

Public Document Pack

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A meeting of **Overview & Scrutiny Committee** will be held in Committee Room 1, East Pallant House on **Tuesday 17 March 2015 at 10.00 am**

MEMBERS: Mrs C M M Apel (Chairman), Mr R J Hayes (Vice-Chairman), Mr A D Chaplin, Mr P Clementson, Mrs P M Dignum, Mrs N Graves, Mrs E Hamilton, Mr G H Hicks, Mr S Lloyd-Williams, Mr G V McAra, Mr H C Potter, Mrs J A E Tassell, Mr N R D Thomas, Mrs B A Tinson and Mr M Woolley

SUPPLEMENT TO AGENDA

Part 1

- 10 **Reports circulated to Members prior to the meeting** (Pages 1 - 64)
The committee is requested to consider and note the reports which have been emailed to them prior to this meeting:
- CIP Health Action Plan – review of progress
 - Think Family Neighbourhoods – Selsey project evaluation
 - Community Land Trusts
 - Chichester City Centre Partnership

Chichester District Council

Overview and Scrutiny Committee

17 March 2015

Chichester in Partnership health priorities update

1. Contacts

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2. Recommendation

- 2.1. Members are asked to note and comment on progress made since the health and wellbeing priorities were included in the Chichester in Partnership annual work plan.**

3. Background

- 3.1. This report provides the Overview and Scrutiny Committee with annual progress following the merging of health and wellbeing priorities from the Healthier Chichester Partnership with Chichester in Partnership in March 2014.
- 3.2. At the March 2014 meeting of Overview and Scrutiny Committee it was agreed that the Healthier Chichester Partnership would be dissolved and two key priorities would be adopted by Chichester in Partnership as part of the annual work plan.
- 3.3. The priorities adopted by Chichester in Partnership were;
- Dementia Friendly Chichester
 - Mental health and emotional wellbeing
- 3.4. These priorities link with the Corporate Plan priority of improving the health of our Communities and Workforce and some of the outcomes link across the two plans particularly around improving mental health and emotional wellbeing.
- 3.5. It was agreed that the existing budget of £7,500 would be transferred to Chichester in Partnership and ring fenced for projects delivering outcomes in relation to these priorities.

4. Outcomes to be achieved

- 4.1. It was proposed that task and finish groups would be organised with membership from Healthier Chichester Partnership and Chichester in Partnership along with other relevant partners to review the evidence around the priorities. In addition they would develop action plans with outcomes to be reported to Chichester in Partnership at the quarterly meetings.

5. Progress

Dementia Friendly Chichester

- 5.1. This priority has been picked up by the existing Dementia Care Forum (DCF). The DCF consists of a core group and a wider partnership made up of People with Dementia and their Carers along with key partners for example, Aldingbourne Trust (chair), Alzheimers Society, MIND, WSCC and other interested partners.
- 5.2. The DCF has developed an action plan which contributes to the priorities in the West Sussex Dementia Strategy. It focuses on Chichester becoming a Dementia Friendly city by raising awareness of Dementia through training of frontline staff in high street organisations including the council and providing meaningful activity for people with Dementia and their Carers. The full action plan is attached in appendix 1.
- 5.3. The DCF is now working towards becoming a Dementia Alliance which is in line with the national Dementia programme and enables partners to become involved as stakeholders.
- 5.4. Members of the DCF have been working to develop, and funding has been allocated for a project led by Chichester Festival Theatre and the other Arts organisations for an Arts Festival during Dementia awareness week in May 2015. It will provide a month long programme of arts events accessible for people with Dementia and their Carers. This is an excellent example of partnership working to achieve outcomes for vulnerable members of the community with a view to developing long term sustainable activities.

Mental Health and Emotional Wellbeing

- 5.5. A task and finish group was established to review the evidence around prevalence of lower level Mental Health and emotional wellbeing, perceived issues at lack of ready access to services and to develop projects that partners could deliver.
- 5.6. Whilst it was difficult to pin point one area or project it was decided that priority areas should be 1) access to information and 2) preventive work with children and young people
- 5.7. Some of the projects which have risen under this priority include an information sharing event bringing agencies together to share ideas. This happened on the 19th January in the Novium, 40 different organisations showcased their projects and services. 85% of those that attended thought the event was excellent/ good and anecdotal evidence show that more partnership working has come out of this.
- 5.8. A new project for children is being developed using the '5 ways to wellbeing' model to support the mental health and emotional wellbeing of year 5 primary school children (age 9/10). The project will be piloted in Selsey with a view to extending to schools across the Think Family Neighbourhood areas.

- 5.9. A project supporting people with mental health and emotional wellbeing problems back into work has also been developed using funding from Chichester Wellbeing and is linked to the ChooseWork work experience project
- 5.10. We are working with Hyde Martlet on outreach work, looking at using coffee mornings with services available to reach those most vulnerable in the community. This work is piloting in St Pancras and if successful will expand to other areas.

6. Alternatives that have been considered

- 6.1. Alternative solutions to delivering health and wellbeing priorities were considered as part of the original planning process and were considered by Members at the committee meeting in March 2014.
- 6.2. Close linkage is maintained to partners, the council's Community Wellbeing team and the Public Health work plan that is being developed for the council. Operating within Chichester in Partnership has not lessened the focus of health work or our linkage to health related agencies.

7. Resources

- 7.1. The funding of £7,500 for health and wellbeing projects has been ring fenced by Chichester in Partnership. Funding of £1,500 was allocated to the University of Chichester to carry out some research into Dementia Friendly arts activity. The outcomes informed the development of the arts festival in May 2015.
- 7.2. Funding of £3,700 has been allocated to support the arts festival and a further £750 to support a cinema club at Selsey Works for people with Dementia and their Carers and other vulnerable members of the community.

8. Consultation

- 8.1. Chichester in Partnership receives regular feedback on the work addressing the health and wellbeing priorities and has the opportunity to comment and contribute. Wider partners receive information via the Chichester in Partnership newsletter and are invited to get involved if they wish.

9. Community impact and corporate risks

- 9.1. It is intended that this work will have a positive impact on the community and the organisation.

10. Other Implications

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

Safeguarding:		X

11. Appendices

- 11.1. Appendix one: Dementia Friendly Chichester Action plan
- 11.2. Appendix two: Mental Health and emotional wellbeing action plan

12. Background Papers

None

Dementia Care Forum Action plan 2015 /16

Vision

Promote and sustain Chichester city as a Dementia Friendly community. In addition share ideas and best practice during the development of dementia friendly communities in Selsey and Midhurst. Services should also be made available to people who do not have a formal diagnosis of dementia as well as those that have a formal diagnosis.

Priority	Output	Expected outcomes	By when	Lead partner
Complete an application to become a Dementia Action Alliance (DAA).	Access to resources and support Partners become stake holders	Chichester Dementia Action Alliance will be the umbrella group sharing best practice and providing support for Midhurst and Selsey forums	April 2015	Aldingbourne Trust
Develop best practice and evidence based projects.	Receive regular updates from Crawley Wellbeing Act on the learning from Crawley and other dementia friendly towns / cities	Less duplication of activity or services developing new projects in isolation and better quality activity delivered.	Ongoing aligned with Crawley	DAA
Dementia familiarisation / awareness raising	A training programme for delivering dementia friends training.	A wide range of people working in front facing roles and coming into contact with members of the public who could potentially have dementia or be a Carer are skilled and have confidence to support them	March 2015	CDC
Secure sponsorship to support the work in this action plan.	Ensure sponsors pledge appropriate staff in organisations to be trained in Dementia awareness and provide 'in kind' support eg venues.	A sustained programme of sponsorship and support 'in kind' is in place from local businesses and organisations.	March 2015	DAA
Meaningful activity for people with Dementia and their Carers.	Continue to deliver the activity days out and social activity programme for	People with Dementia and their Carers are engaged in evolving a sustained programme of activities.	March 2015	MIND

	people with Dementia and their Carers.			
Arts for Dementia work	Action plan developed by working group	A Dementia Festival planned for May 2015 during Dementia awareness week Regular arts related activity in place for people with Dementia and their Carers.	May 2015 Ongoing	Chichester Festival theatre
Dementia Strategy	Ensure actions of the DAA relate to the WSX strategy and contribute to outcomes.	See WSX dementia strategy	March 2016	DAA core group partners
Dementia services mapping activity	Review service mapping and ensure it is kept up to date and is shared to avoid duplication.	Resource for partners to understand local services No duplication of services	May 2015	DAA core group partners
Support for partners to develop, deliver and evaluate projects in the community to support people with Dementia and their Carers	A small sparks grant funding process is in place	Small projects are supported in communities to support the overall work of the DAA	March 2016	CDC / CiP partners

Chichester in partnership Mental Wellbeing group 2015 /16

Priority	Output	Expected Outcomes	By when	Lead Partner
5 ways to wellbeing new project providing support for children around mental health and emotional wellbeing	New project being developed with schools. Piloting in Year 1 to develop ways to enable to children to become more resilient. Evaluation of pilot	Children learn techniques and tools to support the maintenance of mental wellbeing Development of plans to continue the project with the next academic year group.	June 2015 pilot September 2015	CDC
The need to get better at providing joined up services. A regular structured drop in session for people with mental health problems where they can get information about local services and get peer support / social support.	Public service Drop in centres developed across the district based on the idea set up by hyde martlet	No of people helped Rise of referrals to services monitored by organisations attending the drop in sessions Information on local needs	September 2015	CDC
Introduce the 10 point mental health challenge / 5 ways to wellbeing model in workplaces.	A consistent process for engaging local businesses and statutory partners in promoting positive mental and emotional wellbeing. All businesses engaging through the wellbeing workplace health project will be offered the opportunity to engage with this project.	No of businesses engaged Outcomes for individual organisations measured through the wellbeing programme	March 2016	WSSC/CDC
Community engagement, ensuring we are addressing the needs of the	Questions to be developed that can be asked by any organisation during contact	An ongoing process to be developed further.	March 2015	WSSC PH / CDC

community.	with the public to understand the needs and wishes of people with mental health problems.			
Develop a spreadsheet support directory for organisations to understand where to refer clients with mental health issues.	<p>Hold a network event “speed dating” partner organisations</p> <p>Excel spreadsheet to be circulated to partners on a regular basis with services and contact numbers (spreadsheet to include Organisation, services offered, contact name and telephone number)</p>	<p>Increase in coordination between organisations</p> <p>Increase of referrals from agencies</p> <p>Clear referral pathway for service users</p>	March 2015	CDC
Helping to improve mental wellbeing diet and physical health through gardening	Development of community garden project in the “Think Family neighbourhoods”	<p>No of people engaged</p> <p>No of areas improved</p>	March 2016	CDC/ RSLs
Support for partners to develop, deliver and evaluate projects in the community to support people with low level mental health an emotional wellbeing problems	A small sparks grant funding process is in place	Small projects are supported in communities to support the overall work of the this group	March 2016	CDC / CiP partners

Chichester District Council

Overview and scrutiny Committee

17 March 2015

Think family neighbourhoods – Selsey Pilot Evaluation

1. Contacts

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2. Recommendation

- 2.1 **That the committee note the findings of the report and recommend to Cabinet that the Council supports the SelseyWorks project in its transition to a sustainable service model and commits to continue the Council's services outreach support.**
- 2.2 **That the committee note the lessons learnt at paragraph 5 and endorses continued support for the Think Family Neighbourhood work in the areas identified at paragraph 5.10.**

3. Background

- 3.1 In March 2012 Chichester in Partnership agreed to a fact finding pilot project in the Selsey area to investigate whether a targeted approach by partner organisations to work in the area would be feasible. This approach was also agreed by Chichester District Council Cabinet in May 2012. Research was undertaken in 2012 and an action plan for the Selsey area was developed and approved by CDC cabinet on the 5th February 2013 and by Chichester in Partnership Core group on the 7th February 2013.
- 3.2 The action plan focused on specific areas:
 - a) Concerns about underperforming educational achievement at KS4
 - b) The lack of local employment opportunities
 - c) Transport and access to local services
 - d) Access to Health provision
 - e) Limitation of youth activities and provision
 - f) Large amount of low income families

g) Youth activities and Provision

- 3.3 This report also links to an Overview and Scrutiny Committee Task and Finish group, which during October and November 2014, considered the then performance of schools in Chichester District and the state of secondary schools and children's readiness for school (i.e. the under 5's at first entry to primary school). They received presentations and questioned officers from WSCC and The Kemnal Academy Trust (TKAT). Recommendation related to support for Early Help for families.

4 Outcomes to be achieved

- 4.1 The full action plan and outcomes is set out in the full report (Appendix 1). From the action plan a number of projects have developed, evolved and have been delivered including;
- SelseyWorks
 - Activity days at Schools
 - School Breakfast Club
 - Health services leaflet
- 4.2 Outcomes expected from this project were
- Reduction in the number of Job Seekers allowance claimants
 - Improved performance in students at Key stage 3 and 4
 - Improved access to services and facilities
 - Increased activities and support measures for young people

5. Lessons Learnt

- 5.1 This project has been difficult to deliver, engaging the correct partners at the appropriate level, finding resources and development of solutions to local problems have all been issues. Nearly all the local partners have been going through reviews and facing recessionary pressures. Consequently partners tended to engage where projects met their own aims. The aim of such partnership work is to find shared outcomes that many partners can support and engage but often when it is a single outcome or the outcomes are more intangible it will only be the benefitting agencies that will engage.
- 5.2 The project had no specific funding and sought support through partner resources rather than cash funds. CDC sought to be the facilitating presence that supported community efforts providing a stimulus, advice, guidance and signposting support and funding where possible, but it is the strength of the partnership that the right agencies are identified and brought together in a way that takes forward projects like SelseyWorks as a focus for the community and a single access to services which can have multiple benefits and outcomes.
- 5.3 Legitimacy was an issue initially; partners questioned why CDC was involved, especially where an issue was not a statutory duty or previously an area of particular interest e.g. education
- 5.4 The issue of engagement and funding becomes critical in sustaining projects. Whilst "start up" funding can be found, recurring funding is limited so it is difficult to ensure

a project can be established and integrated into mainstream services, which should always be the aim of a project which has shown it is worth sustaining.

