

Public Document Pack

JOHN WARD

Head of Finance and Governance Services

Contact: Lisa Higenbottam on 01243 534684
Email: lhigenbottam@chichester.gov.uk

East Pallant House
1 East Pallant
Chichester
West Sussex
PO19 1TY
Tel: 01243 785166
www.chichester.gov.uk



A meeting of **Overview & Scrutiny Committee** will be held in Committee Room 1, East Pallant House on **Tuesday 12 January 2016 at 9.30 am**

MEMBERS: Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mr M Cullen, Mrs P Dignum, Mr N Galloway, Mrs E Hamilton, Mr G Hicks, Mr S Lloyd-Williams, Caroline Neville, Mrs P Plant, Mr H Potter, Mr J Ransley, Mr A Shaxson and Mrs J Tassell

AGENDA

- 1 **Chairman's Announcements**
Any apologies for absence that have been received will be noted at this point.
- 2 **Minutes** (Pages 1 - 12)
To approve as a correct record the minutes of the Overview & Scrutiny Committee meeting held on 17 November 2015.

To consider progress against the recommendations to Council and Cabinet including further to minute 30 of November 2015 the attached letter to Tony Dignum from Louise Goldsmith.
- 3 **Urgent Items**
The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to Late Items.
- 4 **Declarations of Interests**
Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.
- 5 **Public Question Time**
The procedure for submitting public questions in writing no later than 12:00 on Monday 11 January 2016 is available upon request to Member Services (the contact details for which appear on the front page of this agenda).
- 6 **Hyde Report** (Pages 13 - 22)
Further to minute 20 of 15 September 2015 the committee is requested to consider the attached report from the Hyde Group.
- 7 **Review of Business Improvement District (BID)** (Pages 23 - 51)
Further to minute 247 of 17 March 2015 the committee is requested to consider 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.

- 8 **Housing Strategy Review** (Pages 52 - 84)
The committee is requested to consider the review of the Housing Strategy and to support the recommended options for future housing delivery together with capital investment. The committee is asked to note the progress achieved in delivering the milestones and targets in the Housing Strategy delivery plan, to endorse the new target dates and to raise any areas of concern to Cabinet.
- 9 **Think Family Expansion Programme** (Pages 85 - 142)
Further to minute 177 of 6 March 2014 the committee is invited to consider and note the work of the Think Family Expansion Project to date and to comment on the changes to the project going into phase two.
- 10 **Improving the Health of our Communities and Workforce** (Pages 143 - 156)
The committee is requested to consider the progress achieved on this work stream, to note the outcomes and to raise any issues of concern.
- 11 **Budget Review Task and Finish Group**
An oral report will be provided by members of the Budget Review Task and Finish Group.
- 12 **Cultural Grants Task and Finish Group** (Page 157)
The committee is requested to agree the terms of reference of this task and finish group, along with the membership and appoint a Chairman.
- 13 **West Sussex Joint Scrutiny**
The Chairman will provide an update on the proposals of the Joint Scrutiny Steering Group for future joint scrutiny work. Mr Potter will provide an oral update on the recent Flooding Review.
- 14 **Late Items**
Consideration of any late items as follows:
 a) Items added to the agenda papers and made available for public inspection.
 b) Items which the Chairman has agreed should be taken as matters of urgency by reason of special circumstances reported at the meeting.
- 15 **Exclusion of the Press and Public**
There are no restricted items for consideration.

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of "exempt information" as defined in section 100A of and Schedule 12A to the Local Government Act 1972
2. The press and public may view report appendices which are not included with their copy of the agenda on the Council's website unless these are exempt items.
3. Restrictions have been introduced on the distribution of paper copies of longer appendices to reports where those appendices are circulated separately from the agenda as follows:
 - a) Members of the Overview & Scrutiny Committee, the Cabinet and Senior Officers – receive paper copies including the appendices

- b) Other Members of the Council – Appendices may be viewed via the Council's website.
4. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. (Standing Order 11.3)

Public Document Pack Agenda Item 2



Minutes of the meeting of the **Overview & Scrutiny Committee** held in Committee Room 2, East Pallant House on Tuesday 17 November 2015 at 10.00 am

Members Present: Mrs C Apel (Chairman), Mrs N Graves (Vice-Chairman), Mr P Budge, Mr M Cullen, Mrs P Dignum, Mr N Galloway, Mrs E Hamilton, Mr G Hicks, Caroline Neville, Mrs P Plant, Mr H Potter, Mr J Ransley, Mr A Shaxson and Mrs J Tassell

Members not present: Mr S Lloyd-Williams

In attendance by invitation: Mr G McAra

Officers present: Mr R Dunmall (Housing Operations Manager), Mrs B Jones (Principal Scrutiny Officer), Miss L Higenbottam (Member Services Assistant), Mrs J Hotchkiss (Head of Commercial Services), Mr D Hyland (Community and Partnerships Support Manager) and Mrs E Reed (Environmental Housing Manager)

23 **Chairman's announcements**

Mrs Apel welcomed the committee, members, officers and the press and invited all present to stand for a minutes silence in memory of those who lost their lives in the recent Paris attacks.

Apologies were received from Mr Lloyd-Williams.

24 **Minutes**

Mrs Apel explained that the recommendations from the Hyde Review were ongoing. Members had been informed that Hyde were holding a series of residents meetings at many of the sites in the review. Some members were invited to these meetings. Hyde had invited members to attend an Open Day in Chichester on 18 November 2015. Mrs Apel encouraged all present to attend.

RESOLVED

That the minutes of the Overview and Scrutiny Committee (OSC) held on Tuesday 15 September 2015 are approved as a correct record.

Accordingly, Mrs Apel signed and dated the official version of the minutes.

25 **Urgent Items**

To be discussed under late items:

- OSC work programme
- Centre for Public Scrutiny sponsored awards

26 **Declarations of Interests**

Mr Cullen declared a personal interest in relation to agenda item seven as a private landlord based outside of the district.

Mr Galloway declared a personal interest in relation to agenda item seven as a private landlord based outside of the district.

Mr Ransley declared a personal interest in relation to agenda item seven as a private landlord.

Mr Shaxson declared a personal interest in relation to agenda item seven as a private landlord.

27 **Public Question Time**

There were no public questions.

28 **Leisure Services Review**

Mrs Apel introduced the item explaining that a year and a half ago it had been agreed to review leisure services. It was now timely to receive an update on progress with this review.

Mr McAra, a former member of the OSC and originally nominated to sit on the Cabinet led Leisure Task and Finish Group (TFG), explained that the TFG had met several times and the leisure services review was still ongoing. The TFG discussed options for the leisure centres and potential private operators, reducing the preferred options to two following an interview process. Mr McAra noted the process could result in considerable savings for the council although the provision of current services needed to be maintained, the impact on other council services minimised and the impact on tax payers considered.

Mrs Hotchkiss explained the process to date. In September 2014 Cabinet reached a decision to test the market for leisure services provision and set up a TFG which had met six times. The first meeting in November 2014 agreed the terms of reference and established a reporting structure. In April 2015 following competitive dialogue the leisure services went out to open tender with 11 parties registering interest. Following an evaluation process this was reduced to five who were invited to submit tenders. In August 2015 two preferred bidders were decided. The TFG received presentations from both and the final tenders had been submitted. Following a re-evaluation process the tenders would be discussed at the December 2015 TFG along with the risks and benefits of outsourcing. The final decision of whether to outsource leisure services will be made by Council. If Council decides in favour of outsourcing then Cabinet will decide its preferred contractor in February 2016.

Mrs Hotchkiss assured the committee that the following communication methods had been used for the review:

- A Staff Forum with 15 representatives from across the leisure services including sports development
- Two letters to all staff involved
- Senior officers attended two Joint Employee Consultative Panels
- Clubs, organisations, partners and sponsors have been written to and invited to comment and discuss any questions
- A newsletter was issued to the leisure centres, libraries and other local community venues
- The local paper featured a double page spread on the review

Mr Cullen noted the excellent work of the leisure centres is due to the positive attitude and work of the staff. Mr Cullen asked how the current services would be protected. Mrs Hotchkiss explained that if a contractor was the preferred option they would be issued with a Sports England contract based on a Sports England specification to keep the high standards and ensure baseline facilities are maintained or enhanced. Both contractors were asked to produce method statements for current delivery. Mrs Hotchkiss explained that services such as GP referrals will continue. Mr McAra added that consideration would be given to The Grange as a joint building with West Sussex County Council (WSCC).

Mrs Hotchkiss clarified for Mrs Graves that working with a larger organisation could provide benefits.

Mr Ransley asked for clarification of the timetable for the decision of whether to outsource the leisure services with his understanding being Cabinet meet in January the morning before Full Council. Mrs Hotchkiss explained this was the current schedule but all members would receive Cabinet papers five clear working days in advance. Mr Ransley commented on the small window of time to consider the papers and requested that all of the options papers be provided to members.

Mr Ransley suggested either OSC rely on the TFG or a special meeting of the OSC be held to provide members with the reassurance. Mrs Hotchkiss explained the TFG would meet on 18 December 2015 with the Cabinet report ready for 26 January 2016. If the meeting of the 26 January were to change then this could affect the project end date.

Mrs Apel asked if the decision could be put back. Mrs Hotchkiss explained that the deadlines had been issued to the contractors and notice would have to be given.

Mr Ransley asked if there was a reason OSC could not meet in January. Mrs Hotchkiss explained that the papers would not be ready until the 26 January 2016 Cabinet. Mr Ransley suggested a report from the TFG could be provided.

Mrs Apel suggested co-opting Mr McAra onto the committee for the period of the review. Mr McAra stated he did not wish to accept.

Mr Shaxson noted the function of OSC could only be fulfilled by having a properly constructed appraisal. Mr Shaxson explained it was necessary to avoid a situation in January where the decision had to be deferred as it had not been scrutinised.

Mr Ransley explained he had no desire to defer the decision, just to ensure due process is followed by the TFG reporting back to OSC in January. Mr Hyland explained that the TFG was established through Cabinet not OSC.

Mr Ransley recommended a verbal report be provided to the 12 January 2016 OSC by the Chair and OSC representative of the Leisure Task and Finish Group. This was seconded by Mrs Dignum. The majority were against.

Mr Shaxson proposed a written report from the TFG be brought to a special or ordinary OSC meeting in January 2016. Mrs Plant seconded. The majority were in favour.

Mrs Hotchkiss asked for confirmation of when the papers need to be submitted.

RESOLVED

That a special meeting of the OSC be convened between 12 and 26 January 2016 to consider a written report from the Leisure TFG.

Post meeting update: The date of this meeting has been set as Tuesday 19 January 2016.

29 Review of Private Sector Housing Renewal Strategy 2016-2021

Mrs Reed explained that local authorities are undertaking reviews of housing stock in the district. A desktop exercise has been carried out. 22% of stock has a category one health and safety hazard. The results also indicate a high level of fuel poverty and cold homes in the central and northern areas of the district. The highest levels of hazards are also in the central and north areas of the district. Mrs Reed explained a strategy had been developed to help towards reducing these figures.

The strategy involves four main types of financial assistance:

1. A Landlord Accreditation Scheme for private sector landlords to match-fund properties to bring them up to the minimum standard. Landlords can access up to £4,000 across a 10 year period. This has been successful since 2006 with the University of Chichester now only advertise accredited properties.
2. A Home Repair Assistance Scheme for the most vulnerable to carry out essential repairs if they meet the requirements of a means test.
3. A Chichester Warm Homes Initiative for landlords and homeowners to provide vulnerable tenants with funding when they are unable to access grants from energy companies.
4. Providing mandatory disabled facilities grants and continuing to work with housing colleagues to ensure clients reside in a suitable home.

Mr Dunmall clarified that the recommendation should read 2021.

Mr Dunmall added that the stock modelling exercise showed a much lower level of excess cold hazard and fuel poverty in social housing.

Mr Cullen asked for clarification on funding provided by WSCC. Mr Dunmall advised an approximate 10% cut back on funding was likely.

Mr Ransley commented on the terms of reference and the credibility of a desktop exercise and could see no target or outcome proposed in the strategy. Mr Ransley asked how the most vulnerable would be identified and requested an indication of achievements from the current year in order to justify any targets set for the strategy next year.

Mr Dunmall explained that the information used was sourced from the 2011 Census which contained questions about home and heating. The English House Condition Survey also provided data on financial resources and expenditure. The Building Research Establishment carried out the stock modelling exercise and the results of such surveys have been shown to reflect the results of physical surveys. Mr Dunmall explained the strategy was in draft and amendments will be considered following the consultation process.

Mr Ransley asked how the most vulnerable would be identified. Mr Dunmall explained that information is held for individual properties on a database but staffing levels do not allow for a thorough search. The council will identify residents with capital under £16,000 who are in receipt of a means tested benefit.

Mrs Hamilton asked if any of the Rural Estate Landlords had joined the accreditation scheme and if they had why they required the financial benefits. Mr Dunmall explained that no Rural Estate Landlords had taken up the scheme. Cabinet had provided Cowdray, Goodwood and similar estates with grants in 2001.

Mr Dunmall explained new legislation requires that any complaint submitted in writing by a tenant receives a response and plan of action from the landlord in 14 days. The tenant would receive protection from eviction for six months from the date of the complaint.

Mr Shaxson questioned the communication with landlords as he was unaware of the initiatives.

Mr Shaxson asked how effective the schemes were and whether lessons had been learnt. Mr Dunmall explained that approximately 50 households have been improved each year. 350 properties are above standard with approximately 300 of those multiple occupancy with three to four beds. Mrs Reed added that the budget is limited with two health officers available to visit properties. Landlord engagement and tenants coming forward are the main sources of identifying properties. Mrs Reed emphasised the wish to promote a strategy that can achieve results with the resources available.

Mr Shaxson suggested that extensions to houses should be noted. Mr Dunmall explained extensions would be subject to build control so should be up to standard.

Mr Shaxson suggested they might be suitable for the occupier but generally not affordable at resale.

Mrs Tassell asked for clarification of affordable housing on exception sites in rural housing areas and whether exception sites would cease. Mr Dunmall explained that through S106 there is a requirement for social housing unless the local authority state otherwise. Mr Dunmall was unable to clarify whether exception sites would be discontinued.

Mr Potter explained that West Dean is an exception estate and only three properties are not owned by the estate. All properties are metered by a gas heating supply charged to the estate. The success of this biomass scheme could lead to a bigger boiler being created to also include the provision of hot water. Mr Potter felt this could be a way forward for other similar communities.

Mr Cullen suggested adding Rural Estate Landlords to the OSC work programme.

Mr Ransley requested that when the strategy comes back after consultation it should have a plan to identify the most vulnerable and provide guidance of intended outcomes annually over the next five years. This was seconded by Mr Cullen.

Mr Ransley requested a definition of category one hazard be put in any future papers.

Mr Ransley requested that the second bullet point on page 4 of the agenda 'Strict planning controls restricting opportunities for new housing developments in rural areas' be removed. Mr Dunmall suggested stating 'within the national park area'.

Mrs Graves asked why the Leconfield Estate had not been included. Mr Dunmall explained that engagement had stopped since the early 2000's following site visits.

Mr Dunmall clarified that out of the £4 million budget only £686,000 is set aside for repairs over a five year period.

Mr Ransley requested the budget be reassessed to provide a greater resource to the most vulnerable in the district.

Mr Dunmall explained that the disabled facilities money comes from the Better Care WSCC fund. This fund allocated £623,000 to the Chichester district this year but could not clarify future funding. Five years ago the expenditure totalled over £1 million.

RESOLVED

That the draft Private Sector Housing Renewal Strategy 2016-2021 be approved for consultation taking into account the comments and revisions suggested by the committee.

Mr Hyland explained that an arrangement had been made in March 2014 to support Voluntary Action Arun and Chichester for a two year period with funding from this Council, and monies received from WSCC under contract. The current arrangement is due to end in March 2016. The Grants and Concessions Panel have scheduled to discuss a detailed report on the matter at its January 2016 meeting when further information regarding whether WSCC will commit to funding should be available.

Mrs Apel expressed concern over the risk posed to the continued work of a large volume of organisations if the funding were to cease. Mr Hyland explained that the funding available from WSCC is currently unclear due to a larger review taking place.

Mr Ransley requested a separate exercise to address the bigger picture of funding for the voluntary sector. Mr Hyland explained that the report provided a snapshot in time and at present there was no definitive way forward, however there was a belief that a level of funding would be available next year but this would hopefully be confirmed at the Grants and Concessions Panel.

Mrs Tassell expressed how impressive speakers from the voluntary organisations had been at a previous TFG.

Mr Cullen noted the excellent work of the organisation and the vast amount of work carried out.

Mr Cullen recommended that the Leader write to the Leader of WSCC asking for an immediate response to WSCC's Voluntary and Community Sector funding commitment post March 2016 with the outcome reported back to the January OSC meeting. This was seconded by Mr Potter.

Mr Shaxson explained that care should be taken in scrutinising the voluntary sector to keep encouraging volunteering.

RECOMMENDED TO THE LEADER OF THE COUNCIL

That the Leader writes to the Leader of WSCC asking for an immediate response to WSCC's Voluntary and Community Sector funding commitment from March 2016.

RESOLVED

1. That the Grants and Concessions Panel report be noted.
2. That the Grants and Concessions Panel will be carrying out a review of the funding agreements and that the Panel makes recommendations for the renewal of the contract.
3. That the Council plans ahead for any future gap in funding of this service.
4. That an update be provided to the January OSC.

31 Corporate Plan Task and Finish Group Final Report

Mrs Dignum explained that the Corporate Plan TFG was tasked with checking the Corporate Plan performance against targets with six red areas identified:

The Housing Condition Stock Modelling

- This item was only flagged red due to a delay in coming to OSC
- Mrs Dignum expressed admiration for the hard work of the Housing Department

Private Sector Renewal Policy

- This item was only flagged red due to a delay in coming to OSC
- Mrs Dignum noted no real concerns

All Reported Crimes – Chichester

- The council is not responsible for crime rates but is a partner to authorities who are
- There has been a 3.3% increase in crime
- The increase could be explained by a change to the method of recording serious crime and the increase trend in the number of sexual offences being reported
- Mrs Dignum explained that the activities of one individual can skew the results for an area
- Mrs Dignum praised the Community Wardens who work to prevent crime and suggested they be given permanent contracts

The percentage of people who are maintaining positive lifestyle changes as a result of referral to the Wellbeing Hub after 3 months

- Mrs Dignum explained the wellbeing quarterly surveys were impressive
- A target had been set of 80% and previously 90% had been achieved
- The lower score of 75% can be attributed to the loss of data for the period by an individual and some lack of advice taken up by those referred to the service
- Mrs Dignum commended the efforts of those involved in the many positive case studies

To increase the survival rates of companies after 3 years to align with SE actual

- A 51.7% survival rate was achieved
- A challenging but considered achievable target of 61.9% was set nationally
- Mrs Dignum requested updated figures in December as the figures provided were a year in arrears

The percentage of household waste sent for reuse, recycling and composting

- The target for recycling was set at 42% but 39.25% was achieved
- The Inter Authority Waste Group discussed ways to increase this figure with suggestions including the collection of textiles, small electrical items, smaller waste bins, food waste bins and collecting rubbish less often
- Mrs Dignum explained the TFG felt this was an area of concern and further attention is required
- Mr Barrow, the Cabinet Member for Environment, had been requested to attend this meeting to update the committee but had been on holiday,

however he is scheduled to brief Full Council prior to its 15 December meeting

- Mrs Dignum highlighted the European Union target of 50% recycling and a possibility of 70% recycling by 2030 which would require some radical rethinking

Mr Shaxson proposed reintroducing the Waste Minimisation Strategy Panel, the Council's former recycling monitoring body, to help identify solutions. Mrs Tassell seconded.

Mrs Plant discussed the issue of the treatment of black bag rubbish which contains a lot of wet and heavy food and the idea of using a third bin and recycling via an anaerobic digester. Mr Ransley explained that individuals could buy digesters to recycle food waste for composting.

Mr Cullen explained that residents need easily accessible recycling facilities and praised the superb recycling facilities and staff at the Westhampnett site and the provision of amenity tips to take food and electrical waste.

RESOLVED

1. That the report of the Corporate Plan TFG is noted and that the committee is satisfied that the Council is achieving satisfactory levels of performance against the targets and activities in the 2015/16 Corporate Plan mid-year progress report.
2. That the concerns of the Corporate Plan TFG reflected in paragraph 4.5 of the report regarding the Council's underachievement of the recycling target (and the need to have a fuller debate of new ideas at a higher level as a step towards improvement of the figures) are forwarded to the Cabinet Member for Environment, along with the request to reintroduce the Council's Waste Minimisation Strategy Panel.

32 Budget Task and Finish Group

RESOLVED

1. That Mrs N Graves, Mr G Hicks and Mr J Ransley be confirmed as members of this Task and Finish Group.
2. That the Terms of Reference, scope and outline plan be approved.

33 Community Safety Task and Finish Group

RESOLVED

1. That Mrs P Dignum, Mrs N Graves, Caroline Neville, Mrs P Plant and Mrs J Tassell be confirmed as members of this Task and Finish Group.
2. That the Terms of Reference, scope and outline plan be approved.

34 Late Items

OSC Work Programme

Mrs Jones updated the committee on the items scheduled for the January OSC meeting:

- Budget review TFG – final report
- Antisocial Behaviour Act and Enforcement Policy – review of implementation
- Housing Strategy – review in light of recent government changes
- Improving the Health of our Communities and Workforce - assessment of project outcomes
- Think Family Expansion Programme – evaluation of outcomes
- Business Improvement District – evaluation of outcomes in the Business Plan
- Cultural Grants TFG - terms of reference
- Hyde Review TFG - terms of reference

Centre for Public Scrutiny Award

Mr Hyland explained that the Centre for Public Scrutiny sponsors an annual award with entry closing in February. Entries are marked against the following criteria:

- Innovation
- Involving Communities
- Raising the Profile
- Service Transformation
- Working Together

The committee agreed that they may consider an entry in 2017.

35 Exclusion of the Press and Public

There were no restricted items for consideration.

The meeting ended at 12.33 pm

CHAIRMAN

Date:

Louise Goldsmith
Leader of the Council

T: 03302 222514
louise.goldsmith@westsussex.gov.uk
www.westsussex.gov.uk

Cabinet Office
County Hall
West Street
Chichester
West Sussex
PO19 1RQ



Councillor Tony Dignum
Leader, Chichester District Council
East Pallant House
1 East Pallant
CHICHESTER
West Sussex PO19 1TY

3rd December 2015

Our Ref: LG/ces

Dear Tony

Infrastructure Support to the Voluntary Sector

Thank you for your letter regarding infrastructure support for the Voluntary sector in Chichester and Arun. I can confirm that the County Council also values the service provided by VAAC and we are pleased with how this arrangement has worked over recent years.

I can also confirm that we are committed to continuing with the contractual arrangements with Districts and Boroughs for the provision of infrastructure support and my officers met only this week with the CVS Network which has Countywide representation from the other voluntary action organisations. These meetings are bi-monthly with their representation rotating on a four monthly basis - I believe Hilary has attended in the past. These arrangements were recently reviewed and representation now includes officers from the District and Borough Councils, and in fact Chichester District were represented at the recent meeting which was helpful. An agreement was made that our officers would engage with the other District and Borough Councils in order that representation complements that of the CVS areas, thereby improving communications between all of the parties.

I know that there have also been regular meetings between West Sussex County Council and the Districts and Borough officers at an operational level the last one of these taking place quite recently on November the 4th and you are correct to say that no definite figures could be communicated. I do understand the difficulty that this is causing. Unfortunately, alongside other authorities with the responsibility for Public Health, we have had, at very short notice, an in year savings target allocated to us of just over £2 million from the Public Health grant and no indication so far of the likely savings required next year. This has resulted in a review of all of our Public Health budgets and contracts which I do understand has caused uncertainty and is unsettling for everyone.

.../

The general message that you have had is correct. We do wish to continue to devolve this budget to the Districts and Boroughs to enable our staff and the voluntary sector to work together for the benefit of all of our residents. I am committed to communicating the results of our work on this budget as soon as possible and I and my officers understand fully the pressures around the timescales. We would hope to avoid the scenario that you have outlined in your letter.

I hope that this is helpful Tony and I am sorry that I cannot be more definite about future funding but I can assure you that we are working hard to resolve the situation and will be in touch soonest.

With best wishes

A handwritten signature in black ink, appearing to read 'Louise Goldsmith', with a long horizontal flourish extending to the right.

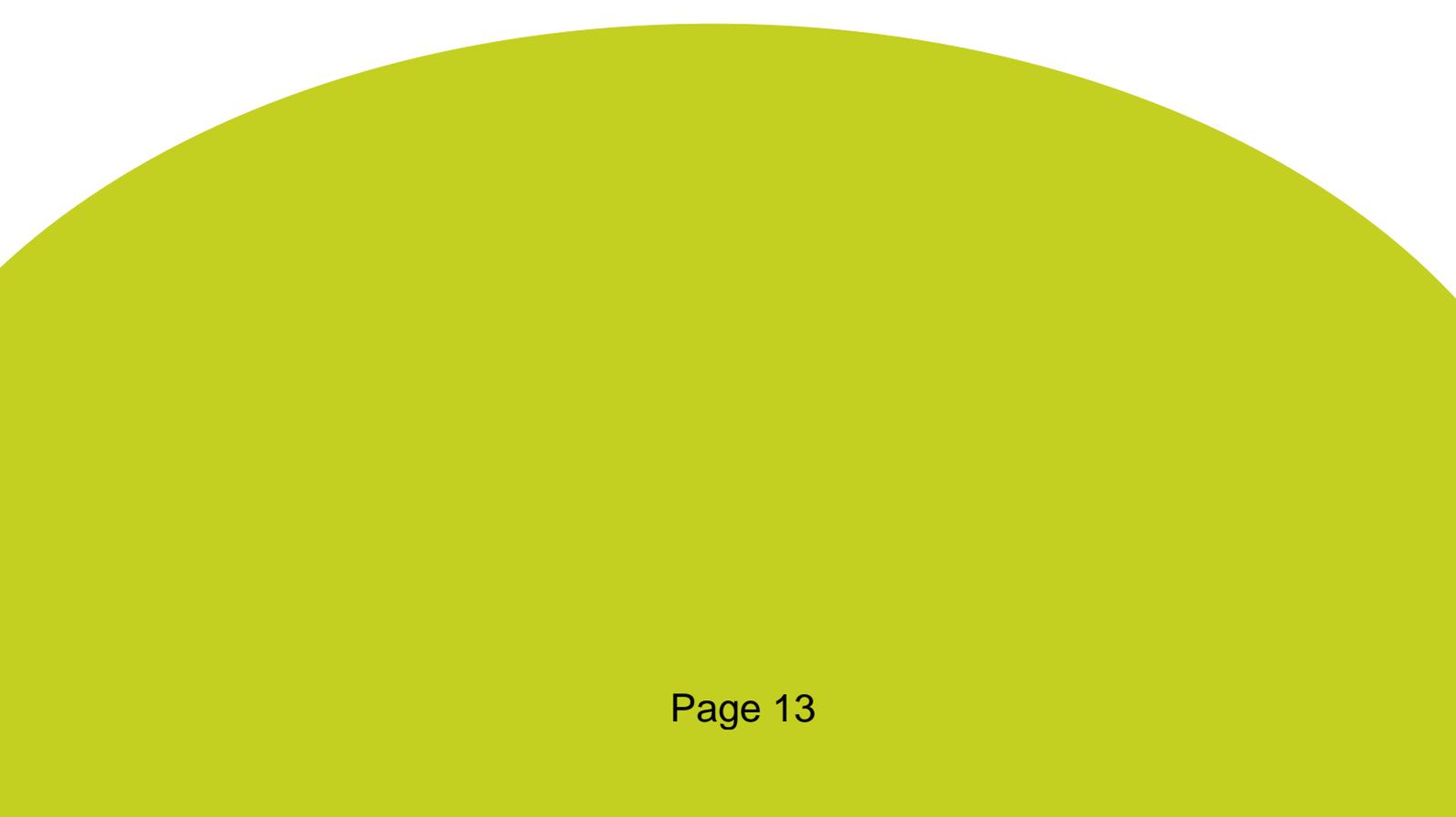
Louise Goldsmith
Leader
West Sussex County Council



The Hyde Group
Making a lasting difference



The Hyde Group
Service Charges Overview for
Chichester District Council





Background

Chichester District Council Overview & Scrutiny Committee – Task & Finish Group

The Hyde Group have been asked to provide a report, following a review by Chichester District Council's Overview & Scrutiny Committee Task & Finish Group, into complaints received from residents, stating that they had seen a large increase in their Service Charges.

We were asked to provide a full report to the January 2016 meeting of the Overview and Scrutiny Committee addressing:

1. **the methods used to calculate the service charge increases in identified schemes and the justification for any changes that have been implemented**
2. **the progress made in resolving complaints and improving communication**
3. **current performance against the organisation's key performance indicators**

Methods used to calculate the service charge increases and the justification for the changes that have been implemented

An outline of how service charges are calculated

Firstly, we set an individual budget for every scheme each year based on estimates using: previous year costs; any changes to the service provided; changes to the cost of contracts provided by the suppliers and any expected changes in VAT and inflation over the coming year.

This estimate is sent to residents each February in advance of the new financial year. The amount residents pay during the year is based upon this estimated Service Charge.

Home owners and tenants who pay variable service charges are sent a service charge statement which is a final account, showing actual costs and any surplus or deficit after September each year. The statement refers to costs incurred in the previous full financial year.

Scheme estimates and costs are apportioned to individual residents based on the provisions in the tenancy agreement or lease.

Overview of Chichester Schemes

We have carried out a review of the specific properties within schemes identified to us by Chichester District Council. The schemes identified to us were as follows:

- Pilgrim Court
- Bishop Luffa Close
- Butts Meadow
- Warrenside



- Townfield
- Culvers

We met with the residents at each scheme at a local venue to talk through their issues. The majority of the schemes have seen increases in their service charges. As we have previously outlined at the Task & Finish Group review meetings, the increases predominantly relate to recovery of Health and Safety Compliance Service costs.

Hyde has always been fully entitled to recover the costs related to Health and Safety Compliance charges, but in the past we have absorbed these amounts rather than pass them on to individual residents.

As part of the most recent budgeting exercise, we decided that these costs should be recovered and we made the necessary changes the Group's portfolio.

We have outlined below what the results of the changes would have been for selected properties within each of the schemes shown above. Please note that different residents may have received charges slightly different to those quoted, as we have picked a random sample of properties within each scheme for the purpose of conducting the review.

It should also be noted that any charges or apportionment of the costs are made in line with the relevant tenancy agreement or lease agreement that the specific resident has with The Hyde Group.

Details are provided below:

Pilgrim Court

2013-2014

The total estimated scheme service charge for 2013/14 was £15,564.82. This did not include costs related to Controlled Door Entry and Legionella control services.

2014-2015

The total estimated scheme service charge for 2014-2015 was £24,934.14. This was an increase in the estimated cost compared to 2013-2014; however this provided a more realistic estimate of the costs to be incurred within the financial year.

2015-2016

The total estimated scheme service charge for 2015-2016 was £29,524.60. This was an increase in the estimated cost compared to 2014-2015 and has been modelled on the estimated service costs, in addition to the inclusion of the Health and Safety compliance costs.

The difference in 15/16 Scheme costs compared to the 14/15 Scheme costs for Pilgrim Court residents are circa 18% mainly due to increased compliance costs recovery. The Service Charge for 2014/15 was an estimated weekly charge of £47.22 per resident. This has been increased to £55.92 for 2015/16 financial year – an uplift of £8.69 per resident, per week.



Pilgrim Court residents pay a Fixed Service Charge in accordance with their tenancy agreement/lease, which is based on the Service Charge Estimate sent out at the beginning of the financial year. Consequently the residents do not receive the final Actual statement.

A fixed service charge is based on how much we know or estimate it will cost to run the services in the scheme/block. If the scheme has overspent by the end of the year, those residents will not be asked to pay any additional amounts. If the scheme has under spent, a refund will not be made.

The breakdown for the compliance costs is:

Legionella

This relates to the maintenance and inspection of the water hygiene services in the building.

Electrical Testing

As per the existing schedule of rates, there are three annual rates depending on the size of the building.

	Cost	Cost Inc. VAT
Converted Houses	£777.70	£933.24
Up to 4 Floors	£930.97	£1,117.16
5+ Floors	£1,305.63	£1,566.76

We based this on the latest set of cost information from our system. No follow up or remedial works have been included within the budget as this cannot be predicted.

Emergency Lighting & Fire Safety (including Door Entry Systems)

All equipment has to be tested and serviced at regular intervals. Costs are determined by a schedule of rates and charged to each block depending on the particular elements within the common parts.

Grounds Maintenance

The Grounds Maintenance is carried out by Martlet Build (now called Hyde Property Services) and the estimate is based on their schedule of rates for the services carried out to the estate/block.

