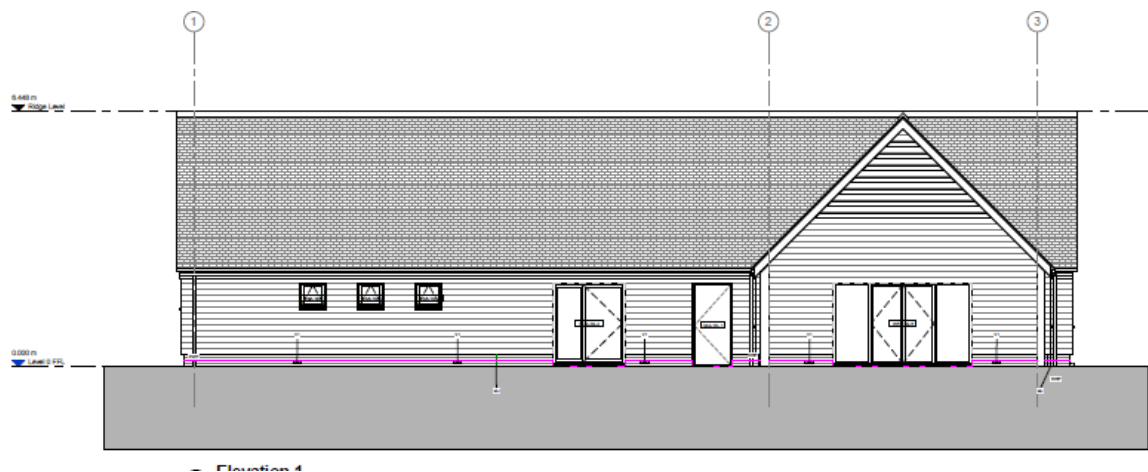


CHICHESTER COMMUNITY DEVELOPMENT TRUST



The Lodge, Keepers Green, Chichester

Business Plan



November 2019

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1. Executive Summary

The Lodge Business Plan has been created to support Chichester Community Development Trust's (CCDT) management proposal for the new build facilities, sports pitches, play area and community garden. The Plan covers the management, organisational and operational procedures required to manage the facilities.

The Board of Trustees, Steering group and staff team have a clear vision for the Lodge, which has been achieved through community consultation and through, robust business modelling and forecasting. With the support of all key stakeholders and the identified need for modern facilities in the locality there is little doubt that that the Lodge will not only provide a high quality space for local residents as well as other groups and individuals but also the required level of income to be sustainable. Through consultation with the users and being responsive to feedback, CCDT will be able to continue to meet its charitable objectives whilst developing the space over the years to maintain its use and financial viability.

2. About the Organisation

Chichester Community Development Trust (CCDT) is a community enterprise, an organisation that trades for social purpose with profits reinvested, and was established in 2009 to deliver social and environmental benefits:

- To own, manage and maintain community facilities for the public and/or those who, by reasons of their youth, age, infirmity or disablement, poverty or social and economic circumstances, need such facilities
- To create training/ employment opportunities by providing workspace/ buildings/ land on favourable terms
- To advance education, training and retraining, particularly among unemployed people
- To promote public safety and the prevention of crime
- To develop the capacity and skills of the members of the community in such a way that they are better able to identify, and help meet, their needs and participate more fully in society
- To develop, encourage, foster and promote the physical, economic and social development and regeneration of the area by building partnerships with organisations with similar aims
- To protect or conserve the environment.

CCDT is located in North Chichester on the Graylingwell Park estate, an area of mixed social and private housing with many pockets of social deprivation. CCDT delivers programmes and activities to support community cohesion and to those:

- in low income families
- new residents moving into the area looking to become involved in their new community
- facing social isolation
- young people to provide positive activities.

CCDT works with local businesses, individuals and the statutory and voluntary sectors to offer good quality new and refurbished community venues to hire. The community engagement activities include welcome events, homework café, community café, internet cafes and back to work programmes funded through core funding from the surplus made from CCDT's community buildings and s106 planning contributions. CCDT also seeks external funding to deliver other programmes including the Youth Ambassadors programme, youth club, fun bus and other youth projects. A total of £496,533 has been raised to date from grants, consultancy work, contracts, trusts and foundations, which has enabled CCDT to deliver innovative and far-reaching new projects and services.

Our key achievements for 2017/18 include:

- 6133 people attending our events and activities
- 4018 hrs of room hire delivered
- 1411 bookings delivered
- 66 residents accessing room hire for family celebrations
- 29 organisations supported to access community facilities
- 33 individuals supported to access community facilities
- 32 CCDT led activities delivered

- 6 CCDT weekly courses delivered
- 25 active volunteers
- 115 volunteer sessions/opportunities delivered
- 2299 volunteer hours
- 1 Job created
- 657 likes on our Facebook page
- 1253 followers on Twitter

3. Development of the Project

The proposed Lodge will be a community asset leased and managed by CCDT and leased to community groups, charities, individuals and used for community engagement activities and services. CCDT will assume responsibility for the management and operation of the Lodge. CCDT will strive to make optimum use of the facilities to enrich the lives of local residents, to foster social inclusion and to encourage participation in the life of the local community.

By assuming responsibility for the building, CCDT will be working to fulfil its charitable aims in a tangible and accessible space *“to create a thriving and sustainable community for the benefit of all who live, work and study in (North-East) Chichester”*.

The CCDT will actively seek strategic partnerships and opportunities for joint working with other stakeholders and interested parties and will directly involve the wider community in the running of The Hub and in determining its overall direction. The size of the local population and its demographic profile clearly call for a community facility of the size and quality provided by the proposal and as outlined in this plan. The location of the Lodge is well-served by both public and private transport. CDC audits and third sector research has identified a wide-ranging demand for facilities in the area.

The Lodge will generate an income stream sufficient to cover the running costs of the building and associated running costs.

CCDT is located in Chichester, West Sussex and although the area is not ranked highly in the indices of deprivation there are many pockets of deprivation locally as well as a large number of individuals living in social or privately rented accommodation due to very high house prices in the area. Chichester District has become more deprived - moving from a ranking of 237 in 2007 to 222 in 2015 and this has been attributed to the growth in population in the area and the building of new housing developments. The area is semi-rural with an ageing population and residents face social and rural isolation. At present there are over 600 new homes occupied since building began in 2010 and over 1500 residents living in the new communities of Graylingwell and Roussillon Park, over 500 of these being children and young people in low income families. Of the planned 1200 homes 40% will be affordable housing.

Chichester is host to a large number of services, charities, clubs and societies many of which are struggling to find appropriate and affordable premises in which to work and operate. Outreach services are limited and particularly scarce in NE Chichester where the new housing developments are concentrated. This is putting demand on community facilities in the city and there are few if any community spaces that can accommodate the growing community and numbers. Other resources including advice and health services are stretched to capacity due to new developments and CCDT has been established to meet these needs.