- 5.5 Identifying data which is sufficiently local and collected regularly enough to identify change is an issue. E.g census data is only available on a 10 year cycle. Therefore choosing appropriate measures is key.
- 5.6 We have managed to complete a cost benefit analysis of the SelseyWorks project. We are using the DCLG cost savings tool as the basis for this analysis in one year Selseyworks has saved the public purse £1,194,956. Full analysis can be found in the full evaluation report attached at appendix 1
- 5.7 For the whole of the Selsey project it's still too early to evaluate the long term impact that these projects will have on the neighbourhood and some of the positive outcomes are actually intangible. However, there seems to be a feeling of excitement in Selsey and an enthusiasm from the community to become involved with different projects. We will repeat public survey work during 2015 to assess whether the public report feelings of change.
- 5.8 One of the most important aspects of this project was the role on the Town Coordinator. This role has been an integral part of a lot of these projects. Selsey Town Councils investment into this post has been good value for money and the importance of local council involvement and support for a focal point is an important factor in success.
- 5.9 By working closely with the community on this project we identified hidden needs within the community and have been able to help those that are traditionally difficult to reach. It has helped improve local networks and ensure that residents are signposted to the correct services. It is proving itself to be a highly effective "early help" service and should be supported to continue its outreach work and link to the Early Help Network and Think Family work.
- 5.10 It is, therefore, proposed that Chichester District Council endorses the continuation of "neighbourhood working" in the identified areas of Chichester east, Chichester South and Tangmere.

6. Resource and legal implications

- 6.1 The Partnerships officer will continue to monitor and support the work taking place in Selsey as part of the role.

7. Consultation

- 7.1 All partners were consulted with through the Chichester in Partnership core group meeting on the 9th of September 2014
- 7.2 The Asset and Amenities Committee of Selsey Town Council was consulted with on the 19th February 2015. Feedback was positive about the report and they feel that relations with Chichester District Council have improved through this work.

8. Community impact and corporate risks

- 8.1 This strategy has the potential to deliver positive impacts for families. It offers the potential of more effective spending and savings to the public purse.
- 8.2 The corporate risk will be in the level of expectation that is made of CDC to invest resources in support of this way of working. However it offers the opportunity to improve services to residents and reduce crisis demand. This work must be clearly linked to other projects such as Early Help, Think family and Getting People into work.

9. Alternatives Considered

- 9.1 CDC could choose not to commit its support to this method of working. The risk of following this alternative is that we could lose opportunities for greater partner engagement; lose engagement with local communities; lose the ability to influence service commissioning and delivery decisions affecting our district and more vulnerable residents.

10. Other Implications

	Yes	No
Crime and Disorder – Neighbourhood working could prevent the development of ASB in an area.	x	
Climate Change		x
Human Rights and Equality Impact – The support will be available to all those needing help in an equitable way and will support those at risk of exclusion	x	
Safeguarding Impact.		x

11. Appendices

Appendix 1 - Selsey Think family Neighbourhood Pilot – Evaluation

12. Background papers

Chichester District Council Cabinet Minutes – 12 May 2012

2015

Think Family Neighbourhoods- Selsey Pilot Evaluation



Steve Hansford / Amy Loaring
Chichester District Council
2/25/2015

Selsey Think Family Neighbourhood working Evaluation

1. Introduction

- 1.1 In March 2012 Chichester in Partnership and Chichester District Council agreed to a fact finding pilot be carried out in Selsey to establish the issues and the roles of the agencies and partners in delivering solutions to the issues identified. This report looks at the whole of the project from consultation to delivery to perceived outcomes.

2. Background to Selsey

- 2.1 Selsey is a seaside / fishing / holiday village with stunning views of the Isle of Wight and the Solent. Selsey is home to the Bunn Leisure Enterprise and salad producer Nature's Way and has many thriving clubs and societies to cater for all residents. The area has a large number of part-time residents, who own second homes or caravans in the area, as well as one-off stay visitors. These visitors and part-time residents are considered a valuable part of the community, bringing in money and helping to support local shops and services.
- 2.2 Selsey has the second largest caravan park in Europe, attracting large numbers of holidaymakers during the summer season. This park is also of benefit to the local community in terms of the access to the swimming pool and facilities on site in the summer season for the local residents. Many teenagers in particular use these facilities. It is said that the population of the area more than doubles each year during the summer season. Over the years the resident population has increased steadily due to further housing developments and past holidaymakers relocating to the area seeking a better quality of life.
- 2.3 The Place Survey in 2008 looked at resident perception on a number of issues. Results from this survey revealed that Selsey North was rated as having the second highest level of dissatisfaction in the District in terms of the local area as a place to live and was in the top three for people most likely to say that they cannot influence decisions affecting their local area. Only 78.3% of respondents from Selsey North ward were satisfied with their local area, which is significantly lower than the District average of 90.6% and among the lowest results in the District. This was lower than the figures for West Sussex, the South East and England. Residents from the survey indicated that the factors most in need of improvement were: activities for teenagers; the level of traffic congestion; road and pavement repairs; health services and job prospects. Visual inspection shows a good level of maintenance of properties, although as an eclectic seaside resort, it has its own charms.
- 2.4 Research was undertaken from a range of data from which key issues in the area were identified.
- 1) Concerns about underperforming educational achievement at KS4
 - 2) The lack of local employment opportunities
 - 3) Transport and access to local services
 - 4) Access to Health provision
 - 5) Limitation of youth activities and provision
 - 6) Large amount of low income families

3. Consulting with the Community

- 3.1 The residents of Selsey were consulted a number of times over the years. The Town council completed their own survey with residents. This found the local priorities to be as followed:
1. Sea defences
 2. Roads

3. Community facilities
4. Youth Facilities
5. Waste Disposal / Recycling
6. Shopping
7. Housing
8. Allotments

3.2 It was agreed that a limited Community Engagement exercise should take place in order to test the perceptions of the local community against the statistical findings (appendix 1). A method of structured interviews was adopted, to be conducted at public events where a range of people representative of the local demography could be engaged. Taking the result of this and combining it with the result of previous consultations the following priorities were agreed upon and an action plan developed (full action plan can be found in Appendix 2) :

- Educational Achievement
- Employment opportunities
- Transport and access
- Health provision
- Youth activities and provision

From the action plan a number of projects have developed and evolved, below we set out an overview of these:

4. Selsey Think Family Neighbourhood Benchmarks and Action Plan Outcomes

Set out below is a table of our original benchmark figures and where possible new up to date data that shows differences. However it should be noted that where census data was used this was 2001 and 2011 so progress made here will not be because of this project but of other work done in the area in that time, but set context and travel over time.

	Benchmark data as of March 2012	Most Recent Figure
Number of JSA claimants	189 (Selsey North and South March 2012)	38 (Selsey North and South December 2014)
people stated that they had no qualifications	37.6% (Census 2001)	45.8% (no: 2918) Census 2011
students achieved 5 GCSE A+ - C	Selsey North 31.1% 2009-10 Selsey South 46.2% (Learning Data 2009-2010)	Selsey North 39.7% Selsey South 42.2% (West Sussex Education research 2012)
The rate of theft from a vehicle (5 year rate per 1000 population),	Selsey North 11.5 Selsey South 13.0 (Sussex Police 2006-2010)	Selsey North 11.7 Selsey south 14.7 (Sussex Police 2008-2013)
The rate of domestic violence over five years per 100 population	Selsey North 15.0 Selsey South 12.6	Selsey North 19.4 Selsey South 13.1
Anti Social Behaviour (5 year rate per 1000)	Selsey North 176.1 Selsey South 111.9	Selsey North 161.9 Selsey South 109.5
ASB: Youth marked ASB	Selsey North 60.1 Selsey South 32.7	Selsey North 54.8 Selsey South 37.2
Children under 16 have a Limiting Long-term illness,	4.2%	3.1% - Daily activities limited a lot and a little (Census 2011)

People aged 16-64 have a Limiting Long-term illness	15.6%	10.1% - Daily activities limited a lot and a little (Census 2011)
People aged 65-84 have a Limiting Long-term illness	45.2%	42.1% - Daily activities limited a lot and a little (Census 2011)
Life Expectancy at Birth	78.4 years (Selsey North)	78.4 Years (Selsey North) Source has not changed)
The Under 18 Conception Rate (per 1000 15-17 year olds)	62.2	Only county "hotspots" recorded. None are in our district
Respondents from Selsey North Ward were satisfied with their local area	78.3%	Place Survey 2008 – this was scrapped by the coalition
Children in low income households/ out of work benefits	Selsey North 180 Selsey South 80 (IMD 2010)	Selsey North 170 (18.7%) Selsey South 110 (17.6%) (DWP May 2011, Child poverty HMRC 2013)
KS2 –Percentage achieving level 4 or above in reading, writing and maths. (Medmerry)	84%	94%
KS2 –Percentage achieving level 4 or above in reading, writing and maths. (Seal Primary Academy)	NA	72%

The full action plan and outcomes is set out in Appendix 2. From the action plan a number of projects have developed and evolved, below we set out an overview of these:

- 4.1 **Educational Achievement** -A meeting was held at the Selsey Academy at which local councillors, the headmistress and the chief executive of Kemnall Trust which runs the academy were present. The concerns about the academic achievement record and the Ofsted inspection reports were discussed. The head and Kemnall Trust shared their improvement plans and pointed attention to the progress made in Key Stage 3 which they felt would translate into improved GCSE results when that cohort of children reached that stage, however the current Key Stage 4 cohort had not benefitted from the changes at the school through their earlier years and so the improvements would take some time to show in the overall results. There has since been a change in headmistress. As a result of this work local councillors undertook to encourage members of the community to engage with the school and a councillor is now governor at the school.
- 4.2 In 2013 Selsey Academy saw a 10% increase on the previous year in pupils getting five A* to C grades including English and Maths – which is now 51%, just above the nationally expected level of 50%. In light of the national level falling, and a steady year on year increase for the academy this is a great success. 90% of students received five A* to C without English or Maths. Results in 2014 showed a decline from that level which is disappointing, variation in other schools results is noted and changes to exam marking have been cited.

- 4.3 Meetings were also held with Seal (run by Kemnall Trust) and Medmerry(an independent academy) Primary Schools. Both had plans in place for maintaining and improving results. In response to issues around the readiness for school of some new starters Seal primary has increased by 50% the number of staff managing the reception classes and Medmerry has detached one learning assistant to work directly with children and their families who are having difficulties settling or progressing in the early years of school. Both schools reported that they were now above their recommended numbers and class sizes were increasing above 30.
- 4.4 Two activity days have been delivered to classes at Seal Primary. Both classes were Year 6 pupils (aged 10 and 11) who took part in a "Vote For Me" day, learning about democracy and voting and having a voice in their local community. Pupils had to research issues of concern in their neighbourhood using questionnaires and interview techniques with other year groups in the school. The two classes then divided into groups of 6 and each formed a "political party" taking an issue forward and investigating ways in which they can provide some solutions. Each party put together a manifesto, designed a logo for their party and made rosettes, banners and posters. Pupils then delivered a presentation about their findings and suggested solutions and competed against each other for votes. The classroom was set up as a mock polling station and both pupils and adults were able to vote. Partners included Community Wardens, Town, District and County Councillors who were present on the day.
- 4.5 Through the contacts we have made in other Selsey projects we are currently working with a local company, who from the 12th January 2015 will sponsor breakfasts for those children in low income families at Selsey Academy.
- 4.6 **Selsey Community Nursery** - Selsey had three nurseries, but in early 2014 one of the nurseries decided to close this led to concerns about capacity and performance of nursery provision for the area. The loss of the nursery would leave 84 families without childcare facilities as the other nurseries could not provide the extra capacity needed and a purpose built building would be left empty. The threat of this closure motivated the community, a number of the mothers and interested community members formed a steering group to see if a Community based nursery would be a viable idea. After consultation with the mothers and putting the idea forward to West Sussex County Council and Selsey Town Council (the owner of the Building) and a successful grant bid to CDC, Selsey Community Nursery opened its doors in July 2014. It will offer child care facilities and summer holiday club to local residents with any profit going back into the nursery and a share going to the Town council.
- 4.7 **'Tune In' Youth Project** - The project is a partnership between The Academy Selsey, Snak Shak, Youth Dream and SelseyWorks to provide children and young people at risk of exclusion from school and becoming NEET (not in education, employment or training) or those under 19 who have already become NEET with alternative educational provision and care outside of a school setting. The project will work with The Academy Selsey to identify children who would benefit from being taken out of the classroom and work with them to provide a programme of life skills and vocational training through the AQA scheme. This allows individuals to build up a portfolio of practical skills and gain certificates of achievement in areas that interest and excite them.
- 4.8 Individuals will be referred to the scheme via The Academy Selsey and via SelseyWorks, with an aim to working with small groups of up to 6 individuals at any one time. During the school period they will undertake a number of different modules and skills development courses, which could include

such things as customer service skills, retail skills, nutrition and cooking skills, sexual health awareness, raising self esteem, team working, IT skills. The AQA scheme is very flexible and will allow students to pursue their interests and talents whilst gaining a valuable evidence base that will help to take them back in to employment or further education.

