

Cabinet Agenda

Monday, 7 March 2016 at 6.00 pm

Stade Hall, The Stade, Rock-A-Nore Road, Hastings, TN34 3DW

For further information, please contact Michael Courts on 01424 451764 or email mcourts@hastings.gov.uk

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1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Notification of any additional items	
4.	Minutes of the meeting held on 1 February 2016 and minutes of the Budget meeting held on 15 February 2016	1 - 8
5.	Management Response to the Task and Finish Group to review scrutiny functions, processes and potential streamlining (Jane Hartnell, Director of Corporate Services and Governance) (Cabinet Decision)	9 - 34
6.	Culture-Led Regeneration Strategy (Monica Adams-Acton, Assistant Director of Regeneration and Culture) (Cabinet Decision)	35 - 74
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8.	Homelessness Strategy (Andrew Palmer, Assistant Director of Housing and Built Environment) (Cabinet Decision)	87 - 148
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(Christine Barkshire-Jones, Chief Legal Officer)

(Council Decision)

11. Factory Block on Churchfields Estate 177 - 180

(Peter Grace, Assistant Director of Financial Services and Revenues)

(Cabinet Decision)

12. Additional Urgent Items (if any)

Exclusion of the Public

To resolve that the public be excluded from the meeting during the consideration of the items of business listed below because it is likely that if members of the public were present there would be disclosure to them of "exempt" information as defined in the paragraphs of Schedule 12A to the Local Government Act 1972 referred to in the relevant report.

Confidential Business

13. Factory Block on Churchfields Estate 181 - 184

(Peter Grace, Assistant Director of Financial Services and Revenues)

(Cabinet Decision)

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Present: Councillors Chowney (Chair), Forward, Cartwright, Poole, Atkins, Cooke and Davies

Apologies for absence were noted for Councillor Hodges

42. MINUTES OF THE MEETING HELD ON 4 JANUARY 2016

RESOLVED that the minutes of the meeting held on 4 January 2016 be approved and signed by the chair as a correct record the meeting

RESOLVED the chair called over the items on the agenda, under rule 13.3 the resolution set out in minute number 45 was recommended to Full Council without being called for discussion

43. MOTION TO CABINET REGARDING A PLANNING REVIEW

Councillor Atkins proposed a motion, seconded by Councillor Cooke as follows:

“That Cabinet recognised that providing an efficient, effective and trusted planning service is crucial for economic growth. A lack of which, risks damaging relations with residents, businesses and future investors. Cabinet therefore requests that the Environment and Planning and Financial Services and Revenues departments work together to establish a fundamental review of how the planning service is provided, looking at all potential options for its future management.”

The proposed motion was lost by 2 votes for to 5 against.

44. TAXI LICENSING UPDATE

Mr Graham Wallace presented a petition on behalf of the Hastings and St Leonards Licensed Taxicab Association. The petition, which had received 10 subscribers, opposed the delimitation of Hackney numbers and called on the council to retain the present system in relation to taxi licenses and carry out an independent unmet demand survey.

The Assistant Director for Environment and Place commented that the concerns raised by the petition, and in an earlier consultation response from the Hastings and St Leonards Licensed Taxicab Association, usually applied when full delimitation had been introduced. He presented a report which considered a new policy for carefully controlled delimitation, through an updated quality standard for all newly licensed hackney carriages.

Hastings Borough Council currently operated a policy which limited the number of licensed hackney carriages to 48, this can continue provided the council can demonstrate that there is no unmet demand for hackney services in the borough. The Law Commission recently completed a review of hackney carriage and private hire licensing; the review had resulted in the retention of discretionary power for local

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authorities to limit the number of hackney carriages. However, an increasing number of local authorities had now opted to delimit the number of hackney carriages.

In autumn 2015, the council had consulted on a proposal to delimit the number of hackney carriages, to consider whether this would be in the best interests of the travelling public. The review had also examined examples of good practice from other authorities together with government policy and advice.

The report recommended that the council consider delimiting the number of hackney carriages, whilst introducing appropriate quality control measures for new license holders and granting grandfather rights for the existing 48 plate holders. The council's Environment and Safety Committee would also monitor the impact of delimitation, and may commission an unmet demand survey if there is a higher than anticipated growth in the number of newly licensed hackney carriages.

Councillor Davies proposed approval of the recommendations to the Assistant Director for Environment and Place's report, which was seconded by Councillor Cartwright.

RESOLVED (unanimously) that:

- 1) Cabinet endorses the proposal to delimit hackney carriages in conjunction with the introduction of a new quality standard for all newly licenses vehicles, and grandfather rights for existing plate holders;**
- 2) Cabinet instructs the council's Licensing Manager to establish and chair a working group including the trade and other interested parties. The group will develop the new quality standards and report them to the council's Environment and Safety Board for consideration and approval, and examine the potential for additional hackney carriage ranks in the borough;**
- 3) The council's Environment and Safety Board will review the effects of the new policy and the quality standard for new licenses 6 months after it has been fully implemented (and periodically thereafter), and if necessary make recommendations for change to Cabinet, and;**
- 4) Cabinet recommends this updated policy to Full Council**

The reason for this decision was:

Delimiting in conjunction with the introduction of updated quality standards for all new licensed hackney carriages, will reduce the likelihood of a large and unsustainable increase in the number of hackney carriages.

The provision of grandfather rights for existing plate holders will protect their interests.

Over time the new quality standards will result in an improved service for the travelling public, through the introduction of newer more accessible vehicles. There will also be environmental benefits as the emissions standards will be higher.

45. PAY POLICY STATEMENT

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The Director of Corporate Services and Governance submitted a report on the pay policy statement for 2016/17.

Under the Localism Act 2011, the council was required to prepare and publish a pay policy statement each financial year. The statement provided information on issues related to the pay of the council's workforce, and complied with guidance issued by the Department for Communities and Local Government. The council would also look to ensure that the ratio of pay at the top to pay at the median did not exceed the national average for the public sector.

The statement required approval by Full Council prior to publication.

RESOLVED that Cabinet recommends the Pay Policy to Full Council for approval

The reason for this decision was:

The Localism Act 2011 requires Hastings Borough Council to prepare and publish an annual pay policy statement. The purpose of such a statement is to provide information about council policies on a range of issues relating to the pay of its workforce, particularly its senior staff and its lowest paid employees. A Pay Policy must be prepared for each financial year and must be approved by Full Council, and published.

(The Chair declared the meeting closed at. 6.42 pm)

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BUDGET CABINET

15 FEBRUARY 2016

Present: Councillors Chowney (Chair), Forward, Cartwright, Poole, Davies, Atkins and Cooke

Prior to the start of the meeting, members stood and observed one minutes silence in memory of Councillor John Hodges.

RESOLVED – the chair called over the items on the agenda, under rule 13.3 the recommendations set out in minute 48 were agreed without being called for discussion

MATTERS FOR COUNCIL DECISION

46. DRAFT CORPORATE PLAN 2016/17 - 2018/19

The Director of Corporate Services and Governance presented the draft corporate plan 2016/17 to 2018/19.

The corporate plan set out the strategic direction of the organisation and the priorities the council would seek to achieve. The layout and format of the draft plan had been revised in order to show clearly how the key tasks and activities undertaken throughout the year related to council's priorities. The new layout was also intended to assist members with their performance monitoring role throughout the year.

The report also gave an overview of the consultation process for the draft corporate plan; detailed comments had been sought from a range of community organisations in the town, and a more general public consultation had also been undertaken.

Budget Council would be asked to approve the draft corporate plan, together with the supporting budget, at its meeting on 24 February 2016.

Councillor Forward moved approval of the recommendations to the report, which was seconded by Councillor Cartwright.

RESOLVED (by 5 votes for, 0 against, with 2 abstentions) that: -

- 1) Cabinet recommends to the Council that the content of the documents attached to the report form the basis of the council's corporate plan 2016/17 – 2018/19, subject to the proviso that any significant amendment made to the council's draft budget be reflected in the final corporate plan text;**
- 2) Delegated authority be given to the Director of Corporate Services and Governance, after consultation with the Leader of the Council, to make further revisions as is considered necessary to the attached plan prior to publication to reflect decisions made on the council's budget;**
- 3) A retrospective year-end report on performance and the actual performance indicator information for 2015/16 be presented to the Overview and Scrutiny committees in June, prior to consideration by**

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the Cabinet in July 2016, and that the Council be asked to delegate authority to the that Cabinet meeting to agree the 2016/17 performance indicators based on previous year's performance, and;

- 4) All who submitted views as part of the consultation process be thanked for their contribution.

The reason for this decision was:

The council needs to approve the corporate plan as it is a statement of Hastings Borough Council's strategic direction to 2019. It sets out how we will ensure that we successfully address our priorities, meet the needs of our communities, and ensure we have a strong dedicated and motivated workforce to deliver our strategic priorities.

47. REVENUE BUDGETS 2015/16 (REVISED) AND 2016/17, PLUS CAPITAL PROGRAMME 2016/17 TO 2018/19

The Assistant Director for Financial Services and Revenues presented the revenue budgets 2015/16 (revised) and 2016/17, plus the capital programme 2016/17 to 2018/19.

The revised budget set out variations in income and expenditure since the budget was set in February 2015.

The report acknowledged the reductions in external funding to the council throughout 2016/17. Significant areas of uncertainty were also identified in respect of business rate appeals and the cost of essential maintenance works to inland cliffs owned by the council, which may result in further calls on the council's reserves over the year ahead.

In order to achieve a balanced budget, an increase of 2.08% (£5 for a Band D property) to the borough's part of the council tax in 2016/17 was proposed. Additionally, £881,000 of the council's reserves would be required to support the budget in 2016/17.

The Assistant Director for Financial Services and Revenues advised members that both local land charges and rental income from the council's industrial units were above projection. However, due to the ongoing reductions in funding facing the organisation, it was necessary to continue to identify efficiencies and explore opportunities for income generation.

Councillor Chowney moved approval of the recommendations to the report, which was seconded by Councillor Davies.

RESOLVED (by 5 votes for, 0 against, with 2 abstentions) Cabinet recommends that Council: -

- 1) Approve the revised revenue budget for 2015/16 (Appendix A)
- 2) Approve the draft 2016/17 revenue budget (Appendix A)
- 3) Approve a 2.08% (£5 for a Band D property) increase in the borough council's part of the council tax

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- 4) **Agree that the absolute minimum level of reserves that shall be retained be increased to £5m (plus general fund balance) from the current level of £4m**
- 5) **Approve the capital programme 2015/16 (revised) to 2018/19 (Appendix P)**
- 6) **Approve the proposed expenditure from the Renewal and Repairs Reserve, and Information Technology Reserve (Appendices J and I respectively) and those items from other reserves shown in Appendix H that can proceed without further reference to Cabinet or Council**
- 7) **Approve that the use of monies identified in the budget for invest to save schemes be determined by the Assistant Director for Financial Services and Revenues in consultation with the Leader of the Council**
- 8) **Approve the revised Land and Property Disposal Programme (Appendix L), and agree that disposals can be brought forward if market conditions make it sensible to do so**
- 9) **Agree that schemes marked with an asterisk in the capital programme can proceed without further reference to Cabinet or Council**
- 10) **Agree work on Priority Income and Efficiency Reviews (PIER) should continue and where possible identify a sustainable budget for a period in excess of 1 year. A mid-year review, for members and officers, to be undertaken in the light of the continuing severe government grant reductions**
- 11) **Agree the establishment of a Hardship Fund in respect of Council Tax Support**
- 12) **Approve the detailed recommendations in Appendix M, which relate to the setting of council tax in accordance with Sections 31 to 36 of the Local Government Act 1992**
- 13) **Approve that the budgets be amended as necessary to reflect the final grant figures from government (once revised) in respect of Benefit Administration Grant**

The reason for this decision was:

- 1) Major reductions in funding in 2016/17 are set to continue to 2019/20 and possibly beyond and this will impact heavily upon the council's ability to provide services and grants across all areas of existing activity.
- 2) Since 2010/11 funding has been reduced by more than 54% in cash terms on a like for like basis. To ensure key corporate priorities are achieved it remains imperative that the limited resources available are properly targeted.
- 3) The council needs to be in a position to match its available resources to its priorities across the medium term and to maintain sufficient reserves and capacity to deal with potentially large and unexpected events in addition to fluctuations in income and expenditure levels.
- 4) The council is exposed to a much greater degree of volatility in the level of funding it receives through Non Domestic rates. In addition it is also exposed to a much higher degree of volatility in terms of Council Tax Support claims – the council now receiving an upfront sum as part of the annual grant settlement rather than reimbursement of actual costs.

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- 5) Further reductions in grant funding have major implications for the council and as such work needs to continue to identify and make savings in order to produce balanced budgets in 2017/18 and beyond.

48. TREASURY MANAGEMENT AND ANNUAL INVESTMENT STRATEGY 2016/17 INCLUDING QUARTERLY MONITORING REPORTS FOR 2015/16

The Assistant Director for Financial Services and Revenues submitted a report to consider the draft treasury management and annual investment strategy. The strategy provided a framework for the management for the council's investments, cash flow and borrowing activities.

The council complied with the CIPFA Code of Practice on Treasury Management. Under statutory provisions, the council was required to determine the treasury management strategy statement, minimum revenue provision (MRP) policy and annual investment strategy (2016/17) prior to start of the new financial year.

RESOLVED Cabinet recommends that Council: -

- 1) **Approve the Treasury Management Strategy, Minimum Revenue Provision (MRP) Policy and Annual Investment Strategy (2016/17), and;**
- 2) **The quarterly performance for 2015/6 be agreed**

The reason for this decision was:

The council seeks to minimise the costs of borrowing and maximise investment income whilst ensuring the security of its investments. The sums involved are large and the assumptions play an important part in determining the annual budget. Compliance with the CIPFA Code of Practice represents best practice and ensures compliance with statutory requirements.

(The Chair declared the meeting closed at. 6.49 pm)

Agenda Item 5



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: **Management Response to the Task and Finish Group to review scrutiny functions, processes and potential streamlining**

Report By: Jane Hartnell
Director of Corporate Services and Governance

Purpose of Report

To provide a management response to recommendations made by the scrutiny Task and Finish Group.

Recommendation(s)

- 1. That Cabinet thank the scrutiny Task and Finish Group for their report**
- 2. That Cabinet approve the recommendations of the Task and Finish Group, subject to the comments set out below in paras 11 - 21.**

Reasons for Recommendations

To acknowledge and respond to the recommendations arising from the work undertaken by the scrutiny Task and Finish Group..

Introduction

1. As part of the 2015/16 overview and scrutiny annual work programme a Task and Finish Group was set up to review the council's existing scrutiny function.
2. The impetus for this piece of work has developed in line with the council's broader transformation intentions, aspirations and activities underway in response to the unprecedented financial challenges the council continues to face.
3. Scrutiny members have felt that as the organisation undergoes transformation, there is an opportunity to complement associated work by taking a critical review of existing scrutiny activity, with a view to continuously improving HBC's scrutiny offer and value.

Direction of travel

4. The work of the Task and Finish Group has concentrated on a prospective move from two to one scrutiny committee and this line of inquiry was the subject of a report (see appendix a) from the Task and Finish Group to both scrutiny committees in November 2015.
5. Subsequently both committees in principle approved the initial recommendation to adopt a single overview and scrutiny committee, combining the responsibilities of the present services and resources committees, with effect from May 2016.
6. The scrutiny committees also recommended that the Task and Finish Group refine their recommendations in terms of the practical applications of such a move to one committee following an all member consultation exercise.
7. An all member consultation on the proposed changes was held between 18 December 2015 and 8 January 2016.
8. Consultation responses supported a proposed move to one committee and views received prompted the Task and Finish group to further refine their recommendations drawing on the support and advice of the Chief Legal Officer.
9. Four refined recommendations (below) emerged and these were approved by Scrutiny Steering Group on the 18th of January before being considered and unanimously approved by Working Arrangements Group at their meeting on the 3rd of February 2016.
10. The Chief Legal Officer also submitted a complementary report at this WAG meeting on the constitutional amendments necessary to implement a potential new scrutiny committee structure.

Recommendations

Recommendation 1

The council adopt a single overview and scrutiny committee, combining the responsibilities of the present services and resources committee, with effect from May 2016. The committee will comprise of 11 members, a draft copy of the role of the

Chair, Vice Chair and committee members are attached at appendix b. The description of the roles will be reviewed by Scrutiny Steering Group six months after the new structure has been implemented. Review teams may co-opt non-overview and scrutiny members, if they have relevant experience or expertise.

Recommendation 2

The special responsibility allowance of the Chair and Vice Chair of the new committee will initially remain the same. The unspent allowance allocated under the previous structure will be ring-fenced in the council's budget. Six months after the new structure has been implemented, Scrutiny Steering Group will review the responsibilities of the Chair and Vice Chair and decide whether the special responsibility allowance should be referred to the Independent Remuneration Panel for consideration.

Recommendation 3

Performance monitoring information to be reported to the committee on an exceptions only basis, updates on performance against the remaining corporate plan targets will be published separately on the council's website for members to consider in advance of the committee. The Directors will also provide a written report at each committee meeting providing further information on the exceptions to performance.

Recommendation 4

Scrutiny Steering Group will continue to explore ways to raise awareness of the overview and scrutiny work programme amongst members and the public.

Management Response

11. Firstly, this response welcomes the work of the Task and Finish Group and more broadly the wider scrutiny committees and WAG for a thorough consideration of how the council's scrutiny function could potentially change in line with the council's broader transformation intentions.
12. This response very much supports the emphasis on reviewing 'roles' as set out in recommendation 1 and 'responsibilities and allowances' (recommendation 2) but furthermore, would emphasise the need to also review the process and workings associated with moving to one committee, should this be approved by Cabinet.
13. Recommendation 1 also suggests that review teams may co-opt non-overview and scrutiny members, subject to relevant experience and expertise. There is already provision for this through existing arrangements.
14. Members have recommended (recommendation 2) that the unspent special responsibility allowance for the Chair and Vice Chair is ring-fenced in the council's budget for six months. So long as the Chair and Vice Chair of the new committee remain unchanged, then consultation of the Independent Remuneration Panel would not be required. There is however the opportunity for this saving to be realised immediately, and in the light of the Council's efforts to streamline its expenditure, Cabinet is recommended to take this opportunity.
15. An 'exceptions' based approach to performance reporting set out in recommendation 3 is welcome and the production of exceptions focused written Director reports are already underway, having been successfully piloted during quarters two and three.

16. It must be noted that while an exceptions based focus is welcome, Director reports have also been used to flag key issues to members that may not be covered through performance monitoring of the corporate plan alone. It is therefore further recommended that this flexibility to provide such key information via the Director reports is retained.
17. In principle, recommendation 4 is supported so that members and the wider public can be better informed of the democratic function and how Scrutiny in particular holds Cabinet to account.
18. It is suggested that to raise awareness of scrutiny activity with wider members, that regular updates of the outcomes of Scrutiny Steering Group meetings be published in the Members bulletin.
19. Scrutiny will need to be creative in its endeavours to raise public awareness of its activities given existing pressures on council resources and an already full and ambitious scrutiny work programme.
20. Striking a careful balance in planning the annual scrutiny programme between topics of public interest and a focus on internal council business is required, if public interest is highly sought.
21. It is advised that Scrutiny continues to maintain a watchful eye on those work areas and internal processes that may not have immediate public appeal, but are fundamental in meeting the council's transformation intentions.

Policy Implications

22. While this management response has addressed each of the recommendations set out, it is also felt appropriate to briefly comment on those recommendations concerning 'organisational supporting changes' identified in the original report to Scrutiny (appendix a) given the associated organisational consequences.
23. Paragraph 62 of this report emphasises that future 'performance information provided to scrutiny include performance status, projected activity, identification and mitigation of risk, costs, projected spend and resource implications.'
24. Whilst it is accepted that the culmination of such information at the beginning of the year would greatly assist scrutiny members to better undertake their performance management role, this aspiration may not be able to be met fully in the short term, as implementation of new systems and processes will take time and has to be balanced against other priorities and workload pressures.
25. Further work will be undertaken as we continue to test and refine performance arrangements in line with commitments set out in the corporate plan.

Wards Affected

None

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix a - Scrutiny Report

Appendix b - Draft role of the Chair, Vice Chair and Committee Members

Officer to Contact

Jane Hartnell
jhartnell@hastings.gov.uk
(01424) 451482

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Report to: Overview and Scrutiny (Services)

Date of Meeting: 16 November 2015

Report Title: Task and Finish Group to Review Scrutiny functions, process, and potential streamlining

Report By: Jane Hartnell
Director of Corporate Services

Purpose of Report

To put forward the recommendations made by the scrutiny task and finish group tasked with reviewing existing scrutiny arrangements.

Recommendation(s)

- 1. That both scrutiny committees endorse the recommendations set out in the report.**

Reasons for Recommendations

To ensure that scrutiny review and refresh existing arrangements in line with broader transformation efforts underway within HBC.

Introduction

1. The Annual Joint Meeting of the Overview and Scrutiny Committees in June 2015 agreed an ambitious work programme for 2015/16 that has an underlying emphasis on organisational transformation.
2. Part of this work programme sought to establish a task and finish group to specifically look at how the existing scrutiny functions and processes could be enhanced and future proofed in line with broader organisational transformation.
3. The members of the task and finish group were:

Cllr Mike Edwards

Cllr Mike Howard (Chair)

Cllr Peter Pragnell

Cllr Trevor Webb
4. The group have used tools including SWOT analysis and desktop research to critically consider existing HBC practice, review good practice elsewhere and arrive at recommendations for improvement that conclude this report.

Existing Scrutiny Role and Function

5. The principal role and function of the council's scrutiny committees are to monitor progress against the targets set out in the council's corporate plan and act as a critical friend to Cabinet decision making by identifying potential areas for improvement and exploring options to develop council services.
6. Currently there are two scrutiny committees that reflect the political balance of the council.
7. The resources committee is responsible for monitoring performance across the corporate resources directorate, which is responsible for the organisational services within the council. The services committee is responsible for monitoring performance across the council's out-facing departments.
8. The terms of reference of overview and scrutiny committees are agreed each year at Annual Council.
9. Resources and services committees meet quarterly and are open to the public. Full details of membership and meetings papers are available here:

<http://hastings.moderngov.co.uk/mgListCommittees.aspx?bcr=1>
10. In addition to their performance monitoring roles, both overview and scrutiny committees may receive updates on specific issues affecting the council or local people and services. Often, these updates are opened up for members of both overview and scrutiny committees to attend the meeting.

