Public Document Pack

Hastings and St Leonards Local Strategic Partnership Agenda

Monday, 18 July 2016 at 10.00 am - Council Chamber, Aquila House

For further information, please contact Jenny Ling tel: 01424 451844 or email: jling@hastings.gov.uk

		Page No.
1.	Welcome and Apologies for Absence (Chair)	
2.	Notification of Urgent Items	
3.	Declarations of Interest	
4.	Minutes and Matters Arising (Chair) a) Minutes from the last LSP meeting on 25th April 2016 to approve b) Matters arising	1 - 4
	For Discussion	
5.	White Rock Area Development - Monica Adams-Acton, HBC (10 mins) Discussion (10 mins)	
6.	University of Brighton Update - Simon Hubbard, HBC (10 mins) Discussion (10 mins)	5 - 32
	BREAK (10 mins)	
7.	Hastings and St Leonards Street Scene - Rob Woods, TCM and Jim Norris, H&SL Tourism Association (10 mins)	
8.	Presentation from Seaview - Anne Whelan, Seaview Project (10 mins)	
9.	Partnerships Initiative - Street Life 'Street Drinking and Rough Sleeping' - John Whittington, HBC and Rosie Ross, Sussex Police (10 mins) - Topline results of survey on anti-social behaviour in the town Discussion (15 mins)	33 - 48
10.	Community Cohesion Activities Following Referendum Result - Cllr Chowney/Simon Hubbard, HBC	
	For Information	
11.	Seawater Bathing Quality Update	49 - 50
12.	Anti-Poverty Update - to follow	
13.	Executive Delivery Group Notes: 22 June 2016 - to follow	
14.	East Sussex Strategic Partnership Notes: 9 May 2016	51 - 54
15.	Urgent Items	
16.	Next Meeting Date: 17 October 2016	

This page is intentionally left blank

Hastings and St Leonards Local Strategic Partnership
Minutes 25 April 2016

Present:

Statutory Sector	
Alan Blackwell	Sea Change Sussex
Cllr Peter Chowney	Hastings Borough Council
Paul Frost	University of Brighton
Clive Galbraith	Chamber of Commerce
Simon Hubbard	Hastings Borough Council
Jenny Jones	Hastings Academy
Paul Phelps	Sussex Police
Mike Thompson	Amicus Horizon
Richard Watson	Hastings and Rother CCG

Community and Voluntary Sectors	
Lawrence Bell	Hastings Community Network
Ron Bennett	Big Local
Paul Barnett	Hastings Community Network
Marie Casey	Hastings Community Network
Tania Charman	Big Local
Steve Manwaring	Hastings Community Network
Marc Turczanski	Hastings Community Network

Business Sector	
Andrew Knight	Chamber of Commerce
Sean Dennis	Let's Do Business

In Attendance	
Monica Adams-Acton	Hastings Borough Council
Shabana Bayjou	Hastings Borough Council
Simon Opie	White Rock and Pier Trust
Andrew Palmer	Hastings Borough Council
Martina Pickin	Public Health
Cllr Kim Forward	Hastings Borough Council
John Whittington	Hastings Borough Council

Apologies for absence were received from:	
Cllr Nick Bennett	East Sussex County Council
Cliff Slack	Hastings Community Network
Bruce Campbell	Job Centre Plus
Clive Cooke	Sussex Coast College Hastings
Paul Evans	ESFRS
Carole Dixon	Education Futures Trust
Julie Eason	Hastings Community Network

1	**CLLR JOHN HODGES** Clive Galbraith led a tribute to the late Cllr John Hodges who was an active member of the Board for a number of years before his election as the member of Old Hastings ward.	
2	**HANDOVER OF CHAIR** Marie Casey thanked officers and board members for all their support during her two year tenure; the chair now passes to Cllr Chowney representing the statutory sector. Thanks were extended to Marie for all her hard work and commitment to the board.	
3	**DECLARATIONS OF INTEREST** Simon Hubbard gave notification of his place on the board of governors of Sussex Coast College Hastings	
4	**MINUTES AND MATTERS ARISING** The notes of the last Board meeting held on January 25th were agreed as an accurate record. Matters Arising: The Board noted the recent opening of the Source Park and extended their congratulations to all involved.	
5	**UNIVERSITY OF BRIGHTON UPDATE** Cllr Chowney reported that a response to the Board's letter to the Vice Chancellor of the University has been received and circulated, no evidence has yet been provided to support the reason behind the decision nor any firm details on how current students will be supported to complete their studies. The Hastings and Bexhill Task Force have convened a working group to consider appointing consultants. The future of higher education in the borough is now the priority issue and new partners who can facilitate its provision should be sought. Fractured relations need to be put aside to work together going forward. The Board recommended that: • Any loss of higher education provision will have a fundamental impact and every effort should be made for Hastings to remain a university town • The disappointing decision making process and outcome should be put on record • Reliable data and intelligence is needed to plan for the future and expert advice is needed. A formal request for the consultant's report to be provided should be made. **Action: Shabana** The BDO commissioned report has previously been requested. However Paul Frost informed the Board that the review report was provided by BDO subject to specific terms and conditions of confidentiality and therefore cannot be disclosed. UoB have asked BDO for permission to release the report and that has been declined. However, he confirmed the University's commitment to work closely with partners to assist in framing discussions to plan for higher education to remain in Hastings.	
6	**HASTINGS PIER**	

	Simon Opie, Chair of the Hastings Pier and White Rock Trust was in attendance to update the Board on the upcoming reopening of Hastings Pier. A 'soft launch' will begin from 26th April with the formal opening ceremony taking place on 21st May. A new website will also be operational in the next couple of days. The transition from regeneration to income generation will be the next big challenge. The Board extended their warmest congratulations and thanks for all the hard work in reopening such an iconic part of the town's history by Simon and the wider Pier Trust. Overwhelming support from residents has been apparent.	
7	**PUBLIC SPACE PROTECTION ORDERS (PSPOS)** John Whittington, the new Community Safety Manager at Hastings Borough Council gave a presentation to the Board on Public Space Protection Orders and how they can be implemented. The Board recognised the need for this legislation but expressed concerns that: • Although the PSPOS are a useful tool and may help the tourism trade by improving the image of the town a blanket approach is not always appropriate and caution is needed when implementing this legislation • PSPOs are not appropriate for tackling rough sleepers • A shift in Police responsibilities to other authorities is apparent and clear guidelines are required to ensure an adequate service to the community. A lot of work to establish these protocols will be necessary • There is a risk of a disproportionate impact on the most vulnerable	
8	**HASTINGS COMMUNITY NETWORK VIEW** Mark Turczanski expressed concerns on behalf of the Community Network regarding the shift from engagement to enforcement by the Police service. No evidence is available to show that these schemes work and may just displace the problem to other areas of the town. Cllr Tania Charman voiced particular concern for the Ore Valley area in this respect.	
9	**STRENGTHENING PERSONAL RESILIENCE IN EAST SUSSEX** Martina Pickin gave an update on the recently published public health report which this year focuses on personal resilience.	
10	**EAST SUSSEX BETTER TOGETHER COMMUNITY RESILIENCE ENGAGEMENT WORK: LOCALITY** Steve Manwaring also updated the Board on how East Sussex Better Together (ESBT) is implementing community resilience engagement initiatives to improve the lives of residents.	
11	**HEALTHY HASTINGS AND ROTHER PROGRAMME - CONTRIBUTING TO COMMUNITY AND PERSONAL RESILIENCE** Richard Watson gave a presentation on the key themes of the Hastings and Rother CCG programme. This uses a variety of approaches to support the community, in particular the most vulnerable as well as a small grants programme funding 26 local projects to reduce health inequalities.	

12	**DISCUSSION** The Board thanked the speakers for this information. They welcomed the work to embed resilience by all partners but expressed concerns regarding support for those with mental health issues, the continuing reductions in public sector resources and the community's capacity to tackle statutory issues. The speakers gave assurance that additional work includes: • Significant investment and partnership working to support the community • A mental health post is in place for weekly session at the Seaview project • The 'homeless links' audit tool has been used to assess and monitor our situation • Additional GP sessions in Hastings and Eastbourne are being sought • The early discharge from hospitals protocol is being explored for East Sussex • The work of ESBT has helped to mitigated cuts using ring-fenced grants Mike Thompson also reported that Amicus Horizon's tenancy agreements are also being used to incentivise people to engage with services. The benefit reform hasn't negatively affected the arrears figures.	
13	**REPORTS FOR INFORMATION** The Board noted the reports for information on Seawater Bathing Quality, Regeneration and Anti-Poverty.	
14	**EXECUTIVE DELIVERY GROUP NOTES: 14 MARCH 2016** The minutes of the last EDG meeting were noted.	
15	**EAST SUSSEX STRATEGIC PARTNERSHIP NOTES: 2 MARCH 2016** The minutes of the last ESSP were provided for information.	
16	**NEXT MEETING DATE: 18 JULY 2016, COUNCIL CHAMBER, AQUILA HOUSE**	
17	**ANY OTHER BUSINESS** Tania Charman requested an update on the Ore Valley area in the next regeneration update.	

Strategic Review
University of Brighton in Hastings
11 February 2016

Confidentiality Notice

This report: 'University of Brighton strategic review 2016.pdf' was prepared by BDO LLP pursuant to terms of engagement with the University and for the University's use alone. When the University releases this paper, we are required to draw your attention to the fact that the report was not produced for your reliance and that BDO owes no duty to any third parties accordingly. You will note this disclaimer appearing in the report: "For the avoidance of doubt, no person other than the University of Brighton is entitled to place any reliance on this report. Any person that gains access to and chooses to rely upon this report does so at their own risk and without recourse to BDO LLP".

Private and Confidential - *For your convenience, this document may have been made available to you in electronic as well as hard copy format. Multiple copies and versions of this document may therefore exist in different media – in the case of any discrepancy the final hard copy should be regarded as definitive.*

For the avoidance of doubt, no person other than the University of Brighton is entitled to place any reliance on this report. This report may only be passed to third parties with our written consent. Any person that gains access to and chooses to rely upon this report does so at their own risk and without recourse to BDO LLP.

TABLE OF CONTENTS

1 Introduction

1.1 In accordance with our engagement letter dated 11 January 2016 we have assisted in the (internally led) strategic review at the University of Brighton ('the University'), providing an independent external view.

1.2 Save as expressly provided for in the Engagement Letter, it is not to be referred to or quoted, in whole or in part, in any other context without our prior written consent.

1.3 This report is based on the latest information made available to us as at the completion of our work on 29 January 2016 and we have not updated our work since that date. We accept no responsibility to update it for events that take place after the date of its issue.

1.4 We prepared this report from information supplied by, and from discussions with, senior staff at the University of Brighton and external parties. We have not verified the accuracy, reliability or completeness of the information supplied and the procedures that we used to perform the work did not constitute an audit or review made under any generally accepted auditing standards.

1.5 Section 2 of this report is an Executive summary only. The body of the report contains key advice and issues that may not have been captured in the Executive summary and, accordingly, BDO accepts no responsibility for any reliance placed on the Executive summary only.

1.6 We shared a copy of our draft report with Professor Chris Pole, Deputy Vice-Chancellor on 8 February 2016 for comments on any factual inaccuracies. We have taken into account the feedback we received.