Bishop Luffa Close

Due to the number of blocks within Bishop Luffa Close, we will refer to the scheme with the highest percentage increase in service charges for a further explanation.

2014-2015

The total estimated scheme service charge for 2014-2015 was £694.06. This excluded the costs of Controlled Door Entry and Electrical Maintenance (including lightbulbs & inspections)

2015-2016

The total estimated scheme service charge for 2015-2016 was £4,557.24. This was an increase in the estimated cost compared to 2014-2015 of £20.12 per resident per week



and has been modelled on the estimated service costs and the inclusion of the Health and Safety compliance costs.

Similar to Pilgrims Court, this scheme is based on a Fixed Service Charge and the main increase is due to the additional recovery of the Compliance services costs such as Legionella, Electrical Testing, Emergency Lighting & Fire Safety and Door Entry Systems.

Costs are determined by a schedule of rates and charged to each block depending on the particular elements within the common parts.

We do acknowledge that for some the percentage increase is substantial. This is due to the initial estimate being low or where we had not set a charge for the previous year e.g. for the Bishop Luffa Close scheme (four units), the Fire Safety estimate for 2014/15 was £3.86 per annum. This has been increased to £1,114.24 per annum for 2015/16 financial year to cover the maintenance of the common areas and any testing of services required for health and safety reasons. This is an uplift from £0.02 per resident per week in 2014/15 to £5.80 per resident per week in the 2015/16 financial year.

When Hyde has previously carried out these works, we have generally not looked to recover the costs from the Residents. However such costs are recoverable as a service chargeable item and residents are now being billed accordingly.

Butts Meadow

Due to the number of blocks within Butts Meadow, we refer to the scheme with the highest percentage increase in service charges for a further explanation

2014-2015

The total estimated scheme service charge for 2014-2015 was £118.24. This excluded cleaning costs and Electrical Maintenance (including light bulbs & inspections).

2015-2016

The total estimated scheme service charge for 2015-2016 was £1,411.98. This was an increase in the estimated cost from 2014-2015 and has been modelled on the estimated service costs, in addition to the inclusion of the Health and Safety compliance costs.

The increases were due, in the main, to the additional recovery of the Compliance services costs such as Legionella, Electrical Testing, Emergency Lighting & Fire Safety and Door Entry Systems.

Properties within the Butts Meadow scheme did see increases in the 15/16 Scheme costs compared to the 14/15 Scheme costs. This led to an uplift from £1.23 per resident per week in 2014/15 to £14.71 in 2015/16. The extent of the uplift only occurred where no previous charges for recovery of the compliance costs were being made to the residents. Certain properties actually had reductions, in percentage terms, as the costs for other services reduced.

Warrenside



Due to the number of blocks within Warrenside, we refer to the scheme with the highest percentage increase in service charges for a further explanation.

2014-2015

The total estimated scheme service charge for 2014-2015 was £943.39. This excluded cleaning costs, Controlled Door Entry and Electrical Maintenance (including light bulbs & inspections).

2015-2016

The total estimated scheme service charge for 2015-2016 was £4,489.75. This was an increase in the estimated cost from 2014-2015 and has been modelled on the estimated service costs, in addition to the inclusion of the Health and Safety compliance costs.

The increases were due, in the main, to the additional recovery of the Compliance services costs such as Legionella, Electrical Testing, Emergency Lighting & Fire Safety and Door Entry Systems.

Properties within the Warrenside scheme did see increases in the 15/16 Scheme costs compared to the 14/15 Scheme costs. This led to an increase from £4.91 per resident per week in 2014/15 to £23.38. This occurred where no previous charges for recovery of the compliance costs were being made to the residents. Certain properties actually had reductions, in percentage terms, as the costs for other services reduced.

Townfield

Due to the number of blocks within Townfield we refer to the scheme with the highest percentage increase in service charges for a further explanation

2014-2015

The total estimated scheme service charge for 2014-2015 was £350.70. This excluded Fire Safety costs and Electrical Maintenance (including light bulbs & inspections).

2015-2016

The total estimated scheme service charge for 2015-2016 was £2,854.99. This was an increase in the estimated cost from 2014-2015 and has been modelled on the estimated service costs, in addition to the inclusion of the Health and Safety compliance costs.

The increases were due, in the main, to the additional recovery of the Compliance services costs such as Legionella, Electrical Testing, Emergency Lighting & Fire Safety and Door Entry Systems.

Properties within the Townfield scheme did see increases in the 15/16 Scheme costs compared to the 14/15 Scheme costs. This led to an increase from £1.83 per resident per week in 2014/15 to £14.87 in 2015/16. This occurred where no previous charges for recovery of the compliance costs were being made to the residents. Certain properties actually had reductions, in percentage terms, as the costs for other services reduced.

Culvers



2014-2015

The total estimated scheme service charge for 2014-2015 was £293.10. This excluded Electrical Maintenance (including light bulbs & inspections)

2015-2016

The total estimated scheme service charge for 2015-2016 was £1,571.65. This was an increase in the estimated cost from 2014-2015 and has been modelled on the estimated service costs, in addition to the inclusion of the Health and Safety compliance cost.

Similar to all of the above the increases were due, in the main, to the additional recovery of the Compliance services costs such as Legionella, Electrical Testing, Emergency Lighting & Fire Safety and Door Entry Systems.

Properties within the Culvers scheme did see increases in the 15/16 Scheme costs compared to the 14/15 Scheme costs. This meant an uplift from £1.53 per resident per week in 2014/15 to £8.19 in 2015/16. This occurred where no previous charges for recovery of the compliance costs were being made to the residents.

We do recognise that the increases in the service charges for Compliance services will have impacted on our residents. We will attempt to meet with the residents at these particular schemes should it be necessary. Where individuals face financial problems we will offer advice and support.

More information on communications that have taken place with residents since the OSC was held is outlined below.

Progress made in resolving complaints and improving communication

Sarah Chatfield, Service Charge Manager at The Hyde Group has met (alongside local colleagues) with residents at almost all of the relevant schemes highlighted at the OSC Task & Finish Group Meeting.

Sarah also attended the meeting with the local councillors at the Hyde Office in Chichester on the 18th November.

We outline below the latest update from the relevant meetings and the next steps:

Pilgrims Court

Five Residents attended the scheduled meeting. The main issue discussed with Sarah related to a number of ongoing concerns with Hyde around cleaning and caretaking costs, communal electricity bills, telephone lines and grounds maintenance. We have created a dedicated Action Plan to specifically cover-off these items which has been sent to the residents. The residents will be updated on the actions on a monthly basis until all the issues have been resolved.

Bishops Luffa

We invited 60 residents but only five attended (we were also joined by the local Councillor for part of the meeting). Residents were angry about the additional compliance costs. Sarah explained the reasons for the costs, which the residents did



understand and accept. We also apologised to them for the way we had communicated this to them.

The residents raised concerns around the inconsistency across all the blocks in Bishops Luffa in terms of charges. We have agreed that Hyde's Service Charge Team will provide our local team with a breakdown of all services and the local team will visit to try to determine if there really is a difference in the blocks in question. The local team is to report back and we will then review the differences. Visits are to be completed by early December 2015 and Service Charge Team is to complete the review by the end of December 2015.

We have acknowledged that we need to find better ways to communicate with residents like these who are on Fixed Service Charges (as are many of the schemes in Chichester).

Warrenside

We had five residents attend the meeting, along with the local Councillor, and we believe that the Residents understood the need for the new charges but could not understand why there were discrepancies in the charges. Again, we have agreed to review the charges to ensure consistency across Warrenside. The meeting was quite wide ranging with a number of issues apart from service charges being raised and the local Resident Services Team undertook to deal with all the local issues and confirm in writing to the residents.

Butts Meadow & Townfield

We have not yet been able to meet with the residents but we are aiming to hold these meetings in December or very early in January 2016.

Complaints

Our records indicate that we currently have zero formal complaints outstanding from Residents based in the Chichester area. We only have a total of eight formal complaints across the whole of The Hyde Group currently in progress that are directly related to a Service Charge issue in the context of 30,000 estimates and statements issued annually.

Review of charges - what has changed?

Over the last 10 years or so, Landlords have faced increasing legislation and regulation particularly around Health & Safety of the properties they manage. This has been particularly true in blocks of flats where nationally a number of high profile cases regarding resident safety have put these issues under the spotlight.

The regulations have led to an increase in servicing and testing of equipment such as:-

- Firefighting equipment (extinguishers, dry risers, AOVs etc.)
- Smoke Alarms
- Emergency Lighting
- Lighting conductor testing
- Electrical testing of communal areas
- Legionella testing of communal water tanks/equipment
- Testing of safety harnesses on flat roofs
- Testing of pumping stations and sewage plants



- Lift Servicing/Safety checks
- Door Entry Servicing

We are also under a duty to carry out a Fire Risk Assessment on all internal communal areas to ensure the risk of fire is minimized and to ensure that any Asbestos in our properties is regularly checked. Hyde, as a responsible Landlord, takes the safety and security of its residents very seriously and will not compromise on their safety.

Over the past two years Hyde has focused on establishing consistent approaches to service charges across the Group and we have improved our processes for analysing what charges can be made. We are working to put into place new systems and resources to ensure that the relevant charges are raised and correctly apportioned and recovered from all relevant residents.

This approach is based on ensuring greater accuracy in capturing and passing on relevant costs and more detailed analysis of relevant charges. We are reviewing every Lease and Tenancy Agreement to ensure that we are charging appropriately for every aspect of applicable services.

We do recognise that any increase in service charge does impact on our residents, and we provide support and advice to those in financial need.

Communication

Earlier this year we introduced a comprehensive Communications Plan for Service Charges, with input from service charge paying residents, and this is fully operational across the Group.

The aims of the Communication Plan are as follows:

- Clearly articulate the responsibility of setting service charges i.e. Hyde or third party.
- Clearly define the reasons behind changes in service charges.
- Provide a consistent message as to the way service charges are calculated and the data this is based upon.
- Provide a way of capturing and responding to more general service complaints which reference service charges
- Reassure customers / stakeholders that our service charges are completely transparent.
- Acknowledge the changes may be difficult for some residents and signpost to support.

We will continue to communicate with residents on a regular basis in relation to their statements and we are also making further improvements in the quality of the information we provide to customers on their Service Charges, as part of our ongoing commitment to invest in the delivery of all our services.



Current performance against the organisation's key performance indicators

As outlined above we currently have no outstanding complaints relating to Service Charges in Chichester.

Our performance for all schemes across Hyde (not just Chichester) in November 2015 was 2,079 enquiries received relating to a Service Charge or Home Ownership matters from 30,000 service charge payers. Of those, 1,926 were actioned within the agreed service level (10 days) and 153 were completed just outside of this target.

Our latest independent satisfaction indicators for Service Charge & Home Ownership customers show that satisfaction for the last month (November) is at 87%, +3% points higher than in October (84%). The Year to Date score is currently at 83%. Satisfaction with staff helpfulness is at 88% for the Year to Date.

An overview of current performance across other key Hyde Services will be presented to members at the meeting.

Conclusion

Hyde does fully acknowledge that the addition of Health and Safety Compliance costs and the impact of better informed service cost estimates, could have been communicated more effectively.

We also concur that in the case of the schemes highlighted, the overall percentage increases are high. In the main, this is due to the compliance service costs being included for the very first time in charges to residents. We are committed to delivering services that are value for money but also accurately reflect the costs we have incurred. We acknowledge the work of the Task & Finish Group in highlighting these concerns and we will continue to liaise with senior staff and residents in the Chichester area to resolve any specific issues or concerns they may have around their charges.

The Hyde Group remains committed to working in close collaboration with all key stakeholders in Chichester to provide affordable new homes and efficient landlord services to all residents.

DAVID MORRISSEY
DIRECTOR OF CORE OPERATIONS, THE HYDE GROUP

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

12 January 2016

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 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 March 2015 the committee received a report detailing progress against their Business Plan for the third year of operation and requested that a further progress report be brought back early in 2016. The Partnership is approaching the end of its fourth year of delivery and attached at Appendix 2 is an update of their work this 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.

Attached at Appendix 1 is a copy of the BID's 2012-2017 Business Plan with achievements to date listed in bold italics against each element of the plan.

3.3 The achievements listed in Appendix 1, together with the BID's report attached at Appendix 2, demonstrate the breadth of work they undertake, 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.

3.4 However, the BID is well-placed to help engender pride in the City and it oversees and manages a number of key tasks in the City.

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 meets with the Chairman of the BID on a bi-monthly basis. Additionally, our Business Support Officers regularly liaise with, and assist, BID personnel.

3.5 Business Improvement Districts (BIDs) have now been operating across the UK for over a decade and there are now well over 200 BIDs established around the country. BIDs are established and operated under a formal legislative framework, and each BID is funded through a 'BID levy', which is a small percentage of a businesses' rateable value, payable by each business within the BID area. A BID can operate for a maximum term of five years but, at the

end of their term, if they wish to continue they must go through a renewal ballot process to secure another term of up to five years.

3.6 Chichester BID's first term is nearing its end and the BID is now working on its plans for a second term.

3.7 The BID Manager will attend the meeting to answer the committee's questions. It is anticipated that the Chairman of Chichester BID will also attend.

4. Appendices

Appendix 1 – Chichester BID Achievements against 2012-17 Business Plan

Appendix 2 – Chichester BID progress report 1 April 2015 to date

5. Background Papers

None

BID

Business

Plan

2012-2017



The Aim

The vision for Chichester City Centre Partnership is to:

Improve the Vibrancy and Vitality of Chichester City for all its users

Strategic Objectives

Building on our strategic objectives and those of our partner organisations, we will seek:

1. **To provide a better promoted city centre** - to increase the numbers of visitors and shoppers, encourage them to stay longer, spend more and come back again
2. **To organise the city centre** – to support businesses, manage street activity and demonstrate co-ordination and communication
3. **To create a pleasant environment within the city centre** – to refurbish and renew street assets and create a welcoming environment
4. **To make a safer city centre** – to give security to staff and visitors whilst finding ways to enhance the business opportunities, particularly in the evening

Life of the Business Plan

This Business Plan covers a 5 year period to run concurrently with the partnership's desire to operate a Business Improvement District for Chichester City Centre, it therefore reflects the initiatives and projects of the BID. Failure to secure the BID would mean the need for a new business plan. This business plan will be renewed on an annual basis and approved by the partnerships Board of Directors at their AGM, but will continue to deliver as per the partnerships BID Proposal.

Financials

Predicted income and expenditure

The following table shows the estimated predicted income based on the current NNDR database, the estimated predicted expenditure and shows this annually over the five year term of the BID.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income						
BID Levy	280,000	280,000	280,000	280,000	280,000	1,400,000
Less Non Collection Contingency	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(110,000)
Plus Additional Income	15,000	15,000	15,000	15,000	15,000	75,000
TOTAL BID LEVY	273,000	273,000	273,000	273,000	273,000	1,365,000
Expenditure						
Collection Costs (estimated)	10,000	10,000	10,000	10,000	10,000	50,000
Software Costs	15,000					15,000
Developing BID Proposals	20,000				20,000	40,000
Ballot Process	5,000				5,000	10,000
Expenditure sub costs	50,000	10,000	10,000	10,000	35,000	115,000
SUB TOTAL	223,000	263,000	263,000	263,000	238,000	1,250,000
BID project contingency	10,000	10,000	10,000	10,000	10,000	50,000
Safer City	35,000	35,000	35,000	35,000	35,000	175,000
Promoting City	60,000	80,000	80,000	80,000	70,000	370,000
Organising City	74,000	74,000	74,000	74,000	74,000	370,000
Environment	44,000	64,000	64,000	64,000	49,000	285,000
TOTAL EXPENDITURE	273,000	273,000	273,000	273,000	273,000	1,365,000

Contingency

The BID has set aside a sum of £10,000 per annum as a contingency for projects and initiatives to support businesses as required. For example this could be for snow clearing in areas not normally cleared by the public sector and yet is key to the trade of these businesses; or if there are emergency street works we could provide radio media advertising or signage advising customers that we are open for business as usual.

If, at the end of the financial year, there has been no call on the contingency fund, then it will be carried forward and put into (either as a lump sum or shared) the other four main headings (promotion, organising, environmental improvements and/or safety).

If there is not to be a follow on BID, the contingency will be spent in year 5 so is included in closure costs.

Predicted Cashflow

Instalments will be offered to levy payers where the levy is in excess of £250

Instalments run from April to January or 10 consecutive months

96% of businesses in the BID area pay by instalments

No more than one year's contingency budget (£10,000) will be held in any one year

value of BID levy under £250 = £40,000 and value of BID levy paid by instalments = £240,000)

Predicted Cashflow Year 1

Year 1	A	M	J	J	A	S	O	N	D	J	F	M
Income												
BID Levy	64,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000		
Less Non Collection Contingency	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)		
Plus Additional Income					5,000		5,000			5,000		
Balance brought forward		19584	30168	40752	40336	48420	8004	10088	18172	26256	41840	20424
TOTAL INCOME	60,000	41584	52168	62752	67336	70420	35004	32088	40172	53256	41840	20424
Expenditure												
Collection costs (estimated)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Software Costs	15,000											
Developing BID Proposals	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		
Ballot Process	500	500	500	500	500	500	500	500	500	500		
Sub Total	18,500	3500										
Safer City	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,924
Promoting City					7,500	40,000	2,500	2,500	2,500		2,500	2,500
Organising City	19,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Environment				11,000		11,000	11,000				11,000	
Sub Total	21916	7916	7916	18916	15416	58916	21416	10416	10416	7916	21416	10424
EXPENDITURE	40416	11416	11416	22416	18916	62416	24916	13916	13916	11416	21416	10424
BALANCE	19584	30168	40752	40336	48420	8004	10088	18172	26256	41840	20424	10000

Predicted Cashflow Year 2

Year 2	A	M	J	J	A	S	O	N	D	J	F	M
Income												
BID Levy	64,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000		
Less Non Collection Contingency	(4,000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)		
Plus Additional Income		3,000		3,000		3,000		3,000		3,000		
Balance brought forward	10,000	29918	44836	56754	51672	53590	17500	18426	23344	25262	40180	19098
TOTAL INCOME	70000	54918	66836	81754	73672	78590	39508	43426	45344	50262	40180	19098
Expenditure												
Collection costs (estimated)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Software Costs												
Developing BID Process												
Ballot Process												
Sub Total	1,000											
Previous Contingency Fund Spend	10,000											
Safer City	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,924
Promoting City	20,000			10,000		40,000		10,000				
Organising City	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,174
Environment				10,000	10,000	11,000	11,000		10,000		12,000	
Sub Total	39082	9082	9082	29082	19082	60082	20082	19082	19082	9082	21082	9098
EXPENDITURE	40082	10082	10082	30082	20082	61082	21082	20082	20082	10082	21082	9098
BALANCE	29918	44836	56754	51672	53590	17500	18426	23344	25262	40180	19098	10000

Predicted Cashflow Year 3

Year 3	A	M	J	J	A	S	O	N	D	J	F	M
Income												
BID Levy	64,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000		
Less Non Collection Contingency	(4000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)	(2000)		
Plus Additional Income		3,000		3,000		3,000		3,000		3,000		
Balance brought forward	10,000	29918	44836	56754	51672	53590	17508	18426	23344	25262	40180	19098
TOTAL INCOME	70000	54918	66836	81754	73672	78590	39508	43426	45344	50262	40180	19098
Expenditure												
Collection costs (estimated)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Software Costs												
Developing BID Proposals												
Ballot Process												
Sub Total	1,000											
Previous Contingency Fund Spend	10,000											
Safer City	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,924
Promoting City	20,000			10,000		40,000		10,000				
Organising City	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,174
Environment				10,000	10,000	11,000	11,000		10,000		12,000	
Sub Total	39082	9082	9082	29082	19082	60082	20082	19082	19082	9082	21082	9098
EXPENDITURE	40082	10082	10082	30082	20082	61082	21082	20082	20082	10082	21082	9098
BALANCE	29918	44836	56754	51672	53590	17508	18426	23344	25262	40180	19098	10000

Predicted Cashflow Year 4

Year 4	A	M	J	J	A	S	O	N	D	J	F	M
Income												
BID Levy	64,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000		
Less Non Collection Contingency	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)		
Plus Additional Income		3,000		3,000		3,000		3,000		3,000		
Balance brought forward	10,000	29918	44836	56754	51672	53590	17508	18426	23344	25262	40180	19098
TOTAL INCOME	70,000	54918	66836	81754	73672	78590	39508	43426	45344	50262	40180	19098
Expenditure												
Collection costs (estimated)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Software Costs												
Developing BID Proposals												
Ballot Process												
Sub Total	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Previous contingency Fund Spend	10,000											
Safer City	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,924
Promoting City	20,000			10,000		40,000		10,000				
Organising City	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,174
Environment				10,000	10,000	11,000	11,000		10,000		12,000	
Sub Total	39082	9082	9082	29082	19082	60082	20082	19082	19082	9082	21082	9098
EXPENDITURE	40082	10082	10082	30082	20082	61082	21082	20082	20082	10082	21082	9098
BALANCE	29918	44836	56754	51672	53590	17508	18426	23344	25262	40180	19098	10000

Predicted Cashflow Year 5

Year 5	A	M	J	J	A	S	O	N	D	J	F	M
Income												
BID Levy	64,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000		
Less Non Collection Contingency	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)		
Plus Additional Income		3,000		3,000		3,000		3,000		3,000		
Balance brought forward	10,000	29,918	44,836	51,754	51,672	49,590	19,508	21,426	21,344	33,262	48,180	29,089
TOTAL INCOME	70,008	54,918	66,836	76,754	73,672	74,590	41,508	46,426	43,344	58,262	48,180	29,089
Expenditure												
Collection costs (estimated)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		
Software Costs												
Developing BID Proposals			5,000	5,000	5,000	5,000						
Ballot Process								5,000				
Sub Total	1,000	1,000	6,000	6,000	6,000	6,000	1,000	6,000	1,000	1,000		
Safer City	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,916	2,924
Promoting City	20,000			10,000		40,000						
Organising City	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,166	6,174
Environment	10,000				9,000		10,000	10,000			10,000	
Potential closure costs												19,991*
Sub Total	39,082	9,082	9,082	19,082	18,082	49,082	19,082	19,082	9,082	9,082	19,082	29,089
EXPENDITURE	40,082	10,082	15,082	25,082	24,082	55,082	20,082	25,082	10,082	10,082	19,082	29,089
BALANCE	29,918	44,836	51,754	51,672	49,590	19,508	21,426	21,344	33,262	48,180	29,098	Nil

* This will include redundancy costs etc should the company be closed, otherwise this will be carried forward to next year.

BID Projects

Objective 1: To provide a better promoted city centre Marketing and Promotion Projects

Over the 5 year period:

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),

Reviewed Light infrastructure and extended to Southgate, Eastgate, Westgate, Northgate and this year The Hornet. Provision of Lights erected in main streets plus Crane Street, St Martins, Little London and Cooper Street. Christmas Tree purchase and installation scheme implemented with reduced rates. Unable to achieve sufficient sign up from businesses in St Pancras.

a **Christmas Light Switch On Event**, *delivered each year with sponsored fireworks to the value of £3000. Includes a social media campaign with CDC, treasure trails and competitions. This also included for one year only, the highly popular Coca Cola lorry and another year, discounted bus tickets for the Light Switch-On event in a partnership with Stagecoach.*

Winter Market renamed Chichester Christmas Market and delivered annually.

and **Late Night Shopping delivered annually.**

Lighting in the Pallants will also be investigated for future years **Year 4 has seen extensions in The Hornet and Pallants to be included in the next term.**

We will introduce and manage a **City Diary** and take over the bookings of buskers and events **WSCC and CCC support a One Stop Shop for licences for street activity which would have allowed a central City Diary to have been organised. However CDC do not agree with this and so the scheme is on hold. To be reviewed for second term.**

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. **A local marketing company is contracted to provide marketing expertise and services. The strategy is: to raise the profile of Chichester regionally, as a lifestyle destination and easily accessible (“on your doorstep”); as a city of culture, arts and heritage with a unique shopping experience and great eateries (“Choose Chichester for your shopping and days out..”).**

The PR and Marketing of the City Centre is reviewed annually by the BID with a related spend and has included bus, radio, regional magazine and newspaper advertising. All advertising has a call to action linking through to our BID Website.

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. **The BID has worked successfully with developers and commercial**

agencies in the City and promotes vacant properties on its website. Many businesses have been helped and supported through planning processes, lease processes, refurbishment and growth plans (from Marks and Spencer to small independents.) The BID are consultees on all major projects affecting Chichester and seek to facilitate a joined-up approach with all stakeholders to improve Chichester's offering as a great place to do business.

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. **This has not been achieved. A Business Expo was considered and planned but withdrawn following the lack of support for the CDC and Chamber Expo in 2012. The BID would like to review how to effect this objective through a joined-up approach (possibly City Vision) with the Chamber and Councils in a second term.**

We will capitalise on the national events of the **Olympics and Jubilee** to maximise footfall into the City **Chichester BID supported and promoted these events with Window Shop Competitions, and latterly our Flags project will support national and international events going forwards.**

and continue to deliver the **Garden Market. Delivered annually. The addition of the Flags project could serve a greater opportunity to mark and celebrate local events such as a chequer flag for Goodwood Revival, with further highway permissions and consent.**

The creation of an **Independents Day** (July 4th) an **Independents Guide. Independents Day events been created and materials are provided. It was agreed not to progress with an Independents Guide in favour of the money being spent to promote the events.**

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. **The shopping guide and business directory have been created on our website. An attractions map leaflet, also listing all eateries has been produced x 100,000.**

A **City Website** will be created with a searchable **on line business directory** with links to all businesses **The business search Directory on our website is up to date and the BID achieve approximately 2,000 new visits per month. Our website is well populated and informative. Our website will be re-designed for a second term to be less corporate and more consumer facing with a BID levy members-only platform for data and more up-to-date BID business information such as Chichester's key performance indicators.**

and the use of **apps** will be explored for implementation. **City Apps are currently being investigated but will require partnerships with the LAs and Visit Chichester to be City wide and successful long-term. A free WiFi project is also in hand with the aim to provide a basic level of secure free wifi access to all those entering the city; with a bolt-on payable service for those wanting a wifi connection for business, or for residents use. There is wide range support for this project which the BID hopes to manage with external financial support for the initial infrastructure investment required.**

It will also include a **live web cam** and visitor information. **Permission was received for the siting of the camera but the project was not progressed as live web cams dated during the term and was no longer considered appropriate.**

We will ensure that visitors entering our City Car parks will instantly be able to get **City Maps**, **51 x map leaflet dispensers have been installed under licence in all city car parks to distribute the Attractions and Eateries Chichester Map. These assets belong to the BID.**

information and provide signage directly into the City from the Car Parks. **The out-dated map boards belonging to CDC at the Cathedral, Northgate Car park, Southgate Car Park, Avenue de Chartres and Southgate (Court) have all been refurbished and had new maps put in them to match the Attractions & Eateries map leaflet. Five further map boards are being installed in 2016 now that planning permission has been secured.**

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. **We are currently exploring ways to join up with Goodwood events so as their main events with a procession (and flags) through the main streets to attract visitors into the city and celebrate our local attractions.**

New events introduced in to the City included Independents Day, Ride 2 Chi, Chichester’s Got Style, St Georges Day celebrations and Community Street Chess. BID also supported the Street Art project, ran window competitions to support Festival of Flowers and Chichester Festivities, supported a Police safety and training day for businesses and a pensions’ seminar for business. A new Roman Week is scheduled for May 2016 half-term, in partnership with the Novium Museum, to become a regular annual joint event. The BID sponsors and supports many other small events throughout the year.

Years 4 and 5 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. **An event calendar was considered and deemed to be in conflict with Visit Chichester and so not progressed. As a result Chichester BID actively promotes other events on its website as well as its own. A city events calendar requires a committed resource to remain up to date.**

BID has representation on the Board, at Visit Chichester, and seeks to support their initiatives to encourage membership whilst the tourism consultation is underway. The BID is considering an employed Ranger for its final year (and as part of the team in the second term) to meet and greet visitors in the city and act as its eyes and ears for issues on the streets.

Objective 2: To organise the city centre Organising the City

In Year 1 we will directly employ a **BID Manager** *Achieved until year 3 when the manager went part time and the role was divided into two part-time posts. Work experience students were employed periodically, for various tasks and in November 2015 an apprentice has been employed.*

and provide a **City Office** with easy access for all BID levy payers. *Provided by open office policy.*

We will introduce twice yearly open meetings for all BID levy payers. *An annual AGM is provided in April and an open meeting every October.* We will continue the **Cooper Street, Crane Street, St Martins** and **Little London** Working Groups. *Initial Cooper Street issues were resolved as much as they could be and it was agreed that the meetings would dissolve but could be resurrected at any time the businesses wanted. Crane Street met until there was no longer a need to agree on projects and the projects were progressed. St Martins and Little London met and their “wish lists” secured – some of these projects are being progressed. Street Focus Groups will resume next Spring 2016 as part of the BID renewal process for consultation.*

We will continue to provide **advice, support and assistance** to all BID levy payers where possible in their individual issues. *Issues ranging from bins to planning have all been dealt with along with many consumer general public queries.*

We will provide a quarterly newsletter (**City Focus**) *The City Focus has been provided and is now its 31st edition. From January 2016, this is being rebranded - Chichester BID Matters - with our new logo, (CCCP logo is no longer on any external materials) to allow for greater transparency and ownership of our projects and events and to differentiate us from our local authorities.*

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. *Monthly e-newsletters are sent to over 320 businesses and is growing through internal distribution and businesses signing up to it. In addition, Twitter and Facebook pages (consumer facing and business facing) have been established and are growing in use.*

We will transfer the management and analysis of the **Footfall Camera** to the Partnership *This was successfully achieved and continues to be part of the BID budget and benchmarks the cities footfall. From October 2015 we have introduced a new mobile mapping footfall counter system which anonymously tracks mobile phones entry and exit points and dwell time into the city centre, to give a more detailed picture of footfall going forwards. Continuation of the footfall camera data will be reviewed for the second term.*

and provide **annual analysis annual reports completed to 2012**, to include **car park and weather data.** *Included until 2014 and all footfall put on the website monthly for businesses to download. 2014 saw a new annual benchmarking report for Chichester provided by Noggin Ltd to measure all of Chichester’s KPI’s – weather, car parking, footfall, retail sales, weather, property, vacancy, and transport*

We will start the work to take over the **licensing of tables and chairs** including the enforcement and management thereof, complimented by the **licensing of café banners** (which we already manage). *These licences would have been a part of the One Stop Shop for street activity licences. As Chichester BID cannot take on these roles (as it is not a LA) it is supporting the City Council to become the One Stop Shop. Licensing of café banners was taken from Chichester BID and transferred to CDC Planning Authority. This remains a priority for Chichester BID for a second term, as a key demand previously voted for by our electorate, to try to resolve the inefficiencies of the city centre around the provision and monitoring of licensing.*

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. *A licencing scheme is ready for implementation and would be a part of the One Stop Shop however CDC banned A Boards in 2013 / 2014 causing our electorate great concern and raising a lot of issues to Chichester BID. As a result Chichester BID applied for planning permission for new fingerposts in the City and 'n' frames to promote businesses. After a year, planning permission had still not been secured and the 'n' frame application has been deferred with a replaced application for slat business listing signage.*

In addition the Attractions & Eateries map leaflet, map leaflet dispensers, map boards and business signage form part of a suite of solutions for business signage and way-finding around the City. The BID wishes to consider hanging signs as a potential solution for side streets, as in crane street, as a further solution for the second term.

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. *Auditel entered in to a partnership with Chichester BID and for those businesses that took up the opportunity to have their service providers audited, significant savings were made. However despite extraneous efforts to engage businesses only a handful took up the opportunity. The BID are now exploring utility cost reduction services for a second term, with a smaller provider able to engage on a one to one basis with each business offering a more bespoke service.*

In Year 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. *Meetings took place with the businesses and they produced a wish list. A deep-street clean (and chewing gum removal) has proved very successful in an attempt to raise the streets' profile and attract passing traffic, with extra Christmas Trees provided this year by the BID, with an advertorial in the local press – businesses are delighted at the transformation.*

“Help for Business” Scheme (established by Peter Spence) was funded and supported by BID for a period of one year. A business book lending library has been established and businesses can borrow various business related books.

Annual AGM's have been held and open meetings to meet the BID levy payers with an initiative to have an open afternoon tea, at the office once a month from January 2016 to encourage more engagement and better transparency.

All annual company accounts are completed and submitted in a timely fashion for our meetings and to Companies House.