11. Each year, overview and scrutiny members set their own work programme of activities. This includes a programme of reviews, which members use to carry out in-depth analysis of a particular subject.
12. In recent years, overview and scrutiny reviews have often focused on services delivered by external providers, such as education, highways and health.
13. Overview and scrutiny reviews also provide members with an opportunity to meet with key stakeholders in an informal setting, to assist them in developing their knowledge of a topic in more detail than would be possible within the formal committee structure. The reviews also enable new members to develop their understanding of the overview and scrutiny function.
14. In recent years the Scrutiny Steering Group (SSG) has been established. The meetings, which are open for members of both committees to attend, are traditionally chaired by either the services or resources chair.
15. SSG meets quarterly to plan and monitor progress against the annual scrutiny work programme, it has also subsumed what was previously the meeting of chairs and vice chairs assuming a coordinating role for scrutiny activities and setting the agendas for quarterly committee meetings.
16. The SSG does not feature in those parts of the council's [constitution](#) that make specific reference to Overview and Scrutiny.
17. The constitution sets out general and specific roles and procedural rules for the council's overview and scrutiny committees. These have been extracted and are included at appendix A.
18. Chairs and vice chairs of resources and services are awarded a special responsibility allowance relative to these roles. There is no allowance for wider scrutiny membership.

Scrutiny elsewhere and examples of good practice

19. All other district and borough authorities throughout East Sussex have adopted a single overview and scrutiny committee.
20. The task and finish group considered example overview and scrutiny functions from areas with a similar demographic to Hastings. Many, including Thanet District Council, have opted to adopt a single overview and scrutiny committee.
21. Other authorities, including Blackpool Council and Tendring District Council, group their overview and scrutiny function around specific activities, for example tourism, economy and resources. However, this structure may mean that it is difficult to determine what activities fall within the remit of each committee
22. Good practice guidance highlights the importance of raising awareness of the role of overview and scrutiny amongst non-overview and scrutiny members. This would support a wider ambition for overview and scrutiny to align its work programme more closely with the council's corporate priorities, whilst ensuring that it remained a-political in its approach.

23. A number of authorities have established a central committee to co-ordinate overview and scrutiny activities. Members of the task and finish group were keen that SSG should continue to perform this role, and seek to engage all overview and scrutiny members in planning the work programme.
24. In the past, authorities have been encouraged to engage with external partners proactively through their overview and scrutiny function. Members noted that this had been achieved through previous overview and scrutiny work programmes.
25. The task and finish group have also reviewed the training requirements for overview and scrutiny members. Training is currently undertaken as part of the member induction programme, with refresher sessions held each year.
26. Members are keen that the training sessions should provide an opportunity for experienced overview and scrutiny members to share their knowledge with new members.

Strengths

27. Overview and scrutiny at HBC currently benefits from a range of long standing and experienced members and scrutineers that have assumed a variety of councillor roles ranging from leadership, cabinet roles and experience across a range of HBC and ESCC committees and partnerships. This is coupled with newer members that bring a wealth of experiences and new ideas to scrutiny.
28. SSG meetings benefit from being well attended and draw on the input of scrutiny members from across both the scrutiny committees.
29. Overview and scrutiny continues to undertake a full and varied work programme and has consistently completed scrutiny reviews to time, cost and quality.
30. Overview and scrutiny meetings and reviews continue to be well supported by senior management within HBC most recently evidenced by the lead officer reviews taken on by the council's directors as part of the 2015/16 scrutiny programme.

Weaknesses

31. Overview and scrutiny members vary in terms of the commitment and efforts they are willing to make.
32. The upshot of differing degrees of commitment can result in over reliance on particular members for input and involvement in scrutiny business that on occasion can result in the proliferation of particular views as the views of scrutiny per se.
33. This can also potentially disenfranchise less involved and less experienced scrutiny members.
34. Furthermore there is the view that given that chairs and vice chairs receive a responsibility allowance for these roles then their input and involvement should reflect this.

35. Overview and scrutiny has sometimes been deemed as the poor relation to or training ground for Cabinet and sometimes envisaged as where you start or finish your political career.
36. Such views have been reinforced by a traditional imbalance of knowledge between scrutiny and the executive.
37. Overview and scrutiny often has to play catch up to develop similar understanding of services areas as their portfolio holder colleagues on Cabinet and subsequently scrutiny activity often initially focuses on 'updates' before 'scrutiny' is possible.
38. This is further exacerbated by an over emphasis on scrutiny's performance management and monitoring role to the detriment of scrutiny involvement in policy planning and development (beyond scrutiny reviews).
39. The traditional focus of each of the scrutiny committees - 'resources' with a focus on internal/corporate/support services and 'services' with a focus on outward facing place shaping activity - is increasingly at odds with a 'one council' approach.
40. Performance information received by overview and scrutiny is disjointed across the two committees resulting in scrutiny members having a partial rather than a holistic view of council activity.
41. There is an absence of financial information by service area or by target in the performance information received at quarterly scrutiny meetings.
42. There has been an absence of an overview of projected activities, associated spending and resources relative to corporate plan targets across the quarters, making it challenging for scrutiny members to keep track of performance.
43. Under the present structure of two committees, there has also been some difficulty in determining what activities fall within the remit of each committee.

Threats

44. That overview and scrutiny members are unduly antagonistic to staff or partner service providers, distracting them from their day jobs or stifling partnership and innovation.
45. That overview and scrutiny isn't fully informed in a timely manner or hasn't the full picture to be able to effectively scrutinise.
46. That the relationship between overview and scrutiny and Cabinet, senior officers and wider staff are less than positive.
47. That overview and scrutiny is over ambitious and does not have the time capacity, resources and support to function effectively.
48. That HBC scrutiny duplicates county council scrutiny functions or is uninformed about other scrutiny or quality assurance arrangements in place by associated partner providers.

Opportunities

49. To move from two to one committee thereby reducing associated administrative arrangements and enable scrutiny members to take a more holistic perspective, and consider both organisational and outward-facing service information in parallel.
50. A single overview and scrutiny committee would also allow members to share their knowledge and expertise and optimise the officer support available. It also develops earlier examples of good practice, when members remained as one committee to receive updates.
51. To enhance the relationship between scrutiny and Cabinet by narrowing the knowledge gap between each where possible and appropriate.
52. To reconsider special allowances for chairs and vice chairs in the context of a possible move to one committee.
53. To review how such special allowances can be reassigned to reflect the roles of chairing scrutiny reviews and task and finish groups.
54. To familiarise overview and scrutiny with those tools assisting organisational planning, doing and reviewing so that where appropriate, overview and scrutiny are not the passive recipients of performance results and instead can engage constructively in planning and shaping council activity.
55. To provide overview and scrutiny with better quality performance information.
56. To better coordinate with county or neighbouring scrutiny committees on area wide issues.

Recommendations

57. The following recommendations include those that are specific to HBC overview and scrutiny, those that require organisational change to support potential overview and scrutiny changes and improvement, concluding with recommendations on how to take this work forward.

Overview and Scrutiny changes

58. It is recommended that the Overview and Scrutiny Committees for Resources and Services are merged from two to one committee following the May 2016 local elections.
59. It is recommended that the task and finish group be re-convened, once the initial recommendations have been considered by both overview and scrutiny committees, to make specific recommendations on the format of the new structure.
60. It is recommended that the allowances of the chairs and vice chairs forgone through the reduction to one scrutiny committee be redistributed to reflect the chairing of scrutiny review meetings, sub groups and any associated task and

finish groups. This matter will be considered by the re-convened task and finish group.

61. It is recommended that conclusions of this group be completed by end of December 2015 and approved at the joined scrutiny meeting in late January 2016. This should then allow time for subsequent amendments, passage through the council's approvals process (WAG and or Cabinet) and associated potential constitutional amendments and working arrangements in advance of full implementation when new members of the scrutiny committee are nominated following the May 2016 local elections.

Organisational supporting changes

62. It is recommended that performance information provided to scrutiny continues to be improved so that members can view for key corporate plan targets: performance status and projected activity covering identification and mitigation of associated risks; and crucially, associated financial information - costs, resource implications and projected spend.
63. It is recommended that suggested improvements to performance information continue to be tested and refined during 2015/16 with a view to implementing associated changes from quarter one 2016/17.
64. Members have already begun to consider performance information on an exceptions basis, and this will need to continue as the volume of performance monitoring information submitted to a combined committee will increase.
65. It is recommended that lead members and supporting officers consider the performance information requested in paragraph 62 as part of their planning and drafting of 2016/17 targets.
66. The task and finish group were also keen to raise awareness of overview and scrutiny activities, and it is recommended that an update on the work programme for each year is included periodically in the members bulletin.

Progressing recommendations

67. Following overview and scrutiny approval of these recommendations at the quarter two scheduled meetings, the re-convened task and finish group will make specific recommendations on redistribution of the chair and vice chairs allowance, size (retaining political balance) of one new joined committee, and associated expectations in terms of commitment to reviews and other scrutiny work.
68. The task and finish group will also consider and make recommendations to raise the profile of overview and scrutiny more widely within the organisation.
69. The recommendations of the task and finish group on the new structure will then be forwarded to the Working Arrangements Group, together with a report by the Chief Legal Officer on the associated constitutional changes.
70. In line with good practice from previous overview and scrutiny reviews, Cabinet will receive a management response to the task and finish group's

recommendations and the outcome of the Working Arrangements Group meeting.

71. The proposed move from two to one scrutiny committees, and associated recommendations, will then take effect from quarter one 2016/17.

Wards Affected

None

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix A - extract from the council's constitution

Officer to Contact

Officer Name Mark Horan
Officer Email Address mhoran@hastings.gov.uk
Officer Telephone Number (01424) 451485

Appendix A

General role

6.2 Within their terms of reference, overview and scrutiny committees will:

- a. review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- b. make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any functions;

- c. consider any matter affecting the area or its inhabitants; and
- d. exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Cabinet.
- e. exercise such other functions as shall be allocated to them from time to time by statute or subordinate legislation.

Specific functions

6.3a Policy development and review

Overview and scrutiny committees may:

- i. assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
- ii. conduct research, community and other consultation in the analysis of policy issues and possible options;
- iii. advise the Cabinet on mechanisms to encourage and enhance community participation in the development of policy options;
- iv. question members of the Cabinet and Chief Officers about their views on issues and proposals affecting the area; and
- v. liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

b. Scrutiny

Overview and scrutiny committees may:

- i. review and scrutinise the decisions made by and the performance of the Cabinet and council officers both in relation to individual decisions and over time;
- ii. review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- iii. question members of the Cabinet and Chief Officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- iv. make recommendations to the Cabinet and/or Council arising from the outcome of the scrutiny process;
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent).

c. Finance

The Cabinet is required to meet reasonable requests for funding from Overview and Scrutiny Committees. Funding should be used for specific activities in support of the functions outlined in the Terms of Reference under 6.1. If the Cabinet refuses funding then the Overview and Scrutiny Committee can ask the Full Council to determine whether or not the funding should be granted.

d. Officers

Officer support for Scrutiny Project Groups will be arranged by Chief Officers. Other Officer support for the overview and scrutiny function will be arranged by the Scrutiny and Democratic Services Manager.

Proceedings of Overview and Scrutiny Committees

6.4 Overview and scrutiny committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

29. Overview and Scrutiny Procedure Rules

Arrangements for Overview and Scrutiny Committees

Overview and Scrutiny Committees

29.1a The Council will have two Overview and Scrutiny Committees: Resources Overview and Scrutiny Committee and Services Overview and Scrutiny Committee. They will perform all overview and scrutiny functions on behalf of the Council.

b. The terms of reference of the Overview and Scrutiny Committees will be:

- i. the performance of all overview and scrutiny functions on behalf of the Council relating to the service areas specified in Article 6 (The Constitution, Part 2);
- ii. To agree an annual overview and scrutiny work programme for that Overview and Scrutiny Committee,
- iii. To ensure that referrals from overview and scrutiny to the Cabinet, either by way of report or for reconsideration, are managed efficiently and do not exceed the limits set out in this Constitution;
- iv. in the event of reports to the Cabinet exceeding limits in this Constitution, or if the volume of such reports creates difficulty for the management of Cabinet business or jeopardises the efficient running of Council business, at the request of the Cabinet, to make decisions about the priority of referrals made.
- v. To receive requests from the Cabinet and/or the full Council for reports from Overview and Scrutiny Committee.

vi. To call in decisions of the Cabinet, made but not implemented, where those decisions are within the scope of the Terms of Reference of that particular Overview and Scrutiny Committee.

vii. To review the performance of the Council's departments in delivering services which are relevant to the work of that Overview and Scrutiny Committee.

viii. To consider Scrutiny Reviews and make recommendations to the Cabinet and/or Council

ix. To appoint elected Members to the Review Groups.

x. Services Overview and Scrutiny Committee is the Council's crime and disorder committee for the purposes of Section 19 Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

xi. Both committees to exercise their functions in relation to the Charity Committee, a committee of the Cabinet.

Membership of Overview and Scrutiny Committees

29.2 There will be seven members on each of the two Overview and Scrutiny Committees. All councillors except members of the Cabinet, the Mayor and Deputy Mayor may be members of an Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

All members appointed to Overview and Scrutiny must commit to be trained in order to perform the specialist role required.

Co-optees

29.3 Each Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees.

The Hastings and St Leonards Museum Association may appoint persons who are for the time being members of the Association to attend any meeting of an Overview and Scrutiny Committee at which the management of the Hastings Museum Collection is the subject of consideration. These members will be entitled to vote and to speak at the meeting on any question relating to the management of the Collection. The number appointed may be up to 40% of the size of the original Overview and Scrutiny Committee. (These members may not speak, other than at the invitation of the committee chair, or vote on any question other than one relating to the management of the Collection). Attendance by members of the Association at the Overview and Scrutiny Committee will not affect the continuing role of the Museums Committee. (Reference: Statutory Instrument 2000 No. 2853)

Meetings of the Overview and Scrutiny Committees

29.4 There shall be four formal regular public meetings of each Overview and Scrutiny Committee in each year.

There will also be up to five reserve dates for each committee in each year. These reserve dates are for work on policy development discussions, service reviews and training. If required, any of these reserve dates may be used as formal public meetings to deal with the call-in of a Cabinet decision under Rule 26.15 of this part of the constitution.

The decision to use a reserve date as a formal meeting must be taken by the Chair of the Overview and Scrutiny Committee, or by request from any three members of the committee or by the Chief Legal Officer if he/she considers it necessary.

Quorum

29.5 The quorum for an Overview and Scrutiny Committee shall be as set out for committees in the Council Procedure Rules in Part 4 of this Constitution.

The Chair of Overview and Scrutiny Committee meetings

29.6 The Council will appoint the Chairs and Vice Chairs of the Overview and Scrutiny Committees. Chairs and Vice Chairs may be minority party members. The rules of political balance will apply to these posts.

Work programme

29.7 Shortly after Annual Council there will be an annual public joint meeting of the two Overview and Scrutiny Committees to set a work programme for the overview and scrutiny function for the municipal year and to review the results of the previous year's work programme.

The Overview and Scrutiny Committees will be responsible for setting their own work programme and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.

Agenda items

29.8 Any member of an Overview and Scrutiny Committee or sub-committee shall be entitled to give notice to the Chief Legal Officer that he/she wishes an item relevant to the functions of the committee to be included on the agenda for the next available meeting of the committee. On receipt of such a request the Chief Legal Officer will ensure that it is included on the next available agenda.

The Overview and Scrutiny Committees shall also respond, as soon as their work programme permits, to requests from the Council and if they consider it appropriate, the Cabinet, to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committees shall report their findings and any recommendations back to the Cabinet and/or Council. The Council and/or the Cabinet shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

The Chair of a Best Value Project Group can refer that Best Value Review back to the Overview and Scrutiny Committee for further consideration at any point in the Review.

Policy review and development

29.9a The role of the Overview and Scrutiny Committees in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.

b. In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, Overview and Scrutiny Committees may make proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.

c. Overview and Scrutiny Committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration. The Cabinet is required to meet reasonable requests for funding. Funding should be used for specific activities in support of the functions outlined in the Terms of reference for each Overview and Scrutiny Committee.

Reports from Overview and Scrutiny Committees

29.10a Once it has formed recommendations on proposals, the Overview and Scrutiny Committee will prepare a formal report and submit it for consideration by the Cabinet if it is a Cabinet matter. If it is a matter for Council then the Cabinet will be invited to comment before the report goes before the Council.

b. If an Overview and Scrutiny Committee cannot agree on one single final report to the Council or Cabinet as appropriate, then one minority report may be prepared and submitted for consideration by the Council or Cabinet with the majority report.

c. Where the final outcome of a Best Value Review is reported to the Overview and Scrutiny Committee, the Director of that service may produce an Officer response for consideration by Members.

d. The Council or Cabinet shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

Forward Plan

29.11 Overview and Scrutiny Committees will have access to the Cabinet's forward plan and timetable for decisions and intentions for consultation.

Rights of Overview and Scrutiny Committee members to documents

29.12a In addition to their rights as councillors, members of Overview and Scrutiny Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

b. Nothing in this paragraph prevents more detailed liaison between the Cabinet and Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

Members and Officers giving account

29.13a Any Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet or one or more of the Directors to attend before it to explain in relation to matters within their remit:

- i. any particular decision or series of decisions;
- ii. the extent to which the actions taken implement Council policy; and/or
- iii. their performance

and it is the duty of those persons to attend if so required.

b. Where any member or officer is required to attend an Overview and Scrutiny Committee under this provision, the chair of that committee will inform the Chief Legal Officer. The Chief Legal Officer shall inform the member or officer in writing giving at least five working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that report.

c. Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee, shall in consultation with the member or officer, arrange an alternative date for attendance or for an alternative officer to attend.

Attendance by others

29.14 An Overview and Scrutiny Committee may invite people other than those people referred to in Rule 29.13 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. Attendance cannot be made compulsory.

At each programmed meeting of the Overview and Scrutiny Committees, the appropriate Cabinet Members may be questioned by members of that Committee on key issues and respond to questions on those issues. If any members of that Committee wish to question a Cabinet Member on a particular issue, it may be helpful to provide the question in advance.

For the purposes of completing service reviews and policy development, any member may be invited by the Chair of the Overview and Scrutiny to participate, although all decisions and reports will be the responsibility of the members appointed to the Overview and Scrutiny Committees by Annual Council.

Call-in

29.15 Call-in should only be used in exceptional circumstances.

- a. When a decision is made by the Cabinet, a committee of the Cabinet, or a key decision is made by an officer with delegated authority from the Cabinet the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within two working days of being made. Members of all Overview and Scrutiny Committees will be sent copies of the records of all such decisions within the same timescale.
- b. That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of three working days after the publication of the decision, unless an Overview and Scrutiny Committee objects to it and calls it in.
- c. During that period, the Chief Legal Officer shall call-in a decision for scrutiny by the committee if so requested by the chair or any two members of the relevant committee, and shall then notify the decision-taker of the call-in. The meeting will be held within eight working days, where possible after consultation with the chair of the committee.
- d. If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the Cabinet for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. On receipt of the response from the Overview and Scrutiny Committee the Cabinet or Council may decide to proceed with the original decision or make an amended decision.
- e. If, following an objection to the decision, the Overview and Scrutiny Committee does not meet within eight working days of the decision to call-in or does meet but does not refer the matter back to the Cabinet, the decision shall take effect on the expiry of the period, or the date of the overview and scrutiny meeting, whichever is the earlier.
- f. If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, it has no locus to make decisions in respect of Cabinet decision unless it is contrary to the policy framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Council will refer any decision to which it objects back to the Cabinet, together with the Council's views on the decision. The Cabinet shall choose whether to amend the decision or not before reaching a final decision and implementing it.
- g. If the Council does not meet, or if it does but does not refer the decision back to the Cabinet, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

Exceptions

In order to ensure that call-in is not abused, nor causes unreasonable delay, a written request signed by the Chair or any two members of the relevant Overview and Scrutiny

Committee is needed for a decision to be called in. The notice shall specify which part or parts of the decision is/are called in and the reason why it/they should be referred to the committee for consideration.

Call-In and Urgency

h. The call-in procedure set out above shall not apply where the decision being taken by the Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public, shall state whether, in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in.

The Party Whip

29.16 The Party Whip is defined here as any instruction given by or on behalf of a political group to any councillor who is a member of that group as to how that councillor shall speak or vote on any matter before the Council or any committee or sub-committee, or the application or threat to apply any sanction by the group in respect of that councillor should he/she speak or vote in any particular manner. Government guidance says that the party whip should not apply on Overview and Scrutiny Committee.

Procedure at Overview and Scrutiny Committee meetings

29.17a Overview and Scrutiny Committees shall consider the following business:

- i. minutes of the last meeting;
- ii. declarations of interest (including whipping declarations);
- iii. consideration of any matter referred to the committee for a decision in relation to call in of a decision;
- iv. responses of the Cabinet to reports of the Overview and Scrutiny Committee;
- v. the business otherwise set out on the agenda for the meeting.

b. Where the Overview and Scrutiny Committee conducts investigations (e.g. with a view to policy development), the committee may also ask people to attend to give evidence at committee meetings which are to be conducted in accordance with the following principles:

- i. that the investigation be conducted fairly and all members of the committee be given the opportunity to ask questions of attendees, and to contribute and speak;
- ii. that those assisting the committee by giving evidence be treated with respect and courtesy; and
- iii. that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

c. Following any investigation or review, the Committee shall prepare a report, for submission to the Cabinet and/or Council as appropriate and shall make its report and findings public.

Matters within the remit of more than one Overview and Scrutiny

29.18 Where an Overview and Scrutiny Committee conducts a review or scrutinises a matter which also falls (whether in whole or in part) within the remit of another Overview and Scrutiny Committee, before submitting its findings to the Cabinet and/or Council for consideration, the report of the reviewing Overview and Scrutiny Committee shall be considered by the other Overview and Scrutiny Committee for comment. Those comments shall be incorporated into the report which is then sent to the appropriate body for consideration. If appropriate the Overview and Scrutiny Committee conducting the review may invite the chair of the other committee (or his/her nominee) to attend its meetings when the matter is being reviewed. One or more Overview and Scrutiny Committees may have joint meetings.