5. Employment opportunities

- 5.1 **SelseyWorks** - was an idea born out of partnership working. Chichester in Partnership wanted to do something in Selsey to help people into work, so they brought together a multi agency steering group to develop a project. The group identified that people in Selsey struggled to reach the job centre in Chichester and there was nowhere for new businesses to test their ideas or be incubated. The group proposed developing a community hub with the aim of getting people into work by offering them the advice that they needed, a facility that offers the training that they need and the opportunity to grow their own businesses while also supporting the current local businesses.
- 5.2 By partners including STC, CDC and Chichester College working together with the community taking the lead, the project has successfully raised £105,000 in start-up funding from numerous sources including Chichester District Council, Selsey Town Council, West Sussex County Council, DWP and The Big Lottery fund. This gives enough funding for 18 months; after that it is hoped the project will be raising enough of its own funds through the pop up shop and hot desks to be self-sustaining. SelseyWorks was developed and a number of different services are now offered from this location and also create some self sustaining income. Partners are committed to providing outreach services in the facility which compliments the work of the SelseyWorks staff.
- Job seeking advice and training
 - career advice,
 - Training Courses
 - Educational/ training advice
 - housing advice
 - business support
 - benefits advice
 - craft courses
 - Money Advice
 - Pop up shop facility to rent
 - hot desks for local businesses to rent
 - Work with Schools
- 5.3 In January 2014 53 High Street was completely redecorated in readiness to become SelseyWorks. The building was redecorated by unemployed individuals doing a course with Chichester College. This gave them an opportunity to work on an actual building, in a workplace setting with professionals. Feedback from participants in this experience has been extremely positive. This has now “spun off” to become a project in its own right offering the service to other community projects in the district. Carpentry work for the building was completed by a local tradesman doing his community service. A number of courses have already arranged to be put on in or around the facility including CV writing, social media for business, grow your own fruit and veg, ipads, kindles and smart phones for dummies, bookkeeping and will writing. Craft courses are being developed to encourage families into the facility as well and we will put on other courses if there is a demand for them. The idea is that this facility is there for the whole community, nobody will be judged and everybody will be helped. SelseyWorks has been open for 6 months now and they have helped a wide variety of people in the community:

Client Mr F: Young man at college seeking part-time work.

- Helped to create CV
- Provided lead for part-time work at local café
- Mr F now has part-time employment

Mrs. W. – A woman in her 50's in receipt of DLA & Contributions-based Employment Support allowance (ESA). Mrs W. was unaware of the difference between Contributions-based and Income-based ESA. She was informed by her NHS Dental Practice that she would be entitled to free NHS treatment after presenting her ESA letter to them. Had a large amount of treatment earlier this year, then received a letter from the NHS requesting over £200 for her treatment. We:

- Supported Mrs. W in filling out the forms for the NHS investigation.
- Liaised and negotiated with both the Dental Practice in question and the NHS through the investigation process, resulting in a fair and positive outcome for all parties.

Mr W. – Recently made redundant, and struggling with Numeracy and Literacy Issues, Mr W. came to us for support. We:

- Created a new CV for Mr. W.
- Referred Mr W. to our Chichester College representative to find courses which could help with his numeracy and literacy issues.

5.4 From February to September SelseyWorks has had 381 clients, 45% of these come in asking for help in returning to work, 14% Benefits advice, 19% other including housing, form filling and food vouchers. So far 30 people have been helped into work and 13 self employed businesses have been set up due to the support that Selseyworks offers.

5.5 SelseyWorks has been an excellent way of finding out the “hidden issues” within the community and for local solutions to be developed. For example Selseyworks had a small number of people facing homelessness issues and bed availability in Chichester was limited. The local church has now set up a local Refuge network for those in need, they offer temporary accommodation until they can find something more permanent in the local area. Working with West Sussex Mediation service they have set up a project called Resolve, this is a developed network of trained volunteers to offer a mediation service to help with neighbour or employment disputes. Finally they have set up “Respect” working with the local health centre to offer a sexual health drop in centre for the community. It has shown an ability to reach those needing help in the community through a local service which people perceive to be independent. The future of this initiative is considered in a further report in Appendix 3.

6 Transport and access

6.1 WSCC took responsibility for this element of work and success was had in mitigating the impact of the Public Transport review. The impacts of a significantly reduced bus service has been addressed by Stagecoach’s enhancement of (and investment in) evening and weekend services. Improving the traffic flow down the peninsula was a nonstarter as other parishes prefer the buses stopping traffic as it slows the traffic down.

6.2 A local Community Transport provider SAMMY (others exist) was supported by the funding hub and was successful in getting a big lottery grant which links services with Chichester, Bognor Regis and

Littlehampton. WSCC has put in place an extension of the Concessionary Fares scheme to young job-seekers to cover all geographical areas including Chichester.

6.3 The development of Selseyworks which offers public services in Selsey will also help residents access services more easily.

6.4 **Cinema Club** - With an 8 mile trip to the nearest cinema and no late night buses a regular request from residents was for a cinema facility. Selsey Town Council responded to this request by creating the Selsey Cinema Club. On a regular basis the Town Hall is used to show recent blockbuster films and in the school holidays they put on films for children. The council sell tickets, drinks and sweets and the profit from this covers the cost of putting on the movies. The council has recently been successful in a funding bid for their own cinema equipment.

7 Health provision

7.1 Residents were particularly concerned about the availability of appointments at the GP practice during the busy summer months when the seasonal population increases. A meeting was held with the Practice Managers from Seal and Selsey medical practices to discuss the issues raised. It became clear that there is an element of people having high expectations about the level of service they are able to provide. However the Practice Managers stressed that they always ensure that people who need to be seen by a GP are seen and often that involved staff working late and dealing with people who could easily have got help from other sources. It was agreed that we needed to do some work to redirect people to the most appropriate service to meet their needs. For example, people needing a repeat prescription can receive their medication via their own GP and the local pharmacy rather than seeing the local GP.

7.2 A further meeting was held with Bunn Leisure to understand the information they give to visitors and the level of first aid they provide on their sites. They were happy to ensure that the right information is available to visitors and would provide training to enable staff to support this.

7.3 Working with Coastal West Sussex Clinical Commissioning group we have developed a new information leaflet specifically for Selsey which provides information about where to access appropriate health care when visiting the area. A follow up is being made to consider the impact.

8 Youth activities and provision

8.1 Selsey Sports Dream was set up to maximise the use of new sports facilities and develop new sport, activities and exercise identified as needs and wants in local surveys. Sports Dream grew all kinds of activities and better facilities from walking and basketball to football, cricket, athletics and 'Fitter Sitters'. Though not exclusively for children and young people more sports activities are for, and with, the younger age range. Some pioneering work has happened such as one of the first girl's cricket teams.

8.2 Selsey Youth Dream followed success with sport development in Sports Dream and began supporting various activities. For instance the successful Snak Shack youth drop-in and a drama club that preceded the Youth Dream was one amongst many activities that needed development, expansion and sustainable community management. The Youth Dream is a partnership that helps all kinds of local youth activities such as sports, Guides and Scouts, church groups, summer schemes and the Teen Zone. We have encouraged both Youth Dream and Sports dream to work together to share opportunities of collaboration.

- 8.3 There is little entertainment in the evenings for young people, which can lead to low-level issues with anti-social behaviour, and also young people dropping into substance abuse issues. To counter this, the Snak Shak youth drop-in was formed several years ago, to provide a place for young people to meet and socialise in warmth and safety. The drop-in operates two nights a week on a Monday and Tuesday from an old warehouse in the High Street.
- 8.4 Snak-Shak, in partnership with Selsey Youth Dream have gone on to recruit a Youth Worker, who is available in the evenings at the Snak Shak, but who also supports the Academy and delivers a number of projects to help vulnerable and disengaged young people during the daytime. These include the forthcoming 'Tune-In' project, as well as the weekly 'boys' and 'girls' after-school groups, working with children identified by the Academy as exhibiting potentially risky behaviours to raise their self-esteem and aspirations through an intensive programme of group activities.
- 8.5 CDC Community Warden in the area developed a girls group to help young girls in area have a safe place to go. She has also been instrumental in developing relationships with local groups such as the Community Forum (see 9.3). She has helped in developing a sense of collaboration between community groups and helped in realising their aims.
- 8.6 Small amounts of support, expertise and grant funding can lead to big results as the work in Selsey demonstrates

9 Other Projects

9.1 The Think Family Case worker has been working with a number of families in the area. Some case studies are set out below and show how the works we have done complement each other and can help residents in these communities.

O Family

A was supported by SelseyWorks in starting her own business selling crafts. She worked the CDC Business Support officer who was able to provide valuable advice. Alongside this she attended a number of workshops facilitated by SelseyWorks supporting with business development. A's designs were displayed in the pop up shop and sold

B Family

J was able to develop a business plan with support from economic development and SelseyWorks. J was supported by Selsey works who provided valuable advice where to source materials for her artwork from and advice around costings and profits. J is no longer in receipt of income support and is self-employed and selling her work

G Family

A was supported by the "Choose Work" co-coordinator to secure employment in the care sector; she is now receiving training alongside her employment and is in a significantly better position financially.

J is 14 and a non-school attendee attending the "Tune in Project" being facilitated by the Sesley Works and selsey youth worker, with the desired outcome of returning to mainstream education.

9.2 Selsey 'runs five local forums to help itself'. The forums are as follows

9.3 **The Community Forum** – an overarching umbrella group that helps Selsey Town Council and Selsey Community groups draw together community, planning, safety and community celebration activities in the area. CDC send representation to this meeting

- 9.4 **The Selsey Youth Network** – Co-ordinating the work of the local youth groups, town, district and county councils and the local schools to support the young people of Selsey. The Youth Forum has facilitated the development of partnership projects such as the ‘Tune-In’ project
- 9.5 **The Arts Forum** – Co-ordinating arts and creative activities in Selsey, and helping to draw together events such as the annual Selsey festival, which runs for three weeks in August and working on developing and supporting community heritage and assets.
- 9.6 **The Care Forum** – Helping to support vulnerable members of the community by bringing together representatives from partner organisations such as the community wardens, housing associations, doctors surgeries, churches, community transport networks and carers groups to identify and develop project to support individuals. The Good Morning Selsey telephone befriending service is an example of a project championed by this group, with volunteers providing a morning call to individuals to offer friendship, a daily welfare check and support to combat isolation and loneliness.
- 9.7 **The Funding Forum** – representatives from the many community groups working in Selsey meet on a regular basis to look at ways that resources can be shared, opportunities for social enterprise can be expanded and that projects and programme bids can be developed in a co-ordinated manner. At present a number of partners are working on a co-ordinated Big Lottery Reaching Communities bid to try and draw together the many strands of work they are undertaking into an overarching project.
- 9.8 Through co-ordinated community action and co-operation many community–run activities have developed, and out of one success many others have been initiated, developed and expanded.
- 9.9 The community organises a number of events each year, including the annual Lifeboat Week, which raises enormous amounts of money for the RNLI station at Selsey every year and involves the whole town in various events, culminating in a grand fireworks display and the famous Lifeboat Day each, which is attended by thousands of people and provides a real focus for the community.
- 9.10 The active local business community organises a number of events each year, including the annual business awards, whilst local traders also actively organise the annual Christmas Lights Display and Switch-on Evening. The Selsey Town Team helps to proactively organise events that benefit the town, recent examples include a week-long Walking & Outdoor Festival and funding a D-Day commemoration event to mark the important role that Selsey played in WWII.
- 9.11 The community has a volunteer-run internet radio station, which produces a regular podcast which can be downloaded via you-tube by local residents. Although still in its infancy, the project aims to become an income-generating social enterprise to help support the work of Selsey Youth Dream.

10 Analysis / Lessons learned

- 10.1 This project has been difficult to deliver, engaging the correct partners at the appropriate level, finding resources and development of solutions to local problems have all been issues. Nearly all the local partners have been going through reviews and facing recessionary pressures. Consequently partners tended to engage where projects met their own aims. The aim of such partnership work is to find shared outcomes that many partners can support and engage but often

when it is a single outcome or the outcomes are more intangible it will only be the benefitting agencies that will engage. The project had no specific funding and sought support through partner resources rather than cash funds. CDC sought to be the facilitating presence that supported community efforts providing a stimulus, advice, guidance and signposting support and funding where possible, but it is the strength of the partnership that the right agencies are identified and brought together in a way that takes forward projects like SelseyWorks as focus for the community which can have multiple benefits and outcomes.

- 10.2 Legitimacy was an issue initially; partners questioned why CDC was involved, especially where an issue was not a statutory duty or previously an area of particular concern e.g. education
- 10.3 The issue of engagement and funding becomes critical in sustaining projects. With recurring funding limited it is difficult to ensure a project can be established and integrated into mainstream services, which should always be the aim of a project.
- 10.4 Identifying data which is sufficiently local and collected regularly enough to identify change is an issue. E.g census data is only available on a 10 year cycle. Therefore choosing appropriate measures is key.
- 10.5 We have managed to complete a cost benefit analysis of the SelseyWorks project. We are using the DCLG cost savings tool as the basis for this analysis, some of the values in the DCLG calculator may be overly optimistic – however they are the values that are being used nationally now so from that perspective the economic model will be consistent with findings from other authorities who are using the tool.

	Number of people	Cost saving for state per person	Total cost saving to the state
People helped into successful employment	30	£8219*	£238,351
Business Startups	18	£8219*	£147,942
College/ Apprentices	9	£8219*	£73,971
Carers Supported	18	£18,473 ^a	£332,514
Homelessness (refuge project)	15	£18515*	£277,725
Number of “at risk” young people supported to gain qualifications. (TuneIn Project)	23	£5411*	£124,453
Total Savings			£1,194,956

*Figures derived from DCLG cost savings calculator tool

^aFigure derived from Carers UK

- 10.6 For the whole of the Selsey project it’s still too early to evaluate the long term impact that these projects will have on the neighbourhood and some of the positive outcomes are actually intangible. However, there seems to be a feeling of excitement in Selsey and an enthusiasm from the community to become involved with different projects. We will repeat survey work during 2015 to assess public feelings of change.
- 10.8 One of the most important aspects of this project was the role on the Town Coordinator. This role has been an integral part of a lot of these projects. Selsey Town Councils investment into this post

has been good value for money and the outcomes of these projects offer a lot of “Social Value” This does identify the benefit of a local focal point to coordinate activity and support of local politicians in projects of this nature.

- 10.5 By working closely with the community on this project we identified hidden needs within the community and have been able to help those that are traditionally difficult to reach. When partners work within the SelseyWorks facility they see the worth in it and become more willing to engage. It has also helped improve local networks and ensure that residents are signposted to the correct services. It is proving itself to be a highly effective “early help” service, ensuring people are not lost in the system and get the help when they need it.