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. ***A Street Focus takes place every year or so, with the aim to encourage businesses to improve their shop fronts. Many managers find the letters useful to prompt action from head offices.***

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. ***As West Sussex County Council replanted those trees in need of replacement, within the City it was agreed that Chichester BID did not need to get involved.***

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**. ***Chichester BID employed a young man with learning difficulties to do some general street cleaning (signs and benches) and now works with clients of the Wrenford Centre to do similar tasks. BID has a close working relationship with West Sussex County Council rangers and highway officers so repairs are reported and acted upon quickly. BID have offered to pay for new signs at the entrance of the pedestrianised area which are currently confusing but the offer was not taken up. BID also worked with WSCC and CCC to transfer ownership of benches from WSCC to CCC.***

We also hope to have all arrangements in place, including match funding (sponsorship, Lottery Grants, etc) for the **Crane Street Archway** ***The archway project was put out to tender and plans distributed for consultation. It was agreed that street sculptures of two cranes would be suitable and these were designed by consultation, commissioned and installed with all the necessary licences and consents.***

and to give non-financial support to the businesses to achieve their desired bespoke **hanging signs** ***All crane street businesses had a new hanging sign which they part-funded.***

and mini market. ***An application has been made to CDC, to convert Crane Street from a prohibited street to a consent street so that a mini-market could take place.***

Four new planters with new trees were installed in 2015, at further request of the businesses.

In Year 2 attention and funding (including sponsorship, Lottery Grants, etc) will be diverted to environmental improvements in **St Martins**, ***The TRO to convert St Martins from a service road to pedestrianisation has been applied for and planning permission to raise the road is being applied for after the plans for the road had been approved in a joint project between the BID and CCC. In addition five retail merchandising units (RMSs) have been submitted for planning permission to create “easy in and easy out” selling space.***

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. ***Unfortunately Crane Street longer took***

longer than anticipated and as a result Little London and Baffins Lane have not been progressed.

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.

Achieving planning permission has proven harder than anticipated and remains a BID priority to complete this term so is still a work in progress.

We will also, subject to funding, do our utmost to sort the issue of **lighting** in “black spots” around the City. ***WSSC ceased funding safety lighting which would have been applied for in the black spots and was therefore not progressed.***

Further, subject to funding, we would look to build the **Oxmarket Bin Store**, for which much of the work has already been started to improve this area of East Street and develop it into a pleasant area for staff in the City to use. ***The Oxmarket bin store was built and the area has been significantly tidied up. The remainder of the works required for this area are part of the schemes that are being jointly progressed between BID and CCC.***

In addition, BID funded a site survey for Cathedral Green which is the first step in developing it as a community event space. This is a continued work in progress having been taken up again, with the new Dean and Communar.

BID funded planning permission for the Keats Seat Sculpture and has provided information leaflets and is supporting the fund raising effort.

BID has been consulted on and supported to varying degrees the Barnfield Drive development, new bus shelter scheme, Woolstaplers housing scheme, road improvement schemes (St Martins, Little London, St Pancras and The Hornet), Novium Museum signage, Local Plan, CDC Business Development Plan, General Market moving to pedestrianised streets, White Farm development and South Street Gas works.

BID is a consultee on all busker applications, street activity applications and street trading applications.

BID continues to work with businesses and peddlers to achieve a solution for better working relationships, quality control and to avoid congestion at the Cross.

BID also carried out chewing gum and pavement cleans in St Martins, Crooked S and Market Road.

BID funded floral hanging baskets on ‘blank’ walls and worked with CDC and CCC in the Town Centre category of South and South East In Bloom achieving Gold for four years in a row.

BID funded all the city planters to be treated with a fungicide and re-stained.

BID is represented at the Chichester Car parking Forum.

Objective 4: To make a safer city centre

Safer Projects

All BID levy Payers who are members of ChiBAC receive a subsidy of £3 per week towards the radio cost of £8 per week reducing the membership fee to £5 per week.

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. ***Implemented with significant success. ChiBAC have received an excellence award with their business model being rolled out in surrounding areas. Our BID Levy payers that use this scheme have reported to the BID a 100% satisfaction rate.***

It will further deliver a minimum of two **drug dog operations** per annum. ***Implemented annually with success.***

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). ***Implemented and particularly successful with internal theft.***

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. ***Implemented including safety training for businesses. New digital radios have also been distributed across the membership at no extra cost to the BID.***

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. ***Four shops (one in each main street) are designated "safe shops" but the radio network is so effective that lost children and vulnerable adults are very quickly found and helped. It is suggested that this area be replaced with funding support for the City Angels group, for the second term.***

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. ***Several multi-agency security walks take place each year and issues identified are solved with multi-agency co-operation.***

SIA trained roaming street personnel employed at key times of the year (Goodwood and Christmas).

Operation Tinsel is highly successful and the BID were thanked in 2012 by Sussex Police High Commissioner for its part with CDC and ChiBAC.

Data for a key holder scheme was collated from businesses and handed over to ChiBAC following complaints of alarms going off for long periods of time.

CDC CCCTV scheme funded £3,000 in a one-off donation to ensure its survival in 2013.

I hope you have enjoyed reading this, we would encourage you to read in conjunction with our BID proposal which is available on our web site www.chichesterbid.co.uk for further information or to discuss any of these matters please contact me the Chairman of the Partnership: Holybrook House 4 East Pallant, Chichester, PO19 1TR.

**Chichester Business
Improvement District (BID)**
(registered/as City Centre Partnership CIC)

Achievements 2015 - 2016

Introduction

In September 2014 the City Centre Manager made the personal decision to work part time. Chichester City Centre Partnership (CCCP) used this opportunity to restructure employing two part-time posts from January 2015 – Chichester BID Manager in place of the City Centre Manager role and Projects and Events Manager which the existing City Centre Manager transferred to

The Board continues to be made up of 12 businesses in the City, and 2 x representatives from the City and District Councils. These are House of Fraser, St Olav's, Little Shop of Secrets on behalf of Messams, Goodrowes, Park Tavern, Wannops, Kiwi Recruitment and representation of Chamber of Commerce & Industry, Archibald Shaw, Rathbones, Medhursts, Amberley Developments, The Cathedral.

Organisation

Office/Partnership

- New BID Manager (22 hrs) January 15 – priorities: streamline office, Business Development services and Customer (BLP) engagement, BID Renewal 2016
- Kim Long (16 hrs) as Projects & Events Manager
- AGM held (29th April 2015) and new directors appointed
- Open meeting held (14th October 2015) and city issues raised
- City office maintained with direct access for all BID levy payers
- Final accounts approved and submitted to Companies House
- Day to day open office policy – office, sub-committees and Board management
- Online banking introduced and cloud storage solutions
- New Apprentice (30 hrs) November 2015

Consultations

- Made representation on behalf of the businesses to Chichester District Council Planning Department for various planning applications, Business Infrastructure Plan and City Vision
- Consultation with British BIDS
- Consultation on Parking Forum
- Consultation on Chichester BID activities to date with collation for BID renewal plans
- Consultation on Gas works in South Street and advising affected businesses
- Consultation on A27 with Mott MacDonald working with the Highways Agency
- Consultation on city market moving in to main streets

Advice/Support

- Supported and advised many Business Levy Payers - individuals and organisations on events, busking and peddling and footfall for Chichester
- Liaised with several agencies and organisations including Chamber of Commerce and Industry, CCAAC, ChiSoc, Rotary, Cathedral Enterprises, Visit Chichester, 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
- Consultee on City Vision
- Consultee on housing development at Woolstaplers

Other

- Database of BID Levy Payers updated and maintained
- Provide footfall camera and footfall statistics on website
- Provide quarterly newsletter called City Focus (rebranding to Chichester BID Matters Jan 16) to all businesses with BID Levy and City news updates
- Provide monthly e-newsletters to BID Levy Payers online
- BID Manager continues to be a Board Director of Visit Chichester
- Year 4 BID levy leaflet produced to go out with the Levy Bills in April 15
- Christmas Light display and Christmas Tree Lights organised and managed including new fencing, baubles and promotional boards for Christmas Tree, new City Lighting scheme and a new three year contract entered in to with lighting infrastructure failures renewed
- Supported / advised businesses on CDC's A Board ban and removal, seeking solutions
- Temporary staff employed for database updates and customer survey
- Apprentice training 2015 for continuity and administration
- Introduced Noggin Ltd for Annual Report to benchmark Chichester's overall performance

Chichester PR & Marketing

Ongoing contract with Recenseo Ltd as retained marketing services to provide strategic and tactical public relations across all media, and blog and tweet various events, news and messages throughout the year:

Radio Advertising

- **Period:** 02/02/15 – 26/04/15 (10 weeks) – note we have identified “shoulder” periods in Autumn and Spring when footfall is lower and the campaigns are during this time
- **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

Magazine Advertising – monthly adverts for one year

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

One glossy publication = Sussex Life

Local parish papers/magazines

- Selsey Life
- Midhurst Local
- Petworth Pages
- Shorelines (Emsworth)



Monthly In My View column in Chichester Observer

Topics of the last season:

- Apr – The year in review – Andrew Finnamore
- May – Change in Chichester is nigh but still no ice rink – Andrew Finnamore
- Jun – A business perspective on the BID – Caroline Sweeney - Creations
- Jul – Chichester’s independent businesses should be proud – Damien Saddler - Goodrowes
- Aug – City must find a way to retain young people after university - Jason Buckner – Park Tavern
- Sep – Chichester needs a joined up City Vision – Charlotte Wickins
- Oct – Chichester still needs collaborative working – Andrew Finnamore
- Nov – Should Chichester be a smart city? Charlotte Wickins
- Dec – Independent shops are fundamental to the City - Greg Mahon

Media Releases

Topics included in this period:

- Chichester BID welcomes CW Jan
- City Centre Signage update
- BID April AGM meeting
- Garden Show returns to Chichester May
- Chichester BID celebrates St Georges Day April
- Independents Day June
- Oct BID Open Forum meeting
- August Customer Survey
- Flags Release October

- Nov Launch of Christmas Festivities
- Christmas Fireworks sponsorship & lights switch on date

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 - *1,319 followers*

• **Facebook**

Two facebook pages are now actively being used. The first is customer-facing telling visitors what is happening in the City and the second is a closed group for BID levy payers.

• **Website statistics**

- Total number of unique users – Jan 2015 to date: **19,540**
- Best week of unique users – w/c 23/11/2015: **3,564** (Christmas lights switch on)
- Bounce rate remains stubbornly high at around **70%**
- Average weekly count of unique users: **220**

• **BID Website updates**

-Continual updates on website include Business Directory, Minutes, Footfall Figures, News, Events, Projects, Board changes, Consultations, blog posts, Levy Payer promotions & updates on Home page

• **Footfall Figures from BID East Street Footfall Camera**

- Strong January footfall and consistent throughout the year
- End August to Mid October up almost 10% since last year which coincides with our radio campaign
(Footfall camera in city centre doesn't measure West Street lights switch on)

• **Retail Summary**

(from 10 x current retail businesses providing weekly total number of transactions and turnover to Springboard who also take a national view)

Retail as a whole similar performance to last year, with September 10% higher than last year.

Events

- BID Secured £60 worth of prizes for Customer Survey Entry Draw
- BID Secured £3,000 sponsorship of fireworks and over 50 Chichester businesses contributing to the 2015 Christmas Giveaway promotion with CDC.
- **St Georges Day** Community Chalk Drawing at the Cross
- **Garden Market** May 2015 – popular as ever and now in its 8th year
- **Orienteering event** 16th May 2015
- **Independents Day** held July 4th with bunting created and provided to shops, as well as 250,000 promotional give-away ‘shop local’ cards



- 26th November 2015 **Light Switch On** event with fireworks (£3,000 sponsorship secured from Woodland Crafts), community carol concert and entertainment (11,500 people)
- 28th November – **Christmas Saturday** Festivities entertainment and activities all day (Footfall estimated at 52,000 people)
- 3rd, 10th and 17th December 2015 **Late night shopping** events with entertainment and activities
- 5th – 13th December 2015 Chichester **Christmas Market** with live nativity and new stable
- Online searchable shopping and business directory maintained

BID Environmental Projects

Crane Street

- Four new planters installed with new trees
- Design, planning, fabrication and installation of a suite of hanging shop signs installed on all businesses (bar two)
- Two steel crane sculptures, designed, manufactured and installed in Crane Street
- Application to CDC. Crane Street trading prohibition has been converted to consented

Street Scape

- Street Focus to identify shopfronts requiring renovation, maintenance and repairs – 30 businesses were written to.
- Funding of nine hanging baskets on the blank wall of M & S St Martins
- Funding hanging baskets for narrow side access of Stagecoach to reduce urination problems

- Volunteers from the Wrenford Centre help clean streets and benches and weed, etc., once a week, as well fill our Leaflet Dispensers with Maps.

Volunteers from Wrenford Centre help us clean City benches:



St Martins

- Planning application for Retail merchandising Units – planning permission awaited
- TRO applied for to West Sussex County Council
- CDC applied to , to convert St Martin’s trading prohibition to consented

Map Boards

- 5 x further sites have received planning permission for map boards and will be installed shortly



Map Leaflet Dispensers

- 51 x leaflet dispensers were produced, licensed and installed in car parks across the city to take the City map which promotes the attractions and eateries
- BID design, print and deliver the maps to fill up the dispensers

St Pancras and The Hornet

- November - deep pavement clean in the Hornet and St. Pancras to remove 10 x years of grime and chewing gum
- Provision of 30 x Christmas Trees to brighten this area and increase return footfall from drivers and passers-by
- November follow-up promotional piece in the Observer to shop in the Hornet

A-Board Replacement Signage

- Planning application for fingerposts and “n” frames

- Advised to separate planning fingerposts and “n” frames in to two applications
- Planning application for fingerposts
- Planning application for “n” frames
- Planning application for “n” frames placed on deferral whilst business listed signage designed
- Planning application for slat-board business listed signage submitted
- Presentations x 2 to City Councillors

Joint 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)
- Keats Project with Vincent Gray for bronze sculpture in Eastgate square – help with planning consent and production of leaflets

ChiBAC - Safety

General

- Security walk-rounds (multi agency) took place: Apr, Jul, Sep and Nov
- Operation Tigger – drug dogs Goodwood and October
- Provided 6 SIA roaming street personnel (6.00pm – 1.00am) on 5 occasions including Goodwood events
- Body-worn Cameras worn at late-closing night venues
- Continued good relationships with Sussex Police, Licensing Department (Police and Council), members and other agencies
- Undercover Store Detective work throughout the year
- BID Businesses Staff Training on handling and reporting criminal activity

Preparatory work already undertaken for 2016

Marketing /Events

- St Agnes promotion 20th January for Keats Project
- Crane Street Launch promotion / party
- Chichester BID Matters Magazine for January
- AGM 28th April 2015
- Garden Market 8-10 May 2015
- Roman Week
- In January 2016, CCCP is being rebranded as Chichester BID to avoid any confusion that this is separate to CCCP
- Christmas booked in with the Cathedral and stakeholders for next year

Organisation

- New office layout planning to accommodate new staff
- New Job Descriptions for 2016 Rangers and 2017 Board & Management Team

New Projects

- Free WiFi investigative project for Chichester in 2016
 - Project research and report, and stakeholders identified for funding and provision of infrastructure, survey and services
- Mobile Mapping Footfall Counter
 - 12 new devices installed and capturing entry and exit points, and dwell time to identify workers, locals and new visitors
 - 2 more devices to install
 - Weekly Visitor Report finalised and to be distributed to the BLPs and available on website
- Chichester Sales Performance to benchmark the City's performance and capture data. Noggin Limited to capture up to 50 x businesses data and report weekly accordingly
 - Engagement completed with 5 trial businesses
 - Engagement underway with existing 10 Springboard customers to convert to Noggin Limited
- Raising the profile of all side streets and the Hornet and Southgate
 - listed business signage for all side streets
 - investigate the possibility of hanging signs for all side streets
- Keats Project 2016-2017
 - Facilitation to Vincent Gray for his bronze sculpture of Keats sitting on a bench in Eastgate Square to combine his project with Sainsbury's new stone bench consent also for Eastgate Square. Meeting with CDC Planning department. Promotion of fund raising for this community project

2nd Term BID Renewal Project

- BID renewal work team established
- Timeline and Customer Engagement Strategy agreed
- BID Renewal Baseline Statements under review, business plan and budgets
- BID Renewal campaign and required budgets under review
- Organisational restructure for second term with new Board membership and internal staff

[Charlotte Wickins](#)

BID Manager

7th December 2015

Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

12 January 2016

Housing Strategy Review

1. Contacts

Report Author:

Linda Grange, Housing Enabling Manager,
Tel: 01243 534582 E-mail: lgrange@chichester.gov.uk

2. Recommendation

- 2.1. To consider the review of the Housing Strategy and to support the recommended options for future housing delivery together with capital investment.**
- 2.2. To note the progress achieved in delivering the milestones and targets in the Housing Strategy delivery plan, to endorse the new target dates and to raise any areas of concern to Cabinet.**

3. Background

- 3.1. In September 2013 the council adopted a new housing strategy covering the period 2013-2018 and a capital investment plan to support the priorities set out in the strategy. The new strategy took account of the main local and national issues likely to affect Chichester district over the strategy period, identified the key challenges and explained how the council intends to use its resources to address housing needs. Detailed targets for delivering the objectives were set out in the Housing Delivery Plan, and the committee requested to review the plan and its progress annually.
- 3.2. Last year a review of the Housing Delivery targets was undertaken with a commitment to carry out a more extensive review of the Housing Strategy in 2015 to take account of new government policy following the election and to reflect the findings of the Housing Condition Stock Modelling.
- 3.3. The Housing Strategy review (appendix 1) sets out:
 - Progress against the current strategy
 - Arising local and national issues
 - Implications and key challenges for the next 5 years
 - Proposals for future priorities
 - Future housing delivery
 - Proposed allocation of Capital Funding
- 3.4. Government priorities now focus on increasing the supply of housing, including low cost home ownership and starter homes. Over the next 5 years there is likely to be an increase in the supply of these homes provided by the housing market. At the same time the supply of affordable rented housing is expected to decline. The council may no longer be able to insist on a quota of affordable rented

homes being provided on new market sites and existing affordable rented homes are likely to be lost through the Right to Buy. However, the Council will still have the same duties to house vulnerable households and this is likely to put pressure on the housing register and existing housing services.

- 3.5. Potential affordable housing delivery options that have been considered or are currently being investigated are tabled in appendix 2.

4. Outcomes to be achieved

- 4.1. An updated Housing Strategy Delivery Plan which reflects changes in government policy and updated priorities.
- 4.2. A flexible toolkit of delivery options to maximise delivery of affordable housing to best meet local housing needs and a capital funding programme which supports the priorities set out in the housing strategy.

5. Proposals

- 5.1. It is proposed that the current four key priorities in the strategy are still relevant. These should be maintained, the affordable housing targets retained and the updated Housing Strategy Delivery Plan endorsed to reflect priorities over the remaining strategy period. These include:
 - Strengthening the evidence base of local need and affordability
 - Supporting opportunities for intermediate and starter home housing to support the local economy and growth, whilst ensuring they are affordable to and accessible by local households.
 - Extending Homefinder, the Council's in-house lettings agency and reducing management charges to incentivise and retain landlords.
 - Continuing to explore the options for affordable housing delivery to meet the needs of those unable to purchase and making best use of the council's resources.
 - Providing advice and support to communities to meet their own housing needs through registered providers or community land trusts.
 - Setting up a custom build and self-build register.
 - Working with the well-being team to address excess cold and fuel poverty – a priority for the Private Sector Renewal Strategy.
- 5.2. The plan has been reviewed and Appendix 3 provides details of performance against milestones and targets. New targets and actions are proposed supporting new priorities identified by the Housing Strategy review and are shown in italics.

6. Resource and legal implications

- 6.1. The Housing Strategy review at appendix 1 sets out the proposed reallocation of existing resources.

7. Consultation

- 7.1. This review has been considered and shaped by discussions at the Chichester Housing Delivery Partnership, corporate management team and cabinet away day. Consultation has included the housing operations team, the planning policy

team, economic development, the Housing Benefits Manager and any relevant comments have been included in the Housing Strategy Delivery Plan review in Appendix 3: There have also been meetings with the National Community Land Trust Network and Wickham Community Land Trust.

8. Community impact and corporate risks

8.1. These proposals will have a positive impact on local people and communities through the provision of affordable housing and delivery of the housing strategy objectives.

9. Other implications

Are there any implications for the following?		
Crime & Disorder:		No
Climate Change:		No
Human Rights and Equality Impact:		No
Safeguarding:		No

10. Appendices

10.1. The Housing Strategy review.

10.2. Housing delivery options.

10.3. The Housing Strategy Delivery Plan - Review of current performance December 2015.

11. Background Papers

11.1. Housing Strategy and Capital Investment Programme, Cabinet, 3 September 2013.

11.2. Housing Strategy Delivery Plan 2013-18 Annual Review, Overview and Scrutiny Committee, 11 September 2014.

11.3. Affordable Housing Delivery, Cabinet, 14 October 2014.

Housing Strategy Review

1. Progress against current strategy

Priority 1 Maximising supply of local homes

- Local Plan adopted. CIL & SPD expected to be adopted December
- Gypsy & Traveller transit site established.
- Gypsy, Traveller and Travelling Showpeople Site Allocation Development Plan Document (DPD) Preferred Approach due to go to Cabinet in December 2015.
- Affordable housing targets on track and delivery is broadly in line with SHMA

Affordable homes 2013/14-2014/15	Target (2 years)	Delivered
Market quota	220	260
Additional	60	120

- Market housing – working to deliver smaller units to meet local need and retain young working households. Won one appeal. Lost three. This is a major issue for some developers & we are being continually challenged on it. We need to update the Strategic Housing Market Assessment (SHMA) to provide ongoing evidence and this is planned as part of the Local Plan review.
- New intermediate affordable housing policy adopted to allow a more flexible approach to providing low cost home ownership options.
- Partnership arrangements reviewed and now reflect the need to have a more flexible partnership with a range of providers.
- Homefinder - 177 households placed in the private rented sector over the 3 years up to 31st March 2015, resulting in reduced bed & breakfast costs and increased tenancy sustainment.

Priority 2 Effective use of existing stock

- Allocations scheme has been reviewed to include the Rural Allocations Policy.
- Encouraging downsizing has received limited success
- Stock condition survey completed
- Private Sector Housing Strategy going to Cabinet in March 2016.
- National space standards introduced but need to be adopted (through Local Plan review) by CDC if it is to be implemented.

- Parity Trust Loans – 5 loans to owner occupiers to enable repairs to properties over last 2 years
- Disabled Facilities Grants – 219 grants have been provided over the last 2 years. The environmental housing team have worked closely with Hyde and other registered providers so that they now make a greater contribution towards the works. They have also worked with housing options to identify more suitable accommodation and consequently the annual budget has been reduced from £1.1m 2 years ago to £0.85 in 14/15.
- Effective use of temporary accommodation to maximise financial efficiency

Priority 3 Enabling local people to find their own solutions

- Web site updated to give information on a range of options
- Employers advised of housing options
- Housing staff trained on all options
- Homeless Strategy – focus on prevention & assisting households to resolve their housing issues
- Good practise developed in respect of benefit changes
- Support to local communities in identifying their housing needs and meeting their needs through affordable housing working groups and neighbourhood plans.

Priority 4 Additional support

- In excess of 40 tenancies sustained since 2012 through Homefinder and work with housing support services including MyKey, Richmond Fellowship, Stonepillow and Think Family.
- Targeting of Discretionary Housing Payment
- 5 additional units for homeless leaving hospital provide by Stonepillow with grant from CDC.
- Continuing work with Sussex authorities to work with homeless 16/17 year olds
- Partnership working with SHORE to reduce single homeless people services and rough sleepers.
- Need more evidence on the range of accommodation required to meet the needs of older people and disabled through a new SHMA & working with WSCC.

2. Arising Local issues

- House prices continue to increase. Chichester has one of highest income to house price ratio outside of London. Decreasing affordability is hitting first time buyers and first-time buyer houses are frequently bought by property investors / second home owners.

- Increasing need for private rented accommodation due to the ability to discharge homeless into the private rented sector and the move from owner occupation to rented accommodation for young people leaving home in high cost areas.
- Increasing need for intermediate housing such as shared ownership and shared equity due to very high income to house price ratio, the competition from private investors and the need for a wider choice of alternatives to owner occupation to accommodate key workers to support local economy and growth.
- Reduced housing register – more difficult to match supply and demand. Need to ensure that new affordable housing is meeting the needs. There is particular need for 1 bedroom for young households, larger one beds for downsizers, 2 bedroom houses (rather than flats) and bungalows in central locations near to amenities with option of care package.
- Allocations based on meeting highest need do not necessarily result in mixed sustainable communities.
- Less social rents as Registered Providers (RPs) convert to affordable rents. Affordability of affordable rents (80% of market rents/LHA levels, 60% in London) to households on the register is questionable.
- High rent levels putting pressure on the housing benefit bill and DHP.
- Benefits cap will render large homes unaffordable. An issue for existing larger families. Also registered providers are reluctant to build larger properties due to affordability and viability issues.
- Many of larger registered provider partners are no-longer pursuing small sites.
- SDNP & many rural communities are only looking to develop small schemes of around 6 units and wish to work with smaller more local organisations.
- It is becoming increasingly difficult to develop in the SDNP due to the difficulty of identifying sites acceptable to SDNP. Also RPs have less resources and are generally unwilling to develop small sites.
- There are a significant number of hard to let properties in Hyde's stock including outdated sheltered schemes such as Cobden House and Wells House in Midhurst – CDC are working with their asset management team to ensure full value of their assets is realised in meeting the district's housing needs.
- Small and medium sized builders are at risk of insolvency due to escalating labour and construction costs, cash-flow issues and the draw of skilled labour to London.
- Aging population and associated care needs.
- Private sector housing stock condition survey identified significant number of households living with excess cold and fuel poverty.
- Registered housing providers becoming more remote and less locally accountable e.g. recent issues of service charges and maintenance.

3. Arising national issues

Recent government planning policy affecting housing

- Higher affordable housing threshold of 10 units (5 in SDNP & AONB, but commuted sums only on 5-10units). Local plan amended prior to adoption in line with the then government policy which has now been withdrawn.
- Introduction of starter homes exception sites but no requirement for affordable housing or CIL.
- Permitted development rights – no affordable housing
- Custom & self-build register to be developed and planning policy to take account of assessed demand.
- The government have introduced a new planning requirement for planning authorities to assess the needs of older people.
- A national space standard – adoption is optional but need evidence of need and viability is required.
- Vacant building credit was introduced to improve viability and delivery. It effectively reduced the affordable housing on brownfield sites with existing empty buildings as the affordable housing quota could only be applied to the net increase in floor space. This policy has now been withdrawn following a High Court ruling but DCLG have been given permission to appeal.

The Housing & Planning Bill

- Build 200,000 new starter homes (80% of market value) for first time buyers under 40. This includes proposals to count starter homes as affordable housing and to prevent councils from insisting on the delivery of affordable rented housing on market sites. This will potentially undermine the council's ability to negotiate and deliver affordable rented housing on market sites. The Council is currently expecting just over 20% of all new housing on strategic, allocated and windfall sites to be provided as affordable rent.
- Extend the Right to Buy policy to housing association tenants. This will mean the housing association tenants will have the same generous incentives as council tenants to purchase their house.

35% on houses (50% on flats) after 3 years residency then from 5 years a further 1% (2% for flats) discount for every year up to a maximum of 70% of value or £77,900 whichever is the lower.

Tenants, who can't afford to buy their home through RTB, may still be able to buy a share of it through Social Homebuy. Many RPs are predicting a loss of up to 25% of their stock over the next 5 years and although they have committed to the replacement of the lost social stock on a one for one basis within two years, (otherwise the receipts go back to government)

it is extremely difficult to see how this will be achieved without extra funding from government. Government have also agreed that replacement properties do not have to be affordable rent. They can be shared ownership or starter homes. It currently appears that it will be up to the housing association as to whether they impose restrictions on rural homes. Given that rural properties in Chichester have such high values and are more costly to manage and maintain, this may prove to be an incentive for some registered providers to sell on their properties under this scheme. Government have said that this policy will be funded by the sale of empty high-value council homes, including stock transferred through LSVT agreements.

- Pay to stay - Tenants on higher incomes (over £40,000 in London and over £30,000 outside London) will be required to pay market rate, or near market rate, rents. This will encourage some tenants to take up the Right to Buy.
- De-regulation of registered providers including “rewriting the rules which see councils nominate the neediest tenants to association homes”, giving RPs greater control over who they choose to house.
- Double the number of custom and self-built homes by 2020 through a new Right to Build and potentially new duty to identify and provide sites.

Other national issues

- Rents for social housing will be reduced by 1% a year for 4 years from 1st April 2016. This is affecting the viability of the affordable housing contributions on market sites and the development capacity of registered providers. Hyde have advised that they will be seeking to provide an affordable housing split of 30% rented and 70% shared ownership, rather than CDC’s current requirement (and SHMA recommendations) of 70% rent, 30% shared ownership. Affinity Sutton has advised that their development capacity will be reduced as a result of the rent cuts.
- The introduction of universal credit, reductions to the total household benefit cap to £20k/annum & cuts to welfare including removing the entitlement to housing support for those aged 21 or under and changing support for Mortgage Interest into a loan.
- Housing benefit for social tenants is to be capped in line with Local Housing Allowance (LHA) with single people under 35 without children restricted to claiming the allowance for a room in a shared house.
- Working-age benefits, including tax credits and Local Housing Allowance, will be frozen for 4 years from 2016-17
- Build 275,000 additional affordable homes by 2020. Affordable Housing Programme extended 2018-2020. This may potentially include starter homes and is currently the subject of government consultation.
- Introduce a Help to Buy ISA for first time buyers.

- Require councils to keep a register of brownfield land and ensure 90% of suitable brownfield land has planning permission by 2020.

4. Implications and key challenges for the next 5 years

- A substantial increase in starter homes and intermediate housing delivered by the market but this needs to be affordable to local households.
- A significant loss of affordable rented stock, especially larger family homes and homes in the rural areas. These will be difficult to replace.
- The council will have reduced nomination rights and less control over the allocations of new lets and existing stock.
- CDC will still have the same duties to house the homeless and vulnerable but less tools to enable affordable rented accommodation.
- It will become increasingly difficult to meet the needs of single vulnerable people under the age of 35 years old.
- A growing housing register and more pressure on advice and homeless services to rehouse those people in most need in the private rented sector.
- Market rents will continue to increase but with Local Housing Allowances and benefits restricted it will be harder for Homefinder to attract landlords.
- Vulnerable people living with excess cold.

5. Future priorities

- Strengthen evidence of local need and affordability including SHMA update to ensure the council has a current evidence base to support our housing requirements when negotiating section 106 sites and any appeal cases and to review appropriate mix of tenure and house sizes to meet future needs, including the accommodation needs of older people.
- Support opportunities for additional intermediate and keyworker housing to support the local economy and growth, ensuring that starter homes and intermediate housing provided are affordable to and accessible by local households.
- Implement a flexible toolkit of options for delivering housing focused on meeting the needs of local households unable to purchase, whilst making best use of the council's resources.
- Provision of advice and support to communities to identify need, sites and alternative options for the delivery of housing through specialist providers or community land trusts.
- Working with partner organisations to identify vulnerable young single people and find solutions to meet their housing need.
- To review the level of management charges with a view to extending Homefinder by incentivising and retaining landlords, to mitigate the effects of welfare reform.
- Develop schemes to help those with excess cold or in fuel poverty
- Set up custom and self-build register.

- Work with West Sussex and partners to ensure best use of DFG funds.
- Continue to work with partners to remodel / redevelop under used / hard to let properties to realise their full asset value in terms of meeting housing needs.
- Work with WSCC to identify sites suitable for older persons / supported accommodation needs (affordable and market).
- Support small-medium building contractors and encourage supply of skilled labour in the district, including the employment of apprentices and local labour in the district (developer's charter).
- Consideration of adopting national space standards through the Local Plan review. This will need to be evidenced by need and viability.
- Affordable housing targets to be retained as currently there is much uncertainty regarding the economy, future delivery and the impact of changes in government planning policy.

6. Future housing delivery and funding.

There is no one easy solution. A toolkit of options is required providing a range of delivery mechanisms so that opportunities can be taken up as they come along. A comprehensive range of options have been considered as detailed in appendix 2. These largely fall into one of four delivery mechanisms.

(i) Market site delivery

In future affordable housing on market sites is likely to be delivered as:

- Starter homes
- Shared equity homes through private housing providers, such as Landspeed
- Developers may continue to work with registered providers but the focus will be on shared ownership, rather than affordable rent
- Developers may opt to deliver self-build or transfer land to a community land trust

Developers will choose the option which provides them with maximum profit and minimum risk.

CDC to:

- Maximise delivery of affordable rent wherever possible.
- Work to ensure affordability of starter homes and low cost home ownership to local people.