Councillor Call for Action (CCFA)

29.19 Ward councillors have the power to request a debate and discussion at an Overview and Scrutiny Committee on the subject of neighbourhood concern. The powers are limited to single issues affecting the councillor's ward and are there as a longstop when all other attempts at a resolution have failed. The matter must be a local government matter for which the Overview and Scrutiny Committee has a responsibility, relate to the councillor's ward and not be excluded.

Excluded matters are:

- a. matters relating to a planning or licensing decision;
- b. a matter relating to an individual or entity in respect of which that individual or entity has recourse to a right of appeal conferred by legislation;
- c. any matter which is vexatious, discriminatory or unreasonable.

29.20 The process for the consideration of requests is that the ward councillor submits the request on a pro-forma to the Scrutiny and Democratic Services Manager. On the pro-forma application the ward member specifies the exact nature of the issue, what steps have already been taken to resolve it, how the Overview and Scrutiny Committee can assist and what a successful resolution might be. Relevant officers would be requested to comment before consideration of the request by the Chairs and Vice-Chairs Steering Sub-Committee, a joint Sub-Committee of the Overview and Scrutiny Committees. The Sub-Committee would consider whether the matter was appropriate for reference to the relevant Overview and Scrutiny Committee, having regard to the criteria and exclusions set out in rule 29.19. Where it is decided not to be appropriate to refer the matter to the Committee, the Sub-Committee's reasons for refusal shall be provided in writing.

29.21 At a meeting of the Overview and Scrutiny Committee to consider the matter, the ward member is entitled to address the Committee to present the call for action.

Relevant Lead members, officers and partner organisations, where appropriate, will be invited to attend and contribute. The Committee will explore the potential options for resolution and decide on their recommendation for certain action. The Committee might consider any delegated decision making powers the ward member may have and representations from the ward member on why it would be appropriate for the Committee to exercise its powers as Overview and Scrutiny Committee. The Committee will direct its recommendation to the Cabinet or the relevant committee of the Council, or Head of Service where there is a delegation to officers. The Cabinet, committee or Head of Service, in question, is required to report back to the Overview and Scrutiny Committee on actions taken as a result of the reference or the reasons for not taking action.

29.22 Crime and disorder matters are the responsibility of the Overview and Scrutiny Committee for Services. This Committee receives requests for consideration of a crime and disorder matter, including anti-social behaviour and the misuse of drugs, alcohol and other substances, affecting a member's ward. The request is processed in the same way as a request under the councillor call for action procedure described above.

29.23 When the Overview and Scrutiny Committee for Services consider whether or not to make a report to the Cabinet or to the Council in relation to the matter, they may have regard to any decision making powers delegated to the ward member and the representations made by the ward member as to why the Committee should exercise its power to report to Cabinet or the Council. If it decides not to take any action, the Committee shall notify the member of its decision and the reasons for the decision.

29.24 Where the Committee makes recommendations to the Council it must provide a copy of the report to:

- a. the member who referred the matter; and
- b. such of the responsible authorities and co-operating persons and bodies as it shall think appropriate.

When notifying those authorities, persons or bodies of the report recommendations the Committee shall inform them that they are required:

- a. to consider the report and recommendations;
- b. respond indicating what action is proposed; and
- c. have regard to the report or recommendations in exercising their functions.

Chair of Overview and Scrutiny Committee

- Chair of Annual Meeting, Joint Budget Meeting and Quarterly Committee meetings
- Vice Chair of Scrutiny Steering Group
- Set the agenda for committee meetings, taking advice from officers and committee members
- Monitor progress against the Overview and Scrutiny work programme
- Participate in reviews, task and finish groups and other work programme activities. This may include Charing responsibilities, if required
- Consider and develop future work programme ideas, taking advice from officers and committee members
- Identify priority areas for consideration in-year, taking advice from officers and committee members

Vice Chair of Overview and Scrutiny Committee

- Chair of Scrutiny Steering Group
- Set the agenda for Scrutiny Steering Group meetings, taking advice from officers, the Chair and committee members
- Assist the Chair in setting the agenda for committee meetings
- Chair the Annual Meeting, Joint Budget Meeting and Quarterly Committee meetings, if the usual Chair is absent
- Participate in reviews, task and finish groups and other work programme activities. This may include Charing responsibilities, if required
- Assist the Chair in considering and developing future work programme ideas

Overview and Scrutiny Committee members

- Participate in debate at the Annual Meeting, Joint Budget Meeting and Quarterly Committee meetings
- Participate in debate at Scrutiny Steering Group meetings
- Participate in task and finish groups, reviews and other work programme activities. This may include Charing responsibilities, if required
- Submit future work programme ideas and identify potential areas of interest for consideration

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Agenda Item 6



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: Culture-Led Regeneration Strategy 2016-21

Report By: Monica Adams-Acton
Assistant Director for Regeneration and Culture

Purpose of Report

Seeking adoption of the Culture-Led Regeneration Strategy 2016-21

Recommendation(s)

1. To support the adoption of the strategy by Cabinet

Reasons for Recommendations

The previous strategy, Hastings Cultural Regeneration Strategy 2010-2015, has come to an end. Culture-led regeneration is still a priority for HBC and therefore a new strategy is needed to guide the next stage of development and ensure that the greatest impact and benefit is achieved.

Introduction

1. This strategy has been informed by consultation with the creative and cultural sector and with the wider community.
2. The Economic Impact Assessment forms are attached.

Wards Affected

All

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	X
Crime and Fear of Crime (Section 17)	
Risk Management	
Environmental Issues	X
Economic/Financial Implications	X
Human Rights Act	
Organisational Consequences	X
Local People's Views	X
Anti-Poverty	

Additional Information

Appendix 1: Hastings Culture-Led Regeneration Strategy 2016-21 Final Draft
Appendix 2: EIA form Culture-Led Regeneration Strategy 2016-21

Officer to Contact

Polly Gifford
Strategic Cultural Development Specialist
01424 451785

Culture-Led Regeneration

A Strategy for Hastings

2016-2021

Vision

Our vision is for the renaissance of Hastings, with culture at the heart of its identity and regeneration, delivering long term economic and social benefits for all.

By 2021, Hastings will be a highly desirable place to live, work, visit and invest.

Live: A town where the opportunities to experience and enjoy our rich culture are embedded into the lifestyle and where cultural activities can be accessed by all – as both audience and participant.

Work: A place where creative and cultural businesses and practitioners thrive; where workspace is affordable, of high quality and fit for purpose; with opportunities to develop skills, network and access peer-to-peer support.

Visit: A highly desirable place that attracts UK and overseas tourists year-round to a high quality cultural offer, supported by high quality food and accommodation.

Invest: A place that has a reputation for innovative cultural activity, that attracts and welcomes cultural and social investment, and which supports the wider economy.

This strategy will cover the following six objectives:

1. Encourage community cohesion and social engagement through accessible and diverse cultural activity (*Live*)
2. Ensure high quality cultural opportunities within formal and informal education are available to all. (*Live / Work*)
3. Grow the creative economy, supporting creative and cultural businesses and practitioners to develop and become more sustainable, and attracting new investment (*Work / Invest*)
4. Develop and promote a refreshed identity for Hastings which brings contemporary culture and heritage together in a coherent and marketable brand (*Visit*)
5. Support and develop a high quality year round cultural programme, that links to regeneration and tourism strategies (*Live / Work / Visit*)
6. Support and enable the preservation, development and use of our cultural assets (*Live / Work / Visit / Invest*)

Executive Summary

Culture is playing an increasingly important role in the regeneration of Britain's seaside towns and has the potential to impact on the lives of our communities, our environment, our businesses and our economy.

Hastings has a rich and unique culture that engenders local pride and which is cited by many as a key reason to relocate to the town. From the heritage of 1066 and the fishing fleet, through traditional events like Jack in the Green and the Hastings Bonfire, to the contemporary offer of the Jerwood Gallery and a thriving local music scene – Hastings punches above its weight which is fulfilling the town's reputation as a cultural hot spot.

This is a regeneration strategy, placing culture at the heart of the town's development, recognising the contribution it has already made and maximising future potential. Hastings has seen significant investment in its cultural and wider infrastructure over the past 10 years, but many challenges remain with high levels of deprivation in some parts of the town and an increasing gap with those areas where regeneration is moving forward more rapidly. Further challenges are presented by continuing austerity measures and reductions in local authority and other sources of funding.

A strong strategic framework, underpinned by partnership working and shared responsibility, will be needed to ensure that Hastings' cultural sector not only survives but thrives over the next five years and that the regeneration benefits are realised. An Action Plan will be developed to support this strategy that will include specific priorities and targets against each objective and maximise the interconnections between them.

Objective 1: Encourage community cohesion and social engagement through accessible and diverse cultural activity.

People lie at the heart of successful regeneration. A regeneration process must engage with all sectors of the local population, especially those who are excluded or disadvantaged. Hastings has a strong track record of engagement through culture, strengthening the sense of community in the town, celebrating our cultural diversity and bringing people together.

If we meet the challenges and exploit the opportunities outlined,

The benefits of culture-led regeneration, both economic and social, will be felt by all areas and communities. Increased participation will improve social engagement and community cohesion.

Objective 2: Ensure high quality cultural opportunities within formal and informal education are available to all.

Education and learning are an essential foundation to successful regeneration. There is extensive evidence to show that high quality arts and cultural provision, within and outside of schools, can have far-reaching benefits on people's life chances and future careers.

If we meet the challenges and exploit the opportunities outlined,

All children and young people in Hastings will have access to high quality cultural opportunities regardless of circumstance with involvement from children across all cultural and socioeconomic backgrounds. The creative and cultural industries will be seen as a viable career for young people with clear pathways into work.

Objective 3: Grow the creative economy, supporting creative and cultural businesses and practitioners to develop and become more sustainable, and attracting new investment.

There is strong evidence that a thriving local creative economy has a direct impact on generating employment and business growth in all sectors, helping to attract high quality investment and development to an area and transforming its profile and prospects.

If we meet the challenges and exploit the opportunities outlined,

Hastings creative businesses and cultural economy will become more robust and sustainable over the long term. There will be increased numbers of creative and cultural businesses based in the town and the ongoing provision of targeted business support and skills acquisition for local people.

Objective 4: Develop and promote a refreshed identity for Hastings which brings contemporary culture and heritage together in a coherent and marketable brand.

Hastings and its partners in 1066 Country have a distinctive history and heritage that generates local pride and draws visitors and tourists nationally and internationally. A strong contemporary cultural identity is also developing and attracting a new 'cultural tourist'.

If we meet the challenges and exploit the opportunities outlined,

Hastings and 1066 Country will have a more coherent relationship between the traditional heritage and the emerging contemporary arts sectors with an identity that celebrates both. There will be improved visibility and awareness for the area nationally and internationally attracting increased visitor numbers.

Objective 5: Support and develop a high quality year round cultural programme, that links to regeneration and tourism strategies.

It is programming that drives footfall and the success of any process of culture-led regeneration will depend on a consistently high quality and ambitious programme that will attract audiences all year round.

If we met the challenges and exploit the opportunities outlined,

Hastings will have a more sustainable year round cultural programme that is closely linked with the town's tourism strategy and which will attract and develop local and visiting audiences.

Objective 6: Support and enable the preservation, development and use of our cultural assets.

Historic sites and buildings, cultural venues, the built environment and outdoor spaces are the infrastructure on which culture-led regeneration is built and link to all the other objectives in this strategy.

If we met the challenges and exploit the opportunities outlined,

Hastings stock of cultural assets will be better maintained, interpreted and promoted. Public heritage sites will be better conserved and protected. There will be an improved understanding and knowledge of sites in the town that might be appropriate for public art and how well the existing infrastructure is performing. New developments will meet with the cultural needs of the local community and economy.

Introduction

In recent years, the regeneration of Britain's seaside towns has become a more positive story. Many towns are identifying and building on new potential rather than looking back to the past. At the centre of many of these stories is culture.

Culture has the potential to impact on the lives of our communities, our environment, our businesses and our economy. It impacts on health and well-being, education, employment and investment, and a belief in this potential underpins this strategy.

The definition of culture is always a subject for debate. This strategy aligns with definitions produced by the Department for Culture, Media & Sport (DCMS)¹ and used by the East Sussex Cultural Strategy 2013-23, defining culture as arts, libraries, museums, galleries, broadcasting, film and the music industry; architecture and the historic environment. We also use the DCMS definition of Creative Industries². In particular, culture in this context refers to both arts and heritage.

This is a regeneration strategy. At this time of great change for Hastings it is important to place culture at the heart of the town's development, recognising the contribution it has already made and maximising future potential. The term 'culture-led regeneration' sees cultural activity as a catalyst and engine of regeneration and that is the focus of this document.

While this is a strategy for Hastings, it recognises the wider context of the town, particularly its relationship with neighbouring Rother district and its local authority, its role within East Sussex and the wider South East region, its proximity to London and its connections to and shared ambitions with other seaside towns in the South East and beyond. This expanded view is important as some of the key drivers of regeneration that will be discussed, such as tourism, do not operate within local authority boundaries.

This strategy builds on the Hastings Cultural Regeneration Strategy 2010-15 and takes a lead from the Hastings and Rother Six Point Plan for long term regeneration and economic growth in the area. It will inform and guide policy and provide a framework for both Hastings Borough Council and its many partners, including other local authorities, cultural sector partners, third sector and community partners.

This is a headline document laying out objectives and ambitions. It will be supported by an Action Plan that will include specific priorities and targets against each objective and maximise the interconnections between them. The Action Plan will be reviewed annually and the action planning process will form part of an ongoing dialogue with partners, the cultural sector and the community.

¹ In May 2007 the DCMS publication: A Framework for Evaluating Cultural Policy Investment defined culture as: arts, libraries, museums, galleries, broadcasting, film and the music industry; architecture and the historic environment.

² The DCMS mapping document for the Creative Industries produced in 1996 defined the creative industries as: Advertising, Antiques, Architecture, Crafts, Design, Fashion, Film, Leisure software, Music, Performing Arts, Publishing, Software and TV and radio. This definition has been widely adopted since. It is currently under review but no new definition has yet been agreed upon.

Local Context

For many people who live and work here, it is the rich culture of Hastings that makes it a special place. Its independent spirit and 'just do it' attitude help define the town's identity and shape its cultural activity. Community initiated events and activities have made and continue to make a huge contribution to the development of the town, and are central to the ongoing process of culture-led regeneration in Hastings.

Over the past five years significant investment has fuelled regeneration and changed the physical and cultural landscape. Major projects include the Priory Quarter development on Havelock Road, new accommodation for business start-ups, new manufacturing business parks on Queensway and new campuses for the University of Brighton and Sussex Coast College. In the cultural sphere developments include the Jerwood Gallery, the Stade Open Space for events and performance, the development of the old White Rock Baths as an international BMX/skateboard centre and the flourishing of an independent cultural quarter in St Leonards. Projects on the horizon include the Hastings/Bexhill link road and the much anticipated reopening of Hastings Pier. There is also increased developer interest in the town with some significant proposals being discussed that would impact on the cultural sector and programme.

The community of Hastings has changed too. National and international migration has made the population more diverse than ever before, increasing the richness of our cultural mix. Economic factors are bringing people to Hastings from London and elsewhere, attracted by lower property prices, the quality of life by the sea and by the unique cultural offer. Student numbers will also continue to increase with the growth of the further and higher education offer.

Hastings' reputation as a cultural hot spot continues to gather momentum. Alongside the infrastructure developments mentioned above, the past five years have seen significant growth in the cultural programme. New festivals have joined the busy cultural calendar, new venues have opened and the Stade Saturdays outdoor arts programme draws audiences from June to October. As mentioned above, much of this activity is driven from the local community including the many artists who live in the town. This activity has brought in significant external funding, from both public and private sources. Philanthropy has also had an impact on the town at both a national level, through the opening of the Jerwood Gallery, and a local level, through support for the Hastings International Piano Concerto Competition.

The town's heritage remains a major asset. In a recent survey conducted by the Heritage Lottery Fund on behalf of the Royal Society of Arts³, Hastings was ranked third (out of 325 local authority areas) in England for the density of its heritage assets. The survey brought together over 100 indicators from listed buildings to industrial heritage to parks and open spaces and was a great endorsement of the hard work of many people and organisations over many years. The survey also highlighted the potential to make better use of our heritage assets through increased activity (Hastings was ranked 38th for heritage activity).

There is the beginning of a new vision for the visitor economy focused on the arts and a strong contemporary cultural offer alongside the established heritage sector. 2016 will see a major programme of cultural activity, supported by Hastings Borough Council and Arts Council England, to mark the 950th anniversary of the Battle of Hastings. The ROOT 1066 International Festival will explore contemporary perspectives on the history and legacy of 1066 from local, national and

³ The Heritage Index, 2015, www.thersa.org/heritage

international artists. This ambitious initiative will tie in with wider plans to reimagine the identity and story of the town, including the heritage and legacy of 1066, including the development of Hastings Castle as a major visitor attraction.

However many challenges remain. In the latest Government produced Indices of Deprivation⁴, Hastings remains the most deprived town in the South East and in the most deprived 10% nationally. Whilst overall the town's position has improved, the benefits are not evenly felt and there has been an increase in the percentage of neighbourhoods in the bottom 10% nationally. Culture has a role to play in addressing some of the issues underlying these statistics.

The role of local authorities is changing, funding for culture is being reduced around the country and austerity measures are affecting services across the public, health, voluntary and community sectors. It will require strong strategic leadership to ensure Hastings and its cultural sector does not just survive but thrive over the next five years, supporting the continued regeneration of the town.

The strategic lead from Hastings Borough Council will focus on supporting and enabling the development of the cultural sector as part of the regeneration agenda, and on working with local, regional, national and international partners to leverage external funding and open up new opportunities.

There is a strong policy framework for this ambition. Hastings Borough Council has culture-led regeneration embedded within a range of strategies including its Corporate Plan, the Hastings and Rother Task Force Six Point Plan and the Visit 1066 Country Marketing Plan.

As mentioned above, there is a huge wealth of cultural activity, organisations, business and practitioners in Hastings. They all contribute to the objectives of this strategy and while some are referenced in the following pages, it isn't possible to name them all.

⁴ The English Indices of Deprivation 2015 Statistical Release

OBJECTIVE 1

Support social engagement and community cohesion through accessible and diverse cultural activity.

Introduction

People lie at the heart of successful regeneration. A regeneration process must engage with all sectors of the local population, especially those who are excluded or disadvantaged.

Cultural activity has demonstrated time and again its ability to engage and be the glue that binds communities together. It is a powerful tool for giving people a voice and for promoting understanding and community cohesion⁵.

Local context

Hastings has a strong track record of engagement through culture. Traditional events such as Jack in the Green and the Bonfire Parade attract a wide range of people and play a key role in strengthening the sense of community in the town. Many events celebrate our increasing cultural diversity, such as the Afrikaba Festival, St Leonards Festival and Eat Global, and organisations such as Hastings Museum and the Hastings Interfaith Forum successfully use cultural activity to bring diverse communities together. There have also been many excellent outreach projects from cultural organisations that have supported artists working with communities.

Still, the high levels of social and economic deprivation, particularly in certain parts of the borough, often coincide with lower levels of cultural engagement, preventing communities from accessing the benefits of participation in the cultural life of the town. There is a need to work proactively with areas and communities of lower engagement, such as Hollington, Tressell, Baird and Ore, to better understand and address barriers to participation. These might be economic or social, linked to poor public transport or that the appropriate cultural offer is not being provided. Community partners such as Big Local North East Hastings and the St Leonards Town Team are taking the lead in some areas and should be supported. Key regeneration partners such as Amicus Horizon should also be encouraged to support cultural activity in the areas that they are active.

The increasing diversity of the local population must be represented in the cultural offer and opportunities for artists and communities from diverse backgrounds facilitated and signposted. Opportunities for people with disabilities such as through the Craftivists Network are making links to the creative economy. Flagship organisations that work with specific groups, such as Project Art Works with people with sensory impairments, can provide examples of good practice and inspiration to others.

There are many positive outcomes that stem from participation and engagement with cultural activities, including positive mental and physical health improvements. Again Hastings has a good record and the Arts in Healthcare programme at the Conquest Hospital is one of the largest in the country. With funding reducing there is an increasing need to show the impact of culture on outcomes such as health and wellbeing if organisations and projects are going to survive. For example, evidence is starting to be able to demonstrate the role of cultural activity in facilitating

⁵ A cohesive community is one with 'a sense of belonging and equality for all, where the diversity of people's backgrounds and circumstances is understood and appreciated, and where everyone feels valued'. From the Community Cohesion Report to the Hastings Local Strategic Partnership, 2013

social connections and the impact that has on wellbeing for older people. The local sector needs to be able to respond to this and other opportunities.

Throughout, there need to be effective mechanisms for peoples' voices to be heard and for communities to input into and lead the development of plans and projects.

Key Challenges

- There are areas and communities in the borough with historically low levels of cultural engagement while other areas are experiencing rapid regeneration with high levels of engagement, leading to a widening gap between communities.
- There is no coherent data about which organisations are engaging with which excluded groups and where the gaps are.
- We have an aging population and more people experiencing social isolation.
- To secure funding from sources such as health and wellbeing budgets, the impact of projects must be better measured and evaluated.

Opportunities and Actions

- Build on our strengths and continue to support projects that contribute to community cohesion to be more sustainable and reach a wider audience.
- Utilise the 950th anniversary of the Battle of Hastings to reach out to communities with lower engagement in cultural activity.
- Work with community led initiatives that are initiating cultural activity in their own communities.
- Build on existing relationships between cultural organisations and communities and encourage greater engagement.
- Look for opportunities to support projects that reach communities suffering social exclusion.
- Pursue external funding opportunities that can support the above actions.

Outcomes

The benefits of culture-led regeneration, both economic and social, will be felt by all areas and communities. Increased participation will improve social engagement and community cohesion.

OBJECTIVE 2

Ensure high quality cultural opportunities within formal and informal education are available to all.

Introduction

Education and learning are an essential foundation to successful regeneration. Experiences gained within formal and informal learning environments have a defining influence on people's life chances and future careers.

There is extensive evidence to show that high quality professional arts and cultural provision, within and outside of schools, can have far-reaching benefits across the whole academic subject range, as well as impacting on individual self-confidence, attendance, behaviour and social responsibility.⁶ This is particularly valuable in areas where there are high levels of deprivation and unemployment.

