

Creating a Prosperous and Sustainable Economy

An Economic Strategy for Chichester District

2013 - 2019

Foreword by Councillor Myles Cullen

Chichester District Council is committed to supporting local businesses. We recognise that our businesses are the core contributors to the prosperity of our District.

Chichester is an affluent district with a rich cultural heritage, a positive 'feel-good' atmosphere, high quality recreational facilities and an outstanding natural environment. It is a district that people aspire to belong and to, with a progressive District Council committed to supporting business, it has all the ingredients to be one of the most desirable locations in the UK for business.

I hope you find this strategy for 2013 to 2019, and its aspirations, to be effective for these challenging times. The annual action plans that flow from this strategy will help to encourage and drive our local economy, making our district a place in which businesses thrive and prosper.



Executive Summary

The 2008/09 financial crisis has changed the economic and business environment across the UK and beyond and medium prospects for growth appear weak. The District Council's budgets are tight and financial constraints mean a fresh approach to public policy have placed a responsibility on local authorities to find new, more innovative ways of supporting sustainable economic growth. This strategy reflects these changes.

Chichester is an affluent District with a rich cultural heritage, high quality recreational facilities, and an outstanding natural environment that supports a wide range of successful land and marine-based industries. It has three distinct, but related areas: north of the A27, much of which is rural and covered by the South Downs National Park; Chichester City centre, the administrative and commercial centre of West Sussex; and the area to the south of the A27, with its horticulture cluster, popular coastline and marine-related activities.

However, its population is ageing, it relies heavily on the public sector for jobs and it struggles to retain and attract younger working age households. Its housing stock is biased towards more expensive, detached residences and it has too few well-paid jobs. Although it has more jobs than working age residents, it relies on in-commuters who live in more affordable, neighbouring areas, whilst its more highly skilled residents often commute out to better paid jobs. Self-employment and micro-businesses are key features of the District economy, perhaps reflecting both a high level of entrepreneurship and lack of alternatives in paid employment.

Chichester needs to be more attractive to working age households. The structure of its economy and its resident population means that intermediate, support service jobs in the social care, retail, tourism and leisure sectors are likely to continue to be an important part of the District's economy. Its housing stock should start to reflect this. However, it also needs to increase the volume of higher-level jobs, increase the value of its visitor economy, make best use of its residents' entrepreneurial talents, building on its existing strengths and taking a targeted approach to supporting key sectors and high growth potential businesses.

Chichester needs to recognise its high quality natural environment and cultural heritage as economic assets that support high value, sustainable tourism, underpin the food and drink producing businesses; and which are the basis of its marine related activities. It needs to identify which of its numerous home-based and micro-businesses have the ambition to grow and it needs provide the conditions for them to do so. This means strengthening business networks, developing skills, providing the right business accommodation and installing high-speed digital and broadband infrastructure across the District.

Its businesses need staff with the right skills and its residents need jobs that match their talents and aspirations. The District has a university, a high performing Further Education college and an internationally recognised independent higher education college. Between them, they can be key drivers of the District's economy, raising skills and aspirations; attracting new talent; and supporting businesses to develop the skills of their workforce.

Chichester is not alone in many of these challenges. In this financially constrained world, all organisations need to be outward-looking and develop strong partnerships to exchange ideas, pool talent and resources, raise income and create a stronger voice on common concerns. Chichester District Council cannot change the economy through its own actions. However, how it leads, supports and influences can affect how its businesses perform and what its residents achieve.

This economic strategy builds on what has been achieved over the past three years and sets a fresh direction for Chichester. It recommends a targeted approach to supporting high growth potential indigenous businesses; sets out actions to do more to attract and retain younger people; stresses the importance of education and training in raising aspirations and developing skills; encourages the District to make better economic use of its considerable natural and cultural assets; and recommends an outward-looking, partnership approach, so that resources are used efficiently and intelligence and best practice are shared widely. It has four priorities with 16 primary and 6 secondary actions that align with those set out in the West Sussex Economic Strategy, which provides the framework for a coordinated approach to economic development across the county.

Priority 1: Attract and Retain Working Age Talent

Chichester's economy needs working age people over the longer term if it is to achieve sustainable economic growth. It needs people who can fill lower and intermediate level jobs that support its ageing population and growing visitor economy; and it needs to retain and attract fresh talent to enable its high growth businesses to expand and to attract new investment from outside. The District's housing stock is not accessible to younger working age households; its night-time economy is under-developed for younger people; and its SME-dominated labour market makes it difficult for many young people to build a career locally.

Priority 2: Create the Conditions to Support Growth-Oriented Businesses

Having a large business base is not enough to secure sustainable economic growth. Many micro-businesses are not growth oriented and will not provide higher value jobs in the future or increase the District's prosperity. An unfocused approach to business engagement risks spreading resources too thinly and may mean that some businesses fail to grow to their full potential. Growth oriented businesses are not confined to particular sectors, but they need the right business accommodation in the right locations and high quality, up-to-date digital and physical infrastructure. There can be advantages in supporting networks in key sectors, where local supply chains can be strengthened and common approaches to shared challenges developed.

Priority 3: Match Skills to Business and Economic Needs

Talent attracts investment and enables businesses to innovate and compete on quality. It is a key driver of economic growth. Acquiring the right skills also gives individuals more choices in the labour market, enables them to command higher earnings, and reduces their risk of social deprivation. Universities, colleges and training providers are key to raising aspirations, nurturing talent and supporting workplace learning. Education is not a purely economic endeavour. However, learning providers are increasingly operating in a market environment, where learning is seen as an investment upon which learners and sponsoring businesses expect to see a return. Universities and colleges need to be supported to find new ways of identifying and responding to local business and community skill needs, so that they contribute to the District's economic growth.

Priority 4: Make Best Use of the District's Natural and Cultural Assets

Chichester's natural and cultural assets are what makes it distinct and special. They are the cornerstone of its economy and the reason why it is one of the England's most attractive places to live in and visit. Its natural assets underpin its great food and drink production and creative industries sector and give it the potential to develop a strong marine industries presence alongside neighbouring areas. Working with the natural environment is a key component of sustainable economic development. Chichester's high quality natural environment needs to be viewed as an economic asset, not an obstacle to securing sustainable economic growth.

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1. About this Strategy

Chichester needs an economic strategy that reflects the changed economic and organisational conditions that now exist. Prospects for growth are weak, the District Council's budgets are tight and new organisations and partnerships have been established to help deliver sustainable economic growth.