11. Recommendations

- 11.1 When describing the work in Selsey the best description is that it has been like a jigsaw, with lots of different pieces that we have to fit together to deliver a coherent picture. The same will happen when delivering this work in other areas. The most important things we need to deliver this work successfully are:
- a) Time – to develop relationships, prepare communities, do research, and develop projects. It can take months before we are ready to start delivering projects and over a year before outcomes are delivered. There is no “quick fix” for these communities, in order to do it right, we need to take time.
 - b) Developing a “Community Development Framework”. We need to set out what is a reasonable expectation for residents in our local communities. It will help in setting benchmarks for our work and set parameters for projects. Using the DCLG cost benefit tool will help to identify where public service savings are being made by any project we set up.
 - c) Local data was useful for setting this project up but two years down the line a number of data sources have ended/ changed or are out of date. When setting out our benchmarks we need to look at using data that will continue to be recorded e.g. benefits data or commit ourselves to doing follow up research e.g. a local version of the place survey
 - d) Improving the relationships with the communities and with partner organisations is vital to making these kind of projects work. Partners come to the table if we are helping them with their aims or have resources to offer. Initially these contacts should start with frontline workers with project managers being introduced when a problem and potential solution has been identified.
 - e) Understanding the communities we are working with is vitally important in developing projects that reach the people in need and getting residents taking part. The information needs to not only come from data but from talking to the frontline workers that work in these areas in order for us to get a clear picture of the area. When working in an area new/ unexpected issues may arise and the project has to be flexible enough to investigate and possibly solve these.
 - f) Identifying local stakeholders in a community who can provide political support, a focal point and local effort and impetus is critical to success.

12. What Next?

- 12.1 As a team we have moved our focus onto other areas in Chichester taking the lessons we have learnt in Selsey with us. Through our work in Selsey and our other partnerships we have a list of partner contacts that we can draw upon to help us deliver on our objectives.
- 12.2 However, that does not mean that our work in Selsey is over. SelseyWorks will still need support and advice into the future and a more sustainable model. We will also need to work with the local community in terms of the new developments that will be happening in the area that will have an impact on housing, employment and the local infrastructure. However we can conclude that Selsey

is in a better place to give an informed view on the local needs and issues and is capable of developing local solutions to localised problems.

- 12.3 We will develop “Community Development Framework” to work within and use cost benefit analysis to measure the success of our projects.

Appendix 1

Original data Analysis for Selsey North (March 2012)

Work, Income & Benefits	Benefit Claimant percentages are higher than the average for the District, the County, and the South East in Selsey North. This includes; Disability Living Allowance, Attendance Allowance, Incapacity Benefit, Severe Disablement Allowance, Employment and Support Allowance, Income Support, Job Seekers Allowance and Pension Credit.
Education	<p>37.6% of people stated that they had no qualifications (Census 2001) - significantly higher than the average for the District 23.8%, County 24.2%, South East 23.9% and nationally 28.9%.</p> <p>31.1% of students achieved 5 GCSE A+ - C for 2009-10 compared to 50.4% District, and 52.8% for West Sussex)</p> <p>Results at Key Stage 2 are also noticeably lower than the average.</p>
Crime	<p>Public place violent crime rates are lower than the District and County average.</p> <p>The rate of theft from a vehicle (5 year rate per 1000 population), is significantly higher, at 95.3, when compared to the level for the District (60.6) and the County (72.7).</p> <p>The rate of domestic violence over five years is also higher, at 15 per 1000 population than the rate for the District (11.6) and in line with the County level (15). Both youth and noise-related anti-social behaviour in Selsey North is higher than the level for the District and County.</p>
Health	<p>4.2% of children under 16 have a Limiting Long-term illness, which is higher than the average for the District, County and the South East but in line with the county average.</p> <p>15.6% of people aged 16-64 have a Limiting Long-term illness, which is higher than the average for the District 10.9%, the County 11.1%, South East 11% and nationally 13.9%.</p> <p>45.2% of people aged 65-84 have a Limiting Long-term illness, which is also higher than the average for the District 36.8%, the County 39.3%, the South East 40.9%.</p> <p>Levels of people aged over 85 with a Limiting Long-term illness are also higher than the average for the District and the County.</p> <p>Life Expectancy at Birth in Selsey North is lower at 78.4 years compared to the District 80.7 years and the County 80.4 years.</p> <p>The Under 18 Conception Rate (per 1000 15-17 year olds) is considerably higher, at 62.2 compared to the District 28.0 and County 34.1. Also of note is the percentage of low birth weight babies born in Selsey North (8.8%), which is noticeably higher than local levels (5.1% and 5.6% for the District and County respectively.</p>
Place Survey	<p>Selsey North was rated as the second highest level of dissatisfaction in the District in terms of the local area as a place to live and was in the top three for people most likely to say that they cannot influence decisions affecting their local area. (Place Survey 2008)</p> <p>Only 78.3% of respondents from Selsey North Ward were satisfied with their</p>

	<p>local area, which is significantly lower than the District average of 90.6% and among the lowest results in the District. This was lower than figures for West Sussex, the South East and England.</p> <p>Only 15.6% of respondents from Selsey North Ward agreed that, in their local area, parents take enough responsibility for the behaviour of their children. This is significantly below the District average of 37.9% and among the lowest results in the District.</p> <p>Residents in this Ward felt that vandalism and graffiti, rubbish or litter lying around, people using or dealing drugs, people being drunk or rowdy in public places, and teenagers hanging around the streets were problems in their local area. The percentage of residents who indicated that these are problems was significantly higher than averages for the District.</p> <p>Residents from the survey also indicated that the factors most in need of improvement were: activities for teenagers; the level of traffic congestion; road and pavement repairs; health services and job prospects.</p> <p>Selsey North Ward residents also rated the ward as being among the least safe places in the District.</p>
Key Issues	<p>Key Issue;</p> <p>Community involvement;</p> <p>Crime and perception of crime;</p> <p>Health issues;</p> <p>Children in low-income households;</p> <p>Education.</p>

Targeted Support for Communities – Selsey North Action Plan

Identified Area for Action	Desired Outcome/s	Actions	Lead Agency / officer	Timescales	Success measure/s	Results October 2014
1. Educational achievement and preparation for the jobs market. Page 28	Increase in the number of children meeting and exceeding the national standards at Key stage 3 and 4	To engage with WSCC education and with the management of the Academy Selsey to identify overall levels of progress and attainment at the various key stages through the secondary education process.	WSCC - Director Learning&Principal Advisor Support and Intervention Unit Children's Services – CDC Liaison Steve Hansford	2013/14 Academic year	Increase in number of children meeting key stage 3 and 4 in academic Year 2013/14 over 2012/13	Selsey Academy GCSE Attainment % achieving 5 A*- C including English and Maths. 2011 – 39 2012 – 41 2013 – 51 2014 – 42
	WSCC supported Action Plan in place to provide targeted support and appropriate resources	To identify trends in shortfall of attainment against expectation at those key stages and identify opportunities for additional support	WSCC - Director Learning&Principal Advisor Support and Intervention Unit Children's Services – CDC Liaison Steve Hansford	End of 2012/13 Academic Year	Plan, with additional support In place.	Overview and Scrutiny Committee reviewed Educational Attainment in Chichester District Schools on 22/11/12 with WSCC and followed up progress on 18/11/14 with both the Kemnal Academy Trust and WSCC. Their monitoring processes and improvement plans were considered.
	Primary School Heads in Manhood Peninsula identify common and mutually supportive action plan to improve Key stage 2 performance and	To engage with primary school heads in the feeder schools and share the findings from discussions with the Academy Selsey and consider what actions should be taken to	WSCC - Director Learning&Principal Advisor Support and Intervention Unit Children's Services – CDC Liaison Steve	2013/14 Academic year	Plan, with additional support In place. Increase in number of	Individual meetings were held with Seal and Medmerry primary schools who shared their plans for maintaining and improving their performance through investment in support.

Appendix 2

	readiness for secondary education	address any shortfalls in attainment and preparation for secondary education.	Hansford		children meeting key stage 2 in academic Year 2013/14 over 2012/13	
	Pre school providers in Manhood Peninsula identify common and mutually supportive action plan to improve 'readiness for school'	To map and engage with pre-school provision and consider if additional support necessary to address any perceived shortfall in preparation for primary education.	CDC Liaison Steve Hansford	End of 2012/13 Academic Year	Plan, with additional support In place.	Sufficiency of pre-school provision and assessments found to be appropriate. Support offered when one Nursery provision closed and a community driven solution found through an alternative local business.
2. Youth Employment Opportunities Page 29	Clear articulation and understanding of local employers views of local school leavers readiness for local employment	To engage with significant local employers and ascertain views on any skills or behavioural mismatches that are perceived between the jobs available and the pool of young people seeking employment, specifically school leavers.	CDC Economic Development Manager / Chichester College	1 st April 2013	Meetings held with local employers and report detailing issues identified.	Creation of SelseyWorks facility has resulted in the following outcomes: <ul style="list-style-type: none"> JSA figures reduced by 87 since 2012 to 67. ESA claimants have remained the same <p>From February to September SelseyWorks has had 381 clients, 45% of these come in asking for help in returning to work, 14% Benefits advice, 19% other including housing, form filling and food vouchers. So far 30 people have been helped into work and 13 self employed businesses have been set up due to the support</p>
	Young People have access to work placements and apprenticeships	To engage with the work placement and apprenticeship projects and seek to focus activity in the Manhood Peninsular area	Amy Loaring and Work Placements Project Officer	31 st December 2013	Number of Work Placements generated for people resident in Manhood Peninsula	

Appendix 2

	Young People have access to work placements and apprenticeships	To engage with partners and businesses to seek creation of work placements and apprenticeships within the Manhood Peninsular area	CDC Economic Development Manager	31 st December 2013	Number of Work Placements generated for people resident in Manhood Peninsula	that Selseyworks offers.
	Young people have access to sound, independent financial advice	To consider opportunities for enhancing financial management advice to Young People.	Steve Hansford	30 th June 2013	Provision and signposting in place, and, number of young people accessing service	
3. Page 30 Transport and Access	Improved Traffic flow on the key routes of the Manhood Peninsula	To form a transport and access task group with relevant stakeholders and identify opportunities for improving the flow of traffic on the Manhood Peninsular access routes.	Chichester in Partnership Task and Finish Group Lead Ed Dickinson WSCC		Measurable improvement in Traffic flows, increase in local publics perceptions of improvement	Task and finish group was set up to examine options such as additional laybys and passing spaces but insufficient support and project did not move forward
	Improved maintenance of road infrastructure especially footpaths	To consider the maintenance of infrastructure in the Selsey area	As above	31 st March 2014	Additional maintenance in annual plan delivered	Town council has been in talks with West Sussex about taking on some of the maintenance. Roads in Selsey have been prioritised for repairs
	Increase options for alternative methods of transport – especially evenings	To investigate options for alternative methods of transport from the Manhood to main	As above	31 st December 2013	Two Schemes in place which offer additional methods of	Stagecoach have improved bus times and bus facilities in and out of the manhood peninsula.

Appendix 2

	and weekends	employment hubs.			transport	
	Improve range of employment opportunities	To engage DWP to identify and address barriers to employment access.	CDC - Amy Loaring /local DWP	30 th June 2013	Two barriers identified and options for action report in place	Selseyworks project has been developed see 2 above for results.
	Improve range of employment opportunities specifically for young people	To engage with Job Centre Plus and identify experience of young people seeking work and the barriers that they may experience	CDC Amy Loaring / local Job Centre Plus Manager	31 st December 2013	Two barriers identified and remedial actions in place	Selseyworks project has been developed see 2 above for results.
4. Health Provision Page 31	Improve access to local Health facilities for local people particularly during high levels of seasonal demand	To engage with strategic health commissioners and local practice managers to consider capacity issues around the Medical Centre provision, particularly in relation to seasonal variations in demand.	CDC - Amanda Jobling / Judith Wright PCT Public Health	31 st March 2014	Average wait time for appointments is reduced and perception of local residents of improved access	Working with Coastal West Sussex Clinical Commissioning group we have developed a new information leaflet specifically for Selsey which provides information about where to access appropriate health care when visiting the area.
	Improve access and cover of Pharmacy facilities	To engage with providers of Pharmacy facilities to consider capacity and availability, particularly of emergency and weekend cover.	CDC - Amanda Jobling / Judith Wright PCT Public Health	31 st March 2014	Increase in hours of availability of local pharmacy facilities	We had talks with commissioning service, however it is up to the pharmacies themselves where to set up a practice. By national and regional population ratios Selsey residents have appropriate level of cover.
	Improved access to NHS Dentist facilities	To engage with strategic health commissioners in relation to NHS dentistry	CDC - Amanda Jobling / Judith Wright PCT Public	31 st March 2014	Number of residents able to access NHS	We had talks with commissioning service; however it is up to the dentists themselves where to set up a practice and

Appendix 2

		provision.	Health		Dentist is increased	whether they take up NHS contract or remain private.
	Improved opportunities for communication between local people and Health providers	To engage with providers of Healthwatch and establish communication with users.	CDC - Steve Hansford	30 th September 2013	Number of local residents who have engaged with Healthwatch	Working with Coastal West Sussex Clinical Commissioning group we have developed a new information leaflet specifically for Selsey which provides information about where to access appropriate health care when visiting the area.
5. Youth Activities and Provision Page 32	An age appropriate range of activities is available for young people in Selsey	To map and engage current providers of youth facilities to discuss the range of opportunities available for groups of young people and identify opportunities for collaboration.	CDC Liaison – Dave Hyland/Jo Losack	30 th June 2013	Range of activities is documented , meets perceived demographic need and is suitably promoted	Selsey Sports dream, Selsey Youth Dream and Snak Shak have all been working together on different projects for young people. They have found funding for a dedicated youth worker. They all meet together and promote their work through the Selsey Community Forum.
	The range of activities available is coordinated and promoted between providers to achieve best coverage and mix.	To engage with the Selsey Youth Dream to identify and support opportunities for promotion and expansion of the availability of activities.	CDC Liaison – Dave Hyland/Jo Losack	30 th June 2013	Young people – and parents - are aware of the range of activities available, and there is an increase in participation levels	The Selsey Radio, a new community radio project and the Selsey Life local magazine are available to promote activities and raise awareness of local events and opportunities. Within SelseyWorks a project has been set up jointly with the Academy to help those pupils that are expelled.