There have been significant changes in the formal education system in recent years, in particular the option for schools to opt out of the local authority education umbrella and become academies and the introduction of the English baccalaureate system, which has placed creative subjects at a disadvantage. The impact of this on cultural opportunities is only just starting to become apparent with a recent report from the National Society for Education in Art & Design indicating that 'significant erosion' has occurred in the last five years⁷. There have also been heavy cuts to adult education and to youth service provision which have had an impact on the cultural opportunities available to people.

This strategy acknowledges the different layers of education and learning provision that play a part in delivering high quality arts and cultural activities for children, young people and adults; from Early Years work to get children 'school ready' through to university and lifelong learning, after-school art clubs to youth theatres, organisations working with hard to reach young people, and education programmes from cultural organisations. It also acknowledges the strong track record of many of these providers in Hastings.

Local context

In Hastings, all secondary schools and an increasing number of primary schools are now academies, and part of two distinct academy chains. The process of transition has been difficult for some and while schools are gradually improving overall, there are still significant challenges.

There are some flagship cultural education projects – such as Room 13 at Silverdale Primary Academy and the residencies by Hofesh Shechter Dance Company at Helenswood Academy – but the pressure nationally on the arts within the curriculum is a huge barrier to developing a strong universal cultural education offer in the town.

Other key factors include the expansion of Sussex Coast College into its new town centre site and the growing presence of the University of Brighton. However at the time of writing, the University is

⁶ For example the 2010 report 'Impact of Creative Partnerships on Young People's Behaviour and Attainment' available at www.creativitycultureeducation.org/research-reports

⁷ NSEAD Survey Report 2015/16, 'In the last five years how has government policy impacted on art, craft and design education?'

undertaking a review of its presence in Hastings which could have serious repercussions for higher education provision in the town. The importance of higher education to regeneration cannot be overstated. The establishing of the University of Brighton was driven by the regeneration agenda and there is a strong desire to work in partnership to identify and make the right course offer that attracts students and plays to the strengths of the town. Cultural education should be part of that offer. The cultural life of the town can be a strong draw for students making Hastings somewhere students want to come for its own unique qualities.

The Hastings and Rother Arts Education Network (HRAEN) is key partner in this objective. It comprises representative local secondary and primary schools, Hastings and Rother local authorities, the De La Warr Pavilion and arts education consultants Culture Shift. HRAEN has been set up to enable young people to benefit from high quality arts engagement including undertaking Arts Awards, delivering high quality arts projects in schools and providing a Creative Café programme in which students can learn through having a real insight into successful creative and cultural industries.

Careers in the creative industries are an increasingly important part of our economy, with a high level of future proofing, and local provision must offer opportunities for young people to develop the relevant knowledge and skills. It is important that the ever-growing wealth of creative and cultural industry resources in the area is harnessed to provide examples of good professional practice and transferrable life and work skills to young people. This can be achieved through a joined up programme of work placements, apprenticeships, mentoring and training, with input from partners such as Artsworld Bridge⁸, Culture Shift, the Education Futures Trust, Creative & Cultural Skills, FE and HE providers and local schools.

Key Challenges

- The restructure of the education system has led to a downgrade in the value of cultural education, which has impacted both on provision and take up by students.
- Hastings has a higher than average proportion of young people not in education, employment or training (NEETs) who can be harder to engage.
- The quality of informal learning is dependent on the quality and resources of the organisations providing it. Reduced funding has left many organisations vulnerable.
- Learning and outreach projects from cultural sector organisations often rely on short term project funding with further issues for sustainability.
- Many creative and cultural businesses don't have the resources or capacity to support apprenticeships and other work based learning.
- Career pathways in the creative and cultural industries are not well understood or accessed.

Opportunities and Actions

- Advocate for the provision of and access to high quality cultural education opportunities.
- Continue to support and develop the work of HRAEN.
- Support and promote flagship projects to inspire others and encourage skills sharing
- Encourage the educational potential of the historic environment and the links to resources offered by organisations such as Hastings Museum.

⁸ Bridge organisations are a network of ten organisations located across the country that help to connect schools, children and young people with arts and cultural activity, funded by Arts Council England. Artsworld is the Bridge organization for the South East.

- Extend work based learning opportunities within the creative and cultural sector, including through the Own Grown scheme.
- Identify possible external funding sources to support cultural opportunities in formal and informal education.
- Support the establishing of a Cultural Education Partnership⁹ in the area to support a more joined up approach, including working with the East Sussex Skills Board to develop the offer around creative industries.

Outcomes

All children and young people in Hastings will have access to high quality arts and cultural education opportunities regardless of circumstance with involvement from children across all cultural and socioeconomic backgrounds.

The creative and cultural industries will be seen as a viable career for young people with clear pathways into work.

⁹ Cultural Education Partnerships challenge sector leaders across the arts, education, local authorities, schools, higher education institutions and others to create new ways of working – sharing resources to create joined-up arts and cultural provisions locally, at a time when public funding remains under pressure. They will be initiated by the Bridge organisations.

OBJECTIVE 3

Build the creative economy, supporting creative and cultural businesses and practitioners to develop and become more sustainable, and attracting new investment.

Introduction

There is strong evidence that a thriving local creative economy has a direct impact on generating employment and business growth in all sectors, helping to attract high quality investment and development to an area and transforming its profile and prospects. The Creative Industries (CIs) are one of six sectors highlighted by the Government as a priority for growth. They have been similarly identified by the South East Local Economic Partnership (SELEP).

The Creative Economy in the South East¹⁰

The Creative Industries are one of the UK's greatest economic success stories. Taking into account creative professionals working across all sectors:

- The industry accounts for around one-tenth of the whole economy and provides jobs for more than 2.5 million people - more than in financial services, advanced manufacturing or construction
- In the SELEP area, CIs employ 30,000 people and generate £2.5 billion in Gross Value Added (GVA) – the largest GVA contribution of any LEP outside of London
- Creative talent and innovation that originates in this sector has become indispensable to other areas such as health, IT and the service economy
- The talent pool in London, the world's leading centre for creative industries, continues to move eastward into the Thames Gateway and southwards towards the coast.

Local context

Taking Hastings and Rother together as an economic zone, the creative economy has seen significant growth over the past 10 years. This has been led by high profile developments such as the De La Warr Pavilion and Jerwood Gallery, but is also fed by a high level of local entrepreneurship and a growing number of creative professionals relocating from London, Brighton and elsewhere. This strategy recognises the importance of supporting creative and cultural practitioners and entrepreneurs in developing both creative and business skills. This is particularly relevant for emerging artists and organisations that might not see themselves as businesses.

Targeted schemes such as SUCCESS¹¹ have highlighted an unmet need for business support and access to finance within the area's CIs. A mentoring scheme for creative, cultural and visitor facing businesses has recently been funded by the Coastal Communities Fund but there is a need for more provision and better signposting to existing resources. Networking opportunities are key and grassroots networks such as Hastings Creatives and Hastings Arts Forum are a vital part of the infrastructure.

Affordable workspace that is fit-for-purpose is an increasing issue as the creative and cultural sector develops. Initiatives such as the Rock House development are trialling new models that could be replicated elsewhere.

¹⁰ South East Cultural Prospectus 2015

¹¹ South-East Urban Coast Creative Enterprise Support Scheme managed by Hastings Borough Council

We are in a climate where the barriers between sectors (public, private, voluntary, social) are becoming more permeable and markets are changing rapidly. This is likely to continue leading to a need for artists and organisations to broaden their skills base and to act and think more like businesses.¹² Looking forwards we need to equip our Creative Industries and cultural sector with the professional skills needed to operate effectively in this rapidly changing climate. For artists and arts organisations this will include the need to look at how they measure the impact of their work in order to secure funding or investment in the future.

Key Challenges

- Much of the creative and cultural sector consists of micro businesses with limited capacity to take up development opportunities.
- Much of the generic support for businesses does not take into account the particular needs of CIs and so the sector doesn't benefit as much as it could.
- There is no current mapping of the creative sector in Hastings and Rother.
- While rents are relatively affordable, there is a lack of fit for purpose workspace across the creative and cultural sector.
- There is a lack of the appropriately skilled graduates locally needed by some CIs
- The Hastings and Rother area has some infrastructural challenges, which may present barriers to new creative businesses relocating here, including inconsistent broadband speeds and transport issues.

Opportunities and Actions

- Identify and remove barriers to outside investment making Hastings and Rother an attractive place for existing and new creative enterprises to settle and thrive.
- Work with Sussex Coast College, University of Brighton and other organisations to develop courses that support employment in the creative industries equipping local people with professional skills.
- Work with partners to develop a comprehensive programme of creative industry business support that is linked to the new Growth Hubs and is locally responsive.
- Support and facilitate more effective networking and peer to peer support for the creative and cultural sector.
- Support the involvement of people from more deprived areas in the creative industries and as creative entrepreneurs.
- Understand the need for current and future workspace for CIs that is affordable and fit for purpose.
- Promote the achievements of the Hastings creative and cultural sector on regional and national platforms to raise profile and open up routes to markets.
- Identify the need for research and data that will help lever in additional funding and investment.

Outcomes

Hastings creative businesses and cultural economy will become more robust and sustainable over the long term.

There will be increased numbers of creative and cultural businesses based in the town and the ongoing provision of targeted business support and skills acquisition for local people.

¹² Esmee Fairbairn Foundation strategy

OBJECTIVE 4

Develop and promote a refreshed identity for Hastings and 1066 Country which brings contemporary culture and traditional heritage together in a coherent and marketable brand.

Introduction

Tourism has always been vital to the economies of seaside towns. The decline of traditional seaside tourism in the UK has meant the need for new ideas and strategies. History, heritage and landscape have been part of these strategies for some time and will always be a great draw for visitors, particularly from overseas.

More recently, contemporary arts and culture have proved to be equally strong draws, particularly for higher spending 'cultural tourists', which has led to a nationwide move by seaside towns looking to reinvent themselves through developing their contemporary cultural identity. This has been stimulated by a number of high profile capital projects, such as the Turner Contemporary in Margate, creating new world class cultural venues.

Local context

Hastings and its partners in 1066 Country have a strong and distinctive history and heritage that generates local pride and draws visitors and tourists nationally and internationally. The history of 1066 and the Battle of Hastings connects the area and provides a strong base for marketing and promotion, underpinned by a heritage sector that is well supported by local voluntary groups.

A contemporary cultural identity has also been developing. The re-furbished De La Pavilion in 2005 and the opening of the Jerwood Gallery in 2012 have become flagships for an eclectic arts scene fuelled by a thriving community of artists. Along with the Towner in Eastbourne, the three venues now form the 'Coastal Cultural Trail'¹³, which has proved a powerful tool for marketing the area. 2016 sees the opening of the Source Park, an international standard BMX and skateboard centre created out of a derelict Victorian baths on the seafront. The project, which had public investment from Hastings Borough Council and East Sussex County Council, brings a vibrant youth culture to the forefront. There are also an increasing number of venues, festivals and events fuelling Hastings' reputation as a destination for high quality contemporary arts and culture.

The growing strength of the sector encouraged Hastings & Bexhill to bid to become UK City of Culture in 2017. Although unsuccessful, the process stimulated a great deal of discussion about the potential of the contemporary arts to contribute to the regeneration of the town. Potential was identified to improve the marketing of the town and progress has already been made. Stimulated by the decision to mark the 950th anniversary of the Battle of Hastings with a contemporary arts festival, a refreshed identity for the main tourism platform, Visit 1066 Country, has been launched and a review will be taking place of how it promotes the area going forward.

This strategy aims to continue this development in how the town is marketed and promoted, drawing together its two great strengths - its unique heritage and burgeoning contemporary arts scene – to create a refreshed cultural identity that values both and raises Hastings' visibility regionally, nationally and internationally as a destination with a rich and integrated cultural offer.

¹³www.coastalculturaltrail.com

The 950th anniversary of the Battle of Hastings in 2016 will be a catalyst with the ROOT 1066 International Festival offering contemporary perspectives on the history and legacy of 1066, supported by a national press and social media marketing campaign. The importance of cultural tourism within regeneration can be seen across the South East and nationally and Hastings and 1066 Country need to make the most of this opportunity.

Key Challenges

- The heritage association with 1066 is very strong and associations to contemporary culture will take time to fully establish.
- There are a large number of people and organisations involved in delivering the area's rich programme. A successful and coherent marketing and promotional strategy will depend on coordination and buy-in across the arts, heritage and visitor sectors.
- Many organisations are under-resourced with limited capacity to get involved.
- There is a perceived distance between those involved in heritage and traditional festivals and those involved in contemporary arts that needs to be broken down.
- Culture and tourism sectors work to different time frames which can be a challenge to effective marketing.

Opportunities and Actions

- Support the in depth review of Visit 1066 Country marketing and ensure wide stakeholder engagement.
- Support opportunities for better communication and understanding between the arts, heritage and tourism sectors.
- Support both the arts and heritage sectors to develop their marketing capacity and skills, particularly their use of social media.
- Work with partners to explore how the 'cultural coast' experience captured by the Coastal Cultural Trail can expand to link to the wider cultural offer across East Sussex giving visitors multiple reasons to visit and stay.
- Explore external funding opportunities that can support the marketing and promotion of the town, including to international markets.
- Develop tourism infrastructure, including transport, accommodation and Wi-Fi provision, linking to wider regeneration strategies.

Outcome

Hastings and 1066 Country will have a more coherent relationship between the traditional heritage and the emerging contemporary arts sectors with an identity that celebrates both. There will be improved visibility and awareness for the area nationally and internationally attracting increased visitor numbers.

OBJECTIVE 5

Develop and support a high quality year round cultural programme that links to regeneration and tourism strategies.

Introduction

It is programming that drives footfall and the success of any process of culture-led regeneration will depend on a consistently high quality and ambitious programme that will attract audiences, both local and visiting, all year round.

A mature and well developed cultural programme needs to work on all levels, with a strong local offer alongside national and international programming. A strong local offer is the bedrock. It gives a place a unique identity and also helps to promote that identity when home grown artists travel elsewhere. National and international work develops and ensures variety for audiences, provides hooks to catch the attention of the media and stimulates the local cultural community.

Local context

Hastings has a cultural programme that is the envy of many larger towns. It has a well-established reputation for popular traditional festivals that draw on the heritage of the area. These are now joined by a growing number of arts festivals and cultural events such as the Seafood & Wine Festival. See Appendix A for the 2016 cultural calendar which demonstrates this richness.

Responding to our seaside context, many events take place outdoors and this is a strong element of our cultural identity. As well as the seafront, Hastings' parks, countryside and other open spaces have untapped potential as sites for events. This is underpinned by a wealth of venue based activity including a strong visual arts sector, a thriving music scene and independent cinema offer. Sectors such as literature and theatre are historically less well established but are making themselves felt within the town.

The Jerwood Gallery opened in 2012 and welcomes approximately 50,000 visitors per year, many coming to Hastings specifically for the gallery. High profile exhibitions have brought widespread national media coverage and have raised the bar for the visual arts offer in the town. The Stade Open Space, developed by Hastings Council as a focal point for outdoor events and performance, opened the same year with a two-year Arts Council England (ACE) funded programme – Stade Saturdays – that provided free performances every Saturday night from June to October. Hastings Council continues to support the programme and Stade Saturdays attracts an average audience of 15,000 per season.

The town has a limited number of larger venues with the White Rock Theatre and St Mary in the Castle. The operation of St Mary in the Castle was taken over by an independent Trust in 2015 with ambitious plans for the future, and Hastings Pier will be developing a programme that makes best use of their flexible open space, including outdoor cinema.

The local music scene continues to be a great strength of the town, with many small venues and pubs showcasing both local and visiting bands. New venues have opened, such as the Kino Teatr in St Leonards, along with bars and cafes that regularly host events. Temporary use of buildings is also impacting on the cultural scene, particularly at the Observer Building.

The number of independent galleries has increased, particularly around the 'America Ground' in the town centre and in St Leonards, showcasing local and national artists. Hastings has been included in the South East Coast Art Map project as a key hot spot for visual arts.

Beyond Hastings the cultural offer is also growing, particularly around the De La Warr Pavilion in Bexhill and in Rye and Battle. Further afield there is the potential to develop international relationships with both artists and audiences in France and Europe.

This strategy aims to strengthen this rich programme, encouraging and supporting high quality activity, events and festivals. This needs to include opportunities for risk and experimentation, which are essential to creative development. Supporting and developing activity in the winter months as well as the tourist high season will help the town to be a visible and attractive cultural destination for residents, visitors and tourists year round.

Infrastructure development is key to enabling wider access to the cultural programme. Lobbying continues for better rail connections for Hastings including the extension of HS1. Within the town the aspiration for a seafront shuttle remains, with a feasibility study being undertaken as part of an EU funded programme.

Key Challenges

- Overall the cultural programme is still weighted towards the spring and summer months, which adds to economic and job instability in the service and tourist industries and in the cultural sector itself.
- There is a lack of detailed and comparable data about audiences and inconsistent evaluation of projects and their impact.
- Hastings has a low level of revenue funded arts organisations and many festivals and cultural activities run on fragile business models, both of which raise issues of leadership and sustainability for the sector.
- A number of festivals and events are run entirely by volunteers leaving organisations with a lack of professional resources to develop and promote events effectively.
- There is inconsistent communication with and between local authority departments that engage with the cultural sector.
- There is a need for better marketing and promotion of the full range of activity within a more coherent identity for the cultural programme

Opportunities and Actions

- Continue to support key events including Jack in the Green, Hastings Week and Bonfire Celebrations, Coastal Currents Arts Festival and St Leonards Festival, while looking for routes to make these events more sustainable.
- Build on the town's strengths in visual arts, music and outdoor events, and seek external funding to enable more ambitious programming.
- Raise the capacity of the local cultural sector by stimulating new partnerships and supporting skills development, including through the ROOT 1066 International Festival.
- Support cultural organisations and practitioners to better evaluate their work and evidence their impact
- Make council funding available where there is a strong argument that this will lever further external funding

- Support more efficient communication with local authority departments, particularly licencing, to assist the planning and delivery of activities and events
- Work with Arts Council England, Heritage Lottery Fund and other funders to develop a strategic approach to supporting cultural activity and infrastructure in the area.

Outcomes

Hastings will have a more sustainable year round cultural programme that is closely linked with the town's tourism strategy and which will attract and develop new local and visiting audiences.

OBJECTIVE 6

Support and enable the preservation, development and use of the town's cultural assets

Introduction

Historic sites and buildings, cultural venues, the built environment and outdoor spaces all make up the physical cultural assets that give a place its character and enable its cultural identity to develop and thrive. They are the infrastructure on which culture-led regeneration is built and link to all the other objectives in this strategy.

Local context

Hastings has rich stock of cultural assets ranging from venues such as St Mary in the Castle and the Jerwood Gallery, to heritage assets such as Hastings Castle and the Pier, and areas of architectural importance such as the Old Town and Burtons' St Leonards. There is much historic interest in the town with 6 scheduled monuments, over 900 listed buildings, 18 conservation areas and 300 archaeological sites.

The many smaller venues that support our local cultural scene, as mentioned in the last section, must also be recognised.

The public realm is also an asset and a wonderful canvas for everything from outdoor performance to permanent public art installations, not least the seafront and promenade, and numerous parks and public spaces. There is a growing interest in developing public arts interventions, with pieces such as the Bottle Alley installation 'Point of Decay' from the 2015 Coastal Currents Festival, highlighting how public sites can be utilized in imaginative ways. This is supported by the Hastings Seafront Strategy which commits to identifying potential sites for public art along the seafront.

The collections in our museums and archives are an important part of our asset register, as are the high number of Blue Plaques that are a great draw for visitors. New layers of meaning are constantly being added to our assets, such as the Foyle's War legacy that brings many to explore the streets of the Old Town.

The town is exceptionally lucky to have such a rich range of historical and cultural assets, as highlighted by the RSA survey mentioned earlier. The responsibility to protect and develop these assets sits with a wide range of partners who will need to work together to maximise their potential. The long term maintenance, protection and use of the historic environment need a dedicated and more detailed plan that enhances and complements this overarching strategy.

This objective needs to have strong links to the Hastings Local Plan, which identifies four cultural quarters – Old Town and The Stade, White Rock and the America Ground, Academic Quarter, Central St Leonards - where the planning framework particularly supports development that will assist the further expansion of their role as centres for cultural and related activities. There is a commitment to work with new developments to ensure that the heritage of the town is protected and valued, that the town retains a coherent cultural identity.

The White Rock area in particular is now being looked at as a potential site for major development with a strong cultural element, including reviewing the use of the White Rock Theatre when the

current contract comes to an end in 2018. These projects demonstrate the continued ambition for the town and the importance of culture in plans for the ongoing regeneration of Hastings.

Hastings' cultural assets are further enhanced by the wealth of assets across 1066 Country and East Sussex. A joined up approach, particularly to marketing and promotion, and to potential external funding sources, will bring benefits to all.

Challenges

- There is insufficient understanding of the needs and potential of our heritage assets.
- Many of our existing built assets need significant capital development to bring them up to modern standards.
- There's a shortage of modern, flexible venues for music and other types of performance. This was mentioned as a failing in our City of Culture bid.
- Lack of resources restricts the potential of key heritage assets, such as Hastings Museum, and the development of the town's Blue Plaque trail.
- Public art and art in the public realm is relatively expensive to commission and install and is likely to suffer disproportionately from funding cuts.

Opportunities and Actions

- Deliver a dedicated Heritage Strategy to map our heritage assets and guide their conservation, development and use.
- Seek support for a detailed venues analysis to better understand current and future needs across the town, informing developments such as the White Rock Area plan.
- Explore long term relationships with key assets such as the Jerwood Gallery to maximise their value for the town.
- Work alongside the seafront strategy to identify sites for public art and ensure that there is an adequate infrastructure in place to support new works
- Continue to make best use of Section 106 policies and any successors to ensure public art is included in major developments in the town.
- Engage key business partners – Locate East Sussex, Sea Change, etc - in promoting the value of our cultural assets as part of a strong investment case for the area.
- Identify and access external funding in partnership with others.

Outcomes

Hastings stock of cultural assets will be better maintained, interpreted and promoted.

Public heritage sites will be better conserved and protected.

There will be an improved understanding and knowledge of sites in the town that might be appropriate for public art and how well the existing infrastructure is performing.

New developments will meet with the cultural needs of the local community and economy.