The Lodge facilities, pitches and community garden will offer meeting space for local groups, charities, organisations and agencies that serve the needs of local residents. It will also offer space to those organisations not currently delivering in Chichester who are looking to find satellite spaces as well as offer a home to Little Learners the pre-school. A facility of this kind is crucial to allow services to deliver the projects and to integrate the constant stream of new occupants in the local area as new housing phases are released and occupied.

4. Strategic Background

The primary motivation behind CCDT's ambition to own and manage the Lodge is its wish to provide a well located, thriving community space which will improve the quality of life for the whole local community by seeking to promote the aims of CCDT and provide activities that promote: education and training, the Green agenda, personal development, healthy lifestyle, well-being, community engagement, empowerment and social inclusion. To achieve these aims the CCDT will operate the space as a multi-purpose resource.

4.1 Voluntary organisations and charities will be encouraged to use the building for delivering one to one and out of hours support. The Lodge will allow organisations to expand their delivery and reach.

4.2 CCDT will be actively encourage volunteers to take part in the running of the Lodge, to promote community engagement and associated activities; the CCDT will also encourage those groups which make use of its facilities to enlist the service of volunteers.

4.3 It is the belief of the CCDT that the Lodge will be self-financing. Through careful management and pro-active marketing the space available has the capacity to generate an income stream sufficient to cover the running costs.

4.4 The Lodge will be available seven days a week.

4.5 An effective communications strategy will ensure that the local community is kept informed of developments and will encourage public participation. It will also seek to identify those groups and individuals who will be willing to work with the CCDT in delivering a successful outcome.

4.6 Once any immediate issues have been resolved, then practical steps will be taken to ensure that the space will function appropriately. Volunteers will be appointed to support with the smooth running of the facilities and land and ensure its successful operation; additional equipment - computers, software, furniture etc. - will be purchased and installed. Management accounts will be created. Entertainment/ music licences will be acquired. Health and safety requirements will be implemented to meet the facilities available and enrolling new users will begin.

4.7 Once the staff and infrastructure are in place, the CCDT will begin operations. Take-up will increase in line with the marketing strategy. A launch event will take place.

5. Project Details

5.1 The following table describes the timetable for the project – the detailed GANNT charts detail the delivery phase of the project:

Item	Description	Contractor	Date	Completed
Specification	Spec for building agreed	CCDT	01/10/2018	
Inspection	Site visit to agree & Fixtures/Fittings	CCDT	01/03/2019	
Fit out	Fit out and partitioning	Contractor/Hill	01/04/2019	
Landscaping	Landscaping and car parking	Contractor/Hill	01/05/2019	
Asset Transfer	Graylingwell Lodge transferred to CCDT as freehold asset	CCDT/HE/Hill	01/04/2019	
H&S	H&S and risk assessment completed – fire regulations	CCDT	01/04/2019	
Marketing	Signage installed and marketing rolled out/Printed materials created. Website pages created. Advertising rolled out. PR campaign launched	CCDT	01/05/2019	
Systems	Booking systems created, Hiring agreement created, Staff/volunteers training	CCDT	01/05/2019	
Launch	Community Space open, Volunteers in post, Services in post, Community development activity begins	CCDT	01/09/2019	
Evaluation	Evaluation of user satisfaction - Ongoing evaluation of above activities commences	CCDT	Ongoing	
Evaluation	Extended activities and learning commences	CCDT	Ongoing	

5.2 The Lodge – Project Gantt chart

Task	Business Planning January 2019	Phase 1 - Planning February to April 2019			Phase 2 - Start up May to August 2019				Phase 3 - Launch September 2019			
Market Research												
Business Plan												
Project Plan												
Finance												
Draft Budget												
Cash flow												
Premises and spec												
Agree & Fixtures/Fittings												
IT and Equipment												
Health & Safety												
Telephone& Broadband												
Defects Period												
Landscaping												
Website Development												
Legal Regulations												
Quote and spec agreed and signed												
Name												
Governance												
Recruitment												
Initiate Delivery Phase Volunteer Program Volunteer coordinator												
Recruit & Train New Volunteers												
Cleaner												

Service providers (H&S etc.)												
Marketing												
Printed materials created												
Website pages created												
Advertising rolled out												
PR campaign launched												
Internal & External Signage												
Processes and Systems												
Booking systems created												
Hiring agreement created												
Training for Staff												
Training for Volunteers												
Risk assessment in place												
Milestones and Deliverables												
The Lodge opens												
Volunteers in post												
Services in post												
Hiring of facility begins												
evaluation of satisfaction												

6. Market Appraisal

The market appraisal has been produced based on the following key assumptions:

- The marketing strategy will seek to attract business users to hire the Lodge and will promote the use for private receptions and functions.
- Voluntary organisations and charities will be encouraged to use the Lodge for fundraising events.
- In operating the proposed facilities CCDT will seek to develop partnerships and opportunities for joint working with other local organisations and groups including CDC, New Park Centre, Chichester University, Chichester College, Pallant House Gallery, UAT, WSCC, Records office, Transition Chichester.
- CCDT will be actively encouraging volunteers to take part in the running of the Lodge to promote community engagement and associated activities, CCDT will also encourage those groups which make use of its facilities to enlist the service of volunteers.
- It is the belief of CCDT that the building will be self-financing. Through careful management and pro-active marketing the space available has the capacity to generate an income stream sufficient to cover the running costs.
- The Lodge will be available seven days a week

6.1 Facilities and Pitch Hire

In addition to delivering the programme of CCDT activities and events the Lodge will provide a venue for room hire and private hire to ensure it is sustainable and can fully achieve the income targets. The Lodge will be available for:

- Education and training: As well as being able to provide facilities for learning organisations (Chichester University, Chichester College and Aspire etc.), CCDT will also seek funding to deliver courses and programmes in house at the Lodge. The space will also be made available to Clarion Housing Group to deliver its programmes specifically for tenants including back to work programmes, financial inclusion projects and family learning activities.
- Exhibitions and private functions: The Lodge will offer a venue for exhibition space and a venue for family parties and gatherings.
- Social activities: The Lodge will offer an environment for social activities and social contact for all groups within the local community. The main hall area will provide a focal point for social activities, It will serve as a meeting place for local residents and for community forums, a place where people will become inspired to try new things and discover how they can become more directly involved in their community.
- Leisure pursuits: Chichester is host to a large number of clubs and societies many of which are struggling to find appropriate and affordable premises in which to operate. The proposed space will provide an area where these activities can thrive and develop and new groups can also be supported in their start-up phase.
- Information centre: The Lodge will act as a local information point providing details of local groups, activities and services. Their noticeboards will provide publicity for forthcoming events and meetings.

