, attractions and infrastructure
 - Develop the additional retail floorspace needed up to 2035
 - Establish joint working and marketing opportunities
 - Generate inward investment
 - Generate longer day visits and greater spend
 - Generate staying visits and greater spend
 - Generate return visits
 - Develop the night-time economy
 - Implement future event and marketing initiatives
 - Inform the Council's Asset Realisation programme
 - Inform planning policy and assist sustainability
 - Secure partnership funding
 - Minimize retail vacancy rates

2. Partnership - Local authorities and organisations involved in the City's economic, community, cultural and heritage sectors will agree the aspiration and share a common vision for the City
3. The Vision – This will:
 - Be a clear articulation of 'what we want Chichester City to be', focusing on the function and future of the City compared to now
 - Be credible and be accepted and supported locally
 - Identify opportunities
 - Ensure that all past, current and future proposals, ideas and opportunities take account of each other to produce a cohesive approach
 - Propose a wide range of ideas, actions and projects, including a number of previous items worthy of reconsideration
 - Identify and articulate the opportunities for significant economic growth and job creation, and the risks of missing opportunities and stifling growth
 - Influence and provide the guiding principles for a new planning policy framework for the City
 - Form the basis of a strategy to attract inward investment into the City
 - Identify how we take forward the aspirations of the Vision and manage change

Anticipated Future Outcomes

4. Chichester City Centre further develops its offer as a vibrant and attractive commercial and cultural focal point serving residents, workers and visitors, across all demographics
5. The identification of development opportunities to meet identified needs
6. Partnership working with the private sector and others in the public sector
7. A well-managed, well-coordinated, and well promoted City
8. Increasing profile of the City and the District
9. New inward investment and funding into the City
10. Significant economic growth and the creation of jobs, including higher value jobs

4.3. Outcome Measures

Phase 1

The key measure will be the preparation, or otherwise, of a new vision. This is dependent on whether or not there is a consensus amongst partners over the need for change and where that change should take place

Phase 2

This work is subject to the development of the Vision and therefore still at the planning stages. Outcome measures will be developed and utilised, and may include

- levels of inward investment
- jobs created
- footfall and customer/visitor numbers
- maintaining or increasing market share for retailing
- commercial property vacancy rates
- customer/visitor satisfaction

- average length of customer stay
- total customer/visitor volume and spend
- year-round profile of the City's economy

4.4. Dis-benefits

It is acknowledged that there are a wide variety of views, including those who may wish to keep things as they are. All views will need to be heard and considered and any dissatisfaction and/or negative PR will need to be managed.

Where possible all existing projects for the City will be included in the vision process, but it is acknowledged that during the time taken to prepare the Vision some opportunities may be compromised.

4.5. Out of Scope

- Strategic development locations and housing development outside the city centre area. However, the impact of increased demand from the new residents, and the impact on the City Centre of commercial and/or cultural and social elements will be taken into consideration

5. PROJECT CONSTRAINTS

This is a short-term project to establish a Vision for Chichester City.

It will require certain other council services, other local authorities, other commercial, cultural and community bodies, and private sector businesses to engage in the project for it to be successful.

Direct resources, at both officer and member level, have been identified but there is a need to identify personnel from the private sector to assist in this work. This will be an early task following approval of this PID.

6. PROJECT ASSUMPTIONS

To fulfil the purposes of the project there will not be any pre-determined limiters to the level of aspiration and all partners will be prepared to thoroughly consider all ideas and proposals whether or not they may be deemed contentious, 'too difficult', or have been considered in the past and been discounted.

The project will also be informed and assisted by the Council's work in developing a new Tourism Strategy for Chichester and adjoining districts and boroughs.

7. PROJECT COSTS

7.1. Project Delivery Costs

Internal support will be required from within the Economic Development Service, Planning Policy and Estates. Support from other internal services including the Web Team, PR, Museum and TIC, Leisure Services, Communities (consultation), Environment, Revenues (business rates data) and Finance may also be required.