Chichester District Council cannot affect economic outcomes at a macro level, but its actions, priorities and leadership can make a difference to local businesses and residents. It can develop strong partnerships to access funds; lobby for investment; achieve cost-effective outcomes; influence others to work towards a common agenda; send market signals to investors about the sort of economy Chichester wants; use its statutory powers to support different types of economic activity; use its own land and assets for local economic benefit; and as a large local business itself, its positive approach to recruitment and procurement can make a genuine impact to the local economy.

The previous Chichester Economic Strategy, which this replaces and updates, set out priorities to:

- Provide a highly regarded business support environment;
- Create a qualified and highly skilled workforce;
- Assist businesses to become more sustainable;
- Develop a rural economy and improve access to services for all; and
- Regenerate the District, including its city and rural towns.

Since then, Chichester has performed well. Unemployment levels are at a relatively low level; private sector employment has increased as a proportion of all jobs; and the amount of commercial floorspace has increased above the target rate. However, average work place earnings remain low; and business survival rates have not increased to the level that had been expected.

This refreshed economic strategy builds on what has been achieved over the past three years and sets a fresh direction for Chichester, based on the new economic conditions and organisational environment. It recommends a targeted approach to supporting high growth potential indigenous businesses; sets out actions to do more to attract and retain working age people; stresses the importance of education and training in raising aspirations and developing skills; encourages the District to make better economic use of its considerable natural and cultural assets; and recommends an outward-looking, partnership approach, so that resources are used efficiently with intelligence and best practice shared widely.

Chichester District Council cannot take the credit for the District's future economic successes alone; nor can it take sole blame for its failures. Its impact will be judged in the way it leads, acts and co-ordinates activity in the areas where it can make the most significant difference. This strategy will help it to do this.

2. A New Economic Context

Financial Constraint

The 2008/09 financial crisis has significantly changed the economic and business environment. Investor confidence has fallen, lending conditions have tightened, public spending has been cut, and many households have been left with levels of indebtedness that are difficult to service. Sustained economic recovery remains elusive and medium term prospects are decidedly uncertain.

The UK Government is committed to re-balancing the economy, so that it is less reliant on financial services and public spending in the future. It wants to see sustainable, private-sector led growth and an expansion in international trade. It has a deficit reduction programme that includes significant real-term cuts in public spending; a welfare reform agenda aimed at incentivising work; and an approach to further and higher

education aimed at raising the status of vocational education and making providers more responsive learners and businesses.

There is a strong commitment to devolution and customer choice in public services. A raft of centrally controlled targets have been removed; new providers are being encouraged to enter the public service market; and new financial mechanisms are being put in place to provide greater flexibility for local authorities to raise their own revenue.

The financial constraints place significant responsibility on local authorities to find new, more innovative ways of working; to be clear about what they can and cannot do; and to develop strong partnerships so that effective interventions are made by the right organisations at the right spatial level.

The Plan for Growth

The Government¹ wants the UK to have the most competitive tax system in the G20 and to be one of the best and most competitive business locations in Europe. It wants to encourage investment and exporting and to create a more educated and flexible workforce. Its *Plan for Growth* includes improving the planning system with a presumption in favour of sustainable development; supporting inward investment and promoting international trade; and encouraging green investment. The plan focuses on key sectors, including healthcare and life sciences; advanced manufacturing; construction; digital and creative industries; retail; professional and business services; the space industry and tourism.

The National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government's economic, environmental and social planning policies, which are underpinned by a "presumption in favour of sustainable development". This has three dimensions:

- **The economic** dimension means contributing to building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation; and by identifying and coordinating development requirements, including the provision of infrastructure;
- The **social** dimension means supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the community's needs and support its health, social and cultural well-being; and
- The **environmental** dimension means contributing to protecting and enhancing the natural, built and historic environment; and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and pollution, and mitigate and adapt to climate change including moving to a low carbon economy.

The NPPF commits the Government to "securing economic growth in order to create jobs and prosperity" through the planning system, with local authorities expected to have policies that build on existing economic strengths, but which are sufficiently flexible to respond to changing economic circumstances.

The NPPF recognises the importance of clusters and networks in driving creativity and knowledge exchange and it also encourages integrating residential and commercial uses. Providing high quality communications infrastructure (including fast broadband connections) is also seen as central to business growth and development.

Town centres need to be competitive, provide a diverse retail offer, and have suitable sites for retail, leisure, commercial, office, tourism, cultural, community and residential development need be found within them. Promoting sustainable transport is also a key part of the NPPF. People should be given a "real choice about

¹ The Plan for Growth. HM Treasury 2011

how they travel”, but patterns of development should facilitate the use of sustainable transport modes and mixed-use developments should be promoted to minimise unnecessary journeys.

There needs to be more housing to give people a wide choice of quality homes and to widen opportunities for home ownership. Housing developments need to be in accessible locations and designed to encourage sustainable, inclusive and mixed communities.

Local Economic Development

Local Enterprise Partnerships (LEPs) have been established to develop a strategic approach to economic development within locally defined functional economic areas. Chichester is part of the **Coast to Capital LEP**², which has identified the following as key priorities:

- Addressing low levels of entrepreneurship;
- Tackling weak employment growth and low productivity in some of its constituent parts;
- Encouraging businesses to become more internationally focused;
- Improving skills, especially amongst young people;
- Maintaining and improving levels of investment; and
- Improving transport infrastructure.

West Sussex County Council, too, has developed a new framework for the county’s economy with seven strategic priorities:

- Promote West Sussex as a First Class Business Destination;
- Understand and Support the Needs of Established Businesses and Support People to Start and Grow Successful Enterprises;
- Adapt and respond to new funding conditions and opportunities to ensure that West Sussex secures investment to support its economic development priorities;
- Deliver the transport and communications infrastructure that businesses and residents need;
- Make best use of land and property to support a robust and sustainable economy;
- Support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages; and
- Support local people to acquire the skills that the economy needs.

The framework recognises the importance of devolved decision making and the role that Districts and Boroughs and the three Spatial Area Partnerships have in identifying sub-county challenges and opportunities and co-ordinating actions to address them.

Chichester is a leading member of both the Coastal West Sussex Partnership (CWSP) and the Rural West Sussex Partnership (RWSP), reflecting the diverse nature of the District. Both Spatial Area Partnerships have been actively developing their own priorities that provide a local dimension to the Coast to Capital LEP and West Sussex economic development priorities.

The South Downs became a National Park, with its own planning authority in 2011, operating under two statutory purposes: to conserve and enhance the natural beauty, wildlife and cultural heritage of the area; and to promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public. These are underpinned by a duty to work in partnership to foster the social and economic well-being of local communities within the National Park in support of its two purposes.

