



Connecting Hastings and Rother Together (CHART)

A strategy for deploying Community Led Local Development

Connecting Hastings and Rother Together (CHART) Local Development Strategy

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1 Executive summary

With new and existing streams of funding through the Local Enterprise Partnership; EU programmes and government programmes enabling growth in our economies, the question remains: **“How can we enable individuals from the most deprived communities to contribute to an area’s economy?”**. We believe Community-Led Local Development (CLLD) offers one answer to this question within Hastings and Rother. The development and ability of local people to work, the support of and emergence of new entrepreneurs, and the creation of more entry level employment openings are essential if the transformation of the area is to be achieved.

Connecting Hastings and Rother Together (CHART) is the CLLD programme for the most deprived neighbourhoods in Hastings, St Leonards and Bexhill. The total population of the CHART area 59,644, defined by Local Authority wards which include ‘Lower Super Output Areas’ which fall into the most deprived in the whole country. The CHART programme will target in particular the specific localities where disadvantage is worst and most concentrated.

Hastings and Bexhill are at a pivotal point in their regeneration. Within the CHART area, key programmes of regeneration are well advanced and this proposal aligns with the long-term activity of Sea Change Sussex, which has developed much of the physical infrastructure to transform the area’s investment potential. Developments such as Hastings Pier, White Rock Baths and investment on our seafront from Coastal Communities Funding are also having positive effects in boosting the visitor economy and creating more jobs.

Other development sites within the area will come to fruition during the proposed CLLD timescale (2017-2022). These sites will have a strong cultural focus, and will build upon the micro business landscape of the area, linking into proposed work packages identified by the Local Action Group (LAG). With regeneration evident in some areas, as well as further development of our education provision and growth of employment spaces, there is danger of a widening gap between the most deprived neighbourhoods and wards and their more prosperous surroundings. All the evidence shows that too many individuals within these most deprived areas are unable to access support from traditional funding schemes or do not benefit from them. Large proportions are distant from the labour market and can only progress by working through a number of steps towards employment/entrepreneurship.

With these developments in mind, our task is now to ensure that the opportunities which are emerging in the local labour market are open to all and that our drive for better jobs and business opportunities are matched by our commitment to social inclusion and the types of support which will ensure that regeneration is truly a process which impacts positively on the whole community.

Our analysis of local conditions in the CHART areas points on the one hand to many positives, with actual and potential economic growth; a deep and successful history of effective local collaboration to tackle disadvantage; and many unexploited assets which could be harnessed to help move forward. On the other hand, it is clear that concentrations of disadvantage persist and have become self-sustaining, with different individual, family and community issues combining to trap local residents in unacceptable circumstances.

The CHART localities are:

- Sidley, in Bexhill, an area of primarily social housing in the North East of Bexhill, with a rapidly declining main shopping thoroughfare

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- However, opportunities are available with regard to new housing and employment space being developed. In addition, it is a 'Big Local' Area with an active group of local residents in the lead.
- Central Bexhill, the Town's relatively small shopping centre surrounded by many poorly maintained, privately rented, multiple occupied homes with a mix of transient residents and isolated older people
 - Delivery of a successful jobs fair, bid development around incubator space, and the establishment of an active Coastal Communities team means there is a platform of infrastructure development to support SME growth in this locality
- The area broadly known as Hollington in North West St Leonards, at the opposite end of the Link Road from Sidley and with a similar large concentration of social housing and negative deprivation indicators
 - Hollington also has key employment sites and is bound by industrial estates, which traditionally have not sourced their employees from the locality
- Central St Leonards and Hastings Town Centre, an area along the seafront and stretching inland largely characterised by large older housing stock in multiple occupation with a highly transient population, many with BME or refugee origins, and high incidence of homelessness
 - There has been significant investment in the regeneration of this area (Hastings Community Pier, Kino Theatre, Rock House and Source Park) with new development land being opened up. There are opportunities to link employment with these sites, and learn from innovative practice and business models from 'home grown' entrepreneurs in the CHART localities.
- The Ore Valley, in North East Hastings, made up of several large social housing clusters some characterised by particularly poor outward connectivity and a history of environmental challenges
 - There is a large FE campus within this area, and the support of the area's Big Local project means that CLLD could bring more opportunities to support businesses and residents in pathways to employment and enterprise

This strategy sets out to mobilise action by individuals themselves, by local communities, by organisations working locally, businesses and public bodies, in a coordinated way to deliver change in a number of key areas:

- To bring together communities, local people and local institutions to strengthen their ability and motivation to work together to improve their localities and the quality of responses to disadvantage
- To develop and deliver highly personalised and targeted support to individuals in the CHART area who are the most disconnected from the labour market, to provide new, better and more coordinated and durable pathways towards work or self-employment
- To invest in physical assets to both improve the facilities and potential for employment and growth in the CHART area, and in business premises and infrastructure in the wider Hastings and Bexhill economy with the potential to create jobs for CHART residents
- To develop and deliver enterprise, self-employment and business support services to support growth of the local economy and labour market, including specific support for social enterprise, cooperatives and community owned businesses in the CHART area.

Taken together these actions will mobilise some £8.1m investment for intervention to tackle the CHART area's issues in a coordinated way:

- Supporting the demand side in the local labour market

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- Growing the local economy
- Helping communities take back more control of their own destinies
- Investing in assets for the future
- Linking disadvantaged local people with developments in their localities, the availability of new employment and enterprise opportunities, plus increasing levels of work readiness
- Improving the quality, coordination and effectiveness of local support services.

CHART will be overseen by a Local Action Group (LAG) made up of key local stakeholders but with a priority role for local residents and community / voluntary organisations. The LAG will build on the partnership already developed around the CLLD opportunity and which has together produced this strategy.

CHART has been developed to shape and deliver responses to the severe, persistent and long lasting levels of exclusion, unemployment and disadvantage experienced by residents in parts of our towns, it aims to unlock local potential and help build a sustainable inclusive and prosperous economy and labour market. This strategy, through IMD and SWOT analysis, demonstrates how previous and current funding programmes have not met this need, in particular arising from the short term nature of traditional funded intervention, which a longer programme under CLLD will address. Through the development of the LAG, and the co-commissioning ambition of the programme, it will encourage providers and local actors to work closer together, linking with statutory and non-statutory public sector services and investment, to produce a more coherent package of interventions, delivered over a longer term.

In addition, significant amounts of public sector funding, outside of ESIF and what is budgeted within this programme, have been identified throughout the development of this strategy, and CLLD has a chance of adding further value to the ERDF/ESF investment, channelling the expenditure to those individuals and businesses, in the localities, most in need of support.

This CLLD's main aim is to prevent the gap between deprivation and opportunity from widening and work towards closing it. It will give individuals the skills and opportunities to gain employment, the tools and ongoing support needed to start and maintain their own enterprises; and on the pathway to being able to access more traditional avenues of support (and will then articulate with the wider East Sussex/LEP initiatives and ESIF programmes such as Business East Sussex and Skills East Sussex, BBO/ DWP ESF and ERDF calls). It will strive to innovate at local level, addressing issues in the round, utilising residents' views and learning from past experience and the knowledge of the LAG membership to design and deliver innovative activities, projects and provision. The experience and knowledge of the LAG will also enable mitigation against the risks which are inherent in innovative practice.

The result of the referendum and eventual Brexit will affect CHART communities. For example the reliance on EU labour within our visitor economy across the Hastings and Bexhill economic space, there could be a loss (anecdotally) of 1/3rd of the work force in this sector. This will impact viability in some businesses. The immediate devaluing of the pound has also impacted some larger SMEs who buy their stock in US\$. This community is not alone in these impacts. However, this reinforces the need for the CLLD type of programme to provide additional support to businesses in training and up-skilling a more local workforce and increasing the opportunities for the local community.

CLLD is a 5 year EU funded programme, and has been in development within this community since 2013. A slower spend across a longer period is its defining aim, and, we believe, a real opportunity for sustainable change within the most deprived area in the South East of England.

Should we need to scale or change the pace of delivery, our LAG can accommodate that – but it would not see the long lasting fundamental changes we want for our community – which a longer programme has the chance to deliver.

To this end should the full 5 years not be achieved due to the UK no longer being an EU Member State, we wish to record that the full programme will still need to be achieved and may become even more important and would look to the UK Government to help ensure that we can implement a five year strategy.

2 Introduction

Hastings and Bexhill are coastal towns in East Sussex traditionally reliant on tourism and public sector employment, and have within their boundaries some of the most deprived wards in the country. In 2015 Hastings was listed 13th most deprived town, whilst in Bexhill some areas fall within the most deprived 5% anywhere in England¹.

Hastings and Bexhill have seen the benefits of a range of inward financial investments and social programmes, helping the towns to lay the foundation for positive physical, social and motivational change. Effective partnerships developed between public, business and voluntary sectors have begun to break down barriers between sectors and enabled life changing skills, employment and business support projects to be undertaken locally, making a difference to the lives of disadvantaged residents. Local communities are actively involved in working together to support initiatives that deliver positive outcomes for both individuals and for communities collectively. It is crucial to build on these foundations in order to create thriving communities that are able to sustain future generations with the necessary employment, skills and expertise that meet the requirements of evolving and newly developing industries and sectors.

Notwithstanding the positive results of intervention to date, the persistence and in some cases worsening of disadvantage in particular parts of Hastings and Bexhill points to a need for further, and different, action to tackle root causes, not just symptoms.

Our basic thesis is as follows: The concentration, severity and persistence of disadvantage in parts of Hastings, St Leonards and Bexhill is at present self-sustaining. Multiple factors come together and are not fundamentally solved by existing responses which both lack capacity, and do not sufficiently mobilise the assets and potential of local residents themselves, local communities, nor the many different parties needed to make a difference.

Notwithstanding the work of local community groups, presence of successful individual residents, and best endeavours of agencies tasked with making a difference, these localities experience a set of problems which reinforce each other. The relative importance of issues ebbs and flows and varies between specific localities, but they all feature:

- The burden of negative image and stereotyping. This hinders inward investment; is a negative 'signal' to potential employers; depresses local self-image and breeds resentment and hope. It also deters new residents; and is a spur to leave for residents with the choice to do so.
- A lack of ready access to local opportunities, services and provision of all sorts, including job openings; support to render working viable such as affordable childcare; advice, guidance and training; health services etc. This is not to say that these do not exist in Hastings and Bexhill, however in the context of our target localities their extent, affordability, proximity, accessibility and quality are consistently inadequate for the needs of local people. In the CHART area these issues are worsened by their physical and public transport isolation.
- A high proportion of residents with life circumstances that make employment or the steps towards it seem at best unrealistic, at worst impossible – combinations of work history (or lack of it), lack of skills, poor health, debt, caring responsibilities, mental health issues, offending backgrounds, disabilities. For people in less poor areas the combined effect of such issues is highly negative for the likelihood of progressing to employment, for those

¹ DCLG Indices of Multiple Deprivation 2015 <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

living in deprived areas with many others nearby in a similar position the effect is to fuel isolation, disengagement and depression.

- Increasing barriers to economic growth for SME/Start-ups such as; barriers to finance due to bad credit ratings; Insufficient or not fit for purpose incubator/work station space; current business support functions not able to offer support to pre start-ups due to funding restraints; Lack of follow on space; and the increasing cost of retail/commercial premises due to investment in improving retail precincts.

Community Led Local Development (CLLD) is a process enabled by the European Structural Funds to allow particularly deprived localities to design and deliver responses to just such serious and persistent social and economic disadvantage. CLLD has the potential to create sustained change in the local conditions, institutions and infrastructures needed by local areas to move from poverty and exclusion to growth and development. CLLD offers a new opportunity to maximise existing knowledge, increase social and business capacity whilst maintaining the heritage and personality of each area. Our proposals are brought together under the banner of 'CHART': Connecting Hastings and Rother Together.

£3.7m EU funds is potentially available to Hastings and Rother through the CLLD initiative and this strategy document sets out a five year plan for action in the most deprived areas of Hastings, St Leonards and Bexhill. The unfolding Brexit process may affect the length of funding available but this does not invalidate the strategy. The Local Action Group (LAG) which has developed CHART is committed to tackling disadvantage in our area. Development of this strategy has brought forth both a willingness to proceed collectively, and has identified new and existing resources which partners are planning to deploy to achieve its goals. It is expected that CHART will form the basis for a coherent, long lasting response, and will be effective in the search for support from Central and Local Government, investors, and funders. We will therefore be seeking to draw down further monies to complement the programme. Some of these opportunities are well progressed, but it is clear that the opportunities provided by CLLD are central to our ability to build the foundations needed to deliver this strategy.

We believe that the approach advocated within this strategy provides a vital and necessary response not only to build on the existing progress that has been made to date, but to expand and develop a co-ordinated approach which incorporates all sectors in overcoming the entrenched disadvantage of parts of Hastings and Bexhill.

CHART will:

- Develop and deliver responses at a very local level, providing facilities, education/training services and support at the heart of deprived local neighbourhoods
- Work to support local businesses, entrepreneurs, communities and individuals, recognising that entrenched disadvantage in particular places reinforces itself, that individual success stories can bring wider benefits when beneficiaries actively want to remain where they are
- Identify employment (including self-employment and enterprise) opportunities for local candidates, making sure the current market fulfils the needs for supply and demand for local jobs for local people
- Be flexible, responsive and learn through doing
- Leave a legacy of stronger, more resilient communities, with the impact of giving local people more control of their own destinies, seen in greater self-confidence and willingness to work collectively and imaginatively.

In the next section we discuss the particular localities where we see CHART working, presenting statistical and qualitative information to highlight key issues as well as particularly notable features. This is followed by an analysis of the strengths and weaknesses of our local area as well as the opportunities we see for the future and the threats to making progress.

3 Definition of the area and population covered by the strategy: Where will CHART take place?

3.1 The CHART Area

The County of East Sussex is in the south east of England, between Kent to the East, and Brighton and Hove and West Sussex to the West. Its seaside towns of Hastings, St Leonards and Bexhill (in Rother District) are home to some of the poorest, most disadvantaged communities in England. CHART will focus directly on their needs.

The towns have slowly improving economies, a number of significant assets, growing numbers of jobs at different levels, and clear openings for business start-ups and self-employment.

Despite having distinct identities, the towns make up a continuous economic geography and labour market, which has been further reinforced through the recent opening of the new link road, which reduces local journey times and opens new commercial development opportunities.

Despite positive signs, particular localities continue to be characterised by persistent, deep seated and intractable disadvantage. With future resourcing uncertain following the Brexit vote, CLLD provides a real opportunity to take action to break the cycle of disadvantage and leave a positive legacy.

The CHART area includes neighbourhoods in Hastings and St Leonards Borough and Rother District. A wide range of statutory, community, private and third sector stake holders including residents, community organisations and both Local Authorities, together with East Sussex County Council and NHS Hastings and Rother Clinical Commissioning Group have collaborated closely together in defining the needs of the area and solutions to those needs.

Applying the guidance on CLLD², to focus on areas in the bottom 10% - 20% from the 2010 Index of Multiple Deprivation, clearly points to five distinct neighbourhoods in need of support:

- Sidley, in Bexhill, an area of primarily social housing in the North East of Bexhill, with a rapidly declining main shopping thoroughfare
- Central Bexhill, the Town's relatively small shopping centre surrounded by many poorly maintained, privately rented, multiple occupied homes with a mix of transient residents and isolated older people
- The area broadly known as Hollington in North West St Leonards, at the opposite end of the Link Road from Sidley and with a similar large concentration of social housing and negative deprivation indicators
- Central St Leonards and Hastings Town Centre, an area along the seafront and stretching inland largely characterised by large older housing stock in multiple occupation with a highly transient population, many with BME or asylum seeking origins, and high incidence of homelessness.