1.7 If you require any clarification or further information, please contact:

James Aston MBE
Partner, National Head of Education
Tel: 01293 848949
Email: james.aston@bdo.co.uk

2 Executive summary

2.1 There are a number of detailed recommendations and comments in the body of our report. The most important, though not all, are collated here for ease of reference.

2.2 Whilst recognising that various league tables exist and the University may fair better or worse in these, and indeed whether a supporter or otherwise of the very concept, the University sits in a tier below more than half of the sector.

2.3 The above is pertinent when considering student choice rather than what the University can offer. The University may wish to run a particular academic mix (on whichever campus it chooses) but students will act as they see fit and are heavily influenced by the league tables, and in particular the NSS rankings.

2.4 As such, and given the drop in national student numbers and the lifting of the student numbers cap, the University is likely to find it increasingly difficult to maintain numbers in this competitive arena.

2.5 The courses to date, over a 12 year period, have been reasonably successful in meeting this brief. However the local market has become saturated and this has been reflected in the change of mix in student enrolments, with the majority of students now coming to Hastings primarily from London though also from further away.

2.6 The University has continually planned for the campus to support a 2,000 strong group of students by 2020. This target has recently been moderated to 1,500 students by 2020.

2.7 Hastings does not have a ready supply of new HE students (18-21 year olds) and has saturated the majority of the adult population over the last 12 years.

2.8 The Hastings population of 16-17 year olds is forecast to decrease significantly in the five years to 2021, by 6.0%. A greater decrease is expected for Rother, at 11.1%.

2.9 This change is already reflected (evidence of anticipation) in the courses offered by Sussex South Coast College which has introduced a greater number of distance/online learning options.

2.10 The regional position is exacerbated by the national position where there is an anticipated 8% decrease in the 16-18 year old population between 2015-2020.

2.11 There are currently very few international students in Hastings and this is unlikely to increase in the short to medium term as most UK HEIs are competing for market share and, for Post '92s in particular, against a background of increasingly difficult UKVI/Tier 4 conditions (the current 10% 'fail rate' is believed to be dropping to 8% and may drop to 5%).

2.12 The national and international competition for students is going to become more marked over the next five years and it is likely to be far easier to recruit into Brighton (an established, large, university city) than Hastings.

2.13 In 2014, 86% of businesses in East Sussex employed fewer than 10 people, therefore graduates are likely to have to leave the area after completing their courses in order to find employment. Unemployment in Hastings is running at 9.8%, compared to a national average of 5.7%.

2.14 There is not a strong draw for students to the town in respect of long-term opportunities and the number of local students is limited and diminishing. It is possible that the ongoing work in regenerating Hastings will increase opportunities.

2.15 As it stands today, there is a limited 'draw' to Hastings as a university town when compared to other locations and other universities. This is true whether measured by academic reputation, existing student feedback (NSS) or facilities.

2.16 The local Council appears to be highly supportive of a university in the town and willing to support inward investment.

2.17 The University should consider any investment in terms of the impact in the context of the Strategic Plan of the University rather than simply the impact in Hastings.

2.18 The teaching facilities are good quality but not sufficiently differentiated from other (larger) campuses at other HEIs and the University has a track record of regularly changing the academic offer.

2.19 Student accommodation (halls) are of poor quality with limited rooms and there is a need for a more formal space for a Students Union.

2.20 Non-completion rates overall are high compared to national averages. In 2012/13, national non-completion rates from Year 1 to Year 2 for UK domiciled students were 7% on average. For the Hastings courses, the long term average is 14.3%. These non-completion rates make the Hastings courses difficult to plan, expensive to run and directly impact on the student experience.

2.21 In local context the recruitment through Clearing to Hastings courses has accounted for about 25% of enrolments each year since 2012-13 which is similar to the University average in 2014-15. University held data for 2013-14 shows that the in-year withdrawal rate for Clearing students at Hastings is twice that of non-Clearing students (21% vs 10%) – excluding partner Colleges. This is the highest withdrawal rate of Clearing students across the University by some measure.

2.22 The Hastings campus has been a 'social investment' made by the University with the opportunity to be a long term commercial investment, but the latter has not come to fruition.

2.23 Any ongoing investment in the Hastings campus continues to be a social investment as there is no proven business case as the campus still needs to increase student numbers to be viable whether measured by breadth and depth of curriculum offer, student experience or commercial gain.

2.24 With limited resources it is not obvious why further investment in Hastings would provide a proportionate (not necessarily maximum) return to the University for its primary objectives of teaching and research given the number of students impacted (20,700) across the University.

2.25 Each of the four options is considered in context and in detail in the body of the report. The narrative is not repeated here as none of these options is preferred, though the University should consider the commentary on each one.

2.26 We do believe there is merit in an alternative option (Option 5) of controlled divestment.

2.27 This will eliminate, or at least enable easier management of, some of the reputational, operational and financial risks whilst having regard to the student interest and maintaining the University's reputation as far as is possible on a local, regional and national basis.

2.28 We have not been presented with or, in the time available, discovered any compelling evidence to support the view that future academic offerings will be to build a sustainable student cohort for the University at Hastings at an opportunity cost and risk appropriate to the University.

2.29 We recommend that the University revisits the breadth and depth of its partnership and accreditation arrangements with Sussex Coast College Hastings ('SCCH') exploring an alternative HE model for Hastings.

2.30 It is possible that the University could commercially sell/transfer some of its resources (equipment/space) to SCCH to facilitate a teach-out and start a number of new courses/higher level learning led by the college, with a view to transferring students to the University if they succeed in degree level studies.

2.31 We understand that the University is committed to a 2016 Y1 UG entry for the Hastings Campus. In continuing with this commitment the University has a number of choices including limiting the recruitment to direct entry and not accepting clearing students, through to moving some of the courses to other campuses (perhaps with inducements to students to attend at Eastbourne or another campus).

2.32 The University can begin a teach-out programme, probably over a two year period ending in 2017/18. Y2 UG students (October 2016) could (some or all) be transferred to other campuses, with notice, and this could enable a widening of academic options to them for both Y2 and Y3 enriching their degrees and enhancing academic and social opportunities.

2.33 With the support of both SCCH and the Council, this would enable a (reasonably) elegant change to the focus in Hastings and transition to a different but potentially sustainable ongoing HE provision in Hastings.

2.34 A teach-out would need to be carefully managed. Recruitment has already started for 2016/17 at Hastings and therefore this cohort needs to be accepted (though some or all could potentially be moved to an alternate campus, subject to understanding the legal position).

2.35 UG Y1 Courses in 2016/17 may need to be taught at the Hastings campus to manage the expectations of students and meet legal commitments. However, expediting the exit of the Hastings buildings would be beneficial to consolidate the operations of the University and to avoid unnecessary costs of keeping all buildings open.

2.36 We recommend that students are offered an alternative to complete their course at the Brighton (or another) campus; for locally based students this could be a rail pass or other travel allowance, and for non-local students a bursary amounting to the difference in price between Brighton and Hastings accommodation.

2.37 Subject to legal advice, staff with employment contracts which specify their place of work as Hastings could be offered employment at another campus or voluntary redundancy. Depending on arrangements (if any) entered into with SCCH, there may be an opportunity for some staff to transfer to the college (and there may be TUPE considerations if courses continue within alternative arrangements).

2.38 The University's management team will consider this report, alongside any other relevant representations, and make a recommendation to the Board. The Board will make a decision on the future of the Hastings campus.

2.39 Publicising the outcome of the Board's decision for the Hastings campus needs to be carefully planned to ensure the relevant stakeholders are consulted and informed in a logical order and timeframe.

3 Scope of Work

3.1 As set out in our engagement letter of 11 January 2016, we have assisted in the strategic review of the University of Brighton in Hastings, providing an independent external view.

3.2 The scope of our work was to:

- objectively appraise the options identified by the University for the future development and operation of the Hastings campus
- identify and appraises other options for the campus
- present clear recommendations concerning the future of the campus and actions to be taken.

3.3 The report is to consider the academic viability of the Hastings campus within the context of:

- existing and potential demand for higher education provision across the Hastings, St. Leonards and Rother region, and
- the capacity of the campus to attract students from beyond the immediate travel to study area.

3.4 The work is concerned primarily with academic viability and sustainability. The work was not expected to include detailed financial modelling. The work was time-limited both in terms of planned advisory days (15 days in total) and reporting deadlines.

3.5 The work was led by James Aston and included a mixture of review, interview, challenge and independent research. We have made an informed and independent assessment through a review of internal papers, interviews with university employees and external stakeholders (10.5 days), independent research (2.5 days) and culminating in this report (2 days).

3.6 BDO reviewed a collection of papers prepared or collated by management as part of the internal assessment of the University of Brighton in Hastings; the papers reviewed are listed at Appendix 1.

3.7 BDO conducted a series of face to face meetings; a list of interviewees is shown at Appendix 2.

4 Options appraisal

4.1 *Wider context - The University of Brighton*

4.1.1 The University is a mid-sized Post '92 currently spread over five campuses.

4.1.2 The University has an NSS score of 83 and is ranked in 111th= place in the NSS putting it in the 4th quartile.

4.1.3 The University is placed 76th in the Complete University Guide (2015) and is in the 3rd quartile; it is placed 67th in the Guardian university league tables, again in the 3rd quartile.

4.1.4 Whilst recognising that various other league tables exist and the University may fair better or worse in these, and indeed whether a supporter or otherwise of the very concept, the University sits in a tier below more than half of the sector.

4.1.5 The above is pertinent when considering student choice rather than what the University can offer. The University may wish to run a particular academic mix (on whichever campus it chooses) but students will act as they see fit and are heavily influenced by the league tables, and in particular the NSS rankings.

4.1.6 As such, and given the drop in national student numbers and the lifting of the student numbers cap, the University is likely to find it increasingly difficult to maintain numbers in this competitive arena.

4.1.7 The 'Times Higher' (January 2016) has reported that universities such as Sussex and Southampton have increased recruitment (Y1 UG) by 22% and 25% respectively whilst Kingston has dropped by 12%. Within the 'swings and roundabouts' over the next five years will be absolute losses as the system is impacted by the demographics.

4.1.8 There is a small but increasingly noticeable impact of 'trading up' through Clearing and the University will be exposed to this. From 'The Student Room' (www.thestudentroom.co.uk):

> "… Adjustment allows those who have met and exceeded their firm offer to trade up for a better place elsewhere. In Adjustment you can talk to other universities throughout a period of five days while still holding onto your existing firm choice. If you are eligible then it is worth searching for a place in Adjustment because of this added security of holding onto your existing firm choice. If you can't find a better place, you can always stick with your original firm…".

4.1.9 Where firm offers have been accepted at Hastings, where students believed they were going to Brighton or indeed simply felt their results would be too low for a higher ranked HEI, they may go into Clearing and Adjust. With the student number cap removed, a notable number of higher ranked HEIs (including Russell Group) are looking to use Adjustment to increase recruitment.

4.2 *Hastings campus*

4.2.1 The University established a presence in Hastings in 2003 as part of the education led regeneration of the town. This was supported by the local regeneration arm of the South East England Development Agency (SEEDA), which facilitated the acquisition of buildings by effectively providing financial support. The University was invited to be the lead institution and manager of the new university centre, sharing occupation with other higher education providers. Over a relatively short period of time, the other HEIs withdrew and the University of Brighton was the only one left providing courses in Hastings.

4.2.2 The original intention for the Hastings campus was rooted in regional regeneration, widening participation and a desire to upskill the local population, 'regeneration through education'.