(ii) Registered provider delivery

This has been the main tool for delivery since the Council transferred its stock, as with most non-stock owning authorities. The housing partnership arrangements have

recently been reviewed to ensure that the council now has a range of partner so that opportunities can be taken up as they arise. However, in future:

- There is will be very little government grant to subsidise affordable rented housing.
- Some registered providers will compete to purchase market sites with the intention of selling a proportion of market homes to cross subsidise the affordable housing but only a small percentage will be developed for affordable rent.
- Registered providers will be able to use recycled funds from the sale of affordable homes from the right to buy to fund new affordable housing but their focus will be on shared ownership and such funds will not be ring-fenced within the district
- The main developing registered providers are now focused on economies of scale and home-ownership. They are only interested in joint ventures on a large scale and where a local authority has land or stock for redevelopment.
- Only a few specialist registered providers are willing to develop small schemes.
- The main developing registered providers draw down funds on a huge scale and any CDC loan finance would have a secondary status.
- Any new affordable rented housing is likely to be subject to the Right to Buy and nomination right may not be guaranteed.
- Benevolent landowners are less willing to release land for affordable housing and communities less likely to support proposals for affordable housing if they can be lost to the market through the right to buy.

CDC to provide funding to registered providers as follows:

Commuted sums	<ul style="list-style-type: none"> • To convert shared ownership to rented units • To attract investment to meet specific local needs e.g. bungalows, disabled units, redevelopment of outdated or difficult to let housings. • To enable viability of small schemes (e.g. rural schemes and schemes with high design costs or additional amenity requirements) • Where grant would reduce rents to affordable levels, particularly in the case of larger family affordable rented homes.
Capital funds	<ul style="list-style-type: none"> • Loans to small / local registered providers

(iii) CDC delivery

Consideration has been given to setting up a local housing company, either to deliver affordable housing, to realise profit for the council or as a joint venture with other authorities. However:

- Authorities involved usually have retained stock which can be used as collateral and redeveloped and land or stock. CDC previously transferred its stock to a housing company and now has neither stock nor land.
- CDC has limited capital resources and expertise.
- Open market land or property in the district is expensive.
- Local housing companies generally rely on availability of cheap land and economies of scale.
- New properties may be subject to the RTB.
- Housing companies are costly to set up. The input would be high for a relatively small number of homes and would involve significant risks.
- Joint venture partnerships are designed to pool resources to maximise output

CDC to progress discussions with WSCC and explore opportunities for joint working.

(iv) Community delivery

Community Land Trusts (CLTs) have the potential to provide affordable housing in small rural settlements in perpetuity with local control and accountability.

- There are examples of successful delivery in Cornwall, Devon, Cambridge and more locally, Wickham in Hampshire.
- Several communities in the district have expressed an interest in exploring this model of affordable housing delivery.
- Commuted sums received in lieu of affordable housing could be made available as grant.
- Capital funds could be used to provide loans at favourable rates.
- CDC funding could also help leverage other funds.

However this delivery model relies on having a group of individuals from the community with the necessary skills and commitment to make it happen.

CDC to give advice and support to those communities wishing to find out about community land trusts, working with Action in Rural Sussex and other specialist agencies.

CDC to provide funding to community land trusts as follows:

Commuted sums	<ul style="list-style-type: none"> To help fund purchase of sites To lever in investment and enable viability of small schemes
Capital funds	<ul style="list-style-type: none"> Development loans Long term loans

Commuted sums received in lieu of affordable housing must be spent on affordable housing delivery within 5-10 years, subject to individual agreements, otherwise the money must be returned to the developer.

Any spend over £50,000 will be subject to Cabinet approval.

7. Proposed allocation of Capital Funding

Current use/ new funding requirement	Capital funding at 31 st March 2015 £	Proposed use as before
Mandatory Disabled Facilities Grants	4,426,400	Mandatory Disabled Facilities Grants, approx. £250,000 pa of CDC funds subject to government grant funding being maintained. Total budget c£750k
Home Extensions and Conversions	157,323	Home Extensions and Conversions
Under-Occupation Fund	25,796	Under-Occupation Fund
Discretionary Private Sector Renewal Grants and Loans (landlord accreditation scheme, decent homes, Parity loans, HomeFinder assistance, empty homes)	836,788	Discretionary Private Sector Renewal Grants and Loans, profiled at £150k pa to cover the Private Sector Housing Renewal Strategy period 2016-21.
Rural Housing Partnership	459,454	Rural Housing Partnership – committed funds
Current use		New proposed use
Mortgage Rescue	42,641	Homeless Prevention Fund – tie in with welfare reform, help for under-occupiers to downsize
Affordable Housing Delivery Fund commuted sums within existing approved budget. Additional Commuted sums received since September 2013	627,613 743,675	Affordable Housing Grant Fund - Grant funding to registered providers and community land trusts for new affordable housing.
Affordable Housing Delivery Fund Capital	2,000,000	Affordable Housing Capital Fund Loans to Registered providers and community land trusts for new affordable housing.
Equity Loan scheme Part 1 -	202,875	To address excessive cold and fuel

remaining funds (£50,000 committed to an equity but not yet spent) <i>together with existing revenue funding</i>		poverty issues identified in the Private Sector Renewal Strategy working with the health & wellbeing team. Subject to confirmation that funding is available.
Equity Loan Scheme Part 2 (Parity Trust)	500,000	Affordable Housing Capital fund
<i>Receipts form sale of Church Road site</i>	<i>TBA</i>	<i>Affordable Housing Capital Fund (as above)</i>

Additional funds will be required for update of SHMA to support planning consultations & appeals, provide needs evidence & viability required to adopt National Space Standards and to more fully assess the accommodations needs of older people. This will be included in the review of the Local Plan.

Affordable housing delivery options considered or under investigation

Delivery Options	Details	Benefits	Issues	Conclusion
Registered Provider Delivery				
Grant to RPs	<ul style="list-style-type: none"> Historically CDC has provided grants to registered providers (RPs) to develop affordable housing - this has included use of Right To Buy (RTB) receipts, capital funds and commuted sums received in lieu of affordable housing. 	<ul style="list-style-type: none"> Can help provision of affordable housing which would otherwise not be financially viable to develop. Has previously attracted investment from HCA and RPS. Committed sums received by CDC in lieu of affordable housing must be spent on the provision of new affordable housing – grants to RP are an effective way of using this money. Can secure additional nominations rights. 	<ul style="list-style-type: none"> Once passed to RPs the council’s capital funds are spent and cannot be replenished. The grant requirement for a social rented unit would be well in excess of £100,000 and RPs are no-longer focused on delivering social rent. The government policy to cut rents by 1 % will increase the grant requirement for an affordable rented unit, however RPs are now more focused on providing shared ownership in line with government policy. Will be lost to RTB. 	<ul style="list-style-type: none"> Over the last 5 years RPs have not generally taken up LA grant funds as their delivery models have been focused on the take up of Homes and Communities Agency (HCA) grant. £2m would enable up to 20 social rent units. Consideration should be given to more innovative ways of using the council’s capital funds. In future commuted sums should be used as grants to fund the delivery of affordable housing: <ol style="list-style-type: none"> by small local housing associations or Community Land Trusts (CLTs). Where grant will attract investment from an RP /HCA and meet the local needs.
Grant to RPs to convert shared ownership to affordable rent	<ul style="list-style-type: none"> This would involve CDC giving grant to incentivise the RPs to provide a higher proportion of rented units 	<ul style="list-style-type: none"> Would help meet the needs of those households unable to purchase on the council’s register. 	<ul style="list-style-type: none"> Once spent such funds cannot be replenished RPs are generally more focused on homeownership delivery The grant requirement would be at least £60,000 per unit. 	<ul style="list-style-type: none"> £2m could enable 33 shared ownership units to be converted to affordable rent.
Partnership working	<ul style="list-style-type: none"> Match funding of 	<ul style="list-style-type: none"> The Chichester Rural Housing 	<ul style="list-style-type: none"> Parish councils and 	<ul style="list-style-type: none"> £1.5m delivered 154 affordable

Delivery Options	Details	Benefits	Issues	Conclusion
with registered providers	resources to deliver affordable housing.	Partnership was successful in delivering over 125 homes in rural parishes and attracted over £6 m investment from HCA and Hyde Martlet	<p>communities want the freedom to select their housing provider and do not necessarily want to work with or support a national or regional provider.</p> <ul style="list-style-type: none"> • RP resources have become more stretched and focused on delivering the HCA or regional programmes. There were also concerns regarding the objectivity of a rural enabler funded by a RP. • Need to be more flexible to work with other RPs. • RPs generally not willing to deliver small sites. 	<p>homes</p> <ul style="list-style-type: none"> • As a result of government grant reductions and the changes to the funding regime, many housing providers have reduced their development programmes. In order to achieve our housing targets and maximise opportunities we need to encourage a range of providers to develop in our district rather than relying on a single provider. This requires flexibility and the ability to respond to the changing funding environment.
Joint venture partnership with registered provider	<ul style="list-style-type: none"> • These usually involve the provision of affordable housing through the provision of cheap LA land and the use of profits from open market sales to subsidise the affordable housing. 	<ul style="list-style-type: none"> • Delivery of affordable housing utilising public land. • LA may be able to retain an interest in the land. • Preferable nomination rights 	<ul style="list-style-type: none"> • Details of the Church Road site were circulated to all partner RPs, actively encouraging innovative partnership offers. Only one offer was received from Hyde. It was submitted after the close of tender date and was considered not to offer good value in terms of financial and social value compared to the other offers. 	<ul style="list-style-type: none"> • The feed back from RPs was that they would only be interested in a joint venture partnership on a significantly larger scale. Otherwise it is not worth the legal costs and resources required to set up a joint venture partnership or company.
Loans to RPs including equity loans for shared ownership	<ul style="list-style-type: none"> • Use of the council's capital funds to provide loan finance to RPs to facilitate the delivery of 	<ul style="list-style-type: none"> • Cheaper finance • Lower interest rates 	<ul style="list-style-type: none"> • Most of the RPs currently developing in the district is national/ regional organisations. Their loan 	<ul style="list-style-type: none"> • Consideration could be given to making loans to small local RPs who are willing to develop.

Delivery Options	Details	Benefits	Issues	Conclusion
	affordable housing in the district.		funding is drawn down on a huge scale over a long time at favourable rates and as such their investors would have first call in the case of default.	
CDC delivery				
Develop & manage own stock	<ul style="list-style-type: none"> Set up Housing Revenue Account and take on housing stock. 	<ul style="list-style-type: none"> Local control and accountability. 	<ul style="list-style-type: none"> The council has limited resources and expertise to take on this role. The council has no land holdings left to develop or any housing stock to use as collateral. The council would have to compete on the open market to purchase land Properties would be subject to the RTB. 	<ul style="list-style-type: none"> This would be a long, slow and expensive process and most stock owning authorities are looking to set up Housing Companies to escape the RTB
Purchase of modular affordable housing.	<ul style="list-style-type: none"> A members' group was set up to consider temporary modular homes on council land for which market rent would be charged and the operating surplus saved towards mortgage deposits for the occupiers. 	<ul style="list-style-type: none"> Potentially a cheap means of housing provision. Helping households on register to access the housing market. 	<ul style="list-style-type: none"> Lack of council owned land The cost of modular homes was not cost effective due to the cost of providing infrastructure, moving costs and depreciation. 	<ul style="list-style-type: none"> Considered by Housing standing Panel 26/01/12, which concluded that without suitable sites, the initiative was not viable. Not supported.
Purchase of affordable homes to be rented with mortgage savings scheme in place.	<ul style="list-style-type: none"> The proposal involved the council purchasing off the shelf properties, then renting them at market 	<ul style="list-style-type: none"> The council would provide additional affordable housing for rent, at the same time helping the tenant to save and 	<ul style="list-style-type: none"> The council's funds would only purchase a small number of properties and would not help those most in need. 	<ul style="list-style-type: none"> It was concluded that this was a costly, high risk scheme which would only benefit a small number of households.

Delivery Options	Details	Benefits	Issues	Conclusion
	<p>rent to households on the register.</p> <ul style="list-style-type: none"> Any surplus after administration and maintenance costs would be saved in a grant pot and paid back to the tenants after four/five years by way of a grant to purchase a property. 	<p>access a market home, releasing the property for another household.</p> <ul style="list-style-type: none"> The council would benefit from property appreciation. 	<ul style="list-style-type: none"> The 1985 Housing Act requires councils to have a housing revenue account for most council owned accommodation. Local authorities can only offer secure tenancies with RTB rights. Strict Financial Services Authority Controls on lending and borrowing. Issues of how properties would be allocated and potential changes in circumstances of households. Complex legal work and costs for a small number. Savings inadequate to raise deposit. Relied on partnership with RP. 	<ul style="list-style-type: none"> Not supported
Council interest in shared ownership	<ul style="list-style-type: none"> This would involve the council taking a leasehold interest in the unsold equity. 	<ul style="list-style-type: none"> When the shared owner purchases additional shares or buys outright, the council would benefit from the uplift in values. 	<ul style="list-style-type: none"> The council would have to compete against RPs and other intermediate providers. Recent evidence from RP partners indicated that few shared owners can afford to buy outright. 	<ul style="list-style-type: none"> Limited potential for the council to make a return from investment. Does address key challenges as Intermediate housing will be bought forward by the market.
Housing Company				
CDC housing company for delivery of affordable housing	<ul style="list-style-type: none"> Many local authorities have set up housing companies to manage and develop affordable 	<ul style="list-style-type: none"> More financial flexibility Previously not subject to RTB Previously government affordable housing grant 	<ul style="list-style-type: none"> The council has limited resources and expertise to take on this role. The council has no land holdings 	<ul style="list-style-type: none"> The council no-longer has sufficient resources to make this an effective option. Land costs locally may make this

Delivery Options	Details	Benefits	Issues	Conclusion
	housing as did CDC back in 2001 - Chichester District Community Housing.	available.	left for the Company to develop. <ul style="list-style-type: none"> The company would not have any housing stock to use as collateral The company would have to compete on the open market to purchase land Properties may be subject to the RTB. 	unviable <ul style="list-style-type: none"> £2m would purchase 12 affordable properties on a market site.
CDC housing company for delivery of market housing for profit.	<ul style="list-style-type: none"> Another option is to invest capital to build or purchase properties to be let at full market rents as an investment. 	<ul style="list-style-type: none"> Provision of an income stream for the council 	<ul style="list-style-type: none"> The company would have to compete on the open market to purchase properties or land. Escalating building costs Economies can only be achieved through large scale development. 	<ul style="list-style-type: none"> £2m would purchase a maximum of 8 properties on the open market. The council would need additional resources to make this an effective option. Land costs locally may make this unviable
Housing company / joint venture partnership with other authorities/ developer/ financial institution	<ul style="list-style-type: none"> Such partnerships are designed to pool resources and maximise investment. CDC has no land or stock but some limited capital and ability to draw down funding. Could consider how this could be used to secure nominations in neighbouring authorities. 	<ul style="list-style-type: none"> Economies of scale Attract investment If the Housing Company has charitable status the RTB may possibly be avoided. 	<ul style="list-style-type: none"> Costly and resourceful to set up. Relies on availability of cheap land. Only cost effective when large numbers are involved. 	<ul style="list-style-type: none"> Authorities involved in such partnerships generally have large land holdings and still own their own stock, e.g. Arun, Crawley. CDC could provide capital or loan funding in exchange for nomination rights in other districts.
Intermediate Housing				
CDC guaranteeing	<ul style="list-style-type: none"> The scheme provided 	<ul style="list-style-type: none"> Assists the middle market into 	<ul style="list-style-type: none"> Lloyds, the principal lender, was 	<ul style="list-style-type: none"> Considered by OSC 27/09/12.

Delivery Options	Details	Benefits	Issues	Conclusion
loans -Local Authority Mortgage Scheme (LAMS)	buyers with a low deposit (5%) and a preferential interest rate for three years but was subject to the council providing a cash-backed indemnity which was invested to provide a return for the council.	home-ownership and in doing will stimulate the housing market. <ul style="list-style-type: none"> • Frees up dwellings and relieves pressure on the private rented sector, and possibly in the social rented sector. 	not on the authority’s counterparty list. <ul style="list-style-type: none"> • Lloyds didn’t meet CDC’s credit rating criteria. • Credit exposure against the bank. • The council would be liable if purchasers defaulted in the first 5-7 years. • Credit exposure by mortgagees taking up the mortgages. • Concerns re auditing rights. • Scheme did not target those most in need. 	Referred to CGAC 29/11/12 then on to Cabinet 29/01/13 with recommendation that a LAMS should not be set up.
Equity loan scheme	<ul style="list-style-type: none"> • Assists buyers unable to access market housing with an interest free equity loan. 	<ul style="list-style-type: none"> • Helps first time buyers access the market • On loan repayment the council benefits from any increase in the property value • The council’s capital can be recycled 	<ul style="list-style-type: none"> • If property values fall or the purchaser defaults the council may lose out. • There are now a number of alternative schemes available. 	<ul style="list-style-type: none"> • A successful pilot scheme was undertaken and further capital funding committed. • Although there was an extensive waiting list, following protracted negotiations on the legal agreement with the provider Parity Trust, the loans have not been taken up.
Equity share – Landspeed / Merlion	<ul style="list-style-type: none"> • Provision of shared equity/shared ownership affordable housing by non-registered or for-profit registered providers. 	<ul style="list-style-type: none"> • No grant requirement • Complies with Intermediate Housing Policy. • No minimum no. of units • Alternative means of delivery when RPs unable/ unwilling to deliver. • No rent on the unsold equity. 	<ul style="list-style-type: none"> • 5% deposit required. • Limited mortgage availability. • Although two small schemes have been successfully delivered, these are relatively small organisations and their capacity for taking on large numbers has yet to be tested. 	<ul style="list-style-type: none"> • Intermediate Housing Policy adopted to allow approval of bodies other than RPs to deliver intermediate housing in the district. • To be used where appropriate taking into account size of organisation and capacity.

Delivery Options	Details	Benefits	Issues	Conclusion
		<ul style="list-style-type: none"> • Can be cheaper than market rents. 		
Discounted sale	<ul style="list-style-type: none"> • Sold by developer at less than market price (usually 50-80%) to person approved by CDC. Purchaser owns all freehold/leasehold, but must sell on at same discount to another person approved by CDC. 	<ul style="list-style-type: none"> • Simple, easy for council to administer after initial set up. • Good for small number of units - no need for RP involvement. • The benefit passes on to all future owners. 	<ul style="list-style-type: none"> • Discount provided can be arbitrary. • 	<ul style="list-style-type: none"> • Very useful on small sites to secure quota of affordable units.
Home Reach / Your Front Door - Heylo	<ul style="list-style-type: none"> • Private joint venture company between Lancaster County Council Pension Fund, a regulated investment manager and RPs. • Provides low cost shared ownership models 	<ul style="list-style-type: none"> • Shares from 10% available (with mortgage repayments). • Affordable total monthly outgoings compared with outright sale and market rents. • On sale customer benefits from increase in value of own share and non-purchased share. • No grant required. 	<ul style="list-style-type: none"> • 10% cash deposit required. Indicative salary to buy 10% share market value of £150,000 is £23,577. • Not accessible to majority of households on housing register. 	<ul style="list-style-type: none"> • Appears to be a more accessible intermediate option than market rent or shared ownership. • Awaiting further details and worked up examples of costs compared to other models. •
Rent Plus	<ul style="list-style-type: none"> • A private housing provider financed by institutional and private investors. • Offers a range of 5-20 year lease agreements, initially rented at an affordable rent to enable tenants to save towards 	<ul style="list-style-type: none"> • Offer a range of 5-20 year lease agreements. • No grant required. 	<ul style="list-style-type: none"> • Currently being developed in the South West. Scheme not tried and tested as yet. • Relies on properties being leased and managed by local RPs. 	<ul style="list-style-type: none"> • Details of costs and outgoings to be acquired and compared with other models. • To be explored further for potential approval under out Intermediate Housing Policy.

Delivery Options	Details	Benefits	Issues	Conclusion
	<p>purchase with a gifted deposit of 10% of the property's market value on purchase.</p>			
<p>Community land trusts, self-build & live-work housing & others</p>				
<p>Encouraging & supporting Community Land Trusts (CLTs)</p>	<ul style="list-style-type: none"> • CLTs are organisations initiated and governed by local residents seeking to deliver affordable housing and /or other community facilities. They are non-profit making and hold the land in trust so that it is taken out of the market and the value of the development is captured in perpetuity by the community. 	<ul style="list-style-type: none"> • Locally governed and managed. • Locally accountable. • Local homes for local people. • Enables delivery of affordable housing in perpetuity. • Can attract local support and identification of land. • Not necessarily subject to the same regulatory framework as RPs • Achievement of wider goals for community. • Capital funds could be used to provide loan finance. Funds would then be recycled and provide a return to CDC. 	<ul style="list-style-type: none"> • Support of community essential. • Run by volunteers so progress can be slow. • Difficult & expensive for CLT to secure funding. 	<ul style="list-style-type: none"> • The council could proactively support the formation of CLTs to deliver affordable housing to meet local needs by offering advice and providing practical support. This could include acquisition of land, project management of development, provision of grant and loan funding and management & maintenance of completed properties.
<p>Self-build</p>	<ul style="list-style-type: none"> • An individual or group builds home(s) to their own specification on clear or serviced plot. May undertake the trades themselves, or more 	<ul style="list-style-type: none"> • Individual can tailor build to exactly what they want. • "Sweat equity" can reduce costs if they have the necessary skills. 	<ul style="list-style-type: none"> • Largely untried in UK • May not be cheaper – no economies of scale • "Grand Designs" rather than affordable homes often developed by people with 	<ul style="list-style-type: none"> • Government keen to encourage this, but considerable work may be needed by LAs, for limited benefit to a few people who are not in greatest need.

Delivery Options	Details	Benefits	Issues	Conclusion
	usually, contract it out.		capital. • Competing with developers for sites.	
Live-work housing	• Housing with separate commercial space within, to allow business to be conducted there. Usually as part of a group to provide business synergy and shared facilities.	• Good for start-up businesses not needing large space	• Problems of monitoring and enforcement – “backdoor” way to get housing where may not be allowed otherwise. • Business failure/bereavement may mean either someone’s home, or the business use is lost.	• Has worked in redundant industrial building in urban areas, but even here have been enforcement issues.
Housing co-ops	• Similar to a housing associations, but managed by its tenants. An Industrial and Provident Society is set up which owns the property, takes out mortgages, and receives rent.	• Self-determination and autonomy of group. • May include local community businesses and skill development.	• Considerable work and knowledge needed to secure/develop a suitable property, find finance, and form an industrial and provident society. • Members must be like-minded and agree with the group’s ethos and be willing to commit to managing the co-op.	• Not a great culture of housing co-ops in UK • Needs determined group of people to set up and adhere to the ethos of the co-op.
Living Over the Shop	• Empty flats above shops brought back into use.	• Central location, bring back vitality to town centre. • Rent to free/leaseholders.	• Freeholder (often national companies) unwilling • Minimal extra income for considerable disruption (security, flooding, noise) that would affect turnover • Upper floors used for staff/storage facilities.	• Extensive consideration of Chichester city centre made 10 years ago concluded no potential there.

THE HOUSING STRATEGY DELIVERY PLAN - Review of current performance and additional actions December 2015

Milestone Status	
	Milestone has not been met / unlikely to be met
	Milestone was not / unlikely to be met on time but has since been met or is due to be met / no-longer required
	Milestone has been met /likely to be met on time

Additional actions resulting from the Housing Strategy review have been added and are shown in italics.

Housing strategy priority	Actions	Original Milestone <i>(new milestones in italics)</i>	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
Priority 1 Maximise the supply of Housing to meet local needs	1. To put in place a Local Plan and policy base that delivers homes for local people and responds to local housing need.	<ul style="list-style-type: none"> Local Plan submitted for examination April 2014 Local Plan adopted December 2014 Site Allocation Development Plan Document December 2015 Consideration given to SHMA update December 2015 	Site Allocation DPD 2017	   	31 st December 2017	The draft Site Allocation Document Plan Document has now been approved for consultation from 7 th January to 18 th February 2017.
	2. To develop mechanisms to secure the infrastructure required to meet the future housing needs of the district.	<ul style="list-style-type: none"> Preliminary consultation of CIL April 2014 Draft schedule for consultation Sept 2014 Submission to Secretary of 	<ul style="list-style-type: none"> Draft Schedule for consultation 24 Nov – 5 Jan 2015 	  	July 2015	

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
		State December 2014 • Examination February 2015 • Adoption of CIL April 2015	• Submission to Secretary of State 12 March 2015 Adoption of CIL July 2015	 		Expected to be adopted on the 1 st February 2016.
	3. To maximise delivery of affordable housing on market sites.	Minimum delivery of 550 affordable housing units over the strategy period. Average delivery of 110 per annum.			31 st September 2018	260 affordable housing units were delivery on market sites in 2013/14 & 2014/15. A further 127 units are expected to be delivered in 2015/16.
	4. To boost affordable housing delivery where opportunities arise by utilising council funds and RP assets to lever in investment.	Delivery of an additional 150 affordable homes over the strategy period. Average of 30 per annum.			31 st September 2018	121 additional affordable housing units were delivered in 2013/14 & 2014/15. A further 68 units are expected to be delivered in 2015/16.
	5. Assess, identify and facilitate delivery of Gypsy & Traveller accommodation.	• Gypsy & Traveller Accommodation Needs Assessment completed April 2013 • Site study completed April 2013 • Site allocations and policies plan completed October 2013	• Public consultation on preferred approach November 2014 • Submission to Secretary of State October 2015	  	31 st March 2020	Both the needs assessment and site study were completed in April 2013. Instead of the site allocations and policies plan a Development Plan Document is to be progressed as approved by Council on 20/05/14. However, further work has been delayed until a review of the background evidence has been completed following changes to the government guidance. Milestones are no-longer relevant and the Local Development Scheme is to be amended accordingly as agreed by cabinet on 3 rd November 2015.

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
Page 77		<ul style="list-style-type: none"> • 37 pitches identified April 2014 • 37 pitches delivered December 2017 	<ul style="list-style-type: none"> • Estimated adoption March 2016 	 		
	<p>6. Review the existing partnership arrangements and put in place a mechanism to continue to support local communities in making provision for local housing needs.</p>	<ul style="list-style-type: none"> • August 2013 Dedicated Neighbourhood Planning officer recruited. • 31st December 2013 Review of Housing Partnerships • 31st March 2014 New arrangement in place 		  	31 st September 2018	
	<p>7. Delivery of increased smaller family housing to meet the needs of young forming households, downsizers and to retain & attract young working families and support economic growth.</p>	<p>On-going - 35% of market homes to be 1-2 bedroom and 50% 3 bedroom.</p>			31 st September 2018	<p>The housing delivery team are proactive in seeking to increase the number of smaller market homes delivered in the district through the planning process. Unless there are exceptional circumstances the market mix is required to be in line with the SHMA recommendations as set out in the milestone. 3 sites have gone to appeal where the developer refused to comply with our requirements, 1 case gained the inspectors support and in the other 2 cases the inspector did not support our grounds for refusal. Further evidence and data is now being collected to justify our requirement and a policy dealing with this issue is included in the draft local plan. An updated SHMA report would provide more current evidence.</p>

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
Page 78	8. Strengthen evidence of local need & affordability, working to ensure that starter homes and intermediate housing is affordable to local people.	<ul style="list-style-type: none"> 31st March 2016 Commission evidence base for Local Plan. September 2017 evidence base finalised March 2018 review Intermediate Housing Policy & SPD. July 2020 Local Plan adoption 			31 st July 2020	
	9. Set up custom & self-build register and consider demand.	<ul style="list-style-type: none"> September 2016 – register in operation July 2020 Local plan review to take account of interest 			31 st July 2020	(currently awaiting guidance from government)
	10. support to small & medium building contractors	<ul style="list-style-type: none"> February 2016 developers charter to be considered by cabinet. July 2016 – developer partnership to be set up. 			30 th September 2018	
Priority 2 Making the most effective use	1. To adopt new allocations scheme to ensure that	<ul style="list-style-type: none"> July 2013 Allocation policy approved by Cabinet July 2013 new Allocation policy adopted. 		 	31 st September	

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
of existing stock, whilst maintaining sustainable communities	affordable housing is fairly and effectively allocated.	<ul style="list-style-type: none"> July 2016 Review of allocation policy by Overview & Scrutiny committee. 			2018	
	2. Work with registered providers to monitor the effects of the benefit changes and ensure tenants are well informed.		<ul style="list-style-type: none"> The effects of universal credit to be considered and reviewed when it has been fully implemented. 		31 st September 2018.	
	3. Work with partners to encourage residents to downsize where appropriate reducing under-occupation and improving the supply of larger homes for families.	<ul style="list-style-type: none"> Information & signposting on downsizing for all tenures to be made available on council's web site. March 2014 Identification of under-occupation through housing register and registered providers September 2014. 		 	31 st September 2018	
	4. Introduce guideline minimum space standards for all new homes <i>To be replaced by: To consider adoption of National Space</i>	<ul style="list-style-type: none"> 31st December 2016 evidence collated 31st March 2017 report to 	To be put on hold and reviewed in 2015.		31 st July 2020	New optional national space standards are included in national planning policy guidance. This will be considered in the 5 year review of the Local Plan as further work must be undertaken to establish need and to prove Local Plan viability before the national standards can be adopted.

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
Page 80	<i>standards</i>	DPIP				
	5. To use the findings of the Stock Condition Survey as a basis to review the Council's Private Sector Housing Strategy seeking to ensure that the housing stock in the district is well maintained and empty properties are bought back into use.	<ul style="list-style-type: none"> • Completion of stock condition survey December 2013 • Review of Private Sector Housing Strategy April 2014 • Adoption of new strategy April 2014 		  	30 th April 2015	The draft Private Sector Housing Strategy is now out for consultation and a report to cabinet and adoption of new strategy is expected in March 2016.
	6. <i>Work with partners to remodel/ redevelop under used/ hard to let properties.</i>	<ul style="list-style-type: none"> • <i>31st March 2016 Identification of properties.</i> • <i>30th September 2016 potential options considered</i> • <i>31st December 2016 report to OSC.</i> 				
Priority 3 Enabling Local People to find their own solutions	1. Develop good practice to deal with benefit changes and introduction of fixed term tenancies.	<ul style="list-style-type: none"> • Tenancy strategy adopted in January 2013 • Review effects of fixed term tenancies & report to HSP March 2018 	A report on fixed term tenancies will go to OSC in March 2018.		31 st September 2018	

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
Page 81	2. Promote and increase opportunities for first time buyers and economically active households to access the housing market.	<ul style="list-style-type: none"> • Equity loan scheme adopted January 2014. • Provision of advice on low cost home-ownership options to employers in the district January 2014. • 20 equity loans provided by original capital budget and revolving on-going scheme in place at no further cost to the council. September 2018 		  	31 st September 2018	The equity loan contract with ParityTrust was completed and all persons on the expressions of interest list written to. However, there is now a range of government schemes available and there was little appetite for the scheme. Funding allocated to the scheme will therefore be reallocated as part of the Housing Strategy review.
	3. Effective targeting of discretionary housing allowance and emergency fund to those who most need it.	<ul style="list-style-type: none"> • Targeting agreed with Housing Benefits and delivered by both the Housing Options Team and Homefinder lettings agency with the assistance of our partners September 2013. • Review of targeting March 2014. 		 	31 st March 2014	
	4. Provide advice and support to communities on alternative options	<ul style="list-style-type: none"> • 31st March 2016 <i>Information & signposting disseminated to all parishes and available on</i> 			30 th September 2018	

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
	<i>of delivery including community land trusts.</i>	<i>council's web site.</i> • <i>31st March 2016 Protocol agreed with Action in Rural Sussex</i>				
Priority 4 Additional support for those that need it Page 82	1. Continue to work with other West Sussex authorities and Youth Homelessness Prevention Service to respond to the needs to homeless 16/17 year olds.	On-going monitoring of homelessness applications for 16/17 year olds.		✔	31 st March 2018	A protocol is now in place between West Sussex county council and the district and borough councils, setting out procedures for joint assessments and early planning for care leavers.
	2. Encourage the provision of a range of accommodation to meet the varying needs of older persons including a supply of life-time homes on affordable housing sites to meet the need for adapted properties.	<ul style="list-style-type: none"> • Local plan policies to reflect the need April 2014 • Requirement for life-time homes to be reflected in Housing Delivery Partnership March 2014 		✔ ✔	31 st March 2018	
	3. To continue to maximise the effectiveness of Disabled Facilities Grant & ensure	Expenditure and numbers are monitored and reported on a monthly basis.		✔	31 st March 2018	The Housing Stock Modelling has recently provided information allowing more effective targeting of private sector loans and fuel poverty advice. There is also a county-wide review focused on helping older people to live independently in their

Housing strategy priority	Actions	Original Milestone (<i>new milestones in italics</i>)	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
	private sector loans and fuel poverty advice are targeted at those most in need.					own homes. This includes looking to improve the how Disabled Facilities Grants and energy efficiency services are delivered.
Page 83	4. <i>Extend Homefinder</i>	<ul style="list-style-type: none"> • <i>30th September 2016 Review level of management charges</i> • <i>31st October 2016 report to OSC</i> • <i>31st December 2016 report to cabinet</i> • <i>31st January 2017 new scheme adopted</i> 			31 st March 2017	
	5. <i>Introduce the Chichester Warm Homes Incentive. schemes to help those with excess cold and fuel poverty</i>	<ul style="list-style-type: none"> • <i>31st January 2016 consider options</i> • <i>31st March 2016 report to cabinet</i> 			31 st march 2016	<i>This will be included in the Private Sector Housing Renewal Strategy.</i>
	6. <i>Work with registered provider partners to identify the most vulnerable single people under 35 years old and find solutions to meet their housing</i>	<ul style="list-style-type: none"> • <i>31st October 2016 Identification of under 35 year olds in receipt of benefits in registered provider accommodation affected by the transitional arrangements</i> • <i>31st December 2016</i> 			31 st September 2018	

Housing strategy priority	Actions	Original Milestone <i>(new milestones in italics)</i>	Updated Milestones approved by Cabinet Oct 14	Status	Target for completion	Performance against milestones & target comments.
	<i>needs.</i>	<i>report to OSC.</i>				

Chichester District Council

OVERVIEW AND SCRUTINY

12 January 2016

Think Family Expansion Programme

1. Contacts

Report Author:

Pam Bushby, Community Interventions Manager

Tel: 01243 534801 E-mail: pbushby@chichester.gov.uk

2. Recommendation

- 2.1. **The committee is invited to consider and note the work of the Think Family Expansion Project to date and to comment on the changes to the project going into phase 2.**

3. Background

- 3.1. Since January 2013 CDC have agreed to support the WSCC Think Family Project which sets out to improve outcomes for vulnerable families. The aim in phase 1 was to target interventions around unemployment, truancy and crime and Anti-Social Behaviour (ASB). Due to the success of Phase 1 WSCC became early adopters of Phase 2 (Think Family Expansion Project) at the end of 2014. This expanded the criteria for supporting families to also include children who need help, families affected by domestic abuse and parents and children with a range of health problems. It is expected that Phase 2 will continue until 2020.
- 3.2. The approach in Phase 2 is distinctly different from the somewhat prescriptive format of the Phase 1 criteria and there is an emphasis on inclusion and a preventative approach.
- 3.3. CDC has hosted a Think Family Keyworker since June 2013 to casework with families. WSCC gave CDC Community Safety £58,500 to deliver the Think Family Expansion neighbourhoods work. A summary of work over the last year for both elements of the project are set out in paragraphs 6 and 7 and appendices 1 and 2.
- 3.4. A paper was brought to Overview and Scrutiny 6 March 2014 that summarised the work to that date, this paper describes the ongoing work since that date.