There are a large number of organisations, agencies and partnerships involved in supporting local economic development and economic growth. A key challenge for Chichester District Council is to establish where it is best placed to deliver services, where it is best placed to commission them, and where it is best placed to provide strategic guidance, influence and support.

² The Coast to Capital LEP covers an area that stretches from Lewes in the east to Chichester in the west and to Croydon in the north

3. The Chichester Challenge

Our Strengths

Chichester is a largely affluent District with a resident population of 115,000 and a working age population of 67,000. Its economy is valued at £2.4bn³; median household incomes are around £42,000⁴, it has an above average employment rate (75.3%)⁵; nearly one in four of its working age population holds a degree or equivalent qualification; and it has more jobs than working age residents. It is, on many measures, a successful District.

It is also widely recognised as one of the UK's most attractive locations. The South Downs National Park covers 70% of the District's land; Chichester Harbour is an Area of Outstanding Natural Beauty (AONB); and popular sandy beaches stretch across its coastline. Chichester city is a major cultural centre, with an internationally acclaimed Festival Theatre, Pallant House Gallery and it has a retail catchment that goes well beyond the District boundaries. There are country homes, a Roman Palace and high-class sport and recreation venues at Goodwood and Cowdray Park. Some 6.5 million visitors contribute £460m to the District's economy and directly support more than 9,000 jobs⁶. Much of Chichester is relatively well connected, with good access to Brighton & Hove and Portsmouth/Southampton along the coast; and to Guildford and the M3/M25 to the north.

Its economy has three distinct, but linked components:

- Chichester City provides more than half of the District's jobs. It has a large public sector, including public administration and education, strong retail and cultural sectors and a reasonable business and professional services presence;
- South of the A27 and the Chichester Coast is where the District's horticultural and marine businesses are based. It also has a strong tourism sector, but a smaller office and commercial market; and
- North of the A27 and the National Park is where the District's agriculture and forestry businesses are located. It also has a significant number of manufacturing jobs. The visitor economy is increasingly important and there are a large number of home-based and micro-businesses in the business and professional services sector.

There are notable concentrations of jobs in tourism related sectors, such as accommodation, food service activities, arts, entertainment and leisure. The District's demographic structure and the City's status as the administrative centre of West Sussex make the public sector a rich source of local employment. The economy has a wide range of food and drink production businesses and there is a strong professional and business services sector. The presence of Rolls Royce provides it with a notable engineering presence and there are a number of businesses linked to the marine sector in the south of the District.

Data suggests that recent economic performance has been reasonable compared with many parts of the country. Job density has steadily increased since 2000; employment rates have remained relatively buoyant and Chichester continues to have a high number of businesses relative to its working age population. However, GVA per head and workplace earnings remain fairly low; there is a significant vacant office space and low rent levels; a lack of investor confidence and subdued demand make speculative development unlikely over the short term. Furthermore, there has been a notable increase in the number of business 'deaths' since 2008 and nearly 5,000 of the District's working age residents are claiming out of work benefits.

Chichester still has more jobs than working age residents and relies heavily on in-commuters. Many of its higher earning residents commute to better paid jobs in neighbouring areas, such as the Crawley/Gatwick area and Greater London, whilst the high levels of self-employment may reflect a relative lack of local well-paid employee jobs. Large numbers of people visit Chichester every year, but the District may still not be

³ Source: Local Futures, referenced in West Sussex Local Economic Assessment 2010

⁴ Source: Experian 2011 referenced in the Coastal West Sussex Strategic Housing Market Assessment (2012) GL Hearn

⁵ Source: Annual Population Survey (2012) ONS via NOMISWEB

⁶ Baseline £463.4m Source: Tourism Key Headline Figures for Chichester (2011) Visit Chichester

achieving its full potential and benefits from its high value attractions.

Some of its transport links are good. It has good access to international ports and, as well as the University of Chichester, there are universities at Portsmouth, Southampton, Guildford and Brighton all reasonably close by. However, the A27 road around Chichester City and to the east can become congested and road access to the Manhood Peninsula in the south of the District is recognised as problematic.

This means that there has to be a strong emphasis on ensuring that the District has an up-to-date, fast digital and communications infrastructure; its coastal and market towns can become more self-sustaining; there is an increase in the number and value of overnight visitors; and business growth is developed in a way that can be supported by the District's existing housing and economic infrastructure.

Our Future

Economic forecasting at local level is subject to wide margins of error at the best of times. At a time when the Bank of England is finding it difficult to track changes in the UK economy, it seems unwise to adhere too closely to forecasts for smaller geographical areas. However, the new Chichester Employment Land Review⁷ update 2012 suggests that employment in the District could grow by around 1,000 (+1.8%) full-time equivalent jobs between 2011 and 2016 and by around 3,700 (+6.7%) by 2021⁸. This assumes a substantial (-2,000) medium term fall in public services jobs (with a longer term recovery) and a steady growth in jobs in both 'professional and other private services' and in 'accommodation, food services & recreation'. These forecasts do not expect manufacturing to contribute to the District's future employment growth. This sector is still an important component of the District's economy and it will provide direct jobs. However, many of its activities are becoming less labour intensive, providing higher skilled jobs, but in smaller numbers.

Without intervention, it is questionable whether Chichester has the labour capacity to support this level of employment growth given its relatively healthy employment rate, its reliance on in-commuting, and because its working age population is only projected to increase by around 2,000 by 2021⁹. An increase in higher value employment in the District may encourage some of its higher skilled out-commuters to return to work in Chichester, but its future prospects are likely to remain closely linked to its existing strengths, capitalising on its outstanding natural resources and creativity, its wide range of professional and businesses services expertise, and its role as the administrative centre of West Sussex. Many of these jobs will continue to rely quite heavily on flexible forms of employment and some will attract only modest incomes.

Given that its housing stock is strongly biased towards larger detached properties, there are large numbers of under-occupied homes, and its night-time economy is generally considered to be under-developed, it is difficult to see how it can attract and retain talented working age people, when there are more affordable alternatives elsewhere. Current trends suggest the District's population will continue to grow older, perhaps increasing the demand for lower and intermediate support service jobs. There is certainly a need to create more higher value jobs, Chichester's most pressing challenges may be to address the emerging demographic imbalance by creating the right environment to attract and retain more younger working age households over the longer term; to retain and grow its existing successful and growth orientated businesses; and to create an environment and communications infrastructure that will encourage new entrepreneurs to drive the District's future economic success.