4.2.3 The courses to date, over a 12 year period, appear to have been reasonably successful in meeting this brief. However, the local market has become saturated and this is reflected in the change of mix in student enrolments, with the majority of students now coming to Hastings primarily from London though also from further away.

4.2.4 The University has continually planned for the campus to support a 2,000 strong group of students by 2020. This target has recently been moderated to 1,500 students by 2020.

4.3 *Relationship with the university*

4.3.1 The Hastings campus has never been a standalone unit within the University, with a large number of academics travelling from Brighton on a daily basis to provide the structured learning across the academic portfolio. This structure is reflected back in the NSS feedback, where students voice concerns about limited contact time with lecturers. In context, the NSS scores for the University as a whole are poor (relative to the sector) and the Hastings results (as a whole) are worse than for the main University.

4.3.2 To ease ongoing quality assurance, several courses mirror similar offerings at the Brighton campus. However an impact of this decision has been to cause internal competition, where students may select one University of Brighton course over another.

4.3.3 There has been some movement of course offerings between campuses, including nursing and related healthcare moved from Hastings to Eastbourne and Sports Journalism moved from Eastbourne to Hastings.

4.4 *Demographics, economy and future plans*

4.4.1 As noted above, Hastings does not have a ready supply of new HE students (18-21 year olds) and has saturated the majority of the adult population over the last 12 years.

4.4.2 The average household size in 2013 was 2.18[1] and this is forecast to gradually decrease during the period to 2021 as the population is not forecast to grow at the same rate as the number of dwellings available. This implies that there are not multiple large families in the area that would be looking to send their children to a local university.

4.4.3 Indeed, the population of 16-17 year olds is forecast to decrease significantly in the five years to 2021, by 6.0%[2]. A greater decrease is expected for Rother, at 11.1%. This follows the pattern of a net outflow of 15-19 year olds from Hastings (and East Sussex as a whole) to other parts of the UK. Therefore the pool of potential local HE students is set to reduce over the next five years, making recruitment of similar numbers to prior years likely to be more challenging.

4.4.4 This change is already reflected (anticipation) in the courses offered by Sussex Coast College Hastings which has introduced a greater number of distance/online learning options.

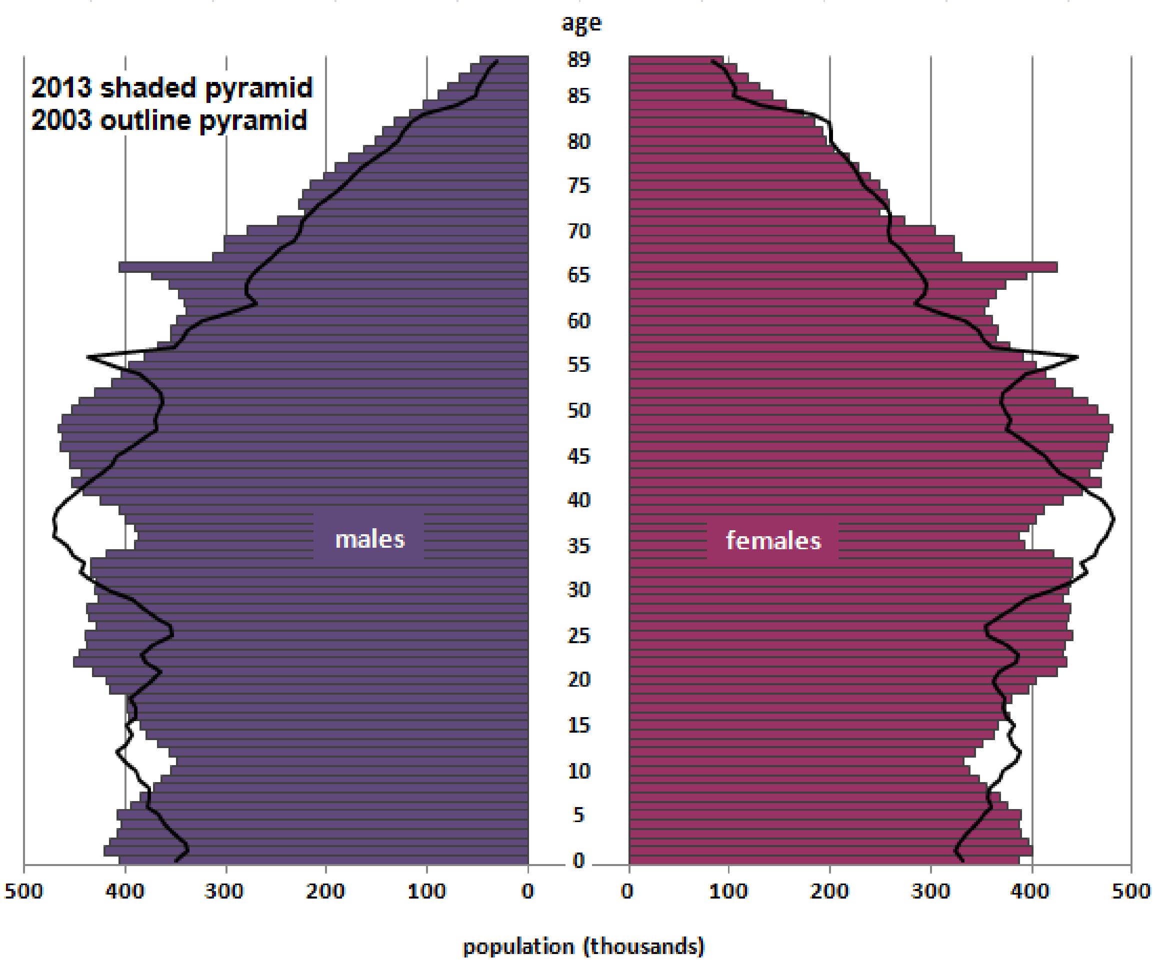
---

[1] http://www.hastings.gov.uk/environment_planning/planning/localplan/evidence_base/shopping_floorspace_assessment/ "Population & Household forecasts 2011-2028"

[2] http://www.eastsussexinfigures.org.uk/ Dataset: Population projections by age and gender (dwelling-led), 2014-2027 – districts (16-17 year olds); Dataset: Migration by age group, 2002-2014 – districts (Age group: 15-19; net flow to area)

4.4.5 The regional position is exacerbated by the national position where there is an anticipated 8% decrease in the 16-18 year old population between 2015-2020.

Population pyramid for the UK 2013 (Source Office of National Statistics)



4.4.6 As such not only are there fewer potential students in the system locally but also nationally.

4.4.7 The ‘Global Demand for English Higher Education’ (issued by HEFCE in April 2014) states:

- Numbers of overseas entrants to higher education in England have declined in 2012-13 – the first fall in numbers in 29 years
- EU full-time undergraduate entrants fell by almost a quarter in 2012-13 – probably due to the increased tuition fees.

4.4.8 There are currently very few international students in Hastings and this is unlikely to increase in the short to medium term as most UK HEIs are competing for market share and, for Post ‘92s in particular, against a background of increasingly difficult UKVI / Tier 4 conditions (the current 10% ‘fail rate’ is believed to be dropping to 8% and may drop to 5%).

4.4.9 The national and international competition for students is going to become more marked over the next five years and it is likely to be far easier to recruit into Brighton (an established, large, university city) than Hastings.

4.4.10 The Council comments that "Hastings is simultaneously the most economically disadvantaged community in the South East and one that is improving, showing particularly exciting prospects as transport improves, wages increase and a cultural agenda develops to match the physical programme".

4.4.11 The existing career opportunities for graduates in Hastings (anticipated future employment can be a draw to students), ie once their studies are complete, are limited.

4.4.12 In 2014, 86% of businesses in East Sussex employed fewer than 10 people[3], therefore graduates are likely to have to leave the area after completing their courses in order to find employment. Unemployment in Hastings is running at 9.8%, compared to a national average of 5.7%.

4.4.13 There is not a strong draw for students to the town in respect of long-term opportunities and the number of local students is limited and diminishing. It is possible that the ongoing work in regenerating Hastings will increase opportunities.

4.4.14 There is currently a campaign to bring High Speed 1 rail services to Hastings, which would significantly reduce journey times to London and therefore provide a much greater attraction for students to the town. However, the Summer Budget 2015[4] notes that this "will be presented to the government for consideration in 2016[5], with a view to this work being an option for funding after 2019". Therefore this campaign, if successful, will not help attract students to Hastings for at least three years, excluding the time needed to build the infrastructure.

4.4.15 As part of this review we also reviewed, at a high level, the local planning permission applications made between September 2015 and January 2016. We did not note any applications which would have either a significant positive or negative impact on the University buildings in Hastings.

4.5 *Courses and research at Hastings*

4.5.1 In 2015/16, the enrolments (total headcount of students) was 684, though noting this is at the beginning of the year and before non-completions are taken into account, compared to 603 in 2014/15 and 626 (2012/13). The University as a whole had 20,700 students. The 2015/16 was after the relocation of Sports Journalism and the introduction of further new courses, and recruitment was under target. Despite the transfers of a number of successful courses, recruitment for 2016/17 is seeing a decrease in applications and acceptances and it is difficult to conclude anything other than a reduction in numbers in Hastings.

4.5.2 As it stands today, there is a limited 'draw' to Hastings as a university town when compared to other locations and other universities. This is true whether measured by academic reputation, existing student feedback (NSS) or facilities.

4.5.3 The local Council appears to be highly supportive of a university in the town and willing to support inward investment.

4.5.4 The University should consider any investment in terms of the impact in the context of the Strategic Plan of the University rather than simply the impact in Hastings.

4.5.5 There is a lack of a renowned high quality longstanding faculty (whether renowned for Arts, Humanities, Sports or Science). Such a reputation takes years to build and is simply absent. The teaching facilities are good quality but not sufficiently differentiated from

[3] East Sussex County Council Economic Update – July 2015
[4] HM Treasury, July 2015
[5] http://publicaccess.hastings.gov.uk/online-applications/

other (larger) campuses at other HEIs and the University has a track record of regularly changing the academic offer.

4.5.6 Student accommodation (halls) are of poor quality with limited rooms and there is a need for a more formal space for a Students Union.

4.5.7 Non-completion rates overall are very high compared to national averages. In 2012/13, national non-completion rates from Year 1 to Year 2 for UK domiciled students were 7% on average[6]. For the Hastings courses, the long term average is 14.3%. These non-completion rates make the Hastings courses difficult to plan, expensive to run and directly impact on the student experience.

4.5.8 In local context the recruitment through Clearing to Hastings courses has accounted for about 25% of enrolments each year since 2012-13 which is similar to the University average in 2014-15.

4.5.9 University held data for 2013-14 shows that the in-year withdrawal rate for Clearing students at Hastings is twice that of non-Clearing students (21% vs 10%) – excluding partner Colleges. This is the highest withdrawal rate of Clearing students across the University by some measure.

4.5.10 Aspirational targets for student numbers have been set in the past, with actual recruitment at a much lower level each year. Senior staff close to the local recruitment have been aware that under recruitment was likely.

4.5.11 Limited research is currently undertaken at Hastings and, from discussions with senior management, this position is unlikely to change in the near future. Even if a research faculty was put onto the site, it will take some time to establish as a distinctive centre of excellence and even then would be transferrable as there is no history/established discipline in Hastings.