4. Outcomes to be achieved

- 4.1. The Think Family Expansion keyworker project seeks to increase the readiness of parents to get into work, increase school attendance and reduce the incidents of crime and ASB being perpetrated by families. The early help preventative approach aims to provide the right support to families at the right time to increase resilience and get families doing more for themselves, which in turn reduces demand on services. It is expected that 10 families will be worked with during a year.

- 4.2. The Think Family Expansion Neighbourhoods project aims to support the key-working project by improving the visual environment in which our most vulnerable families live, reducing crime and disorder in those areas, increasing the health and well-being of those communities and increasing community resilience.
- 4.3. These projects support CDC's priority for supporting communities by reducing issues perpetrated by a few families that impact on their communities who need support and listening to what communities are saying they need and responding positively and supporting communities to do more for themselves.

5. Think Family Expansion Keyworker Project

- 5.1. Under Phase 1 of the project CDC had a target of working with 60 families by the end of March 2015. The number of families worked with was 21, the low number was due to the unexpected complexity of the referrals which took longer to work with to achieve the successes set under the DCLG criteria. This number compares favourably to other areas, where individual keyworkers achieved similar numbers. Despite not meeting our target WSCC did meet their overall target for number of families worked with and were then invited to be early adopters of Phase 2.
- 5.2. Under Phase 2 of the project CDC have a target of working with 10 families and our Keyworker is currently working with 6 families. The families are spread across the district and have a variety of issues a common theme is current or a history of domestic abuse. One family was being subjected to on-going physical abuse from the father and the keyworker succeeded in supporting mum to press charges and obtain a non-molestation order against him. The father was removed from the family home and the family now feel safer, the children have re-engaged with education and mum feels empowered. Another family have been supported to manage debt issues and the mum is now in work. Relationships are often difficult to maintain in these families and 2 referrals have been made for functional family therapy to encourage communication and build bridges between estranged family members. The feedback from these referrals has been positive. There continues to be good inter-agency working and information sharing.

6. Think Family Neighbourhood Expansion Project

- 6.1. The neighbourhood areas were chosen according to the level of child poverty in each area, the likelihood of those families living in the area meeting Think Family criteria and those neighbourhoods most in need of support. The areas are Chichester East and South, Tangmere and Selsey North.
- 6.2. Work is continuing in each area particularly the Swanfield area of Chichester East see appendix 3. The local community group SPRING have moved the project on apace and we have supported the building works for the youth wing financially. The Charles Avenues Hub plans have stalled but discussions are being had with Affinity Sutton to move them on and a resident engagement day in December will be used to identify community champions in the area who can support the work going forward. Primary schools in each area have been

engaged in a project (see para 8.1) that has resulted in a number of positive outcomes including tree planting in Florence Park and a new fun litter bin for Tangmere recreation ground. A more detailed summary of work to date can be found in Appendices 1 and 2. The neighbourhoods work is set to continue and there is no time limit on spending the budget which allows for good foundation setting to ensure a sustained impact and improvement in each area.

7. Resource and legal implications

- 7.1. The keyworker post is paid for in arrears by WSCC but there is a management time implication for CDC. The neighbourhoods work is incorporated into the CSP business plan and is very much a partnership project. Communities Team staff engage in the project as it meets a number of criteria around Community Safety, Community Engagement and Wellbeing and is incorporated into work plans. It is not envisaged that any extra resource is needed to deliver the project. The neighbourhood's project was allocated £58,500 from WSCC and to date has spent £15,750 and allocated £5,000 see appendix 2.
- 7.2. The Joint Action Group manages the spend for the Neighbourhoods work and applications are submitted and considered by all partners around the table.

8. Consultation

- 8.1. Partners are regularly consulted on the development and progress of work and their support is continuing. School children from Primary schools in all the areas have been involved in the Ideas into Action project, where their views on their local area are sought and solutions to issues are developed and promoted through a democratic process. This work has fed into the work plan in each area and produced results as discussed in paragraph 6.2. Members are updated by way of the Members Bulletin Board.

9. Community impact and corporate risks

- 9.1. These projects should have a complimentary effect to the range of service activities that CDC undertakes and in some cases reduce demand on those services. They should have a positive impact on the lives of the families and wider communities targeted by the project.
- 9.2. The risk remains that the project fails to have an impact and deliver the benefits through a lack of engagement by partners, residents or families.

10. Other Implications

	Yes	No
Crime & Disorder: The keyworker project has targets around reducing crime and ASB and the neighbourhood project encourages more positive behaviour and reduces community tensions/ increases feelings of safety by providing a more pleasant environment to live.	Yes	
Climate Change:		No
Human Rights and Equality Impact: Positive impact in supporting vulnerable families and communities.	Yes	
Safeguarding: the project has the potential to identify vulnerabilities	Yes	

within families and communities and a number of safeguarding referrals have been made before the situation has reached crisis point.		
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11. Appendices

11.1. TFN evaluation report July 2015

11.2. TFN 2015 quarterly 1 and 2 report.

11.3. TFN case study

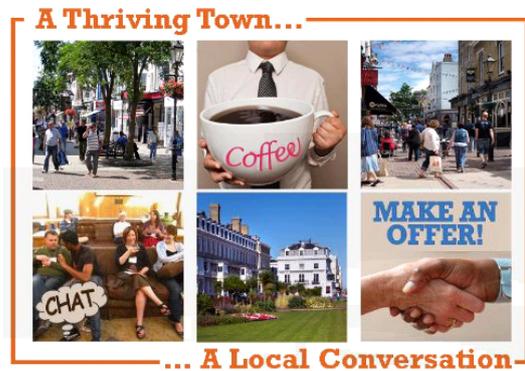
12. Background Papers

12.1. Overview and Scrutiny Committee 6 March 2014 Targeted Support and Think Family Projects.

Think Family Neighbourhood Evaluation and Review

County Wide Report 2012-15

Francesca Blow & Neil Cotton
July 2015



Evaluation and Review of the Think Family Neighbourhoods, for Phase 1 of the Think Family Programme

Think Family Neighbourhood Evaluation and Review

County Wide Report 2012-15

Executive Summary

Background

Think Family Neighbourhoods (TFNs) were established to recognise the importance of building the resilience of these communities to be better able to help themselves, and to ensure their environment is conducive to personal safety, and supportive to family needs.

The aims of Think Family Neighbourhoods (TFNs) were agreed at the start of the programme. These were to:

- Enhance community resilience;
- Add value to work that is already in place in the TFNs;
- Link to the 3 National Criteria set out in the Think Family (TF) Programme:
 - Worklessness (adults out of work and receiving benefits)
 - School Truancy and exclusion (exclusions, attendance concerns, alternative provision, not on school roll)
 - Crime and Anti-social Behaviour (including under 18s with proven offences, ASBOs, ASBIs, housing-related ASB interventions, Local Criteria)
- Reflect agreed Local Criteria where relevant. These could include any of the following: Substance misuse; domestic or sexual abuse; debt; long term health conditions (physical or mental); mental health; risk of homelessness; expectant mothers and/or pre-school children; adult crime and/or police involvement;
- Increase the likelihood of success of the families being worked with in a given TFN area.

Voluntary and community groups, statutory and private sector partners have come together to form 'partnership groups' to address issues within the TFN and work with the community to form sustainable solutions.

In some instances families involved with the TF programme have directly benefited from projects carried out under the TFN programme. There were also some occasions where individuals being worked with by TF keyworkers later

themselves had roles in TFN projects – a worthy testament to the efficacy and sustainability of the programme.

Evaluation of TFNs Phase 1

It was agreed at the commencement of the programme that we would evaluate the programme to help us understand its achievements and learning outcomes.

An evaluation has been completed by each of the districts and boroughs. This set out to establish:

- 1. Have TFNs delivered the outcomes we wanted for communities?**
- 2. Has this approach enhanced the 'Think Family' Keyworker Service?**
- 3. Does this approach represent value for money for Think Family and for families?**
- 4. Has the programme attracted joint investment and promoted joined up working?**

Key Findings

Worklessness

Of the 38 TFNs there are 13 neighbourhoods that have initiatives that seek to improve work skills and get adults into the workplace; and a further 10 areas where new pieces of work are being considered for 2015-16.

Initiatives range from increasing skills, support and access to work, to volunteering opportunities as a method of gaining new skills and/or as a stepping-stone into paid work.

Truancy and Exclusion

This is one of the lowest areas of activity with 24 out of 38 TFNs having no activity in place. Activities in place include detached youth work, mentoring projects and attributing work undertaken by the Keyworkers.

Crime and ASB

Across the county there has been a great deal of activity, with 18 TFN areas reporting carrying out work. Overwhelmingly this has focused on young people and involved funding for the provision of activities as well as, in some cases, outreach work.

Local Criteria

Awareness of and aim to tackle Domestic Violence

There are projects programmed for delivery in the near-future in six TFNs and an outline commitment to progress activity in a further seven areas.

Awareness of and interventions to tackle Substance Misuse and harmful Drinking

Activity carried out has mainly focused around prevention.

Debt Management

Debt Management is one of the areas where there has been, in general, a greater amount of activity across the TFN areas. Only a small number of TFN areas, 10 in total, had no current plans for activity. Across the county there have been three main approaches taken: one-off events, information leaflets, and one-to-one advice. Approaches taken have, in some cases, been influenced by the local landscape in terms of resources which already exist in the areas.

Improving School Attendance

There is a lower amount of activity taking place in this priority area. Some work however, has taken place. In Chichester there has been a school mentoring project, in Storrington the mobile skatepark has provided opportunities for youth outreach, while in Billingshurst and in all areas within Chichester the work of the TF keyworkers is cited.

Parenting Skills

Parenting skills has been one major area of activity, with work being carried out in 12 TFN areas and programmed in a further five.

Readiness for School

Across the county there is no current work under this heading and, at present, no plans for any work relating to this area in any of the TFNs in Adur & Worthing, Arun, or Mid Sussex.

Risk of Homelessness

11 TFN areas report that they have engaged in activity in this area with work programmed in four TFNs and an outline commitment to carry out exploratory work in an additional ten TFNs – primarily in Horsham.

Use of Urgent Health Services

There has been little activity to date. There are no current plans for any work against this priority in any of the TFN areas in Adur & Worthing, Crawley, Chichester and Mid Sussex.

Improvement in Physical and/or Mental Health

There has been a wide range of activity across the TFN areas with 15 reporting having carried out work, and an additional five areas having work programmed for delivery. In many areas this work has tended to be based around physical activity and diet.

Funding and partner contributions – *based on figures supplied by District and Borough Councils; please refer to page 45 for further details.*

A total value of at least £775,000 has been contributed by Partners which is a fantastic achievement

WSSC funding	£450,000
Other Funding Received	£208,805
In Kind Contributions	£116,008
Spent	£135,888
Allocated to projects (carried forward to 2015/16)	£224,014
Unallocated (carried forward to 2015/16)	£98,884

Recommendations

Think Family Neighbourhood (TFN) work should continue and the learning from the evaluation will feed into on-going development of the Networks which form part of the new arrangements for Family Support throughout West Sussex, known as the 'Golden Triangle'.

It has been agreed that Handcross and East Grinstead Town will no longer be a TFN.

It is proposed that the remaining 37 Think Family Neighbourhoods are progressed into 2015/16,) as areas in which existing and additional resource will be targeted so that the needs of families with multiple and complex problems and their communities can be met in the most efficient and effective way.

The following action priorities are proposed:

- 37 Think Family Neighbourhoods are progressed with multi-agency commitment to progress the action plans which should now include TF2 criteria (revised and refreshed where relevant);
- TFNs to continue to be the areas in which existing and additional resource will be targeted, so that the needs of families with multiple and complex problems can be met in the most efficient and effective way;

- Any 'areas' identified for TFN work as part of the District or Boroughs' proposed forward plan, to have projects with allocated funding in place by 01 March 2016;
- A local Community Outcomes Framework to be developed to reflect community and neighbourhood work; clearly articulating cost/benefit analysis and proposals for evaluation;
- Mechanism to be established for reporting progress on a Quarterly basis;
- An End of Year Report to be produced at the end of each financial year;
- Clear links to the Keyworker service to be demonstrated within TFN work;
- A focus should be made on working with local communities, building community resilience, and most importantly making the TFNs self-sufficient;

For Information

Francesca Blow

Job Title: Think Family Neighbourhoods Lead Officer

Francesca.blow@westsussex.gov.uk

Think Family Neighbourhood Evaluation and Review County Wide Report 2012/15

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Residents feeling a greater sense of community-ownership, resilience and neighbourhood pride **Page 39**

Has the approach enhanced the 'Think Family' Keyworker Service? **Page 42**

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Conclusions **Page 45**

1. Have TFNs delivered the outcomes we wanted for communities?

Existing Services and Work Streams

Better aligning services and existing work streams to benefit TFNs was agreed at the start of the programme. Throughout the evaluation some Districts chose to use examples of work already undertaken and which some statutory services have to provide, as examples. Whether or not these services have been better aligned to complement TFNs was not clear in all cases. Other Districts only used examples of new projects established as a consequence of the Think Family Neighbourhoods programme. In future evaluations separating these examples may prove beneficial so not to cause any misrepresentation of work carried out.

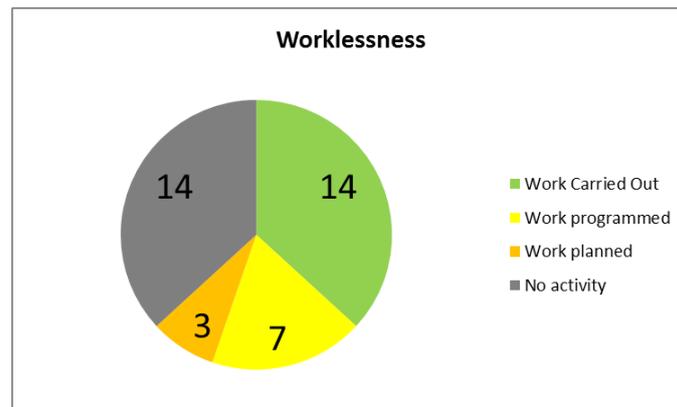
Community Consultation (Working with our communities)

In many areas, community involvement and engagement of local partners was integral to their approach. There have been many examples cited of community surveys and fun days to engage with local people. Particularly in Crawley, extensive consultation work was designed and undertaken by project teams facilitated by Community Development and consisting of local residents and service providers.

Through the evaluation a large amount of information was received from the various TFN areas. To provide an overview of this, a five-part schema was developed to highlight each area's progress in addressing the priority areas. These are:

- Work carried out - Work has been undertaken;
- Work programmed – Detailed plans are in place ;
- Work planned – Outline plan, or commitment to progress work, but no detailed plans yet in place;
- No activity – Where there has been, to date, no activity undertaken;
- Blockage/ issue identified – Where a specific issue has been raised preventing, or hindering work from taking place.

Worklessness



There has been a significant amount of work in this priority area, with work having taken place in 14 TFNs and further projects programmed for delivery in another seven areas. In some areas work has taken place in terms of increasing skills, and support with accessing employment, whilst in other areas there has been an emphasis on providing volunteering opportunities as a method of gaining new skills and/or as a stepping-stone into paid work.

Adur & Worthing

In Adur & Worthing the IT Junction Programme is running across four areas: Broadwater, Northbrook, Eastbrook and Peverel. A further IT junction is under development in the Heene & Central areas. This involves supporting residents with basic IT skills to access information on job availability using trained volunteers. So far across these areas 48 volunteers have been trained, with four subsequently obtaining paid work. Additionally in Northbrook there is an IT Junction Junior programme which aims to support younger people who do not have access to computers at home.

A community bike project in Northbrook and Eastbrook TFN areas also offers sessions for residents to build, repair and maintain their own bike. This enables participants to gain skills and again provides volunteering opportunities. This targets TF families. Additional volunteering opportunities have been provided in Eastbrook through a local community-led newspaper The Village Voice, run by three volunteers, and the Eastbrook mentoring project which has to date trained nine local volunteers in mentoring skills. Additionally in Peverel the Community Hub provides volunteering opportunities.

Arun

The organisation My Sister's House is providing an 8 week course in Bognor supporting women returning to work. This includes CV writing and job applications, and although not a specific TFN project is being promoted in TFN areas. There appear to be no actions, to date, taken in Ham Ward, River Ward and Rustington.

Crawley

Worklessness was an issue identified as a priority by local service providers through the Neighbourhood Action Teams and consultation with the community. There will be provision of after school clubs in Langley Green and Bewbush. The School Plus Learning Centre will deliver monthly sessions at the Bewbush Centre covering motivational training and preparation for employment. This will include: addressing barriers, setting goals, challenging negative behaviour, job searching, CV writing and applications and interview training. A fortnightly drop in session will also be delivered by Rivers and piloted in Broadfield for people to gain information and advice on employability skills, form filling and basic reading and writing skills. There is planned delivery of ESOL training in Langley Green to members of the community for whom English is a second language.

Chichester

Selsey Works in Chichester District has been engaged in work around reducing claimants of JSA and improving employment opportunities for residents of Selsey. This has been successful with a reduction of 151 claimants. There is an event planned for June with Choose Work in St James's Square in Chichester East to encourage residents out of work to engage with the service and seek opportunities for work experience. This will be rolled out to other TFN areas if successful.

Horsham

In Billingshurst "there has been notable success in engaging more people into volunteering to help establish the employment projects" and an impact of TFN has been greater co-operation and communication between the District Council, County Council and the voluntary sector to establish the needs for employment support in the area. Work is currently planned in Storrington where the Foodbank hope to expand their offer to include employment information. Similarly in Roffey, St. Andrews Church hope to be able to work in this area now their building has been re-opened and it is planned that a member of the Church will be undergoing training in early March with the organisation Christians Against Poverty. In four TFN areas, Pulborough, Henfield, Holbrook West and Elm Grove no work has taken place; in Elm Grove a survey of 68 residents found that 86% were in employment; therefore this work area was not progressed. Similarly in Needles the issue of worklessness was not apparent during survey work; however, through links made with local services there have been expressions of interest in the possible development of a job club.

Mid Sussex

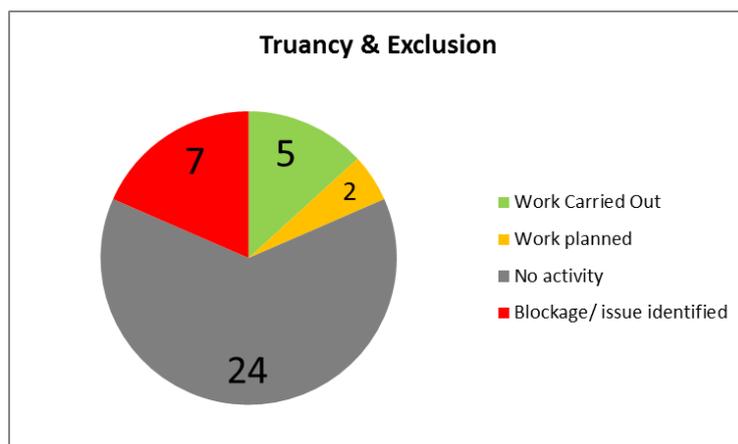
In the three areas where a representative of Affinity Sutton is the area lead, Burgess Hill Victoria, Hurstpierpoint and Handcross, work is being carried out by the Affinity Sutton Ready2Work Team and the Affinity Sutton Financial Inclusion

team who work with individual families and are looking at attending the Café sessions on a more regular basis. In Hurstpierpoint the Ready2Work Team are now holding weekly sessions with local residents, supporting them in getting back into work, training and volunteering. This is being held during the café sessions run by the Point Church at the Working Men’s Club – a facility which has become available due to the links developed through the TFN. In addition the area lead in Hurstpierpoint has arranged for the England Illegal Money Lending Team to run a workshop during Young People’s month. Finally, in the area Mid Sussex Training and Learning Support Programme provide IT basics and job searching online. In Handcross four families are working with the Ready2Work team looking at getting into work and more families have had intervention at a lower level.

Additionally the Ready2Work programme has also been operational in Bentswood, and it is reported that 20 individuals obtained work through this. Other successes include: one Apprentice recruited to work for Affinity Sutton, 2 individuals completed the Pre-Employment programme and 5 individuals completed training in Level 2 Childcare.

In East Grinstead Town a back to work project has been in attendance at the Swop-Shop events. It is known that at least seven people contacted the service during these events and that this has led to longer-term engagement in at least one of these cases. Finally in Burgess Hill Leylands, food parcels were delivered at Christmas to help families struggling financially. Three areas in Mid Sussex, Ashenground, Stone Quarry and Burgess Hill St. Andrews were not highlighted as requiring any of these activities.

Truancy and Exclusion



Of the three national Phase 1 TF programme criteria, Truancy and Exclusion has seen some of the lowest levels of activity across the West Sussex TFN areas. In total 24 areas reported no activity carried out to date, with no current plans for any. Some of the reasons can be seen from the evaluation forms. Horsham, in particular, reported in three areas (Henfield, Needles and Elm Grove) that the issue had not been raised during survey work. Furthermore in Horsham, work

has been hampered by a lack of data on the extent of truancy and exclusion, and by difficulties engaging with schools and TFN keyworkers around the issue. In Pulborough it is made clear how these difficulties have impacted:

Truancy and Exclusion has been a challenging area of work: with little information on the level of truancy/exclusions it is difficult to focus work.

Similarly in Elm Grove it has not been possible to have a representative from local schools attending TFN meetings. It is also remarked that while the TF caseworkers have indicated that this area has been a major part of their work there have not, to date, been any approaches made to the TFN group.

Crawley raises similar issues, with the work area not featuring explicitly among their programmed projects. As with some areas in Horsham, the reasons provided relate to the earlier survey work and the fact that as an issue this has not been flagged up by partners. They state that while there may be some collateral impact on the priority area from their other projects, this will be difficult to measure:

It will be difficult to measure the impact, as truancy and exclusion was not raised by local partners, or residents as an issue. We could make assumptions about the impact of other projects on improvement of behaviour in schools and attendance e.g. parenting courses, youth activities etc but this would be difficult to prove

There are however, projects being carried out in several areas. In Chichester there has been one instance where the TFN programme has been funding a school mentoring project with the Academy Selsey. This is aimed at supporting young people to avoid exclusion and improve attendance.

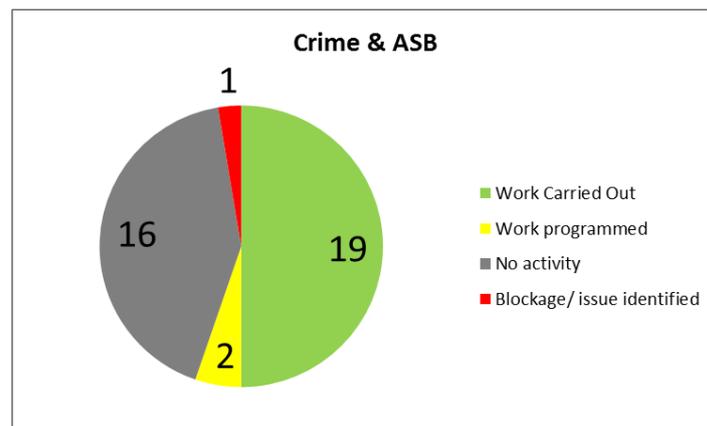
A Mentoring project has also been set up in Eastbrook, Adur and Worthing where nine local volunteers have been trained in mentoring skills and are working with local students who have been identified as having a lack of parental support. Further to this a Community Bike project is currently in development aimed at those on a reduced curriculum, or who are not in school.

In Mid-Sussex Streetmate detached youth project have been supporting young people and their families in this in two TFN areas; Burgess Hill Victoria and Hurstpierpoint. Additionally in Hurstpierpoint a Community Ambassadors project has been running for two years. This has been working with young people and none of this group are now truanting. Looking to the future the Melting Pot Café is looking at starting a weekly homework club.

Crime and Anti-Social Behaviour

Across the county there has been a great deal of activity, with 19 TFN areas reporting carrying out work. Overwhelmingly work and projects have focused on young people and have involved funding for the provision of activities as well as, in some cases, outreach work. There is however, relatively little evidence of the impact of these interventions; and while it is offered in some TFNs that ASB has

reduced it is also cautioned that ASB has a strong seasonal element and tends to display higher levels over the summer months. Where work has not taken place this has tended to be the result of it being felt locally that ASB is not a particular issue, rather than as the result of any barriers to implementing work. In certain areas however, Rustington in Arun and Stone Quarry in Mid-Sussex, engagement with potential perpetrators has not met with the success hoped for.



Adur & Worthing

In Adur and Worthing this area of work is well supported by the Council’s ASB team’s Early Intervention Project (EIP) and ASB Risk Assessment Conference (ASBRAC). These carry out work to prevent ASB and crime and encompass projects and diversionary activities. To date TFN funds have not been required to support this work as it is being addressed through other means.

Arun

In Ham Ward, Littlehampton, funding given to the Keystone centre for additional youth club sessions has provided more constructive activities as an alternative to ASB; these sessions started in September 2014. Similarly in Pevensy/Orchard Wards, Bognor, funding has been provided to Bognor CAN to provide after-school activities targeted at the 8-13 age group. Arun District Council has also provided an annual rental discount to Bognor Regis Yacht Club in return for sailing sessions for people identified through the TF and the TFN programme. Finally youth outreach was carried out by the WSCC Youth Service in Rustington in response to locally raised issues around young people ‘hanging around’; however, there was a delay in implementing this and by the time of the intervention the issue had evaporated, put down to the earlier evenings and worsening weather.

Crawley

Crawley Community Youth Services, Crawley Town Community Foundation and Bewbush Nursery are working together on a transition project for children and young people in Bewbush. This will involve the delivery of an after-school club, junior youth club, senior youth club and Crawley Kicks session. The need for this

work was identified through the Bewbush Neighbourhood Audit undertaken in October 2014. Community Safety issues were identified as residents' main concern. Respondents felt that young people hanging around in groups or gangs on the shopping parade and play area was intimidating and prevented people going to these areas in the evening. However, it was also acknowledged that young people had nowhere to go. There appear to be no current plans for work in this area in Langley Green and Broadfield.

Chichester

In Chichester the Sport for Social Change Project developed with The University of Chichester is aimed at 12-16 year olds who may be at risk of participating in ASB/Crime. This covers all four TFNs within the district. Sessions include participation in sport, educational skills, leadership and the opportunity to plan, organise and manage an event. Swanfield youth club in Chichester East has reopened and has reduced incidents of ASB in the area. The community garden set up by St Anthony's school and SPRING (Community group for Swanfield) has significantly reduced ASB reports on the green.

Horsham

Work around ASB in Billingshurst has adopted a strong focus on road safety and issues such as speeding and inconsiderate/illegal driving which were previously highlighted within the 2015-2020 Community Led Plan. Work has involved engaging with Parents affected by Road Traffic Incidents through informal group meetings, offering new driver awareness courses to young people and older driver assessment courses to over 65's, along with engaging with residents and parents to improve walking and cycling routes to school and planning a road safety week for September 2016.

In Pulborough via the District Council the TFN group has established a link to the local Pulborough Action Team, which provides a forum for local discussions around crime and ASB. Through this the TFN group has been able to pick up on emerging themes and issues. Action was taken in Roffey TFN in October 2013 through a large scale police enforcement operation around drug use on South Holmes Road. This was a large piece of partnership work involving the District Council and Housing Association, L&Q which involved the closure of a property. Currently the Police have run twice-weekly 'come and meet us' sessions on the South Holmes road, but take-up is low. It is planned to move these into more central Roffey and carry out promotion.

The focus in Storrington is, as in other TFN areas, more based around young people and it is stated that the Monday night youth provision in the area has reduced ASB by providing diversionary activity. Survey work has been undertaken in Elm Grove and has found that there is an issue with the under-reporting of ASB (60% of respondents reported having a problem with ASB in the past 12 months, but only half had reported it to the police). As a result of

this the District Council and Sussex Police have contributed to the Elm Grove Community Flyer explaining ASB and emphasising how residents can report concerns. Further work on increasing reporting is planned in the area; however, the PCSO's plans to establish a local action team to support this have not yet been progressed due to staff changes. Finally in Needles, information was collated about perception and fear of crime via a feedback survey; however, it appears that no further action is planned. No actions have taken place, or are planned in either Henfield, or Holbrook West.

Mid Sussex

Streetmate detached youth project has been working in five of the Mid-Sussex TFN areas: Ashenground, Hurstpierpoint, Burgess Hill Leylands, Stone Quarry and Bentswood. Streetmate is credited with having an impact on ASB in Hurstpierpoint and it is also mentioned that ASB has generally decreased over the past 12 months in Ashenground and BH Leylands. The service however is no longer operating in the Leylands Ward after carrying out 'reconnaissance' and identifying needs. Several BMX sessions were delivered for a group of young women and more are planned for the future. This project is linked to the new BMX track opened in 2014 which has proved very popular and the local PCSO comments: "it may be that this is responsible for the drop in ASB as there is now something productive for them to do".

Three TFN areas have engaged Youth in Motion to deliver the Community Ambassadors programme – in Ashenground they have been working with a small group of five to six young people who have been identified as being involved in ASB in the area – this information has been supplied by a range of agencies including the local PCSOs. They have been working alongside Streetmate to engage with the young people and work towards improving community relations. They plan to make a film showing what young people do in the area, and to show this in the Community Centre which is being fitted with black-out curtains. The Community Ambassadors Project has also been in operation in Hurstpierpoint to address crime and has succeeded in supporting young people to understand the negative affect of crime on other residents and the effect it has on their lives – ASB crimes have reduced from 41 to 20 per month. Local residents reported to the PCSO that they feel safer now: this came from discussions during their routine work and during the events they had attended at the Community Café. The project has given the young people the skills to plan events, organise a Christmas concert for sheltered housing residents, meet with local parish councillors, apply for funding and set up as a Community Interest Company. The local PCSOs also attended the community day held in August 2014.