² Guidance for the Development of Community Led Local Development Strategies Version 2 DCLG March 2016

- North East Hastings, made up a several large social housing clusters some characterised by particularly poor outward connectivity and a history of environmental challenges

These neighbourhoods fall within ten Local Authority Wards across Hastings, St Leonards and Bexhill, and it is these wards which form the overall CHART area, with a combined population of 59,644³. We begin our discussion of CHART by considering the whole area, followed by more specific examination of the five neighbourhoods with the most severe issues, where the residents who will most benefit from CHART will be found.

Although the five localities differ one from another, CHART will nevertheless work across them all in a coherent and coordinated way, as the discussion of problems and possibilities below makes clear, many of the core issues are the same, as are the opportunities to make a difference. Persistent disadvantage demands a long term, strategic response, and the Local Action Group is committed to a response which seeks to bring change to all the locations across the area where the need is greatest.

3.2 Population

The most recent population information⁴ puts the number of people living in ‘the ten CHART wards’⁵ at just over 59,000, of whom just over a third are aged 50+, the same proportion as nationally but distinctly lower than the East Sussex figure.

Table 3.2.a

2014 Mid Year population estimate	All people	People aged 50+	% People aged 50+
10 wards area	59,644	21,349	36%
England	54,786,327	19,705,615	36%
South East	8,947,913	3,353,801	37%
East Sussex	544,064	247,284	45%

The proportion of lone parents with dependent children is high, more than half as many again as in East Sussex as a whole:

Lone parent households with dependent children⁶

Table 3.2.b

	All households	Lone parent households	% Lone parent households
10 wards area	28,020	2,706	9.7%
England & Wales	23,366,044	1,671,396	7.2%
South East	3,555,463	216,366	6.1%
East Sussex	231,905	14,343	6.2%

In comparison to the rest of the country however the proportion of people from Black or Minority Ethnic backgrounds is low, although unevenly distributed across the Wards with notably higher concentrations in Central St Leonards, Gensing and Castle:

³ ONS small area mid year estimates 2014

⁴ ONS small area mid year estimates 2014

⁵ Central St Leonards, Gensing, Castle, Hollington, Wishing Tree, Ore, Baird, Tressell, Sidley, Central Bexhill

⁶ Source: 2011 census

Ethnicity⁷

Table 3.2.c

Area	All people	People from Black or Minority Ethnic background	% People from Black or Minority Ethnic background
England & Wales	56,075,912	7,866,517	14.0%
South East	8,634,750	806,930	9.3%
East Sussex	526,671	21,249	4.0%
10 wards area	58,812	3,979	6.8%
Baird	4838	226	4.7%
Ore	5195	223	4.3%
Tressell	5317	227	4.3%
Castle	6987	546	7.8%
Central St Leonards	7132	979	13.7%
Gensing	6591	655	9.9%
Hollington	6099	294	4.8%
Wishing Tree	5349	264	4.9%
Central	5586	372	6.7%
Sidley	5718	193	3.4%

3.3 Unemployment and exclusion

The ten wards have significantly higher levels of worklessness and unemployment than other parts of the country, with more than double England's proportion of people on out-of-work benefits; JSA/Universal Credit; and on JSA for more than 12 months:

Out of Work benefits⁸

Table 3.3.a

	Number of claimants	Claimant rate
10 wards area	7,160	20.1%
England	2,993,340	8.7%
South East	353,550	6.4%
East Sussex	27,580	8.8%

Job Seekers Allowance and Universal Credit⁹

Table 3.3.b

	Number of claimants	Claimant rate
10 wards area	1,125	3.0%
England	602,415	1.7%
South East	58,090	1.0%
East Sussex	4,115	1.3%

⁷ Source: 2011 census. People from Black or Minority Ethnic background is the number of people who responded to any category other than White British / Northern Irish, Irish, Gypsy or Irish traveller, or other white in the 2011 census.

⁸ DWP – November 2015 Out of work benefits include; job seekers, ESA and incapacity benefits, lone parents and others on income related out-of-work benefits. The claimant rate is the percentage of working age people

⁹ Office for National Statistics / NOMIS – May 2016 Data for Job Seekers Allowance claimants, and Universal Credit claimants who are out of work

JSA claimants for over 12 months¹⁰

Table 3.3.c

	Number of claimants	Claimant rate
10 wards area	305	0.8%
England	131,170	0.4%
South East	11,055	0.2%
East Sussex	975	0.3%

Economic inactivity is also higher than the regional averages:

Economic inactivity¹¹

Table 3.3.d

	All people aged 16-74	All economically inactive	% economically inactive
10 wards area	42,802	14,830	34.6%
England & Wales	41,126,540	12,466,671	30.3%
South East	6,274,341	1,753,157	27.9%
East Sussex	374,518	119,566	31.9%

As is the proportion of working age people with long term health problems or disabilities:

People with long-term health problem or disability aged 16 - 64¹²

Table 3.3.e

	All people	People with long-term health problem or disability	% with long-term health problem or disability
10 wards area	38,058	7,942	20.9%
England & Wales	36,273,707	4,706,202	13.0%
South East	5,510,646	586,580	10.6%
East Sussex	315,752	43,632	13.8%

Homelessness is also a major issue locally¹³, for example in Hastings; there has been a 25% increase in homelessness between 2013 and 2015, many of which are due to evictions. The parts of the CHART area with poor quality housing in multiple occupation (HMO) have growing incidences of both homelessness and rough sleeping – 85% of the HMO's are located in just four ward in the Town, notably Central St Leonards, Castle and Gensing. Across the board homeless people are overwhelmingly less likely to be engaged in any way with the labour market. Homeless people are a key target for CHART, particularly in collaboration with existing provision to provide accommodation and welfare support.

¹⁰ Office for National Statistics / NOMIS – May 2016 Data for Job Seekers Allowance claimants claiming longer than 12 months. This does not include Universal Credit claimants

¹¹ Source: 2011 census

¹² Source: 2011 census

¹³ Hastings and St Leonards Homelessness Strategy 2016-18

3.4 Economy

Businesses throughout the CHART area

The CHART area is characterised overwhelmingly by the presence of businesses within the micro – small (less than 50 employees) categories, although they also contain the entirety of Hastings Borough’s medium- large enterprises.

Table 3.4.a

Business Enterprises by Industry Group¹⁴	Rother DC 2015	Hastings and St Leonards 2015
Sector		
Total	4085	2585
Agriculture, forestry & fishing	390	25
Production	220	180
Construction	550	420
Motor trades	130	75
Wholesale	150	95
Retail	335	260
Transport & storage (inc postal)	85	55
Accommodation & food services	265	240
Information & communication	260	180
Finance & insurance	40	35
Property	120	80
Professional, scientific & technical	650	340
Business administration & support services	340	180
Public administration & defence	15	5
Education	60	40
Health	185	175
Arts, entertainment, recreation & other services	290	195

Medium to large employers within the CHART area fall into four distinct categories:

1. Large national retailers, such as supermarket chains
2. Industrial and manufacturing businesses, such as B&D Food
3. Financial Services, such as Saga
4. Public sector, health and Education, such as the local authority and Job Centre Plus

There is also significant sector based job density, where although individual employers fall into the Small – Medium Enterprise (SME) category (10 – 49 employees), they collectively provide a high volume of the available jobs across the CHART area. These are:

1. Tourism and Leisure, specifically holiday parks and accommodation, leisure facilities and attractions
2. Care, including residential and childcare
3. Small retail and casual dining, including franchises
4. Construction, including wholesalers
5. Creative, including design.

¹⁴ Source: UKSIC

There is an increasing shift away from public sector employment to private with the majority of jobs available being entry level or semi-skilled in retail, tourism, customer service, caring and manufacturing. Although within many of the larger employers there is opportunity for training and progression and it is considered desirable to recruit locally. Of the people in employment in Hastings, 61% work within the town, of those 18% work at or mainly from home. Many of the national retailers in the secondary shopping areas such as Sidley, Hollington and Ore Village employ people from within those areas. However, many of the independent retailers are family-run and provide little opportunity for employment; recruitment is done through family members. Others, particularly in the creative sector, are sole traders who rely on a network of freelancers when workload exceeds capacity or expertise. Most entry level roles within the industrial and manufacturing sector do have the potential for a progression pathway, including those which can be boosted via apprenticeships.

Within the CHART areas there are contrasting sector clusters; Hollington/Wishing Tree characterised by industrial/manufacturing, Central St Leonards/Gensing/Castle by retail and tourism, Ore, Baird and Tressell by mixed pockets, bordered by larger business areas; Central Bexhill by retail, office and leisure; Sidley by retail and light industrial, with significant expansion planned at North East Bexhill for 50,000 sq m of new office and light industrial. It should be noted that all CHART wards have Assisted Area Status, allowing for a greater level of state aid to support qualifying business investment and growth.

Within the CHART area, growth is hampered by a lack of larger “move on” type units to support incoming large businesses or businesses looking to expand into larger premises. This limits the potential for growth or investment from large manufacturing (e.g., textile or automotive) but demonstrates considerable opportunity for growth in new and emerging technologies, digital, creative and precision manufacturing as well as growth of micro business.

At North East Bexhill, within Sidley Ward, significant land allocations have been made available by the development of the Bexhill-Hastings Link Road, with capacity for up to 50,000 sq m of employment space. This offers significant opportunities for business growth, through inward investment as well as for expansion of indigenous businesses.

Table 3.4.b

UK Business Counts (2015) ¹⁵	Hastings and St Leonards	Hastings and St Leonards	Rother	Rother	South East	South East
	(Numbers)	(%)	(Numbers)	(%)	(Numbers)	(%)
Enterprises						
Micro (0 To 9)	2,260	87.4	3715	90.9	337,385	89.4
Small (10 To 49)	275	10.6	310	7.6	32,885	8.7
Medium (50 To 249)	45	1.7	50	1.2	5,725	1.5
Large (250+)	5	0.2	10	0.2	1,450	0.4
Total	2,585	-	4,085	-	377,445	-
Local Units						

¹⁵ Source: Inter Departmental Business Register (ONS)

Micro (0 To 9)	2,595	81.7	4,025	87.7	372,205	84.8
Small (10 To 49)	475	15	490	10.7	54,185	12.3
Medium (50 To 249)	95	3	70	1.5	10,915	2.5
Large (250+)	10	0.3	5	0.1	1,585	0.4
Total	3,175	-	4,590		438,890	-

The CHART area also demonstrates a better five year business survival rate than both the national and sub regional average and significantly more than competitor areas with a similar profile such as Eastbourne. This demonstrates the potential for significant growth from new start ups as well as the growth of businesses following their initial five year forecast.

Table 3.4.c

District, Counties and Unitary authorities within region and country by births of units in 2009 and their survival ¹⁶					
	Births	1-year survival	1-year per cent	5-year survival	5-year per cent
UNITED KINGDOM	236,030	214,410	90.8	98,480	41.7
ENGLAND	209,035	190,010	90.9	87,310	41.8
East Sussex County	2,010	1,840	91.5	845	42.0
Eastbourne	315	290	92.1	115	36.5
Hastings	285	260	91.2	125	43.9
Lewes	425	380	89.4	165	38.8
Rother	300	280	93.3	135	45.0
Wealden	685	630	92.0	305	44.5

Although smaller family run businesses in the CHART area have limited potential for employment growth, they do have the potential to offer mentoring for Work placements

The self employment rate in the area is more or less in line with the rest of the country, a little higher than the national proportion but the same as for the South East:

Table 3.4.d

<u>Self employment¹⁷</u>	All economically active	Self-employed	% Self employed
10 wards area	27,972	4,293	15.3%
England & Wales	28,659,869	3,987,661	13.9%
South East	4,521,184	691,572	15.3%
East Sussex	254,952	50,244	19.7%

¹⁶ Source: ONS

¹⁷

3.5 The CHART neighbourhoods in more detail

Having looked at indicators and conditions for the whole CHART area, this section focuses on the five different neighbourhoods which 'qualify' for CLLD support. The description of each area follows the same format. The 2010 Index of Multiple Deprivation is used to map the particular localities¹⁸ which fall into the most deprived in the country. 2010 is used as this data is the required baseline for eligibility for participation in CLLD. 2010 figures are then provided broken down into different aspects of deprivation, to highlight particular issues. Parallel figures from 2015 are provided, which not only gives a more up to date view, but also enables identification of where issues have changed for better or worse.

3.5.1 Hastings Castle, Central St Leonards and Gensing

IMD 2010

The map and table below show IMD 2010 information for the Lower Super Output Areas (LSOA) of Castle, Central St Leonards and Gensing wards. The map shows the decile shadings for the overall 2010 IMD, with each decile representing a tenth of the national total i.e. the most deprived decile contains ranks 1 – 3,248 (out of a total of 32,482 LSOAs in the IMD 2010), the second decile contains ranks 3,249 – 6496 etc. The more deprived locations are shaded in the darkest tones.

9 out of 12 LSOAs in the wards below are ranked in the most deprived 10% nationally, with two in the second decile in Gensing and Castle wards, and one in the 3rd decile in Gensing ward.

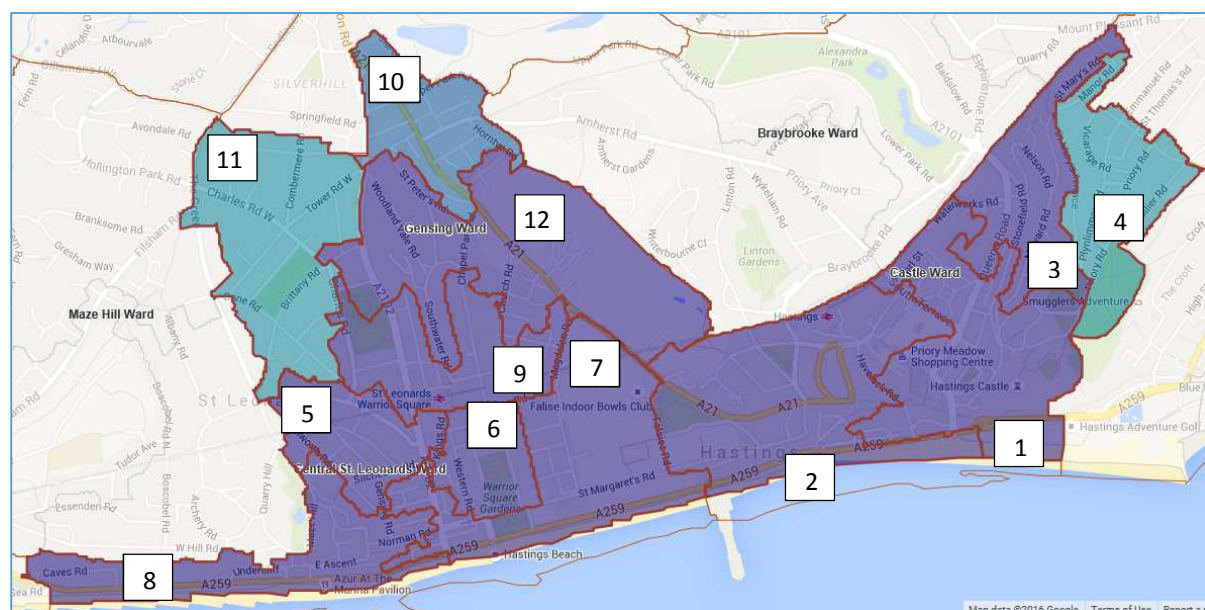


Fig 3.5.1.i

The table below shows the percentile figures for each LSOA in the wards Castle, Central St Leonards and Gensing for the 7 domains of the IMD and the overall figure for IMD 2010. These percentile figures are produced by dividing the rank by 32,482 (the number of LSOA areas in the 2010 IMD) and multiplying by 100 to produce a percentage.