4.6 *Investment required*

4.6.1 A decision is required for the Hastings campus. To make the campus a long term viable option, long term student accommodation is required (particularly if the majority of students are expected to come from outside of the local postcode area). The cost for this accommodation is estimated by the University at c£15 million. The site will also require another £5m (approximately) in other services such as a distinctive Students Union and some remodelling of existing resources. There will be some additional running costs.

4.6.2 There is a clear opportunity cost to the University in spending money in Hastings as opposed to on the main campus in Brighton, or indeed on other campuses.

4.6.3 Significant capital investment is required across the University, not just in Hastings.

4.6.4 The University has reached the limit of its loan to income ratio under the Memorandum of Accountability and Assurance (MAA) with HEFCE. Further borrowing could be available but will require permission from HEFCE and some external financing (within the University, whether specifically for Hastings or against other projects). As such, further investment needs to be selective, carefully considered and prioritised.

4.6.5 The Hastings campus has been a 'social investment' made by the University with the opportunity to be a long term commercial investment, but the latter has not come to fruition.

4.6.6 Any ongoing investment in the Hastings campus continues to be a social investment as there is no proven business case as the campus still needs to increase student numbers to be viable whether measured by breadth and depth of curriculum offer, student experience or commercial gain.

[6] http://www.hefce.ac.uk/analysis/ncr/

4.6.7 Historically the Hastings campus was a major (if not the main) outreach and widening participation activity for the University. Today the profile of the University has changed across all campuses and the economics (funding) have significantly changed. Any investment decision needs to be considered in the best overall interests of the University rather than any particular part of it.

4.6.8 With limited resources it is not obvious why further investment in Hastings would provide a proportionate (not necessarily maximum) return to the University for its primary objectives of teaching and research given the number of students impacted (20,700) across the University.

4.7 ***Option 1: Satellite Campus***

4.7.1 This vision is of steady growth across a range of undergraduate courses linked to appropriate postgraduate taught provision and research activity, organised into a limited number of cognate clusters hosting between 1,200 to 1,500 students in total by 2020.

4.7.2 This option is attractive, at least at face value, as a means to rejuvenate the Hastings campus and maintain a presence in the town.

4.7.3 Several models have been tried at Hastings and none have been successful in recruiting sufficient student numbers to readily reach the 2,000 target.

4.7.4 There is no particular draw to Hastings. It ran initially on the regional population supported by small numbers from outside and the transfer of some courses from other campuses to Hastings.

4.7.5 The current student numbers are not sustainable and there is no substantive evidence base for this vision. If a presumption is accepted of 'this could work', then the academic delivery and management would have to be looked at and significantly changed from the current model.

4.7.6 However, before considering this, the wider context needs to be considered and the risk/benefit to the University.

4.7.7 Every pound spent in Hastings, in the current climate of increased competition in HE, funding cuts (the Comprehensive Spending Review announced in November 2015 introduced further cuts to Teaching Funding and a reduction in Student Opportunity Funding) and demographic challenges (both locally and nationally) is a pound that the University cannot spend elsewhere.

4.7.8 Equally the time and effort, particularly of the senior management of the University, is scarce resource that cannot be spent elsewhere.

4.7.9 There is a real opportunity cost in both time and money:

- The number of young people living in the Hastings and Rother area is forecast to decrease significantly in the next five years
- Demographics show an 8% national decline in 18 year olds till 2020
- Students recruited nationally may be deterred from applying to Hastings due to the lack of accommodation available and the limited transportation infrastructure compared to other locations
- The investment required to provide accommodation would require further borrowings, which are at best questionable without clear evidence that this growth plan would be successful
- There is no persuasive evidence that this option would be successful; plans for growth and diversification of academic offerings in the past have not yielded the results that the University was hoping for
- There is no 'draw' to Hastings; any such change is likely to be effective only at the margins in the short to medium term (one to five years) and unproven over a five to 10 year basis (and there is a track record of whatever draw there is diminishing rapidly as evidenced in the non-completion rates)
- This option is at a high opportunity cost to the main Brighton campus (the same time, money and effort is likely to enable greater student recruitment and retention (or simply 'shoring up' the students in Brighton) at a higher return rate per pound or hour spent.

4.7.10 Although the University may choose to pursue this option, we have not been presented with or seen evidence of a demonstrable and sustainable stream of students. On balance, we believe that the rationale for expanding Hastings in this way is at best unproven and more likely flawed.

4.7.11 This option is not evidence based and would be at high risk and at a high opportunity cost to the University.

4.8 ***Option 2: Specialist Institute***

4.8.1 An alternative growth model to the pluralist option is to focus Hastings' provision on a single cognate cluster, positioned as either a specialist institute or a School in its own right. The student body would be in the region of 1,200 to 1,500 students by 2020 using two or three academic buildings and student residences.

4.8.2 This model is similar to Option 1 above, but focussing on one main academic offering. As for Option 1, Option 2 is dependent on the rapid recruitment of students from a wider geographical area.

4.8.3 There is an argument to support this option as a specialist institute would be capable of recruiting students from further afield. However, a reputation for academic excellence in a particular field takes time to establish and is currently absent as is an established draw to the Hastings campus - in contrast to Brighton.

4.8.4 Even the lure of top quality equipment and facilities is unlikely to attract a large number of students in a short space of time, as has been witnessed with the investment to date at the Hastings campus in the media area.

4.8.5 There is potential for such a model to work but in the timetable and with the costs necessary (new student accommodation, a new Student Union) the risk/benefit relationship is extremely high and exposes the University unnecessarily when compared to a similar investment in Brighton.

4.8.6 As an imminent investment decision is required for the Hastings campus, which can only be made based on clear evidence, this option is not considered to be appropriate on a commercial basis, but could be argued as a social investment (though only if sufficient 'free' funds are available).

4.8.7 Although the University may choose to pursue this option, we have not been presented with or seen evidence of a demonstrable and sustainable stream of students. On balance, we believe that the rationale for expanding Hastings in this way is at best unproven and more likely flawed.

4.8.8 This option is not evidence based and would be at high risk and at a high opportunity cost to the University.

4.9 ***Option 3: Local Campus to serve Hastings***

4.9.1 Two scenarios are envisaged within this option. Common to both are smaller student numbers, scaled-back provision, a focus on local needs, widening participation and opportunities for broader University engagement and outreach. This vision is of a local campus serving Hastings and its surrounding area.

4.9.2 This option acknowledges that growth in student numbers, given the past experience of the Hastings campus and the expected future of the local area, will be difficult to achieve. Both scenarios focus on building existing links with other educational providers.

4.9.3 There is an assumption that the University will continue to manage the HE offering, and therefore to provide both appropriate staffing, direct quality assurance on the academic offer and a management structure that will optimise effectiveness.

4.9.4 Finding a suitable staffing structure where academics can devote sufficient time to the Hastings campus has proved to be difficult in the past and, unless the academic offering of this option is based around the staff available (or more local staff recruited), this is likely to remain difficult. However, changing the academic offering to reflect the staff available is more along the lines of a specialist institute (Option 2) and is a high risk strategy, without any previous evidence to support the anticipated future success of this change in terms of recruitment to courses and retention rates.

4.9.5 Additionally, this option is likely to require the use of at least one of the University buildings in Hastings. Currently the three University buildings in Hastings are significantly underutilised, reducing the quality of the student experience and making these expensive to run given the student numbers. There is a risk that this option would continue to underutilise the relevant part of the estate, requiring high maintenance, security and utility costs given the number of students involved.

4.9.6 A scaling back is unlikely to be viable for degree level courses and the volume of Level 4 courses is limited, and tends to be localised.

4.9.7 With smaller cohorts of students, there would be a negative impact on the student experience, a limited range of academic options and a (further) stark difference in experience between Hastings and other University campuses.

4.9.8 A scaled down provision would not require the three buildings (which are already under-utilised), would pose new issues on academic quality assurance (limited range of courses, continued use of 'peripatetic staff') as well as impacting on the student experience (seen though NSS scores and non-completion rates). A reduction in footprint used will be clearly seen in the town and is likely to have a direct impact on student recruitment.

4.9.9 This option has some merit but there are likely to be better options for the University (see below). From the evidence presented and the demographics, there is a likely to be a further withdrawal over time and this option could well be simply a short-term measure leading to a later exit.

4.9.10 As such, the University needs to consider whether there is a more elegant way to continue (or withdraw) in Hastings.

4.9.11 There is limited merit in this option as it stands and a high opportunity cost to the University in delivering it, mainly management time and impact on student experience. If it fails, then withdrawal is inevitable.

4.9.12 The University needs to balance its social investment in meeting the needs of the regional community and its commercial position delivering education across the University.

4.9.13 Although the University may choose to pursue this option, we have not been presented with or seen evidence of a demonstrable and sustainable stream of students within an academic model that would support this option.

4.9.14 An alternative option, similar to this proposal but divesting many of the risks, is described below at Option 5.

4.10 ***Option 4: Withdrawal***

4.10.1 The option to withdraw the University's direct provision at Hastings, including its associated estate, would be controversial and, inevitably, would result in negative reputational impact. Even so, this option is included not only to provide a comprehensive spectrum of possible ways to proceed but to be given serious consideration at a visionary and strategic level despite all the downsides.

4.10.2 The University (and other parties) has made a significant investment in the Hastings campus in the past. As noted earlier in the report, this has helped to meet the original intention to upskill the local area. There have been positive outcomes, though notably (relative to the University's student body as a whole) impacting a relatively low number of students.

4.10.3 Given the University's current and prospective student numbers in Hastings and in context of the University's capital requirements (across the University), this option is perhaps the most obvious outcome of the four options put forward by management and comes with some distinctive risks.

4.10.4 This option would be a turnaround on a long term social investment in Hastings and a turnaround on policy.

4.10.5 The context has changed over the last 12 years, and even over the last couple of years as we come out of a deep recession with not only cuts delivered through the CSR but at a time of competitive change in the HE market place and adverse demographics for the next four years.

4.10.6 A significant number of academic offerings have been tested in the past at Hastings and none have demonstrated a rapid and major improvement in student recruitment and retention for the campus. One could argue that a number of the changes have been short-lived and/or 'the wrong changes', however, there is no compelling, readily available evidence that either a focussed or pluralist academic offering in future will generate a rapid change in student numbers.

4.10.7 There are opportunity costs to the University in the choices it makes and we believe that the University needs to focus its attention on the aspects of the University which will generate success in the future.

4.10.8 This is likely to be primarily the courses offered at the Brighton campus (and breadth of academic options within these). There is a better transport infrastructure (national and international), availability of student activities both internally and externally, a greater catchment for academic staff and greater availability overall of specialised equipment, giving economies of scale. This is supported by overall student retention numbers, which on average for the University are higher than for the Hastings campus specifically.

4.10.9 This option, in its current form, poses a number of risks and would directly impact on students, staff and the regional community, though may not significantly impact the University's student numbers in the medium term as courses are returned to other campuses or stopped allowing time and money to be expended elsewhere within the University.

4.10.10 The University could pursue this option in its current form but, on further reflection, may feel that there are better pathways to achieve the same option, or a variation on it.

4.10.11 An alternative option is described below.

4.11 ***Option 5: Controlled Divestment***

4.11.1 We recommend that the University considers an alternative option of controlled divestment.

4.11.2 This will eliminate, or at least enable easier management of, some of the reputational, operational and financial risks whilst having regard to the student interest and maintaining the University's reputation as far as is possible on a local, regional and national basis.