In addition to the everyday general use of the facilities, it is clear from community and stakeholder feedback that, as a community facility, the buildings should also be used for larger community events. Most of these events are likely to take place outside of normal working hours, mainly during the evenings or at weekends. This would include activities such as group sessions and other community led activities. In addition to general use and extra curricular community activities the

facility will be marketed for wider commercial use. This will include hiring out the venue for small weddings, parties and group events. This will not only increase the market audience but also prove to be commercially beneficial; helping to ensure the facility remains profitable.

6.2 Community Garden

The community garden will play a fundamental role in breaking down inevitable social and intergenerational tensions and will be accessible to all, giving residents -- families, young people and older people as well as local groups and schools - the opportunity to come together with a common purpose, in a healthy outdoor environment. Its aims are to:

- Make a lasting and noticeable improvement to an area of undeveloped land.
- Raise the profile of gardening and its value to the local community by organising taster sessions, courses, and organic gardening-related events.
- Encourage local residents to get involved through volunteering both in the garden and wider community.
- Build local resilience through practical community projects and enable local people to take part in community development activities.
- Provide a social space.
- Offer resources with outdoor classroom.

The community garden will be delivered as a result of a successful pilot run at Graylingwell Park from 2011 to 2014 where a temporary community garden attracted over 70 members in the first year, received an Outstanding award from the RHS Britain in Bloom "It's your neighbourhood" scheme and much local and also national press attention and recognition. This pilot identified the need and the viability of community gardens. The community garden will have positive results by building on national schemes that develop life skills, grow your own, coping strategies and enable those out of work to undertake training. These simple activities can develop motivation and raise self-esteem, while contact with other people can reduce isolation, provide support and help improve social skills.

By involving existing agencies, services and gardens including Tupenny Barn, Transition Chichester, Petworth and Tangmere Community gardens, Chichester College and West Dean college we will ensure there is no duplication of services but in fact a tailor made opportunity in a localised setting that truly meets the needs of the target groups. Tensions have been reported at the new developments and the programme of learning and activity is needed to integrate families into the community and will encourage intergenerational work between private homeowners and housing association tenants to address these tensions and break down stereotypes and stigma.

6.3 Key strengths of CCDT

- Community development is a crucial area of work for the CCDT and an experienced and well respected staff team establish, broker and deliver a range of community activities, projects and events. These include annual strategic events including the summer garden party as well as weekly drop in coffee mornings, training and education programmes and youth programme.
- Business development has to date been successful with CCDT securing a number of external grants, contracts and consultancy work. CCDT has been called upon by other organisations to share good practice and experiences and establish community development projects and support other communities outside its locality.
- CCDT is furthering its skills in asset management and the development of a number of social enterprise ideas and projects. With the help of outside support agencies and experts in their

field including Locality and Shared Assets CCDT is positioning itself to ensure a smooth handover during the asset transfer process.

- CCDT is pursuing projects and external funding to secure economic development in the community it serves. Through the development of business planning ideas for the land (Havenstoke Park and Lodge Green) and a number of the fixed assets (the Lodge Artists' Studios and Sales office) CCDT will ensure that a thriving and sustainable community is developed, supported and maintained into the future.
- Gardening and horticulture have become another key strength of CCDT, having developed and maintained the sizable community garden at Graylingwell Park. Over the coming year further work on grafting the orchard's trees for planting in the new orchard site will continue to ensure the sustainability of the Garden despite its relocation as the phases build out.
- CCDT has a number of effective and well developed partners that include those who fund CCDT as well as partners who offer advice, support and joint project delivery. These include Linden Homes, Clarion Housing Group, Zero C, The Hill Group, Sport England, Chichester District Council, Chichester City Council, Pallant House Gallery, WS Records Office, The University of Chichester, St Pancras Church and West Sussex County Council.

6.4 SWOT Analysis

Strengths

- The CCDT has support within the community and local residents are supportive of The Lodge and usage
- Successful set up and start-up of the Community hall at Roussillon Park and The Lodge and Water Tower at Graylingwell Park
- Tried and tested booking procedures and hire agreements in place
- Demand for shared space in the area is high
- The premises are located in walking distance of the city centre and there are good transport links
- As a community body the CCDT attracts support and volunteers

Weaknesses

- Within a residential development therefore noise and activities will need to be monitored and usage reviewed

Opportunities

- Managing the Lodge will enable the CCDT to increase the range of services which it provides
- The CCDT has strong partnerships with local agencies, organisation and providers
- Volunteers are keen to take an active role – keeping the premises clean and tidy, providing operational cover, thus reducing the running costs of the space.
- Opportunities for external funding - The successful operation of the space will mean that CCDT would be well placed for managing any community facility

Threats

- Economic recession
- Changes to the priorities of organisations fund external venue hire
- Established local competition – St Michael's Hall, New Park Centre

6.5 PESTLE - Political (P), Economic (E), Social (S), Technological (T), Legal (L) Environmental (E)

Political

- Cuts to public sector organisations – reduction in hire budget for outside training/away days etc
- Pressure on CDC to provide new communities with suitable accessible facilities

Economic

- Recession affecting business and knock on effect to external hire budgets
- Competitors offering low cost hire
- Rising unemployment and household budget cuts will affect the ability of individuals to pay for venue hire

Social

- Unemployment rising – opportunity for back to work and personal development courses at the centre
- Provides a space for the whole community to come together and build as a new and emerging community

Technological

- Technology is used to improve efficiency in providing online booking system but requires investment and time

Legal

- VAT implications

Environmental

- Furniture and equipment will be sourced through recycled and up-cycled suppliers including Edu-Care

7. Financial Appraisal

The structure of finance for the CCDT is the most important element in determining its ability to be viable in both the short and the long term. It is crucial that the mix of assets both community based and commercial, and the split between buildings and land, ensure the future viability of the Trust. CCDT has in place systems and controls that will monitor the movement of monies into and out of the organisation. Through external audits and related trails, income and expenditure can be verified. A summary of the income and expenditure is reported to the Annual General Meeting through the Annual Report and Accounts. Given the social, environmental and economic benefits anticipated from the operation of the community facilities and CCDT's activities, it will be useful to set a culture from the beginning of recording and reporting on the "triple bottom line". Whilst full social audits can be expensive, there are practical ways to plan, record and report on the social, environmental and economic benefits of the organisation particularly if considered from the beginning.

The CCDT currently has/will have the following income streams from a wide range of sources:

- S106 contributions
- Letting and/or sessional use of community rooms and meeting rooms within the main building and facilities
- User charges for activities provided directly by the Trust
- Resident Levy - The charge is currently £50/property irrespective of tenure and index linked.
- Interest on reserves

Expenditure will fall under three main headings:

- Core Infrastructure costs for CCDT staff and operations including office/desk space, insurances, membership and business rates
- Facilities Management including maintenance, operations and sinking funds of the community buildings and facilities
- Project costs for delivery of activities and services including community development activity and events.