¹⁸ Localities Source: 2011 census here are the so called 'Lower Super Output Areas', the finest level of detail available in official statistics

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Table 3.5.1.a

No. on map	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Hastings 009A	Castle	8.1%	18.3%	10.5%	24.5%	9.4%	2.5%	42.0%	1.0%
2	Hastings 009B	Castle	2.4%	9.4%	1.2%	24.2%	2.7%	1.9%	35.1%	4.7%
3	Hastings 009C	Castle	7.1%	11.4%	5.5%	18.4%	9.2%	6.9%	49.8%	6.1%
4	Hastings 009D	Castle	19.0%	23.5%	17.8%	33.4%	9.1%	13.7%	60.9%	16.5%
5	Hastings 011A	Central St Leonards	1.0%	3.7%	0.5%	16.4%	0.6%	13.0%	38.4%	1.9%
6	Hastings 011B	Central St Leonards	3.0%	4.5%	3.4%	13.5%	1.9%	14.4%	38.4%	7.5%
7	Hastings 011C	Central St Leonards	3.5%	9.5%	4.0%	15.9%	4.3%	3.5%	37.7%	1.9%
8	Hastings 011D	Central St Leonards	7.5%	17.8%	8.7%	17.3%	6.2%	6.8%	36.3%	2.0%
9	Hastings 011E	Gensing	2.0%	9.9%	1.2%	17.2%	0.8%	4.9%	32.5%	5.5%
10	Hastings 008C	Gensing	10.6%	17.1%	7.7%	24.9%	6.6%	29.4%	55.3%	3.1%
11	Hastings 008D	Gensing	21.7%	33.6%	18.5%	58.6%	9.1%	14.1%	24.7%	22.1%
12	Hastings 008E	Gensing	3.2%	5.3%	2.5%	18.1%	3.6%	5.9%	39.3%	10.5%

IMD 2015

The table below shows the percentile figures for each LSOA for the 7 domains and overall for IMD 2015. There were 32,844 LSOAs in IMD 2015, so the percentiles are calculated using that base. The colours in the table indicate whether the percentile figure is higher (less deprived) in green, or the same or lower (more deprived) in red.

Table 3.5.1.b

	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Hastings 009A	Castle	7.6%	12.0%	10.3%	16.6%	20.9%	3.2%	42.9%	0.7%
2	Hastings 009B	Castle	1.2%	3.6%	1.1%	16.7%	4.4%	0.7%	36.0%	1.6%
3	Hastings 009C	Castle	6.4%	5.6%	8.3%	21.2%	18.3%	8.3%	30.3%	2.1%
4	Hastings 009D	Castle	23.8%	22.7%	22.2%	41.1%	38.3%	11.8%	77.3%	7.2%
5	Hastings 011A	Central St	1.6%	2.5%	1.5%	8.9%	2.8%	30.5%	39.5%	1.1%

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		Leonards								
6	Hastings 011B	Central St Leonards	2.2%	2.7%	3.2%	9.4%	3.0%	9.5%	35.0%	5.2%
7	Hastings 011C	Central St Leonards	6.5%	10.7%	6.7%	20.2%	24.1%	2.2%	33.7%	1.3%
8	Hastings 011D	Central St Leonards	9.9%	11.8%	12.1%	24.8%	27.6%	9.4%	33.3%	0.6%
9	Hastings 011E	Gensing	5.9%	9.0%	6.1%	11.1%	12.1%	11.0%	36.9%	2.6%
10	Hastings 008C	Gensing	11.8%	13.2%	9.2%	21.4%	11.0%	52.3%	57.9%	3.3%
11	Hastings 008D	Gensing	26.1%	30.6%	25.0%	59.9%	10.3%	25.0%	41.6%	20.1%
12	Hastings 008E	Gensing	6.8%	6.9%	5.1%	17.0%	9.1%	18.4%	47.8%	7.7%

These figures make it clear that in this area, income is a particularly important issue, with not only localities in the bottom few percent most deprived areas, but a worsening picture between 2010 and 2015. This is despite modest improvements in employment during the same period. The living environment has also declined from already poor numbers during this period. Although health and disability indicators have improved somewhat, they remain poor, with three localities in the bottom 5% nationally.

Consultation with local communities and stakeholders in this area highlight a number of distinctive features:

- In the CHART area this is the locality with the highest proportion of BME/non UK citizen population – although the proportion is around the UK mean, it is relatively high in comparison to the rest of the Hastings and Rother, and East Sussex. People come from a wide range of backgrounds, but they are said by those knowing the areas well to be relatively large communities with asylum seeking backgrounds (particularly Kurdish origin), as well as migrants from other EU countries. There are many BME owned businesses in the area, particularly retail shops serving particular communities. From the CHART point of view non English speaking / non UK citizen communities are often isolated from public services and hard to reach. A relatively diverse mix of backgrounds brings both vibrancy to the area, but consultation also points to some tension between different groups as well as a perceptions of lack of connection to the locality by more recently arrived and transient current residents.
- In common with many seaside towns this part of the CHART area, in comparison to the others, is home to a relatively high proportion of single person households, houses in multiple occupation and cheap rented accommodation of poor quality. These sorts of localities tend to be occupied by higher than average numbers of people with challenging backgrounds, for example ex-offenders, people with histories of problematic drug or alcohol use or who have been homeless. Central St Leonards is the location of the main provider of accommodation for homeless people, and consultation pointed to this area as having visible levels of street sleeping and alcohol abuse.
- Despite these issues, the area has seen some significant recent developments including the bringing back into use of previously redundant buildings for businesses connected to the creative and cultural sector (galleries, studios, performance space etc.), bringing with them new types of resident from places such as London and Brighton attracted by the relatively low housing costs and attractive seafront environment.

This area is characterised by the inclusion of the town's prime retail centre (Hastings Town Centre) and includes a significant stretch of the seafront, pier and seaside leisure. Priory Meadow Shopping

Centre accommodates national retailers including M&S, New Look, Boots and H&M. A diverse mix of other businesses are located throughout the area including a large public sector presence in London Road and town centre, support organisations (including those for the unemployed, health and well-being issues), creative/digital tech business hubs in the America Ground area, casual dining (including pubs, coffee shops, cafes and restaurants) and leisure/tourism (including the newly reopened Pier, The Source Park and Summerfields leisure centre). St Leonards and Trinity Triangle, in particular have seen a regeneration supported by the introduction of boutique and creative independent retailers such as cafes, artists, etc and have benefitted from grant schemes to encourage local employment.

The majority of jobs are focussed on retail/customer service, call centre, creatives, tourism and leisure. The largest employers are the DWP, Borough Council, County Council, College, SAGA and major retailers, some of whom employ 50+ people such as Morrisons and M&S. The nature of the business space and premises predisposes the area to smaller retailers, businesses and start-ups.

There is a growth in multi-use units, such as creative workshops who often work with each other, which could provide opportunities for 'sharing' employees. Seafront regeneration has increased the number of restaurants and retail opportunities; however these businesses are often seasonally driven, with high recruitment for the summer and Christmas periods, but not always creating sustainable positions. Investment in new office accommodation and vacant space provides the capacity for employment growth in Priory quarter, Cavendish House and Ocean House. There are a number of projects in the pipeline being delivered by and with businesses, including a Business Improvement District, Healthy High streets programme, St Leonards Town Team and the White Rock Strategy.

3.5.2 Hastings Baird, Ore and Tressell

The map and table below show IMD 2010 information for the Lower Super Output Areas of Baird, Ore and Tressell wards. Deprivation levels are mixed in Baird, Ore and Tressell wards, with one SOA in the most deprived 10% nationally for each. Of these, the SOAs in Baird and Tressell are in the most deprived 1% nationally. Tressell has one SOA in the second decile, Baird has one in the third, and there are 4 SOAs in the 4th decile across the three wards.

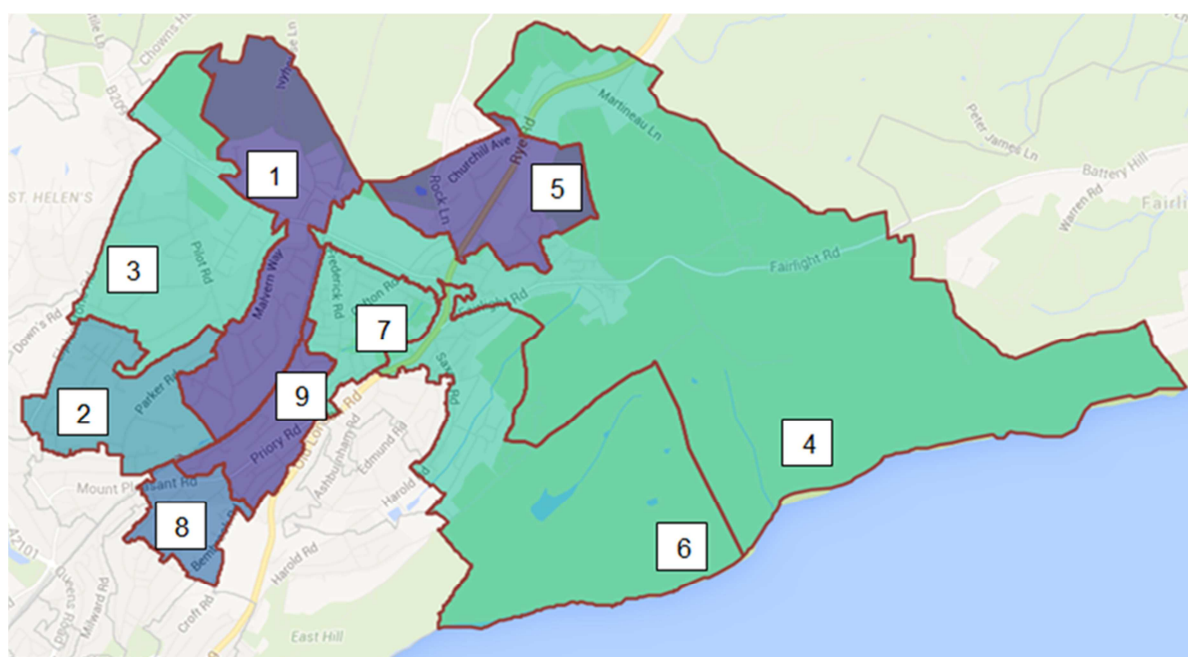


Fig. 3.5.2.i

2010 IMD

Table 3.5.2.a

	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Hastings 005A	Baird	0.4%	0.3%	0.5%	1.4%	1.1%	23.6%	29.5%	33.4%
2	Hastings 005B	Baird	28.5%	28.9%	32.0%	20.4%	20.1%	28.4%	33.9%	55.2%
3	Hastings 002A	Baird	32.0%	35.5%	23.4%	39.5%	17.0%	34.1%	50.7%	58.7%
4	Hastings 004A	Ore	34.3%	38.9%	35.5%	25.8%	20.3%	43.5%	53.1%	34.8%
5	Hastings 004B	Ore	4.9%	3.3%	5.2%	2.9%	4.5%	48.3%	51.5%	40.8%
6	Hastings 004C	Ore	33.5%	33.3%	39.3%	26.3%	28.8%	46.5%	37.8%	24.5%
7	Hastings 004D	Tressell	37.6%	42.3%	42.6%	26.2%	25.8%	41.3%	68.7%	23.2%
8	Hastings 007E	Tressell	13.9%	13.4%	13.7%	18.1%	10.9%	33.0%	56.3%	8.4%
9	Hastings 005D	Tressell	0.8%	0.5%	1.4%	1.7%	2.1%	26.7%	24.2%	26.0%

IMD 2015

Table 3.5.2.b

	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Hastings 005A	Baird	0.3%	0.0%	0.3%	0.3%	1.1%	16.2%	26.5%	59.1%
2	Hastings 005B	Baird	30.5%	29.8%	25.4%	19.5%	30.2%	38.0%	50.2%	49.8%
3	Hastings 002A	Baird	33.1%	34.6%	26.3%	32.0%	21.3%	25.0%	54.8%	74.1%
4	Hastings 004A	Ore	33.9%	35.8%	36.5%	30.8%	30.4%	10.9%	74.5%	40.8%
5	Hastings 004B	Ore	5.5%	2.2%	6.2%	4.0%	7.3%	32.0%	47.5%	68.1%

6	Hastings 004C	Ore	34.7%	32.9%	26.7%	34.4%	41.0%	27.0%	72.8%	31.1%
7	Hastings 004D	Tressell	38.6%	32.8%	40.3%	27.5%	39.2%	32.0%	83.8%	32.2%
8	Hastings 007E	Tressell	14.6%	11.4%	14.0%	18.4%	25.5%	17.8%	64.5%	9.4%
9	Hastings 005D	Tressell	0.7%	0.2%	0.9%	0.8%	4.0%	12.8%	24.7%	58.9%

This locality is home to the most acute deprivation in the whole CHART area, with one neighbourhood in each of Baird and Tressell wards almost at the very top of the list for national deprivation overall and particularly in relation to income and employment – which have worsened even further since 2010. The locality is characterised by large areas of social housing, home to a particularly large proportions of residents with poor and worsening skills and education levels, intergenerational histories of unemployment and households where no one is in employment. It is noticeable that the living environment and availability of service indicators are not particularly negative, and have improved between 2010 and 2015. This reinforces the need for locally stimulated responses to deprivation and a new approach, since despite the successes of interventions undertaken over the years, the prospects for local residents remain poor.

The consultation process highlighted the importance of addressing needs at a local level, with it being asserted clearly that where individuals or families were helped out of deprivation they would almost always move away from the area, with their vacant homes re-occupied by new very poor and highly vulnerable tenants, reinforcing the cycle of local disadvantage. This phenomenon, hard to quantify but confirmed independently by both community and housing provider sources, explains the declining skills and education indicators, as new disadvantaged residents arrive to replace those with better prospects who have left.

In comparison to other parts of Hastings, these areas are poorly served by expensive local transport, making employment that much more difficult to sustain, and at present lack easy access to health facilities. It does feature a Big Lottery 'Big Local' project which in recent years has begun to mobilise community responses to local disadvantage, laying important foundations upon which CHART will build and provide added value. There are a number of community centres with potential for more productive use given investment, which the local CCG¹⁹ has identified as possible Health and Wellbeing centres, and which could become more multi-use than they already are with targeted CHART support.

This area is characterised by a diverse mix of businesses including wholesalers, small retail, casual dining, holiday parks, education providers and industrial and manufacturing. There is also a significant self employed home worker presence, although this is largely sole traders. Major employers include two of the four KS3-KS4 academies, the local FE College (which has multiple sites within this area), primary academies, social housing providers, holiday parks and industrial and manufacturing companies operating out of the mid-size industrial estate on Ivyhouse Lane within Baird Ward, such as Kurt J Lesker each employing between up to 50 people.

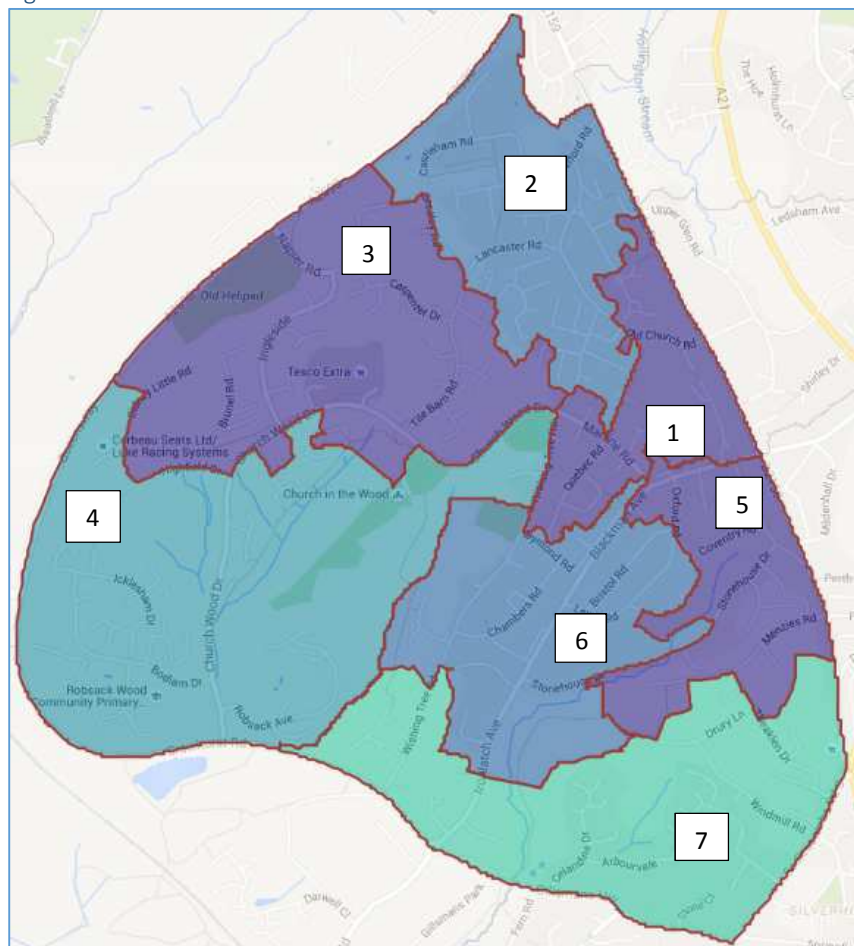
Although there is limited opportunity for growth in Tressell Ward due to a limited number of existing and potential employment sites, Ore Village has recently undergone considerable regeneration and an increase in employment opportunities with the addition of two new superstores and various casual dining franchises. There is the potential for a number of additional B class units within the Ivyhouse Lane/ Northridge Park industrial estates, as well as the opportunity to fill vacant units. This is likely to provide a mixture of fixed hour entry level roles with opportunities for progression and skilled roles.