4.11.3 Strategically, the University is reviewing its investment decisions, capital needs and student numbers across the whole University.

4.11.4 As detailed above we have not been presented with or, in the time available, discovered any compelling evidence to support the view that future academic offerings will build a sustainable student cohort for the University at Hastings at an opportunity cost and risk appropriate to the University.

4.11.5 The current provision breaks into several constituent parts, Level 4, UG, PG and Research.

4.11.6 We recommend that the University revisits the breadth and depth of its partnership and accreditation arrangements with Sussex Coast College Hastings ('SCCH') exploring an alternative HE model for Hastings.

4.11.7 In doing so, the University will consider a number of options ranging from an arms-length relationship (accreditation only) to SCCH being a 'University Centre'. SCCH could deliver Level 4, Foundation, some Y1 UG and could be tied to an agreement to broaden its offering and transferring all students at Y2 orY3 UG to a University campus for completion of a degree.

4.11.8 We understand that SCCH currently has excess space capacity (the top floor of its relatively new building has not been brought into use) and, if the college was to expand its HE provision could possible utilise some (probably one) of the University's buildings in Hastings.

4.11.9 The reality is that most provision would be localised as there would not be a great draw for students from outside of a commutable distance to come to Hastings to do a degree level course as the student experience would be limited. This could however be attractive to a number of local students and indeed to the college.

4.11.10 It is possible that the University could commercially transfer some of its resources (equipment/space) to SCCH to facilitate a teach-out and start a number of new courses/higher level learning led by the college, with a view to transferring students to the University if they succeed in degree level studies.

4.11.11 We understand that the University is committed to a 2016 Y1 UG entry for the Hastings Campus. In continuing with this commitment the University has a number of choices including limiting the recruitment to direct entry and not accepting clearing students, through to moving some of the courses to other campuses (perhaps with inducements to students to attend at Eastbourne or another campus).

4.11.12 The University can begin a teach-out programme, probably over a two year period ending in 2017/18. Y2 UG students (October 2016) could (some or all) be transferred to other campuses, with notice, and this could enable a widening of academic options to them for both Y2 and Y3 enriching their degrees and enhancing academic and social opportunities.

4.11.13 The current Y2 cohort would continue through Y3 at Hastings completing their studies. Any deferrals would transfer to another campus for 2017/18.

4.11.14 The option of controlled divestment is to teach-out the current Hastings students and would mean not accepting applications to Hastings for 2017/18 or beyond for the University. Recruitment to the same courses can take place at other locations; recruitment to alternative UG courses could be run by SCCH in partnership with the University.

4.11.15 The University currently has a good estate in Hastings (though underutilised and spread over three buildings) and some highly specified equipment (eg media and biology). It is feasible that SCCH could be interested in running specialist courses related to these academic areas and could over time develop a sufficient cohort of Level 4 and UG students to utilise at least one of the buildings.

4.11.16 As such, the University should consider entering into detailed talks with SCCH, and seek support from the local Council, to utilise at least one building on a teach-out basis whilst exploring academic options with SCCH.

4.11.17 With the support of both SCCH and the Council, this would enable a (reasonably) elegant change to the focus in Hastings and transition to a different but potentially sustainable ongoing HE provision in Hastings.

4.11.18 Within this arrangement the University could consider a range of options from selling/transferring some equipment to SCCH (and SCCH to open up its surplus space) to an option to buy one, or more of the properties.

4.11.19 An option to buy could be constructed over a five year period (reasonable to enable an academic offer to be proven at sufficient volume for SCCH).

4.11.20 A review of the success of the arrangements should be formalised, though will be reasonably self-evident if there was an option to buy exercised, on a regular basis. External factors could significantly impact, including the outcome of the current FE area review.

4.11.21 Post graduate and research students could be moved to an alternate campus with effect from October 2016, if not earlier.

4.12 *Hastings Estate*

4.12.1 There is surplus estate in Hastings and if a controlled divestment takes place, then an exit from one or more buildings would be appropriate and a focus on delivery in a more limited space.

4.12.2 We understand that it is unlikely that a buyer would be found in the immediate future for the three University buildings as these have been specifically designed for educational use and would need to be converted (with planning consent) for other purposes. There are currently few large employers in Hastings and the demand for large office space is limited.

4.12.3 We understand that there are restrictions/covenants on the sale of one or more of these buildings.

4.12.4 Even if a buyer (or buyers) can be found, the University is unlikely to recoup its investment in the properties. We have not considered the financial impact of this as it is outside of the scope of our review.

4.13 *Managing the student experience and staff expectations*

4.13.1 A teach-out would need to be carefully managed. Recruitment has already started for 2016/17 at Hastings and therefore this cohort needs to be accepted (though some or all could potentially be moved to an alternate campus, subject to understanding the legal position).

4.13.2 Historically the Hastings campus has recruited a large number of students through Clearing. We recommend the University limits its recruitment to direct UCAS entry only to assist in managing the student numbers which will ultimately be involved in a transfer.

4.13.3 UG Y1 Courses in 2016/17 may need to be taught at the Hastings campus to manage the expectations of students and meet legal commitments. However, expediting the exit of the Hastings buildings would be beneficial to consolidate the operations of the University and to avoid unnecessary costs of keeping all buildings open.

4.13.4 We recommend that students are offered an alternative to complete their course at the Brighton (or another) campus; for locally based students this could be a rail pass or other travel allowance, and for non-local students a bursary amounting to the difference in price between Brighton and Hastings accommodation.

4.13.5 This will enable these students to continue their study at Brighton without additional personal cost, but with use of the more extensive academic and student social facilities available.

4.13.6 This will enable the University to exit the Hastings campus by July 2017.

4.13.7 In parallel, the University should explore alternate HE opportunities and arrangements with SCCH.

4.13.8 By July 2017, the University will be able to move the specialist equipment contained within the Hastings campus to Brighton.

4.13.9 Subject to legal advice, staff with employment contracts which specify their place of work as Hastings could be offered employment at another campus or voluntary redundancy. Depending on arrangements (if any) entered into with SCCH, there may be an opportunity for some staff to transfer to the college (and there may be TUPE considerations if courses continue within alternative arrangements).

4.14 *External relationships and stakeholder engagement*

4.14.1 The University's management team will consider this report, alongside any other relevant representations, and make a recommendation to the Board. The Board will make a decision on the future of the Hastings campus.

4.14.2 If this option (or a variation of it) is pursued by the Board then, aside from students and staff, one of the most difficult parts of fulfilling this option will be communication, consultation and management of external stakeholders. Based on recent events, there is a high likelihood of some negative publicity in regional (and potentially national) press.

4.14.3 Publicising the outcome of the Board's decision for the Hastings campus needs to be carefully planned to ensure the relevant stakeholders are consulted and informed in a logical order and timeframe.

Appendix 1: Reviewed papers

The following documents were prepared or collated by management as part of the strategic review. BDO has read all these papers and taken them into account as part of the review. Titles shown below are document file names as presented to BDO.

1. JHP Review report FINAL
2. HSOG All meeting notes to Nov 15
3. Hastings campus messaging 2015
4. Hastings projections 2015 to 2018 amended Sept 14
5. Journalism media Hastings outline for SMT 3/2/14
6. Marketing activity for the Hastings campus 14/15 recruitment cycle – May update and July update, and Appendix to marketing activity in support of recruitment
7. Update to MC Marketing activity for the Hastings campus 14/15 recruitment cycle
8. The HUB working document as of Dec 2014
9. The University of Brighton in Hastings Jan 2014 v2
10. UBH strategy committee paper – research 1 July 2014
11. UBH Campus Organisation draft v6 with TC accepted -2015-07-08
12. UBH Portfolio Review ver2NS-1
13. UCH Bus Plan Draft Feb 2005
14. UCH bid BUSINESS PLAN 3 Oct
15. SE Creative Prospectus
16. Secondary campus research
17. selep-skills-strategy-02.12.14
18. Skills Funding Agency SFR_commentary_June_2015
19. Southampton-Solent-University-Higher-Apprenticeship-and-Degree-Apprenticeship
20. Strategic Plan 2015-18_DRAFT
21. Sussex Coast College Hastings - Signed 2013-14
22. The University of Brighton in Hastings March 2014
23. UBH staff count Sep15
24. UBH Vision options summer 2015
25. UofB Hastings issues v1
26. Hastings Cultural Regen Strategy 2010-2015
27. Hastings Data
28. Hastings Journalism and Digital Media MI summary Oct15
29. Hastings overview for PPG 050514
30. Hastings Roll-Through 2015-16 Onwards
31. Hastings UCAS HESA Data
32. Hastings_Destination_Profile_-_Ark_07
33. HEFCE Apprenticeships_roadmap
34. HESA SSRs
35. JHP Review report FINAL
36. learner-participation-outcomes-and-level-of-highest-qualification-data-tables-june15
37. New business reg rate per 10k pop 2004-2013
38. Satellite Campus Study - Hull 2010
39. SCCH Area reviews briefing paper (2)
40. 3 Year Campus Estimations (May-15)
41. 2014-05-08_Exploring-options_Future-of-the-Scarborough-Campus
42. BCP R0 2015-2016 bm draft
43. BIS-15-526-reviewing-post-16-education-and-training-institutions-guidance-on-area-reviews
44. BoG Sub-Group Queensbury House Sept15
45. Business units by group 2009-2014
46. Businesses by group 2009-2014
47. East Sussex 2012-based Demographic projections_Jan14 v2
48. East Sussex Business Survey 2014 - Executive Summary
49. East Sussex Business Survey 2014 - Markets and Business Advice
50. East Sussex Business Survey 2014 analysis (skills)
51. East Sussex in Figures - Apprenticeships starts achievements 2005-2014
52. East Sussex July2015Economic update

53. East Sussex Population estimates July2015
54. EastSussexSkills_071014
55. Employment by industry group 2009-2014
56. Employment in creative industries 2009-2014
57. Estate UBH Summary Oct15 V3 3 review
58. Estimating future impact of expansion of student numbers in Hastings
59. Hastings - Nomis Official Labour Market Statistics
60. Hastings appraisal data
61. Hastings campus financial model Oct15 v2
62. Hastings campus structural review snapshot; Hastings ac staffing; Hastings PS staffing
63. Appendix One breakdown
64. Journalism tables
65. Hastings Campus Phasing history
66. Letter from Hastings Borough Council to BDO (1 February 2016)

Appendix 2: Interviewees

BDO spoke with the following individuals as part of the review:

University of Brighton

• Liz Allen	Head of Strategic Planning and Projects Office
• Anne Boddington	Dean of College of Arts & Humanities
• Jackie Broadway	Campus Administration Manager
• Stephen Denyer	Pro Vice-Chancellor Education and Student Experience
• Jo Doust	Head of School of Sport and Service Management
• Paul Frost	Director of Hastings Campus
• Debra Humphris	Vice-Chancellor
• Helen Kennedy	Deputy Head of School – Art, Design and Media
• Andrew Lloyd	Dean of College of Life, Health & Physical Sciences
• Sue McHugh	Chief Operating Officer
• Chris Pole	Deputy Vice-Chancellor
• Liz Sanz	Director of Marketing and Communications
• Nicola Smith	Assistant Director of Hastings Campus
• David Taylor	Dean of College of Social Sciences

External parties

• Peter Chowney	Leader, Hastings Borough Council
• Clive Cooke	Principal, Sussex Coast College Hastings
• Simon Hubbard	Director of Operational Services, Hastings Borough Council
• John Shaw	Chief Executive Officer, Sea Change Sussex

This page is intentionally left blank

Message from Professor Debra Humphris

We thought that it would be helpful to update you on the next steps in the decision-making process on our review of the future of our HE provision in Hastings.