⁷ Source: Employment Land Review Update (2012) GL Hearn

⁸ Source ONS: Workforce job estimates as referenced in the Employment Land Review Update (2012) GL Hearn

⁹ Source: Sub-National Population Projections (2010) and ONS

4. Our Priorities

Priority 1: Attract and Retain Working Age Talent

Chichester's economy needs working age people over the longer term if it is to achieve sustainable economic growth. It needs people who can fill lower and intermediate level jobs that support its ageing population and growing visitor economy; and it needs to retain and attract fresh talent to enable its high growth businesses to expand and to attract new investment from outside. The District's housing stock is not accessible to younger working age households; its night-time economy is under-developed for younger people; and its SME-dominated labour market makes it difficult for many young people to build a career locally.

Background

Chichester is an affluent District, but its population profile is becoming notably older. A quarter (25%) of its residents are aged 65+. Despite an overall increase of around 7,000 in its resident population, the actual number of 20-39 year old residents fell between 2001 and 2011. Affluent older people do support a wide range of local jobs, but Chichester is becoming increasingly reliant on a dwindling pool of working age residents and a large number of in-commuters to support its economy.

It will not be sufficient just to focus on attracting and growing businesses that provide better-paid jobs. The supply of housing also needs to make it viable for working age households to stay in or relocate to Chichester, whilst its strong cultural and recreational offer needs to be responsive to the tastes and needs of, all.

In 2008, 5% of Chichester's houses were second/holiday homes¹⁰; its overall stock is heavily "biased towards larger properties"¹¹; and it has high levels of "notable under-occupancy". Chichester is not especially unaffordable for households who already live in the District, but the structure of its stock¹² makes it unaffordable for many working age households that may want to stay in the District or settle locally. The Coastal West Sussex Strategic Housing Market Assessment suggests that there is a "strong case to seek to retain and attract more younger households" and suggests that there is a role for developments that provide higher density housing in town centres with good access to public transport.

Chichester has opportunities to do more to attract and retain young talent. It has a top-performing Further Education college that attracts a large number of international students; it has its own university, which could be supported to attract more students from elsewhere, and it has a large SME sector that could be encouraged to provide more work placements and opportunities for university and college leavers, and it can use its existing entrepreneurial talent to support its graduates to start their own businesses.

It is no simple task to attract working age people, but Chichester will need them in the future to support its ageing population; improve its offer to visitors; and to provide the talent that its growth oriented businesses will need to prosper.

Supporting Actions

A range of supporting actions will need to be implemented to support this priority, including:

Primary Actions

¹⁰ In the south of the District, this rises to 8% (1 in every 12) of all residential properties

¹¹ In 2001, 39% of Chichester's residential accommodation stock were detached houses

¹² Flats/maisonettes in Chichester are not especially expensive, but there are not many of them

1.1 Better understand and respond to working age people's housing needs and attract and retain more students to the District.

1.2 Find new and innovative ways of providing residential accommodation that is affordable and attractive to working age households.

1.3 Increase work placement opportunities for young people and to develop their business and entrepreneurial skills.

Secondary Actions

1.4 *Undertake an audit of the District's recreational and cultural offer and its night time economy to ensure that it meets the needs and aspirations of younger households.*

Strategic Alignment

These actions support the following priorities that are set out in the West Sussex Economic Strategy, which provides the framework for a coordinated approach to economic development across the county:

- Support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages; and
- Support local people to acquire the skills that the economy needs.

What Success Will Look Like

Chichester will be a District that has a wide range of mixed communities and has jobs and houses that are attractive and accessible to different types of households.

Success measures:

- The proportion of the District's resident who are aged 16-64 years remains at or exceeds 55.5%¹³
- 35% of market homes that are built are 1-2 bed and 50% are 3-bed, in accordance with recommendations in the Strategic Housing Market Assessment (page 219, para 9.54)
- An increase in the number of students recruited from outside the District
- An increase in the number of students securing local employment opportunities¹⁴

¹³ Note: Source: 2011 Census. Updates, will need to be based on the ONS Sub-National Population Projections

¹⁴ Note: Baselines and precise targets to be decided in consultation with the University and College

Priority 2: Create the Conditions to Support Growth-Oriented Businesses

Having a large business base is not enough to secure sustainable economic growth. Many micro-businesses are not growth oriented and will not provide higher value jobs in the future or increase the District's prosperity. An unfocused approach to business engagement risks spreading resources too thinly and may mean that some businesses fail to grow to their full potential. Growth oriented businesses are not confined to particular sectors, but they need the right business accommodation in the right locations and high quality, up-to-date digital and physical infrastructure. There can be advantages in supporting networks in key sectors, where local supply chains can be strengthened and common approaches to shared challenges developed.

Background

Chichester has over 6,200 active enterprises and 94 businesses for every 1,000 16-64 year old residents¹⁵. This is a high business density rate and is similar to other affluent, rural districts, like Chiltern, Mole Valley, Sevenoaks and Wealden. Chichester does not really need many more businesses, it needs more of its existing businesses to grow. It has had notable successes in growing and retaining businesses in the past. Nature's Way Foods (NWF), Oceanair, Northshore Yachts, VHB Herbs and Montezumas Chocolates have all grown, attracted new investment, and become market leaders in their fields, employing significant numbers of local people.

The challenge for Chichester District Council is to identify and support those businesses that have strong growth potential; that are likely to provide new jobs and which will attract new investment. Such a targeted approach needs to sit alongside a broader sector based approach that focuses on strengthening networks and supply chains in key sectors. Consultation evidence to support this strategy emphasised the importance of the food and drink sector; suggested that there was potential to expand the District's marine-related activities (perhaps in partnership with neighbouring coastal authorities); and recommended that activities related to the visitor and the creative economies remained high up the value chain and responded to opportunities presented by the South Downs National Park.

There are also opportunities to develop a strong public services market economy, as private and voluntary sector organisations are encouraged to deliver public services, and health and social care budgets are devolved to individuals and forecasts suggest that future jobs are most likely to come from businesses in the financial and businesses services sector. There are a number of successful entrepreneurs and business leaders in Chichester. They should be encouraged to work with the District Council to promote Chichester to investors and to critique approaches to supporting local economic development. This could be delivered through a Business Ambassadors Forum and an annual State of the District event.