SelseyWorks Update Report

3rd March 2015

Report Authors: Amy Loaring / Sam Tate

Recommendation

As of the 18 February, the Assets and Amenities Committee of Selsey Town Council has agreed to recommend to full council to support option 2 in this paper and have earmarked £20,000 of their own funding for this. It is recommended that CIP support this option and partners look at how they can continue to support this project to embed it as a mainstream service offer.

1. Introduction

SelseyWorks has been unsuccessful in its bid for further funding to continue its employment support project in 2015/16. The business element of the project whilst generating some income is not generating sufficient income to fund the building and staff costs for another year. Alternative, more sustainable delivery models need to be found if the work it has done and the outcomes achieved are to be continued. This report sets out to examine the current model and services that have evolved, the outcomes achieved, the cost benefits and the potential future options.

2. The Current Model

SelseyWorks was an idea born out of partnership working, it brought together the Targeted support project and the Getting people into work project. Chichester in Partnership wanted to do something in Selsey to help people into work, so they brought together a number of partners to develop a project. Through consultation the group identified that people in Selsey struggled to reach the job centre and other public services in Chichester (bus tickets are an £8 return) and there was nowhere for new businesses to test their ideas or be incubated. The group proposed developing a community hub with the aim of getting people into work by offering them the advice that they needed, a facility that offers the training that they need and the opportunity to grow their own businesses while also supporting the current local businesses. The facility was set up in 53 High Street, a 2 storey shop and office owned by Chichester District Council. The expected outcomes for this project were:

- Assist 600 people over an 18 month period on their customer journey with a real focus on overcoming barriers such as transport which is major issue. (33 a month)
- Assist 600 people in using Universal jobmatch, and will engage at least 50% of them in a programme of training and one to one sessions to ensure they can access both Universal Job Match and the new online benefits systems.
- It is expected that a minimum of 60 (10%) will go into employment, self-employment or apprenticeship (off- flow)
- Provide 50 work experience placements with development opportunities.
- Support the DWP digital agenda so that 510 (85%) of people from the area are given the skills to access services digitally
- Grow 15 new businesses through entrepreneurship and mentoring.
- Offer financial and debt advice to coincide with the introduction of Universal Credit and changes to the benefits system to ensure people are helped to manage their money and budget effectively.

Appendix 3

The Core Partners included STC, CDC and Chichester College and by evidencing and working together with the community taking the lead, the project has successfully raised £105,000 in start-up funding from numerous sources including Chichester District Council, Selsey Town Council, West Sussex County Council, Department of Work and Pensions(DWP) and The Big Lottery fund. This gave enough funding for 18 months; after that it was hoped the project would be raising enough of its own funds through the pop up shop and hot desks to be self-sustaining.

SelseyWorks was developed as a service with a unique local identity and appeal. It has developed a range of services tailored to meet locally identified needs. Some of these services seek to create some self-sustaining income for the facility.

- Job seeking advice and training
- career advice,-
- Training Courses
- Educational/ training advice
- housing advice
- business support
- benefits advice
- craft courses
- Money Advice
- Pop up shop facility to rent
- hot desks for local businesses to rent
- Work with Schools

In January 2014 53 High Street was completely redecorated in readiness for the project. The building was redecorated by unemployed people doing a course with Chichester College. This gave them an opportunity to work on an actual building, in a workplace setting with professionals. Feedback from participants in this experience has been extremely positive. Carpentry work for the building was completed by a local tradesman doing his community service.

SelseyWorks have successfully arranged for a number of courses to be put on in or around the facility including CV writing, social media for business, grow your own fruit and veg, ipads, kindles and smart phones for dummies, bookkeeping and will writing. They have also put on craft courses to encourage families into the facility. The idea was that the facility is there for the whole community, nobody will be judged and everybody will be helped

3. Cost Benefit Analysis of the current model

After a year of running we are now in a position to complete a cost benefit analysis of the work of the project. We are using the DCLG cost savings tool as the basis for this analysis, some of the values in the DCLG calculator may be overly optimistic – however they are the values that are being used nationally for the Troubled Families Initiative.

	Number of people	Cost saving for state per person	Total cost saving to the state
People helped into successful employment	30	£8219*	£238,351
Business Startups	18	£8219*	£147,942
College/ Apprentices	9	£8219*	£73,971
Carers Supported	18	£18,473 ^a	£332,514

Appendix 3

Homelessness (refuge project)	15	£18515*	£277,725
Number of “at risk” young people supported to gain qualifications. (Tune In Project)	23	£5411*	£124,453
Total Savings			£1,194,956

*Figures derived from DCLG cost savings calculator tool

ªFigure derived from Carers UK

This analysis only covers those people that achieved recorded outcomes. SelseyWorks did far more, in total SelseyWorks saw 431 clients. It gave business support (35) housing advice (41) and benefits advice (67).

There are no cost benefit tools available to estimate how these interventions have saved money, but we know they have. We also need to consider that because Selseyworks existed previously unidentified needs in the community were identified and evidenced (homelessness, mediations and sexual health needs) and community based solutions were created beyond the initial scope or expectation of the project.

4. Finances

4.1. The running costs of SelseyWorks per year (which ensures enough staff to develop the business and support people) are as follows:

Rent of building	£12,000
Staff Costs (2 people)	£45000
Marketing	£1000
Bills	£7000
Total	£65000

4.2. The income of Selsey Works per year is as follows:

Rent from Shop	£8000
Rent from Hot Desks	£1000
Miscellaneous	£500
	£9500

This leaves a funding shortfall of £55,500. It was hoped to we could get grants to cover some of the running costs while the business develops, with the aim of reducing the reliance on grants over the years. The main grant contributor was DWP, unfortunately over the past year their grant priorities have changed. Instead of looking at a holistic/innovative approach to helping a community they are concentrating on unemployed 18-45 year olds and those on JSA. JSA figures in Selsey have dropped from 179 (March 2013) to 62 (December 2014). The majority of unemployed in the Selsey area are over the age of 45. Therefore DWP have declined to fund SelseyWorks for a second year as they do not see the business need. We have also been unsuccessful in other grant bids.

There are very few grants that will support revenue costs of a project; therefore we have to consider the options for the SelseyWorks project.

5. Timescales

- From the end of February there will be no full time staff for the facility
- Notice of termination of lease needs to be delivered to Chichester District Council by 30th April 2015 in order to be in time for the break clause.
- Early Help network launching in August 2015

6. Lessons Learnt

Overestimating the need – the original aim of Selseyworks was to help the unemployed people in Selsey into employment. We used the evidence available through the census and what the Job centre information was supplied. In practice the need of the people that used the facility was far greater than expected. The majority of people came in and would have a multitude of problems that needed solutions. This would be very time consuming for the staff and therefore the business side of Selseyworks suffered. The facility needed a staff member who was specifically business focussed.

Being all things to all people – Selseyworks would never turn anyone away, they would help people with filling in application forms, help with appeal processes and help them make phonecalls to public sector services. They helped people stay in their homes, move on with their lives and get a job. When other services failed them they would turn to Selseyworks to be the mediation service. Possibly the service could have been more focussed, with more signposting to other services, but this can be difficult to when someone has an immediate need.

Underestimating demand - The shop is now regularly used and is making a profit, but demand for the hotdesks and meeting rooms has been low. Alternative uses have been found for these rooms but they currently do not make a profit.

More time needed - 18 months is not a long enough period to build a profitable business element especially when the whole project was innovative. A three year period for setting up and bedding in would have been more realistic time period to make the business self-sustaining. Initial funding and budgets need to be framed to such timescales.

7. The Legacy

In its first year Selseyworks has saved the public pocket over a million pounds, however it never has not had enough time to build the business part and be as self-sustaining as originally planned. However other projects have developed out of SelseyWorks and are listed below:

Refuge – A number of people every month were coming into Selseyworks as homeless. Generally they were sofa surfing locally and unable to afford the journey to Chichester to engage with housing and homelessness services. This project led by the local church developed a network of places where people can stay on a temporary basis in safe protected environments before being supported to engage with the wider services available.

Resolve – Working with West Sussex Mediation Service a local network of trained volunteers were developed to help people with work or neighbourly disputes.

Respect – is a sexual health clinic for young people. Anecdotal evidence from Selsey Academy and the Selsey Snak shack was showing that young people were taking risks when it came to their Sexual health. This project aims to mitigate that problem

Tune In – for those young people who are or at risk of being expelled from school. Before SelseyWorks such young people would be required to attend a pupil referral unit in Littlehampton. Such a distance to travel meant that they didn't usually go. Working with the school and the youth worker young people were encouraged to come into Selseyworks (which is seen as a safe, non-judgemental environment) to gain qualifications. So far 23 young people have been helped this way and the feedback is very positive.

Appendix 3

Chichester Community Works Project – Led by Chichester College and co funded by Chichester District Council this project support unemployed people to gain qualifications and experience by working on community projects supervised by a college lecturer. The project has so far helped over 12 different community projects in its first year.

Selsey Community Nursery – the success of SelseyWorks and the fact that it had already brought so many partners together, inspired the community to save one of its local nurseries. This is now running as a self-sustaining business that also helps those in the community most in need.

8. The Future

Possible options for the project are currently being developed, they are;

Proposal 1:- relocate the support services within a shared space within the Selsey Town Council Building with minimal changes to the building, and reception staff trained to help with services.

Proposal 2:- Develop a dedicated space within the Selsey Town Council building maintaining its brand and independence with its own standalone entrance; again reception staff would be retrained to support the service.

Proposal 3:- Identify alternative accommodation and development opportunities for the project.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

17 March 2015

Community Land Trusts and Custom Build

1. Contacts

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2. Recommendation

- 2.1. To note the role of community land trusts (CLT's) and custom / self-build in the delivery of housing and consider what the district council can do to both promote these initiatives and support rural parishes and communities interested in CLT's and custom build.**

3. Background

- 3.1. Last September Overview & Scrutiny Committee considered the Housing Strategy review and a new intermediate housing policy. At the meeting officers were asked to provide members with a briefing paper on CLT's and self-build housing so that members could consider how they can contribute to the supply of affordable housing within the district.
- 3.2. The Localism Act brought about new opportunities for communities to shape their local area with new rights providing opportunities to develop new homes and community assets. At the same time, in the face of an under-supply of housing and house prices far exceeding what is affordable to local people the Government's housing strategy encourages the delivery of housing through both large scale measures, such as new Garden Cities, to developer-led custom build methods and community-led housing solutions, including community land trusts and self-build.
- 3.3. Registered providers are often unable or unwilling to develop small rural sites as they are unable to achieve the economies of scale required to develop affordable housing with the low levels of grant subsidy now available and their limited staff resources.
- 3.4. SDNP have indicated that its members wish to promote community land trusts as a means of delivering affordable housing in the National Park.
- 3.5. CLTs have previously been considered by Policy Development Committee in March 2006 and then Executive Board in May 2006 which resolved that the delivery of a small scale Community Land Trust be explored further as and when opportunities arose.

- 3.6. Kirdford have recently set up a CLT, the first in Chichester district. The parish propose to work with Greenoaks Housing Association to deliver affordable housing to meet local housing needs, as set out in their neighbourhood plan.
- 3.7. Currently less than five parishes have expressed any interest in community land trusts.
- 3.8. A self-build group was set up in Petworth about 5 years ago. The rural housing enabler worked with the group to find a suitable site and discussions were held with the Leaconfield Estate. However, a suitable site could not be identified and the project was not progressed.
- 3.9. The attached briefing papers (appendix 1 & 2) provide more information on government policy, support and funding, and the benefits of and problems with the delivery of housing through CLT's and custom build housing. Suggestions are also made as to what the district council can do to both promote community led initiatives and support rural parishes and communities interested in CLT'S.

4. Appendices

Appendix 1 – Community land trusts briefing paper

Appendix 2 – Custom & self-build briefing paper

5. Background Papers

- 5.1. The Community Land Trust Handbook, The National CLT Network, December 2012
- 5.2. Community Land Trusts, Executive Board, 9 May 2006.
- 5.3. Right to Build: Supporting Custom and Self Build Consultation, DCLG, October 2014.
- 5.4. Build-it-yourself? Understanding the changing landscape of the UK self-build market, Centre for Housing Policy, The University of York, spring 2013.
- 5.5. Homes to DIY for The UK's self-build housing market in the twenty-first century, Joseph Rowntree Foundation, 2001.

Community Land Trusts – Briefing paper (OSC March 2015)

What is a Community Land Trust (CLT)?

Community Land Trusts (CLTs) are organisations initiated and governed by local residents seeking, for instance, to facilitate the delivery of affordable housing and other beneficial community facilities within a defined geographical area. CLTs are non-profit organisations led by representatives of local communities (in some cases separate from the Parish Council), through an open democratic structure. Their practical focus is usually on the development and permanent retention of affordable housing or community facilities. The introduction of Neighbourhood Planning in the Localism Act provides an opportunity for CLTs to be identified as part of the solution to locally identified needs. There are now 170 CLTs across England and Wales, half of which have formed in the last 2 years, most are located in rural areas in the north and south west. Their predominance in these areas is typically because the communities have identified a housing need and at the same time recognised that market development or registered providers (RPs) are unable to meet their needs due to isolation and the prioritisation of affordable housing development in areas of greatest need, i.e. town and cities, particularly in London and the South East.

How do they work?