As you will know we have been working in partnership with Sussex Coast College Hastings over the past couple of months to develop a proposal for a new University Centre. This proposal will build on the legacy of the University of Brighton in Hastings, with evolving provision over the next three-to-four years.

Whilst the final shape of the proposal is still under development, given all the factors that made the review necessary, it is clear that the model of Higher Education provision in Hastings will be significantly different from that which is currently in place. This means that no change is not an option and, whilst we know this might not alleviate current concerns, it would be misleading to suggest otherwise.

Given the above, and in light of recent discussions with our Trades' Unions, staff and students it is clear that there is still some confusion about our plans and our intentions.

To be clear, whilst our proposal for a new University Centre would lead to the eventual closure of our Hastings Campus in its current form this does not in any way equate to our withdrawal from Higher Education in the town or signal our intention to do so. Furthermore a final decision on the future of our Hastings Campus can only be taken once we have completed the development of the proposal for the new University Centre.

To this end, and having taken time to hear initial views from a range of stakeholders, we are now at the point where we can begin formulating a proposal for the University Centre and planning the accompanying consultation process.

On 16 June our Academic Board will be asked to consider the academic activities of the proposed new University Centre. We will also be engaging consultants to carry out an Equality Impact Assessment (EIA) on the initial proposal. The report of the Academic Board and the results of the EIA will inform the proposal to be considered by the University Management Board, and then our Board of Governors in July.

Should the Board of Governors adopt the proposal, we will then carry out a three month formal consultation on the University Centre, where everyone will have an opportunity to respond to the proposal. The outcomes of the consultation will be collated and presented to the Board of Governors for a final decision in November.

We will continue to keep you updated.

Professor Debra Humphris
Vice-Chancellor

This page is intentionally left blank

hastings & st leonards
TOWN CENTRE MANAGEMENT

BOARD MEETING

2pm - 13th JUNE 2016

Findings of survey on anti-social behaviour in the town centre

TCM was commissioned by the Community Safety team at Hastings Borough Council to undertake a survey on the extent and impact of anti-social behaviour in the town centre

50 questionnaires were distributed to businesses in Albert Road, Castle Street, Wellington Place, Station Road, Robertson Street, Trinity Street Priory Square, the lower part of Queens Road and Queens Avenue (Arcade)

A 100% response would have represented an 11% sample survey. The actual response rate (47 or 94%) represents a 10.6% sample.

In addition,

a) The Chairman of the Town Centre Market company responded on behalf of 15 regular stall holders
b) The staff at the Creative Media Centre responded on behalf of their tenants in Robertson Street and Havelock Road and offered copies of previous correspondence outlining examples of how ASB has impacted on their inward investment objectives
c) The Chairman of the BID Steering Group responded on behalf of that group
d) The attendants at the Harold Place public toilets recorded their comments
e) Commercial Agent, Dyer & Hobbis has made comments via e-mail

<u>A representative spread of responses</u>

<u>–By location/economy</u>

	Day Economy Only	Day & Evening Economy	Total
Albert Road	1	1	2
Castle Street	1		1
Queens Arcade	2		2
Queens Road	7		7
Robertson Street	14	2	16
Station Road	3		3
Trinity Street	1		1
Wellington Place	10	5	15
	39	8	47

By business classification

Retail	21
Charity	4
Office	12
Market Trades	1
Catering	3
Catering/Retail	2
Leisure	3
Service	1

The findings were as follows

1) **What type of ASB is most noticeable? (NB figures are percentages)**

	Rank									
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**n/a**
Graffiti	0	0	2	0	4	6	6	13	51	17
Damage to Street Furniture	0	0	0	4	9	13	9	40	11	15
Dog Fouling	2	0	13	13	2	17	32	6	4	11
Litter	2	0	9	9	23	19	9	9	4	13
Street Drinking and Drunken Behaviour	57	19	9	4	0	2	0	0	4	4
Drug Use/ Dealing	9	34	9	17	13	6	0	4	2	6
Verbal Intimidation/Swearing	9	17	36	15	11	2	4	4	0	2
Aggressive Begging	11	17	13	26	11	11	11	2	0	9
Criminal Damage	2	2	0	9	21	15	21	9	9	13
Group of teenagers (additional optional cat)	**2**									
Cyclists/Skateboarders (additional optional cat)	**2**									

Businesses were asked to rank their responses (1 being most noticeable and 9 least noticeable)

The responses reveal the following trends

1) Environmental ASB (litter/graffiti etc) is least noticeable. 51% felt that graffiti was ranked as the least noticeable type of ASB

2) By contrast, street drinking/drunken behaviour is overwhelmingly the most noticeable for most businesses 57% ranked this as the most noticeable type of ASB. 85% ranked it as the first second or third most noticeable behaviour.
3) Verbal intimidation/swearing features highly but only as the third most noticeable type of ASB after drug dealing/running/use which is ranked second
4) Aggressive begging is ranked fourth but further analysis reveals that reports of begging tend to be located predominantly in Station Rd which is not subject to the more noticeable forms of ASB encountered in Wellington Place or Queens Road for example
5) A number of businesses have asked that we should consider "groups of teenagers" and "cyclists/skateboarders" as 2 distinct ASB categories.
6) The businesses affected by teenage gangs are mainly located in Wellington Place near the subway. They are mostly catering/day and evening economy businesses, affected detrimentally by large groups of often aggressive, threatening young people congregating, usually in the late afternoon until late in the evening. Businesses report that some work is being done with the Police to address these issues.
7) The businesses affected mainly by Cyclists/skateboarders are mainly located in Robertson Street/Cambridge Road

NB This data supports the findings and responses to later questions (eg Q9) which asks which groups create most harassment, alarm and distress for businesses.

2) <u>What type of ASB is most damaging to businesses?</u>

Businesses were asked to rank their concerns (1 being of greatest threat to their business and 9, the least threat)

	Rank									
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	n/a
Graffiti	0%	2%	4%	0%	6%	0%	6%	11%	53%	17%
Damage to Street Furniture	0%	0%	0%	6%	6%	11%	9%	43%	11%	15%
Dog Fouling	4%	0%	9%	15%	6%	17%	30%	4%	4%	11%
Litter	2%	4%	11%	6%	15%	28%	9%	13%	0%	13%
Street Drinking and Drunken Behaviour	55%	17%	2%	2%	0%	4%	0%	0%	6%	13%
Drug Use/ Dealing	13%	28%	13%	23%	6%	6%	0%	4%	0%	6%
Verbal Intimidation/Swearing	2%	23%	45%	9%	13%	2%	2%	2%	0%	2%
Aggressive Begging	9%	11%	19%	19%	15%	6%	9%	4%	0%	9%
Criminal Damage	2%	4%	2%	17%	19%	13%	15%	2%	15%	11%

The responses mimic those in Question 1

1) Environmental ASB is of least concern to the majority and is least damaging to business prospects
2) Street drinking/drunken behaviour is the greatest concern for most businesses and seen as most damaging to businesses and the town centre. Three quarters of the businesses surveyed ranked street drinking as either first, second or third highest concern
3) Verbal intimidation/swearing features very highly along with aggressive begging

4) Criminal damage is of average concern for most businesses - suggesting they do not see it as a major deterrent to a successful trading by comparison to other behaviours
5) Businesses report that behaviours are not exclusive to different groups. Verbal Intimidation, aggressive begging and drug taking/use can be attributed to more than one group.

3) Do businesses consider there been an escalation of ASB in the last 12 months? (NB figures are percentages)

	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Graffiti	4	36	47	11	2
Damage To Street Furniture	4	38	45	11	2
Dog Fouling	17	53	26	4	2
Litter	17	62	21	0	2
Street Drinking & Drunken Behaviour	83	11	4	0	2
Drug Use/Dealing	74	17	6	0	2
Verbal Intimidation/ Swearing	70	23	4	0	2
Aggressive Begging	55	32	11	0	2
Criminal Damage	17	55	26	0	2
Teenagers & Kids (Additional catergories)	11				
Cyclists & Skateboarders (additional Catergories)	2				
Drug addicts -Vomiting	1				

The clear message is that businesses feel there has been an escalation of all types of ASB over the last 12 months but the dominant statistic is the feeling relating to “non-environmental” ASB

- 94% agree that street drinking and its knock on effects has escalated,
- 91% see drug taking/abuse,(often in the open in places without CCTV cover such as York Gardens) as having escalated
- 93% agree that verbal intimidation and threatening behaviour has increased
- 87% agree that aggressive begging has escalated
- Respondees seem relatively less concerned about criminal damage at 72%

4) Do businesses feel they are adversely affected by ASB?

90% of respondees considered their business is adversely affected by ASB (two thirds strongly agreed)

	Number	%age
Strongly Agree	28	60
Agree	14	30
Disagree	5	11
Strongly Disagree	0	0
Total	**47**	**100**

5) Do businesses feel that current levels of ASB affect staff morale & job retention?

85% of respondees agreed that the current levels of ASB affect their ability to retain staff (two thirds approx. strongly agreed)

	Actual	%age
Strongly Agree	26	55
Agree	14	30
Disagree	7	15
Strongly Disagree	0	0
Total	**47**	**100**

6) The impact of ASB on customers

91% felt that the current levels of ASB affects their customers adversely

	Actual	%age
Strongly Agree	23	49
Agree	20	43
Disagree	4	9
Strongly Disagree	0	0
Total	**47**	**100**

7) Are large groups considered to be more intimidating than individuals or smaller groups?

It turns out not be the case that small groups or individuals are considered less intimidating than large groups. Only 13% strongly agreed that large groups presented a bigger problem. Further analysis indicates that businesses feel ASB by individuals or very small groups can be as intimidating and damaging as that emanating from the larger groups.

	Actual	%age
Strongly Agree	6	13
Agree	18	38
Disagree	17	36
Strongly Disagree	5	11
N/A	1	2
Total	**47**	**100**

8) **The impact of groups continually loitering in the town centre**

85% of respondees agreed or strongly agreed that groups of people continually loitering in the town centre caused them and their business harassment, alarm and distress

	Actual	%age
Strongly Agree	26	55
Agree	14	30
Disagree	6	13
Strongly Disagree	1	2
Total	**47**	**100**

9) **Given the response to Question 8, businesses were asked which groups in their opinion, created most harassment, alarm and distress?**

NB Several reported more than one group

In order :

Alcohol dependents	32	34%
Drug dependents	18	19%
Teenage gangs	11	12%
Beggars	9	10%
Street dwellers	7	8%
Shoplifters	5	5%
Buskers	3	3%
STAR clients	1	1%
No response	7	8%
	93	

Business' perception of the effectiveness of local enforcement/intervention agencies

1) **The survey asked businesses if they agree with the statement that the enforcement agencies demonstrate concern over the effect ASB has on businesses and the town centre**

	Actual	%age
Strongly Agree	2	4
Agree	16	34
Disagree	18	38
Strongly Disagree	11	23
Total	**47**	**100**

38% of respondees feel that the enforcement agencies are concerned about protecting businesses from ASB. 62% felt they were not. 23% strongly disagreed with the statement that the enforcement agencies demonstrate concern

2) Do businesses feel they can report incidents of ASB easily to these agencies?