¹⁹ Clinical Commissioning Group

3.5.3 St Leonards Hollington and Wishing Tree

The map and table below show IMD 2010 information for the Lower Super Output Areas of Hollington and Wishing Tree wards. Hollington has 2 SOAs in the most deprived 10% nationally, and one SOA in each of the next deciles. Wishing Tree has one SOA in the most deprived 10%, one in the 2nd decile, and one in the 4th.

Fig.3.5.3.i



IMD 2010

Table 3.5.3a

	LSOA	Ward	Overall I	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Hastings 003A	Hollington	6.2%	5.6%	5.9%	5.5%	5.1%	17.9%	55.3%	46.2%
2	Hastings 003B	Hollington	10.7%	10.0%	9.7%	3.3%	12.9%	27.9%	37.3%	75.4%
3	Hastings 003C	Hollington	5.4%	4.5%	4.7%	2.2%	4.1%	36.5%	47.9%	99.0%
4	Hastings 003D	Hollington	22.8%	23.5%	21.4%	18.3%	11.6%	34.1%	23.2%	96.7%

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5	Hastings 003E	Wishing Tree	3.3%	4.7%	1.2%	11.4%	1.4%	34.2%	57.4%	23.7%
6	Hastings 006D	Wishing Tree	14.2%	11.7%	13.4%	13.4%	8.2%	23.2%	40.6%	64.4%
7	Hastings 006E	Wishing Tree	34.6%	36.2%	32.1%	50.5%	18.5%	26.6%	35.5%	59.2%

IMD 2015

Table.3.5.3.b

	LSOA	Ward	Overall I	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Hastings 003A	Hollington	2.9%	2.4%	2.8%	2.3%	4.8%	14.5%	47.1%	52.4%
2	Hastings 003B	Hollington	8.3%	8.0%	5.0%	3.5%	11.5%	41.7%	31.7%	77.6%
3	Hastings 003C	Hollington	9.2%	10.9%	8.6%	1.6%	7.8%	42.6%	31.8%	96.7%
4	Hastings 003D	Hollington	24.2%	20.6%	17.8%	17.1%	29.7%	43.0%	24.9%	83.2%
5	Hastings 003E	Wishing Tree	3.9%	4.6%	0.9%	8.3%	2.5%	43.0%	50.8%	54.4%
6	Hastings 006D	Wishing Tree	13.5%	13.2%	7.9%	15.4%	15.6%	27.8%	25.0%	60.0%
7	Hastings 006E	Wishing Tree	51.5%	46.1%	46.7%	32.5%	55.3%	59.6%	38.5%	70.9%

Hollington shares many characteristics with Ore, being home to large social housing estates occupied by a high concentration of households with low and worsening incomes, high levels of unemployment and workless households. Consultation responses pointed to the somewhat isolated and 'inward looking' nature of the area, which was originally built for and occupied by 'London Overspill' from the 1950s and 60s, where poor and disadvantaged residents from the Capital were relocated wholesale to new estates with little in the way of local facilities, employment, or natural advantages. Some of this legacy remains, with reports of 'postcode prejudice' amongst local employers against Hollington residents. Locally educational provision was historically poor with low levels of achievement and little transition from school to Higher or Further Education. Recent improvements in educational indicators have yet to convert into reduced disadvantage, whilst as in the Ore consultation suggests that those who do find a route away from poverty will seek to move away.

This area is characterised by a large industrial presence, including the Ponswood, 3C's industrial, and Enviro21 industrial parks. There are also two large supermarkets; Tesco and Asda, Battle Road shopping area and some small retail. Three primary academies, a special needs school and six nurseries provide jobs in the education sector.

The industrial parks host mainly manufacturing and engineering businesses, such as General Dynamics, Marshall Tufflex, Booker and Best and BD Foods. Many of those operate, and do business internationally as well as nationally and locally.

The supermarkets are the largest employers in the area, with opportunities for progression as well as for the unemployed via work experience or similar. Most of the industrial businesses welcome staff from the local area. There are opportunities for further employment with Queensway South and the North Bexhill developments, alongside those current businesses on the estates that continue to grow such as BD Foods.

3.5.4 Central Bexhill

The map and table below show IMD 2010 information for the Lower Super Output Areas of Central Bexhill ward. Two SOAs in the ward are in the 2nd most deprived 10% nationally and the other is in the 3rd most deprived.

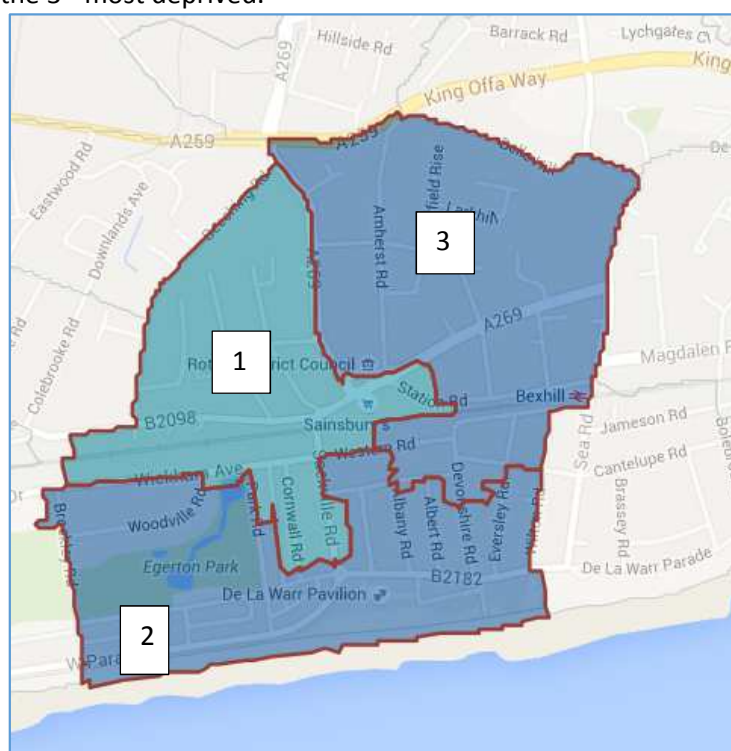


Fig 3.5.4.i

IMD 2010

Table 3.5.4.a

	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Rother 011A	Central	24.7%	28.7%	20.2%	32.5%	18.5%	42.4%	55.8%	10.6%
2	Rother 011B	Central	22.8%	31.4%	14.7%	32.8%	22.5%	25.8%	46.9%	13.3%
3	Rother 011C	Central	14.2%	21.7%	7.3%	23.8%	8.7%	28.3%	57.9%	13.3%

IMD 2015

Table 3.5.4.b

	LSOA	Ward	Overall	Income	Employment	Education Skills &	Health & Disability	Crime	Barriers to	Living Environment
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						Training			Housing & Services	
1	Rother 011A	Central	27.4%	29.2%	23.7%	31.1%	27.8%	37.8%	80.6%	8.6%
2	Rother 011B	Central	17.0%	19.0%	11.5%	15.6%	31.4%	24.1%	68.9%	9.7%
3	Rother 011C	Central	20.0%	16.5%	12.2%	32.1%	18.1%	47.6%	70.0%	17.5%

A smaller area than the others featured in CHART nonetheless Central Bexhill displays characteristics and connections which merit its inclusion in our programme. The area just inland from the sea (011C) on the map has seen a significant drop in income since 2010, whilst the whole ward has poor scores for the living environment. This locality shares some characteristics with Central St Leonards as discussed above, with a high proportion of private rented houses in multiple occupation, and a high number of transient and isolated people, as well as frequent vacancies and turn over from natural mortality. Much of the housing is in poor condition, with many small 'asset rich but cash poor' landlords unable or unwilling to raise standards – the local authority notes many complaints about cold from private tenants, pointing to fuel poverty and potentially health threatening conditions.

Although in theory access to housing and services do not score particularly poorly in these indicators, consultation amongst those who know the area well was unanimous in identifying a) that many residents are simply not in touch with 'official' or voluntary support, and b) there is next to nothing by way of local organisations with a brief to identify and meet their needs. CHART will be taking particular action to reach out to isolated people and to support development of new responses to their needs. Bexhill centre is the shopping centre for the town, with a pressured retail sector threatened by competition elsewhere, including a nearby out of town shopping centre, and on line. Although rents are relatively low, with the potential for conversion to business space, the poor quality of many 19th century buildings makes them expensive to run and maintain. The De La Warr Pavilion is a significant local actor and amenity, championing a cultural and creative renaissance with the potential to help drive regeneration in the town and provide openings for disadvantaged local residents. In comparison to the other CHART localities, Bexhill Central has little adult education and lifelong learning provision and few opportunities for resident participation.

Central Bexhill is the town's primary retail core, and also acts as the primary office location for the majority of the town's financial and professional services. The majority of retail units are small, there are relatively few large or standard sized unit shops and there is a predominance of independent traders over national retailers. As consumer patterns have changed over the years more café / restaurant businesses have appeared. Many of the shops also retain a residential upper part, which means that the town centre has a significant private rented sector presence in addition to its retail role. The commercial core site behind the seafront and promenade has seen significant investment in upgrading the public realm in recent years and hosts the De La Warr Pavilion, which is the town's principal visitor attraction. Building on the impact of the De La Warr Pavilion local stakeholders are seeking to support and develop the cultural and creative sector, creating business opportunities for young people and strengthening the links between the cultural offer and the wider businesses community.

3.5.5 Bexhill Sidley

The map and table below show IMD 2010 information for the Lower Super Output Areas of Sidley ward. Sidley ward has 4 LSOAs, with one in each of the first 4 deciles.

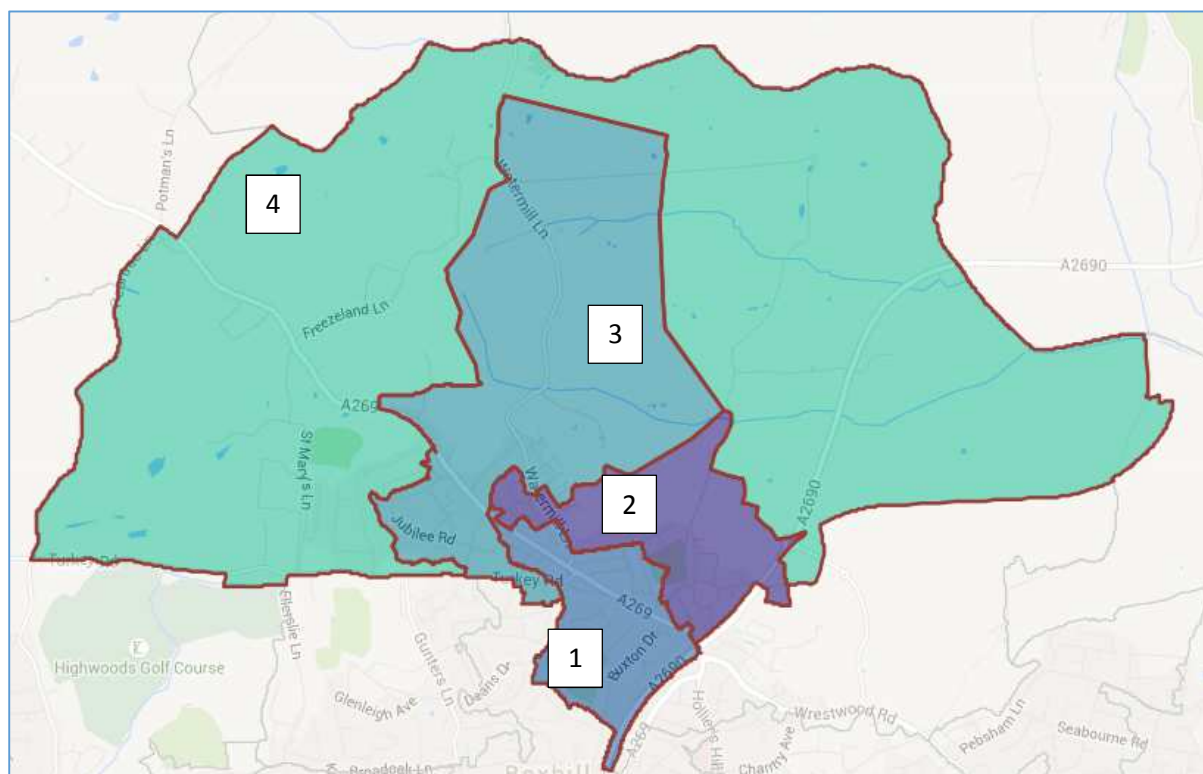


Fig. 3.5.5.i

IMD 2010

Table 3.5.5.a

	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Rother 007D	Sidley	9.6%	7.6%	9.4%	7.1%	12.2%	13.5%	76.1%	30.2%
2	Rother 007E	Sidley	3.9%	2.1%	4.2%	7.6%	4.4%	22.5%	62.6%	25.0%
3	Rother 007F	Sidley	24.2%	16.3%	18.5%	12.9%	31.0%	48.4%	59.4%	62.1%
4	Rother 009G	Sidley	31.3%	37.8%	22.6%	32.7%	18.2%	67.0%	20.1%	65.7%

IMD 2015

Table 3.5.5.b

	LSOA	Ward	Overall	Income	Employment	Education Skills & Training	Health & Disability	Crime	Barriers to Housing & Services	Living Environment
1	Rother 007D	Sidley	11.6%	8.0%	7.6%	3.7%	24.4%	47.1%	75.8%	45.1%

2	Rother 007E	Sidley	3.2%	2.0%	1.1%	1.7%	8.6%	41.8%	67.8%	73.7%
3	Rother 007F	Sidley	28.8%	21.0%	22.6%	11.0%	31.1%	66.1%	75.3%	73.5%
4	Rother 009G	Sidley	38.1%	34.2%	22.6%	38.7%	34.6%	74.7%	36.8%	74.3%

Like the other large social housing estates in the CHART area, Sidley is characterised by very poor indicators indeed, particularly in relation to income, employment, skills and training levels as well as health and disability. Although not far from the town centre as the crow flies, Sidley is notoriously poorly served by public transport, and the decline to an indicator of being in the worst 1% of localities for employment in the whole country points to the more or less complete absence of local jobs.

At the same time the Sidley Lottery funded Big Local project has begun the process of identifying local needs and opportunities, highlighting reductions in childcare and children's / young people's facilities as problems (including access to work for caring parents), and the rapid decline in local businesses particularly retail. A major opportunity exists in theory for Sidley, as it is located close to new development land brought into potential use by construction of the Link Road. However, there is no history of such developments leading to local jobs for local people – all too often new jobs, whether in construction, new businesses or site servicing are taken up by people from further away. CHART believes that a strong campaign to work with new developments and to help local people become ready for job opportunities to come will bring dividends.