Partnership

Working in partnership will be the key to achieving these objectives, particularly in a time of reducing resources. We will work closely with partners at all levels in order to maximise our joint contribution to Hastings' culture and economy. We will build on existing networks to promote practical and effective joint working. To provide a strategic lead the Council will continue to facilitate the Cultural Leaders Group, which has representation from many of the partners below and which is connected to the Hastings & Rother Task Force.

Local partners are the foundation including artists and arts organisations, community organisations, local businesses, the Jerwood Foundation, Hastings Pier Charity, Sussex Coast College Hastings (SCCH), local schools and other educational organisations including the Hastings & Rother Arts Education Network.

Regional partners share many of our aims and extend our reach, including Rother District Council, East Sussex County Council, South East Local Enterprise Partnership (SELEP), Team East Sussex, Visit 1066 Country and the University of Brighton.

National partners give us a strategic context and opportunities, including Arts Council England, Coastal Communities Alliance, English Heritage, Historic England and the Heritage Lottery Fund.

International partners widen our horizons and open new doors, including the Eurotowns network¹⁴ and cultural and tourism partners in Europe and beyond.

Relationship with other strategies

This strategy builds on the Hastings Cultural Regeneration Strategy 2010 – 2015. The 2010-2015 strategy set down a bold vision for culture in the town. The objectives were long-term and many remain relevant and are incorporated into this new strategy.

It also relates to the following key strategies:

- Hastings Borough Council Corporate Plan
- Hastings & Rother Six Point Plan
- Hastings Local Plan
- Hastings Planning Strategy 2011 - 2028
- Hastings Sustainable Communities Strategy
- Rother District Council Corporate Plan
- Bexhill Town Centre Strategy
- Rother Economic Regeneration Strategy 2010-2015
- East Sussex Cultural Strategy
- Hastings Seafront Strategy
- 1066 Country Marketing Plan
- East Sussex Growth Strategy
- South East Cultural Prospectus
- Arts Council England 'Great Art and Culture for Everyone'
- Esmée Fairbairn Foundation Funding Strategy 2015-19
- SE LEP 'Towards a National Prospectus for the Creative Economy in the South East'

¹⁴ Eurotowns is a network that aims to support medium sized cities in Europe to be attractive, inclusive, sustainable places that are well equipped to deliver EU 2020 goals.

Hastings Cultural Calendar 2016

(Accurate @ 12 Feb 2016)

Date	Event
December 28th - Jan 5th	Hastings International Chess congress
February 4th - 9th	Fat Tuesday Mardi Gras
February 20th - 28th	Rye Bay Scallop Week
February 25th - 5th March	International Piano Concerto Competition
March	Hastings Musical Festival
March	Eat Global
March 6th	Planet Hastings Crazy Golf Open
March 20th	Hastings Half Marathon
May 2nd	Jack in the Green
May 3rd - 8th May	Hastings Folk Music Festival
May 12th	Hastings Speaks Diary Day (ROOT 1066)
June - October	Hastings Museum & Art Gallery - History of Hastings in 66 objects
June - October	Stade Saturdays
June 4th - 5th	Town & Country Fair
June 5th	Winkle Club Jazz Fair
June 5th	Race for Life
June TBC	Midsummer Fish Fair
June 11th - 12th	1066 Cycling Festival
June 23rd - 25th	Hastings Fringe Festival
June 30th - 2nd July	Hastings Beer Festival
July - October	Marcus Harvey - Jerwood Gallery
July 8th - 10th	British Artist Blacksmith Association event (ROOT 1066)
July 9th	America Ground Celebrations
July 9th - 10th	St Leonards Festival
July 16th	Art Car Boot
July 17th	Pirate Day
July 23rd	Journeys Dance Festival
July 24th	Bandstand Concert - Alexandra Park
July 30th - 31st	Beach Concert
July 30th - August 7th	Old Town Week
August 6th	Old Town Carnival
August 14/21/28	Bandstand Concert - Alexandra Park
September	Trash Cannes Festival
September 9th - October 2nd	ROOT 1066 International Festival
September 17th - 18th	Seafood & Wine Festival
October 8th - 16th	Hastings Week
October 8th - 9th	Classic Car Show
October 15th	Hastings Bonfire
October 16th	Hastings Cartoon Festival
October 26th - 30th	Black Huts Literary and Film Festival
November	Hastings Herring Fair
November 8th - 14th	Hastings Storytelling Festival
November 26th	Frost Fair - St Leonards
December	Hastings Illustration Festival
Regular events returning in 2017	
Shanty Festival	
Hastings International Composers Festival	
Coastal Currents Arts Festival	

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Equalities Impact Assessment Part 1: Quick Screening Tool

This tool is designed to offer a quick screening (20-40 mins) approach to your project, service or strategy (project). This will help to identify Relevance, Scope, Focus and consultation requirements. Please see guidance for further information.

Directorate: Operational Services

Service: Regeneration and Culture

Lead Impact Assessor: Polly Gifford

Name of strategy, policy, project, service or “other”:
Culture-led Regeneration Strategy 2016-2021

Person(s) or team(s) responsible for delivery of above:
HBC and strategic partners

1. What is the purpose of the project. Please describe:

The purpose of the strategy is to bring about the renaissance of Hastings, with culture at the heart of its identity and regeneration, delivering long term economic and social benefits and making it a highly desirable place to live, work, visit and invest.

2. Who will be affected and how? Please describe:

All members of the local community, visitors to the town, businesses and potential inward investors. Culture-led regeneration is viewed through this strategy as a driver of regeneration with the potential to create jobs, enhance skills, foster aspiration and attract visitors/inward investment to the town.

3. Does the item fit with the Council’s priorities? Please describe:

(see corporate plan - http://www.hastings.gov.uk/corporate_plan/default.aspx)

The Council’s priorities for 2016/17 – 2017/18 include:

Cultural regeneration: To contribute to the regeneration of the borough through a rich cultural programme that appeals both to local people and visitors, extending, broadening and promoting the borough’s cultural activities to establish Hastings as a nationally and internationally recognised centre for arts and culture, and making the most of the opportunities the 950th anniversary of the Battle of Hastings offers us.

The aim of the strategy is to provide a framework for regeneration through cultural sector development.

4. Does it help to achieve the aims of the Equalities Scheme? Please describe:

The aim of the Council's Equalities Scheme is to ensure that there are equal life chances for all within the Borough. The Culture-led Regeneration Strategy, and the Action Plan which will be developed to support the delivery of its objectives, is designed to help the town and its residents to access opportunity. There is a particular focus on disadvantaged areas and groups of people and the strategy also supports economic and social inclusion.

Equalities Impact (Risk Assessment) Testing Tool

This tool determines the degree of consultation required.

When considering whether there would be a negative impact, you should consider the following:

- If the item could potentially discriminate unlawfully against any group (High)
- If any group could be denied fair and equal treatment (High)
- If there have been any concerns or complaints expressed about the item (or similar items elsewhere) having a negative impact

There may also be a positive impact; this would give a 'Low' in the ratings.

- If it could actively promote good relations between different groups
- If it could promote equality of opportunity

Group	Likelihood of negative effect	Impact of one negative effect	Overall assessment rating	Describe potential and actual impacts (show your thought process). Especially if you have given a High rating.
Age	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one age group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall • The support given to the community cohesion agenda as different groups come together should be positive • There is a particular focus on encouraging the engagement of young people in cultural activity, both within and outside of formal education. • Engaging older people in cultural activity is also an area that the strategy supports.
Disability	Low	Low	Low	<ul style="list-style-type: none"> • Every effort will be made to ensure venues featuring in the cultural programme will be accessible to disabled people and also parents and carers with young children (ie with prams and

				<p>pushchairs/buggies)</p> <ul style="list-style-type: none"> • By supporting and encouraging outreach work in a range of different neighbourhoods, those with mobility issues and with young children should be able to participate fully • Learning and training providers are obliged to be fully accessible, but checks will be made if there are concerns raised • The cultural programme will include a range of activities which those with hearing or sight impairment can also enjoy • Learning disabled people will have opportunities to participate e.g.through the Craftivists network
Gender Reassignment	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall • The support given to the community cohesion agenda as different groups come together should be positive
Marriage and civil partnership	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall
Pregnancy and maternity	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall •
Race	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one group over another. • The planned cultural programme which will help deliver the strategy is

				<p>designed to have universal appeal overall</p> <ul style="list-style-type: none"> • Celebration of diverse cultures is a strong and valued feature of the strategy and of the cultural programme.
Religion and belief	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one religious group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall • The support given to the community cohesion agenda as different groups come together should be positive • The Hastings Interfaith Forum are particularly active in using cultural activity to enhance understanding between communities and their work will be referenced as a result of their feedback to the public consultation.
Sex	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall •
Sexual Orientation	Low	Low	Low	<ul style="list-style-type: none"> • Regeneration through stimulation of the cultural sector will not benefit one group over another. • The planned cultural programme which will help deliver the strategy is designed to have universal appeal overall • The support given to the community cohesion agenda as different groups come together should be positive
Other	Medium	Medium	Medium	<ul style="list-style-type: none"> • In terms of a socio economic impact, it is planned that local businesses and start-ups will benefit directly – particularly those in the retail, hospitality, food, creative and related sectors. The expansion of business and market opportunities are key to the success of the

				<p>strategy.</p> <ul style="list-style-type: none"> • BME businesses will also be targeted to encourage creative entrepreneurship
--	--	--	--	--

To calculate the overall assessment in the third column, use the following:

Low = Likelihood Low and Impact Low

High = Likelihood High and Impact Medium or High. Likelihood Medium and Impact High

Medium = All other possibilities

The table on page 8 of the guidance may be able to help further.

Generally:

Low Relevance = Short internal consultation

Medium Relevance = Limited consultation

High Relevance = Full consultation

Equalities Impact Assessment Part 2:

This is a 2-step process of gathering information and identifying equalities issues.

Lead Impact Assessor (eg senior manager): Polly Gifford

**Other Impact assessors (eg front line staff):
Heidi Hampson, Michael Hambridge**

**Name of strategy, policy, project, service or “other”:
Culture-Led Regeneration Strategy 2016-21**

Evidence List

Please list the information you have looked at during this process (i.e Census www.eastsussexinfigures.org.uk , Community Profile, Trent, PCT, Surveys):

Census data and demographic data for Hastings Borough.

Indices of multiple deprivation 2015

Area Profile Report from the Audience Agency which looks at participation in arts and culture against demographic data.

Taking Part Survey, DCMS and Arts Council England

East Sussex Cultural Strategy

Other Hastings strategies – Local Plan, Sustainable Communities Strategy, Seafront Strategy

Evaluation reports from key cultural events - including Coastal Currents, St Leonards Festival.

Were there any evidence gaps?

There are some evidence gaps in terms of detailed participation figures for Hastings and also in information on the make up of the creative and cultural sector.

How were these resolved?

The need for more detailed and up to date data around audiences, participation and mapping of the creative and cultural sector has been identified in the strategy and funds will be sought to undertake this.

Barriers and Solutions

To be completed following the barriers and solutions exercise. If you need more boxes, place the cursor in the bottom solutions box and go to Table and "Insert Row".

Existing Barriers

List existing barriers and their solutions here:

Group	Barrier	Solution
For all groups	It is acknowledged that some members of all groups might have financial barriers to participation due to their socio-economic circumstances.	Where HBC delivers activity directly, such as Stade Saturdays and the Seafood & Wine Festival, events are free or kept to a minimal cost. Where activity is delivered by external partners, HBC encourages partners to consider financial barriers and offer solutions.
Age	With an aging population, increased social isolation for older people has been identified as a national issue which could also be a barrier to cultural engagement	Dedicated outreach work with older people has been identified as an opportunity in the strategy.
Disability	Not all venues in Hastings have full disabled access.	Where HBC delivers activity directly, issues of access are taken into account. Where activity is delivered by external partners, HBC encourages partners to consider barriers to access and offer solutions.
Marriage and civil partnership	No identified barriers	
Pregnancy and maternity	There might be issues of access for buggies in some venues.	Where HBC delivers activity directly, issues of access are taken into account.

		Where activity is delivered by external partners, HBC encourages partners to consider barriers to access and offer solutions.
Race Religion and belief Sexual Orientation Gender Gender reassignment	Some communities might feel excluded from the aims of the strategy due to discriminatory attitudes and behaviours.	The strategy will foster a structure for partners involved in delivering the strategy to work together to develop better awareness and understanding of any barriers and look for solutions.

Possible Barriers

List possible barriers, their likelihood and solutions here: ***Covered above***

Group	Barrier	Likelihood	Solution
Disability		High Medium Low	
Gender		High Medium Low	
Sexual Orientation		High Medium Low	
Race		High Medium Low	
Religion/ belief		High Medium Low	

Age		High Medium Low	
Social and economic exclusion		High Medium Low	
Transgender		High Medium Low	
Other		High Medium Low	

Equalities Impact Assessment Part 3: Consultation

Consultation on Equalities Impact Assessments should be proportional to the relevance and scale of the assessment.

Please attach a summary of consultation feedback here:

Attached

Equalities Impact Assessment Part 4: Further questions

Based on the findings of the Equalities Impact Assessment:

Were any changes made as a result of the consultation? Please describe:

The views of some communities of interest or communities of identity have made valuable contributions to the consultation and their feedback has been included in the amended draft. e.g. Hastings Interfaith Forum and the Big Local North East Hastings.

Does the project now promote equality of opportunity?

Yes. The EIA highlighted current good work and actions for future improvements

Does it eliminate unlawful discrimination?

We are not aware of any unlawful discrimination.

Are there any groups which would now be adversely affected by the project or experience barriers to full benefit?

Only due to ongoing barriers as outlined above.

Does it promote positive relations between different groups of people?

Yes. Engagement in cultural activity can promote and increase community cohesion.

Equalities Impact Assessment Part 5 and 6: Action Planning and Sign Off

Record SMART (Specific, Measurable, Achievable, Relevant, Timely) actions which have arisen as a result of the Equalities Impact Assessment in the table below:

#	Action	Lead	Q1	Q2	Q3	Q4	Progress
	Create Action Plan to deliver the strategy	PG	Draft the action plan		Review the action plan		
							To add more rows, use your tab key from here.

Signed off on:

By

Lead assessor

Equalities Officer

Head of Service

Directorate Equalities Group Chair

Equalities Impact Assessment Part 7: Publication template

Please submit this template to sbayjou@hastings.gov.uk for publication.

Name of EQIA:	Culture Led Regeneration Strategy 2016 -2021
Period:	00/00/00 – 00/00/00
Date signed off by DEG:	00/00/00
Lead assessor:	Polly Gifford
Other assessors:	Heidi Hampson
Data and research:	Consultation 1 December 2015 – 31 January 2016.
Consultation- who was consulted and how:	Not all responses to the consultation identified themselves. The groups/organisations that did identify themselves are: Rother District Council Hastings Cultural Leaders Group Hastings & District Interfaith Forum Jack in the Green Festival Hastings International Composers Festival Big Local North East Hastings
Assessment of impact, outcomes and key follow up actions:	Attached, please see sections 1 – 6
Name and contact details of delivering officer:	Polly Gifford pgifford@hastings.gov.uk 01424 451785 07580 852827
For a full report contact:	Heidi Hampson hhampson@hastings.gov.uk Telephone: 01424 451363 Mobile: 07773775413

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Agenda Item 7



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: Seafront Strategy Refresh – Action Plan

Report By: Monica Adams Acton
Assistant Director for Regeneration and Culture

Purpose of Report

To update Members on the Seafront Strategy Action Plan

Recommendation(s)

For members to ratify the action plan

Reasons for Recommendations

Further to the adoption of the Seafront Strategy Refresh in January 2015 Cabinet requested that the Action Plan was presented for ratification.

Introduction

1. This report is intended to update members in regard to the Seafront Strategy Action Plan.
2. This action plan is derived from the Seafront Strategy refresh which was a follow-on to **Leading From The Front** developed in 2005.
3. Cabinet was advised in January 2015 that an action plan to deliver strategic objectives would be developed, implemented and updated annually.
4. The action plan has identified strategic projects and targeted actions and has included funding sources. It is updated by officers and monitored by the Seafront Regeneration Group (which meets bi-monthly).

Policy Implications

5. The strategy identifies the need for improved disabled access to some parts of the seafront and to events on the foreshore. The seafront offers a unique environment for leisure, recreational and cultural activity, and the strategy includes measures that will offer opportunities for all residents to engage in these activities as well as measures aimed at reducing anti-social behaviour, thus contributing to community cohesion objectives. The strategy also identifies actions to support the growth of the commercial business along the seafront, including the high number of black and minority ethnic businesses in the area.
6. Implementation of the strategic vision and objectives will require continued investment of Council resources and the successful application to external funding bodies. The ongoing development of the action plans will reflect available budgets.

Next steps

7. Many of the major projects identified in the action plan have now been completed or will be completed during 2016:
 - FLAG 1 Infrastructure Projects
 - Completion of the refurbishment of White Rock Baths and opening of The Source Park
 - Re-surfacing work of the Promenade
 - Updating Bottle Alley
 - Other Coastal Communities fund initiatives such as signage
 - ROOT1066
 - Environment agency work on the Harbour Arm
8. Officers are currently developing a funding strategy around other aspects of the Action Plan, taking into account the opportunities of bidding for:
 - a. FLAG 2
 - b. Coastal Communities Fund
 - c. Coastal Revival Fund
 - d. Heritage Lottery Fund

- e. Other European and structural funds focusing on maritime heritage or tourism

Wards Affected

Ashdown, Baird, Braybooke, Castle, Central St Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St Helens, Tressell, West St Leonards, Wishing Tree

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	
Risk Management	
Environmental Issues	Yes
Economic/Financial Implications	Yes
Human Rights Act	
Organisational Consequences	
Local People's Views	Yes
Anti-Poverty	

Additional Information

Appendix 1: Seafront Strategy Action Plan

Officer to Contact

Victoria Conheady
Economic Development Manager
vconheady@hastings.gov.uk
01424 451796

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REFRESHED SEAFRONT STRATEGY ACTION PLAN FY2015-2017

THEMATIC PRIORITIES

- | | |
|---|---|
| <ul style="list-style-type: none"> 5. Organising for success <ul style="list-style-type: none"> a. Leadership and Partnership b. Supporting Entrepreneurs c. Involving Community Stakeholders 6. Getting the basics right <ul style="list-style-type: none"> a. Transport, access and parking b. Public realm c. Buildings and structures d. Sea defences e. Seawater quality f. Carbon and eco-footprint g. Biodiversity and the natural environment h. Leisure and health/sport i. Community and cultural use | <ul style="list-style-type: none"> 7. Key strategic interventions <ul style="list-style-type: none"> a. Rebalancing b. West Marina c. Central St Leonards d. Bottle Alley e. White Rock Area f. Harold Place 8. Reinforce and create zones of character <ul style="list-style-type: none"> a. Old Town: Rock a Nore to Breeds Place b. White Rock: Breeds Place roundabout to Warrior Square c. St Leonards: Warrior Square to West Marina d. Bulverhythe: Combe Haven outfall to Glyne Gap 9. Resources and funding/finance <ul style="list-style-type: none"> a. Explore all opportunities for private investment and external funding |
|---|---|