CLTs can acquire land or property and hold it in trust, allowing them to control the price of homes they develop on the land, through ownership and covenants in the freehold title that are placed on the resale and rental of homes. The basic concept is that the land is taken out of the market equation, so that the impact of land appreciation is managed or controlled to enable delivery of long-term affordable and sustainable local development. The value of development gain is thus captured in perpetuity by the community.

When offering homes for sale, CLTs typically retain the freehold of land and sell leaseholds or equity stakes at affordable levels, with resale restrictions in place to maintain affordability and avoid homes being taken into private ownership.

CLTs may find that land will come forward from local landowners who are swayed by the emphasis that CLTs place upon meeting local needs and the assurance that the land and the homes will be stewarded in perpetuity for the benefit of the local community. There are three principle sources of sites for CLTs;

- Rural exception sites – the land is made available at a substantially reduced value.
- Section 106 sites – the affordable housing contribution is usually developed by registered providers but CLTs may be able to bid for these sites.
- Land in public ownership – transference or sale to a CLT of land or buildings that are in public ownership for “less than best (financial) consideration” because of the social, economic and environmental benefits that would result from a CLT development. The Royal Institution of Chartered Surveyors (RICS) has issued best practice guidelines to local authorities and public sector institutions identifying the typical processes that would have to be followed to justify such an action.

A CLT does not necessarily have to take on the whole responsibility for the development of a scheme. For example in regard to affordable housing, and depending on its attitude towards involvement and risk, it may wish to partner with a registered provider to undertake some or all of the development. Generally RPs share the same mission and purpose of CLTs, to provide good

quality affordable homes and can offer their expertise to any partnership arrangement. However, not all RPs are willing or able to devote the time and resources to working with a CLT, as the risk is high and the return is low.

In the long term most CLTs aim to be financially independent with rents, ground rents, letting and service charges covering mortgages and running costs, with any deficits being covered by local fund raising.

Allocations and local connections

Most CLTs will wish to have as much control over the future allocations of the homes as possible and this usually includes giving extra priority to those with local connections. However, if the development of homes involves funding from the Homes and Communities Agency, nominations arrangements must be agreed with the local authority and the allocations policy must demonstrate how it will “contribute to the local authorities’ strategic housing function and sustainable communities”. Not all RP’s rely on the HCA funding.

Setting up, support and funding

The National CLT Network promotes and supports the work of CLTs and its members across England by providing resources, training, advice and support. It also manages the CLT Fund (funded by various trusts and foundations). This has both a Feasibility Fund which provides a day's scoping support with a technical adviser and a Technical Assistance Fund which provides grants of up to £5,000 to emerging CLTs to develop their initial ideas into a comprehensive business plan.

Action in Rural Sussex (AIRS) has set up a CLT umbrella project (funded by SDNP and the Coast to Capital LEP) to support emerging CLTs in Sussex and Surrey. They have employed a CLT officer who is responsible for supporting steering groups, reviewing feasibility, providing advice on accessing funding, grant and loans, identifying project finance and assisting with business plans.

To support the development of community-led housing, the Government has made available a portion of the Affordable Homes Programme for community-led housing scheme. In addition, a £30 million revolving loan fund has been put in place to support group self-build or custom build schemes.

Despite these opportunities, communities are operating within a very challenging economic environment. There is less Government grant available for affordable housing, limited availability of private finance for development, a general tightening in mortgage lending and escalating constructions costs, all of which makes the development of new homes a challenge. Listed below are the possible funding sources available to CLTs:

- HCA National Affordable Housing Project Grant funding
- Local authority grants including commuted sums received in lieu of affordable housing
- Banks and building society’s
- Charitable grants
- Cross subsidy from market value sales
- CLT Investment Fund
- Community Fund Raising

Why set up a CLT?

Issues of housing supply and affordability are inherently linked to high land values, which are one of the biggest impediments to the delivery of affordable housing. The implication of this is that a growing percentage of the cost of homes is taken up by land costs, creating what a joint report by KPM and Shelter (2014) recently described as *“a vicious circle in which high land prices ensure housing outputs remain low and house prices high – which in turn sustain higher land prices.”* It is these forces that CLTs seek to counter, as they seek to reduce the impact of land prices on the cost of the homes they develop by holding it in trust and capturing land value for community benefit.

The benefits of setting up a CLT can include:

- Long-term investment in the community with the value of the land captured for community benefit in perpetuity and any public subsidies for land purchase and build locked in for future generations.
- Long term stewardship of community assets. They are community led and controlled, with responsibility for monitoring publically funded projects shared with residents and other local trustees.
- They can provide a mix of tenures to meet the needs of local people and offer guarantees in respect of nominations going to residents with a local connection.
- A CLT might bring forward land that would not otherwise be available.
- They can create income for community re-investment
- Achievement of wider social and economic benefits for the community, such as retaining younger households and building social cohesion.
- Delivery of innovative models of affordable housing, designed to be affordable to the community. CLTs are not necessarily subject to the same regulatory framework as registered providers.

Issues & problems associated with CLT's:

The concept of CLT's is not new but more recent interest has shown that there are legal, technical and practical difficulties that need to be overcome to make CLT's more effective, particularly where planning gain or public funding, in the form of a grant is involved.

- The support and commitment of the community is essential to successful delivery.
- CLTs are expected to be mini developers but as CLTs are run by local volunteers the resources and expertise available to bring forward developments is often limited and progress can be very slow in the delivery of the housing or other community owned facilities.
- Securing funding and being able to meet completion targets set by the HCA or funders can be challenging for a locally based organisation run by volunteers.

- Finding a partner RP is becoming more difficult as local providers merge and become part of regional/ national organisations.
- It can be difficult for those wishing to purchase a home in the CLT to obtain a mortgage from a high street bank as banks are concerned about their position in the event of a default. To mitigate against this, the East London CLT have taken a position that in this situation, the bank could sell the property on the open market.
- Buying a home in a CLT may not be as cheap as some of the other low cost home ownership options. The cost of a property in a CLT will partially be dependent on the cost of the land and whether it is sold at a discounted rate or transferred at a nominal fee.

What can CDC do to support rural parishes and communities interested in CLT'S?

- Information & support – Work with AiRS to promote awareness of CLTs, provide information on how they work and offer support to those communities wishing to explore this route to delivery of affordable housing, including signposting to available information, examples of best practice and existing practical and legal guidance.
- Assessment of housing needs including a Housing Needs Survey
- Identification of RPs willing to work with CLTs. Currently Green Oak Housing Association and Hastoe Housing Association have advised that they are willing to work with CLTs within the District.
- Help to identify suitable sites and provide guidance on planning policy and planning applications.
- Consider making funding available to support the development of CLTs, such as interest free loans; deferred interest on loans to cover development finance for site purchase and build costs with interest paid upon completion; grant for creating serviced self-build plots covering the land costs, services and slab foundations. CDC would need to ensure that any group receiving assistance from the Council to set up and manage a CLT had the necessary level of expertise and commitment to deliver the project.
- Use of New Homes Bonus – discretionary grant (up to £25k) to help cover early development work or as a contribution to land or construction costs.

Example CLT Case Study

Lyvennet Community Land Trust, Cumbria – was formed in 2008. In July 2012 it completed the development of 20 homes, including 8 self-build properties. The funding cocktail used by the trust will be typical for many CLTs, and is outlined below.

1. Early Feasibility

Lyvennet Community Land Trust used grant funding to accomplish two key preliminary steps: registration of Lyvennet Community Land Trust as a company, and establishing a business plan. Company registration, in January 2009, cost £1,000 and was covered by a grant from the local parish council. Support for the development of the business plan, a key document used throughout the project with grant funders, banks and the local community, was provided by grant from the CLT Investment Fund.

2. Pre-development work

The trust used loan finance from the CLT Fund and the local authority to cover pre-development work, as outlined below. Site purchase and full planning was funded by the CLT Fund Investment Fund.

COSTS		FUNDING
Pre-development		
Initial site layout and design by architect	£26,100	£30,000 - CLT Fund Pre-Development Investment Fund Loan. March 2010 £30,000 - Eden District Council Loan. April 2010. (This was subsequently commuted to a 50:50 loan-grant arrangement)
Asbestos, topographical, bat and ecological surveys on site	£5,100	
Site valuation	£3,200	
Technical support with Tenant Services Authority and HCA applications	£4,400	
Planning application	£4,200	
Legal work associated with obtaining charitable status	£3,500	
Site development work, including the services of an Independent Financial Verifier	£3,500	
Charity Bank Fees: 1% arrangement fee on initial £1m mortgage and loan	£10,000	
Site purchase and full planning		
Site purchase	£252,000	£300,000 CLT Fund Investment loan (Charities Aid Foundation). December 2010
Full scheme design by architect	£33,000	
Initial input from design engineer	£11,500	
Legal fees associated with site purchases	£3,500	
Total Cost	£360,000	

3. Development of the scheme

The build costs of the Trust's scheme were funded by a mix of grant and loan finance, as well as some cross-subsidy of the affordable housing units using the proceeds of sale of other units.

COSTS		FUNDING	
Build costs	£1,345,000	Bridging finance loan -	£975,000
Loan repayments	£345,000	Charity Bank. March	
Professional services	£176,800	2011	
- Architect	£65,400	HCA National Affordable Housing Project Grant (50% payment on start on site and 50% on completion). March 2011	£660,000
- Design engineer	£50,200		
- Quantity surveyor	£40,800	Cross-subsidy proceeds from sale of initial self-build plots. May 2012	£10,000
- Planning and regulation fees	£10,300	Income from two shared ownership properties	£195,000
- Accountants	£5,400	Big Society grant	£32,000
- Code assessor and waste plan	£4,700	Community fundraising	£8,000
Interest charges	£108,000	Community fundraising	£8,000
Contamination reports and remediation	£24,000	Rental income	£500,000
Repayment of bridging finance	£975,000		
Total costs	£2,949,800*	Total funding	£2,980,000**
		Total surplus	£30,200

* Additional costs were accrued, however are not provided in the breakdown

**Additional funding was received, however is not provided in the breakdown

The National Community Land Trust Handbook provides a more detailed step by step guide on community land trusts and details of further case studies.

Custom & Self Build briefing paper (OSC March 2015)

Background and definitions

This Government is keen to promote the custom and self build sector. They see it as a way of increasing the capacity and diversity of the house building industry and as an affordable way to home ownership.

The Government defines custom build housing as housing commissioned and built by individuals or groups of individuals for their own use, either by building the home on their own or working with builders. It typically involves individuals or groups of individuals commissioning the construction of a new home or homes from a builder, contractor or package company or, in a modest number of cases, physically building a house for themselves or working with sub-contractors.

The term “custom build” generally describes a more “hands off” approach where a specialist developer coordinates the whole process, with a contractor or package company undertaking the design and construction incorporating clients' demands. Increasingly developers are creating large estates of individual serviced plots with outline planning permission. These are then sold to individuals who specify their own design and organise the build out of the plot.

Self build is a type of custom build and usually used to describe projects where the individuals involved play a significant part in the process including the organisation of the project, commissioning of the architect and builder or the physical construction or finishing off work.

It is suggested that custom build can be cheaper, greener and more affordable than standard market housing. In the past custom build homes in this country have been seen as an option only for a privileged few, but in many other countries, they form an important way of building new homes for households.

Identified barriers to custom build in this country include access to suitable plots of land to build on; access to development finance to enable the purchase of land and start of construction; and the hurdles and frustrations that many custom builders face when they engage with the regulatory regimes that govern the development process. Government initiatives directly aimed at these barriers include:

- An online Self Build Portal to provide information for self builders
- Making £30 million available from 2012 to provide short term capital finance for group self build projects.
- Creating a £150 million Serviced Plot Fund starting this year to provide 10,000 serviced plots by 2020.
- Making available up to £65 million for affordable housing projects (including self build) from the Affordable Homes Guarantee Programme.
- Exempting custom builders from paying the Community Infrastructure Levy and taking steps to scale back Section 106 burdens.
- Identifying a pipeline of sites for custom build opportunities through the Homes and Communities Agency's disposal of public sector land; and
- Placing a stronger emphasis in planning policy and guidance (through the National Planning Policy Framework) on local planning authorities planning for custom build when preparing their local plans.

Government Policy and the Right to Build

DCLG recently consulted on a new Right to Build which proposed to give prospective custom builders a right to a plot of land from their local council. 11 vanguard schemes have already been established to test the practicalities of operating the right across England with the aim of legislating for this in the next Parliament.

It is proposed that the Right to Build will operate as follows:

- Prospective custom builders will be entitled to apply to their local planning authority for a suitable, serviced plot of land on which to build or commission their own home;
- This application will be recorded on a Right to Build register for their local area
- The demand on the register will be taken into account in particular in the preparation of local plans so that there are appropriate planning policies in place to bring forward sufficient plots of land for custom build; and
- Registered custom builders will be offered suitable plots of land (with some form of planning permission and servicing) for sale through the local planning authority at market value.

Private Members' Self-Build and Custom Housebuilding Bill 2014

This focuses on enacting the first element of the Right to Build. The purpose of the Bill is to allow individuals wishing to build their own home to register with the relevant authority for a suitable plot of land. Specifically the Bill makes provision for:

- Relevant authorities to maintain a register of people who are seeking to acquire a serviced plot in their area in order for them to build houses for them to occupy as homes; and
- Relevant authorities (broadly local authorities) to have regard to the demand for custom build housing as evidenced by the register when exercising certain functions including those relating to planning and housing.

The Bill proposes that local planning authorities would need to publicise their register, so that local custom builders are aware of it.

The Government recognises that there are some authorities with significant constraints on land supply for housing who may face particular challenges in bringing forward land to meet all the demand expressed on the register through the local plan process.

In such circumstances it is proposed that the obligation remains with the authority where the prospective custom builder has the local connection. However the authority might bring forward land from another authority in the housing market area to offer to people on the register and discharge their statutory responsibilities. The authority may need to be able to evidence both that it is constrained within its own area and that the alternative plots being provided are in a reasonable alternative location.