Item	Costs (£)	Source
0.75 FTE staff time - Staff time within Economic Development, Planning Policy and Estates Services to develop and deliver this work	n/a	Existing revenue base budget
Members - time to engage and provide political leadership to deliver this work	n/a	Existing revenue base budget
One-off to buy in specialist analysis of existing data sources	3,000	CDC reserves in conjunction with associated partner funding
One-off to buy in specialist research in the City: Premises and space audit 'Infrastructure' audit Customer Satisfaction survey Volume & Value study Visitor intelligence and insights	10,000	CDC reserves in conjunction with Associated partner funding
One-off - specialist Retail study consultancy Study of comparable towns; Workshop facilitation & consultation	30,000	CDC reserves in conjunction with associated partner funding
Total	43,000	

Note: All figures are estimates of the total cost of research and consultancy and the actual cost will be determined once the specification for the work is finalised and quotes from the market sought

7.2. On-going Costs Following Project Completion (Phase 2)

There will need to be an allocation of service resources to facilitate and drive new partnership working with the private sector and other public sector bodies to unlock the opportunities and proposals identified and to unlock new funding streams to support any change/growth proposed; to provide an alternative form of City management and development or to kick-start any change/growth proposed.

8. OPTIONS SUMMARY

This is a new project derived from the original 'Issues & Options for the City Centre' Paper and subsequently supported by Members. Therefore, it is the project itself which may propose a variety of options going forward.

However, at this stage, two alternatives which could be considered are:

1. Do Nothing. This is not considered appropriate as the significant economic and cultural benefits of drawing together projects, proposals and ideas has been identified
2. Undertake the Work Unilaterally

This is not considered appropriate as CDC is just one of a number of important stakeholders in the City. Collaboration and partnership working will be central to future success

9. PROJECT APPROACH

- The project work will be overseen by a Steering Group which will include officers and members from CDC, and representatives from key external partners including WSCC, Chichester City Council, Chichester BID and the Chamber. The Steering Group will also include representation from local businesses
- The Steering Group will be supported by an Officer Project Group to undertake much of the background work, manage/interpret the research and appoint consultants
- Draft Terms of Reference (ToR) for the Steering Group and the Officer Project Group have been prepared, but have yet to be approved. (The draft ToRs are at Appendix 1 to this PID)
- Initial work will comprise consultation with potential external partners, and development of briefs for the research work
- External contractors and consultants will be engaged to undertake specific tasks
- There will be widespread engagement through fieldwork, facilitated workshops, research and open communications
- The project outputs will be reported to Cabinet
- The 'Vision' will be placed at the heart of future economic and planning policy for the City, and will inform and guide the Council's Corporate Plan and key strategies, and those of other authorities and relevant organisations

10. PROJECT PLAN

Task No.	Task/Milestone	Completion Date	Responsible Owner	Dependency
Stage 1 Preparation and Agreement				
A	Identify and agree potential public sector and private sector partners to engage. Form Project Steering Group and finalise Officers Project Group	30/9/15	Senior Responsible Officer	Agreement from Cabinet
B	Agree funding, including partner contributions, and resources	30/9/15	Steve Oates	Agreement from Cabinet
C	Prepare Communications Plan	30/9/15	Sarah Parker	Agreement from Cabinet

Chichester District Council

D	First meeting of Steering Group to finalise and agree terms of reference and communications plan, and to agree the agenda and timescale going forward	31/10/15	Senior Responsible Officer	Agreement from Cabinet
E	Agree partners for project	31/10/15	Senior Responsible Officer	Agreement from Steering Group
F	Prepare and agree schedule of research	30/11/15	Steve Oates	Agreement from Steering Group
F	Prepare and agree schedule of anticipated external consultancy requirement	30/11/15	Steve Oates	Agreement from Steering Group
G	Initial engagement with potential external contractors and consultants.	31/12/15	Steve Oates	Agreement from Steering Group
Stage 2 Research and Consultancy				
A	Undertake research	31/1/16	Steve Oates	Agreement from Steering Group
B	Partner engagement – Facilitated workshops	31/3/16	Steve Oates	Agreement from Steering Group
C	Undertake research into other comparable towns and cities	31/1/16	Steve Oates	Agreement from Steering Group
Stage 3 Vision Work				
A	Seek, generate and collate ideas, new thinking and proposals	31/3/16	Steve Oates	None
B	Undertake review and analysis of previous plans and strategies affecting the City Centre	31/3/16	Steve Oates	None
C	Draw together all ideas, proposals, issues and opportunities	31/3/16	Steve Oates	None
D	Draft initial Vision document	31/3/16	Steve Oates	Agreement from Steering Group
E	Consult with all partners and stakeholders	30/6/16	Steve Oates	Agreement from Steering Group
F	Strategic Vision completed	31/7/16	Steve Oates	Agreement from Steering Group
G	Report to, and adoption by, Cabinet	31/7/16	Steve Oates	Agreement from Steering Group
H	Reports to, and adoption by,	31/7/16	Steering	Agreement

	partner authorities and organisations		Group	from Steering Group
Stage 4 Engagement and Implementation				
A	To be confirmed after completion and on consideration of the Vision			