Page 79	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
	5b, 6c, 7a	Introduce commercial activity & draw in visitors by providing opportunities for additional seafront facilities and trading through kiosks and other outlets at: White Rock Bottle Alley West St Leonards	Resort Services Manager /Estates Manager	(existing budgets/invest to save (S) Additional sources of funding may be required	Two kiosks in place by 2017 Identify potential sites, sources of funding, Market sites & advertise for expressions of interest	Two kiosks in place by 2017 (third kiosk by 2020)	M	West Marina kiosk operating, White Rock kiosk	G
2	5b, 7a	Bespoke advice and support for seafront cultural and leisure based businesses	Economic Development Manager	£60k - CCF2 (S)	Project completed by December 2016		H	Mentors and businesses have been recruited. First mentor training session completed. Social Media Training being organised.	G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
3	5a, 5b, 6c, 7e, 8b, 9a	Undertake basic repairs and refurbishment and lease the White Rock Baths to The Source for use as a BMX/skateboard facility	Assistant Director: Regeneration and Culture	Detail funding sources (all S)	Complete		H	Works completed, bar snagging. The Source now taken the lease. Official opening 13/02/16.	G
4	5b, 5c, 6c, 6i, 7a, 7e, 8b, 9a	Investigate opportunities for pop-up stalls for local traders at White Rock (Include provision of trading sites and services within CCF funded improvements).	Resort Services Manager/ Economic Development Manager/ Licencing Team/ Estates Manager	Existing resources and other external	Identify sites, develop a licencing strategy, marketing & operating procedures by March 2016	Operational by summer 2016 Review March 2017	H	Other options will be considered for Bottle Alley once repairs and redecorations are complete.	G
Page 80	5c, 6a, 6c, 6d, 6e, 6g, 6h, 6i, 8a, 9a	FLAG projects					H	FLAG1 claims complete. FLAG 2 – call opened 01/02/16.	G
6	5c, 6i, 7a	Work with key stakeholder groups including Clean Seas Please, Shore Academy, Marine Conservation Society, Hastings Fishermen's Protection Society, Environment Agency etc. to develop a programme of environmental initiatives, promoting the educational and environmental value and sustainable use of the coast.	Resort Services Manager	Existing HBC resources (S) Identify additional funding, where relevant (N)	Inclusion of environmental initiatives with CUG seafront action plan March 2016	Promote community beach clean resource and beach litter schemes Summer 2016. Investigate options for sustainable planting and interpretation at The Stade Open Space (2017-2020)	M	Programme drafted – focus on marine litter	G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
7		Coastal Users Group to support actions in this plan and to receive regular action updates on progress	Resort Services Manager	Existing HBC resources (S) Identify additional funding, where relevant (N)	Feed into action plan and updates	(Review March 2019)	M	Meeting and work ongoing.	G
8	5a, 6a, 6f, 7a	Install intelligent car parking signage to reduce congestion and driver frustration.	Assistant Director: Environment and Place	existing HBC (S)	Install signage by September 2015	Review effectiveness of signage by March 2017	H	Faults with the signs have largely been resolved. Ongoing discussions with suppliers over its functionality	G
9		Lobby ESCC regarding resurfacing for Rock-a-Nore Road pavement and improving pedestrian access	Assistant Director: Environment and Place /ESCC	N		Review improvement plan with ESCC	M	To be pursued with ESCC in 1 st Qtr 2016-17.	A
Page 81	5a, 6a, 6f, 7a	Review adequacy of car parking provision for seafront	Assistant Director: Environment and Place	existing HBC (S)		Review complete post 12 months intelligent signage installation	H	Potential for additional car parking near Bottle Alley to be explored with ESCC 1 st Qtr 2016-17.	G
	11	5a, 6a, 6f, 7a	Undertake viability study of seafront mini-tram service post Pier opening.	Marketing and Major Projects Manager/Planning Policy Manager	existing HBC (S)		(Conduct viability study by end of July 2017)	L	Decision on Interreg Bid due early 2016. Would fund the study, develop the technology and share best practice.
12	6c, 6h, 6i, 8b, 9a	Identify possible sources of funding for a landing stage at Hastings Pier	Hastings Pier Charity /Economic Development Manager	External funds: DDF or FLAG 2 (N)	Investigate funding sources in an ongoing basis from March 2015		L	No funding source yet identified. Examine potential of FLAG 2 funding.	G
13	5a, 6a, 6f	Work with Quality Bus Partnership to improve seafront bus services	Assistant Director: Environment and Place	Existing HBC (S)		Development of outline business case	M		G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
	5a, 6b, 8a	Maintain shingle surface of Rock a Nore car park.	Assistant Director: Environment and Place	existing HBC (S)	November 2015	November 2016 (Annually)	H	Annual hole filling schedule on track	G
	5a, 6b, 6i, 8a	Resurface Winch Road and install enhanced lighting	Resort Services Manager	FLAG (S)	December 2015	(Review 2018)	H	Request to be made to Foreshore Trust for support for funding to resolve localised flooding	G
Page 82	5a, 6b, 6h, 6i	Review accessibility & equipment of primary beach areas and seafront facilities. Work with local access groups & stakeholders to do this.	Resort Services Manager	some external funds to be sourced (N)	Initial review March 2016	Implement improvements March 2017 (Review March 2019)	M	Disability access audits to take place with H&R Disability Forum members post March. Forum presenting potential improvement ideas Investigate ideas for potential equipment enhancements.	G
	5a, 6b, 6c	Extend existing seafront decorative lighting scheme.	Resort Services Manager	External funds to be sourced (N)			M	Areas with gaps – subject to further funding being identified.	G
18	5a, 6a, 6b, 6c, 7a,	Install monolith information signage, utilising existing design of St Leonards signs: Bulverhythe (Footbridge) West Marina Hastings Pier Station Concourse Seafront (Robertson St) Town Hall/ Queens Road Pelham Car Park Jerwood Gallery/ Stade	Assistant Director: Environment and Place/Resort Services Manager	existing HBC & CCF2 (S)	Design installation Mar '16	Maintenance	H	Supply issue for part of signage. Due March.	G
19	5a, 6b, 6c	Replace and rationalise seafront safety and information signage using agreed RNLI standards & incorporating revised byelaw provision.	Resort Services Manager	existing HBC (S)	Begin rationalisation & replacement July 2015 (subject to byelaw intro)	Complete October 2016	M	Byelaws due to be made by end of March. Work can now commence on delivering signs.	G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
20	5a, 6c, 7a	Utilise 'Grotbusters' initiative to continue improve seafront buildings	Senior Enforcement Officer - Development Control	existing HBC (S)	Property based targets	Property based targets	M	Work continuing	G
21	5a, 5b, 6h, 6i, 7a	Develop a free-to-user application guide to seafront/town	Strategic Cultural Development Specialist /Marketing and Major Projects Manager	CCF2 (S)	Completion of toolkit by April 2016. First training sessions completed by March 2016. First social media campaign completed by March 2016	Follow up social media training completed. Further social media campaigns. Project for ROOT 1066 Festival delivered in September 2016.	H	Package including – training and a toolkit for improved use of social media and traveller/tourist apps – being coordinated . Looking to widen out toolkit training to SUCCESS businesses and ones who are not mentors. Discussions ongoing to extend the existing GeoTourist app for the Stade along the seafront. Discussions also ongoing for a dedicated app based project as part of the ROOT 1066 Festival.	G
22	5a, 6b, 6i, 7d, 8b	Small scale repairs, redecoration & replace lighting at Bottle Alley. Consider inclusion of CCTV	Resort Services Manager	existing HBC (S) CCTV no identified funds (N)	Work complete by March 2016	Annual structure test (major inspection planned 2020)	H	Successful application to Coastal Revival fund – works required to be completed by the end of March 2016. Work commenced and on schedule.	G
23	5c, 6b, 6i, 7a	Identify potential year-round sites for temporary art installations (upon completion of White Rock Baths and promenade improvements).	Strategic Cultural Development Specialist /Resort Services Manager	Existing HBC (S)		Identify initial sites by December 2016	L	Seafront artwork incorporated into ROOT 1066 program	G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
24	5a, 6a, 6b, 7a	Continue to roll out "cashless" payment options for seafront carparks	Assistant Director: Environment and Place	existing HBC & Foreshore Trust (S)	Milestones will be list of car parks & ETA	Milestones will be list of car parks & ETA	L	Ringo payless card system/app operational. More cashless options being considered.	G
25	5a, 5b, 6d, 6g	Maintain existing standard of coastal protection & sea defence	Resort Services Manager	Partly existing HBC & DEFRA (S)	Study and design works for phase 1 November 2015	Carlisle Parade Scheme 2016/17	H	Final decision due March. If agreed works start September 2016 Work up detailed bid for submission to EA based on designs for new rock groynes at Carlisle Parade. Submission will also include repairs and improvements to Harbour Arm (N)	G
26	5a, 5b, 6c, 6d	Harbour Arm repairs and improved protection	Resort Services Manager	As above	As above	Complete 2017/18	H	Final decision due March 2016. If agreed works start September 2016	G
27	5a, 6e, 6h, 6i	Achieve minimum sufficient classification under the revised Bathing Water Directive	Assistant Director: Environment and Place	existing resources (S)	Clean Seas Campaign (2015/16) De-silt Alexandra Park Ponds Surveys & misconnection	Clean Seas campaign (17/18) Consider further filtration Alexandra Park Ponds End of pipe solutions (between 2017-20)	H	Rated as 'good', Further work by the Council, SWS & the Environment Agency has continued over the winter to consolidate the result from last summer. Focus on marine Litter – 2016/17	G
28	5a, 6f	Explore options for use of renewable energy sources on council-owned buildings/infrastructure	Estates Manager /Regeneration Manager/ Marketing and Major Projects Manager	(N)		Commence review March 2017	M	Exploring the options for installation renewable energy on council owned buildings and infrastructure – awaiting the outcome of the government's subsidy cuts for such schemes including the Feed in Tariffs and changes to the tax system.	G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
29	5a, 6b, 6f,	Review waste management, street cleansing during seafront festivals and events to ensure they are sufficient	Waste and Street Scene Services Manager	Existing HBC (S)	Review provision at time of festivals to see if additional temporary resources are required		M	Post event high standards continue. Investigate potential education programme around 'green' product such as paper straws (used widely in West Country).	G
30	5a, 6b, 7e, 8b	Review options for re-animation of White Rock water feature (Consider inclusion & options for water feature within wider White Rock promenade area improvements).	Resort Services Manager	S		December 2016 (Review 2018)	H	Explore options and designs for re-animated water feature in 2016/17 subject to funding.	G
Page 85	5a, 5c, 6a, 6h, 6i, 7a	Support implementation of relevant actions in Hastings walking & cycling strategy - 1. Work with partners to deliver links from existing route to Town Centre. 2. Review parking provisions for bicycles 3. Support development of training facilities. 4. Review and develop cycle hire provision	Resort Services Manager /ESCC /Sustrans	Existing (S)	Programme tbc by ESCC These haven't yet been agreed with ESCC		M	ESCC have an ongoing cycling strategy that actions relate to – completion depends upon ESCC leading Update on ESCC Walking & Cycling Strategy	G
32	6b, 8c	Identify options for vacant planters on Warrior Square steps	Parks & Open Spaces Manager	Existing (S)		If appropriate funding is provided these planters could be planted up with flowering shrubs in April 2016	L	Site has been visited with contractors to consider planting options –It is deemed not suitable for planting but there is potential to try planting Hebes (Flowering Shrub). There would be a cost to the installing and purchase along with the ongoing maintenance (contract cost).	G

	Thematic Priorities	Action/Measure	Lead	Resources S = Secured N = Unsecured	2015-16	2016-17	Priority H/M/L	Progress	Traffic Light
33	5a, 5b, 6c, 6i, 7b, 8c, 9a	Pursue review of development potential of West Marina site.	Assistant Director: Financial Services and Revenues	(N)	Appointment of Marketing Agents	Site surveys and initial marketing undertaken	H	An event to update the public about the Council's intentions to market the site was held at the Royal Victoria Hotel on 26 January. Technical surveys (flooding, contamination etc.) are about to be instructed and should be complete by Spring.	G
34	6b, 7f, 9a	Investigate funding options for improvements to Harold Place/Underpass	Assistant Director: Regeneration and Culture	(N)		Options and budget identified 2 nd Qtr 2016-17	M	Joint funding options for decorative improvements to be explored with ESCC 1 st Qtr 2016--17	G
35	5c, 6b, 7c, 8c, 9a	Consider development of pop-up events space at Warrior Square	Cultural Regeneration Specialist /Resort Services Manager	Existing HBC & external funding to be sourced (N)	Initial Identification of site and requirements (including design and services required) & clarification on licensing implications by March 2016		L	Discussions ongoing Potential to link with St Leonards Festival – discussion to take place with company appointed to deliver the festival in 2016/17 as they are interested in exploring new spaces to present events.	G
36		Develop & Support existing & additional markets on the promenade and other locations, creating opportunities for start-up, business growth & training	Regeneration Manager /Resort Services Manager	EU funding bid being considered (N)	Identify potential locations	Spring 2016 - 2020	L	EU Interreg bid in development, for submission in April 2016.	G

Agenda Item 8



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: Homelessness Strategy

Report By: Andrew Palmer
Head of Housing and Development

Purpose of Report

To provide an update on the results on the 12 week public consultation on the draft Homelessness Strategy 2016-2018 and to share the final version of the strategy.

Recommendation(s)

1. That the Homelessness Strategy 2016-2018 is adopted by Cabinet

Reasons for Recommendations

Local Authorities are required to produce and consult on a Homelessness strategy for their areas. The Council's existing Homelessness Strategy covers the period 2013-2015 and therefore needs to be updated.

As such, we have now produced the Hastings and St Leonards Homelessness Strategy 2016-2018, which has been informed by a comprehensive Homelessness Review, ongoing partnership work, Government guidance and a 12 week public consultation.

The new strategy provides a framework for addressing the ongoing challenges resultant from the Localism and Welfare Reform Acts 2011 and 2012 combined with changes to homelessness legislation and new reforms proposed in the Government's 2015 Budget and Spending Review and the new Housing and Planning Bill.

Introduction

1. Under the Homelessness Act 2002, all housing authorities are required to carry out a homelessness review and produce a homelessness strategy, which is revised at least every 5 years. The Hastings and St Leonards Homelessness Strategy 2013-2015 was the borough's third homelessness strategy and has provided the framework from which we have been able to tackle a wide range of issues linked to homelessness.

2. Since the last strategy we have made significant progress in meeting strategic priorities and have:

Increased the number of people prevented from becoming homeless year on year and had the highest homelessness prevention rate of any Local Authority in England

Enabled greater access to the private rented sector, e.g. through the Letstart service, Social Lettings Agency and the provision of cash deposits

Exceeded targets for delivering alternative housing options and improved local housing stock through a range of initiatives, e.g. Coastal Space, the Empty Homes Project and YMCA's private leasing scheme

Improved property conditions and management standards through increased support to landlords and tenants, and targeted enforcement action when necessary

Improved the provision of housing advice and information through joined up working, updates to information resources and a review of the Housing Options service

3. The changes which have resulted from the Localism and Welfare Reform Acts 2011 and 2012 have increased pressure on the housing sector. In addition, changes which are forecast as a result of the Government's 2015 Budget and Spending Review alongside the new Housing and Planning Bill and changes to homelessness legislation will impact further on vulnerable people and resources.

4. It is therefore timely to develop a new Homelessness Strategy that will address the need to provide good quality housing and support services to meet an ever increasing demand from households facing homelessness. The new strategy will create a framework with which to monitor and address key challenges introduced by welfare reforms and the changes to housing legislation.

The draft strategy and action plan

5. The draft Homelessness Strategy 2016-2018 was informed by a full and detailed review of homelessness in Hastings over the last 3 years, which included input from a wide range of partners, including voluntary groups, statutory bodies, support agencies and users of the Home Works floating housing support service.

6. As a result of the feedback from partners and members, the intention has been to produce a short and concise strategy with a focus on an action plan which is at the heart of the strategy. The document sets out the approach to tackling homelessness in the changing housing and welfare climate and also demonstrates how we will meet the three strategic priorities identified in consultation with partners and service users:

Priority 1 – Prevent and minimise homelessness

Priority 2 – Improve access to good quality, well managed accommodation in the private rented sector

Priority 3 - Work in partnership to deliver quality housing and support services

Consultation and Final Strategy

7. The draft strategy and review document were made available for public consultation from 4th November 2015 to 28th January 2016 on the Council's website. Information on the consultation was also circulated to key partners, stakeholders and Council Officers.
8. Very few comments were received. However, the key issues raised by colleagues, partners and the public as part of the consultation were: the growing use of temporary accommodation; the increase in visible rough sleeping and the additional support needed for vulnerable people with complex needs.
9. Another source of concern amongst many respondents was the proposed reductions to the Adult Social Care budget from 2016-2019. While the proposals have recently been revised, especially in regards to the Supporting People Budget, there remains an anxiety that the proposed reductions to funding for the Seaview Project will impact on the lives of those with multiple and complex needs.
10. The overriding response from those consulted was positive and supports the direction of the strategy. The strategy has at its core a number of areas which respond to the concerns raised; these elements of the strategy deliver innovative partnership solutions to the impact and causes of homelessness and rough sleeping. The solutions which the homelessness strategy will deliver have been formed in partnership with key services in health, housing, social care and support services. This approach has ensured that the current strategy finds common solutions to the challenges faced between services, ensuring resources are targeted where they are needed most.
11. Throughout the period in which this consultation was undertaken the Housing and Planning Bill has been debated by both Houses of Parliament. The detail and likely impact of the Bill has become clearer during this period. The repercussions of the Bill in the reduction of affordable accommodation for rent will have an impact on the supply of affordable accommodation for rent and, therefore, homelessness. The Council's response to the impact of the Bill and the way in which affordable housing is delivered in the future is emerging and will require further creative responses formed in close consultation with partner agencies.

Policy Implications

12. Equalities and Community comprehensiveness: An Equalities Impact Assessment was completed prior to the draft strategy being made available for public consultation.
13. Economic and financial implications: Addressing homelessness is a statutory function and the Council allocates revenue and grant funding annually to meet the duties owed to presenting homeless households. This is outlined in detail in the strategy document. Risks to the borough of potential increasing demand for homelessness services and associated rising costs of meeting statutory homeless duties are considered in the strategy and will continue to be monitored.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix 1 - Homelessness Strategy 2016-2018

Officer to Contact

Joe Powell
jpowell@hastings.gov.uk
01424 451314

Hastings and St Leonards

Homelessness Strategy 2016-18

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Foreword

Having a home is a fundamental right for all of us. Homelessness is one of the most devastating situations facing anyone, so preventing and minimising homelessness remains a housing priority for Hastings Borough Council. It is a legal and a moral duty for the council to fulfil.

Our last Homelessness Strategy covered the period 2013-2015. It set out how we would work to prevent homelessness with a range of housing and support solutions. It also gave a commitment for the Council and partners to work together to address homelessness and related issues as it is clear the Council cannot not tackle the problems in isolation. We have been successful in finding alternative options for those who have become or who have been in danger of becoming homeless and will continue to do this.

However, despite these successes there are significant challenges ahead. This Homelessness Strategy is being implemented at a time of continued changes to Government housing policy and legislation. The Welfare Reforms are still not fully implemented and the impacts of the changes remain relatively unknown. There are continual pressures on the housing market in Hastings, which are increasing as more households struggle to find housing suitable for their needs at a cost they can afford, whether buying or renting.

Our Homelessness Strategy is our plan for tackling homelessness over the next three years, at a time when levels of homelessness are increasing and resources are reducing. We will work in partnership to find solutions and help prevent homelessness for the residents of Hastings and St Leonards.

Councillor Peter Chowney, Leader of the Council

Councillor Kim Forward, Housing and Community Services Portfolio Holder

Executive Summary

The Homelessness Strategy 2016-2018 takes account of the new policy challenges emerging from the Government deficit reduction plans and welfare reform agenda. It also reflects key changes to homelessness guidance and revisions to national housing policy. The new strategy has been drawn up within the context of rising homeless presentations which is placing additional demand on the service.

The impact of homelessness on both individual households and the wider community cannot be underestimated. Homelessness is linked to a wide range of issues, including mental health, crime and fear of crime, developmental problems, substance misuse issues and poor educational attainment. The Council's Homelessness Strategy is intended to help shape multi-agency approaches to tackling homelessness and to highlight how partners intend to intervene to support people to find and retain accommodation suitable for their needs.

Hastings has and continues to experience significant problems associated with higher levels of deprivation. As a consequence it has been disproportionately affected by reductions in public expenditure and changes in welfare provision. Adding to the pressure upon the household budgets of low income households has been a marked increase in accommodation costs locally. A combination of rising rents and a reduced supply of affordable private sector accommodation are making it increasingly difficult for local people, particularly some of the most vulnerable, to secure accommodation suitable for their needs. With demand for social housing already far outweighing supply, preventing an increase in homelessness in Hastings will be challenging.

Therefore, it is imperative that the Council works with partners to seek innovative solutions to address housing need. This strategy recognises the need to look at new ways of joint working to provide holistic solutions for vulnerable members of our community who are unable to access or sustain tenancies. It outlines how the Council will work with partners to tackle key issues, including, rising levels of rough sleeping; the support needs of people with multiple complex needs; the poor health outcomes of homelessness people and the substandard property and management standards in the private rented sector. It also sets out ambitious plans to explore the provision of new housing solutions, including improving the temporary accommodation offer and exploring the viability of a Housing First approach.

We recognise the solutions to meeting local housing need and improving the health and wellbeing of local households must be delivered in partnership. Our Homelessness Strategy therefore provides a framework from which the Council, together with statutory and voluntary sector partners, can work together to meet the following strategic priorities:

- Strategic priority 1: Prevent and minimise homelessness

- Strategic priority 2: Improve access to good quality, well managed accommodation in the private rented sector
- Strategic priority 3: Work jointly to deliver quality housing and support services

Introduction

Homelessness not only affects individual households, but also impacts upon the wider community. Homelessness is commonly linked to crime and fear of crime, health and developmental problems, substance misuse issues, poor educational attainment and unemployment. Homelessness is also intrinsically linked to poverty.

The Council has, and will continue to prioritise tackling homelessness as a key strategic priority and invests substantial amounts of time and resources to do this. Significant achievements in preventing and minimising homelessness and improving access to a range of housing options available to those in housing need have benefited a wide range of local people over the last two years (see Appendix A for a list of key successes). This is indicative of the Council and its partners' commitment to tackling homelessness and associated issues to ensure positive outcomes for as many households in Hastings as possible.

The Welfare Reform Act 2012 and the Localism Act 2011 introduced a range of measures which resulted in unprecedented changes to social housing policy and homelessness legislation. Changes to the welfare system that came about from 2012 are largely now embedded. Although the effects of the changes on homelessness were not as significant as expected, it is still anticipated that households will continue to struggle financially as 'top up funding' that has been provided to Local Authorities to cushion the impact of cuts is being reduced and the use of sanctions to penalise job seekers who have not complied with the terms of their 'Claimant Commitment' increases. Universal Credit is yet to be fully implemented and emerging reforms following the General Election in May 2015 will create additional challenges for the poorest and most vulnerable residents in the Borough, as well as the professionals, volunteers and advocates seeking to assist them.

The Chancellor's Spending Review in November 2015 announced a £20bn reduction in departmental budgets and significant cuts are forecast for the Department for Communities and Local Government (DCLG). The Spending Review 2015 also outlined the Government's plan to protect the DCLG funding for targeted homelessness intervention, so it is hoped that the Council will, at a minimum, retain its current level of Homelessness Grant. The Homelessness Grant provides vital central government funding to ensure that the Council can continue to deliver effective homelessness prevention measures and activities; it is important to note that this grant is not ring-fenced for use in tackling homelessness exclusively.

The Government has provided some assistance to local councils and developers to work with local communities to plan and build better places to live for everyone. This includes capital investment for affordable housing, changing legislation to improve the quality of rented housing, encouraging local authorities to develop initiatives to help more people to buy a home, and providing funding to support the most vulnerable people. The Housing and Planning Bill, which, at the time of publication, is being debated in Parliament looks likely to have a significant impact on future affordable housing development and provision. Demand for social housing in Hastings still outstrips supply and the support available for vulnerable people will continue to reduce as part of the Government's plans to reduce public spending.

Homelessness and rough sleeping has steadily increased over the last 2 years which is a trend that is mirrored nationally. The use of temporary accommodation is therefore increasing, and finding suitable housing options to prevent a homelessness crisis is becoming more challenging as demand for housing in Hastings rises in an increasingly competitive market. Hastings continues to grow as a vibrant and popular community in which to live. In recent years Hastings has benefitted from the inward migration of households choosing to relocate from more expensive areas in the South East and London. However, there is a risk that the continued gentrification of Hastings will further increase demand for what is, in terms of the South East, very affordable, family-sized accommodation. This sustained level of demand is likely to continue to drive-up market prices meaning local people are less able to access affordable, good quality housing in the private sector.

As well as the evident challenges for local households accessing accommodation, the ability to sustain and keep accommodation is also an increasing issue. This is mainly due to private landlords having fewer concerns with terminating a tenancy as demand for private sector accommodation continues to outweigh supply.

The link with housing and health has been highlighted nationally and is more recognised locally. The need to ensure people successfully manage health problems is crucial to ensure they access and sustain accommodation. This in turn will reduce the reliance on primary and secondary health care services which is disproportionately high for homeless people. East Sussex County Council, the NHS, the Clinical Commissioning Group and partners are working together to jointly commission services and change how services operate to ensure housing, support and care needs can be met as part of a holistic approach to service delivery.