The full proposals involve local planning authorities:

- being responsible for bringing forward plots with outline planning permission and any relevant servicing (including land remediation),
- offering plots of land to registered custom builders,
- developing their own local allocation scheme within a national framework.

Custom build is generally considered to be a form of market housing and although there has been some delivery of affordable housing through the custom build it is very limited. The Government is however, proposing to design the Right to Build in such a way that it offers the opportunity for people who are eligible for affordable housing to work with a local registered provider to develop an affordable custom build home. The Government also believe Community Land Trusts (CLTs) provide an opportunity to bring forward custom build housing to meet local people's housing needs whilst involving the community in the design, development and on-going management of the homes.

The benefits of custom build / self-build

- Group self-build may help foster a strong community and self builders tend to stay in their homes longer than the national average. This could be a particular advantage of a CLT self-build.
- Homes are designed to meet needs and requirements of occupiers.

- Costs can be significantly lower, as in the case of a CLT, but this can depend on the type of custom build, design requirements, land costs and regional differences.
- Some custom build schemes incorporate an element of training and may result in the participants acquiring new skills.
- Local sourcing of materials may boost local economy, though internet facilitates national and even global sourcing.

Issues and problems associated with custom build

- Identifying suitable land, especially in expensive areas, such as the South East where competition from developers is greatest. Most of the vanguard schemes are being delivered on surplus public land.
- Securing finance as mortgages for custom build are considerably more expensive and involve additional fees. Loan funding is currently less than 0.8% of market share and group builds can be particularly difficult to finance as a commercial mortgage is required.
- Homes take longer to complete as build programme not so tightly coordinated and controlled than if undertaken by experienced contractor with resources on hand.
- Planning complexities incurred both in custom build and self- build and can incur a disproportionate amount of input compared with traditional schemes.
- Potentially limited impact on increasing the number of additional homes delivered as frequently developed on plots where existing homes are demolished or where a denser development would have been built if built speculatively.
- Higher risk –reliant on group of individuals mutually dependant, giving a high level of commitment, affecting cost controls, delays, finance.
- Custom building is more often undertaken by people scaling up, who have equity and time to devote rather than potential first time owners.

Following the work of the 11 vanguard councils findings are to be made available this summer, some such as Cherwell, Teighmouth and Exmoor and Dartmoor national parks will be of particular relevance to Chichester district.

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

17 March 2015

Review of Business Improvement District (BID)

1. Contacts

Stephen Oates Economic Development Manager
Telephone: 01243 534669
soates@chichester.gov.uk

2. Recommendation

- 2.1 **The Overview and Scrutiny Committee is requested to review the Chichester Business Improvement District's (BID) progress to date against its Business Plan and to make any recommendations with regard to its future operation.**

3. Background

- 3.1 Members will be aware that the Chichester City Centre Partnership was successful in achieving BID status and started delivery in April 2012. In April 2014 the committee received a report detailing progress against their Business Plan for the second year of operation and requested that a further progress report be brought back later in the year.
- 3.2 When first established, the BID set out its' five-year business plan against which it aims to deliver. This is broken down into four main objectives and two ancillary items:

Objective 1: To provide a better promoted City Centre

Five-year budget £370,000. The plan focuses on promotion and marketing to heighten the profile of the City, to increase footfall, and to attract inward investment.

Activities include provision of Christmas lights, light switch on event and late night shopping, city centre events, promotion and advertising (radio, newspaper, buses), sector specific guides, city website, business signage, support for secondary streets, business sector support, and city branding and marketing.

Objective 2: To organise the City Centre

Five-year budget £370,000. Through the establishment of a staffed city centre office, the aim is to provide support and information to BID members, provide new opportunities, and to provide better management of street activities.

Activities include direct support for independents and secondary streets, footfall camera, business communication, BID buying group, business support and advice, comprehensive waste management collection (including recycling and confidential waste), communication with BID members, and liaison with the three local authorities on licensing.

Objective 3: To create a pleasant environment within the city centre

Five-year budget £285,000. The plan sets-out the objective of working with the relevant local authorities to identify issues and to influence public sector funding towards solving these issues.

Activities include a quick response service to environmental issues (secondary street snow clearance, damaged pavements, signage), street improvements, intensive clean-ups, business and pedestrian signage and way-finding, trade waste solutions, trees and planting, lighting and street furniture improvements.

Objective 4: To make a safer City Centre

Five-year budget £175,000. The aim is for BID funds to be used to complement the day-to-day policing of the City by Sussex Police, by undertaking projects to create a safer city and to support the evening and night time economy.

Activities include crime reduction initiatives and community safety projects, lighting, radio scheme, safety support and advice, night time economy projects such as head cams to reduce anti-social behaviour, mobile CCTV and drug dog patrols, using Chichester Businesses Against Crime (ChiBAC) as the delivery agent.

BID Contingency

Budget £50,000. This is a fund to react to business emergencies, one off projects and unforeseen issues over the BID term.

BID Costs

Budget £115,000. To cover annual collection charges, administration and transferral of funds to the BID, BID Ballot and canvassing for existing and subsequent BID in 2017.

- 3.3 The BID is now in its third year of delivery. Attached at Appendix 2 is an update on the BID's progress and achievements since April.

The report demonstrates the breadth of work undertaken by the BID, but in one respect does hide an ever-present challenge for the organisation. The BID does not own any assets and has no direct control over the City centre or its' infrastructure, requiring the BID to liaise with and, where appropriate, influence, three different local authorities to enable it to take many of its plans and objectives forward.

The Economic Development Service is fully supportive of the BID's objectives and, to better understand the issues faced in delivering these, the Council's Economic Development Manager now meets with the Chairman of the Chichester City Centre Partnership on a monthly basis to assist, where possible, with the BID's work.

- 3.4 The Chairman of the Chichester City Centre Partnership will attend this meeting to answer the committee's questions.
- 3.5 Members may also wish to note that the BID is mid-way through a staffing re-organisation. The former full-time manager is moving to a part-time role managing events, and the BID is currently seeking to fill a new part-time post of City Centre Manager.

4. Appendices

Appendix 1 – Chichester BID Business Plan

Appendix 2 – Chichester BID progress report 1 April 2014 to date

5. Background Papers

None

Executive Summary

As a city, Chichester faces challenging times. All sectors of our business community operate in a very demanding environment facing competition from other towns and cities along the south coast, as well as e-commerce and the internet.

Old certainties, seem less certain. The future of Chichester as a commercial centre now depends not only on the retention of it's uniqueness – comprising history, tradition, variety and accessibility, but also on us continuing to improve it. We must make the most of the many assets the City has to offer, including the diverse mix of retail, local heritage and culture. Today, we have an opportunity to achieve this with funds that can be ring-fenced for specific projects targeted to your needs.

Be assured, if we don't go forward, we are in danger of slipping back. In order to protect against the risk of decline and at a time when there are severe restrictions on public funds, a Business Improvement District (BID) has been proposed for an area of the City Centre, bounded by the ancient City wall and the inner ring road. BIDs have enjoyed considerable success in the UK and we believe that a BID for Chichester City Centre will give your business and the City Centre a competitive edge.

After some considerable consultation, we have decided to concentrate on the following Strategic Aims for the next five years :

- 1. Improve the marketing and promotion of our City Centre.**
- 2. Improve the organisation of our City Centre.**
- 3. Improve the quality of the environment of our City Centre.**
- 4. Improve the safety and security of our City Centre.**

The City Centre Partnership will manage the BID Area and our challenge will be to become the driving force to enhance footfall and profitability across the City Centre. With these aims, we will encourage more people to come here, encourage them to stay longer, encourage them to spend more, and encourage them to come back.

We cannot do this without your help. Please, **VOTE YES in October.**



Andrew Fynamore
(Chairman – City Centre Partnership)



Kim Long
(City Centre Manager)

BID Area



Alderman's Walk
 A286 (East side of)
 Avenue De Chartres (North side of)
 Baffins Lane
 Basin Road (West side of)
 Canon Lane
 Chapel Street
 Cooper Street
 Crane Street
 Deanery Close
 East Pallant
 East Row
 East Street
 East Walls
 Eastgate Square
 Franklin Place
 Friary Lane
 Guildhall Street
 Lancastrian Grange

Lion Street
 Little London
 Market Avenue (North side of)
 Market Road (excluding car park and WC)
 Needlemakers (West side of)
 New Park Road (West side of)
 New Town
 North Pallant
 North Street
 North Walls
 Northgate (inc Metro House)
 Oaklands Way (South side of)
 Old Market Avenue
 Orchard Street (South side of)
 Priory Lane
 Priory Road
 Shipham Street
 South Pallant

South Street
 Southgate to North of railway line
 St Cyriacs
 St Johns Street
 St Martins Square
 St Martins Street
 St Peter's
 St Pancras
 The Hornet
 The Providence
 The Square, Eastgate
 The Woolstaplers
 Theatre Lane
 Tower Close
 Tower Street
 Wall Cottage Close
 West Pallant
 West Street

BID Projects

Objective 1: To provide a better promoted City Centre

Marketing and Promotion Projects

In Year 1 we will initiate a new **Christmas Strategy** including City Christmas lights and decorations expanding them in to St Pancras, The Hornet, Baffins Lane, St Martins, Little London and the Gates (Eastgate, Southgate, Westgate and Northgate), a **Christmas Light Switch On Event**, **Winter Market** and **Late Night Shopping**. Lighting in the Pallants will also be investigated for future years.

We will introduce and manage a **City Diary** and take over the bookings of buskers and events.

We will create with City businesses, attractions and tourism agencies a **Marketing Strategy** for the City and commence its implementation of promotion through bus, radio and newspaper advertising.

We will create an **Inward Investment Portfolio**, working with agencies and developers to maximise on the vacant/available business accommodation in the City and support businesses in growth and expansion. We will actively seek throughout the term of the BID, to rebuild the City's previous reputation as the Centre for Excellence for **Legal**, **Engineering** and **Architectural** services.

We will capitalise on the national events of the **Olympics** and **Jubilee** to maximise footfall into the City and continue to deliver the **Garden Market**.

In Year 2, as well as continuing the work of Year 1, we will create an **Independents Day** (July 4th) with an **Independents Guide**. A **Shopping Guide**, **Business Directory** and **Eating Out Guide** will be produced in the first of a suite of sector-specific leaflets, with research being carried out to identify further sector requirements. A **City Website** will be created with a searchable **on line business directory** with links to all businesses and the use of apps will be explored for implementation. It will also include a **live web cam** and visitor information. We will ensure that visitors entering our City Car parks will instantly be able to get **City Maps**, information and we will provide signage directly into the City from the Car Parks.

In Year 3 we will continue the work of Years 1 and 2 and introduce new events in to the City working closely with the Cathedral and Goodwood. The "**Rave in the Knave**" idea will be explored with the Cathedral for implementation, and bringing **Revival** in to the City streets will be explored with Goodwood for implementation. Both events would include full involvement of retailers in dressing the City and shop fronts to create a **City Revival** event.

In Years 4 and 5 we will continue with the work of the previous years with new editions of the **Guides**, implementation of the **events calendar** and active promotion of the City.



Chichester Chamber of Commerce and Industry

The opportunity for Chichester businesses to have a Business Improvement District is really important. It's a chance for us to take ownership of the things we as businesses don't like or believe should be improved and to actually make those changes. There's no doubt businesses can benefit and thrive from this opportunity. It would be churlish not to support it.

Louise Fenwick, Vice President, CCCI

Objective 2: To organise the City Centre

Organising the City

In Year 1 we will directly employ a **BID Manager** and provide a **City Office** with easy access for all BID levy payers. We will introduce twice yearly open meetings for all BID levy payers. We will continue the **Cooper Street, Crane Street, St Martins** and **Little London** Working Groups. We will continue to provide **advice, support and assistance** to all BID levy payers where possible in their individual issues.

We will provide a quarterly newsletter (**City Focus**) and **email circulars** to keep BID members informed and advised of what is happening with their money, as well as opportunities that they can take advantage of.

We will transfer the management and analysis of the **Footfall Camera** to the Partnership and provide **annual analysis** to include **car park and weather data**.

We will start the work to take over the **licensing of tables and chairs** including the enforcement and management thereof, complemented by the **licensing of café banners** (which we already manage). In addition we will start the work towards the licensing of **A Boards**, with all income being reinvested into the City and full introduction as soon as practicably possible.

We will start the ground work for a broad range of options for **BID Buying**, including a **Confidential Trade Waste Collection, Recycling Trade Waste options, Insurance, Recruitment, Computer services** and any others identified by the BID members.

In Years 2/3, in addition to the above, we will establish the **St Pancras** and **The Hornet** Working Groups in order that the businesses can identify issues and solutions for implementation in Years 4/5. This will also include **Market Road** businesses.



Marks & Spencers

Marks and Spencer are pleased to support the BID proposal in Chichester.

Matt Ripley, Visual Manager, Chichester Branch

Objective 3: To create a pleasant environment within the city centre

Environmental Projects

Throughout the term of the BID we will carry out six monthly multi-agency reviews (**Street Focus**) of the City with a view to identifying issues and influencing public sector funding towards solving these issues.

Throughout the term of the BID, in a rolling programme, we will replace the **City trees** and introduce **all year round solar lighting** in them.

In Year 1, with a view to implementation thereafter, we will investigate the full cost and feasibility of having a “**man in a van**” as a quick response to environmental issues including **removal of redundant signage**, **minor paving repairs** and **refurbishment of street assets** including **signs**, **benches** and **cycle racks**.

We also hope to have all arrangements in place, including match funding (sponsorship, Lottery Grants, etc) for the **Crane Street Archway**, and to give non-financial support to the businesses to achieve their desired bespoke **hanging signs** and **mini market**.

In Year 2 attention and funding (including sponsorship, Lottery Grants, etc) will be diverted to environmental improvements in **St Martins**, Year 3 in **Little London** and **Baffins Lane** and in Years 4/5 **St Pancras** and **The Hornet** with **Market Road**, based on the Working Groups’ findings.