The key to long-term viability is for the Trust to utilise the land and buildings and to ensure it can yield a healthy annual return. A complementary mix of commercial and community uses for those assets transferred to the Trust will ensure that core costs and community development work is supported and the Trust is sustainable long after the s106 contributions have ended.

7.1 Budget

The following budget details the income and expenditure for the first year of trading. Pitch hire is assumed in external bookings and regular group bookings:

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	2020
INCOME													
External bookings	100	150	200	260	300	350	400	500	650	650	650	650	4860
Regular group bookings evening	390	390	390	390	390	390	390	390	390	390	390	390	4680
Childrens Parties	175	175	175	175	175	175	175	175	175	175	175	175	2100
Pre school	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
TOTAL INCOME	1665	1715	1765	1825	1865	1915	1965	2065	2215	2215	2215	2215	23640
OVERHEADS													
Business Rates	0	0	650	0	0	0	0	0	0	0	0	0	650
Water	50	50	50	50	50	50	50	50	50	50	50	50	600
Electricity	100	100	100	100	100	100	100	100	100	100	100	100	1200
Phone	25	25	25	25	25	25	25	25	25	25	25	25	300
Window Cleaning	25	25	25	25	25	25	25	25	25	25	25	25	300
Music Licence	300	0	0	0	0	0	0	0	0	0	0	0	300
Cleaning and toilet bin empty	300	300	300	300	300	300	300	300	300	300	300	300	3600
Waste disposal	50	50	50	50	50	50	50	50	50	50	50	50	600
Alarm maintenance	100	0	0	0	0	0	0	0	0	0	0	0	100
H&S, Fire alarm maintenance	150	0	0	0	0	0	0	0	0	0	0	0	150
PAT testing & risk assessments	100	0	0	0	0	0	0	0	0	0	0	0	100
Buidings and contents insurance	1500	0	0	0	0	0	0	0	0	0	0	0	1500
Marketing & PR	75	75	75	75	75	75	75	75	75	75	75	75	900
Booking System	10	10	10	10	10	10	10	10	10	10	10	10	120
Kitchen & WC sundries	100	100	100	100	100	100	100	100	100	100	100	100	1200

Legal and professional advice	25	25	25	25	25	25	25	25	25	25	25	25	300
Stationary & postage	50	50	50	50	50	50	50	50	50	50	50	50	600
Contingency	500	500	500	500	500	500	500	500	500	500	500	500	6000
Green upkeep and gardens	300	300	300	300	300	300	300	300	300	300	300	300	3600
Play areas upkeep and H&S	125	125	125	125	125	125	125	125	125	125	125	125	1500
TOTAL OVERHEAD EXPENDITURE	3835	1685	1685	1685	1685	1685	1685	1685	1685	1685	1685	1685	23620
NET PROFIT	-2170	30	80	140	180	230	280	380	530	530	530	530	20

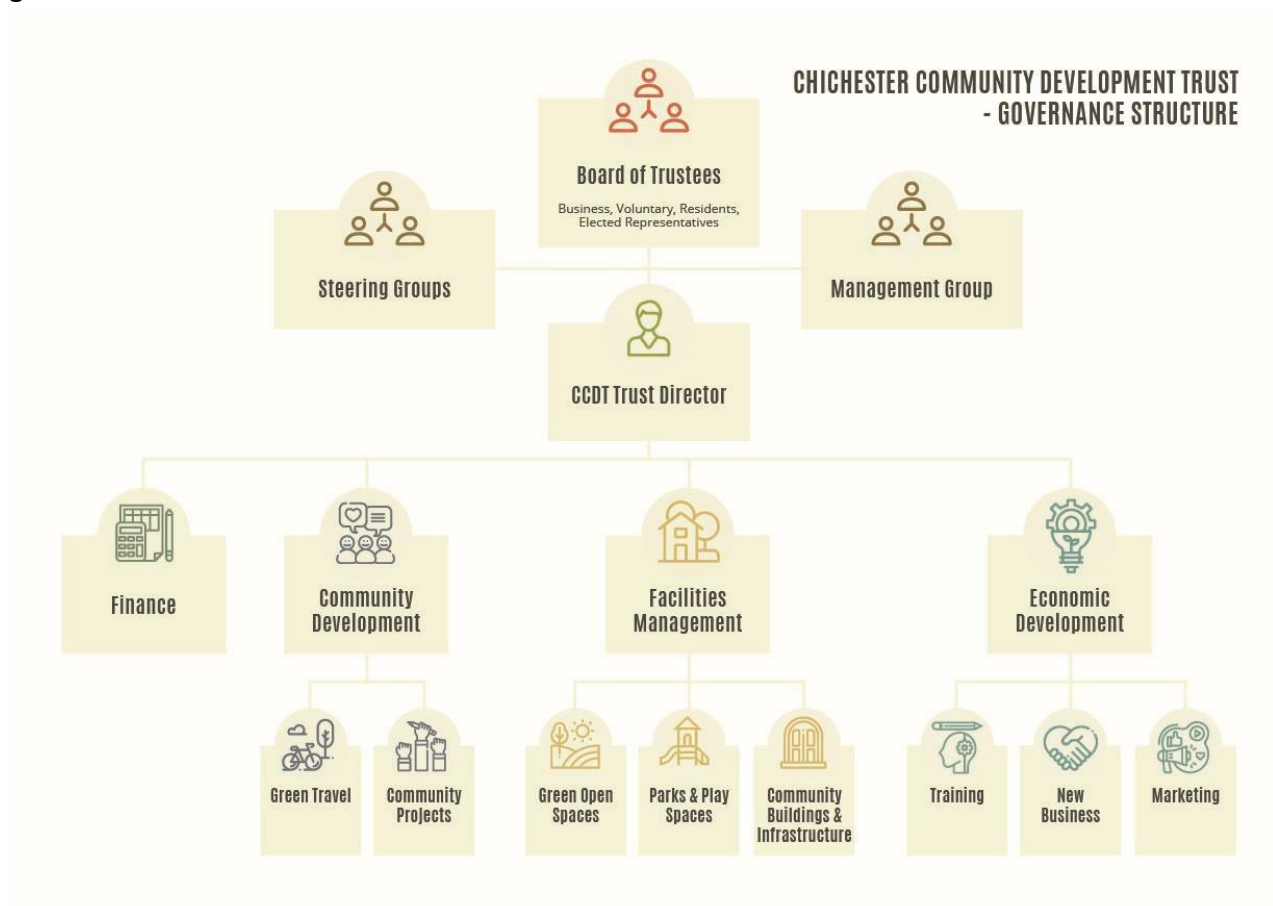
7.2 Value Added Tax

The operational activities for the charity as they currently stand and those described in relation to the Lodge do not appear to result in a taxable supply for VAT purposes for the charity (CCDT). In the absence of any taxable supply, CCDT is not able to register for VAT voluntarily and would not be subject to compulsory registration. This means that the charity does not have taxable supplies against which it can claim its input VAT. Therefore, it will be critical that as far as possible the input tax position is minimised especially with respect to building works on the properties.