The emerging challenges linked to homelessness come at a time when Central and Local Government funding is reducing. It is therefore timely to develop a new Homelessness Strategy that will address the continuing need to provide good quality housing and support services to meet an ever increasing demand from households facing homelessness. A comprehensive review of homelessness in Hastings during 2013-15 has been carried out which has been used to shape this strategy. In moving forward, it is essential

that local agencies continue to work together to ensure that limited resources are targeted effectively to those in need.

Taking into account the challenges presented by changes to housing policy and legislation, this strategy sets out a strategic framework for the continued improvement to housing and support services delivered by the Council, stakeholders and local agencies over the next two years.

Our aim is to reduce and prevent homelessness in the Borough by:

- Assisting households in housing need to secure suitable accommodation at a price they can afford across all tenures
- Providing a range of housing advice and assistance to prevent homelessness and rough sleeping and adopt models of good practice for delivering holistic services to the most vulnerable households
- Further improving our understanding of the local housing market and causes and reasons for homelessness, including the potential impact of any increase in homelessness stemming from inward migration
- Adapting or developing existing housing and related support services in order to tackle emerging trends and priorities
- Ensuring housing related support is available for vulnerable households
- Exploring funding opportunities and options for joint commissioning
- Raising the standards of private rented sector accommodation, tackling rogue landlords and improving joint working relationships with landlords

This strategy has been produced in consultation with service users, stakeholders and local agencies and builds upon the successes of the previous Homelessness Strategies delivered since 2002. It is directly informed by consultation with partners and users of the Home Works floating housing support service. It links to other local strategic priorities and also incorporates Government recommendations on developing Homelessness Strategies, which places a strong emphasis on achieving their '10 Local Authority Challenges' (listed in Appendix B).

Building on the successes of the last strategy, we will:

- Help facilitate improved inter agency partnership working to ensure services meet local need
- Ensure resources are maximised and targeted effectively and efficiently to avoid duplication of service provision.
- Help re-engineer existing services, or develop new services where resources are available, to tackle homelessness
- Ensure fair and equal access to services for all
- Facilitate regional and sub-regional working where it will assist in meeting needs locally

Housing & Welfare Policy Context

The newly elected Government that came into power in 2015 is proposing additional welfare reforms that will again affect vulnerable people. In November 2015, the Chancellor announced as part of the Spending Review, further spending cuts: including £12bn of welfare cuts and a £20bn reduction in departmental budgets – to include a further 30% reduction to the 12.8bn DCLG budget. With the implementation of some of the proposals there is an even greater risk that homelessness will increase as households struggle to adapt to further changes including:

- Reductions in levels of welfare benefits with a cap from £26,000 to £20,000 annually for families that are out of work and have children
- The introduction of Universal Credit for all households where all benefits will be paid in one lump sum on a monthly basis by 2017
- Working tax credits and Universal Credit limited to 2 children born after 2017
- Households earning over £40,000 in London will have to pay market rents on a Housing Association tenancy in London (which could encourage migration to other areas like Hastings)
- Removing housing benefit entitlement for under 21s with a new 'earn to learn' obligation
- Employment and Support Allowance payments for new claimants who are deemed able to prepare for work to be "aligned" with Jobseeker's Allowance

It is anticipated that further challenges in preventing homelessness will arise as households continue to struggle to pay rents with reduced levels of benefit and struggle to access affordable accommodation in the private rented sector as demand for this type of accommodation increases.

In addition, the Housing and Planning Bill will impact on the way in which affordable homes are delivered in the future. The repercussions of this policy could be a further decline in the availability of affordable accommodation for rent and an increase in housing insecurity and, therefore, homelessness.

Hastings was confirmed as the 11th most affected Local Authority area in the United Kingdom by the welfare reforms¹ in 2013. The impact in Hastings is more than four times that of many South East council areas. There appears to be no one single reason for this (e.g. Benefit Cap or changes to under occupation rules in social housing). The cumulative impact of the benefit changes on Hastings was explained by the large number of people in receipt of welfare benefits and the unusually high number of people renting accommodation; this distribution of types of tenure in the town has not

¹ *Hitting the poorest places hardest: The local and regional impact of welfare reform.* Beatty, C. and Fothergill, S., 2013. Centre for Regional Economic and Social Research, Sheffield Hallam University

changed significantly and Hastings will be hit hard by the further reforms outlined above.

DRAFT

What do we need to understand to successfully tackle homelessness in Hastings?

A full review of homelessness has been produced taking into account:

- Key changes to Government housing policy, legislation and welfare reforms
- An analysis of a wide range of data to better understand homelessness in Hastings
- An evaluation of the impact of the 2013-15 Homelessness Strategy
- Consultation on the way forward with a wide range of partners, including statutory bodies, voluntary groups, faith groups, support agencies and service users
- Likely future levels of funding

Key Facts about Hastings that can affect levels of homelessness

- Hastings is the 20th most deprived Local Authority in the Country
- There are very high levels of economic inactivity
- Life expectancy is below the regional and national average
- Benefit dependency levels remain high and wage levels are lower than the regional average
- There is a high proportion of adults on working age benefits
- There are higher than average numbers in receipt of incapacity benefit
- A third of all households in Hastings claim housing or council tax benefits
- Educational attainment is persistently low
- Teenage conception rates remain one of the highest in the country
- Hastings is one of only three areas in the south east designated as a dispersal area for asylum seekers
- 11th most affected area in the Country by welfare reforms
- Very high levels of deprivation and benefit dependency which are linked to patterns of inward migration of poorer households

Homelessness in Hastings

- Homelessness presentations and acceptances consistently remain higher than the South East average
- Homelessness prevention (keeping people in their home or finding alternative accommodation before homelessness) has been increasingly successful year on year
- Homelessness acceptances increased by 33% between 2013/14 and 2014/15
- The use of emergency accommodation, the length of stay and associated costs have all increased over the last two years as a result of the increase in homelessness presentations
- There have been significant increases in the number of single men being accommodated in emergency accommodation

- Joint working with statutory and voluntary agencies to prevent homelessness for a range of client groups is well regarded and has proved successful in recent years
- Incidences of rough sleeping have increased
- Homelessness presentations are expected to further increase over the next 2 years
- Main reasons for homelessness have remained consistent
- The number of 16 and 17 year olds presenting for assistance with homelessness is consistent, but remains higher than the rest of East Sussex
- Increasing numbers of households are presenting for assistance with additional support needs around mental health, substance misuse, offending behaviour and challenging behaviour
- Debt and financial inclusion is increasingly more of an issue when trying to prevent homelessness and secure suitable affordable accommodation
- Demand for support services and specialist supported accommodation is high and far outstrips supply.

Homelessness Presentations	2012/13	2013/14	2014/15
Total homelessness applications	242 households	263 households	325 households
Total homelessness acceptances	98 households	104 households	138 households
Homelessness preventions	1,896	2,093	2,197
Applicants accepted as homeless and under 25	20 households (20%)	23 households (22%)	26 households (19%)
Key reasons for homelessness			
1. Friend or family evictions	22	32	36
2. End of Assured Shorthold Tenancy (AST)	14	20	39
3. Loss of rented or tied accommodation due to reasons other than termination of AST	12	15	10
4. Violent breakdown of relationship involving partner	7	10	12
5. Non-violent breakdown of relationship with partner	8	0	11
<i>Accounting for:</i>	64% of acceptances	74% of acceptances	78% of acceptances

Rough sleepers

Over the last five years there has been a seen a steady increase in the number of rough sleepers in Hastings. In 2010 there were a maximum of 2-3 rough sleepers found by outreach services on any one night and 10 rough sleepers confirmed as intermittently rough sleeping.

In 2015 outreach services have verified up to 14 rough sleepers on any one night and 35 individuals are confirmed as intermittently rough sleeping. As well as an increase in numbers, the rough sleeper profile has changed. An increase in females has been confirmed (in some instances they have been pregnant) and the number of under 25 year olds sleeping rough has increased. The chaotic nature of substance misuse including the use of legal highs is notably more prevalent.

Consultation with stakeholders has concluded that a different approach to dealing with single homeless with complex needs is needed. The mainstream housing options and support interventions available for homeless people in the Borough are not tailored for the chaotic lifestyles of entrenched rough sleepers. As a result, success in accessing or keeping accommodation has been limited for a core-group of entrenched rough sleepers identified locally. (Although resettling those new to rough sleeping has been much more successful).

Hastings has been fortunate to be part of regional and sub-regional partnerships that have attracted external funding and are tasked with addressing the needs of single homeless and individuals with the most complex of needs. The learning from the Fulfilling Lives Project and SHORE (Sussex Homeless Outreach Reconnection and Engagement) will help inform future commissioning plans and service design for these client groups going forward.

Health Inequalities

It is nationally recognised that suitable housing is critical to maintaining health and wellbeing. Good housing helps people stay healthy and achieve a decent quality of life. Stable housing will aid people to recover from periods of ill health and can also enable them to effectively address their health and social care needs. Safe housing will help prevent trips, falls and injuries that can result in hospital admissions and lead to longer term health problems.

Hastings has significantly worse health outcomes for residents when compared to the rest of England. There are a range of underlying reasons for poor health in Hastings, including the high level of deprivation, the percentage of children living in poverty, the high number of overcrowded households, households without central heating, poor housing conditions and the rate of long term unemployment.

Innovative solutions which are designed to tackle the prevalence of mental health issues among individuals experiencing rough sleeping and homelessness continue to be developed. Hastings Council continues to work proactively with health partners to develop effective multi-agency solutions to these complex and interrelated challenges.

In July 2014 Hastings and Rother CCG launched a £5m Action Plan to address health inequalities in the area. The plan sets out a blueprint for improving access to healthcare, developing better services for certain types of conditions and kick-starting programmes to encourage local people to live healthier lives. The Housing Options team has been commissioned to provide a group of services designed to address health inequalities among the rough sleeper and street communities to improve the health outcomes for this vulnerable group.

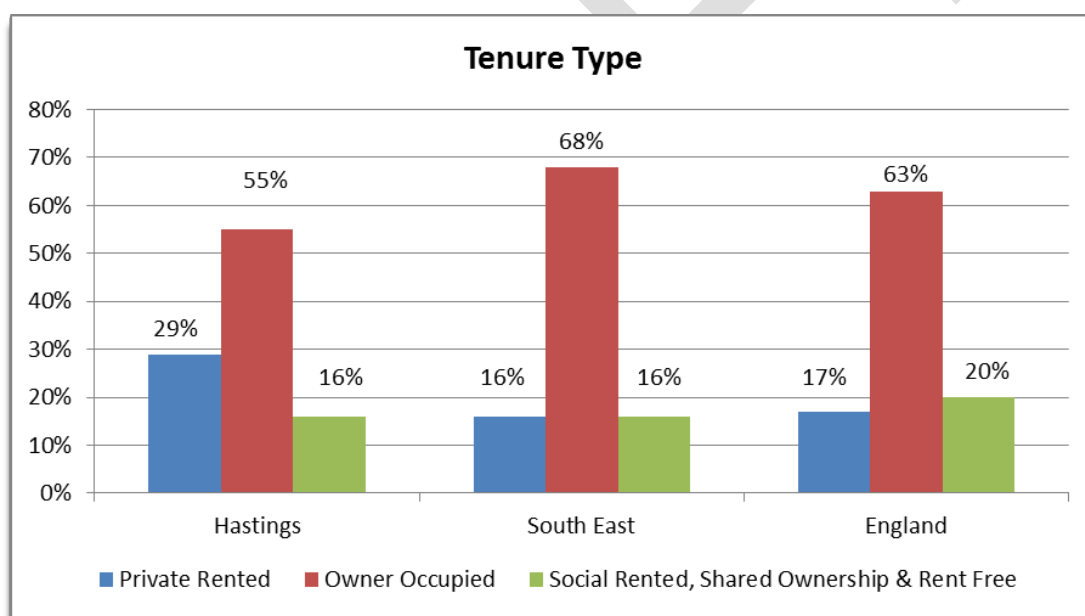
The key focus of the Action Plan is health improvement and empowering patients to take control of their own health in line with the strategic direction embodied in East Sussex Better Together (a programme to deliver integrated social care and health services).

Homeless Link's 2014 audit states '*There is evidence that if physical, mental health, substance misuse and housing agencies work together in a coordinated way to support an individual's multiple problems, better health outcomes and cost savings are achieved*'.

Hastings Borough Council and the Hastings and Rother CCG will work jointly to commission services that improve health outcomes for homeless people and reduce the reliance on primary and secondary health care services.

Housing Stock in Hastings

- Owner occupation is low compared with the rest of East Sussex and the South East average
- House prices remain below the regional average
- The social sector housing numbers are slightly lower than the regional average and supply is not sufficient to meet demand.
- The private rented sector is considerably larger than the rest of East Sussex and is 50% bigger than the national average at the time of the 2011 census
- A third of all private rented accommodation in the County is located in Hastings
- There are issues with affordability and quality of accommodation in the private sector and rogue landlords are known to operate
- New house building remains slower than needed to meet demand



Census 2011

The private rented sector

Significant effort to improve the condition and housing management of private rented sector accommodation continues, and enabling access to this accommodation for households in housing need is crucial to preventing homelessness. However, the following are key features of the private rented sector housing stock that pose a challenge when tackling homelessness:

- 30% of Hastings stock is privately rented and continuing to expand
- 50% plus of stock rented in Central St Leonards area
- Approximately 2,800 Houses in Multiple Occupation, 85% of which are concentrated in 4 wards
- A surplus of old Bed & Breakfasts/ Hotels some used by other Local Authorities as emergency accommodation for homeless households
- Significantly higher than average number of older buildings, often with poor internal layouts due to inadequate conversions in the 1960s and 70s
- High numbers of listed buildings and conservation requirements that deter investors and add to costs
- Poor management and maintenance in some accommodation with rogue landlords in operation

Understanding the role of the private rented sector in managing homelessness is crucial. This valued resource, currently available for local people to secure affordable housing, is also a risk to the Borough in terms of future increases in homelessness. Households presenting as homelessness as a result of their private sector tenancy being terminated is increasing as the stock of private accommodation grows. In addition, the housing market is changing as Hastings undergoes a process of gentrification and becomes a more attractive area to live in. A more competitive housing market can be seen as a positive sign of successful regeneration but this is also driving up rents and making it increasingly hard for local people to access private housing to prevent homelessness. Although numbers are remaining fairly low, neighbouring Local Authorities and London Authorities continue to relocate homeless households to Hastings which is further compounding the problem of accessibility for local people.

In response to this challenge, one idea was for the Council to pilot a Social Lettings Agency. Initially private rented sector accommodation will be leased and offered to local households at risk of homelessness. The aim of the service is to:

- Engage with private landlords, offer a competitive and good quality housing management service, and encourage them to work jointly to meet local housing needs
- Drive improvements to property and management standards
- Provide an option for households in crisis and reduce reliance on bed and breakfast accommodation
- Prevent homelessness

- Address the financial obstacles faced by households trying to access private accommodation in terms of tenancy start-up costs.

Inward migration

The large stock of private rented sector in Hastings can be an attractive option for households living in more expensive areas to relocate to more affordable accommodation. It could also be a cost effective option for other Local Authorities looking to place their homeless families in affordable accommodation.

An increase in demand for affordable private rented sector accommodation has the potential of driving up rents and making it more difficult for local people to access affordable accommodation. Given the increasing demand for homelessness prevention services, coupled with an increase in demand from households from outside the area, local agencies may find it increasingly difficult to prevent homelessness. In addition, the risks associated with an influx of vulnerable households from outside of the area, in terms of increased demand for local services, the negative impact of transience and a change in population on a community should not be ignored.

The Council and partners will continue to monitor the impact of inward migration on local services and the community and work with London Authorities to ask for their cooperation in joint working when considering relocating household to Hastings.

What's the plan?

Taking into account the Council's successes over the last five years, the predicted increase in pressure on all services as a result of welfare reform, and potential changes in the housing market, the following three strategic priorities have been identified as the key areas to focus on in the next two years:

Strategic Priority 1: Prevent and minimise homelessness

We will:

- Maximise partnership working opportunities to ensure the effective use of local resources and earlier intervention
- Ensure housing options services are accessible
- Find holistic housing and support interventions to meet the needs of the most vulnerable single homeless people, in particular rough sleepers and homeless people with complex needs
- Work jointly to monitor impacts of welfare reforms and encourage people to take positive action to minimise the impacts and prevent homelessness
- Commission services to meet the needs of specific client groups where there are gaps in service and resources allow
- Ensure people can access a range of housing options to meet individual housing and support needs
- Work constructively with other Local Authorities and Statutory organisations to minimise the impact of the in-migration of households in need to the Hastings area, particularly in levels of high deprivation

Strategic Priority 2: Improve access to good quality, well managed accommodation in the private rented sector

We will:

- Improve joint working and support for private landlords
- Continue to expand the social lettings agency
- Improve the condition of accommodation through enforcement
- Raise standards of management in private sector accommodation
- Implement selective licencing and continue with additional and mandatory licencing
- Address financial barriers to accessing accommodation
- Ensure people have support to sustain tenancies

Strategic Priority 3: Work jointly to deliver quality housing and support services

We will:

- Ensure all organisations and the community understand what we aim to achieve
- Work jointly to commission services, targeted in the areas of most need
- Ensure homelessness is addressed as part of the new integration of services with East Sussex County Council and the NHS
- Pilot new ways of working that reflect models of good practice nationally
- Improve understanding of different organisations' roles across the sector
- Provide accurate up to date, relevant information to service users
- Facilitate training opportunities to ensure consistent and accurate advice is provided

Action Plan

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
1.1	Continue to provide accommodation based services and housing related floating support services through the Supporting People Programme	ESCC HBC	Existing resources	The quality of service provision reviewed by Supporting People Work with Supporting People to target limited resources effectively in light of future budget cuts as part of the Supporting People Strategic Forum	Good quality support services delivered that offer a housing solution and prevent homelessness	
1.2	Make best use of housing stock by bringing empty homes back into use to meet housing need	HBC YMCA HCA	Existing resources	70 long term empty homes brought back into use per annum 30 long term empty homes identified for CPO by December 2015 20 additional units brought back into use through the YMCA project	More homes available for people in housing need, including young people	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				Promote Empty Homes Week annually – 30 th November		
1.3	Offer financial assistance for people who are homeless or at risk of homelessness to sustain their home or access accommodation	HBC ESCC	Discretionary East Sussex Support Scheme (DESSS) funding	150 households assisted into private sector accommodation annually Provide Discretionary Housing Payments (DHPs) to qualifying households	Homelessness prevented with a suitable housing solution Financial barriers to accessing or sustaining accommodation overcome	DESSS funding is only confirmed until 2016/17
1.4	Continue to work with the Sussex Homeless Outreach Reconnection & Engagement group (SHORE) to develop a consistent approach to tackling rough sleeping across Sussex	HBC SHORE	DCLG funding	Review HBC's Severe Weather Emergency Protocol (SWEP) to ensure it is consistent and fit for purpose by April 2016 Explore the development of a county-wide SWEP	Reduce health risks associated with rough sleeping in severe weather Consistent approach to addressing	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				Consider recommissioning the Sussex wide rough sleepers outreach service by 2017	rough sleeping across Sussex More support to help rough sleepers from out of the area to reconnect with where they are from Additional outreach resources locally	
1.5	Continue to work jointly to meet the housing and support needs of the street community and rough sleepers in Hastings	HBC	Existing resources HBC Community Partnership Funding	Continue to facilitate the monthly rough sleepers and street drinkers meeting Participate in a weekly multi-agency drop-in service for rough sleepers to access a range of support at one time	Multiagency information sharing and targeted plans for rough sleepers Holistic interventions that are more likely to have	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				<p>Explore the viability of a weekly rough sleeper panel meeting to coordinate and support the work of the multi-agency drop-in – March 2016</p> <p>Recommission the Council's rough sleepers outreach contract in 2017 subject to available resources</p>	<p>lasting impact</p> <p>Detailed intelligence of who is rough sleeping, where and why</p> <p>More opportunities to help connect rough sleepers with local services</p>	
1.6	Develop alternative housing options for people in housing need to prevent placements in emergency accommodation or minimise length of stay if placement unavoidable	HBC	HBC HCA ESCC	<p>75 new affordable housing units delivered annually</p> <p>Work with partners to explore the feasibility of developing additional supported accommodation for young people by 2017</p> <p>Deliver 30 additional</p>	<p>More housing options for people in housing need</p> <p>Additional supported housing for vulnerable people</p>	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				units of accommodation through the Coastal Space Project by 2018 Explore the viability of new models of housing		
1.7	Ensure effective partnership working with health services and Adult Social Care to ensure the housing and support needs of their clients are met	HBC Health ESCC	ESCC	Ensure housing care and support are considered jointly as part of the ESCC Better Together Programme by 2017 ASC to provide a dedicated housing contact	New housing, care and support services commissioned More efficient housing advice and support	
1.8	Work with project partners to deliver housing and support solutions for rough sleepers due to be discharged from the Conquest Hospital	Seaview St John Ambulance HBC	DoH	Service operational by June 2016 Carryout a mid-project review of service outcomes – January 2017	The admission and discharge of homeless people from hospital are recorded and monitored Improved accommodatio	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
					n outcomes are achieved	
1.9	Pilot new ways of working to meet the housing and support needs of the most vulnerable homeless people with multiple and complex needs	HBC	CCG	<p>Launch the CCG funded Housing Health and Support Interventions for Rough Sleepers and the Street Community in Hastings project</p> <p>Explore the viability of a Housing First model – December 2016</p> <p>Review project outcomes – June 2017</p>	Fully integrated health, housing and support services	
1.10	Provide practical solutions and support for victims of domestic abuse to remain in their homes if safe to do so	HBC	<p>DCLG Homelessness Grant</p> <p>Community Partnership Funding</p>	<p>Make homes safe through physical interventions as part of the Council's Sanctuary Scheme</p> <p>Continue to fund an Independent Domestic Violence Advisor (IDVA) who offers support and advice to victims of</p>	<p>Households can remain in their home and feel safe</p> <p>Victims are helped to stay safe and to take action against</p>	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				<p>domestic abuse</p> <p>Facilitate the bi-annual Hastings Domestic Abuse Forum</p> <p>Support the delivery of White Ribbon Day</p>	perpetrators	
1.11	Provide housing advice and financial assistance to households needing disabled adaptations in order to remain in their home, or to help them find an alternative housing solution	HBC Amicus- Horizon	Disabled Facilities Grant, HBC and Amicus Horizon funding	<p>Support households through the Housing Solutions service by visiting 90% of referrals within two weeks</p> <p>Annually commit the DFG budget to assist as many applicants as possible with adaptations to their homes</p>	Households can make informed choices about whether to stay and adapt their home or to move	
1.12	Promote the availability of Streetlink as a way of reporting a rough sleeper	HBC partners	Existing resources	<p>Advertise on the Council's public display screens</p> <p>Do promotions on the Council's homepage –</p>	Rough sleepers identified and assisted where possible	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				biannually Work with members of the Rough Sleeper meeting to promote on their websites – July 2016		
1.13	Expand temporary accommodation options	HBC/ Amicus- Horizon		Explore the viability of joint working with AmicusHorizon to provide temporary accommodation for households in housing need – July 2016	Improved temporary accommodation options	
1.14	Gain a greater understanding of why people have difficulty securing/maintaining long term housing solutions			Review P1E and service outcomes quarterly and report annually	Identify trends in number and type of homeless and prevention presentations/outcomes and adapt service accordingly	
1.15	Explore opportunities to meet the housing and support needs of homeless women	Brighton Women's Centre	DCLG SHORE	Pilot specialist services for women	Fewer women rough sleepers	