It was reported that in Stone Quarry, where to date there has only been one TFN event, that this had had little impact on crime and ASB which had been locally attributed to a particular group of youths and families. There has however, been

more recent work carried out by Youth in Motion who are beginning to engage with a small group of seven young people. It is reported that the group are talking about making a film showing what young people do in the area and what they would like to see. It is felt that at this stage engagement has been going better than expected. Youth in Motion have also developed links with the Streetmate workers.

In Burgess Hill Victoria and Handcross it is reported that PCSOs and housing officers work closely with residents who have indicated they feel safe in their neighbourhood. There has therefore not been any specific TFN work around ASB in either of these areas.

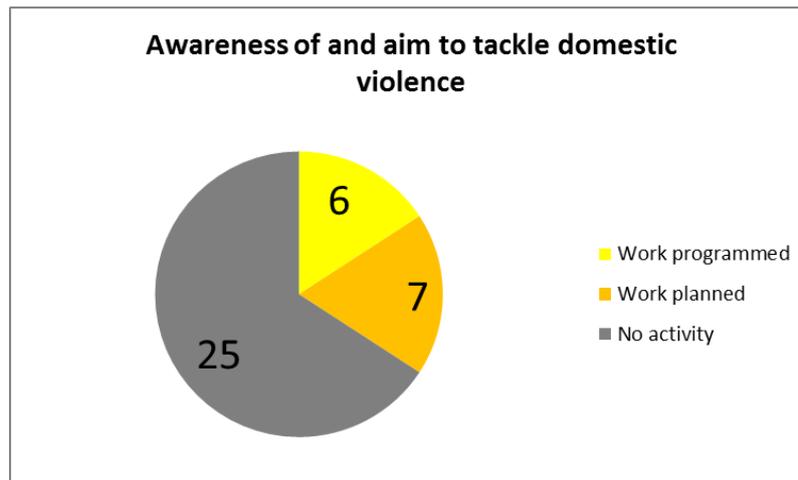
Have any of the following local issues been addressed and if so, how?

In addition to the three national TF criteria a further set of priorities were identified and could be included where relevant. These are:

- Awareness of and aim to tackle domestic violence
- Awareness of and interventions to tackle substance misuse and harmful drinking
- Debt Management
- Parenting Skills
- Readiness for School
- Risk of Homelessness
- Use of Urgent Health Services
- Improvement in Physical and/or Mental Health

Different TFN areas have opted for a different combination of these. In many cases this has been determined by survey work carried out locally, existing resources and the knowledge and expertise of the partners involved in the TFN groups. Across the county areas have adopted a different mix of priorities with which to progress work, and work is currently at different stages.

Awareness of and aim to tackle domestic violence



In 25 of the TFN neighbourhoods there are no plans for any activity in this area. This includes all neighbourhoods in Mid Sussex, three in Arun and eight in Adur and Worthing. There are however, projects programmed for delivery in the near-future in six TFNs and an outline commitment to progress work in a further seven areas. There is a commitment in Mid Sussex to deliver the Freedom programme after identifying that women from the area are travelling to Worthing, the nearest location where this programme is offered.

Adur & Worthing

In Northbrook it is planned to address domestic violence issues within the parent peer support group currently under development. A trainer has been commissioned to train parents to run 12-week self-help/awareness programmes to support victims of domestic abuse in the community.

Arun

In Bersted and Pevensy/Orchards Wards there will be access to a Women's Centre in the Bognor Regis Area set up by the organisation My Sister's House.

Chichester

In Chichester across all four TFN areas the work of the TF keyworker has led to an increase in referrals to Domestic and Sexual Abuse Services in Chichester, a number of which have been in TFN areas. "It's a Rapp " healthy relationships project has been commissioned and has taken place in Bourne Community College and will be replicated in High schools in TFN areas in the coming year.

Crawley

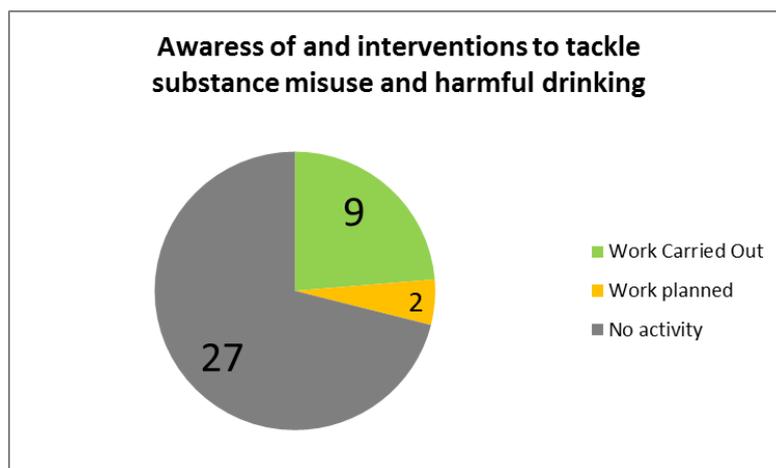
In Crawley it is planned to run a training course for service providers working within the three TFN areas. The aim is to enable providers to develop an understanding of services available and increase confidence in relation to supporting service users who may show signs of domestic abuse or approach services in relation to this. In addition to these will be a peer-led domestic abuse

support group in Broadfield. This will involve delivery of an 8 week 'train the trainer' programme for 4 women, and victims will devise the course with partner agencies. The need for a peer-led domestic support group was identified through consultation with service providers and the Think Family Intervention Worker, who had received feedback from victims of domestic abuse that they would prefer a peer-led support group, rather than one managed solely by statutory providers.

Horsham

In Horsham across all their neighbourhoods no specific work has taken place, but reference is made to the existing Safe at Home scheme run by Horsham District Council, which supports residents who may be at risk of domestic violence to be safe at home by providing items such as new door locks, security lights and panic alarms. There is also an outline commitment to future work stating that the scheme needs "ongoing promotion and is something that needs further linking to the work of the Think Family case workers."

Awareness of and Interventions to tackle substance misuse and harmful drinking



In 27 of the TFN neighbourhoods there are currently no details of plans for work in this area. This includes all TFNs in Crawley, Mid Sussex and four out of five in Arun. In Adur & Worthing however, this area is dealt with through the Safer Communities Team and Wellbeing Programme which the TFN is linked to. Work in this area has taken a variety of forms, with a leaning towards prevention. With the notable exception of Arun the focus appears to be mainly on young people. In Mid Sussex the Mid Sussex Alcohol Project provides a service to young people between the ages of 11 to 18 who may have concerns relating to their alcohol use. They provide support, information and advice regarding their own or a family member's alcohol use. This project works closely with the TFN Key Workers.

Arun

In River Ward, Arun, there has been funding for Stonepillow to set up a Hub at Littlehampton which aims to support homeless and vulnerable individuals through offering shelter, information and support via a recovery pathway. There has also been work involving "numerous partners" to reduce the sale of cheap high strength alcohol, which is suggested has contributed to the reduction in alcohol-related ASB.

Chichester

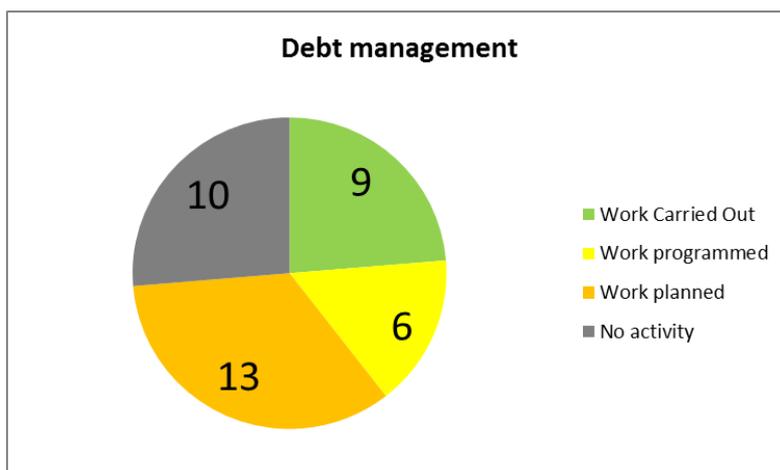
It is stated in Chichester that Wellbeing advice is available in all TFN areas which includes a "re-think your drink" campaign, whilst TF keyworkers have made referrals to the well-being advisors from the TFN areas. The Asura project, which is delivered by recovered drug addicts, is working with High schools in Chichester South, warning young people of substance misuse issues. Sessions around drugs and alcohol have been delivered in Selsey at the Snak Shak which targeted a specific group of young people considered to be vulnerable.

Horsham

Actions have been taken in four areas: Billingshurst, Pulborough, Storrington and Roffey. In Billingshurst this has included the relocation of the 'snack wagon' as a response to a locally raised issue around young people at risk of substance misuse. Street Pastors will be supporting the intervention with the Weald School. In Pulborough this has taken the form of a PCSO visiting an area which is being used as a late night drinking venue by young people. Storrington has seen the weekly visit of a mobile skate-park which has facilitated conversations between youth-workers and young people around alcohol and drugs. Finally in Roffey intervention has taken the form of the closure of a property on South Holmes Road. Further work there is planned through the District Council's Health and Wellbeing Team who intend to run a local rolling programme of support around alcohol and health wellbeing.

There is also a general commitment to look into this area in Henfield and Elm Grove in Horsham. This is around concerns identified about potential drug use amongst young people in Henfield and survey results in Elm Grove which suggested "drunk or rowdy behaviour" was a concern for some residents. In both cases, despite an outline commitment there are, as yet, no firm intervention plans.

Debt Management



Debt Management is one of the areas where there has been, in general, a greater amount of activity across the TFN areas. Only 10 TFN areas had no current plans for activity. Across the county there have been three main approaches taken: one-off events, information leaflets, and one-to-one advice. Approaches taken have, in some cases, been influenced by the local landscape in terms of resources which already exist in the areas, such as the presence of Affinity Sutton's financial inclusion Team in some of the Mid-Sussex TFNs.

Adur & Worthing

In Adur & Worthing the district/borough councils are leading on developing a financial inclusion framework to tackle debt issues, which includes developing ways to offer money management training in TFN neighbourhoods. The IT Junctions are used to signpost residents to debt advice and support. Volunteers are trained to support residents/IT Junction users with money management issues. A leaflet has been produced that outlines debt management services for use by front line workers (including TF Key Workers).

Arun

Debt has been identified as a priority issue in River Ward. A draft directory of advice and support services has been produced, and will be promoted especially to tenants in the private rented sector.

Chichester

In Chichester East a day of action had a debt advisor present, and it is hoped that once the Hub is operational CAB and other organisations will make use of the building to hold mini-surgeries. TF keyworker has made numerous referrals to CAB and Christians against Poverty and also ensured any tenants who were eligible for a discretionary housing payment (DHP) were allocated one.

Crawley

In Crawley Christians Against Poverty will be delivering free of charge one-to-one debt management advice through a debt centre which will be available for families within the three TFNs. They will also be providing a free budgeting advice and training Money Management Course in each area. Additionally in Bewbush it is planned to carry out a community event to promote local services and to identify how people would like to get information about these.

Horsham

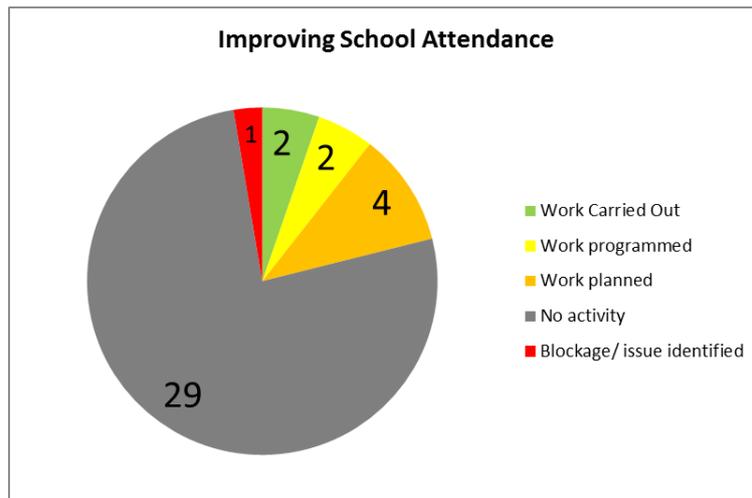
In Storrington, Horsham there is a well established group Liaise @ Frontline. Based in Storrington Children and Family Centre on Tuesday afternoons, Liaise provides advice and information on debt and financial issues such as repossession, eviction and final demands. The foodbank is also working in partnership with the District Council to extend their services to budgeting information, while across the district the District Council funds a debt advisor for two days per week.

In Billingshurst the TFN team has identified a group, Christians Against Poverty which offers free advice and it is hoped to involve the group in the job club when it is established in Spring 2015. Although, in Needles, Roffey, Henfield, and Pulborough this theme did not appear as an issue in the survey work carried out, it may be masked: there is an outline commitment to explore and map the issue locally in greater depth. Additionally in Roffey Christians against Poverty are currently engaged in training members of the St. Andrews Church congregation in providing budgetary advice.

Mid Sussex

In Mid Sussex debt advice was on offer at a 'Swop-Shop' event in East Grinstead. Similarly in Burgess Hill Leylands and Bentswood, one-off financial capability workshops were run with eight and nine attendees respectively. In Ashenground free advice on energy bills and switching suppliers was provided. In Burgess Hill Victoria, Hurstpierpoint and Handcross Affinity Sutton's financial inclusion team have been working with individual families. In Hurstpierpoint the team have attended the community café whilst a workshop focusing on debt management was attended by four people. In Hurstpierpoint, Moving into Work – a free course for adults to help build confidence and identify skills is held regularly.

Improving School Attendance



Comparatively there is a lower amount of work taking place in this priority area, with 29 TFNs without current plans. In Pulborough, the following provides an illustration of some of the issues:

Discussing with the head teacher of the local primary, the view has been expressed that this issue is best dealt with by individual TF case workers, rather than there being a need to offer a community solution, or support mechanism. The secondary school for the area - The Weald has not been receptive to TFN involvement around the issue.

Some work however, has taken place. In Storrington the mobile skatepark has provided opportunities for youth workers to talk to young people about issues including school attendance, while in Billingshurst .

In Chichester there has been a school mentoring project with The Academy Selsey, aimed at supporting young people to avoid exclusion and improve attendance.

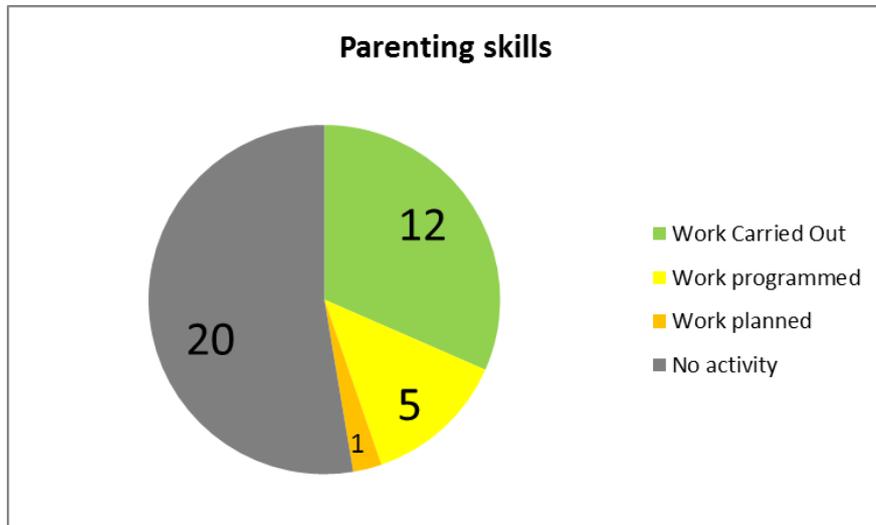
The community bike project currently in development in Eastbrook plans to target children not at mainstream school, or on a reduced timetable. Also in Eastbrook, the mentoring project *works* with young people in Year 9, selected by Shoreham Academy. This project is for those that have some motivation to learn, but lack confidence and support networks outside of school. Local mentors have been recruited to support 12 young people through 121s, regular meetings and coaching. In Bewbush, Crawley the Transition project also covers this area with an after-school club.

Bewbush Community Nursery will be providing an after school club on a Tuesday, with Crawley Community Youth Services and Crawley Town Community Foundation providing activities for older children and young people. Children will therefore be able to access provision from an early age and up to 16 increasing their opportunities to access information and support before a crisis occurs.

In Henfield, Roffey, Needles and Elm Grove the issue was not raised, although not specifically addressed in the survey. In all four areas there is an acknowledged need for a better linkage with schools within the TFN areas to

establish where and how it may be appropriate for communities to support families and schools on this theme.

Parenting Skills



Parenting skills has been one major area of activity with work being carried out in 12 TFN areas and programmed in a further five.

Adur and Worthing

Three TFN areas: Broadwater, Northbrook and Eastbrook have carried out work. In Broadwater parenting advice was provided in 'cook and eat' sessions targeted at TF families. Similarly TF families were targeted in a 'cook and craft' session in Northbrook, at which parenting advice was provided. Here also, the Northbrook parent peer support project is taking place.

Chichester

Across all four TFNs parenting sessions are included in the Sport for Social Change project. The triple P parenting programme is planned for the autumn term.

Crawley

Consultation with service providers and the community identified parenting skills as a priority in all three neighbourhoods. As a consequence both Bewbush Community Nursery and Broadfield Community Nursery will be running an additional Solihull course in each neighbourhood. A number of parent/carer and child activity sessions are also being developed in Bewbush, along with a stay-and-play toddler group in Langley Green. Children and Family Centres are part of the Neighbourhood Action Teams for each of the three TFN areas in Crawley, and promote their services at the partnership meetings.

Horsham

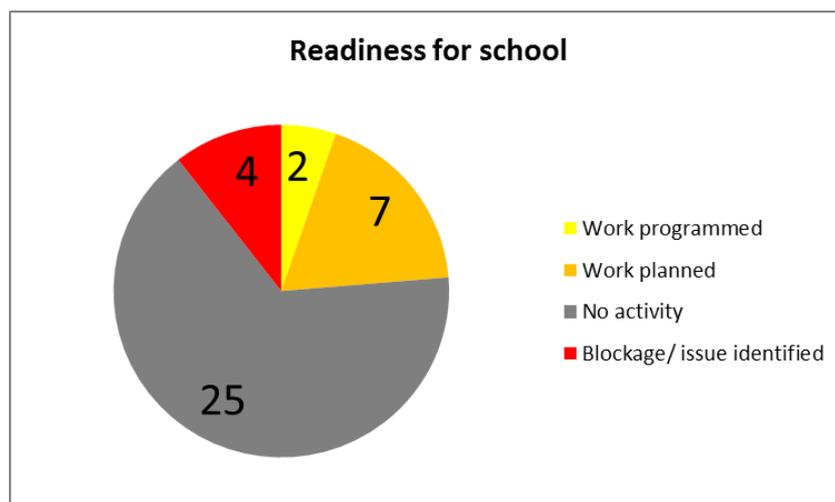
In Horsham the Children and Family Centre sits on the Roffey TFN working group and has been promoting its services through the work of the group. This included a visit arranged to the centre from local police officers and PCSOs, enabling them to learn about referral processes. Similarly in Elm Grove the Children and Family Centre, which sits on the TFN working group, has been promoting its services through the use of the group. In Pulborough the rural Children and Family centre is looking to bring together a support network for young parents, and the district council has worked with the Children and Families Centre to develop a partnership survey.

In Henfield, although not raised as a concern during survey work, it is acknowledged that gaps in family support need to be clarified with Health Visitors and other professionals. Issues raised by the Children & Family Centre (CFC) are: a rise in rates of bottle feeding; high numbers of lone parents with potential to become socially isolated; high number of young parents; low uptake of childhood immunisations. Through the Henfield TFN group, all of these areas are being explored by the CFC, Health and Wellbeing, Henfield Medical Centre and the local school. Four of the TFN areas have no current plans for work in this area.

Mid-Sussex

Although no specific Parenting skills objectives were set in 2014/15 in Burgess Hill Victoria and Burgess Hill Leylands TFNs, the Children and Families Centres have played a key role in work carried out. In Victoria the families are engaging well with the services and in Leylands a stay-and-play family breakfast event was run by outreach workers from the CFC. This saw 25 families attending and another event is planned for April 2015. However, in the future Parenting Skills Training has been identified as one of the key objectives across Mid Sussex, and plans are proposed for two pilot projects in Bentswood, Haywards Heath and Victoria Burgess Hill.

Readiness for School



Across the county there is no current work under this heading and, at present, no plans for any work relating to this area in any of the TFN areas in Adur & Worthing, Arun, or Mid Sussex.

In Chichester this area is not yet a focus, but there are plans to engage more with the Children and Families Centre and local nurseries.

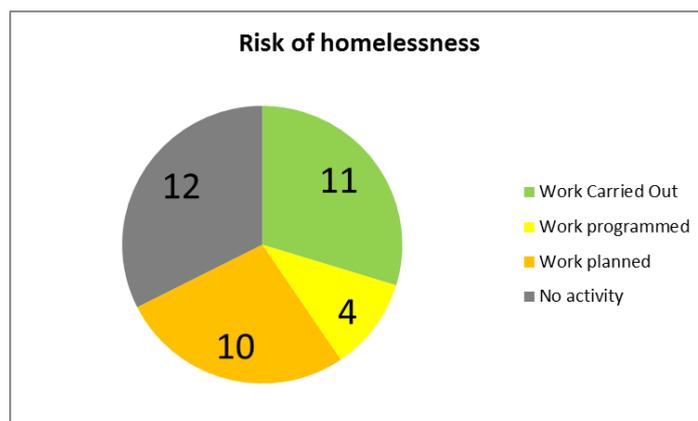
In Crawley, Bewbush Academy identified that parents accessing Family English Courses had very good spoken English, but few of them could read it, and as a result were not supporting their children with reading/sharing books at home. Two three-week phonics courses focussing on reading with children, and teaching of phonics will be delivered by Bewbush Academy to begin to address this. One course will specifically be for English as an additional language (EAL) parents. In Langley Green, Little Willows Stay-and-Play Toddler Group will also be developed.

In Horsham the TFNs in Storrington, Henfield and Roffey, issues were raised around difficulties engaging with local schools, which has limited work in this area. In Storrington it is commented:

To date we have not been able to make inroads with the local primary school who are pivotal to discussions on children’s readiness for school. Without this central link for information, we would not be confident to focus effort on any one potential area at this time.

However, in both Pulborough and Elm Grove, work is being explored in partnership between the Children and Family Centres and local schools and nurseries, whilst in Billingshurst work in this area is largely addressed by the Children and Family Centre.

Risk of Homelessness



11 TFNs have engaged in work in this area, with work programmed in four, and an outline commitment to carry out exploratory work in an additional ten – primarily in Horsham.

Adur & Worthing

There has been an expression of interest from Worthing Churches Homelessness Project to support the management of the community bike projects which are being set up as part of the TFN programme. It is anticipated that the project’s clients will take a leading role.

Arun

In River Ward work is currently progressing on a draft-directory of support services around debt. This is aimed at tenants in the private rented sector and it is hoped that one impact will be to prevent homelessness.

Chichester

In Chichester East and South, Hyde Martlett have trialled a workshop for new tenants, which aims to inform them how to manage their tenancy and the issues which face them. This has been targeted at young mums who have been identified as a group who have historically been likely to lose their tenancy in the first year. The workshop was well received and it is planned to extend this for future tenants in all the Chichester TFN areas.

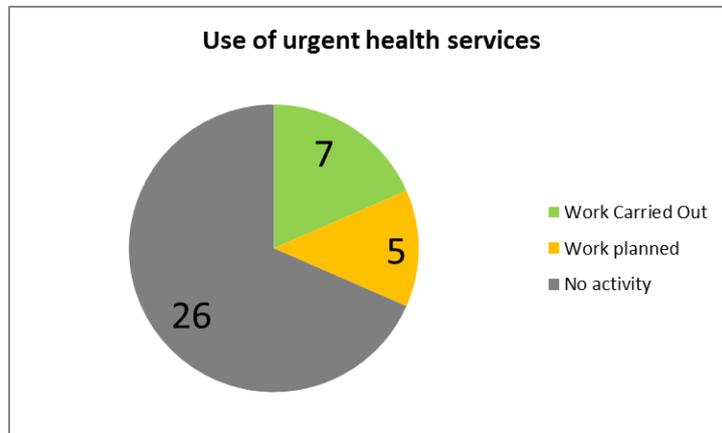
Horsham

In Horsham, work is currently taking place across all the TFNs (with the exception of Holbrook West) to map households at risk of homelessness, and to understand the underlying reasons why some may find themselves in this situation.

Mid Sussex

In Mid Sussex TFNs there is ongoing work around adults who are at risk of being homeless, involving district council housing officers, TF caseworkers and Housing Benefits.

Use of urgent Health service such as A&E, out of hours GP, Emergency dentist etc for all family members



This is another area where there has been, to date, comparatively little activity. There are no current plans for any work in this priority in any of the TFN areas in Adur & Worthing, Crawley, Chichester and Mid Sussex.

Arun

Across all the TFNs, the Arun Wellbeing Team have been delivering courses and attending events to provide 'wellbeing MOTs' to raise awareness of health issues and to promote healthier lifestyles.

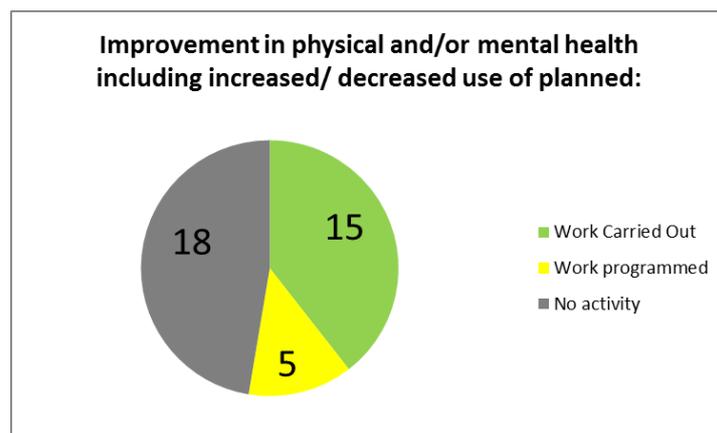
Horsham

In Horsham this area has not been seen as a TFN priority. Despite this work has taken place in two TFN areas. In Billingshurst this has been through a resident approaching the TFN group hoping to access Cardio resuscitation (CPR) and De-fibrillation training. This was carried out in the Children and Families Centre. In Henfield the local medical practice is on the TFN group, and has been able to link with other services and organisations in the area. One such instance is the current partnership work between the medical centre and the Rural Children and Family team around increasing the uptake of childhood immunisations – an outcome which has been directly linked to the TFN programme. Across all areas the district council has approached CCGs for relevant information on planning work; however this has proved difficult in the past and may therefore represent a blockage.

Crawley

The Crawley Wellbeing Team are part of the Neighbourhood Action Teams, and work with partners to raise awareness of health campaigns and deliver sessions for the community. In Langley Green the Crawley Wellbeing Team have an advisor in the Langley Green Corner Surgery once a month, and deliver health talks. The service also takes part in community events to raise awareness of healthy living initiatives. They are involved in the partnership group organising the Community Event in Bewbush on 12th September 2015 and will be running activities to raise awareness and encourage people to live healthier lifestyles.

Improvement in Physical and/ or mental health



This area has seen a wide range of work carried out across the TFNs, with 15 having carried out work and an additional five having work programmed for delivery. In many cases this work has tended to be based around physical activity and diet.

Adur & Worthing

Work in this area has taken place in Northbrook and Eastbrook via the 'Grub Club' which has provided increased activities and healthy food for young people, as well as engagement with parents to provide healthy meals. This project has been focused on 7-14 year olds. They benefit from an hour's activity each session, as well as improved knowledge and skills in cooking and healthy eating. Every session provides a balanced 2 course meal that they prepare and eat together. 'Cook and Craft' sessions are also being provided for TF families.

Arun

In Rustington there is a planned project to install outdoor gym equipment using wellbeing funding. In Pevensy/Orchard Wards, funding has been provided to extend a breakfast club run by the Kingsgate Church on Sundays, to ensure those young people in need get adequate nourishment to improve their health and wellbeing.

Chichester

The Sport for Social Change project which covers all TFN areas in the district is based around physical activity sessions, and aims to widen participation in sport to more marginal groups. Other work in this area has been through the TFN keyworkers who have encouraged families to register with dentists and GPs and have also made referrals to mental health services for both adults and children. Wellbeing advisors operate out of Chichester, Selsey and Tangmere and are based in either leisure centres or GP Surgeries they offer MOT's and advice around weight management, stopping smoking and healthy lifestyles. There is a weight management group held in Swanfield and Selsey. We also run a family wellbeing project that looks at the wider issues of health for families and concentrates on families who are within TFN areas.

Crawley

Work is planned in Bewbush through the increased youth provision aimed at children aged 9+ and which is activity-based. Additionally in Bewbush it is planned to provide an extra 'Crawley Kicks' session per week, which is again activity-based. In Broadfield it is planned to run four 'Cook and Eat' courses which support people to cook affordable and healthy meals.

Horsham

In Horsham there has been activity in several TFN areas. In Henfield a 'Why Weight' drop-in has been established at the local medical centre; in Storrington the weekly mobile skate park has delivered health and wellbeing benefits to those young people who attend; and in Billingshurst it has been shown that engagement with residents and encouraging them to be involved and volunteer improves general wellbeing. In Roffey, work is being planned through the District Council's Health and Wellbeing Team and L&Q Housing Association, and this partnership is working with the police on drug usage. Horsham Matters will also be running a regular 'Romance Academy' at St. Andrews Methodist Church, which aims to meet a highlighted need for sexual health information. In Elm Grove, one of the findings of the community survey was residents asking for opportunities to be brought together. The Church is working with local residents to organise a community/ information event, aiming to bring people together. The district council is working with 4theyouth on improving the promotion of their organisation, which provides activities for young people. There has, to date, been no work in this area in Pulborough, Holbrook West or Needles.

Mid Sussex

In Mid-Sussex work has been undertaken by Wellbeing advisors and Wellbeing coaches in several TFNs. In East Grinstead Town, Hurstpierpoint and Bentswood a Wellbeing advisor holds a monthly outreach session. In Hurstpierpoint, advice is given on all-things-health, including giving up smoking and healthier diets –

this has proved very popular. In Stone Quarry the Wellbeing coaches operate at the Children and Families Centre, and in Ashenground they deliver a range of programmes at the Community Centre.

There have also been a number of activity sessions run in the TFNs. In Ashenground there have been 'Weight off' workshops; a back-to-exercise Pilates and walking football were all held at Ashenground community centre, whilst at Burgess Hill Leylands, back-to-exercise Zumba has taken place at the Sidney West Children and Family Centre. At Burgess Hill St. Andrews, there have been Pilate's sessions at Manor Field School. Finally in Ashenground, Handcross and Burgess Hill St. Andrews, Wellbeing staff supported people to access appropriate agencies/organisations and support networks at TFN events.

Have / How have outcomes been achieved?

In this section of the evaluation form a range of outcomes have been identified and areas are asked Have, and How have outcomes been achieved. The outcomes in question were:

- Increase families in work;
- Reduce families in debt;
- Communities feeling empowered;
- Reduction in ASB and youth crime;
- Residents feeling safer where they live;
- Evidenced improvements in happiness and wellbeing;
- Increase in school attendance (and reduction in exclusions);
- Residents feeling a greater sense of community-ownership, resilience and neighbourhood pride.

Generally this was the section of the evaluation form in which TFNs submitted the least amount of information, reflecting a general need to develop a stronger performance context, in which measurable changes can be seen to occur.

In Arun this section of the return was blank, as was much of Mid-Sussex's return. In terms of the evidence presented this is, in many cases, either anecdotal, or simply an illustration of a pathway whereby an outcome *may* be expected to occur. In general there was little in the way of any quantitative data, or of robust evaluation of outcomes. In some instances, most notably the IT Junctions in Adur and Worthing, there has been a record of the numbers of volunteers who have been trained and it has been recorded that four of these have subsequently found paid work; elsewhere there are mentions of the numbers of people attending events. Beyond this limited data however, there are no firm measures of impact on these priority areas.