8. Governance, Management and Staff

8.1 Governance

CCDT is a community owned and led organisation, a registered charity and company limited by guarantee founded in October 2009 that has a membership model of governance and local control. CCDT may admit to membership any person resident in Chichester and any local authority, firm, corporate body or unincorporated association working or with an interest in the area of benefit who applies to the Charity. CCDT is managed by a Board of eight Trustees; it has a local staff team (1 FT and 4 part-time) and is supported by a team of 27 committed local volunteers. The board of trustees are local residents, from local business and are service users of CCDT. The management group is formed of local stakeholders, partners and hirers. Employment opportunities and volunteer placements are all recruited locally through networks, job centres and local press. CCDT members inform and vote on all Board appointments and any special resolutions. We connect with our service users through the delivery of activities, courses, support services, social media campaigns, welcome meetings and open days. We worked with over 80 local businesses and organisations including small business start-ups and local residents in the last year. The needs of the community are researched and evidenced on an ongoing basis so an appropriate programme of delivery can be delivered to meet these needs. Customers, stakeholders, partners and staff are encouraged to share their views through evaluation and surveys to help shape the delivery of programmes and projects of the organisation. The following image describes the governance structure at CCDT:



8.2 Project Management

Overall project responsibility and sign off of the Lodge and facilities resides with the CCDT Trustee Board that meets quarterly throughout the year.. The CCDT Management Group deals with resources and facilities within the organisation and meets bi monthly. The CCDT Trustee Board comprises:

Name	Background and experience
Phil Miles (Chair) Director of Regeneration & Communities for Clarion Housing Group	Chair of Trustees - Responsible for all aspects of governance and management of CCDT. Phil has worked in the social housing sector for 18 years and is currently Director of Regeneration & Communities for Clarion Housing Group (formally known as Affinity Sutton Housing Group), the current housing provider of social and affordable housing in England. He is responsible for Community Investment programmes across the country including initiatives to help people into work and training, tackle debt and poverty, and build communities. Phil has degrees from Bristol University and the London School of Economics.
Matt Parsonage Head of Neighbourhood Investment, Clarion Housing Group	Matt has worked in the Social Housing Sector for the last eight years, having formally worked in the urban regeneration field during the “glory years” (in terms of funding!) of New Labour. He gained a Masters from the University of Westminster during his time working on the New Deal for Communities programme. His specialisms include neighbourhood regeneration and community engagement – just two themes of which he currently puts theories into practice in his role of Head of Neighbourhood Investment at Clarion Housing Group.
Tim Morgan Chichester Resident	Trustee - Tim has lived in Chichester since 1974 and worked as a Chartered Engineer in the aerospace industry and the academic world before retiring. He has gained a detailed knowledge of the Lodge and volunteers to maintain the building and is a founding member of the steering group. He is a licensed Reader in the Diocese of Chichester and is also involved in the development of two schools and an orphanage in the Kibera slum in Nairobi.
John Eagles Resident Graylingwell Park	John has lived in Chichester since 1987 and worked as accountant dealing with local government and police finance before retiring in 2014. He moved onto Graylingwell Park in 2015 and has served on the Graylingwell Park Residents Association since then. John is interested in seeing the Graylingwell Park area develop but being sensitive to the history and heritage of the site. John and his partner Susannah enjoy the theatre, walking and spending time with family and friends.
Pam Dignum Chichester Resident	After a teaching career in London and the north, Pam has been very involved in Chichester life. After a long interest in politics, current events and community affairs, she served as a school

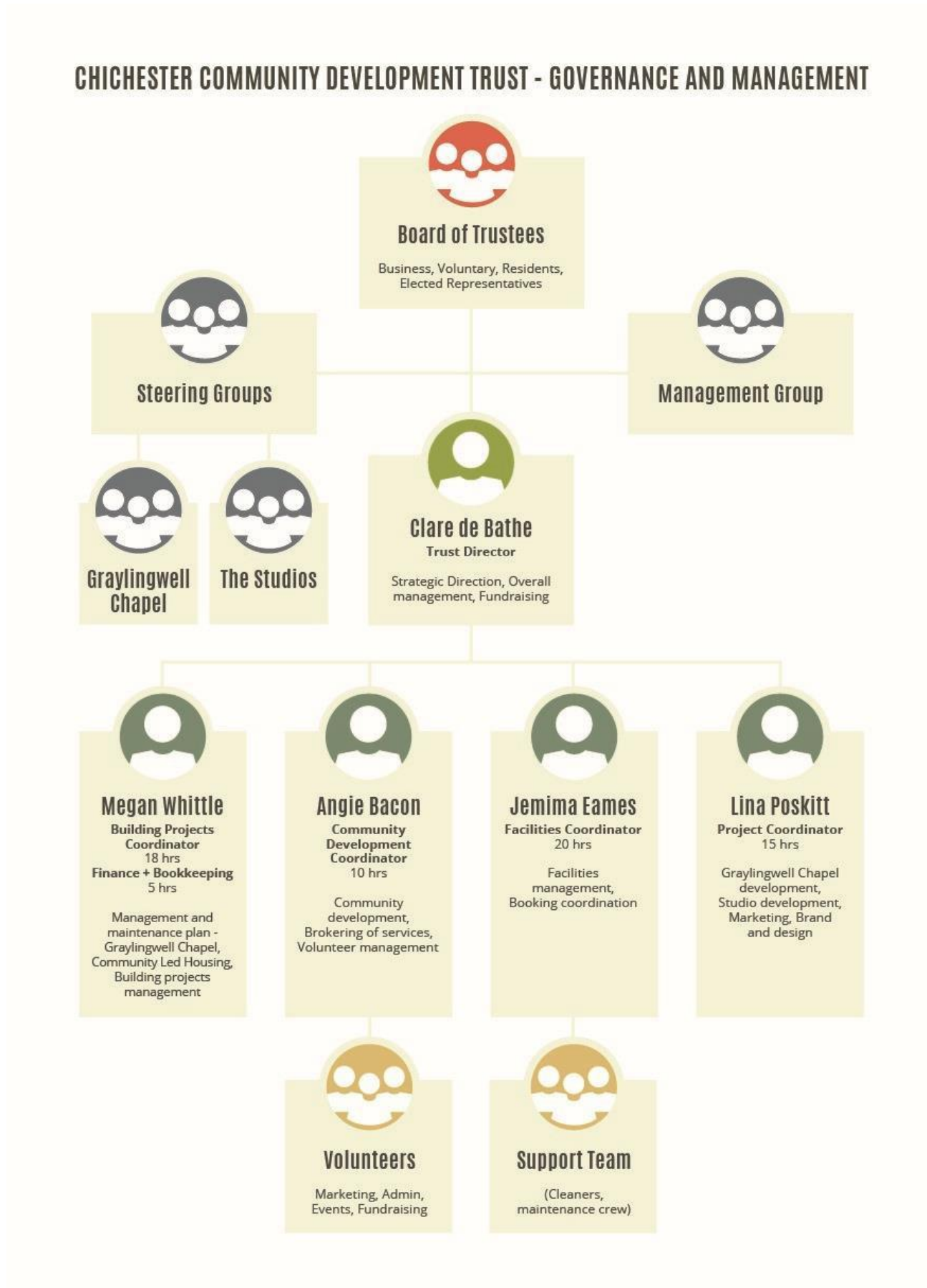
	<p>governor. In 2007 she was elected to the city council, serving 8 years on the Community affairs committee, working with residents' groups and for the Information Shop for Young People. She was Bailiff of the city in 2009-2010. She has also been involved in work for older people.</p> <p>She was elected to the District council also in 2007, serving first on Licensing then Planning and now mainly on the Overview and Scrutiny committee. She is a Trustee of Pallant House Gallery and the Oxmarket Gallery. Pam joined CCDT at its inception in 2009 as District Council's rep, and is enthusiastic over this great community project.</p>
Tony French Resident Graylingwell Park	<p>Tony French was a District and City Councillor for the Chichester East Ward from 1979 until the elections in May when he lost his District seat. Over that period, he was Chairman of Chichester Marketing Director at Linden Homes an MBE in the Birthday Honours List for services to the Community of Chichester. He is now resident in Graylingwell Park.</p>
Fiona Creed	Marketing Director at Linden Homes