Sidley is currently a largely residential ward centred around a secondary retail parade, served by local convenience shops but with a high proportion also of take-away food outlets. A high proportion of the housing in this area is socially rented. The principal employment area is at Elva Way, a development of small unit workshops and offices built on former railway sidings. Elsewhere employment space is limited to small individual premises scattered across the ward. Bexhill's principal secondary school, Bexhill Academy, is situated close to the ward boundary. The construction of new homes at North East Bexhill, opened up by the Bexhill-Hastings Link Road and associated distributor roads, offers employment and training opportunities, and the commercial allocations will provide a significant amount of new employment space.

4 A description of the process of community involvement in the development of the strategy: Led by the Community

CLLD is by definition a process that should be led by local communities. Community participation should of course go well beyond this, and CHART has seen the active involvement of local people in its inception and design, and also in our plans for its future management, oversight and evaluation (as detailed in the sections below on the Local Action Group). In this section we describe the work that has been done so far with and by local people and their organisations, along with other local stakeholders, in the preparation of this strategy.

SELEP's publicity and networks brought knowledge of the CLLD opportunity to relevant areas at an early stage, and across Hastings and Rother local organisations began discussing the possibility of a bid during December 2013, facilitated by bodies such as the East Sussex VCO 'Speak Up' forum. In Hastings and Rother, the two Councils for Voluntary Service, Hastings Voluntary Action (HVA) and Rother Voluntary Action (RVA), working with the Borough and District councils and other local groups, came together to identify the dimensions of the opportunity and most importantly to assess

and confirm joint commitment to developing a compelling case for Hastings, St Leonards and Bexhill. During this process local community groups and organisations were actively involved – the process working through the wide range of established networks such as Hastings and Rother Community Network (155 members representing 91 member organisations), other forums and relationships, and extending well beyond the VCO sector to draw in strategic level players such as the Clinical Commissioning Group and Housing Associations.

Following successful submission of a first round CLLD bid to secure support to develop the local partnership and produce this strategy, a more intensive period of community participation, development of our ideas and understanding of the issues has taken place over the spring and summer of 2016.

This has involved a programme of consultation in the CHART target communities, with community members and smaller local organisations. The two local umbrella groups for the voluntary sector, HVA and RVA played a particularly important role in spreading the message and encouraging and passing through the perspectives of local organisations, including through the Hastings and Rother Community Network.

Our approach from the start prioritised working with the grain of existing contacts and organisations – Hastings and Bexhill’s rich mix of VCOs provided many opportunities for consultation to run alongside events and meetings which were already taking place, helping maximise opportunities for participation and linking development of CLLD to the current situation rather than as a separate, isolated initiative. This approach also included working with business organisations and at events where business is present, notably the Bexhill Jobs Fair which was attended by several hundred local residents looking for work, with opportunities made available by dozens of employers and learning providers.

The following table sets out the most important consultation and participation opportunities that we were able to undertake:

Table 4.a

Area	Consultation, meetings etc.	Date /numbers	Sectors represented
CHART wide	‘SWOT’ session: facilitated discussion of key issues at CHART level and specific to the target Wards, with wide participation by VCOs; resident representatives; statutory bodies; business.	26/4 32 Participants	Resident (Res); Community Organisation (CO); Voluntary Sector (VS); Public (Pub); Private (Pr); Housing provider (HP); Education provider (EP)
	Bexhill Skills and Jobs Fair: employers, training providers and large number of local job seekers brought together to fill places and identify openings, many direct discussions held to identify in particular business recruitment needs and job seeker ambitions. On offer 46 jobs; 21 work experience opportunities; 21 apprenticeships; 14 advice opportunities	29/4 51 exhibitors, 607 participants	Res; Pr; EP; Pub; VS

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	HBC SWOT session with community based and client facing staff exploring barriers and opportunities for innovation. Facilitated discussion	12/5	Pub
	Hastings and Rother Community Learning Forum: participation in routine meeting to promote CHART and harvest feedback from wide selection of learning, training and community based provision organisations. Presentation to group followed by Q&A	19/5	Pub; EP; VS; CO
	Creative Industries meeting: specific session based on priority growth sector in CHART, participation by businesses, local cultural providers, local residents and artists, arts based co-operatives etc, specifically focused on contribution of cultural development to regeneration and employment stimulation. Facilitated discussion	27 June 13 participants	Pub; Pri; Res; CO; VS
	Consultation with Women's Voice, focus in particular on BME and women's opportunities for business creation and ideas for better support provision		Res; CO
Central St Leonards, central Hastings	Consultation discussions with users, staff and volunteers at Fellowship of St Nicholas, highly active locally based community organisation and training provide. Discussion on mental health as main barrier to paid work, benefits of volunteering, local initiatives working well and potential value of CLLD e.g. in helping with self employment	21/6	VS; Res
	Consultation discussions with users and staff at Hastings Works, social enterprise and employment agency providing employability and training support to Hastings residents, complementary to mainstream services. Face to face discussions.	7/6 3x staff 3x clients	VS; Res
	Meetings with Hastings Furniture Service staff, volunteers and residents / users in both Hastings to explore issues, responses, potential for investment in training and business facilities. Face to face discussions	24/05 2 staff 10 volunteers	VS; Res

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Hollington (including Wishing tree)	Meeting with local VCOs and residents, coordinated by Horizons Community Learning, to discuss local conditions and opportunities including barriers to work and training, effective local initiatives and potential use of CLLD	16/5 C12 participants	VS; CO; Res
	Discussions with local residents at Community Café session on needs and opportunities	08/06 2x Vols 1x Staff 5x clients	Res
North East Hastings (including Ore, Tressell and Baird)	Discussion with NE Hastings Big Local group, wide representation of local residents, volunteers, social housing providers and statutory bodies, particular focus on how to build on Big Local investment. Presentation to meeting followed by Q&A and discussion	6/6 12 participants	VS, Pub; HP; Res
Central Bexhill	Consultation session with Bexhill Town Team, including business owners, residents, Chamber of Commerce and statutory agencies, particular focus on ways to overcome isolation in town centre and boost business opportunities. Presentation to group followed by Q&A and commentary	9/6	Pub; Pr; VS; CO; Res
	Meetings with Hastings Furniture Service staff, volunteers and residents / users in Bexhill to explore issues, responses, potential for investment in training and business facilities. Face to face discussions	24/05 Bexhill: 5 staff/vols 10 Public	VS; Res
Sidley	Consultation session with Big Local group with wide representation from different sectors on local issues, including role of social housing providers	12/5 10 participants	Res; Pub; HP; VS; CO
	Consultation with residents Sidley fun day – one to one discussions	31/5 6 interviews	Res
CHART	Local Action Group meetings:		
	Inception meeting, initial TOR, outline of process and strategy	16/5	CO, Res, VS, Pub, Pr, EP
	Needs assessment, identification of strategic responses	16/6	CO, Res, VS, Pub, Pr, EP
	Discussion / agreement of work packages	27/7	
	Final discussion / endorsement of strategy	22/8	CO, Res, VS, Pub, Pr, EP

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In addition to consultations undertaken directly, CHART is also based on evidence from other community based work from the area. This includes in particular work sponsored by the NHS Hastings and Rother Clinical Commissioning Group as part of the strategy to challenge health inequalities and develop local community based health and wellbeing centres; the extensive background work and programme development undertaken by the Big Local programmes in Sidley and North East Hastings; and the regular resident engagement programmes of the AmicusHorizon and Orbit Housing Associations in Sidley, Hollington and Ore.

We also see local businesses as being part of the community, and we have explicitly included business alongside individuals and communities in our model of where CHART will deliver impact. The following table sets out the consultations that have taken place in addition to the above which were specifically focused on business:

Table 4.b

Area	Consultation, meetings etc	Business/ Organisation	Date /numbers	Sectors
All	Open Space event, initial consultation with creative businesses and key stakeholders	Kurt J Lesker, Crafty Crab, HVA, Blizzard Beaming, Employment Pathways, AmicusHorizon, Craftivists, Endwell Productions/The Old Chemist, 18 Hours, The Stinger, Culture Shift, Tempo Arts, Stories Into Light, Sussex Learning Network, Rye Studio School.	20/06/2015, 28 ppl	(Pr), (EP), (PuB)
All	Meeting with Jerwood (Art Gallery) to discuss employable and outreach work.	Jerwood (Art Gallery)	25/2/16 & 2/8	Private (Pr)
Castle	Attended Healthy High street meeting, to discuss employability with high street retailers.	Boots, M&S, Greggs, Santander, EE, St Leonards Market retailers	06/04/2016; 10 ppl	(Pr)
Castle	Meeting with Rock House, to discuss incubator space / growth of creative industries.	Rock House	04/05/2016; 5 ppl	(Pr)
All	Meeting with Let's do business Group & Hastings Chamber of Commerce to discuss business support, enterprise skills , mentoring, supporting those furthest from the labour market.	Let's Do Business/ Hastings Chamber of Commerce	26/05/2016; 3 ppl	(Pr)

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Bexhill/ Sidley	Meeting with De La Warr to discuss supporting creative SMEs, incubator space.	De La Warr Pavilion (Gallery/ Theatre/ venue)	22/06/2016; 3 ppl	Public (Pub)
All	Meeting with Business East Sussex, to discuss business support needs for micro businesses within the CHART area and small business loans	Business East Sussex (Growth Hub)	13/07/2016 ; 4 ppl	(Pr)
All	Meeting with SCCH to discuss supporting creative industries/ SMEs	Sussex Coast College Hastings (SCCH) FE college	14/07/2016 ; 3 ppl	(Pub); Education provider (EP)
All	Meeting with the Hastings Business Connector to discuss employability within the CHART areas and support from local businesses- Saga/ Morrisons	Business Connector, Prince's Trust	15/07/2016 FB	Public (Pub)
Hollington	Meeting with Marshall Tufflex to discuss employability, work force planning.	Marshall Tufflex (cable manufacturers)	18/07/2016; 3 ppl	Private (Pr)
All	Meeting with Locate East Sussex, to discuss inward investment into the CHART area and growth sectors- tech/ creative	Locate East Sussex	19/07/2016; 4 ppl	(Pr)
Hollington	Meeting with a number of SMEs at the Innovation Centre, discussing business support and employability and recruitment.	P&S Electrical, Music First Audio, Vector Planning & Design Ltd, Innovation Centre manager	22/07/2016; 4 ppl	(Pr)
Hollington	Meeting with a number of large employers at Churchfields Industrial Estate, Hollington, to discuss employment and skill needs within these sectors and supporting people furthest from the labour market.	Fusion 4 , General Dynamics, Marshall Tufflex, Interface Manufacturing, ESCC Enterprise Coordinator SCCH Engineering/ Work Based Learning Dept.	09/08/2016; 9 ppl	(Pr), (EP)
Castle	Telephone meeting with Trinity wholefoods (expanding social enterprise), discussed employability.	Trinity Wholefoods	15/08/2016	Private (Pr)

Open Space Business consultation

In the run up to CLLD stage 1 application Hastings Borough Council (HBC) in partnership with Rother District Council ran an 'open space' event on the 20th July 2015. 28 attendees were asked to consider the following question:

Drawing on your proven business expertise and knowledge, what are the best support mechanisms and conditions needed for new entrepreneurs to succeed locally?

There were a number of questions which attendees posed, outlined below. Each question posed created a focus group where individuals discussed the issues and suggested recommendations.

Table 4.c

Question/Focus group
<i>"How do severely disadvantaged young people fit into this? Employability = Entrepreneurial success How, why?"</i>
<i>"What is the place of social enterprise & how do we support/encourage social enterprise to develop & grow?"</i>
<i>"How to reach & encourage target community to participate in creative projects & to understand the benefits of involvement in the arts?"</i>
<i>"How can small businesses be supported when they wish to take on staff for the 1st time? Would a 'one-stop' provision of support help new & growing businesses to find out what's out there?"</i>
<i>How can we use arts techniques to free the inner entrepreneur & increase collaboration?</i>
<i>How can local authorities best help to support entrepreneurs?</i>
<i>What are the most productive connections to make between target communities & growing creative sector?</i>
<i>How can people from disadvantaged neighbourhoods best be supported to set-up and succeed in business? What are the things/factors that will prohibit these communities from becoming entrepreneurial?</i>
<i>I want to make something, how do I get the cash to do it?</i>

This consultation, learning from local successful businesses within the CHART area, has been built upon through individual and group consultation between March-August 2016.

There is of course extensive other source material which has been used to develop CHART. The following table summarises some of the documentary material which has been used as background and inspiration for CHART. As discussed above, our approach has been to set CHART in context, which includes taking full advantage of material that already exists rather than focusing solely on new work undertaken by ourselves.

Table 4.d

Source	Produced by	Date
Building Stronger Communities: local resilience event Bexhill report	East Sussex Better Together	2016
Community Insight Reports: Hastings and St Leonards Wards	Amicus Horizon	2015

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East Sussex Better Together	NHS/ESCC	2015
East Sussex Growth Strategy: Doing Business Brilliantly 2014-2020	ESCC	2014
East Sussex Joint Strategic Needs Assessment	ESCC	2015
Getting Started' Big Local North East Hastings	NEH Big Local	2013
Hastings Borough 2016 Needs and Assets Profile	East Sussex Public Health	2016
Hastings Borough Council 'Open Space' event on employment and entrepreneurship	HBC	2015
Hastings and Rother Adult Learning and Skills Strategy 2013-16	LSP	2013
Hastings and Rother Six Point Plan	HBC, RDC	2015
Hastings and St Leonards Cultural Regeneration Strategy	HBC	2016
Hastings and St Leonards Anti-Poverty Strategy	HBC	2011
Hastings and St Leonards Seafront Strategy	HBS	2015
Hastings Business Improvement District Business Plan	Hastings BID group	2016
Hastings Local Plan: Development Management Plan	HBC	2015
Hastings and St Leonards Homelessness Strategy 2016-18	HBC	2016
Heart of Sidley Big Local Community Profile	HoS Big Local	2012
Heart of Sidley Community Plan	HoS Big Local	2012
Journey to Work: Practitioners' experience of employability initiatives in Hastings	Clare Demuth Consulting	2013
LGA Local Growth Programme report	HBC/Deyton Bell	2016
North East Hastings Area Profile, Resident Led Partnership	Big Local NE Hastings	2014
Reducing health inequalities in Hastings and Rother CCG area - A plan for action	H&R CCG	2014
SELEP ESIF Strategy final version March 2016	SELEP	2016
Rother District 2016 Needs and Assets Profile	East Sussex Public Health	2016
SELEP Strategic Economic Plan	SELEP	2014
Skills East Sussex (SELEP Federated body for East Sussex)	Skills Partnership	2015
Social dimensions of urban regeneration: discourses, policies and practices of social sustainability. Case Study: Hastings	Jo Orchard-Webb, University of Brighton	2011
SpeakPlus Project Evaluation	Horizons Community Learning	2014
Towards a National Prospectus for the Cultural and Creative Economy in the South East	SELEP	2016

We are confident therefore that our proposals are based on thorough and participative engagement with local communities, residents and organisations. Notwithstanding this however we are also clear that further engagement is not only needed, but should form a specific part of the CHART programme. Throughout the area our work has identified significant incidence of isolation, lack of engagement and difficulties in developing a consistent, practical long term strategic approach; even in areas where community participation is quite high (particularly in Sidley, Ore and Hollington). Lack of engagement is particularly marked in the privately rented sector in Central Bexhill and St Leonards

where many of those who need to benefit from CHART live. Our proposals therefore include a work package aimed at supporting community development and enabling existing local organisations to develop their outreach capacity and methods. This will include building a significant level of resident involvement into the LAG process, which includes resident representation on the Board, as well as local working groups tasked to work with local people in developing co-designed project specifications. More detail is provided in the description of our work packages, and in Section 7 on management of the programme.