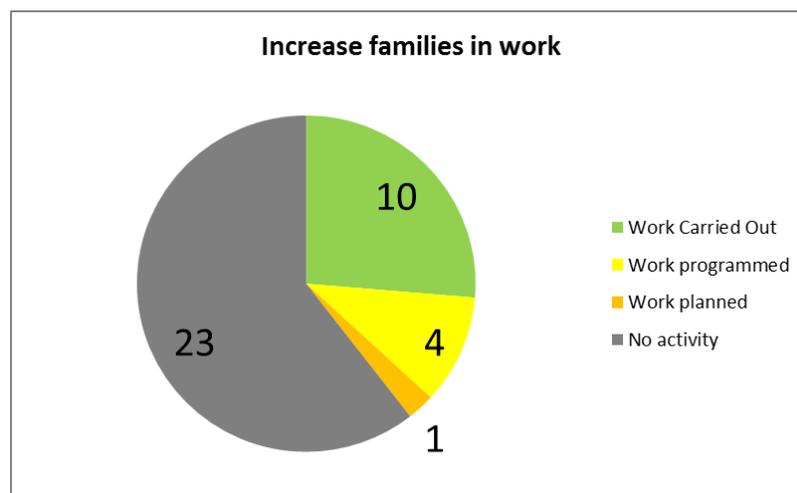
In some ways this is unsurprising, since at the time the evaluation was carried out many projects were in their early stages, or as in Crawley, were on the verge of being launched. Some areas such as Crawley took the approach of

extensive consultation work with residents to ensure that any projects developed met their needs, rather than relying on old data or information from service providers alone. Ensuring that buy-in was established with local partners has enabled them to be engaged in the identification and development of projects to meet the needs of the community.

Secondly there are issues of measurement. This is particularly apparent in the area of "Evidenced improvements in happiness and satisfaction." Crawley raise the issue of measurement, whilst Horsham state that there has been no collection of base-line data. Regarding increases in school attendances and the reduction of exclusions, Crawley report that they have no data from the County Council with which to measure this.

For the purposes of the evaluation the same schema as the priority areas has been used. This is because, as discussed above, there are as yet few instances where individual projects have been evaluated, or evidence about outcomes collated and provided. The schema aims to show progress across TFN areas in working towards an outcome.

Increase families in work



Adur & Worthing

The IT junction Project has to date trained 48 volunteers, with four of these volunteers obtaining paid work. The 'Back to Work' project, jointly managed by the Councils and DWP, provides an excellent service that supports adults back into work and has had significant results. During 2014/15 this was the main project that addressed back to work issues across Adur and Worthing.

Horsham

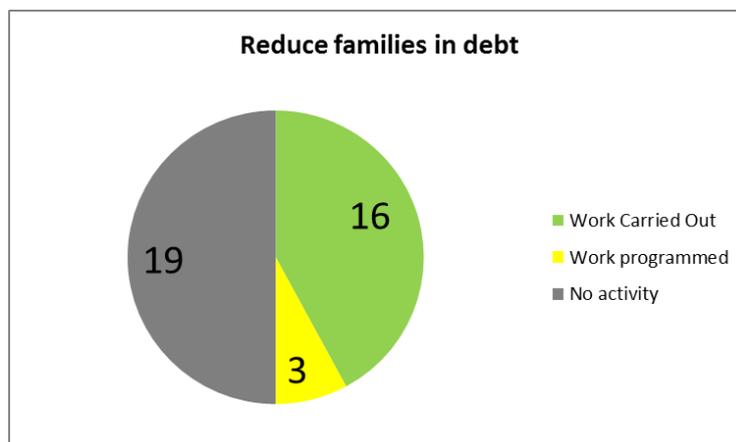
In Horsham there are five areas where no activity is taking place. In Billingshurst the YES project supports young people to take up voluntary roles with local

companies and organisations, which may lead to employment opportunities. The setting up of a job club to serve the area is at an advanced stage and is expected to be operational in April 2015. In Storrington the Foodbank has identified an area of expansion to work with their clients on CV writing and employment skills. The return however, states that it is “too early to measure success.” In Henfield, whilst there is no activity currently taking place and no feedback around employment issues, it has been identified that there are, in Henfield, 20 people on JSA and 40 on ESA: therefore the potential for a jobclub has been noted and may be run later in the year.

Mid Sussex

In Mid Sussex two TFNs have engaged in activity. At East Grinstead Town a back-to-work project has attended organised Swap-shop events. It is believed that at least seven people contacted the service during these events and at least one of these led to long-term engagement with the service. In Bentswood, the Mid Sussex Training and Support Programme has been running. This has included: Getting back to work; introduction to working in Hospitality; customer service in Retail qualification; introduction to Childcare; introduction to Health & Social Care, and a Health & Safety qualification. Additionally the Affinity Sutton Financial Exclusion team have been running digital inclusion sessions at the Saltworkz Café with the Bentswood Community Partnership and the Mid-Sussex Older Person’s Council. Six themed sessions were held in 2014 with an average of 18 people attending each session.

Reduce Families in Debt



With debt management having proved to be one of the more popular areas of work, it is unsurprising that a similarly high number of TFN areas reported progress towards this outcome.

Adur & Worthing

A leaflet identifying support regarding debt issues has been produced and shared with key workers to use with families and residents across the TFNs. Other projects addressing this issue are outlined in the Debt Management section.

Chichester

In Chichester work has taken place with CAB, Christians Against Poverty and through recommending the Credit Union. Choose work has engaged a number of people from TFN areas for work experience and building up the confidence to be ready for work. Specific events have taken place in Chichester East and Selsey.

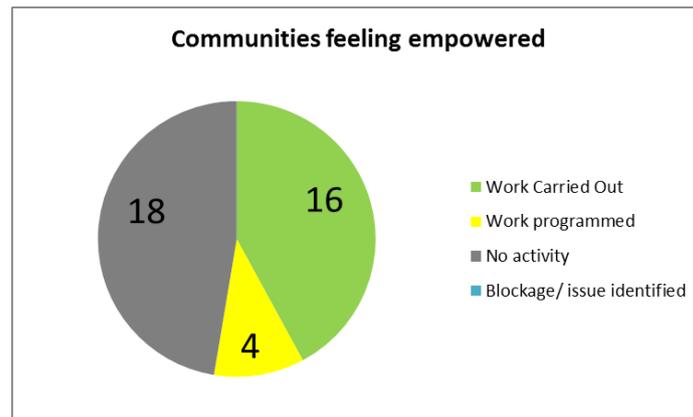
Horsham

In Horsham work has only been undertaken in two TFNs, Storrington and Henfield. In Storrington it is reported that partnership work is "very well established" with 'Liaise' debt advice supporting clients locally at the Children and Families Centre. Liaise have worked with the foodbank and have identified a gap in budgeting advice, which is now offered by the foodbank at the Children and Family centre. In Henfield the CAB currently run a monthly drop-in. This is however, felt to be under-attended and the district Council are currently working with CAB to improve the promotion of the service, and are also hoping to engage further with other local providers.

Mid Sussex

In the Bentswood, Haywards Heath TFN, Mid Sussex Training and Learning Support Programme has run courses on: Getting Back to Work; Introduction to working in Hospitality; Customer Service in Retail Qualification, Introduction to Childcare, Introduction to Health and Social Care and Health and Safety in the Workplace Qualification. Affinity Sutton Financial Inclusion Team have been running Digital Inclusion sessions at a community café, in partnership with the Bentswood Community Partnership and Mid Sussex Older People's Council. Six themed sessions took place, which included how to reduce bills and how to look for the best deals when using the internet for shopping. On average 18 people attended these sessions.

Communities feeling empowered



Under this heading 18 TFNs did not provide any reports of activity. The areas which did offer details referred largely to the impact on the community of raising concerns and having these addressed, or of their involvement in projects.

Adur & Worthing

In Northbrook, residents attending Northbrook Action Partnership expressed a feeling of empowerment, through being involved in finding solutions to issues in their local area. The involvement of residents in delivering services, most notably the Peer Parenting Project, is thought to demonstrate the empowerment of the local community. Northbrook & Durrington social media surgery has brought together community groups and services via social media. In Eastbrook the development of the volunteer-run 'Fishersgate voice' is also cited as having an impact on community empowerment, through enabling residents to create solutions to becoming better informed about services and what is happening locally. Residents attending Eastbrook Action Partnership felt empowered through finding solutions to issues in their local area. Additionally the Friends of Fishersgate Rec. community group helped secure £90,000 funding for improvements to the site. Lastly, in Heene & Central, business communities being involved in the local conversation encouraged local employers to feel part of developing solutions to issues raised.

Chichester

It is felt that the 'Ideas into action' project carried out with Portfield Primary School has enabled students to identify issues for their local area, gaps in services and to get an understanding of the democratic process. This has been rolled out to Tangmere and Kingsham Primary Schools. Children have been empowered to look at their local area and identify issues which they then try to resolve, so far trees have been planted in a local park, play equipment has been secured and an older people's group have been taken out for a cream tea by a group of school children.

Horsham

In Horsham six of the eight TFN areas have reported an impact on community empowerment. In Billingshurst this has been through work with parents affected by a serious Road Traffic Collision (RTC), whilst in Storrington the focus has been on empowering young people to raise their views and to be heard. In Henfield it is hoped that the District Council working with local partners, can encourage better involvement of residents in the design and delivery of local support; and in Roffey it is felt that there will be a positive impact from issues raised by residents leading to tangible results. A similar point is made in relation to Needles, where survey work identified the need and desire to improve the environment, resulting in the planning of a Needles tidy-up day for the end of March 2015. Work has also taken place in the Elm Grove/ Bennetts Field TFN area to promote the work of a local organisation 4TheYouth.

Mid Sussex

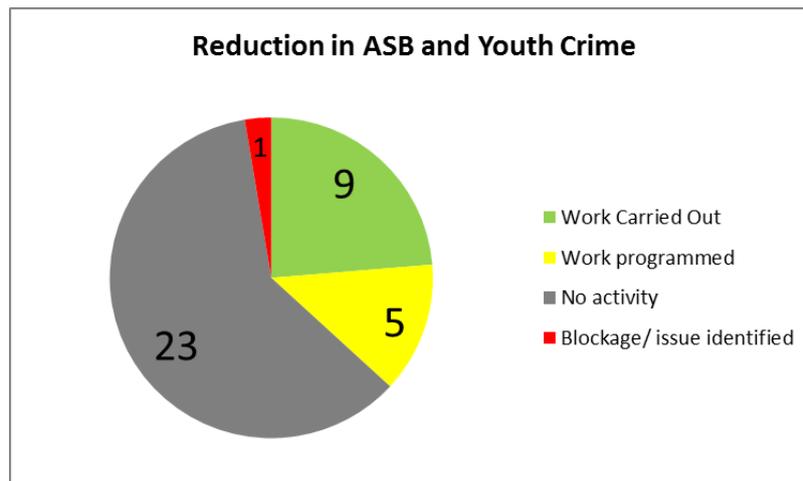
Many of the TFNs in Mid-Sussex referenced community events which have been held. In East Grinstead Town it is felt that the ethos of the Swop-shop events, (to foster informal conversations within the community by providing a space for residents to swap unwanted items, stories and assets and to make informal agreements amongst themselves), helped to empower the community. The agencies attending on an informal basis allowed residents to gain support, advice and confidence. In Ashenground it was reported that in 2014 an 'open day' was organised in partnership with the Town and District Councils, Haywards Heath Youth Community Interest Company (CIC) and housing associations. At this event MSDC exhibited plans for the Sandy Vale play area and asked for feedback, whilst the Community Centre ran a survey to ask residents what they would like from their local venue. Similarly a community day in Bentswood was felt to have contributed to increasing empowerment, with 25 people completing a short questionnaire and 11 indicating they would be willing to volunteer in the area.

In Hurstpierpoint it is felt that the opening up of the Working Men's Club for community use is contributing to building community cohesion, whilst in Handcross one resident has expressed a willingness to work with agencies to start up a resident group, to look at any needs in the area.

Crawley

Crawley undertook a participatory appraisal approach with residents being actively involved on the project teams for the consultation. Training was provided for residents and local service providers around consultation methods, and residents took a lead role in deciding the methods used, where the consultation should take place and its delivery. The residents are now engaged on the Neighbourhood Action Teams along with representatives from the local resident groups, to ensure they have a say in decisions and can affect changes within the neighbourhoods. A number of the projects which will be developed provide volunteering opportunities for local people.

Reduction in ASB and Youth Crime



In several TFN areas the testimony of PCSOs and Police Officers suggests that ASB has reduced; however it is pointed out that ASB has a seasonal element: therefore assessing results over the short-term can be difficult. Additionally in terms of reductions in ASB and youth crime, Crawley argue that there is an issue around establishing causality:

Statistics will be used, but these need to be treated with caution, as it will be difficult to make a direct correlation between the projects and reduction in crime.

Adur & Worthing

In Adur and Worthing this area of work is well supported by the Council's ASB teams. Early Intervention Project (EIP) and ASB Risk Assessment Conference (ASBRAC). These carry out work to prevent ASB and crime, and encompass projects and diversionary activities. It is reported that to date TFN funds have not been required to support this work as it is being addressed through other means.

Chichester

In Chichester East there has been targeted activity, working in partnership with Social Landlords and other partners, which has resulted in a reduction of ASB.

Horsham

In Horsham four areas did not provide information: Holbrook West (where no activity took place on any of the areas), Henfield, Roffey and Needles. In the case of the latter three this was because it was felt that following survey work, or reviewing data that ASB was not an issue which needed to be addressed as part of the TFN programme. Elsewhere in Horsham however, it is suggested that in Billingshurst some of the young people involved in the YES project have either engaged in, or been at risk of engaging in anti-social behaviour. Similarly in

Storrington the mobile skatepark has engaged young people who are known to the ASB team. One young person attending has been involved in anger management mentoring, and the sessions have facilitated the meeting of young people and the local PCSO.

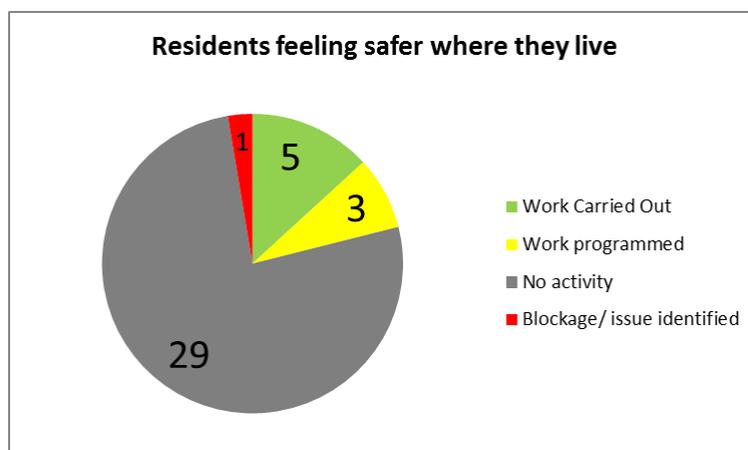
In Pulborough the Local Action Team has provided a forum for local discussions around crime and ASB. Through the District Council, the TFN has been linked to this group, picking up on themes emerging and supporting the community. In Elm Grove work has taken the form of the production of a flyer explaining ASB and emphasising how to report concerns, ask questions and hear about local priorities.

Mid Sussex

In Mid Sussex one of the areas, Handcross, reported that following consultation there appeared to be no evidence of concerns around ASB. Elsewhere in the district, in Hurstpierpoint it was reported that ASB reported crimes have reduced from 41 per month in May 2014 to 20 per month in Jan 2015. Operating in the TFN area have been a combination of Community Ambassadors and Streetmate detached projects, which have offered young people both greater involvement and diversionary activities. Both have also been in place in Ashenground where the group will be making a film to show the local community. The project is working toward young people using the Community Centre facilities. A similar project is operating in Stone Quarry where the challenge has been that there is no suitable venue for the young people to meet.

In Burgess Hill Victoria, play-days were organised over the summer of 2014 by the District Council, whilst in Burgess Hill Leylands, free/ low cost activities were organised by the Burgess Hill network during each school holiday, with targeted flyers delivered to 270 social housing households in the area. These have been in place for several years, having been started in response to ASB concerns.

Residents feeling safer where they live



In total 29 TFNs did not present any details of outcomes in this section.

Adur & Worthing

This area of work is well supported by the Council's ASB teams. It is reported that to date TFN funds have not been required to support this work as it is being addressed through other means.

Chichester

In Chichester East it is reported that in Swanfield Green which was being used by a group of young people using/dealing drugs the area has been reclaimed by residents through persistent monitoring and signage.

Horsham

In Billingshurst work has focused around road safety, which was raised as a concern by residents in survey work which was carried out (prior to the TFN programme). The TFN lead has brought together local partners and professionals to map problem areas. This was then used through the BAIT (Billingshurst Action Initiative Team) group to distribute speed-awareness bin stickers. Further work considered includes safe walking routes and safe transit of HGVs to industrial estates.

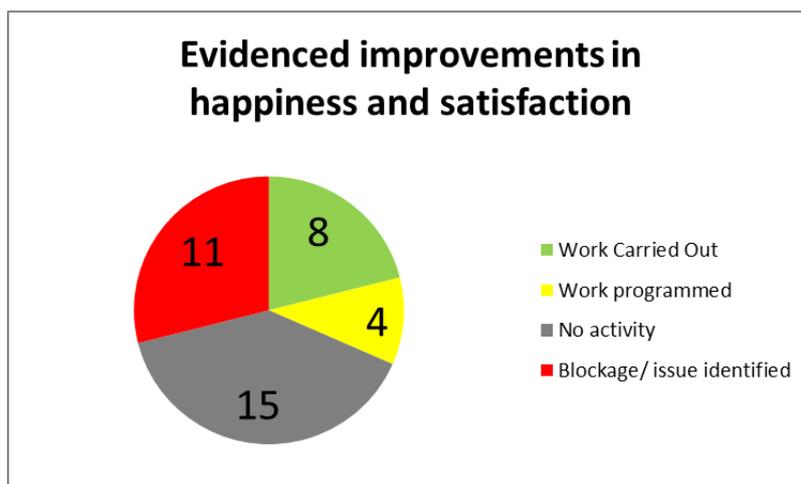
In Pulborough through the Local Action Team, residents reported feeling vulnerable due to the gathering of people after dark and the lack of lighting in the Masons play area. It was hoped to improve lighting in this area, but when investigated this proved to be not practically possible; however, the raising of these concerns has led to a greater police presence in the area. Survey work in Roffey also highlighted a need to increase police presence. As a response to this there has been work by the police to increase promotion of existing 'come and meet us' surgeries. A permanent office in the area was explored, but not to be possible.

In Elm Grove, Needles and Henfield, community safety was not raised as an issue in survey work; therefore no work has been carried out. In Holbrook West, no work has been carried out on any topic. In Storrington an issue was raised in terms of there being no base-line data collected for this area of work.

Mid Sussex

In Handcross, members of the Rosemary Club reported feeling safe living in the area. Under the heading "Crime and Anti-Social Behaviour" residents commented: "Local residents reported to the PCSO that they feel safer now; this came from discussions during their routine work and during the events they had attended at the Community Café."

Evidenced improvement in happiness and satisfaction



Across the TFNs this proved to be one of the most challenging topics to evidence, with a degree of uncertainty about measurement. In many areas there is also little firm evidence of improvement; rather, indications that people spoken to are already generally happy, or assuming that interventions carried out under TFN could, or would lead to improvements.

Adur & Worthing

In Adur and Worthing three areas: Northbrook, Eastbrook and Peverel reported that no formal feedback had been collated; but there is a general feeling that residents being engaged and involved could provide a proxy measure around satisfaction. In Heene & Central, feedback from 'the local conversation' showed that those who attended were positive about the area.

Crawley

The evaluation report highlighted that it would be good to have clarity around how WSCC wanted this to be measured, in order to provide the right data. Information from the Bewbush and Langley Green Audits identified that residents liked their neighbourhoods; however they felt that others stigmatised them. This conclusion was not drawn under Think Family Neighbourhoods, as the research was undertaken to inform the programme of works.

Horsham

Across all TFN areas no baseline data has been collected around this outcome; therefore it is not possible to comment.

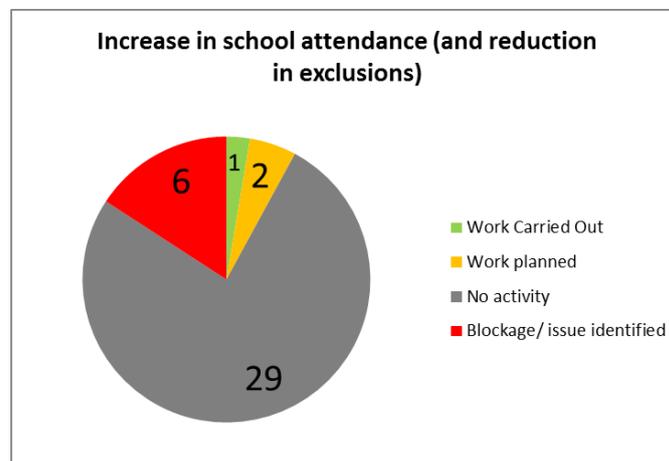
Mid Sussex

In Mid Sussex this section of the form was completed for three areas: East Grinstead Town, Hurstpierpoint and Handcross. In East Grinstead Town the Christmas Swap Shop event included a pledges board which featured 'pledges' such as a promise to sweep an elderly neighbour's driveway in the snow. It was felt that by this would allow residents to develop stronger bonds, improving

cohesion and sense of community. In Hurstpierpoint, local partners are addressing the needs that local residents are identifying, and working with them to start up initiatives and sessions that fit with these needs and wants. Amongst more than 50 people who attended a resident consultation event in Handcross in 2014, the majority reported that Handcross is a good place to live.

Increase in School Attendance (and reduction in exclusions)

This topic has seen relatively little activity relating to TFN-funded projects. In several districts - Adur & Worthing, Arun and Mid Sussex - there are no current plans for any work. In Crawley an issue has been raised about measurement, due to a lack of data from the County Council regarding attendance and exclusion.



Chichester

A school mentoring project with Academy Selsey is aimed at supporting young people to avoid exclusion and improve attendance. The evaluation form however, states: "The project is still in its infancy and its impact yet to be evaluated." Elsewhere in Chichester the work of the TF keyworkers is referenced; however, there are no details of any plans for further work.

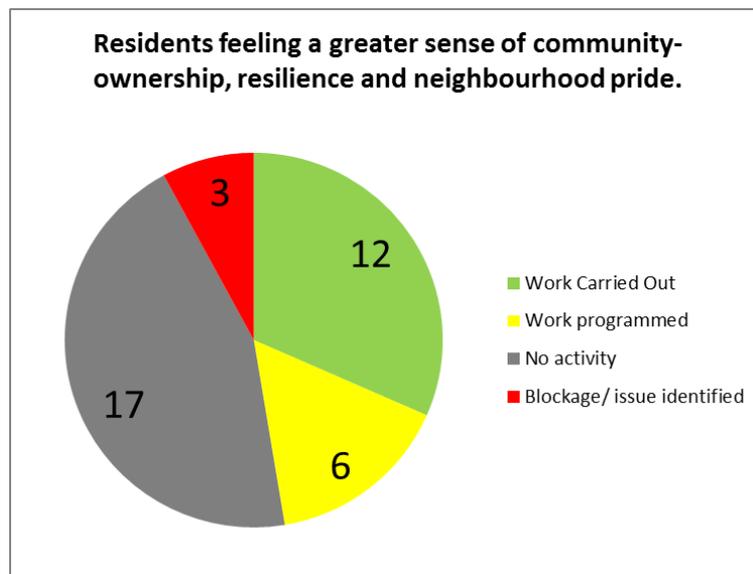
Horsham

In Billingshurst the difficulty of linking with the Weald School has been identified. Elsewhere in Horsham there is no work planned in five areas: Pulborough, Henfield, Holbrook West, Needles and Elm Grove. In three areas it is remarked that, although the TF caseworkers report their own work with truancy and exclusion, there have, to date, "not been any approaches for further support in terms of social action around this." In Storrington and Roffey, work has not taken place, but in Storrington the District Council is attempting to forge links with local schools. In Roffey it is remarked that there is a "Need for a better linkage with schools within the Think Family Neighbourhood areas, to establish where and how it may be appropriate for communities to support families and

schools on this theme". School attendance is seen as "an area for TF keyworkers to feedback to partnership groups, to improve partnership and collaborative working."

Residents feeling a greater sense of community-ownership, resilience and neighbourhood pride

Again in the instances where this issue has been identified, there is a tendency to point to anecdotal evidence. However, 12 TFNs point to work carried out which is felt to have had an impact.



Adur & Worthing

In both Northbrook and Eastbrook it is felt that resident involvement in projects has given them a greater sense of pride in their community. In Heene & Central the 'local conversation' consultation exercise is stated to have revealed positive feelings about the area, and enabled residents to contribute by talking about how things could be improved.

Chichester

In Chichester East this outcome is evidenced by the work of the Swanfield residents association (SPRING). This group have taken over the community centre, and are looking to make it a hub for the local community where they can have access to a variety of activities and services. They also plan to renovate an area of the hall to form a youth club, and members have already undertaken youth work training.

Horsham

Two TFNs in Horsham have raised issues. In Henfield it is reported that local engagement with the TFN “has been very low” meaning that it is “potentially therefore unlikely that this objective has been achieved through the work of the TFN”. Issues raised in Pulborough include the “spread-out geography” of the area which makes accessing services difficult; concerns about stigma associated with use of the Children and Families Centre; and the impact of “interfamilial relations in the context of a village environment.”

In Billingshurst the YES project working with young people is believed to provide an environment in which young people “feel they can contribute to and feel part of the community”. Similarly in Storrington it is felt that the young people who have been supported by the mobile skate park provision “have certainly had an opportunity to have their voices heard and to be listened to”. In Roffey, a road surfacing project and the provision of a community noticeboard are highlighted as examples contributing to this topic. St. Andrew’s Methodist Church also plans to provide a community hub/café where people can meet informally. It is also reported that during survey work “a couple” of residents expressed an interest in being part of a local Neighbourhood Watch scheme; however, so far, this has not escalated beyond an expression of interest.

It is hoped that a planned community tidy-up day in Needles will have an impact in terms of beginning to instil a greater sense of community-ownership, resilience and neighbourhood pride. In Elm Grove some residents have stated a wish to participate in a community group (though there are existing groups in the area) and the TFN group plans to explore this further. Horsham District Council’s ‘adopt a street’ officer is also working with residents, with the ultimate aim of local people adopting their street.

Mid Sussex

Across Mid-Sussex, events that were held in the earlier phases of the TFN programme have resulted in several further actions. In East Grinstead Town an August 2014 event led a resident to the identification of a project for a community allotment. Currently in development, it is hoped that this will give residents a greater sense of ownership of the area. A community fun day in August 2014 in Ashenground led to plans being developed for a community café and improved facilities to show films; whilst in Hurstpierpoint a community activity fun day held in August 2014 resulted in residents from Willow Way requesting a communal garden from Affinity Sutton: raised beds and plants have now been installed. The residents worked alongside an Affinity Sutton consultant gardener to put in the beds, and will now continue the project on their own.

In Burgess Hill St Andrews a family fun morning was held at the Children and Families centre and was attended by 60 children and adults. Burgess Hill Town Football Club held a ‘welcome back to our community’ event to promote use of

the clubhouse facility by local groups. In Stone Quarry it is planned to hold a Swap-Shop event in April 2015. In Burgess Hill Victoria a consultation event was held where Affinity Sutton spoke to around 60 people. Though there was a "general outcome" that more activities for all age groups were needed, no residents spoken to wished to become "heavily involved."

Crawley

For Crawley this was the ethos behind the involvement of residents on the project team. The Community Event planned for 12 September 2015 is being organised to respond to residents feeling that they do not know what services are available in the neighbourhood, and their view that there need to be more positive events which bring the community together and raise the profile of the area.

Summary:

In terms of assessing whether the TFN programme is delivering the outcomes we wanted for communities it is, to use the words of several areas, perhaps too early to tell. Whilst work has been carried out in some TFNs, some of this is in its early stages and other work is still in the planning stage. In Henfield for example the group delivers its own assessment of its progress so far:

Using Tuckman's phases of group development (forming, storming, norming and performing), it is fair to say that the Henfield group have potentially worked through forming/ storming and only recently started to norm. This is only natural when a new group is brought together.

Similarly Chichester emphasise that they believe their work is still at an early stage:

we are at the start of a long journey and the impact of our efforts may not be evident for some time to come

At present there is therefore a lack of firm evidence as to the impact of TFN on outcomes. What it is possible to show however, is the progress of TFN groups in working towards the identified priorities, which has been explored in detail in this report.

Horsham's observations were that they became a Think Family District in order to address TF priorities, and had felt hemmed in by the requirement to restrict TFN work to specific neighbourhoods. They stated that local social drivers for targeted TFN work are not static – for instance, what happens when ASB or worklessness becomes more prevalent in a non-TFN than in a TFN that was originally targeted?

Horsham believe that, in order for Think Family Neighbourhoods / Think Family Community Work to best support the emerging Family Support Network, which is what is being proposed by WSCC, they think they should work on the 6

priorities anywhere in the District. To be bound solely by geography would be counterproductive.

When it comes to the national TF Phase 1 priorities: Worklessness, Truancy and Exclusion and Crime and Anti Social Behaviour, 36 TFN areas have reported being engaged in work under these headings, with a further 9 TFN areas having work programmed for the near-future. Most of this however, is concentrated under the topics of Worklessness and Crime and ASB; by contrast, where Truancy and Exclusion are concerned, blockages have been identified in terms of access to data and engagement with schools.

When it comes to work on the locally agreed priorities, the response has been more mixed in terms of the areas covered. As explored in this report, the reasons for this are various and in many cases the reason may be that either it is felt that there are no issues locally, (and this may have been supported by survey work or data), or that work in that area is being carried out by another body outside of the TFN project. In some cases though, this may be due to their being specific barriers to progress such as a lack of information, or difficulties in engagement. Another reason for the observed differences may be the relationships that are on the ground and have existed prior to the TFN project, for instance within district councils.

2. Has the approach enhanced the 'Think Family' Keyworker Service?

There is evidence from the evaluation exercise that in some TFN areas links are being made with TF keyworkers, and further evidence that in some instances families involved with the TF programme are being targeted for inclusion in work carried out under the TFN programme. In Adur & Worthing for instance, TF families have been targeted in Cook and Eat and Cook and Craft sessions. TF families will also be targeted for involvement in the forthcoming Community Bike project; while in Arun Bognor Sailing Club has been provided with a rental discount in return for providing sailing sessions for people identified through both the TF and TFN programme. The Sport for Social Change project in Chichester is also expected to include families involved with the TF programme.

On some occasions people being worked with by TF keyworkers have had roles in projects set up under the TFN programme. In Northbrook a person previously supported by a keyworker is volunteering within a TFN project. In Chichester some have been involved in clean-ups, and will be helping with the refurbishment of the Charles Avenue community hub. In Arun a woman who has been through the TF programme has started a peer support group, which provides support around children with behaviour difficulties. The TFN group has put this group in touch with another organisation, My Sisters House, to provide cross-organisation support. In Broadfield, Crawley it is anticipated that family members whom Key workers have worked with previously will be involved in

developing a peer-led support group for domestic abuse. Some TFNs however, were not aware of families having received TF support; this suggests that there may be a mutual lack of knowledge and awareness of the cross-over between keyworking and neighbourhood work.

The area around Truancy and Exclusion is generally regarded as a large area of work for TF keyworkers; however, it appears that in some TFN areas there may be uncertainty around how TFNs can deliver work to support the keyworker service. Most problematically, in Billingshurst it is suggested that there has, to date, not been a connection made between the TFN and the TF keyworkers:

The group are not aware of any families, as the TFN lead has had no communication with or from the TF Key Workers during the TFN project

3. Does this approach represent value for money for Think Family and for families?

The evidence received shows that the Think Family Neighbourhood approach has promoted effective partnership working, and has been targeting issues that matter to local communities. In some areas steps have been made to connect families to TFNs, having them shape projects or being referred into them.

This type of Community Development work, building projects and initiatives with local communities, takes time and commitment to develop. In many areas initiatives or even initial community engagement and participation are only just beginning to develop.

Establishing what outcomes have been achieved will indeed manifest in the longer term, so it is not really possible at this stage to determine if the TFNs represent value for money.

What we do know is that the TFNs have certainly built a base to move forward into Think Family Phase 2 to develop and support networked solutions.

4. Has the programme attracted joint investment and promoted joined up working?

	Mid Sussex	Crawley	Chi	A&W	Arun	Horsham		Totals
WSCC funding	£ 40,500	£ 72,000	£ 58,500	£ 130,500	£ 108,000	£ 40,500		£450,000
Spent	£ 30,629	£ -	£ 7,500	£ 59,810	£ 11,049	£ 11,985		£120,973
Allocated to local initiatives to be delivered 2015/16	£ 9,871	£ 71,690	£ 25,000	£ 63,790	£ 40,834	£ 15,200		£226,385
Unallocated funding to be carried forward to 2015/16	£ -	£ 310	£ 26,000	£ 6,900	£ 56,117	£ 13,315		£102,642
Totals	£ 40,500	£ 72,000	£ 58,500	£ 130,500	£ 108,000	£ 40,500		£450,000
Other Funding Sourced	£ 8,000	£ 7,500	£ -	£ 33,790	£ 146,000	£ 13,515		£208,805
In Kind Contributions	Not known	£ 5,376	£ 37,100	£ 52,000	£ 3,620	£ 17,912		£116,008
Funding to be carry forward into 2015/16	£0 (doesn't include funding carried forward from Affinity Sutton which has also been used to allocate to the 15/16 forward plan)	£ 310	£ 26,000	£ 6,900	£96951 *includes funding from other sources	£ 13,315		£ 46,525

Across the seven districts and 38 neighbourhoods, WSCC provided a total of £450,000. Based upon the figures supplied by the districts there has been an additional £208,805 received from other sources. These sources include: Borough and District Councils, Public Health Funding, SAP, Sussex Police, Housing Associations and other voluntary organisations. Finally there have been in-kind contributions. These have been valued at £116,008. In-kind contributions listed include: staff time, the use of venues for meetings and events, and donations of goods and refreshments. This figure however, may be an underestimate, as some in kind contributions have not been enumerated.