Its geography and road transport links mean that it may be prudent to have some focus on supporting the growth of businesses that are not transport dependent, although not at the expense of one of the District's key strengths in food and drink production. Given this, it is vital that there is access to up to date digital infrastructure and broadband in all parts of the District; that transport improvements are made where this is viable; and that the business accommodation needs identified in the Chichester Employment Land Review 2012 are met. It recommends¹⁶ that the Local Plan should identify up to 29 hectares of employment land outside of the South Downs National Park - up to 8 hectares of land for office development and up to 21 hectares for industrial uses. Whilst it may not want to identify specific new employment land inside the National Park, there will be a need to preserve existing employment land within the Park to ensure that market towns remain viable. There may also be demand for small scale employment use that can be met through rural diversification into new business sectors that are compatible with maintaining the high quality landscape.

¹⁵ Source: Business Demography Count of Active Businesses 2010 and Annual Population Survey Jan-Dec 2010 Office for National Statistics via NOMISWEB 2012

¹⁶ Source: Employment Land Review Update (2012) GL Hearn

Supporting Actions

A range of supporting actions will need to be implemented to support this priority, including:

Primary Actions

- 2.1 Establish a 'Chichester Business Ambassadors Forum' to help drive economic and business growth across the district.
- 2.2 Undertake an audit of sector focused business support networks and establish where the District Council and its partners can add value to support business growth.
- 2.3 Support local businesses to compete for and to deliver public service contracts and investigate ways to strengthen local business supply chains.
- 2.4 Secure high-speed digital infrastructure and broadband access across the whole of the District through 'Better Connected'.
- 2.5 Identify, develop and promote key employment sites to meet the Employment Land Review forecasts for the District.
- 2.6 Develop a clearly articulated inward investment offer for high growth potential sectors, including marine, food and drink, health & social care and tourism.

Secondary Actions

- 2.7 *Provide targeted financial support to high growth potential start up businesses.*
- 2.8 *Promote international trade.*

Strategic Alignment

These actions support the following priorities that are set out in the West Sussex Economic Strategy, which provides the framework for a coordinated approach to economic development across the county:

- Understand and respond to the needs of established businesses and support people to start and grow successful enterprises;
- Make best use of land and property to support a robust and sustainable economy;
- Promote West Sussex as a First Class Business Location; and
- Deliver the transport and communications infrastructure that businesses and residents need.

What Success Will Look Like

Chichester will be an 'enterprise engaged' District, where its existing entrepreneurs work together to develop and promote the District as a first class business destination. The District has high-speed broadband coverage; its key businesses and sectors are well-recognised within and beyond the District and its employment sites are developed to meet modern business needs.

Success measures:

- The whole District has high speed broadband coverage
- The number of business births exceeds the number of business deaths in any three-year period¹⁷
- 3-year business survival rates average above 70% in any three-year period¹⁸
- Median annual workplace earnings for full-time workers reach those for England as a whole¹⁹
- The District's commercial floorspace is developed and refurbished in line with the recommendations set out in the Employment Land Review

¹⁷ Source: ONS Business Demography. Baseline trends: 2004-2006 (+ 75); 2005-2007 (+120); 2006-2008 (+155); 2007-2009 (-20); 2008-2010 (-250)

¹⁸ Source: ONS Business Demography Baseline Trends: 2005-2007 average 3- year survival rate: 68.5%

¹⁹ Source: ONS Annual Survey of Hours and Earnings. Baseline trends: 2008: -£4,117; 2009: -£2,559; 2010: -£2,729; 2011: -£2,533. Note: the standard errors for District level data can be high, so it is important not to interpret these figures too precisely.

Priority 3: Match Skills to Business and Economic Needs

Talent attracts investment and enables businesses to innovate and compete on quality. It is a key driver of economic growth. Acquiring the right skills also gives individuals more choices in the labour market, enables them to command higher earnings, and reduces their risk of social deprivation. Universities, colleges and training providers are key to raising aspirations, nurturing talent and supporting workplace learning. Education is not a purely economic endeavour. However, learning providers are increasingly operating in a market environment, where learning is seen as an investment upon which learners and sponsoring businesses expect to see a return. Universities and colleges need to be supported to find new ways of identifying and responding to local business and community skill needs, so that they contribute to the District's economic growth.

Background

Chichester has a well-educated population, high levels of entrepreneurship, and a high proportion of its residents work in 'higher level' occupations²⁰. The University of Chichester has around 5,000 students; has academic strengths in Teacher Education, Sport, Exercise and Health Sciences, Visual and Performing Arts, Cultural Studies and Social Studies. It also has a school of Enterprise, Management and Leadership. Chichester Further Education College has high student success rates; is a Queens Anniversary Prize winner for international education; has a food and drink specialism at its Brinsbury Campus; and is part of the national network of Peter Jones Enterprise Academies. West Dean College is an independent higher education college with an international reputation for conservation, creative arts and design.

However, GCSE attainment in some schools is below the national average; local businesses are concerned that the skills young people have are not well-matched to those that they need. Consultation to inform this strategy suggests that there is a talent drain from the District and Chichester's high dependence on micro-businesses is cited as a reason for an apparent lack of demand for graduate level skills.

Universities and colleges are increasingly having to operate in a market environment, responding to student and business demand; whilst they are often expected to respond to forecasts of future skills needs in the local economy. This is a difficult task, Chichester only has around 6,200 businesses, so it is often not viable for learning providers on their own to develop specialist provision that caters for only a segment of a small local business market.

Developing and maintaining an on-going dialogue between education providers and business groups is essential to identifying ways of developing a more responsive curriculum; to find new ways of delivering learning packages on employer premises; and of equipping learners with the skills that they need to compete effectively in the local labour market. Education providers have an equally important role in developing learning pathways that are sufficiently attractive and flexible to raise the aspirations and skills of lower skilled people who might otherwise struggle to gain a foothold in the labour market.

Supporting Actions

A range of supporting actions will need to be implemented to support this priority, including:

Primary Actions

- 3.1 Develop strong links with education-business networks and strengthen the links between the District's schools and Further and Higher Education providers.
- 3.2 Maximise internship and apprenticeship opportunities.

²⁰ 38% of its working age residents holds a degree or equivalent qualification; 9,000 of its residents are self-employed; and 49% of its employed residents work as Managers & Senior Officials; Professionals or in Associate Professional/Technical Occupations

- 3.3 Develop procurement policies that encourage employer investment in education/training.

Secondary Actions

- 3.4 *Find viable solutions to specialist learning provision that meets local business needs.*
- 3.5 *Respond to the skills and employment needs arising from the South Downs National Park.*

Strategic Alignment

These actions support the following priorities that are set out in the West Sussex Economic Strategy, which provides the framework for a coordinated approach to economic development across the county:

- Support the creation of a range of jobs that enable people to participate in the labour market in a way that best reflects their needs at different life stages; and
- Support local people to acquire the skills that the economy needs.