11. PROJECT TEAM

- The Senior Responsible Officer will be a member of the Strategic Leadership Team who will oversee the overall delivery of the project
- The project manager will be the Economic Development Manager who will oversee the operational aspects of the project
- The Steering Group will comprise members and officers drawn from the partners. Members and officers have yet to be finalised but will include:

CDC

Cabinet Member

Chief Executive

Executive Director

Head of Planning Services

Economic Development Manager

CCC

City Council representative

WSCC

WSCC representative

'Growth Lead' for Chichester District

Chichester BID

BID Chairman or Board Member

CCCI

Chairman or Board Member

- Further members and officers may join the Steering Group as the need arises to deliver the different elements of the project ensuring the project milestones are met.
- The current Officer Project Group comprises the Economic Development Manager, the Estates Manager, Planning Policy Manager and the Head of Planning Services. These officers, together with officers from WSCC, CCC, the BID and other organisations, will form the officer sub-group. There may be further input required from PR and the Consultations Team and a member of SLT will also sit on this group, at least initially.
- As partner and industry engagement work progresses, an early task will be to identify representatives from City businesses and other City organisations that are able to add input the project via workshops or other forms of engagement.

These may include representatives from:

- The Cathedral
 - Visit Chichester
 - Chichester Festival Theatre
 - University of Chichester
 - Chichester College
 - bus and train operators
 - key landowners/pension funds
 - residents associations
- The project outputs will be monitored by the Steering Group

12. COMMUNICATION

- The Steering Group will meet monthly to develop the project, and to manage performance measures and monitoring processes
- The Officer Project Group, with member involvement as required, will steer the detailed delivery of items within the project. The Cabinet Member for Planning and Housing will be briefed on the progress of the project and progress will be monitored at the Infrastructure Programme Board which the Cabinet Member attends. Project updates will also be provided to the Cabinet Member for Commercial Services and the Commercial Programme Board
- Members will receive updates in the monthly Members Bulletin. CMT and the Management Forum will be updated at key stages
- PR and the Consultation Team will support the project with external publicity and internal communication mechanisms as required. A Communications Plan will be prepared and will be approved by the Steering Group
- The Local Strategic Partnership will receive updates on the project

13. RISK LOG

Risk No	Risk Description	Likelihood Unlikely Possible Probable Certain	Impact Minor Significant Serious Major	Planned Actions to Reduce Risk	Responsible Officer
1	Lack of support from Members	Possible	Significant	PID taken through Cabinet. Communication with Members to help them understand the project	Steve Oates
2	Lack of support from other authorities and from City organisations	Possible	Serious	Careful and clear Member-led engagement	Steve Oates
3	Failure to secure funding	Possible	Serious	PID taken through Cabinet.	Steve Oates

				Communication with Members to help them understand the project	
4	Failure to secure partner funding	Possible	Significant	Careful and clear Member-led engagement. Refer back to Cabinet and to other funding bodies to seek alternative sources	Steve Oates
5	Potential delays to the project if some elements of the research have to be undertaken at specific times of the year	Possible	Significant	Early consultation with research bodies and partner authorities. Clear communication with partners if the scheduling of some parts of the project has to be altered	Steve Oates
6	Potential delays to the project if there is serious disagreement on proposals for the final 'Vision'	Possible	Serious	Careful and clear engagement to understand the PID and the background to, and reasons for, the project. Involvement of external 'consultants'	Steve Oates
9	Potential partners may wish to go their own way	Possible	Serious	All engagement work strongly emphasises the benefits of partnership working	Steve Oates

Appendices

Appendix 1 – Draft Terms of Reference for the Steering Group and the Officer Project Group

**Chichester Vision
STEERING GROUP and OFFICER PROJECT GROUP**

Terms of Reference and Objectives

Purpose: To oversee the development and articulation of a clear 'Vision' for the City which takes account of current and likely future economic, cultural, lifestyle, technological, social and planning policy factors and influences

Steering Group Membership:

Chairman - To be agreed

The project Steering Group will comprise members and officers drawn from the partners. Members and officers have yet to be finalised but may include:

CDC	Cabinet Member for Commercial Services Chief Executive Executive Director of Environment Economic Development Manager Head of Planning Services
CCC	City Council representative
WSCC	WSCC representative 'Growth Lead' for Chichester District
Chichester BID	BID Chairman or Board Member
Chichester Chamber	Chairman or Board Member

We will also seek the involvement of representatives from City businesses and other City organisations that are able to add input the project via workshops or other forms of engagement. These may include representatives from:

The Cathedral
Visit Chichester
Chichester Festival Theatre
University of Chichester
Chichester College
Bus and train operators
Key landowners/pension funds
Residents associations

Officer Project Group Membership:

To be agreed, but potentially comprising some or all of:

- Economic Development - Steve Oates (Lead Officer)
- Planning Policy - Mike Allgrove

- Representative from SLT
- Representative from Estates
- Representative from Communities
- Representative from Environmental Health, with specific input on sustainable transport – Simon Ballard
- Two officers from other services to provide 'independent' input
- Administrative support – Ali Thompson
- Town Clerk (City Council) – Rodney Duggua
- 'Growth Lead' for Chichester (WSCC) – Helen Loe
- BID Manager – Charlotte Wickens
- Chamber Business Development Manager

Aims & Objectives:

- To develop and articulate a clear 'Vision' for the City which takes account of current and likely future economic, cultural, heritage, lifestyle, technological, social and planning policy factors and influences
- To place the Vision at the heart of future economic and planning policy for the City, and accordingly to inform and guide the Council's Corporate Plan, Economic Development Strategy and Local Plan review, and where appropriate to guide and, where appropriate, direct future decision-making
- To ensure Chichester competes strongly against other towns and cities by being:
 - A popular and forward-thinking location attractive to entrepreneurs, employers and employees
 - A first-class 'destination' for shoppers
 - A popular and attractive destination for day and staying visitors
 - One of England's cultural and heritage 'centres of excellence'
 - An important administrative centre for West Sussex

Scope

1. The project will not define or be limited to a specific geographical area. While there will be consideration of the commercial, cultural, social and heritage assets of Chichester City, the focus will be on what functions we wish the City to perform, how we wish it to develop, and the future of the City Centre in the context of its immediate and wider surroundings.
2. Consideration of all relevant issues and impacts affecting the City as set out in the approved PID as set out, but not limited to, the items contained in the internal discussion paper 'Issues & Options for the City Centre' dated 15th January
3. There are no limiters to the level of aspiration. Accordingly, all ideas and proposals merit full consideration, regardless of whether or not they may be deemed contentious, 'too difficult', or have been considered in the past and previously been discounted

Timescale September 2015 to September 2016

Methodology and Approach

- A drive to generate and inspire new ideas and thinking
- Review of previous plans and strategies affecting the City Centre
- Research into other comparable towns and cities
- Qualitative and quantitative research surveys and audits
- Retail study
- Facilitated workshops and focus groups
- Collation of ideas and proposals
- Development of draft Vision
- Consultation with partners and stakeholders
- Adoption of Strategic Vision

Consultation: Chichester City Centre Partnership and Chichester BID
West Sussex County Council
Chichester City Council
Chichester Chamber of Commerce & Industry
Transport operators
Visit Chichester
Chichester businesses and retailers
City Centre visitor and cultural attractions
Accommodation providers
Chichester residents
Visitors

Project Completion Date: September 2016

Frequency of Meetings:

As required, but it is likely the Steering Group will meet monthly and no less than quarterly. The Officer Project Group will meet at least monthly

Outputs:

The vision will:

- Be a clear articulation of 'what we want Chichester to be', identifying and articulating the opportunities for significant economic growth and job creation, and the risks of missing opportunities and stifling growth
- Provide the guiding principles for a new planning policy framework for the City, and form the basis of a strategy to attract inward investment into the City

Outcomes:

- Chichester City Centre further develops its offer as a vibrant and attractive commercial and cultural focal point serving residents, workers and visitors, across all demographics
- The identification of development opportunities to meet identified needs
- Partnership working with the private sector and others in the public sector
- A well-managed, well-coordinated, and well promoted City
- Increasing profile of the City and the District
- New inward investment and funding into the City

- Significant economic growth and the creation of jobs