The CCDT Management Group comprises:

Name	Background and experience
Clare de Bathe (Chair) CCDT Trust Director	<p>Trust Director for CCDT who is responsible for overall day-to-day management of the project (both pre and post operation). Clare has worked for 15 years, working in the voluntary sector.</p> <p>Experienced in governance, fundraising and multiagency work. Clare has previously worked for HMRC and the National Criminal Intelligence Service. Prior to taking up the role at CCDT, she worked for an educational charity in Hampshire. She is a Trustee of Voluntary Action Arun and Chichester and a trustee of the Peter Ashley Activity Centres (PAAC). In the role at the PAAC (two Victorian Forts – scheduled monuments in Portsmouth) Clare has been involved in working with the trustees on heritage projects and development works.</p>
Tony French Resident Graylingwell Park, CCDT Trustee	<p>Tony French was a District and City Councillor for the Chichester East Ward from 1979 until the elections in May when he lost his District seat. Over that period, he was Chairman of Chichester District Council for four years, 1995-99, and has been Mayor twice. Tony was awarded an MBE in the Birthday Honours List for services to the Community of Chichester. He is now resident in Graylingwell Park.</p>
Tim Morgan Chichester Resident, CCDT Trustee	<p>Trustee - Tim has lived in Chichester since 1974 and worked as a Chartered Engineer in the aerospace industry and the academic world before retiring. He has gained a detailed knowledge of Graylingwell Lodge and volunteers to maintain the building,</p>

	and is a founding member of the steering group. He is a licensed Reader in the Diocese of Chichester, and is also involved in the development of two schools and an orphanage in the Kibera slum in Nairobi.
Lina Poskitt CCDT Projects Manager	Office Coordinator - Lina has a background in graphic design and web development and has recently undertaken a brand re-design for CCDT and the development and installation of the new website. Lina works with CCDT to develop systems, manage the marketing and oversee the work of the bookings administrator and support staff.
Angie Bacon CCDT Community Development Officer	Angie is employed by CCDT as the Community Development Officer for Roussillon and Graylingwell Park. Living in West Sussex, she has more than 8 years' experience working in the Voluntary and Charity sector, including developing a Community Engagement project for older people.
Dave Hyland Community Manager at Chichester District Council	David is a critical friend of the CCDT and supports us in all areas of our work and development. Currently Community Manager at Chichester District Council and member of CCDT Management Group David supports and acts as an adviser on asset transfer and is our main CDC point of contact.
Peter Day Roussillon Park resident	A new resident of Roussillon Park and the vice chair of the residents' association at Roussillon Park, Peter is keen to be involved in the CCDT day to day management functions. With an accountancy background Peter has been supportive of establishing the management group and the residents' association.
Claire Simpson Little Learners	Claire is the owner and manager of Little Learners preschool, the preschool at Graylingwell Park. Claire utilises the premises of the Lodge at Graylingwell Park and works closely with the CCDT in delivering low cost quality childcare to residents.
Coral Botteley Resident Graylingwell Park, CCDT Management Group member	Coral is a resident at Graylingwell Park and has been volunteering with CCDT since 2010 supporting with community engagement events, research and office work. Coral has recently undertaken a research project on the history of Graylingwell Lodge and is the founder of the Community Café at Graylingwell Park after running a successful tearoom for many years. Coral has a keen interest in the future development of the building and its collection and is an enthusiastic and a well-liked member of the community.

The following image shows the current staff structure of the organisation:



8.3 Our Partners and Stakeholders

CCDT key partners and stakeholders are from a number of sectors and include voluntary, public and private sector employers and individuals. CCDT:

- is part of a regional network that supports development trusts to make sure the development trust works as part of a broad provision, to share good practice and expertise
- is a member of Locality and attends the SE network meetings and works closely with other members including West Itchen Development Trust to share stories, expertise and issues
- has a sound working relationship with local and national housing developers, housing associations, City, District and County councils as well as the NHS and voluntary sector organisations who utilise our services
- works closely with the local PCSO and West Sussex Police to share information and to ensure community safety
- works in partnership with a number of youth organisations including Outset Youth action to share information and ways of working and are members of national youth organisations including Ambition and UK Youth
- works with local residents to help them achieve their goals of setting up community provision in their locality and we offer them support through the provision of weekly community cafes and other community engagement events and networking opportunities to promote their business and services
- are a member of VAAC the voluntary sector infrastructure organisation in West Sussex and Arun
- are a member of the Chichester Chamber of Commerce and Industry and are well networked with local business and provision in the city and attend a number of training and support events with the CCCI every year.

CCDT have been asked to share our knowledge on working with developers and s106 arrangements and are currently delivering training and support to proposed new community development organisations on large developments in Whitehill and Bordon, Ashford, Chillmington, Runnymede and Longcross.

8.4 Role of Volunteers

The CCDT's volunteer teams (currently 27 active volunteers) will play a significant role in the running and development of the Lodge and facilities. All volunteers will be given a full induction and will complete the CCDT volunteer pack – data will be recorded to log the volunteer hours and activities and a DBS check will be completed where required.

9. Assessing Risk

The CCDT staff team and Steering Group regularly met to evaluate and mitigate against the risks involved with running community assets. Overall responsibility for the risks lies with the Board of Trustees and two members of the Board, Phil Miles and Matt Parsonage have taken a lead role on the board to manage the risk register and report for the project. External support and input has also been received from Clarion Housing Group Risk team who have inputted into the process and supported the CCDT staff team in preparing the risk reports.