5 Analysis of the development needs and potential of the area

5.1 Consistency, complementarity and synergy

CHART is not filling a vacuum. Strategies and policies at different levels are in place which shape significantly the operating environment for our programme, and which have influenced the development of this strategy. The most significant are shown in the table below:

Table 5.1.a

Regional and East Sussex

SE LEP ESIF Strategy

Overall strategic context for European funds; priority areas for action including promotion of tourism, care sector, social economy; goals for social inclusion and skills development; definition of CLLD outputs and outcomes

(No longer available online)

SE LEP Strategic Economic Plan

Broader economic development strategy including definition of highest priority sectors for investment, including cultural and creative

(No longer available online)

SE LEP Cultural and Creative Prospectus

Clear goals and vision for development of cultural and creative sector in the South East

(No longer available online)

Skills East Sussex (East Sussex Employment and Skills Board, leading on employment and Skills in the county and federated to SE LEP)

Detailed analysis of skills gaps and skills supply across East Sussex and in localities, including focus on visitor economy

<https://new.eastsussex.gov.uk/business/eastsussex/selep/ses/>

<http://www.eastsussexinfigures.org.uk/webview/index.jsp?catalog=http%3A%2F%2F10.128.25.249>

<http://www.eastsussexinfigures.org.uk/webview/index.jsp?catalog=http%3A%2F%2F10.128.25.249%3A80%2Fobj%2FCatalog%2FCatalog225&submode=catalog&mode=documentation&top=yes>

East Sussex Growth Strategy

Economic growth prospects and actions specific to East Sussex and its localities

<https://www.eastsussex.gov.uk/environment/planning/regeneration/growthstrategy>

East Sussex Joint Strategic Needs and Assessment

Needs assessment and identification of community and individual assets in relation to health, wellbeing and inclusion across East Sussex

<http://www.eastsussexjsna.org.uk/index.aspx>

East Sussex Better Together

150 week programme between East Sussex County Council, NHS Hastings and Rother CCG, NHS Eastbourne, Hailsham and Seaford and East Sussex Healthcare Trust to develop a fully integrated health and social care system in East Sussex by 2018

<http://news.eastsussex.gov.uk/east-sussex-better-together/>

East Sussex Strategic Partnership – Pride of Place

www.essp.org.uk

Hastings and Rother

Hastings and Rother 6 point plan

Joint approach to development and regeneration across Hastings and Rother, specifically to stimulate investment, encourage a mixed economy, promote inclusion and ensure a unified approach to local development

<http://www.rother.gov.uk/CHttpHandler.ashx?id=23154&p=0>

Hastings and St Leonards Seafront Strategy

Proposals for development, exploitation and preservation of Hastings and St Leonards seafront, with direct relevance to Central St Leonards and Castle, and wider relevance to all Hastings

<http://hastings.moderngov.co.uk/documents/s2912/Appendix%20-%20Hastings%20Seafront%20Strategy%20Review%20and%20Refresh%202014%20-%202020.pdf>

Cultural regeneration strategy

Statement of intent and specific actions proposed to harness cultural and creative potential in Hastings and St Leonards for regeneration, including support to business and opening access to employment in the creative sector for disadvantaged local residents

<http://hastings.moderngov.co.uk/documents/s11683/Appendix%201%20-%20Hastings%20Culture-Led%20Regeneration%20Strategy%202016-21%20Final%20Draft.pdf>

Healthy Hastings and Rother

NHS Hastings and Rother CCG led programme to address health inequalities in Hastings and Rother, includes investment in community based local health and wellbeing centres and makes clear that employment and employability are determinants of health and wellbeing

<http://www.hastingsandrotherccg.nhs.uk/about-us/plans-and-strategies/healthyhastingsandrother/>

Hastings and St Leonards Homelessness Strategy 2016-18

Strategy developed in recognition of increased homeless presentations in the town and changes in government policy

http://www.hastings.gov.uk/content/my_council/decisions_how/policies_strategies/pdfs/Homelessness_Strategy_2016-2018_-_Final.pdf

Hastings and St Leonards Anti-Poverty Strategy 2011

Statement of intent and specific pledges relevant to CHART

http://www.hastings.gov.uk/content/my_council/decisions_how/policies_strategies/pdfs/anti_poverty_strategy.pdf

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Based on these policies and strategies as well as other mainstream programmes and local initiatives, considerable investment and resources have been deployed over time into Hastings and Rother to ameliorate the impacts of exclusion and disadvantage and attempt to tackle their causes. There are significant foundations for CHART to build upon and enhance. Provision locally comes from a wide variety of sources and with different goals and working methods, and CHART will be constructed so as to dovetail with what is already in place and planned, working to add value and enhance.

The table below summarises the most significant locally available provision and actors operating within the localities, with the target groups, and dealing with the issues relevant to CHART:

Table 5.2.a

Provider/Programme	Relevance to CHART
Job Centre + <i>National mainstream</i>	Mainstream first port of call for unemployed people. Refers to many local specialist services and on to Work Programme
Work Programme (WP) <i>Mainstream South East contract</i>	Programme for long term unemployed offering support and placement
National Apprenticeship programme	New levy and support for apprenticeship provision may offer openings to CHART residents
Building Better Opportunities (BBO) <i>SELEP ESF/Big Lottery</i>	ESF/Big Lottery programme due to begin work early 2017. Targets CHART relevant groups including carers, people with long term sickness, disability, mental health problems, lone parents
SELEP DWP ESF	Focused on long term unemployed in SELEP area, so may overlap with CHART target groups. Important to complement. REED in Partnership appointed to deliver.
SELEP SFA ESF	Likely to include FE College delivery of training as well as apprenticeships accessible to CHART residents
Sussex Coast College	FE College includes functional skills, ESOL, skills training of different types including for adults. Experience of and may continue to deliver ESF skills provision
Horizons CIC	Adult community learning and education provision, including various types of support delivered in Hollington, Ore, Sidley and Bexhill Town
Hastings Works / St Leonards Works	Social enterprise delivering employability support and employment agency services
Learn Direct	ICT and functional skills delivery at present in Hastings from HBC before return to refurbished library
AmicusHorizon	Housing Association with significant presence in Sidley, Hollington and Ore. Delivers employability support for tenants
Orbit	Housing Association with significant presence in Hollington and Ore. Delivers employability support for tenants
Education Futures Trust	Adult Community Learning provision, Family Support, volunteering
Bexhill Hive / DV8	Combined location in Bexhill providing studios/start up space targeted at creative and cultural sector, and FE level training and courses
Workers' Educational Association (WEA)	Adult community learning across Hastings & Rother
Fellowship of St Nicolas	Adult community learning and education provision, including various types of support/ volunteering

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Heart of Sidley	Community resident organisation- Big Local funding
North East Hastings Big Local	Community resident organisation- Big Local funding
Hastings Furniture Service	Community learning, volunteering, provide furniture for people on low incomes
Women's Voice	Women's group, forum for empowerment for local women and delivers events / workshops
The Links Project	Support for excluded BME population- Asylum seekers, refugees and new migrant communities
NHS Hastings and Rother CCG - Healthy Hastings and Rother programme	Programme to address health inequalities
CAB	Legal advice and general advice on, debt, welfare benefits, housing
Credit Union	Debt / financial advice service
Sea View Project	Open access wellbeing centre, provide housing and personal development support
Money Advice Service	Debt / financial advice service
STAR Substance-misuse	Drug and alcohol recovery service
Tomorrow's People	Employability support and provision- lone parent/ young people
Homeworks	Provision/ support for people experiencing housing difficulties
Shaw Trust	Supporting people with disabilities to find employment - Work Choice provider
Southdown Housing	Housing and specialist support, mental health recovery programmes
Hastings Voluntary Action	Umbrella group and lead representative for voluntary sector in Hastings and St Leonards, vital communication and liaison resource
Rother Voluntary Action	Umbrella group and lead representative for voluntary sector in Bexhill and Rother, vital communication and liaison resource
Bexhill Chamber of Commerce & Tourism	Chamber for Bexhill, keenly interested in developing and supporting local business and securing supply of skills, training and advice for business growth
Hastings Area Chamber of Commerce	Chamber for Hastings and St Leonards, keenly interested in developing and supporting local business and securing supply of skills, training and advice for business growth
Let's Do Business	Primary provider of business support locally including for entrepreneurship, start ups, and SMEs
Sea Space Sussex	Joint local stakeholders venture to promote local regeneration, particularly physical
Bexhill Town Team	Bexhill Town Team and Coastal Community Team. A voluntary body connecting businesses, voluntary groups, and residents, working together to secure a sustainable and prosperous town centre for all who use it
St Leonards Town Team	A voluntary group connecting businesses and residents within central St Leonards
Skills East Sussex, Careers and Enterprise funding, Progress project and Enterprise Adviser network	Supporting young people with timely careers advice and interventions

East Sussex Children's services	Deliver Family Learning across East Sussex. Working with schools, Children's Centres and Community venues to provide learning opportunities for family members (particularly those with low or no qualifications and from areas of deprivation) to support their children's learning and develop their own skills
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Other EU funded initiatives within the CHART area throughout the 5 year programme of activity

It is understood that CLLD funding cannot duplicate provision funded through other sources, it is also expected that when other funding streams become live across the area, these may affect the CHART locality. Other provision funded through ESIF and national funds, which relate to the CHART area will be identified by the Accountable body throughout the programme period, via consultation with LAG members, delivery Partners, Strategic partners and subcontractors. They will also be identified through the Accountable Bodies officer attendance at regular county and LEP wide meetings such as the:

- Economic Development Officers meeting
- Team East Sussex board meetings
- Skills East Sussex meetings
- SE LEP meetings
- SE LEP coastal Communities group
- Business East Sussex steering meetings
- Locate East Sussex steering meetings
- External Funding officer meetings (ESCC and HBC).

5.2 The SWOT analysis

The discussion of the localities above highlights particular issues for the CHART. In the table below we seek to summarise the main strengths and weaknesses across the CHART area, as well as looking forward to opportunities for progress but also threats. The 'SWOT' is based on the extensive consultations undertaken in the area under the auspices of the Local Action Group (see chapter 4) and on analysis of key economic and social indicators, and attempts to identify key messages.

Table 5.2 a

<u>Strengths</u>	<u>Weaknesses</u>
People Individual capabilities and skills Diversity of people and experiences Communities Identity, spirit, independence Self-help & volunteering Experience of forming organisations and achieving locally driven change, for example Big Local initiatives in Sidley and North East Hastings Business and jobs Strong sectors: cultural & creative, concentration of hi-tech engineering Unfilled positions, continual entry level opportunities	People High & multiple incidence of factors hindering progress to employment Significant health issues Very low labour market participation for particular groups Low aspirations, motivation Poor skills base even for entry level jobs Isolation Communities Concentration and persistence of disadvantage Hard to reach communities Low resilience Businesses and jobs

<p>Experience of start-ups and entrepreneurship Strong local developer (Sea Change)</p> <p>Connections and services Strong VCO sector Strong partnership traditions between all sectors Signs of improving educational performance in some localities</p> <p>Context Low property prices and rents, low business entry costs Appealing locations and setting Well-developed strategies for intervention Powerful success stories (Pier, Link Road, The Source, 950 Celebrations, ROOT1066)</p>	<p>Over reliance on micro businesses, weak, fragile businesses Over reliance on public sector employment Low skills base, many unqualified even for entry level jobs Low wage, seasonal, unstable labour market Hard to fill higher skilled positions Barriers to self-employment and entrepreneurship including lack of advice, benefits regime, lack of accessibility in deprived areas, high start up costs Access to finance difficult for many businesses Shortages of affordable business space Lack of hotel beds and conference facilities</p> <p>Connections and services Lack of localised provision for example employment and business advice, health services Poor education / learning provision in recent times Weak provision of employment support for older people Poor transport links particularly out of area</p> <p>Context Image, reputation for example amongst inward investors Transport and communications Poor housing stock, particularly in some locations</p>
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Table 5.2.b

<p><u>Opportunities</u></p> <p>People Unexploited skills, creativity and motivation for change in local residents Arrival of new residents in CHART and wider area with new skills and ideas Willingness to participate</p> <p>Communities Build on existing experience, infrastructure Good understanding of community needs and effective responses</p> <p>Businesses and jobs Build on strongest sectors Public sector employers could do more to support transitions to employment and improve their own practices Action to fill emerging job opportunities e.g. construction More space for 'growing your own job' Demand for start up and business growth support Offer more employment support to SMEs and</p>	<p><u>Threats</u></p> <p>People Persistence of negative trends, increasing concentration of disadvantage Failure to support younger people will perpetuate disadvantage Persistent and unsolved barriers to flexible working hinder access to local workforce talent</p> <p>Communities Transient, rootless communities – hard to engage, little commitment to locality Possible increase in community tensions</p> <p>Businesses and jobs Skills shortages lead to business exodus Businesses too weak to build capacity Withdrawal of University Reduction in public sector employment Continued limited access to finance</p> <p>Connections and services Reduced public resources, services Increasing pressures for organisations to</p>
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<p>micro businesses to meet their needs / create new opportunities / retain jobs Exploit growing / improving locations (Central St, Central Bexhill) Relevant new initiatives and developments Social economy offers transition and intermediate routes towards employment for most marginalised Growth of creative community in Hastings, St Leonards and Bexhill</p> <p>Connections and services Existing provision to be better harnessed / coordinated Interest in / experience of social entrepreneurship and enterprise, community businesses, co-ops, 'innovative' finance (social investment) Use departure of University to rethink higher education provision Changes in public sector provision created opportunities for social economy provision Potential to link employability and health for example through East Sussex 'Better Together' programme and its focus on community assets</p> <p>Context 'Spaces' and premises available, including new work space Link road, new housing and business space Growing visitor economy Forthcoming policy changes e.g. Apprenticeship levy, possible further devolution of skills and learning provision Raising Participation Age strategy shortly to be released by ESCC about engaging young people up to age 25 in learning/employment</p>	<p>compete Fragmentation, pushed to short term responses Lack of supported capacity to turn ideas and initiative into deliverable, fundable projects</p> <p>Context Shrinking public provision Rising property prices, gentrification / segregation Persistence of negative image as a serious place to do business or live Continued poor transport connectivity notwithstanding Link Road, particularly rail, public transport to outlying areas and congestion Brexit threat to economy and functioning of labour market Ending of EU funding and uncertainty over whether there will be any replacement</p>
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CHART will focus on employment and business sectors with the best prospects for growth and job creation. The South East Local Enterprise Partnership (SELEP) identifies in its economic strategy a number of 'high potential'²⁰ sectors, many of which apply directly to Hastings and Bexhill. These are echoed in the East Sussex Growth Strategy and Skills East Sussex, the local Employment and Skills Board, have adopted five of these sectors, with the greatest employment and growth potential to focus on across the County. Whilst the target groups for CHART may take time to progress towards higher skill levels, there remain potential opportunities for entry level and support roles in businesses which do develop and maintain a presence in the area. At a local level those most pertinent are

²⁰ SELEP Strategic Economic Plan 2014

- Engineering & Advanced Manufacturing :- with Hastings in particular having a leading cluster of vacuum technology businesses and engineering companies
- Visitor Economy: -Tourism and leisure are traditional mainstays of the seaside economy, and with signs of growth in recent years as new and refurbished attractions such as the De Le Warr Pavilion in Bexhill and Jerwood Gallery in Hastings attract new visitors, and accommodation and dining options improve
- Digital and Media (includes creative and cultural):- with a growing number of small business and self employed artists and creative enterprises attracted by low start up costs, suitable facilities and a cluster effect
- Health Care (includes social care): - with growing demand for care provision in Hastings and Bexhill due to an ageing local demographic.