	Actual	%age
Strongly Agree	1	2
Agree	18	38
Disagree	20	43
Strongly Disagree	8	17
Total	**47**	**100**

40% of the businesses in the population felt they could report incidents easily. 60% felt they could not

3) Do businesses feel that enforcement agencies respond with a proportionate response?

	Actual	%age
Strongly Agree	1	2
Agree	15	32
Disagree	18	38
Strongly Disagree	13	28
Total	**47**	**100**

Only one third of respondees feel that responses are proportionate to the scale and severity of the problems encountered by businesses

4) The survey asked businesses which time of the day they were most effected

5 businesses reported that 4pm-9pm was the time they were most affected. Further analysis reveals these are mainly the evening businesses affected by the teenage gangs and already involved with existing Police interventions. The vast majority felt that ASB occurred throughout the whole day – specifically between 9am-5pm although some did report ASB starting earlier – from 7.30am

4:00 - 9:00 pm	5
All (9.00am to 5.00pm)	42
Total	**47**

5) Are businesses aware of any enforcement or engagement activity in their area?

	Actual	%age
Yes	11	23
No	36	77
Total	**47**	**100**

77% of businesses in the survey area were not aware of any enforcement or engagement activity. A very small number (2) have questioned the reasons for lifting the ban on drinking in the area and/or the reason for not removing the signs announcing the alcohol ban if the ban is no longer current.

The business reporting the cycling ASB also commented that signs describing no cycling in the town centre are still in position in Robertson Street

6) Do businesses currently work with any agencies tackling ASB?

	Actual	%age
Yes	8	17
No	39	83
Total	**47**	**100**

The vast majority of businesses (83%) do not work in partnership to tackle ASB. Of those that responded positively, 87% recorded Shopwatch as the agency they look to most for assistance.

<u>Other Information provided to support the survey</u>

Letter to HBC from Linda Jeffcoate dated 8/7/15 relating to impact on inward investment (App A)

E-Mail from Eric Chauval – Market trader recording safety fears (App B)

E-Mail from Colin Dormer, BID Steering group Chair – relating to the impact on the emerging BID (App C)

Tweet received from resident expressing concerns (App D)

E-Mail received from Dyer & Hobbis (App E)

Conclusions drawn from the survey & supplementary responses

1) **Although they report an escalation, environmental ASB is not a prime concern for local businesses**
2) **The overwhelming concern is the degree to which a range of anti social behaviours which businesses feel are limiting access to public spaces, impacting on business' bottom line, the perception of the town centre as a safe and welcoming place and inward investment.**
3) **The overwhelming opinion is that the growth of street drinking, drunkenness and the knock on effects of that is the greatest threat to the town centre**
4) **The knock on effects have been reported as loud aggressive arguments, fighting, dogs not under control, urination and defaecation in public spaces, vomiting, damage to property and shoplifting.**
5) **The effects of street drinking are felt across the whole of the sample area and at all times of day**
6) **Other forms of ASB which are of major concern across the town centre are drug use/dealing, aggressive begging, begging in the form of busking and verbal intimidation and harassment**
7) **After street drinking, drug taking/dealing/use in public space is the second greatest cause of concern followed closely by an increase in verbal intimidation and harassment**
8) **Aggressive begging is a greater concern for businesses in Station Road and Robertson Street than other forms of ASB They acknowledge that positive action has been taken by the Police against one major offender.**
9) **Businesses report that a growing number of teenagers are congregating in the late afternoon/evening/weekend in the area around McDonalds. This is group is often unruly, threatening and intimidating for visitors, business staff and customers. Some work we understand has been done to mitigate these problems but the problem remains and adds to the list of behaviours that businesses consider need to be addressed.**
10) **McDonald's franchisee has drawn attention to the aggressive and threatening nature of this group and has quantified the impact of that group's activity on his business (App F)**
11) **Some forms of ASB are particularly felt in certain areas. Busking, often by drunken individuals is a concern for the businesses in the Creative Media Centre in Robertson Street as is cycling and skateboarding.**
12) **Evidence from the survey suggests there is a need to reassure businesses in the town centre. 62% felt the various enforcement agencies did not demonstrate concern; 66% felt that the response to their problems were not met with a proportionate response from the Police and other enforcement agencies**
13) **77% of the businesses surveyed were not aware of any ongoing enforcement activities and 83% felt that they are not encouraged to work in partnership to address the problems of ASB. The results of this survey suggest there is an opportunity for the Police and others to remedy these perceptions.**
14) **Many businesses believe the Council is already operating an alcohol ban in public space which is not being enforced by the Council or the Police. Signs relating to an "alcohol ban" are located in various locations in the town centre – and ironically on lampposts where the majority of the street drinkers congregate.**
15) **Businesses have reported an increase in the number of "rough sleepers" in the town centre and generally believe that help rather than enforcement is needed for this group. That said some members of this group are blamed for an increase in begging although other reports suggest that begging, especially in Station Road, is undertaken by people in accommodation and receiving benefits. The inference is that the public need to be advised that begging is not necessarily the product of homelessness.**

Appendix A

Street drinking and antisocial behaviour Town Centre issues

Vagrancy and drunken disorder is an ongoing issue for businesses based in the Town Centre. The PCSO are quick to react. However, the issue is more ingrained.

There are frequently large numbers of street drinkers sitting on benches outside the Creative Media Centre in Robertson Street. This makes it difficult to enter the Creative Media Centre but, more importantly, impacts on trade at Rye Bay Kitchen and the tables outside. More specifically:

- A client of the Centre - Martin Craven of PRMP Ltd, property investment in London and worldwide - had recommended the 5th Floor of the Creative Media Centre to one of his clients looking to expand his Tonbridge operations.

  The contact visited Hastings Town Centre on a Saturday afternoon to 'check Hastings before making a recommendation to his Board'. His words on what happened are unrepeatable. Suffice to say there was a drunk person sitting on the Church Steps shouting. There were two further people having a fight in Robertson Street and begging for money. In his words 'it was like the Wild West"

- In a further incident, Medica (based on the 5th floor of Havelock Place) is a 24 hour operation. On Monday 22nd June, they reported that one member of staff had notified them that over the weekend "someone had made a home for himself outside the front door. Over the course of the weekend his friends joined him and at one point there was a group of 7 people sat outside of the front door drinking alcohol. The staff on duty found this extremely intimidating when leaving the building at any time"

This has a significant impact on our ability to attract companies to the Town Centre and create high level jobs. Councillor Peter Chowney and Councillor John Hodges were notified. As a result, we have met with Town Centre PC Nick Marriott who has been helpful in resolving the issues. However two immediate areas need action:

Section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 gives a local authority power to make a Public Spaces Protection Order.

Hastings Borough Council previously had this in place which gave the Police powers to make an arrest. This is not now in place. This means that the Police can only suggest people move on who are drinking and making a nuisance of themselves

Actions required:

1. **Hastings Borough Council to renew Section 59**

2. **Move the Benches elsewhere to prevent disruption to businesses and intimidation of the public.**

3. **Support Town Centre Policing**

Linda Jeffcoate

8th July 2015

Appendix B

Rob Woods

From: frenchmanager@gmail.com on behalf of Eric Chauvel, The French Delicatessen <eric@thefrenchdelicatessen.co.uk>
Sent: 26 May 2016 18:29
To: Lesley Davis; Marcia Bryant; Rob Woods
Subject: Report

Hi all, I wanted to report two things:
- there are more and more homeless people, or junkies in town center, which is having a bad influence on the business, either for the market or the local businesses. I have noticed that some parents with young children do not come in town anymore.
- we have had some "action" in town this afternoon. two employees of Sports Direct were chasing a young female, which I guess has stolen something in the shop. the 2 member of staff have been stopped by some junkies to let the girl run away. She then hid in the female toilets, the 2 mens could not get in obviously, while they were waiting for support, she managed to escape, she has been caught later. What upset me, it's when the staff walked back to the shop, they have been attacked by the same group of junkies. We have asked the control to call the police many times, but their answer was "no uniform in town".

How a town of the size of Hastings can not have any police officers in town. I bet that the junkies have noticed that as well, and this is why their are more and more of them every week, it looks like they are going to have a "homeless festival" soon.

Do not get me wrong, I would not like to be homeless, but the situation is getting worse, and some traders do not feel safe at the moment. When we leave, we have to lock our vans now, as when you pass Mc Donald, and that pound shop around the corner, their are dozen of those drinking and smoking funny things there.

Does the Town Center Management or the Council have planned to do something regardind that problem?

Regards

Eric Chauvel
Director
Mob:+44(0)7817 521 312

Come and visit us on: www.thefrenchdelicatessen.co.uk

Appendix C

Hi Rob,

As you know I am currently Chair of the Hastings Business Improvement District Steering Group. In that capacity and as a Town Centre Trader I would very much like to understand the current position regarding Beggars and Street Drinkers in the Town Centre.

It is quite clear from my own observations and the numerous comments from customers that we are seeing a large increase in this sort of activity. It is clearly not ideal for the IMPROVEMENT of our Town Centre. We do not want a Town Centre that is seen as a soft touch for this behaviour being allowed to continue.

What is the strategy for dealing with this and is it being implemented? Can you or the authorities who deal with this assure the Town Centre Traders that action is or will be taken?

Clearly we all want a clean vibrant and attractive destination that is not marred by unsightly characters.

Best wishes,

Colin Dormer F Hinds Ltd Manager & Hastings BID Chair.

Appendix D

John Ieport
@2L84USM8

Follow

@hastingstown you have allowed our town center to become riddle with junkies and drunks littering the streets, we will move to Rye now

9:51 PM - 23 May 2016

Reply to @2L84USM8

Appendix E

Dear Rob

Further to our telephone conversation this morning, I write in relation to the general state of Hastings Town Centre.

It appears that the town has been inundated by street drinkers and homeless people. It is becoming obvious that there is a great social need in the town and it appears that little apparent action has been taken by the Local Authority to assist these various individuals.

Unfortunately their presence does not present the town in the best light to visitors and tourists. Whilst I am not suggesting that the issue is swept under the carpet, there certainly needs to be a concerted effort to assist these individuals with their needs which in turn would make the town centre more attractive.

There is also the issue of litter and general mess within the town centre, it also appears that there are a number of dog owners that seem unable to clean up after their pets.

A lot of litter is dropped around the town centre which does not improve the look and attractiveness of the town. The pavements also appear to be absolutely filthy and appear to be missing out on regular cleaning. It is likely that a most of the pavements will require jet-washing in order to remove the grime and dirt that has accumulated over recent months.

I would also like to raise my concern with regard to black top appearing instead of paving slabs around the town centre. Again this does not create the attractive environment we would like to see to make the area pleasant for residents, tourists and visitors.

Regards

Ollie

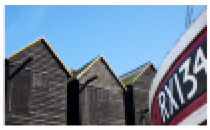
Oliver Dyer MRICS | Dyer and Hobbis

Hastings Office | 43a Havelock Road | Hastings | TN34 1BE | 01424 423626

Bexhill Office | 49 Marina | Bexhill on Sea | TN40 1BQ | 01424 211321

SUBJECT TO CONTRACT

& WITHOUT PREJUDICE



Appendix F

Please use this space to add any other comments you wish to make

* TEENAGERS LARGE GROUPS *
ABUSIVE THREATENED STAFF
{ GOING TO RAPE YOU
{ STAB YOU } THREATS MADE TO FEMALE STAFF

* STREET DRINKING / BEGGING
PUTS CUSTOMERS OFF COMING IN THE STORE & THAT PART OF TOWN FROM 4PM ONWARDS.