Main Objectives of the risk reporting:

- To effectively monitor risks
- To ensure the risk register is maintained in line with developments
- To ensure that all project participants involved in the project monitor risk and inform the Trust Director of any risks

9.1 Development Phase – January 2019 to March 2019

The following details the risks identified during the development stage of the project:

Risk	Likelihood	Impact	Mitigation	Who will lead this
<u>Technical</u> – Local societies, residents and stakeholders perceive problems with plans.	Low/Medium	Delay to programme, Scheme redesign. Compromised design.	Extension consultation already delivered including public exhibition of concept. Concerns to be regularly discussed/ resolved.	Hill
<u>Technical</u> - Vandalism	Low	Works need to be redone or repaired, delay to programme.	Ensure site is secure – make security a requirement of agreement with contractors.	Hill
<u>Financial</u> – rising costs of materials and availability of suppliers. Implications of Brexit	Medium	Rising costs of the delivery phase.	Contingencies have been planned for within the budget as well as a figure to allow for inflation and rising costs.	Hill
<u>Organisational</u> – Lack of skills and knowledge to develop the project to final approval and realisation	Low		Strengthened internal team, have previous experience. Exceptional professional team will be appointed.	Trust Director Project coordinator
<u>Organisational</u> – Small staff team and capacity of team	Low/Medium	Staff turnover, capacity to deliver project.	Retain key staff members and upskill further staff and volunteers to take on new roles with the project.	Trust Director

Risk	Likelihood	Impact	Mitigation	Who will lead this
<u>Management</u> – Trust Director or other key team member lost	Medium	Disruption, loss of knowledge.	Team approach to project to reduce single person dependency , excellent recording of project documentation.	Management Group Trust Director
<u>Management</u> - Shortage of time to complete development of project	Low	Risk to quality of scheme and the development of the project.	Adequate allowance including a contingency allowance has been made within the project timetable for each element of the project.	Trust Director Project Manager Project Coordinator
<u>Legal</u> -Necessary approvals not in place within timeframe	Low/ Medium	Delay, failure to deliver project aim and outcomes.	Clear agreed management structure focused on steering group with delegated authority.	Management Team Trust Director Project Coordinator
<u>Social</u> - Lack of community engagement in planning the project	Low	Project lacks community ownership and content.	Continue community engagement strategy. Additional staff resources from start of development stage. Activity programme throughout life of project including post-development and delivery phase.	Management Team Trust Director Project Coordinator
<u>Social</u> - Lack of community involvement in decision-making on project	Low	Project lacks community ownership – increased risk of objection.	Management Group allows local community to participate fully in key project decisions. Key options and decisions subject of public consultation.	Management Team Trust Director Project Coordinator
<u>Social</u> - Loss of volunteer input to development of project	Medium	Project lacks community ownership – much less can be achieved.	Implement volunteer strategy; work with CVS, and community development officer and volunteering partners. Resources committed to implement volunteer training.	Trust Director Community Development Coordinator

<u>Environmental</u> - Freak weather conditions, flooding, etc disrupt works	Medium	Delay to programme, failure to achieve planned outcomes and cost increases	Adequate contingency allowed in programme and cost plan.	Hill
<u>Environmental</u> - Problems meeting sustainability target for building	Medium	Unsustainable scheme	Close consultation throughout with building control.	Hill
<u>Social</u> - Lack of take up of activities and lack of local support from residents, the wider community, schools and partners	Low	Low attendance and visitor numbers	Continued community consultation, feedback and focus groups. Regular review and marketing campaigns.	CCDT project team

Risk	Likelihood	Impact	Mitigation	Risk Owner
<u>Technical</u> - Inadequate maintenance budgets for upkeep of the Lodge and landscapes areas	Medium	The Lodge and the surrounding landscaped areas deteriorates Visitor experience deteriorates Lack of visitor income	Establish appropriate budgets with design team in development stage. Ensure CCDT is funded to carry out maintenance.	Management Group CCDT staff team
<u>Technical</u> - Poorly managed maintenance of building	Low	The Lodge and the surrounding landscaped areas deteriorates Visitor experience deteriorates Lack of visitor income	CCDT to oversee cyclical, contractual and day to day maintenance. CCDT Board of Trustees to maintain responsibility for major works. Trustees and Steering Group to agree and monitor annual/rolling maintenance plan.	Management Group CCDT staff team

Risk	Likelihood	Impact	Mitigation	Risk Owner
<u>Technical</u> - Failure to maintain, renew and refresh interpretation installations	Low	Visitor satisfaction goes down. Visitor numbers decline with loss of income.	Trust to plan a rolling programme with resources over 3 to 5 years. Maintain priority of programmes for investment.	Steering Group CCDT staff team
<u>Technical</u> - Major plant or equipment failures	Medium	May force closure or emergency repair	CCDT to maintain responsibility for major breakdowns. Parties to agree callout/ maximum repair time agreement.	Steering Group CCDT staff team
<u>Financial</u> -Premises and supply costs escalate beyond those forecasted	Medium	CCDT may Overrun expenditure budgets and incur deficits	Business plan to be robust, benchmarked, tested against design and subjected to sensitivity analysis.	CCDT Steering Group CCDT staff team
<u>Financial</u> -Staffing proves insufficient to management tasks and building	Low	Operation may be difficult or risks increase. Costs may increase in temporary cover or remedy	Business plan to be benchmarked, roles planned. Trust to check and own assumptions.	Steering Group CCDT staff team
<u>Financial</u> - Events and hires do not achieve targets	Medium	Shortfalls in income, deficits to the project and income.	Must be set as a key task for CCDT team. Specialist marketing through agents/ events, partnerships with local business.	CCDT staff team Community Development Officer Facilities Coordinator
<u>Financial</u> - Income slow to build post-opening	Low/Medium	Shortfalls in income, deficits to the project and income.	Early establishment of CCDT for early planning and implementation of business plan. Delivery of pre - launch activities and campaigns.	CCDT staff team Community Development Officer/