In addition to sector specific employers, the area also has a lot of social enterprises and NGOs, many of which deliver services across a range of different economic sectors. Many of the more established community sector organisations within the area are potential beneficiaries of the East Sussex Social Enterprise Strategy

In addition to sectors identified by SELEP, a number of others are also important in their potential for employment growth or maintenance, including:

- Professional and Business Services: - there are several significant contact centres, with Saga in Hastings and Hastings Direct in Bexhill in continual search for staff
- Construction: - with both housing and business development opportunities opened up by the new Link Road, as well as specialist construction and refurbishment skills needs for the rich built heritage of the area
- Wholesale Retail and Motor: - there are many SMEs located in the CHART target communities, including retail, leisure, light industrial and services, with a need for action to support local business's continued presence in deprived communities
- The public sector

Inward Investment Review:

Aiding in informing this strategy was a LGA funded piece of work. Between March and May 2016 an Economic Advisor was commissioned to review inward investment provision across the assisted areas within Hastings and Bexhill. The report is available upon request.

However two key findings from a select group of interviewees are as follows:

Skills

Highlighted by many interviewees as the most significant weakness in Hastings and surrounding area, and the biggest threat to future economic growth, was the low attainment of young people from the publically funded school system, their aspirations, and the availability of skills needed by employers.

None of these critical factors can be solved (or improved) quickly. In addition to continuing to push for relationships with schools in order to help young people become work ready and realistic about their opportunities, there does seem to exist the opportunity to work more closely with FE and HE providers. FE colleges will have more flexibility from the summer of 2016 to offer more non-accredited programmes if contributions are made to the training.

At the recent East Sussex Skills Summit, businesses again stated that many younger people do not have the skills needed to enter the workforce. These comments resonate with the 2014 British Chamber of Commerce Skills Manifesto²¹. Whilst CHART will not duplicate provision for school leavers, it will identify if funds can be deployed to assist those who have not had access to this type of provision previously, or look at different sectors of the population whereby the support available to school leavers could be translated to older participants or those with mental health or learning disabilities. One such example is working with Skills East Sussex or Talent Match, aligning their 18-24 offers with a CLLD provision which enhances/adapts current methodology to a different participant group.

Therefore it could be beneficial for CHART to lead and facilitate a skills initiative, with local employers in key sectors (suggested to be manufacturing, construction and call centres (customer service), to encourage the development of a home grown labour pool that meets local employer's needs.

Sussex Coast College Hastings (FE College) has advised that their skills training for Engineering and Construction is at capacity at their campuses, with no room to teach adults learners. CHART could mitigate this by working with the college and businesses in developing, portable, onsite training and programme of learning for beneficiaries in the CHART localities within the Industrial Estates in Hollington and the construction sites within North East Bexhill.

Self-employment

A focus on self-employment and small business start-up, in addition to provision already available, could also make an impact in the short term for Hastings and Bexhill. Self-employment is frequently an overlooked but practical option for those who have had difficulties within the traditional educational system, or are struggling to find employed positions, and increasing the start rate of sustainable micro businesses can quickly contribute to new jobs and other economic benefits.

Such an initiative would not be without its challenges as it would necessarily involve a training provider, the Growth Hub and possibly the provision of additional incubator space, and business support. It could focus upon key sectors, including retail and creative, where opinion seems to agree that the business skills required to run sustainable micro and small enterprises are lacking.

Some views expressed (within the Inward Investment review) seem to indicate that a similar approach to self-employment support for the over 50's could have a positive impact on the numbers of residents who are economically inactive, with resultant benefits to the local economy.

Supporting micro- businesses

Hastings Borough Council (HBC) and other LAG partners (East Sussex Growth Hub- Business East Sussex, Let's Do Business Group, Locate East Sussex and East Sussex County Council) have significant experience in delivering business support and managing grant and loan finance programmes. This strategy builds on recent experience within this area. With regard to financial support, many funders are unable to finance individuals with no identified match, low job outcomes or poor credit rating. Funded business support functions such as Business East Sussex are only able to support a limited number of pre start-up businesses, their main focus is on SMEs or Start-ups who have a concept/business plan. The amount of time they are able to spend with these businesses is also limited, and yet it is that face to face support which is most needed.

²¹No longer available online.

There is need to support pre start-ups micro and SMEs, not just through grants and loans, but through peer mentoring, signposting to other resources and advice beyond what is available currently.

Through experience of funded grants programmes such as the Regional Growth Fund (RGF) funded SUCCESS programme and ES14 (East Sussex Invest) recipients needed support far beyond the point where monies were defrayed and milestones hit. The businesses were supported through the application process, but this support dropped off after funding. These fledgling businesses still require support and guidance, to continue to grow and succeed. Business mentoring seems a key need – based on HBC's experience of running the Creative Tourism Mentoring Network through CCF funding.

As outlined throughout this strategy the creative industries is a key growth sector for small and micro businesses, this area is further supported/enhanced through the presence of the Jerwood Gallery and The De La Warr Pavilion and the Coastal Cultural Trail (<http://www.coastalculturetrail.com/>). In recognition of the creative and cultural sector importance in this area a new SE LEP wide ERDF bid CIN (Creative Innovation Network), which if successful will see a post located in the growth hub which will offer support to creative businesses in Hastings and Rother. They will have a budget to develop skills or offer financial support to creatives within this area. This programme is proposed to run for 3 years – 2017-2020. CHART will articulate with this programme, working closely to identify gaps in the provision, ensuring that individuals from the CHART area can access this support – or build on support already given to aid these individuals in pre-start-up phases to develop skills to enable them to grow the creative sector and support this burgeoning community.

CHART will sculpt its development of skills and business development through past experience and lessons learned, ensuring coordination, articulation but not duplication of support already available.

6 Description of the strategy and its objectives: What to do? The Chart Strategy

6.1 The intervention logic

CHART's aim is *'to improve the life chances of residents in the poorest and most marginalised places in Hastings, St Leonards and Bexhill by improving access to employment, strengthening communities and supporting local enterprise'*.

Our work will be underpinned by some clear principles.

- A focus on the least supported, the most vulnerable
- Building the local job-creating economy
- Seizing employment and enterprise opportunities
- Integrated and innovative
- Locality focused
- Participative, and inclusive
- Drawing on the best and most distinctive local strengths and assets
- Promoting resilience and self help
- Challenging discrimination and questioning assumptions

- For the long term
- Active promotion of sustainability and equality of opportunity

Based on:

- Working directly with people
- Mobilising and strengthening communities
- Supporting new and existing businesses

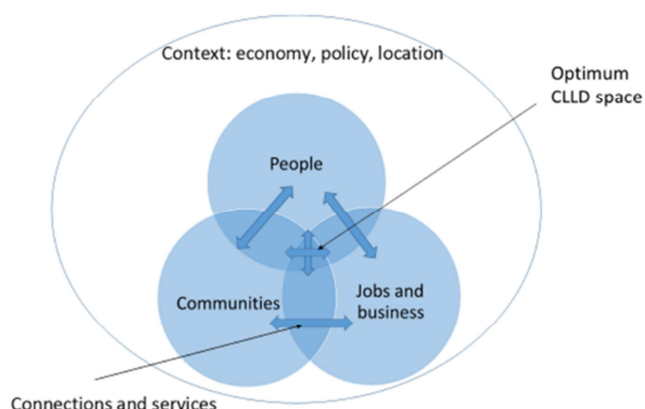
The CHART approach will prioritise integrated and mutually reinforcing interventions. A drawback of many previous and current initiatives is over concentration on the delivery of narrowly defined outputs and outcomes. The refurbishment of premises to provide business space for small companies and start-ups for example tends to be just that – a need is identified, and an organisation is simply commissioned to deliver the finished premises which are then let out by the location's management. In the CHART approach, we look at an initiative like this in the round. Who will carry out the refurbishment? Is there an opportunity to involve people from the CHART area, for example through on-the-job training? How will the premises be managed and maintained? Could CHART support the creation of a locally owned social enterprise to do the job? How will the new premises be marketed? For new companies moving in, can CHART help them to source workers, apprentices, suppliers locally?

The CHART approach will also support practical partnership for mutual benefit. Across Hastings and Rother for instance the NHS Clinical Commissioning Group is delivering a major programme of work to tackle health inequalities. Poverty and unemployment are closely linked with poor health outcomes, and collaborative working may offer the chance to tackle them simultaneously by, for example, supporting employability service delivery from the health and wellbeing centres which the CCG is developing in the same communities where CHART is targeted.

The diagramme below illustrates this philosophy, showing how the three targets of our work – people, communities, businesses – overlap with each other within a local economic and policy context.

The CHART model of interacting sectors

Fig.6.1.i



6.2 Objectives

We have established five clear goals for CHART based on these ideas, four related to the target groups (individuals, communities, businesses) and one cross cutting goal. Each goal has an associated work package which will form the basis for invitation to tender:

Table 6.2.a

Goal 1	Goal 2	Goal 3	Goal 4
Strengthening assets of value to local communities	Enterprise and business support	Community development and capacity building	Employability support
<p>To invest in physical assets such as premises, work units, training centres, community facilities and capital equipment in support of local communities and businesses.</p> <p>To leverage additional investments to strengthen assets underpinning the local economy and labour market</p>	<p>To contribute to the integration, effectiveness and sustainability of the support system for employment and business support in the CHART area</p> <p>To support the creation and maintenance of local enterprises which offer jobs and opportunities to local residents</p> <p>To help create a favourable environment for new and existing enterprises with the best job creation and growth potential to thrive in the Hastings, St Leonards and Bexhill economic area</p>	<p>To build the capacity, motivation and confidence of local communities to identify and tackle issues of importance to them, and maximise the use of community and organisational assets of all kinds (not just physical)</p> <p>To harness and strengthen the assets of local communities in the CHART area to support local people towards work</p>	<p>To provide new and improved routes towards and into paid occupations for people in the CHART area who at present are least able to progress</p>
Goal 5			
Management, administration and evaluation			
<p>To manage and deliver CHART in full conformity with the requirements of the CLLD programme, delivering the greatest value for money and beneficial outcomes for CHART residents</p> <p>To experiment with new approaches and models with the best potential to overcome entrenched and persistent social disadvantage and economic decline, drawing on the experience and ideas of local people, our peers elsewhere and the best of global experience</p>			

These goals are spelled out in more detail below, describing the types of activity eligible for each. It should be made clear that this does not mean we will be supporting all of these areas of activity, and development of the CHART programme will lead to more specific focus based on needs and opportunities. However, in the context of this strategy these are the sorts of work that are contemplated:

Goal 1: Developing physical assets of value to local communities

To invest in physical assets such as premises, work units, training centres, community facilities and capital equipment in support of local communities and businesses.

To leverage additional investments to strengthen assets underpinning the local economy and labour market, by:

- Investing in improvements to business premises in the CHART local area and Hastings / Bexhill economic space which offer the potential to create employment openings and provide routes towards employment (including apprenticeships, traineeships, volunteering etc), particularly those related to sectors with the best growth and employment creation prospects
- Provision of suitable business premises including new units tailored to sector needs, support for refurbishment and equipment fitting out, including high specification affordable and flexible business incubation space with high speed connectivity and with linked business support
- Supporting investment in physical assets that will promote the development of enterprises strongly linked to the needs, opportunities and ideas of local communities, including social enterprises, cooperatives, and community owned business, also including joint ventures and ownership
- Maximising the use of fixed local assets, such as children's centres, sports facilities, or complementing and helping the development of community based health / wellbeing centres through the local CCG Health Inequalities programme with the goal of both increasing provision through them of employability support and creating employment, training and volunteering opportunities
- Making available capital grants to enterprises to acquire equipment or capital goods with the potential to improve their performance and ability to create employment or training openings for CHART residents

Goal 2: Enterprise and Business Support

To contribute to the integration, effectiveness and sustainability of the support system for employment and business support in the CHART area;

To support the creation and maintenance of local enterprises which potentially offer jobs and opportunities to local people;

To help create a favourable environment for new and existing enterprises with the best job creation and growth potential to thrive in the Hastings, St Leonards and Bexhill economic area, by:

- Capacity building to improve services through vertical integration (along the pathway to employment, and stages of business development) and horizontal integration (working to reduce overlaps, improve coordination, share facilities, joint communication), including:
 - Identifying and meeting training needs for improved effectiveness amongst business support agencies
 - Improving flows and consistency of information between organisations and with people, aiming to reduce duplication, avoid waste and increase speed, for example at transition points

- Bring together marketing, publicity, information about services, opportunities so that individuals and communities are better and more effectively informed
- Supporting identified key growth sectors in the local economy, as identified above, and including social enterprises, community businesses and cooperatives, in particular where jobs suitable for local people can be created, including:
 - Specialist growth support for micro and very small businesses (opportunities for growth, mutual support, collaboration for employment creation, access to supply chains etc)
 - Support with key business processes, particularly those critical for employment creation and maintenance (business expansion planning and financing, HR services, health and safety compliance, identifying and meeting skills needs, workforce up-skilling particularly where this creates additional entry level openings and improves business sustainability)
 - Supporting the creation and management of apprenticeship and traineeships, including exploiting the apprenticeship levy and its ability to support any age group
 - Provision of highly targeted, time limited wage subsidies for sustainable jobs in target sectors/locations to be taken up by CHART residents, particularly those benefitting from employment support
 - Capital grants or loans particularly for start-ups and growth from Micro to SME businesses
- Supporting development of intermediate employment pathway opportunities for CHART residents, including volunteering, placements, internships, work experience
- Expanding the availability of support for self employment and entrepreneurship for CHART residents including early stage IAG, mentoring and coaching including peer support. This may include support for portfolio and fragmented careers and job profiles, with a particular focus on the creative sector
- Enhancing existing business support services in the area to increase provision to businesses operating in the CHART area, to those with employment creation potential, and to local start-ups / entrepreneurs. This to include:
 - Targeting fragile local businesses, to help develop resilience and sustainability and help maintain their local presence, with support tailored specifically to local sectors – for example small/owner occupied retail outlets, workshops
 - Active steps to offer support very locally in the CHART areas including direct contacts to local enterprises particularly those rarely engaging with support such as some BME owned businesses
- Providing specific support for new and existing social enterprises, community owned enterprises or cooperatives
- Supporting through training, advice and guidance the development of enterprises strongly linked to the needs, opportunities and ideas of local communities, in particular social enterprises, cooperatives, and community owned business, also including joint ventures and ownership

Goal 3: Community development and capacity building

To build the capacity, motivation and confidence of local communities to identify and tackle issues of importance to them, and maximise the use of community and organisational assets of all kinds (not just physical)

To harness and strengthen the assets of local communities in the CHART area to support local people towards work, by:

Connecting Hastings and Rother Together (CHART) Local Development Strategy

- Working with established and new community based organisations and support organisations to define in detail responses to persistent social and economic disadvantage in the CHART area, and to build the necessary capacity and networks to deliver appropriate responses
- Supporting existing local and community organisations in the CHART areas to be more resilient and effective, and to develop or enhance work they do to support residents towards employment or create local jobs
- Developing and delivering a programme of community based events and activities specifically designed to deliver multiple CLLD relevant benefits, for example local arts and culture driven initiatives (support for key sector) providing paid opportunities for residents (income), volunteer involvement (employability, confidence building, community participation), use and development of premises (community facilities, local income retention)

Goal 4: Employability Support

To provide new and improved routes towards and into paid occupations for people in the CHART area who at present are least able to progress are least able to progress at present, by:

- Providing and coordinating packages of support to individuals which address multiple issues simultaneously, and provide continuity of support over extended periods to move people into work and help maintain them there, including:
 - Addressing and overcoming personal barriers (health, disability, debt, domestic circumstances, affordability of support such as training)
 - Addressing practical barriers (location, transport, caring responsibilities, language, education and training)
 - Offering continuing support, for example personal mentoring, job coaching, linking with employers, developing continuity of information such as personal records
 - Supporting the availability of lifelong learning and education opportunities
 - Supporting the creation of training and apprenticeship openings particularly in key growth sectors and where businesses need support to manage placements
 - Managing transition points for example between volunteering and training, or training into work
- Supporting community based education and lifelong learning provision
- Supporting people of all ages to prepare for and be successful in Apprenticeships and Traineeships
- Prioritising the building of the specific skills and experience most needed in the local economy, particularly entry level jobs, including
 - Customer services, in particular in contact centres
 - Social care
 - Construction
 - Creative, media, cultural and digital industries
- Working with the area's well established experience and infrastructure for volunteering for example to provide more supportive capacity, and create new volunteer positions on the pathways to employment, including volunteering as way to engage isolated people
- Focusing on identified groups which at present are the least supported (including through being hard to reach, and where existing provision is inadequate or absent) – these vary by location but include:
 - People who are particularly isolated or unreached by existing provision
 - People with long term illness, disabilities, or mental health issues
 - People in need but not eligible for mainstream provision

- Recently arrived residents particularly those with barriers to employability
- Encouraging people to consider all sorts of opportunities and helping them realise their potential; for example navigating the complexities of becoming self employed; or re-training later in life

Goal 5: Management, administration and evaluation

To manage and deliver CHART in full conformity with the requirements of the CLLD programme, delivering the greatest value for money and beneficial outcomes for CHART residents

To experiment with new approaches and models with the best potential to overcome entrenched and persistent social disadvantage and economic decline, drawing on the experience and ideas of local people, our peers elsewhere and the best of global experience, by:

- Forming a representative and active Local Action Group to develop and oversee the CHART strategy and programme
- To agree an accountable body to be responsible for the administration and management of CHART in compliance with all funding requirements
- To monitor work and progress and take corrective action where CHART is in need of support to deliver on its intentions
- To secure adequate and appropriate sources of match funding and ensure the necessary monitoring and audit framework is in place
- Stimulating and supporting innovation and the development, testing and wider application to overcome persistent disadvantage
- Including a research and evaluation programme as part of CLLD to gather and analyse information about the successes and challenges of the programme itself, designed to help improve performance and inform future work locally and more widely
- Gaining an understanding of research and evaluation undertaken in relation to other interventions in the area and in similar localities such as other LEADER and CLLD (including EMFF funded CLLD) programmes (particularly in seaside towns)
- Maintaining and encouraging contact where possible with like-minded initiatives to continue the sharing of experience and value of transnational learning built up over previous years

6.3 An action plan demonstrating how objectives are translated into actions

The overall goals for CHART will be achieved through a number of work packages, specified in detail with clear, 'SMART' objectives, targets and intended impacts. These are set out in draft form in this Strategy, prior to being fully developed in the forthcoming funding application – they will form the basis of procurement calls for projects.