A MASSIVE ISSUE
CUSTOMERS HAVE MADE A LOT OF COMPLAINTS & IT AFFECTS OUR EVENING BUSINESS UP TO 10/15 %

BATHING WATER QUALITY UPDATE FOR THE LSP - JULY 2016

Mike Hepworth – Assistant Director Environment and Place with Hastings Borough Council.

This successful multi-agency project resulted in the bathing water at Pelham being classed as good, and St Leonards as excellent at the end of the 2015 season.

Over winter Southern Water Services(SWS) continued to survey their infra-structure in the borough, particularly on the Eastern side draining into the Ore Stream.

Since last winter the Environment Agency(EA) have experimented with the deployment of continuous in situ monitoring devices, to help identify more sources of pollution.

The Council's environmental health team have continued to liaise with a small number of residents, where remedial works are required to address misconnections. The Council also completed the final phase of sustainable urban drainage works within the Alexandra Park stream and pond system.

Given that the results for last summer were good, and that more work has continued over the autumn and winter, we are hopeful that we may experience even better water quality in years to come. In the circumstances, the justification for an engineering solution such as a long sea outfall is far less than it might have been, and this idea is not currently being actively pursued.

Although the SWS and EA funding for this project have now largely ended, they along with environmental health, have been working to identify the most likely catchments where there may still be relatively high levels of sewage contamination. The Technical Working Group met in May and June to discuss progress with this work. They have now agreed where our limited remaining resources should be deployed. This will involve all 3 agencies working together to survey a limited number of catchments, to try and identify and remedy some of the remaining sources of contamination. This work will be carried out over the next few months and should lead to some further improvements.

The Environment Agency has advised that early results from this season have been encouraging, and it is hoped that this will continue to be the case.

Apart from the work described above, there is nothing more that the multi-agency project team can do, and it is therefore suggested that unless there are any serious developments, the next update should not be until after the next Bathing Water Executive Board meeting, which is scheduled for November, when the season is over and we have the end of season results.

This page is intentionally left blank

Agenda Item 14

EAST SUSSEX strategic partnership

Meeting Notes

Monday 9 May 2016
State Hall, Hastings

IN ATTENDANCE

ESSP Members present:

Cllr. Kim Forward	Hastings Borough Council
Warren Franklin	Sussex Police
Cllr. Keith Glazier (Vice-Chair)	East Sussex County Council
Cllr. Ian Jenkins	Rother District Council
Steve Manwaring (Chair)	SpeakUp Representative
Graham Peters	Team East Sussex
Keith Stevens	Sussex Association of Local Councils
Michael Turner	Environment Agency
Gary Walsh	East Sussex Fire & Rescue Service

Also in attendance (official observers):

Andy Arnold	East Sussex County Council
Shabana Bayjou	Hastings Borough Council
Gill Cameron-Waller	Wealden District Council
Sarah Feather	East Sussex County Council
Ian Fitzpatrick (speaker)	Eastbourne Borough Council
Elizabeth Funge (speaker)	East Sussex County Council
Jane Hartnell	Hastings Borough Council
Beth McGhee	East Sussex County Council
Andrew Palmer (speaker)	Hastings Borough Council
Becky Shaw	East Sussex County Council
Alison Spring	Rother District Council

Apologies for absence:

Katy Bourne	Sussex Police & Crime Commissioner
Cllr. Chris Dowling	East Sussex County Council
Wayne Edmunds	JobCentre Plus
Jeremy Leggett	Action in Rural Sussex
Cllr. Carl Maynard	Rother District Council
Kamini Sanghani	Kent, Surrey & Sussex Community Rehabilitation Company (Seetec)
Andrea Saunders	National Probation Service
Ashley Scarff	High Weald, Lewes & Havens CCG
Cllr. Andy Smith	Lewes District Council
Cllr. Bob Standley	Wealden District Council
Cllr. David Tutt	Eastbourne Borough Council

NOTES

1) Welcome and Apologies

Steve Manwaring welcomed ESSP members, delegates, observers, guests and speakers to the meeting. Apologies were given and those attending on behalf of others were identified. Steve provided a short introduction to the history of Stade Hall and the Stade area.

2) Urgent items of business

None.

3) Notes of the meeting held on 2 March 2016 and Matters Arising

The minutes were agreed as an accurate record and actions confirmed as completed.

4) Source Skate Park Case Study

Steve introduced a short video of the Hastings Source Skate Park and provided some information on the building and opening of the Park. The skate park is run by local company SourceBMX, now one of the UK's largest BMX retailers, and was part funded by the company and grants from Hastings Borough Council, East Sussex County Council and the Foreshore Trust. Steve and other Members commended the project for regenerating a particularly dilapidated part of Hastings that had previously proven difficult to restore and manage.

5) Update on Housing – Ian Fitzpatrick and Andrew Palmer

Steve introduced Ian Fitzpatrick, Eastbourne Borough Council, and Andrew Palmer, Hastings Borough Council, to present a paper on national housing policy developments.

Andrew provided a brief introduction to the paper, and outlined the current direction of travel in national housing policy and the effect this will have on housing across East Sussex. There are concerns that a greater emphasis on home ownership, while beneficial for many in Britain, will decrease the availability of housing for the most financially disadvantaged groups. It is also possible that the shortage of supply in social sector housing will increase demand in the private rented sector thereby pushing up rents and decreasing availability. There may be a particular exacerbation of low housing availability in rural areas where affordable homes are already in short supply. Andrew highlighted the possible extension of a responsibility on local authorities to prevent homelessness, which it is believed the government may be considering, following the introduction of similar requirements in Wales and Scotland.

Ian outlined the known details of the new Government levy on high value property proposed in the Housing and Planning Bill, and the potential cost for Eastbourne Borough Council. The sale of houses to cover levy costs will have an impact on housing revenue accounts and decrease opportunities for development, so authorities will need to consider providing housing in a new format.

A discussion followed in which attendees echoed concerns regarding the implications of the reduction in local authority housing stock on young and vulnerable people. It was agreed that to meet the challenge, authorities would need to work in more commercial and entrepreneurial ways to develop housing. Concerns around the migration of tenants, placed by London Boroughs and moving to take advantage of cheaper property/rental prices, from London to the South Coast were raised. It was felt that although communities have been largely resilient to previous housing policy changes the Housing and Policy Bill marks a fundamental change in the shape of housing that will have wide ranging effects on local communities, particularly with the full roll out of Universal Credit across the County.

6) 3SC Devolution Update – Becky Shaw

Steve introduced Becky Shaw, East Sussex County Council, to provide an update on progress in the Three Southern Counties (3SC) Devolution Proposal since the ESSP last met in March.

Becky outlined that a Leaders' Seminar had taken place in April which further strengthened the 3SC partnership. The key messages from the day were that:

- although there is healthy scepticism, partners are pragmatic and recognise that the deal is worthwhile - if partners are not happy with the final deal proposed by Government, they can choose not to sign;
- success will be delivering real tangible benefits for residents and businesses;
- 3SC need to be bold and demand what is needed to deliver improvements and benefits; and
- strong and fair governance are required but not at the expense of making progress.

A meeting with the Treasury also took place in April, in which it was established that Government are very interested in the 3SC proposal, particularly as the 3SC area is a net contributor to the national exchequer. It was outlined that work on devolution deals across the country is now likely to slow in pace in the run up to the EU referendum in June.

Alongside developments in the 3SC proposal, conversations continue within borough and district councils in East and West Sussex and Surrey regarding opportunities for double devolution. Discussions are also underway with wider partners to consider the establishment of a Sub-national Transport Board in the South East.

To keep up to date on developments in the 3SC devolution proposal, members can sign up to the newsletter at 3SCdevolution@eastsussex.gov.uk.

7) Update on the Environment Strategy ESSP – Michael Turner

Steve introduced Michael Turner, Environment Agency, to provide an annual update on progress made during 2015/16 to deliver the ESSP Environment Strategy.

Michael summarised the report and highlighted key developments within 2015/16, including that two thirds of the strategy actions have been completed, one third are ongoing and one action hasn't been achieved because the original action has not proven to be practicable to achieve. The strategy involves working with an extensive range of partners and in some cases the speed of delivery on actions has increased due to statutory obligations on partners. On the other hand, where statutory obligations do not exist delivery has been slower and work with some partners has ended for 2016/17 because the progress made does not justify investment.

In autumn 2016 progress in the Environment Strategy will be mapped against key indicators, including how the environment is impacting health, the economy and lifestyles across East Sussex. It was agreed that Michael would provide an update to the ESSP following this process.

Members endorsed the Environment Strategy Action Plan for 2016/17.

8) Area review of Education – Elizabeth Funge (ESCC) and Graham Peters (SELEP)

Steve introduced Elizabeth Funge, East Sussex County Council, and Graham Peters, Team East Sussex, to provide an update on the post-16 area review of education currently taking place across East Sussex.

Elizabeth and Graham explained that the review is part of a national programme, lead jointly by the Department for Business, Innovation and Skills and the Department of Education. The review has considered the local economic and educational needs of East Sussex with a view to having fewer, larger and more resilient and efficient further education (FE) providers with greater focus/specialisms. The review started in October and the final recommendations, which are currently being considered by governing bodies of FE organisations in East Sussex, are set to be published in May. As a result of the review, FE providers are considering a range of options to provide the high quality education that delivers the skills required by the local economy. The review has only considered FE and sixth form colleges; sixth forms were not included.

A discussion followed in which members asked whether the review has addressed FE provision for young people with special educational needs and disabilities (SEND). Elizabeth explained that although the review hadn't considered this in particular, FE SEND provision will be considered as part of a broader review of education. The representation of parents and employers in the review was discussed, and members welcomed improvement and expansion of local careers and employability education/advice, which is being pursued as part of the review and the 3SC devolution proposal. In particular, concerns were raised around the ability for FE providers and employers to provide meaningful work experience for students in an increasingly digitised job market.

ACTION: Graham to provide an update on the post-16 area review report, when published, to the ESSP.

9) Any Other Business - All

Steve thanked members for sending in their top three assembly topics - mental health, volunteering, and community resilience were the most popular choices.

A discussion of the three proposed themes followed and members' agreed that mental health and wellbeing is a very important topic and that the partnership could make a real statement by addressing it. It was agreed that it would be important to have mental health specialists involved in the day to help the numerous sectors involved in the partnership consider how they can improve mental health and wellbeing in East Sussex. Suggestions for content included, first-hand experiences, examples of best practice and existing projects, and information on how to support volunteers and employees.

ACTION: Steve to work with colleagues to begin framing the Assembly theme and engage with sectors to draft a mixed and varied programme.

10) Future meetings:

- Tuesday 13 September 2016, 9.00-12.30pm, East Sussex Assembly, Venue TBC
- Monday 5 December 2016, 10-12.00pm, Venue TBC

SUMMARY OF AGREED ACTIONS –	
Item	**Action**
8	Graham to provide an update on the post-16 area review report, when published, to the ESSP.
9	Steve to work with colleagues to begin framing the Assembly theme and engage with sectors to draft a mixed and varied programme.

A copy of all the presentations from the meeting can be found on the ESSP website (http://www.essp.org.uk/Meeting-papers-and-reports).