What Success Will Look Like

Chichester's learning provision will be recognised by local employers as responsive to their needs; learning providers will work effectively with each other; and partnerships will be established that make specialist provision viable. Flexible learning pathways will help to raise attainment in under-achieving areas.

Success measures:

- The gap in GCSE attainment between the District's under-achieving schools and the West Sussex County average narrows
- Increase in the number of businesses that are engaged in significant education-business link activity²¹
- Enterprise education is an established part of all post-16 learning activity²²
- The District Council's own procurement and commissioning protocols include a local employment and training commitment clauses
- Businesses report increasing levels of satisfaction with and use of local learning provision²³

²¹ Note: This will need a baseline that could be collected as part of a wider project with the Coastal West Sussex Skills and Enterprise Group

²² Note: The success measures should align with those of the Coast to Capital Local Enterprise Partnership

²³ Note: The National Employer Skills Survey provides detailed analysis of employers skills needs and perceptions of learning provision biennially. Data is available at Local Education Authority level, but not at District level. <http://nessdata.ukces.org.uk/ness/KMS/News.aspx>

Priority 4: Make Best Use of the District's Natural and Cultural Assets

Chichester's natural and cultural assets are what makes it distinct and special. They are the cornerstone of its economy and the reason why it is one of the England's most attractive places to live in and visit. Its natural and cultural assets underpin its great food and drink production and creative industries sector and give it the potential to develop a strong marine industries presence alongside neighbouring areas. Working with the natural environment is a key component of sustainable economic development. Chichester's high quality natural environment needs to be viewed as an economic asset, not an obstacle to securing sustainable economic growth.

Background

Chichester is widely recognised as having some of the country's most outstanding countryside and its theatres, art galleries, museums and windswept beaches inspire creativity in artists, designers and media professionals. Nearly three-quarters (70%) of the District's land is part of the South Downs National Park; Chichester Harbour is an Area of Outstanding Natural Beauty (AONB); it has a rich and diverse coastline that supports both tourist activity and marine businesses; and it has listed buildings and Sites of Special Scientific Interest aplenty. These natural assets support a strong tourism sector which contributes £460m per year to the District's economy.

The quality of light and soil support one of the country's most important horticultural clusters; and its agricultural businesses produce outstanding local food and drink. They are the economic lifeblood of the District's market towns and villages, and the guardians of its countryside. The beauty of Chichester Harbour makes it attractive for yachting enthusiasts and it provides an ideal location for high-class boat building businesses. The Witterings and Bracklesham Bay are popular destinations for family holidays and for windsurfers, kite surfers, divers and fossil hunters.

These are all substantial assets that give Chichester a reputation for quality, culture and refinement that are the platform for its current and future economic success and are major selling points to potential investors. The District attracts 6.5 million visitors every year, Chichester Harbour can accommodate 12,000 yachts, and Glorious Goodwood and the Festival are national highlights on the events calendar, but Chichester could create more innovative tourism packages that could encourage more of its day visitors to remain in the District for longer.

The South Downs National Park may provide a further opportunity to do this, perhaps also incorporating the District's educational strengths in food, sport, health and conservation, and crafts. Chichester's rich and diverse food and drink production sector increasingly operates in competitive international markets and requires people with high-level business and technical skills. Its farmers and foresters have to find new ways of making their businesses competitive, making better use of their buildings and land, finding new ways of working together, exploring new markets (both at home and overseas), and strengthening supply chains.

Successful coastal areas are often those that have found ways of extending the holiday season to make better economic use of their access to the sea during the colder, winter months. This may mean strengthening marine related activities, improving and diversifying the retail and leisure offer in the coastal towns and to attract more people throughout the year.

Supporting Actions

A range of supporting actions will need to be implemented to support this priority, including:

Primary Actions

- 4.1 Develop a co-ordinated approach to engage, support and promote the food and drink sector so that Chichester recognised as one of the country's leading food and drink producers.

- 4.2 Support the District's farmers, foresters and landowners to make best economic use of their buildings and land assets within the constraints of landscape, wildlife and listed buildings designations.
- 4.3 Provide on-going support so that the District's market towns remain thriving centres that serve their hinterlands.
- 4.4 Better understand opportunities for developing and growing the District's marine and coastal-related activities, linked to their strengths in the Solent area and improving and diversifying the retail and leisure offer in coastal locations.
- 4.5 Work with tourism and cultural organisations, including Visit Chichester, the hotels association and key local venues to develop co-ordinated, high value visitor packages and to increase the value of tourism and culture to the economy.
- 4.6 Carry out an audit on the districts cultural assets & offer.
- 4.7 Develop a strategy to maximize the positive economic impact of the district cultural & creative industries.

Strategic Alignment

These actions support the following priorities that are set out in the West Sussex Economic Strategy, which provides the framework for a coordinated approach to economic development across the county:

- Promote West Sussex as a First Class Business Location; and
- Make best use of land and property to support a robust and sustainable economy.
- All land & space requirements from the cultural audit will inform the local plans.

What Success will Look Like

Chichester is nationally recognised for its high value tourism, the strengths of its food and drink sector and land based industries and its niche marine businesses along the coast. The South Downs National Park becomes an important economic asset, ensuring the viability of the District's market towns. Chichester is established as an important centre for design and the creative industries, building on its strong cultural heritage.

Success Measures

- The number of 'visitor nights' to increase from 3.6m in 2011 to 4.0m by 2019
- The total value of tourism to increase by 15% in real terms by 2019²⁴

5. Working in Partnership

Chichester is one small part of a much larger local, sub-national, national and international economy. It only has around 6,200 businesses, most of which are very small; and it has little more than 100,000 residents, nearly half of whom are not of working age. It is simply not big enough to think of economic development purely in local terms. The college and university need a wider student market; its businesses need a larger customer and supply chain base; and its residents need access to a greater range of jobs opportunities. What happens in Guildford, Bognor Regis, Havant and Portsmouth affects Chichester and what happens in Chichester affects Bognor Regis, Guildford, Portsmouth and Havant.

However, the economic development field is a crowded one. Within the District, there are business representative organisations and networks; education providers; developers and commercial agents; housing associations; voluntary organisations; and government agencies, that all have a role in supporting

²⁴ Baseline £463.4m Source: Tourism Key Headline Figures for Chichester (2011) Visit Chichester.

the development and growth of Chichester's economy.

There are organisations and partnerships with a remit that extends beyond the District's administrative boundaries, including West Sussex County Council, the South Downs National Park Authority, the Coastal West Sussex Partnership, the Rural West Sussex Partnership; Action in Rural Sussex; and the Coast to Capital Local Enterprise Partnership. At national level, too, BIS Local and UKTI also have an interest in supporting local economic development.