Risk	Likelihood	Impact	Mitigation	Risk Owner
<u>Organisational -</u> Trustees and steering group loose key members and do not fill skills needed for governance				Facilities Coordinator
	Low	CCDT does not have skills to exercise excellent governance	Establish governance skills map. Early recruitment of trustees and steering group members in phases. Build up Trust capacity across period to opening. A budget allowed for trustee induction and training.	CCDT Board of Trustees
<u>Organisational -</u> Changes to tax and other regimes (e.g. VAT, Gift Aid, Etc.) change	Medium	Adverse financial outcomes	Monitor policy directions and plan/ budget accordingly. Early reaction of policy shifts	CCDT board of Trustees Trust Director Finance consultant
<u>Legal -</u> Injury to or claim by member of the public	Low	Crisis incidents may cause closure or serious legal/ financial outcomes	Develop health and safety as part of all roles. Emphasise risk identification & avoidance. Insurances in place and checked.	CCDT Board of Trustees Trust Director
<u>Legal -</u> Health and safety infringements/ incidents	Low	Incidents may cause serious legal/financial outcomes, or prosecution	Develop health and safety as part of all roles. Emphasise risk identification & avoidance. Insurances in place and checked.	CCDT Board of Trustees Trust Director CCDT staff team
<u>Legal -</u> Infringements of charity law/ regulations	Low	May lead to loss of resources, fines or prosecution	Trust established on best practice. Annual audit/ reporting of governance.	CCDT Board of Trustees Trust Director CCDT staff team

10. Monitoring and Evaluation

In order to evaluate the success of this Business Plan and ensure we are meeting the needs of our target audience and objectives set, we will (as with all CCDT projects) undertake a range of monitoring and evaluation activities. The results of the evaluation will be used to improve our service offerings and adapt marketing activities as required, as well as generate revenue streams that can serve to fund the running of the building. A range of qualitative and quantitative evaluation techniques and methodologies will be used to measure the impact of the project including but not limited to:

Quantitative Measures:

- Recording the number of sessions and events
- Recording the number and profile of event participants
- Recording the type of events undertaken
- Evaluation of sample sessions through questionnaires and individual interviews
- Observational research
- Recording number and profile of volunteers
- Review and regular progress meetings with volunteers, partners and staff.

Qualitative measures including:

- Visitors feedback forms
- Feedback from staff and volunteers from visitors
- Feedback on the hiring process
- Press analysis
- Collaborators/partners say that they have benefitted from working with each other
- Each partner organisation has expanded its skills.

This range of quantitative and qualitative measures will be used to evaluate if the business model is:

- Meeting the % figures of the priority target audiences for development
- Achieving annual target number of activities, number and profile of people attending
- Achieving target number of volunteers

The management of the Lodge is one of several different initiatives being undertaken as CCDT take on the management of buildings and sites that will offer new opportunities for local residents.

11. Organisational Impact

This project will raise the profile of the north of the city and provide a venue to deliver new programmes and will enable additional funding and projects to be secured.

The project will have the following impact on the organisation:

- CCDT will be better known in the local community through its collaborative working with local organisations supporting health and well-being, and with the opening of the Lodge as a place for the local community.
- Expand services and activities – The Lodge will become a much-needed hub for the local community delivering activities that meet the needs of the local population.
- Generate additional revenue streams
- Improve the quality of products and our service
- Purchase, expand, develop or refurbish premises and land
- Replace grants with trading.

The Lodge will also have the following impact on the community:

- Engage young people in positive activities
- Support children and their families through free or low costs programmes
- Promote health and well-being courses and activities
- Enable local residents to gain new skills and confidence through volunteering, training, advice and guidance
- Increase the number of activities and back to work programmes.

The increased operations of the Lodge will be managed by the recruitment of further volunteers to take part in the running of the venue and its activities, and paid staff who will manage the scale up of activities. It is planned and envisaged that the Lodge will become an income generator for the CCDT and will cover all its running costs as well as the running costs of the associated land. Our organisational reserves ensure that we have six months running costs in the bank as well as a sink fund for listed buildings including the Lodge for repairs and upgrades in the future.

12. Press and Communications

The key features of the Lodge and facilities will be highlighted in our marketing strategy. Full use will be made of a range of communication channels to ensure all potential users are aware of the facilities available. Promotion will be carried out through the local media and use will be made of the CCDT website and online social networking services including a Facebook page and twitter account. A register of local organisations will be maintained and publicity materials will be regularly distributed via a mailing list and through email.

The marketing strategy will include an effective means of communicating and consultation with the local community to ensure that its needs and interests are understood and that services and facilities being provided by the CCDT reflect the changing needs of the local population. Statistical records will be maintained to monitor usage, improve performance and inform the marketing strategy. The CCDT has a proven track record and established vehicle for community engagement and this will integrate well with the activities of the Lodge.

CCDT strives to maintain a strong communications and marketing presence through a wide variety of media and has a good relationship with local organisations providing communication channels:

- Media and press releases are regularly issued in newspapers widely read in Chichester and its surrounding areas.
- CCDT's updated and new website has given the organisation a vital boost in connecting with organisations, residents and those further afield and over that period it has, month on month, received an increasing number of unique hits. It has become the principal means of booking the CCDT's community venues, as well as publicising other activities and the popular "What's on Guide".
- The CCDT has Facebook and Twitter profiles, which have proved very successful in attracting local residents, schools and organisation and has a good following with over 500 likes on Facebook and 1300 followers on Twitter.
- The CCDT produces regular blogs and news items, which are posted on the website and via the social media channels. Guest bloggers including the youth team, garden group and Lodge Steering Group often contribute to these stories.
- A monthly e-newsletter is sent to over 400 email addresses and the engagement through this newsletter is excellent.
- Marketing of events is delivered through our quarterly "What's on Guide" that is delivered to over 1000 homes in the local area as well as electronically through our newsletter, social media channels and the website. Posters are also displayed outside our community venues and on a further 8 notice boards in the local area.
- We have excellent connections with the City and District councils and our marketing is distributed through their marketing channels to help us reach a wider audience.
- CCDT is successful in gaining media coverage based on the organisation's strong connections in the local area and the interest in the former asylum. CCDT will use these media channels to ensure that the appropriate level of communication is made at the right time.

12.1 Press and Communications Action Plan

Action	Where we are now	Work to be undertaken in Development Phase	Responsibility
Maintain and develop relationship with local media	Strong links with local media. To be developed as appropriate	<ul style="list-style-type: none"> Continue to issue strong stories to both local newspapers Generate more stories for local radio Produce material for on-line content 	Trust Director Community Development Coordinator Project Coordinator Bookings team
Strengthen regional media presence	Respond to media for press releases and articles	<ul style="list-style-type: none"> Ensure all contact from media is accommodated 	Trust Director Community Development Coordinator Project Coordinator Bookings team
Maintain and develop use of social media	Facebook, Twitter, regular blogs and e-newsletters	<ul style="list-style-type: none"> Continue to develop Facebook pages and event listings to broaden audiences 	Trust Director Community Development Coordinator Project Coordinator
Maintain and develop CCDT website and web presence	New look and branded website is generating significant visits and bookings, as well as news items and downloads	<ul style="list-style-type: none"> Increase learning content on site Introduce direct marketing feature to promote initiative 	Trust Director Community Development Coordinator Projects Coordinator Volunteers Web developer
Continue to acknowledge funders	Logos and organisational details are uploaded and funders acknowledged and thanked	<ul style="list-style-type: none"> Acknowledge new funders and continue to work with existing and previous funders 	Trust Director Projects Coordinator Web developer