Business signage and way finding signage will be a key delivery throughout the BID term and we will work with the business community to provide appropriate and joined-up signage.

We will also, subject to funding, do our utmost to sort the issue of **lighting** in “black spots” around the City.

Further, subject to funding, we would look to build the **Oxmarket Bin Store**, for which much of the initial work has already been started. This will improve this area of East Street and develop it into a pleasant area for staff in the City to use.



Amelie & Friends

I am supporting the BID because I realise the importance of having a central body that exists to promote the interests of the business community in Chichester.

Amelie & Friends has already benefited from the work of the City Centre Partnership, and I can only see this increasing if we become a Business Improvement District.

Rowland Leach

Objective 4: To make a safer City Centre

Safer Projects

The City Centre Partnership was pleased to be advised that there are currently no plans to reduce policing in the City by Sussex Police. Therefore the BID funds will be used for other projects to create a safer City and support in particular the **evening and night time economy**.

Using Chichester Businesses Against Crime (ChiBAC) as the delivery agent (subject to formal agreements between the two parties), the BID will provide **head cams for night time door staff** to reduce and eradicate anti-social behaviour. It will further deliver a minimum of two **drug dog operations** per annum.

From Year 2 and throughout the term of the BID, **mobile CCTV** will be made available to hire (at a very competitive rate) to any BID levy payer requiring its use (subject to terms and conditions under RIPA regulations and any other legal procedures).

ChiBAC will support all BID payers with **advice and support** regarding crimes against them and forewarn businesses of the **latest scams** affecting the trading environment. In addition the BID will implement measures to offset the effects of the latest scams, such as the previous successful Snap BAC scheme to combat purse snatching.

The BID will also work to provide a **child safety scheme** with Association of Town Centre Managers (ATCM) accredited companies providing child bands and support in the schemes implementation.

ChiBAC will work closely with the Partnership throughout the lifetime of the BID regarding bi-monthly multi agency **Security Walk Arounds** and advise accordingly on arising City health and safety matters.



David Messam

I think it will be a lot fairer for all concerned if everybody is seen to be paying for the improvements planned within the City walls.

Keith Messam, Manager



Chichester City Centre Partnership – Business Improvement District

Achievements 2014 - 2015

Introduction

A verbal report will be presented by BID Chairman Mr Andrew Finnamore accompanying this report to the Overview and Scrutiny Committee where any questions can be asked. The summary below is divided in to four main categories of Organisation, Marketing, Environment and Safety.

The Board continues to be made up of 14 businesses in the City, including representation from the City and District Council. These are House of Fraser, St Olav's, Little Shop of Secrets, Goodrowes, Dolphin and Anchor, Wannops, Team Jobs, Archibald Shaw, Amberley Developments, Chamber of Commerce and Industry.

Organisation

Office/Partnership

- AGM held (26th April 2014) and new directors signed up
- City office maintained with direct access for all BID levy payers
- Final accounts approved and submitted to Companies House
- Office management

Consultations

- Made representation on behalf of the businesses to Chichester District Council Planning Department on the Barnfield Drive Development
- Consultation on street lighting changes in City

Advice/Support

- Supported and advised many individuals and organisations on events, busking and peddling
- Liaised with several agencies and organisations including Chamber of Commerce and Industry, CCAAC, ChiSoc, West Sussex County Council, Chichester District Council, Chichester City Council
- Consultee role on all busker applications for WSCC
- Consultee role on pre-planned activities on the highway for WSCC
- Consultee on street trading licences for CDC
- Advised businesses of A27 improvement plans
- Power cuts in South Street and liaison with utility company

Other

- Database maintained
- Partnership with Auditel (Lancing) to provide audits and cheaper gas, electricity, water, POS and telephone contracts for businesses – i.e. Chichester Office Supplies BID Levy £132.30, savings £180.00; Zest for Taste BID Levy £515.00, savings £600.00; Mailboxes etc BID Levy £89.00, savings £360; ID Image Consultancy BID Levy £89.00 savings £417.00
- Provided footfall camera and statistics

- Provided quarterly newsletter called City Focus to all businesses with BID Levy and City news updates
- City Centre Manager continues to be a Board Director of Visit Chichester
- Year 3 BID levy leaflet produced to go out with the Levy Bills
- Openforum meeting held October 2014 at Thomas Eggar
- Christmas Light display and Christmas Tree Lights organised and managed
- Supported / advised businesses on CDC's A Board ban and removal

Marketing

Marketing

- Continued contract with Recenseo Ltd as retained strategic marketing services
- Ongoing strategic and tactical public relations support
- Blogged and tweeted various events, messages throughout the year
- City map (including attractions and eateries) produced x100,000



- Proto-type of leaflet dispenser produced for CDC approval
- Leaflet dispenser stand produced for CDC approval
- Secured £3000 sponsorship of fireworks

Autumn 2014 campaign to increase profile and footfall for Chichester

Advertising

- **Radio Advertising**

- **Period:** 01/10/14 – 10/12/14 (10 weeks)
- **Stations:** Heart FM (Hants & West Sussex) & Spirit FM (West Sussex and Hants)
- **Creative:** Vox pops & strapline *"Choose Chichester visit chichesterbid.co.uk"*
- **Call to action:** www.chichesterbid.co.uk

- **Internal Bus advertising**

- **Period:** 13/10/14 - 04/01/15 (10 weeks - possible extension if no one takes the panels)
- **Routes:** 700 Coastliner x 18, Route 60 Midhurst, Petworth Compass Travel Route 99
- **Creative:** 94 photo-based internal panels: *"Choose Chichester... for shopping ... for eating ...for brand names ...for independents ...for heritage ...for days out..."*
- **Call to action:** www.chichesterbid.co.uk



- **Sussex Life Advertising**
 - **Period:** Monthly advertising from November issue for 12 months
 - **Space:** ½ page vertical
 - **Creative:** *Choose Chichester... for Christmas shopping/ ... for eating/ ...for brand names/ ...for independents/ ...for heritage/ ...for days out*
- Themes change with seasons and events
- **Call to action:** www.chichesterbid.co.uk



- **Discover Britain Advertising**
- **Period:** One-off insertion in December-January *online* issue
- **Space:** Full page
- **Creative:** Aimed at short breakers: *Choose Chichester... for Christmas*
- **Call to action:** www.chichesterbid.co.uk



- **PR**
 - **Monthly In My View column in Chichester Observer**
 - **Topics included during the last season:**
- Aug – We’re talking Christmas footfall already - attributed to Kim Long
 Sept – structural change at the BID – attributed to Andrew Finnamore
 Oct – The impact of Goodwood – attributed to Brendan Cook
 Nov – Christmas is great for Chichester – NTE - attributed to Dave Johnson
 Dec – Making Christmas happen - attributed to Lyn Bethan

- **Media Releases**
 - **Topics included in this period:**
- Sept BID Manager job search
 City Centre Signage update
 Christmas Fireworks sponsorship & lights switch on date
 Oct BID open forum meeting
 Christmas lights switch on announcement
 Nov Launch of Christmas Festivities
 Countdown to Christmas Treasure Hunt
 Dec (Announcement of new BID Manager – prepared but cancelled)

The media distribution list includes (as appropriate, depending on topic):

Sussex Media:

News Meridian, Southern FM, Ocean FM, Heart FM, BBC South BBC Sussex Radio, Sussex Voice.co.uk, BBC Sussex News, BBC South News, Etc Magazine, Sussex Life, Sussex Express, West Sussex County Times, West Sussex Gazette, Chichester Observer, Chichester Herald, Midhurst and Petworth Observer, Spirit FM, Selsey Life, CDC e-Biz, Visit Chichester Worthing Herald
Wave 105FM

Hampshire Media:

Hampshire Life, Hampshire Chronicle, Kestrel FM, Breeze / Jack FM, BBC Radio Solent, The Portsmouth News,

Haslemere Herald, Haslemere Messenger, Petersfield Herald, Press Association,

Miscellaneous media:

The Argus, On Screen Digital, Places & Faces, Raring2Go

- **Social Media**

- **Twitter**

Continues to engage with Chichester businesses and visitors

986 followers

- **Facebook**

Page was put live 'softly' in the middle of November, in advance of Lights switch on and has not yet been promoted

Content is to be managed by BID office

- **Website statistics**

- When we first started work on upgrading the site in October 2013 the average weekly number of website visitors was 5.6 (five point six)
- In the 10 weeks up to the advertising campaign commencing in September 2014 the average weekly number of visitors was 175
- In the 10 weeks since the advertising campaign started the average weekly number of visitors is 629
- W/c 17 November 2014 set a new record with over 1,000 people visiting the site in 1 week
- That was eclipsed last week (w/c 24/11) with almost 2,500 people visiting the site – around 50% of which on Thursday alone accessed details of the lights switch on
- November 2013 saw around 1,800 people visit the site in total and around 400 on lights switch on day
- November 2014 saw almost 5,000 people visit the site with approx ¼ of these on light switch on day

- **Website updates**

- Continual updates on website include minutes, footfall figures, news, events, projects, Board changes, blog posts, levy payer promotions & updates on Home page

- **Footfall Summary**

- 2nd best October in 7 years
- 4th out of 9 measured Novembers since 2006 (no October figs in 2006)
- 2014 expected to be an above average year – over 10m (assume same footfall as last year)
Footfall camera in city centre doesn't measure West Street lights switch on
- Footfall over 8 weeks of radio & bus campaign is **up by 176,808** – more than same period last year
- The best 8 week stretch since 2007 15% off 2007 figures (best ever year, pre-recession)

Events

- Chichester's Got Style Fashion Show 26th April 2014 – first ever with a catwalk built in North Street, 26 businesses showcased their models and in-season fashions

- Garden Market 9-11th May 2014 – popular as ever and now in its 7th year
- Festival of Flowers Shop Window Competition judging 29th May 2014, winner Little London Boutique
- Independents Day held July 4th 2013 with bunting created and provided to shops
- Ride 2 Chi 27th July 2014 – 120 motorbikes parked up in City
- 27th November 2014 Light Switch On event with fireworks (£3,000 sponsorship secured from A Plan), community carol concert and entertainment (31,454 people)
- BID and Chamber provided prizes from businesses for a raffle and took a stand at Taste to raise money for Stonepillow (voluntary)
- 30th November – Saturday Festivities entertainment and activities all day
- 4th, 11th and 18th December 2013 Late night shopping events with entertainment and activities
- 6th – 14th December 2013 Chichester Christmas Market with live nativity and new stable
- 27th Nov – 19 Dec Treasure trail with £200 sponsored prize

Projects

- Online searchable shopping and business directory maintained

Environment

Crane Street

- Planning permission secured for the art sculpture project (3 x cranes) and hanging signs
- Crane sculptures commissioned and expected March
- 22 signs and brackets manufactured
- 22 businesses liaising with sign writer for branded artwork
- Agreements being reached with Chichester City Council regarding planting in the planters

Street scape

- Funded nine hanging baskets on the blank wall of M & S St Martins
- Funded hanging baskets for side of Stagecoach to reduce urination problems
- Tried to achieve baskets for North Pallant and Crooked S but could not achieve landlord permissions to secure scheme
- 5 x CDC owned map boards replaced in City



- 5 further sites being submitted for planning permission, design of further maps and purchase and installation of map boards
- Several meetings with West Sussex County Council officers and councillors to progress road refurbishment schemes for St Martins
- A-Board meetings led by CCCP with WSCC, CDC, CCC, CCAAC and businesses to find solution for A-Boards
- Planning application for 'n' frames and fingerposts to replace A Boards
- Proto type of 'n' frame manufactured for consultation purposes

- Employ Mikey from PACSO to clean streets and benches and weed, etc. once a week, hope to contract more young disabled adults in the future



St Martins

- Planning application for Retail merchandising Units

Events/Projects

- Achieved agreement with the developers of Barnfield Drive that they will include signage to the City Centre at the entrance/exit to the City Centre
- Organised City entry for Chichester In Bloom with Chichester City Council and retained Gold standard (4th year in a row)

Safety

General

- Security walk-rounds (multi agency) took place: May, July, Sept, Nov and Dec 2014
- Operation Tigger – drug dogs 31st July
- Provided 6 SIA roaming street personnel (6.00pm – 1.00am) on 5 occasions including Goodwood events
- Continued good relationships with Sussex Police, Licensing Department (Police and Council), members and other agencies
- Key holders scheme for the City
- Trial of cardboard officers



Projects/Events

- 6 body worn cameras purchased and loaned free of charge to BID levy night time economy members
- Free training session for businesses 13th March 2014 (reducing incidents, shoplifting guidance, credit card fraud, witness statements)

Preparatory work already undertaken for 2015

Marketing

- February 15th Pensions workshop for all businesses

- AGM 29th April 2015
- Garden Market 8-10 May 2015
- Orienteering event 16th May 2015
- Ride 2 Chi 5th July 2015
- **Radio Advertising**
- **Period:** 02/02/15 – 26/04/15 (10 weeks)
- **Stations:** Heart FM (Hants & West Sussex) & Spirit FM (West Sussex and Hants)
- **Creative:** Vox pops & strapline *“Choose Chichester visit chichesterbid.co.uk”*
Alternative creative has been requested by AF
- **Call to action:** www.chichesterbid.co.uk
- **Internal Bus advertising**
- **Period:** 02/02/15 – 26/04/15 (10 weeks)
- **Routes:** 700 Coastliner x 18, Route 60 Midhurst, Petworth Compass Travel Route 99
- **Creative:** 94 photo-based panels: *“Choose Chichester... for shopping ... for eating ...for brand names ...for independents ...for heritage ...for days out...”*
Repeat creative
- **Call to action:** www.chichesterbid.co.uk

Additional activity in discussion for 2015

Surveys – Christmas feedback/review as per 2014 plus survey on Weds/Sat City centre market

Consider pushing Sunday trading to Chichester businesses and shoppers

Consider coach and cruise markets and how they can be targeted for 2nd BID term

Environmental

- Additional hanging baskets for communal areas such as North Pallant and Crooked S