Joined-Up Working

When asked if there had been any unplanned outcomes or benefits of the TFN programme, there was a significant response referring to partnership working, with this theme being present in 12 comments out of 18 to explain an 'unidentified' benefit. In Northbrook and Eastbrook it was observed that an unplanned benefit had been:

Other organisations and agencies have engaged well with the Action Partnerships and partnership working and a joined up approach has developed

East Grinstead Town reported one unplanned benefit as being the development of a wide-ranging new community partnership, and some areas reported that there had been both a strengthening of existing relationships and the development of new ones; such a dual-effect was noticed in Billingshurst, which reported that an unplanned benefit was similarly:

Partnership working. TFN has strengthened existing networks within Billingshurst whilst also drawing in involvement from WSCC, HDC, Sussex Safer Road Partnership, Library Service, Children & Family Centre, Police, Billingshurst Family Church, BEAT, Billingshurst community partnership and BAIT.

In Chichester it was also observed that TFN had also had an impact on “improved and closer working relationships both internally and externally.” This was a point which was also made by Arun who suggested:

Think Family Neighbourhoods has encouraged more partnership working, both between different organisations, as well as across departments within the district council, such as bringing the Think Family and Wellbeing programmes together.

There were within the evaluation forms some examples of such joined-up working bringing benefits. In Henfield one particular outcome was directly attributable to the partnership working fostered by the TFN programme:

The local medical practice is however represented on the Think Family Neighbourhood Group, and has been able to link with other organisations and services in the area as a result. One area that is being explored is the Medical Centre and Rural Children and Family Team working in partnership to improve the uptake of childhood immunisations. This would not have happened had it not been for the Think Family Neighbourhood Group.

In Hurstpierpoint an example of partnership working and developing relationships leading to a tangible offer of a service, is provided by the Wellbeing Advisors monthly outreach surgery at the Melting Pot Café, which resulted from the Wellbeing Team attending the launch of the Melting Pot and from a need being identified at this event.

Conclusions

Although in many ways it can be regarded as too early in the life-cycle of the TFN project to be able to draw definite conclusions about outcomes, this evaluation exercise has highlighted that in many TFN areas the aim of promoting joined-up working across the county council, district council, police, housing associations, community groups and other organisations has been achieved. One clear message from the evaluation forms was that both cross-organisational and inter-organisational relationships have been built, or strengthened. The evaluation has also shown that the various TFN groups are, in most part, making progress in delivering work towards the identified priority areas.

The evaluation has also revealed some key challenges. Some areas have reported challenges in planning and implementing work, chiefly around truancy and school readiness, where engagement with schools seems to have been an issue. Across all the priority areas there do appear to be differences in the amount of work carried out. While there are some reasons offered for this on the evaluations forms – chiefly the results of survey work, or of work being done by another group – in other cases the reasons for this difference are not always clear; there may be more complexity around this, for example the shape of work in an area may be determined by existing relationships and facilities, or by the composition of a TFN group and its expertise.

Another challenge is the relationship with TF keyworkers. Though it appeared in some areas that there is a close relationship, in one area it was reported that there has been no contact between the TF keyworkers and the TFN group.

A final key challenge is around assessing the impact of the TFN work. From the evaluation form it appeared that there is little in the way of objective data, with much of the supporting evidence being anecdotal, or simple counts of participants, rather than a robust assessment of outcomes.

Furthermore there were also queries around the measurement of 'Evidenced improvement in happiness and satisfaction' and issues raised with obtaining data on areas such as school truancy and exclusions or the use of urgent health services; it has been pointed out that ASB is also a challenging area to evaluate as this has a strong seasonal element.

Additionally when assessing impact there is the issue of disentangling the work of TFN from what would be carried out in the areas anyway. This is not necessarily clear, as it may well be that in bringing people together, even the informal conversations this gives rise to may well be having an impact, in increasing the efficiency of existing interventions.

Whilst it is early for many of the projects and to some extent individual projects will be evaluated in due course, these challenges point to the need for further consideration about measurement of impact, and the need for a consistent approach to be adopted across TFN areas.

Think Family Neighbourhood	Progress made for Quarter 1	Planned Actions for Quarter 2	Any Issues?	Any examples of best practice/toolkits/case studies that can be attached and shared?
Chichester East	<p>Plans drawn up for the Swanfield Youth wing and a funding application put to JAG. Successful in gaining £5,000 of TFN money. Similar funding application to Chichester New Homes Bonus.</p> <p>St James's Square "job day" £500 agreed by JAG of TFN budget. Choose work and DWP attended offering advice around work experience and training and money management.</p>	<p>Commemorative sign unveiling recognising partnership work undertaken by St Anthony's School Spring A2D to restore planted area at former ASB hotspot at Swanfield Corner 25/9/15</p> <p>Spring on Camera 25/9/15 A2D funded community action film recording interviews with all involved in Spring TFN & Swanfield Youth Wing projects to date</p> <p>TFN Meeting to discuss the development of the Charles Avenue Community Hub planned.</p> <p>27/8/15 Final clean out of Swanfield Centre in prep for Youth Wing building conversion work</p> <p>Contact with Building Steps established to engage in TFN</p>	<p>Some resistance from Affinity Sutton re management but hoping to resolve this asap</p>	<p>Spend Q1 £5,750</p> <p>ALLOCATED £5,000 Charles Avenue</p> <p>Already spent £5,000 Sport for social change project</p> <p>Total £15, 750</p>

		<p>community and building projects in Chi East and Chichester District.</p> <p>Ten Acre Close Play Area Project resident initiative linked to Hyde Martlet Please Play Here to reclaim disused car park as play area.</p>		
Chichester South	<p>Ideas into Action has been taken into Kingsham Primary and a number of projects are to be identified.</p> <p>Community Clean up with Seaford College.</p>	Identified projects from Kingsham school to be actioned.		
Selsey North		Job Fest 22 nd August, number of agencies and services i.e. Armed forces and Police to attend around recruitment.		
Think Family Neighbourhood	Progress made for Quarter 1	Planned Actions for Quarter 2	Any Issues?	Any examples of best practice/toolkits/case studies that can be attached and shared

Tangmere	<p>Ideas into action has been very successful in Tangmere Academy.</p> <p>Parish council have agreed to fund a play bin and play equipment in the local park.</p> <p>A group of elderly residents were taken for afternoon tea by a group of pupils to Aldinbourne Trust to strengthen intergenerational relationships.</p> <p>£250 agreed at JAG to pay for this from TFN budget</p>	<p>Neighbourhood plan for Tangmere being developed.</p> <p>Target Tangmere II Community Action Day focussed on clean up of Churchwood Drive, Sunderland Close & Canberra Place. Initiative scoped and task list being drawn up to positively engage Affinity Sutton and tenants to enhance area linked to similar achievements with Hyde Martlet in Tangmere.</p>	None at present but engagement with Affinity Sutton will be vital.	
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Think Family Neighbourhood Case Study – Chichester East

Swanfield Play area was a cause for concern often shut due to persistent damage to play equipment. There was evidence of alcohol related activity within the play area and surround most notably the seating area on Swanfield Green which was unkempt and had become a gathering point for alcohol and drugs. By contrast the Swanfield Centre was in good repair and protected by perimeter CCTV.

SPRING (Swanfield Park Resident Involvement Group), A2 Dominion and St Anthony's recognised the importance of Think Family from the outset and it was from Swanfield Centre that SPRING decided to take action.

St Anthony's School Community Garden Project

The St Anthony's project at Swanfield came from a chance approach by Sally Humphrey and Amanda Parker of St Anthony's School looking for a possible work experience day within the local community. SPRING, A2 Dominion and CDC were happy to facilitate what was initially planned as a one off work experience day which focussed on tidying up Swanfield Park and Bradshaw Road.

After the initial work experience day was complete pupils and staff from St Anthony's school were keen to do more and attention soon turned their attention to the seated area at Swanfield Park and what could be done to improve the look and tidiness of the area around the Swanfield Centre. CDC contractors Graffiti Solutions were instructed to clean graffiti and staining from the seats, the paved circle and foundation stone and CDC Westhampnett Depot provided litter picking kits and removed bagged litter.

Despite continued Anti Social Behaviour in the area, pupils from St Anthony's School soon began trial planting at Swanfield Park using donated bedding plants during summer 2014. Although not expressed at the time our fear was that youths would continue to abuse the area and in turn discourage St Anthony's. To combat this SPRING erected temporary notices appealing to local youths to respect the area and the work being undertaken by St Anthony's. Gradually we noticed that the area was improving with less litter and no damage. The whole initiative was underpinned by intelligence from Sussex Police, Community Wardens, SPRING, A2 Dominion and Hyde Housing targeting the activity of local youths.

The first stage of this particular THINK Family community project culminated in mass planting the entire embankment around the seating area. The work with St Anthony's is ongoing and the group are looking to source plants via formal approaches to local nurseries as well as A2 Dominion contractors Lotus, CDC and Hyde Housing. We are now at the stage at the beginning of 2015 where it is important to publically acknowledge the work of St Anthony's and SPRING and to this end A2 Dominion will be providing commemorative signs for a forthcoming public unveiling at Swanfield Park. The next stage of the project

will see St Anthony's working with Hyde Housing and SPRING on potential garden sites in and around the Bradshaw Road area.

Swanfield Youth Club

The Swanfield Centre remains a vibrant hub of activity within the local community and has also served as a Youth Club but facilities were limited and past ASB activity resulted in numbers declining. The Youth Club is about to be re-launched during March 2015. Volunteers from SPRING had previously wanted to convert the building to include a stand alone youth wing but these plans had fallen through. Encouraged in part by Think Family, Brian and Edith Clear of SPRING have re-doubled their efforts. Working closely with Janet Read of A2 Dominion decided to revisit and revise these earlier plans which involve conversion of redundant shower and toilet blocks to form a self contained and accessed Youth Wing as part of the Swanfield Centre.

Adequate and sustained youth provision within the area is a vital component and builds on the considerable work already undertaken by SPRING volunteers. Part of this initiative involved a special fact finding visit for SPRING volunteers to Midhurst Youth Wing to get a feel for how volunteers and staff at Midhurst run their operation and also to see how they successfully utilise and share limited space. A further fact finding visit is planned to the Sylvia Beaufoy Youth Centre at Petworth to see a larger but slightly older youth club in action. Volunteers from SPRING and A2 Dominion have already undertaken Youth Training with more in the pipeline.

Sport for Social Change

The exciting Sport for Social Change pilot initiative based on the successful Streets to Success project devised by CDC in partnership with Chichester University and SPRING, is targeted at young people in Chichester East especially marginalised hard to reach young people, some known to have been involved or engaged in ASB activity in the area.

The objective is to develop a series of social change initiatives to empower marginalised young people aged 12-18 using sport as an impetus for social change. The 10 week pilot programme will utilise expertise and facilities at Chichester University to develop sport participation sessions, leadership skills to support these young people and their families.

An initial focus group comprising Chichester University, CDC, SPRING & Sussex Police has been convened. The group recognise that positive engagement with these young people is not going to be easy but the focus group working in partnership with SPRING will be following up via a series of indirect approaches through Chichester College and Chichester High School.

Chichester District Council

Overview and Scrutiny Committee

12 January 2016

Improving the Health of our Communities and Workforce

1. Contacts

Report Author:

Elaine Thomas, Community Wellbeing Manager,
Tel: 01243 534588 E-mail: ethomas@chichester.gov.uk

2. Recommendation

2.1. To consider the progress achieved on this work stream, to note the outcomes and to raise any issues of concern.

3. Background

3.1. In 2013 the District Councils Network published a report highlighting the role of District and Borough Council services, both statutory and discretionary, and their impact at all levels of health; health protection; health improvement; and, the wider determinants of health as well as on health inequalities.

3.2. The wide range of services that this council provides all contribute to the health and wellbeing of our residents and staff. It is felt that there are greater opportunities for increased coordination across teams to deliver better more cohesive services.

3.3. An officer steering group with membership across the Communities, Housing and Environment teams, was established in April 2015 where this work has been planned, developed and monitored. The group identified three priorities where services could have greater impact by working together more formally.

- 1) Mental health and emotional wellbeing
- 2) Housing and planning for healthy communities
- 3) Healthy lifestyles

3.4. These priorities link to the Corporate Plan objective of 'Supporting Communities' by providing support to communities and individuals who are vulnerable; working together to help people feel safe; and, helping our communities to be healthy and active. They also link with the health related priorities of Chichester in Partnership and those of the West Sussex Health and Wellbeing Board.

3.5. An action plan is in place for 2015/16 as a pilot and to build on in subsequent years. This is an opportunity to evolve as an organisation that values the wellbeing of its communities, residents and staff and takes every opportunity to provide a joined-up service.

4. Outcomes achieved

This work is divided into three priority areas and examples of the outcomes achieved to date are detailed below. Further details are included in the action plan progress report in appendix one.

4.1. Mental health and emotional being

Outcomes achieved under this heading include optional training for frontline staff on mental health awareness. Four training sessions were delivered by the mental health charity Mind as part of their countywide training programme. The sessions were attended by 64 members of staff and feedback was positive.

10 members of staff have done the Dementia Friends awareness session and a member of staff has become a Dementia Champion which enables her to deliver regular sessions with the aim of raising awareness of Dementia across the council and the additional support that we can provide to support our customers.

4.2. Housing and planning for healthy communities

The relationship between health and the way our communities are developed is well known but there was no formal route for staff to work together to build on this ethos. This project has enabled these conversations to develop. Discussion are underway to understand how best to protect the health and wellbeing of local residents as their communities undergo development and will be picked up in the refresh of the Local Plan.

A new health impact assessment tool is being developed in order for new council strategies, policies and projects to be assessed for the impact on health and wellbeing.

4.3. Healthy lifestyles: support for the community and staff.

Many of the projects delivered under this heading are relevant to both the community and council staff, so are reported as a whole.

A new training programme is being developed and will be piloted in January. The aim of the training is to help staff to understand how their role contributes to the health and wellbeing of the community and how they can maximise opportunities for "Making Every Contact Count" when they are dealing with members of the public by providing information, advice and support.

Health and wellbeing campaigns have been delivered in the community through the Wellbeing service including diabetes awareness, cancer awareness and mental wellbeing. In addition a series of lunchtime talks were made to staff and improved information about health and wellbeing is available on the intranet and Wellbeing website.

Officers are currently looking at the potential for working towards achieving the Sussex Workplace Wellbeing Charter 'excellence' award for a healthy workplace. This is an opportunity for the council to build on its current health and wellbeing offer to the community and staff. Work under seven headings includes statutory elements eg health and safety and HR policies alongside lifestyle related elements.

Once the council has achieved the award we will be working with local organisations to encourage them to work towards relevant elements of the award and develop as healthy workplaces.

Discussions are being held around the development of a new Employee Assistance Programme in response to the staff survey that reported increased stress in some staff who deal with members of the public.

NHS health checks and wellbeing MOTs which are held regularly in the community are now available on a monthly basis for staff at EPH and the depot.

The councils staff choir has a growing membership of 15 members and a team of 8 staff have undergone running leadership training and have started a running club with 30+ staff signed up as either beginners or improvers.

These and other initiatives for staff have led to the council being awarded the Active Sussex Healthiest Workplace award for 2015 and the staff who took part in the Chichester Half Marathon achieved the Children on the Edge fastest workplace award for their combined efforts.

5. Proposal

- 5.1. It is proposed that this work continues into the next service planning process to enable officers to build on the current work and embed the ethos of health and wellbeing across the organisation.

6. Resource and legal implications

- 6.1. This work is being delivered with existing resources which have been repurposed. Some of the work has been delayed because of the timing of the availability of this staff time.
- 6.2. There may be some small financial contribution required for elements of the action plan but it is anticipated that this can be identified from existing budgets.

7. Community impact and corporate risks

- 7.1. This work is intended to impact positively on both staff and the community. Risks associated with much of this work relate to the requirement for culture change. Staff who are already under pressure may see this as additional work rather than a way to improve outcomes for the customer and to improve their own health and wellbeing. To mitigate this risk training and support for staff will be provided.

8. Other Implications

	Yes	No
Crime & Disorder:		x
Climate Change:		x
Human Rights and Equality Impact: this work will enable the council to fulfil its responsibilities around the equalities act particularly around supporting people with Dementia	x	
Safeguarding:		x

9. Appendices

9.1. Improving the Health of our Communities and Workforce action plan

Improving the Health of Our Communities and Workforce 2015/16

Healthy lifestyles - Action for the Community					
Outcome one: Staff and Members understand their contribution to the public health agenda and feel confident that they can promote health related issues and make referrals to other services for support.					
Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
<p>Develop the concept of 'Making Every Contact Count' through the following;</p> <p>1.1 Develop a half day basic staff training programme for frontline staff to enable them to feel confident to promote Wellbeing related services as part of their daily contact with customers.</p>	Elaine	Officer time, support from WSX Public Health, free brief intervention training available from PH This will include different levels of training e.g. basic online training, brief intervention training for targeted staff members who have home visiting roles.	<p>Develop training materials May/June 2015</p> <p>Deliver pilot jan 2016</p> <p>Roll out feb / march 2016</p>	<p>100 frontline staff access the training programme</p> <p>Information is available for all staff working in frontline services.</p> <p>Develop and analyse results from a training evaluation form to assess learning outcomes.</p> <p>Ongoing training integrated into Personnel 'new starter' induction programme</p>	<p>The draft training programme has been developed and endorsed by WSX Public Health. The training will be piloted with EH services in January</p> <p>Next steps Share with Management forum and encourage sign up either via individual teams / service areas or whole council approach.</p>
<p>1.2 Identify key staff who have a personal interest in becoming more health and wellbeing aware and providing them with the above training and further support to become health and wellbeing activators for the council.</p>	Elaine / Ben Polhill	Links to existing Get Active Chichester project resources in place.	By end March 2016	Aim for at least one person in each service area to become an activator.	There are many staff throughout the council who currently undertake this role informally. They regularly build on this by encouraging others to take part in health and wellbeing related activity.

Healthy lifestyles - Action for the Community

Outcome one: Staff and Members understand their contribution to the public health agenda and feel confident that they can promote health related issues and make referrals to other services for support.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
<p>1.3 Develop a 'JD' for workplace activators and work with individuals to develop them in this role.</p>	Elaine / Ben Polhill	Links to existing Get Active Chichester project resources in place.	September 2015	Develop a 'JD' that enables staff to link the activator role with their existing role	The project has changed and will no longer be appropriate to link with staff. However, this work happens informally already. (see above) We have the opportunity to offer a training day for workplace activators free of charge in the new year.
<p>1.4 Work with local businesses to support them to adopt the Workplace Wellbeing charter</p> <p>1.5 The council will commit to, and achieve 'excellence' in the employer standards set out in the Workplace Charter</p>	Elaine Thomas	HR, health and safety, EH, wellbeing	March 2016	EH and Wellbeing joint project evaluation will be included during planning process.	The self assessment for CDC is complete and a paper for SLT /CMT has been prepared asking for commitment from the organisation to continue with the process. If agreed a steering group will be established and it will be included within the service planning process for relevant teams for 2016/17.
<p>1.6 Work with local businesses to support them to meet the requirements of the 'Eat Out Eat Well' programme.</p>	Ian Brightmore	EHOs	March 2016	10 businesses are supported to achieve the outcomes required for the 'Eat Out Eat Well' programme.	Progressing within EH officers service plan.
<p>West Sussex sugar reduction campaign:</p> <p>1.7 Confirm nomination of Sugar reduction champions.</p> <p>1.8 Review contractual agreements for vending machines in public places.</p>	Elaine	Officer time Align with current contracts and procurement processes.	June 2015 (after elections) Ongoing	In line with WSCC Public health processes the aim is to promote a reduction in sugar consumption.	On going with public health

Healthy Lifestyles - Action for Staff

Outcome Two: Staff are given opportunities to adopt a healthy lifestyle and that their physical and mental health and wellbeing is valued by the organisation.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
<p>2.1 Deliver 6 Health awareness campaigns to staff in support of identified priority health issues and engage their support to raise public awareness of those campaign issues.</p> <p>May /June - Cancer awareness June - Diabetes awareness October – Stress Awareness / Stoptober Nov – Men’s health December / January - Alcohol awareness Feb - Healthy hearts</p>	Elaine	<p>Free resources usually available from national charities etc. Small wellbeing budget available.</p> <p>Officer time</p>	<p>May 2015 June 2015 Oct 2015 Nov 2015 Jan 2015 Feb 2016</p>	<p>Each campaign is evaluated independently depending on the intervention delivered.</p> <p>Information about ‘Health Awareness’ campaigns are distributed via email, intranet, Facebook, team meetings.</p> <p>A tab on the intranet is made available and populated with health and wellbeing information for staff.</p> <p>Staff activators engage with colleagues to promote the health and wellbeing campaigns.</p>	<p>All campaigns are planned for the year.</p> <p>Stoptober campaign is under way and being promoted via Wellbeing service. A local promotional event is being held in the city centre at end October</p> <p>Stress awareness was completed in October. Several stress awareness related sessions run for staff, information on new intranet pages and revised information on the stress risk assessment for staff.</p> <p>A new intranet tab is in place combining NWOW and wellbeing for staff</p> <p>Staff activators are emerging encouraging staff activity around the Chichester Triathlon and half marathon.</p>

Healthy Lifestyles - Action for Staff

Outcome Two: Staff are given opportunities to adopt a healthy lifestyle and that their physical and mental health and wellbeing is valued by the organisation.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
<p>2.2 Promote health and wellbeing group challenges;</p> <p>Bike to work week – June</p> <p>Reaching Rio</p> <p>Bike IT</p> <p>Stand up Britain campaign</p>	<p>EH team</p> <p>Wellbeing</p> <p>EH team</p> <p>H&S / Wellbeing</p>	<p>Officer time</p> <p>Officer time</p> <p>Officer time / Funding</p> <p>Officer time / desks</p>	<p>June 2015</p> <p>April –June</p> <p>Ongoing</p> <p>On going</p>	<p>Staff take part in local / national campaigns to encourage increased physical activity</p>	<p>The bikers ride and breakfast was held in June with 100 people taking part.</p> <p>Reaching Rio is completed for 2015 with more teams taking part this year.</p> <p>Bike It has received funding for another year</p> <p>Stand up Britain was launched and information is available around EPH to encourage staff to stand and move around more. A new standing desk is being trialled in the contact centre.</p>
<p>2.3 Review current activities / annual plan available for staff, communicate via intranet.</p>	Wellbeing	Officer time	May 2015	Plan developed and timescales agreed.	The new intranet tab is in place and is being developed to include a range of health and wellbeing information for staff.
<p>2.4 Provide information to all new staff at induction on health and wellbeing activity available to them.</p>	Wellbeing / HR	Officer time	May 2015	All new staff have access to information.	Staff routinely receive information at induction on health and wellbeing and the services / activities available to them. The new social group has met and are receiving applications to the social fund for activity.

Healthy Lifestyles - Action for Staff

Outcome Two: Staff are given opportunities to adopt a healthy lifestyle and that their physical and mental health and wellbeing is valued by the organisation.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
2.5 Work with staff social group to introduce 2 new activities based on demand. (See staff survey results).	Ben Polhill / Helen Rothwell	Officer time / funding from social fund	October 2015	At least two new activities are in place and at least 10 staff attend regularly. Monitor via attendance.	'Midday mile' walking group is continuing also a Friday running club where all abilities can take part. New members are being recruited to the choir, Pilates and Yoga classes.
2.6 Discuss with CMT flexibility of using the additional half hour for staff to access all health and wellbeing activity – not agreed.	Elaine	Officer time	April 2015	CMT agree a policy that staff can use half an hour once a week for a health related activity. (at managers discretion).	CMT have not agreed for a blanket half hour for any activity but have approved continuation for use of Westgate and any others previously agreed.
2.7 Explore the potential for standing meeting tables / work stations and encourage staff to stand more and have walking / standing meetings.	Elaine / H&S	Officer time and funding for tables.	June 2015	Opportunities are in place for staff to stand and work or have standing meetings. The benefits of standing are promoted as part of a health and wellbeing programme for staff	A new standing desk is being trialled in the contact centre.
2.8 Promote the use of active transport;	EH Teams	Officer time	March 2016	All new staff receive information at induction and on intranet tab.	On going
2.9 Promote use of pool bikes for local meetings	EH Teams	Officer time	On going	Staff are able to travel to local meetings without using their car.	Pool bikes are available
2.10 Encourage staff to cycle to work making use of cycle to work scheme	EH Teams	Officer time	On going	Staff are able to reduce car use during their journey to work.	90 Staff have made use of the cycle to work scheme to date.

Healthy Lifestyles - Action for Staff

Outcome Two: Staff are given opportunities to adopt a healthy lifestyle and that their physical and mental health and wellbeing is valued by the organisation.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
2.11 Introduce 'Ease It' reduced train tickets for staff use.	Simon Ballard	£2K funding required.	July 2015	Staff have access to reduced rail tickets and travel by train to meetings where practical.	'Ease It' has been launched for staff
2.12 Review the 'rules' around time recording on training days where time is spent working on long train journeys but not currently recorded as working time.	EH Teams	Officer time	July 2015	Staff are able to make good use of the time they have available while travelling.	It was discussed that this was something to be agreed by team managers for individual staff members.
2.13 Promote a 'car sharing' scheme across CDC	EH Teams	Officer time	On going		To be promoted alongside 'Ease it'

Housing and planning for healthy communities

Outcome three: Consider health inequalities in the formation of council policies, strategies and service plans.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
<p>New council services, plans and policies include consideration for their impact on health inequalities both positive and negative.</p> <p>3.1 A health impact assessment framework is developed along with training / guidance notes to support officer and Members.</p>	Elaine / Alison	<p>Officer time Liaise with Members services and CMT</p> <p>Consider: committee / cabinet reports / procurement processes</p>	Draft HIA September 2015	<p>Current plans/policies are identified</p> <p>Guidance notes are available for staff and posted on intranet.</p>	<p>A new impact assessment has been drafted along with guidance notes for staff.</p> <p>Next steps: Liaise with Member Services and CMT</p>
<p>3.2 Private sector renewal policy to be updated to include data from stock modelling to identify key hazards to health in our housing stock</p>	Liz Reed/Rob Dunmall	Officer time/ Cabinet reports/Capital funding to improve housing conditions	October 2015	Private sector renewal policy to be agreed by Cabinet and implemented. Limited resources to be targeted to improve housing conditions in the poorest stock.	The strategy was presented to Overview and Scrutiny in November and is now out to consultation and then going to Cabinet in March.
<p>3.3 Housing strategy to be renewed to ensure the future needs of our communities including our aging population who may need supported accommodation</p>	Linda	Officer time / Cabinet report	October 2015	Action plan and timescales agreed.	Consultation with RPs, relevant officers, SLT & Cabinet undertaken.

Mental health and emotional wellbeing

Outcome four: Develop plans for the Council to become a health promoting organisation with a workforce that is trained to understand the varying needs of its customers. Including people with Mental Health issues, Learning Difficulties or Dementia.

Output	Lead	Resources	Timescales	Outcome / outcome measure	Progress Q3
<p>4.1 Organise training workshops for staff and Members working with members of the public.</p> <p>Training will focus on providing a supportive service for people with mental health and emotional wellbeing issues.</p>	Elaine	Officer time, room space, funding to pay for professional expertise e.g., Public health colleagues Time to talk Sussex Partnership Trust.	Initial training May/June 2015	<p>A training plan for staff.</p> <p>Managers are consulted and supportive of staff attending training, key staff are identified to attend,</p> <p>Staff feel increased confidence in working with people who may have mental health problems,</p> <p>Training is integrated into Personnel 'new starter' induction programme.</p>	<p>3 sessions of mental health awareness / MH stigma awareness training were held in Q1</p> <p>Further course are available but will require funding. This work links with 4.3 the workplace wellbeing charter</p>
<p>4.2 Working towards Dementia Friendly Chichester status organise Dementia friends training for staff and Members.</p>	Elaine	Links with Dementia Action Alliance Free dementia Friends sessions	<p>Launch May 2015</p> <p>Sessions available to staff November 2015</p>	<p>Staff attend a dementia friends session</p> <p>People living and working in Chichester have the opportunity to become Dementia Friends</p> <p>Chichester is a dementia friendly place to live and visit.</p>	<p>The Wellbeing workplace health advisor has attended training to become a Dementia Champion delivering Dementia Friends sessions for staff, members, volunteers and local businesses.</p>

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Mental health and emotional wellbeing

Outcome four: Develop plans for the Council to become a health promoting organisation with a workforce that is trained to understand the varying needs of its customers. Including people with Mental Health issues, Learning Difficulties or Dementia.

Output	Lead	Resources	Timescales	Outcome/outcome measure	Progress Q3
4.3 Adopt the Local Authority Mental Health Challenge 10 point plan and formulate a delivery plan.	Community wellbeing team / EH services	Staff time / possible funding for delivering initiatives	Initial assessment Oct 2015 Submit assessment march 2016	Number of staff trained and confidence improved. NB: Check the scale of intervention before making commitment to numbers.	This is under review alongside the workplace wellbeing charter. The Workplace wellbeing charter initial assessment has been completed and awaiting decision from CMT. It is likely that this action will not progress as there is significant activity around mental health in the charter.
4.4 Devise, pilot and evaluate an Employee Assistance Programme (EAP) to support staff who deal with stressful situations / clients within their role and who deal with volatile situations as part of their day to day work.	Community Wellbeing team/ personnel	£5K funding to be agreed Working with personnel using existing schemes as guidance	Initial planning July 2015 Training for managers December / January 2015 EAP in place march 2016	Staff who need support are able to access a free service. Develop an evaluation form to assess the results of the support service and distribute a report to the CMT and wider workforce. Information on the EAP is distributed to staff via email, departmental staff meetings, managers, intranet, and 'new start' induction packs. Sickness absence is reduced from the current average of 7.48 days to 6.5 days by March 2016.	Addressing outcomes from the staff survey, Working group with Parking services, contact centre, Wellbeing and HR is developing a 3 tier model for support for staff. We are currently negotiating with a potential provider of training for managers and one to one counselling for staff. We are talking to existing provider of occupational health service to negotiate extended service to include additional elements. Next steps: Paper to CMT for approval

CULTURAL GRANTS REVIEW 2016

TERMS OF REFERENCE AND SCOPING OF REVIEW

Review topic	Cultural Grants Review 2016
TFG members	Members and Chairman to be appointed at OSC meeting on 12 January 2016.
Officer Support	David Hyland, Bambi Jones
Background	The Council has a funding agreement in place with both Chichester Festival Theatre and Pallant House Gallery until 2018. The Council negotiates a Service Level Agreement (SLA) with both organisations annually to ensure that appropriate outcomes are achieved for the local community, schools, etc.
Purpose of review	The Council reviews progress annually against the expected outcomes in these SLAs. Every third year a fuller review is undertaken with representatives from the theatre and gallery reporting to the Overview & Scrutiny Committee with regard to their performance and progress – this will take place in 2016.
Outcomes to be achieved	Good levels of performance against the previous years' SLAs. A negotiated and focused SLA for the following year. A final report to the OSC (supported by oral reports from representatives of both organisations to allow questioning by members of the committee.)
Methodology/ approach	As set out in the project plan.
In scope	Review of performance against current 2015/16 SLAs and development of 2016/17 SLAs.
Excluded from scope	Financial information and funding arrangements.
Consultation	In consultation with representatives of the theatre and gallery.
Evidence sources	SLAs; performance and annual reports; financial reports
Site visits/ attendance by representatives	No site visits required. Representatives of both organisations are to be asked to attend the OSC meeting on 10 May 2016.
Review completion date	Report to OSC May 2015.
Does the review link to strategic aims/priorities?	Links to strategic priorities in the council's Corporate Plan.

PROJECT PLAN

The following Project Plan interprets the above action plan into a programme of work.

	Action	Timescale
1	TFG to meet to review the performance of both organisations over the last year and to review the draft SLAs for 2016/17	Early April 2016
2	Lead Officer to communicate with both organisations regarding any further clarification requests from the TFG to finalise the reports to the OSC	April 2016
3	TFG final report to Overview & Scrutiny Committee. Representatives from both organisations to be asked to attend.	10 May 2016