The outputs and results required of CHART are shown in the attached table, based on our assumptions about the scale of CHART which are detailed later in the strategy:

Table 6.3.a

227	Enterprises supported
159	New enterprises supported
170 FTE	Increase in number of people employed locally
636	Entrepreneurs supported
543m2	Space made converted or built for local business use
1689	People supported, of which:
	55% men, 45% women, with 21% in education or training at the end of the programme
	1243 unemployed, with 16% in employment or self employment at the end

Connecting Hastings and Rother Together (CHART) Local Development Strategy

	446 economically inactive, with 34% employed or active job search at the end
	321 aged 50+
	169 from BME communities
	405 with disabilities or long term illness

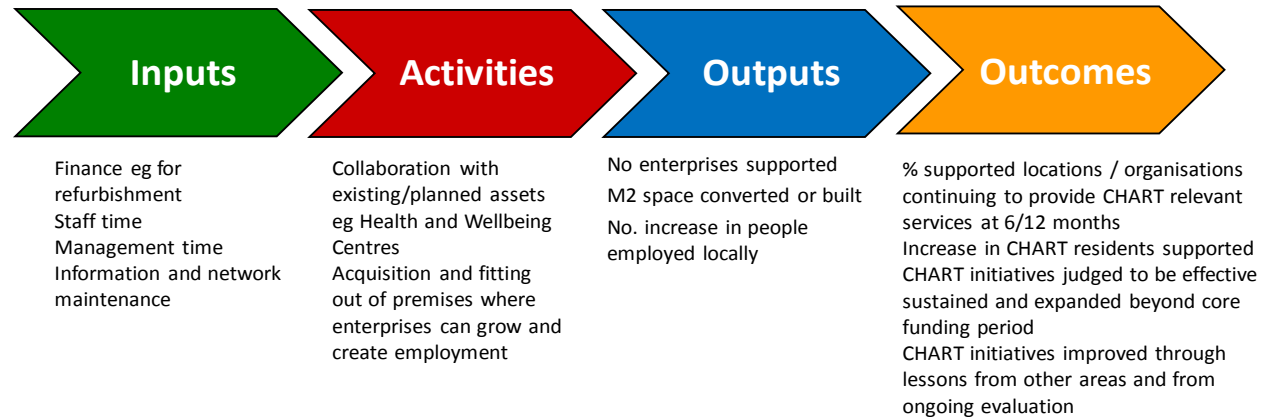
The proposed packages will cover:

1. Assets: developing physical assets of value to local communities
2. Enterprise and business support (including social enterprise): developing local businesses and stimulating new jobs
3. Community development and volunteering: strengthening community identity, resilience and pride
4. Employability support: helping people towards, into and during employment
5. Management, administration and evaluation

The work packages are set out below, showing their overall purpose and how they are expected to work; the inputs, types of work, outputs and outcomes involved; the assumptions upon which they are based; and how they relate to the goals.

Work package 1 COMMUNITY ASSETS: Investment in physical assets for employability and community benefit

Theory of change: Physical assets, in particular premises, provide multiple opportunities for employment development and engagement and for the provision of services valuable in moving people towards paid occupations



Assumptions

There is a link between the availability of local provision and locations and the effectiveness of action to move people towards paid employment
 Actions to strengthen assets can leverage match funding
 Actions to strengthen assets provides additional opportunities to offer placements, training, jobs etc, and this can be managed effectively

Relates directly to:

All goals, particularly business support and community development

Impact:

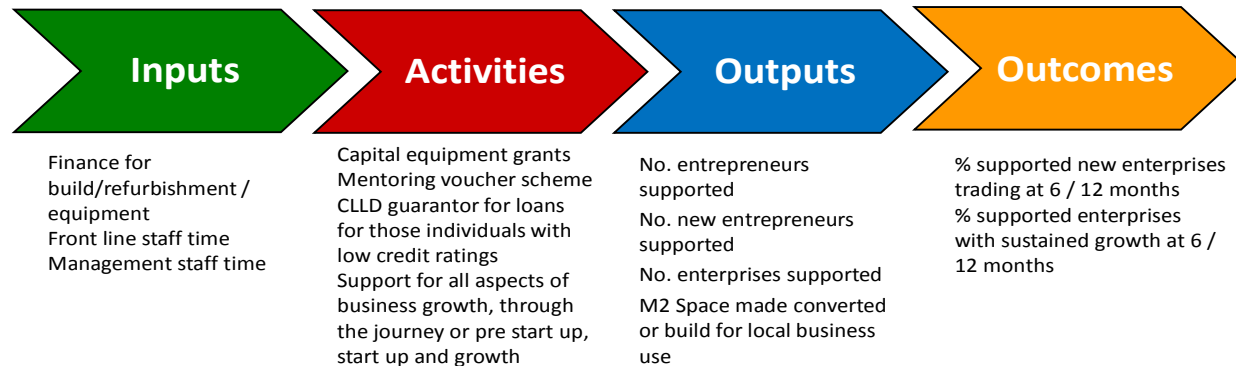
The physical asset base of the CHART area is improved, leading to employment benefits and more sustainable enterprises

Funds:

ERDF (enterprise support, finance)
 ESF (training eg for refurbishment skills)

Work package 2 ENTERPRISE AND BUSINESS SUPPORT: Stimulating local entrepreneurship and business growth, particularly in target sectors

Theory of change: Provision of practical support for people starting business or to businesses with clear growth potential will make them more successful and provide more people with sustainable incomes



Assumptions

There are both enterprise opportunities in the Hastings and Bexhill area and people with the interest / aptitude to exploit them successfully
 Providing support for new start ups and business growth increases their likelihood of success and ability to create new employment
 Barriers to start up and growth include lack of access to appropriate advice, finance, physical space
 Businesses located in the CHART area are vulnerable, need support and will be receptive to assistance
 The problems experienced by local businesses are amenable to solution through targeted action provided externally

Relates directly to:

Goal 1: Assets
 Goal 2: Support to business

Impact:

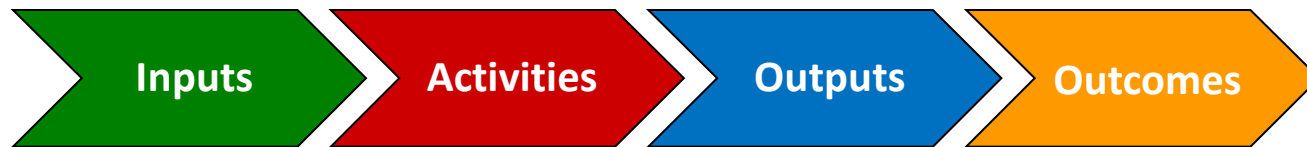
A greater number of enterprises are trading in the Hastings and Bexhill area

Funds:

ERDF (business support, finance)

Work package 3 COMMUNITY DEVELOPMENT AND OUTREACH: Work with local communities and organisations to build confidence and capacity to tackle local problems and improve the coordination of responses

Theory of change: Stronger communities will create more routes and incentives to move people towards work



Frontline staff time
Management time
Shared information
Volunteer time

Workshops and events to identify issues and design solutions
Active outreach
Organisation of community events
Capacity building in community development and management of community facilities

No. CHART residents involved in community activities
No. community events taking place
Increase in collaborative working and organisations taking collective action

Increase in indicators of community confidence and pride
Sustained existence of effective community organisations

Assumptions

It will be possible to engage with individuals and organisations in CHART communities and they will be willing and able to get involved
Lack of practical support hinders the ability of local organisations to maximise the value of their contributions to the local community
There are at present insufficient links and networking between local organisations

Relates directly to:

All goals

Impact:

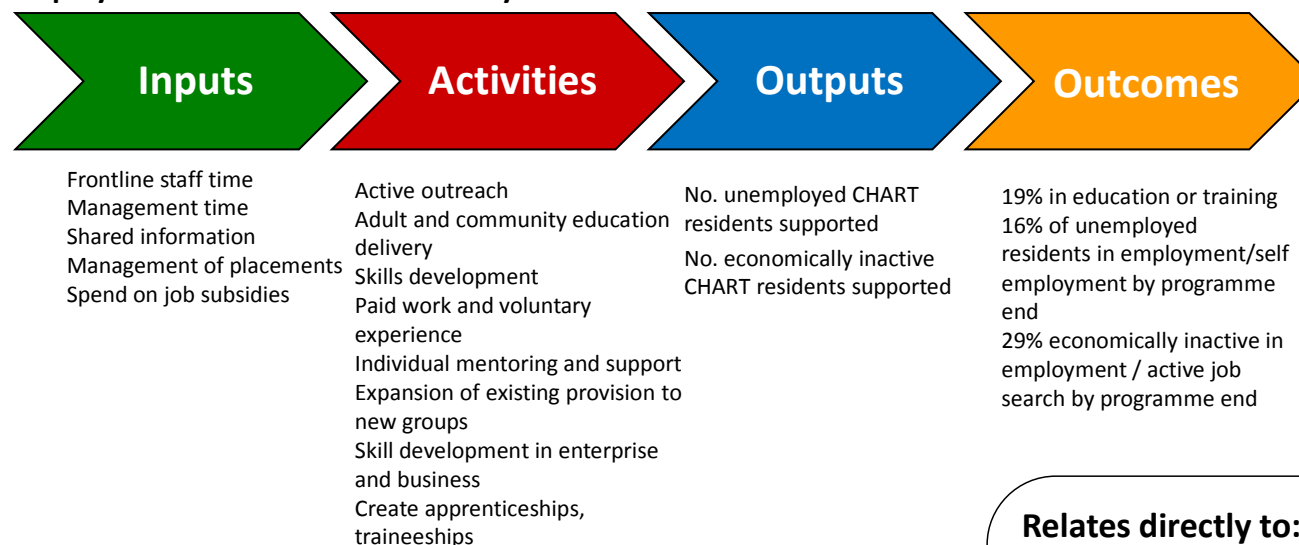
A stronger community sector in CHART

Funds:

ESF direct support and skills provision

Work package 4 EMPLOYABILITY SUPPORT: Direct support to most vulnerable unemployed / workless CHART residents to move closer and into the labour market

Theory of change: Working directly with individuals to identify and overcome the obstacles standing in the way of employment will increase their ability to access work



Assumptions

It will be possible to engage those least supported by existing provision
 Individuals are not in work for multiple reasons, which if overcome will enable them to participate in the labour market.
 Individuals will be motivated to take up offered support
 It will be possible to make available placements and overcome barriers appropriate for individual needs
 There are job openings in existence or which can be stimulated which unemployed / inactive CHART residents could fill
 Local employers will be receptive to taking on CHART residents provided sufficient and quality assured support is offered
 Job subsidies can be offered and managed in way that sustainable jobs can be filled

Relates directly to:

Goal 4: Employability support
 Goal 2: Enterprise and business support

Impact:

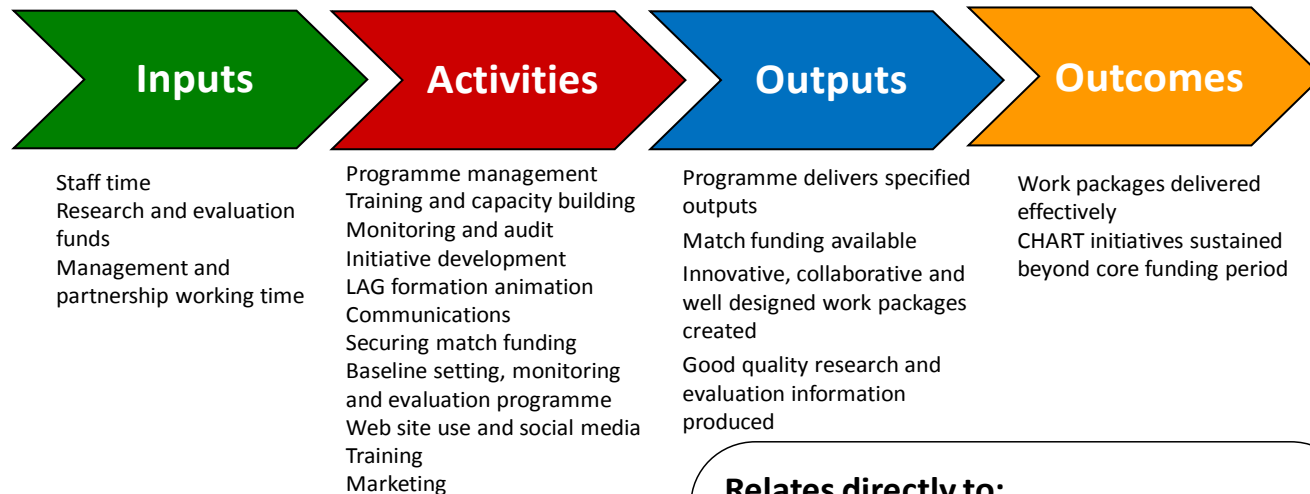
Higher labour market participation by those most in need in the CHART area

Funds:

ESF direct support and skills provision

Work package 5: MANAGEMENT , ADMINISTRATION AND EVALUATION

Theory of change: Exploiting the potential available locally requires new thinking in how to act, evaluation of effectiveness to maximise returns, and will benefit from exchanging information with others



Assumptions

Capacity exists within the CHART LAG and Accountable Body to manage effectively
 There is a need for new ideas, collaborative working, and formative evaluation to ensure long term effectiveness
 Partners with ideas and resources will be amenable to innovative approaches, and will be willing to compromise and to acting imaginatively
 Valuable ideas may be sourced from outside the area
 CHART will benefit from sharing its experience with others

Relates directly to:

All goals

Impact:

CHART succeeds in making a discernible improvement in key indicators of deprivation in its area
 CHART is characterised by the invention and effective delivery of responses appropriate to local needs and opportunities

Funds:

ESF, ERDF (research and evaluation)