There are risks of duplication and wasted resources if these relationships are not carefully managed. It is worth investing time in developing strong links within and beyond Chichester and it is worth pooling resources when it makes sense to do so. Chichester is not alone in needing to be ready to respond to the 2014-2020 European Union funding round, the Growing Places Fund, or the localisation of business rates. It is not alone in looking for new ways of attracting capital investment; of ensuring that its workforce has the right skills; of making sure that it has the right physical and digital infrastructure. Other areas, too, have to find ways of creating the jobs and building the homes that they need to sustain their economic futures.

Many of these issues are common to most areas, but they often need a local interpretation and application to be addressed effectively. The challenge for all local authorities, Chichester included, is to know where it should lead, where it should support or partner, where it should contribute resources so that interventions have the greatest impact.

In delivering this strategy, Chichester District Council will maintain a leading role in the Spatial Area Partnerships and the Coast to Capital LEP. The council will work closely with commercial agents, developers and landowners to bring forward development opportunities and to develop partnership approaches to securing European, Coast to Capital and other funds to support economic development activity. The links with learning providers and business representative organisations will be maintained and it will continue to develop a strong partnership with the South Downs National Park Authority to support sustainable economic development that aligns with the National Park's purposes and duty.

The council is committed to ensuring that the roles and responsibilities of different partnerships involved in supporting economic development are clear and will use existing structures to deliver its priorities where it can. The council will, where appropriate, pool resources, share expertise, and identify joint approaches with neighbouring authorities where there are clear benefits to the wider economic area in doing so.

Internally, the council will consider the potential economic and business impacts of key decisions that are taken in all departments within the District Council, and there will be a 'whole district' approach to supporting sustainable economic growth that involves the District Council and the private sector as equal partners.

6. Reviewing Progress

Chichester District Council cannot grow the local economy alone, but in leading the delivery of this strategy and working with private, public and voluntary sector partners, it can help support the District towards sustainable economic recovery.

The strategy is a core part of the District's future strategic plans and sits alongside the new Local Plan, Employment Land Review and Getting People Into Work Strategy in planning for the District's future. An annual action plan will be developed by the Economic Development Team that allocates resources to specific actions which will be aligned with the council's performance management framework.

Progress in delivering the strategy will be shared by the council within its existing partnerships and networks such as the Chamber of Commerce, West Sussex County Council, the South Downs National Park Authority, the Coastal West Sussex Partnership, the Rural West Sussex Partnership; Action in Rural Sussex; and the Coast to Capital Local Enterprise Partnership.

Progress towards delivering the strategy will be reviewed at a 'State of the District' annual event. This will be organised in conjunction with the Chichester Business Ambassadors Forum and will enable public,

private and voluntary sector partners to discuss the state of the economy and to suggest new ways of responding to emerging challenges.

This economic strategy aims to 'Create a Prosperous and Sustainable Economy' for Chichester. Its success will be judged on its ability to address the demographic imbalance by creating the right environment to attract and retain more working age households; retaining and growing its existing growth orientated businesses; and by creating an environment and communications infrastructure that will encourage new entrepreneurs to contribute in the District's future economic success.

Annex I: Summary of Actions

Priority 1: Attract and Retain Working Age Talent		
Actions	Economic Development Role and Key Partners	Impact Measure
Primary Actions		
1.1 Better understand and respond to working age people's housing needs and attract and retain more students to the District.	Chichester District Council – Supporting / influencing <i>Partners - University of Chichester and Chichester College and Student Accommodation developers</i>	<ul style="list-style-type: none"> Retention barriers are fully understood and actions are taken to address them Learning providers increase widen their catchment
1.2 Find new and innovative ways of providing residential accommodation that is affordable and attractive to working age households.	Chichester District Council – Supporting / Influencing <i>Partners - Landlords, businesses, housebuilders, Registered Social Landlords; other housing specialists; private sector developers and planning consultants.</i>	<ul style="list-style-type: none"> The type of market housing recommended in the Strategic Housing Market Assessment are adhered to The share of the District's population that is working age does not fall below 55.3%
1.3 Increase work placement opportunities for young people and develop their business and entrepreneurial skills.	Chichester District Council – Supporting / brokering <i>Partners - Coastal West Sussex Skills & Enterprise Group, business representative organisations, the Local Strategic Partnership, West Sussex County Council, Rural West Sussex Partnership, the University of Chichester and Chichester College</i>	<ul style="list-style-type: none"> Chichester District Council is recognised by businesses and learning providers for its effectiveness in brokerage and intelligence sharing College and university students are able to find suitable work placements Entrepreneurship is an established part of all post-16 learning programmes Evidence from the University of Chichester of improved graduate retention rates
Secondary Actions		
1.4 Undertake an audit of the District's recreational and cultural offer and its night time economy to ensure that it meets the needs and aspirations of younger households.	Chichester District Council - Leading <i>Partners - Visit Chichester and the Chichester Business Improvement District (BiD) and cultural businesses</i>	<ul style="list-style-type: none"> Audit completed and actions taken to strengthen the district's night-time economy

Priority 2: Create the Conditions to Support Growth-Oriented Businesses		
Actions	Economic Development Role and Key Partners	Impact Measure
Primary Actions		
2.1 Establish a 'Chichester Business Ambassadors Forum' to help drive economic and business growth across the district.	Chichester District Council - Leading <i>Partners – Chamber of Commerce, Sussex Enterprise, CWS Partnership, Coast to Capital LEP, Rural West Sussex Partnership and the District's successful entrepreneurs</i>	<ul style="list-style-type: none"> 'Chichester Business Ambassadors Forum established and engaged in activities to support business growth
2.2 Undertake an audit of sector focused business support networks and establish where the District Council and its partners	Chichester District Council – Supporting / Partnering <i>Partners - West Sussex County Council, CWS Partnership, Rural</i>	<ul style="list-style-type: none"> Audit completed and a business support action plan developed and implemented, based on the findings.

can add value to support business growth.	<i>West Sussex Partnership, Chamber of Commerce and Sussex Enterprise</i>	
2.3 Support local businesses to compete for and to deliver public service contracts and investigate ways to strengthen local business supply chains.	Chichester District Council – Leading / Partnering <i>Partners - Public sector organisations and business representative organisations within and beyond the District.</i>	<ul style="list-style-type: none"> • A co-ordinated approach to public procurement that is supportive of local businesses is established
2.4 Secure high-speed digital infrastructure and broadband access across the whole of the District through 'Better Connected'	Chichester District Council – Influencing / Supporting <i>Partners - West Sussex County Council, Coast to Capital LEP, neighbouring Districts and Boroughs</i>	<ul style="list-style-type: none"> • There is full broadband access throughout the District
2.5 Identify, develop and promote key employment sites to meet the Employment Land Review forecasts for the District.	Chichester District Council – Leading / Influencing <i>Partners - Landowners, private sector developers, commercial agents, planning consultants, CWS Partnership and West Sussex County Council</i>	<ul style="list-style-type: none"> • Key employment sites are identified and employment land is developed in line with the Employment Land Review recommendations
2.6 Develop a clearly articulated inward investment offer for high growth potential sectors, including marine, food and drink, health & social care and tourism.	Chichester District Council - Partnering <i>Partners - Coast to Capital LEP, the Coastal West Sussex Partnership, Rural West Sussex Partnership; West Sussex County Council</i>	<ul style="list-style-type: none"> • An Inward Investment offer and associated referral mechanisms are established
Secondary Actions		
2.7 Provide targeted financial support to high growth potential start up businesses	Chichester District Council – Leading / Partnering <i>Partners – Coast to Capital LEP, West Sussex County Council and neighbouring authorities</i>	<ul style="list-style-type: none"> • Funds secured for a tailored grants programme
2.8 Promote international trade	Chichester District Council - Supporting <i>Partners - Coast to Capital LEP, Coastal West Sussex Partnership, Rural West Sussex Partnership, West Sussex County Council, Chamber of Commerce and Sussex Enterprise</i>	<ul style="list-style-type: none"> • Chichester District Council is recognised as a key partner in delivering the LEP's international trade agenda.

Priority 3: Match Skills to Business and Economic Needs		
Actions	Economic Development Role and Key Partners	Impact Measure
Primary Actions		
3.1 Develop strong links with education- business networks and strengthen the links between the District's schools and Further and Higher Education providers	Chichester District Council - Supporting / Brokering <i>Partners - Coastal West Sussex Skills and Enterprise Group, West Sussex County Council and Schools</i>	<ul style="list-style-type: none"> • Education-business links in Chichester are recognised as being strong • There is evidence of increased GCSE attainment in the District's underperforming schools
3.2 Maximise internship and apprenticeship opportunities	Chichester District Council – Supporting / Brokering / Influencing <i>Partners - Local learning providers, Chamber of Commerce and</i>	<ul style="list-style-type: none"> • Increase in the number of local businesses offering apprenticeships from an agreed baseline

	<i>business representative organisations</i>	
3.3 Develop procurement policies that encourage employer investment in education/training.	Chichester District Council – Leading / Influencing <i>Partners - Public sector partners, Chamber of Commerce and Sussex Enterprise</i>	<ul style="list-style-type: none"> Procurement policies are reviewed and, where appropriate, include clauses that encourage participation in education/training initiatives
Secondary Actions		
3.4 Find viable solutions to specialist learning provision that meets local business needs	Chichester District Council – Influencing / brokering / coordinating <i>Partners - Local learning providers, Chamber of Commerce and Sussex Enterprise</i>	<ul style="list-style-type: none"> New partnerships are established that enable learning providers to share risk and extend markets
3.5 Respond to the skills and employment needs arising from the new National Park	Chichester District Council – Brokering / Influencing <i>Partners - South Downs National Park Authority and local learning providers</i>	<ul style="list-style-type: none"> Learning providers are aware of and are able to respond to the skills needs for the South Downs National Park as they emerge

Priority 4: Make Best Use of the District’s Natural and Cultural Assets		
Activity	Economic Development Role and Key Partners	Impact Measure
4.1 Develop a co-ordinated approach to engage, support and promote the food and drink sector so that Chichester is recognised as one of the country’s leading food and drink producers.	Chichester District Council - Leading <i>Partners - Sector groups, business representative organisations, South Downs National Park Authority, Coastal West Sussex Partnership, Rural West Sussex Partnership and Coast to Capital LEP</i>	<ul style="list-style-type: none"> A clear and focused approach to supporting the development of the food and drink sector in the District is established
4.2 Support the District’s farmers, foresters and landowners to make best economic use of their buildings and land assets within the constraints of landscape, wildlife and listed buildings designations.	Chichester District Council – Leading / Partnering / Supporting <i>Partners - Sector and business representative organisations, South Downs National Park Authority, Local Action Groups, West Sussex County Council and Rural West Sussex Partnership</i>	<ul style="list-style-type: none"> The momentum that has been developed through RDPE Leader + funding is maintained and further EU funds are secured to support the District’s land-based industries
4.3 Provide on-going support so that the District’s market towns remain thriving centres that serve their hinterlands	Chichester District Council – Leading / Partnering <i>Partners: West Sussex County Council, Local Action Groups; Rural West Sussex Partnership, Coastal West Sussex Partnership and South Downs National Park Authority</i>	<ul style="list-style-type: none"> Chichester’s market towns maintain a strong mix of retail and commercial premises and services that provide sustainable local employment and which support local communities
4.4 Better understand opportunities for developing and growing the District’s marine and coastal-related activities, linked to their strengths in the Solent area and improving and diversifying the retail and leisure offer in coastal locations.	Chichester District Council - Leading / Partnering <i>Partners - Business representative organisations, Coastal West Sussex Partnership, Rural West Sussex Partnership, SOLENT LEP and Coast to Capital LEP</i>	<ul style="list-style-type: none"> Chichester is established as an important element of a marine sector that stretches from the Solent across Coastal West Sussex Business support networks are established to promote the needs of the sector locally
4.5 Work with tourism and cultural organisations, including Visit Chichester, the hotels association and key local venues to develop co-	Chichester District Council - Co-ordinating / Influencing <i>Partners - Visit Chichester and cultural</i>	<ul style="list-style-type: none"> A wide range of high value tourism and cultural packages are developed that lead to an increase

ordinated, high value visitor packages and to increase the value of tourism and culture to the economy.	and creative industries businesses	in the volume of staying visitors.
4.6 Carry out an audit on the districts cultural assets & offer.	Chichester District Council – Commissioning Partners - cultural and creative industries businesses	<ul style="list-style-type: none"> • A comprehensive audit on the cultural and creative industries in Chichester district.
4.7 Develop a strategy to maximize the positive economic impact of the district cultural & creative industries.	Chichester District Council – Commissioning Partners - cultural and creative industries businesses	<ul style="list-style-type: none"> • A key tool in releasing the benefit of the cultural & creative industries into the local economy.