Priority 1 – Prevent and Minimise Homelessness						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
		Brighton Oasis Fulfilling Lives				

Priority 2 - Improve access to good quality, well managed accommodation in the private rented sector						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
2.1	Continue to expand the stock of accommodation in the Council's Social Lettings Agency to offer good quality accommodation as a housing solution to homeless households or those at risk of homelessness	HBC	DCLG HBC	Review the project outcomes of the SLA – April 2016 32 units of accommodation procured by June 2016	Local people can access private rented sector accommodation more easily and with no financial barriers	
2.2	Maximise availability of financial assistance to access the Private Rented Sector with loans for rent in advance and deposits	Credit Union	DESSS DCLG funding	Recover 40% of the value of total loans from DESSS funding annually	Money can be recycled and used for other people as funding is likely to be reduced in future	

Priority 2 - Improve access to good quality, well managed accommodation in the private rented sector						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
2.3	Support vulnerable households to access and sustain tenancies in the Private Rented Sector	HBC Home Works		Home Works to provide floating housing support to 450 people living in the PRS in Hastings per year Home Works to support 90% of clients to maintain or secure accommodation annually	Increased likelihood of vulnerable households having successful tenancies in the PRS	
2.4	Improve standards in the private rented sector through proactive enforcement	HBC	Exiting resources	175 homes improved per annum	350 homes improved	
2.5	Continue to licence private rented property	HBC	Existing resources	Consider the replacement of the HMO Licensing scheme operating in the 4 town centre wards when this finishes in September 2016 Review the implementation of Selective Licensing in 7 wards – November	1,250 HMOs improved over the life of HMO Licensing Improved conditions and management in PRS properties overseen by licensing	

Priority 2 - Improve access to good quality, well managed accommodation in the private rented sector						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				2016 License 250 HMOs per annum	Improved and proper tenancy arrangements put in place for tenants with property covered by licensing	
2.6	Provide information, advice and training to tenants and landlords	HBC	Existing resources	2 landlord forums per annum Deliver training and information to tenants and landlords via the Rogue Landlord project Review website information annually	Landlords' knowledge is increased, which supports improvements in property management and conditions Tenants are empowered through greater awareness of their rights and responsibilities and, where necessary, are protected from	

Priority 2 - Improve access to good quality, well managed accommodation in the private rented sector						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
					losing their homes	
2.7	Work with partners to explore options to increase the supply of affordable sharers accommodation for under 35s	HBC	Existing resources	<p>Expand the Social Letting Agency portfolio to include sharers accommodation – January 2017</p> <p>Review the number of homeless presentations from under 35 year olds – quarterly</p> <p>Promote improved partnership working between local housing providers and Planning colleagues to meet demand for sharers accommodation</p>	<p>More timely move-ons from supported accommodation</p> <p>Increased housing options for single people struggling to access studio/one bed accommodation</p>	
2.8	Tackle rogue landlords	BHT Hastings Advice, BHT HHAP & HBC	DCLG	Expand existing Rogue Landlord project to include: Rogue Landlord Taskforce & Register, partner training, Specialist Legal service	Improved standards and management in the private rented sector and greater	

Priority 2 - Improve access to good quality, well managed accommodation in the private rented sector						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
				<p>and a suite of information videos for landlords</p> <p>Work with East Sussex Trading Standards in relation to Landlord and Letting Agency fee displays and contract terms</p> <p>Work with 25 tenants via mediation or enforcement where necessary – March 2016</p> <p>Inform the County Court judges of the HMO licensing changes and provide further training if required – January 2016</p>	protection for tenants	

Priority 3 – Work in partnership to deliver quality housing and support services						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
3.1	Undertake reviews of local systems in partnership with stakeholders	Fulfilling Lives	Big Lottery Funding	Map longer term outcomes from pop up hub – January 2016 Explore alternative housing options for people with complex needs – October 2016	Improved access to and retention of accommodation by people with the most complex needs	
3.2	Maintain a focus on collaborative working and seek to assist local partnerships to come up with better solutions to complex problems	Fulfilling Lives	Big Lottery Funding	Participate in local partnership forums – ongoing Pilot new ways of working, share learning and provide robust cost benefit evidence for innovative practice – annually	New solutions found to tackle complex problems	
3.3	Continue to facilitate a local forum for homelessness discussions with representation from statutory and voluntary sector partners to ensure effective joint working and greater shared knowledge	HBC	Existing resources	Quarterly meetings of the Housing and Support Services group (HASS)	Shared information and learning, joined up strategic thinking and improved joint working	

Priority 3 – Work in partnership to deliver quality housing and support services						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
3.4	Provide training and awareness raising on domestic violence	LSCB HBC	Existing resources	<p>Deliver introductory domestic violence courses across East Sussex</p> <p>Provide free online Domestic Violence and Abuse e-learning course</p> <p>Facilitate bi-annual Hastings Domestic Abuse Forum</p> <p>Facilitate the annual Hastings White Ribbon Day</p>	<p>Professionals better able to recognise the signs of abuse, its impact, the support available and how to deal with disclosure</p> <p>The public have a greater awareness of the issue of domestic violence and are empowered to speak out</p>	
3.5	Promote access to good quality advice, such as national help lines and websites, so that customers can independently access up to date housing information	HBC	Existing resources	Update the Council's website and Housing Options' information sheets – January 2017	Customers are empowered through access to services and improved knowledge	
3.6	Update service related delivery	HBC	Existing	Revised procedures on	Housing	

Priority 3 – Work in partnership to deliver quality housing and support services						
No.	We will	By who?	Resources	Milestones	Outcome	Comments
	procedures and improve accessibility to ensure that frontline services are responsive to demands		resources	homelessness prevention and homelessness – June 2016 Pilot the delivery of a web-based appointment provision – April 2016 Restructure homelessness triage process – April 2016	Options services delivered in accordance with recognised good practice Improved accessibility for customers	
3.7	Monitor the impact of 2016/2017 welfare reforms locally and take positive action to mitigate against the impacts on households who will see benefit levels reduced	HBC ESCC	Existing resources	Report annually on the impact of welfare reforms on the Housing Options service Bi-annual meetings with HBC, HARC, BHT and Housing Associations Quarterly East Sussex Welfare Reform Group meetings	Risks associated with welfare reform identified and minimised through partnership approach	

Monitoring the strategy

The Housing Options team will produce quarterly updates on the Action Plan using a 'traffic light' system for ease of reference: Green identifying an action which has been met or is on course to be met within the timescale; Amber for actions which have not been met to deadline, but will progress; Red for actions which have not been met and are unlikely to progress. This will ensure that any issues in relation to the achievement of the Homelessness Strategy actions are addressed in a timely manner and that successes can be highlighted and celebrated.

These updates will be reported to the Housing and Support Services (HASS) Group, which is well represented by local voluntary and statutory partners who are key to the success of the Strategy.

It is recognised that there may be unforeseen challenges presented by new welfare reforms and the Action Plan will be reviewed annually in consultation with partners to take account of this and to address any emerging needs.

Resourcing the strategy

Significant resources are allocated to the provision of housing related services. Total net expenditure for 2015/16 on homelessness and housing advice, including staffing and other costs, is anticipated to be around £805,470. The net costs of temporarily accommodating homeless households in bed and breakfast establishments accounted for £122,000 of the budget in 2014/15.

In addition to the above, approximately £950,000 of revenue will be spent in 2015/16 on the provision of other housing services for Private Sector Renewal.

The Council's Revenue Services' Discretionary Housing Payment (DHP) for 2015/16 is £230,368. This is more funding than in 2012/13 when it was £156,525. This increase has been made to help Local Authorities provide support to people affected by some of the key welfare reforms, but is less funding than in 2013/14 and 2014/15 when the reforms were initially introduced. DHP is a valuable resource for preventing homelessness and will be crucial in helping to meet some of the additional housing need resultant from benefit reforms as well as a variety of other needs.

Year	DHP funding
2012/13	£156,525
2013/14	£320,232
2014/15	£327,607
2015/16	£230,368

There is also a Capital Programme, which includes the Private Sector Renewal Support and Empty Homes Strategy, which are funded for £141,000 in 2015/16 and 2016/17. It also includes the disabled facilities assistance outlined below.

Disabled facilities assistance

Disabled Facilities Grants (DFGs) provide financial assistance for the provision of disabled adaptations to enable people to remain in their homes. In 2015/16 the funding for DFGs formed part of the Better Care Fund Grant made to East Sussex County Council. From this fund the County Council has allocated £766,643 to Hastings Borough Council of which £736,643 is being used to fund DFGs.

Similar levels of expenditure are anticipated for future years, but are subject to annual review and the delivery of efficiency improvements.

Homelessness Grant

The Council has been successful in securing an annual Homelessness Grant from the Department of Communities and Local Government since 2002/03. Whilst this funding is not ring-fenced, the Council has been committed to using it for the purpose of homelessness prevention.

Funding for 2015/16 has been confirmed at £181,000 per year. This is a reduction on 2011/12 and 2012/13 when the grant was £204,000. The cutback takes into account changes in funding for the Court Desk Service, which is now expected to be delivered by the organisation awarded the Legal Services Commission contract. No funding has been confirmed for 2016/17

The allocation provides a vital supplement to the significant level of revenue funding committed by the Council annually to meet the costs of providing the Housing Options service. The bulk of the allocation provides for three additional members of staff to target homelessness prevention. The grant also

funds the Hastings Sanctuary Scheme, which installs security measures to help victims of domestic abuse, hate crimes and other types of harassment to remain in their homes and feel safe.

Community Partnership Fund

Since 2004/05, the Council has used its Community Partnership Fund to support local voluntary sector agencies to deliver services that have a direct impact on homelessness prevention. Grants for 2015-17 totalling £83,119 have been awarded to two local organisations that are providing services that directly support rough sleepers and victims of domestic abuse.

Supporting People funding

Supporting people invest in the region of £760,000 in accommodation based services in the Hastings borough: £92,000 in Hastings Refuge, £260,000 in homeless people with support needs, £280,000 in young people at risk, including young parents, and £128,000 in mental health.

They also invest £530,000 across Hastings and Rother in the STEPS service, which provides floating support to older people, and a further £3.5 million in the cross county Home Works floating support service.

The Welfare Reform Project

East Sussex County Council Welfare Reform project provides a range of support, including a Benefit Helpline, regular briefings and an online video to explain the welfare benefit changes. Through the Supporting People partnership, the service has been continued into 2015/16 with a focus on the more specialist advice offered as part of the service.

Discretionary East Sussex Support Scheme

DESSS provides residents in East Sussex with emergency help in certain situations. The scheme does not provide cash or loans but may provide food, utilities or household items. Households will usually only be able to receive support from the scheme once in 12 months.

The Council, in partnership with East Sussex County Council, has also administered funding through DESSS to provide people with interest free loans to meet the costs of rent in advance and deposits since 2013/14. It is unclear what levels of funding will be available in future years but in 2015/16, £79,000 has been made available for this purpose.

Fulfilling Lives

The Big Lottery awarded £9.2million in funding across Hastings, Eastbourne and Brighton, which launched the Fulfilling Lives project, which is being led by BHT. The project, which in Hastings is being delivered by Seaview in partnership with BHT, will help to address the housing and support needs of the most vulnerable single homeless people with complex needs and also support the delivery of improved services over an 8 year period with approximately £300k being allocated to Hastings annually

DRAFT

Appendix A – Key Successes from 2013-2015

- Hastings has the highest homelessness prevention rate in England
- The launch of the new Social Lettings Agency and the introduction of the Letstart Letting Leasing Scheme
- Exceeded targets for delivering alternative housing options and improved local housing stock: Coastal Space, Empty Homes Project, YMCA Private Leasing and Affordable Homes (Shared Ownership & Affordable Rent)
- Developed new levels of partnership working, e.g. the Seaview One Stop Shop, the Rough Sleepers Hub and the co-location of services with Probation
- 583 households were supported to access the private rented sector through the Discretionary East Sussex Support Scheme (DESSS) funding administered by the Council and the Letstart bond scheme
- Delivered new initiatives targeted at supporting offenders and their families to prevent homelessness and encourage better life opportunities
- Provided unprecedented support for landlords and tenants, e.g. the Rogue Landlords project, Workshops and Training
- Evidenced commitment to raising awareness and speaking out about the issue of domestic abuse by becoming a White Ribbon Town

Appendix B – Strategic Direction

National Context

‘Making Every Contact Count: A Joint Approach to Preventing Homelessness’ (published in August 2012) is a report that outlines the Government’s approach to tackling and preventing homelessness. It sets out a range of reforms to *‘tackle the complex causes of homelessness focusing on prevention, early intervention and on locally designed integrated services that step in when things go wrong, to give people another chance.’*

The expectation is that organisations focus on joint working across a *‘range of disciplines to ensure services can be managed in a way that prevents all households, regardless of whether they are families, couples, or single people, from reaching a crisis point where they are faced with homelessness.’*

The report highlights the Government’s wish to make sure that every contact local agencies make with vulnerable people and families really counts. It brings together the Government’s commitments to:

- **tackle troubled childhoods and adolescence** – through interventions to turn around the lives of the most troubled families; and by promoting innovative approaches to youth homelessness
- **improve health** – including improving outcomes for homeless people with dual drugs/alcohol and mental health needs; and helping to ensure medical professionals discharging patients know who to approach for help to meet housing needs
- **reduce involvement in crime** – through support to the new Police and Crime Commissioners; improving offender access to private rented sector accommodation; and measures to help those on short sentences retain their tenancy
- **improve skills; employment; and financial advice** – through new housing demonstration projects which help claimants budget and manage rent payments; a commitment to explore a payment by results approach for those some distance from the labour market; and piloting community learning trusts
- **pioneer social funding for homelessness** – through a world first Social Impact Bond for rough sleepers and support to other local commissioners to turn social investment propositions into reality

The **ten local challenges** the report poses to Local Authorities are to:

1. adopt a corporate commitment to prevent homelessness, which has buy in across all local authority services
2. actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. offer a Housing Options prevention service, including written advice, to all clients
4. adopt a *No Second Night Out* model or an effective local alternative
5. have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support
6. develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords
7. actively engage in preventing mortgage repossessions, including through the Mortgage Rescue Scheme
8. have a Homelessness Strategy, which sets out a proactive approach to preventing homelessness and is reviewed annually so that it is responsive to emerging needs
9. not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. not place any families in Bed and Breakfast accommodation unless in an emergency and then for no longer than 6 weeks

Local Strategic Links

[The Hastings and St Leonards Anti-Poverty Strategy 2011](#) sets out key information about poverty in the Borough and its connections to poor housing. It identifies that:

- Over 5,500 children under 16 years old are growing up in poverty in Hastings
- A child born and growing up in Hastings can expect to live nearly 5 years less than someone in Lewes

It also sets out the Council's aspiration to work with its partners to dispel myths about poverty and to help people to manage poverty through:

- Providing good quality advice and information
- Helping people to maximise their income and benefit entitlement
- Tackling financial exclusion
- Supporting vulnerable people
- Working with households affected by the negative impacts of the welfare and housing benefit change

The Council's new homelessness strategy will deliver actions in support of all of these approaches to poverty. It will also recognise that the economy in Hastings has been hit hard by the recent recession and the importance of maximising regeneration opportunities.

Economic and social regeneration are key priorities for all agencies working in Hastings, as set out in the [Hastings and St Leonards Sustainable Community Strategy 2009 to 2026](#) which aims to make Hastings and St Leonards:

- A Safer Town
- An Economically Successful Town
- A Learning Town
- An Inclusive Town
- A Healthier Town
- A Town with a Decent Home for Everyone
- A Town That's Good to Live In
- A Town Where We Protect Our Environment and Respond to the Challenges of Climate Change

Effective planning also plays a key role in shaping the town and the quality of life of local people. Work carried out by the Council's Planning Policy Department affects many aspects of the community – from where people live, work and shop to where and how they can spend their leisure time. The **Hastings Local Plan** (comprising Planning Strategy and Development Management Plan) sets out spatial strategy for the Borough taking into account social, economic and environmental factors such as health and housing under following key themes:

- Sustainable Communities
- Protecting the Environment
- Housing, including affordable housing
- Local Economy
- Community Infrastructure
- Transport and Accessibility

The Corporate Plan

The Corporate Plan sets out Hastings Borough Council's strategic direction and priorities until the end of 2015/16. It includes the Council's targets and some of the activities that will be undertaken in 2015/16 to achieve these priorities. The plan reflects local and national issues and was developed with local people and partners.

The **Corporate Plan** sets out Hastings Borough Council's strategic direction and priorities until the end of 2017/18. It includes the Council's targets and some of the activities that will be undertaken in 2015/16 to achieve these priorities. The plan reflects local and national issues and was developed with local people and partners.

Priorities for 2015/16 – 2017/18:

- a) Economic & physical regeneration
- b) Cultural regeneration
- c) Intervention where it's needed
- d) Creating decent homes.
- e) An attractive town
- f) A greener town
- g) Transforming the way we work

Housing & Development – Corporate Plan Performance Indicators

Indicator	Target 2015/16
4.01 Number of homelessness acceptances	145
4.02 Homelessness preventions – households who considered themselves as homeless, who approached the local housing authority's housing advice service, and for whom housing advice casework intervention resolved their situation	2,000
4.03 Number of private sector dwellings (units) brought in line with the current statutory standard	200
4.04 Number of affordable homes delivered	75
4.05 Long term (2+ years) empty properties returned to use	70
4.06 % major residential & commercial planning applications determined within 13 weeks	90%
4.07 % minor residential & commercial planning applications determined within 8 weeks	85%
4.08 % householder planning applications determined within 6 weeks	65%
4.09 Net number of new homes built	200
4.10 Number of neglected and derelict buildings improved	50

Appendix C – Glossary of Terms²

Adaptations

Adaptations are changes to a home, usually funded by either the registered provider or the Council, that make it accessible or suitable for a tenant with physical challenges or disabilities. These may be very specific to the needs of a person currently living there, but the council will always seek to re-use such facilities where possible.

Additional Preference

Taking account of local circumstances, Housing Authorities can give 'additional preference' through their allocation policies to particular descriptions of people who fall within the statutory reasonable preference categories and have housing needs.

Affordability

A measure that considers the income and expenditure of a household in relation to the accommodation they can reasonably afford in their local area that is suitable for the household needs.

Affordable Housing

Housing (usually subsidised) made available to people who are not able to afford adequate housing locally.

Affordable Rent

A new rent policy introduced in 2011 to support the funding of new affordable housing development through increased rental streams. The rent will be no more than 80% of the local market rent.

Allocation Scheme

Process by which housing applicants are put into the social housing allocation pool.

Annexe

Accommodation secured in an emergency for a homeless household to meet a statutory housing duty. The accommodation has self-contained bathroom facilities and facilities to prepare food.

Anti-Social Behaviour

Behaviour that causes harassment, alarm or distress to other people living in the area. Examples include: noise, verbal abuse, drug dealing, and violence.

Assured Shorthold Tenancy (AST)

² Not all of the terms listed in the Glossary have been used within the Strategy however they are designed to provide a useful resource for further reading

Created under Section 20 of the Housing Act 1988, an Assured Shorthold Tenancy is granted for a fixed term between 6 months and 5 years. Upon expiry of a valid Notice of Seeking Possession, the Court has no discretion to allow the tenant to remain.

Assured Tenancy

An assured tenancy is a form of residential tenancy in England that grants a degree of security of tenure to the tenant. A tenant under an assured tenancy may not be evicted without a reason.

Asylum Seeker

Any person who has lodged an appeal for asylum but whose application has not yet been resolved (Home Office definition).

Banding

Banding is the method the Council use to award priority on the Housing Register to social housing applicants. There are four bands and these reflect the comparative urgency of applicants' need to move.

Bed and Breakfast (B&B)

Accommodation secured in an emergency for a homeless household to meet a statutory housing duty. The accommodation has no cooking facilities. Legislation states a family with children should not remain in B&B for longer than 6 weeks.

Bedroom Eligibility

The number of bedrooms a household is assessed as needing.

Bidding

This is the process by which applicants register their wish to be considered for a particular vacancy advertised through the Choice Based Lettings (CBL) Scheme.

Choice-Based Lettings (CBL)

Schemes for people who want to apply for social housing, or for people who already live in housing association homes, but need to move. They aim to provide more information and choice than the old social housing 'waiting lists'. Vacant properties are advertised and applicants choose those they wish to bid for or otherwise express an interest.

Clinical Commissioning Groups (CCGs)

'Clinical Commissioning Groups were created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on 1 April 2013. CCGs are clinically-led statutory NHS bodies responsible for the planning and commissioning of health services for their local area'. (NHS Clinical Commissioners)

Coastal Space

This is a social regeneration project being delivered in partnership between Hastings Borough Council and AmicusHorizon. The project involves AmicusHorizon purchasing homes in Central St Leonards, renovating them, creating flats, rather than bedsits where possible, and offering tenants support towards gaining employment and training.

Community Partnership Funding (CPF)

The Council's CPF enables local community and voluntary organisations to deliver services and projects on behalf of the Council to meet the needs of the most vulnerable residents.

Comprehensive Spending Review (CSR)

Sets out spending budgets for each Government department.

Compulsory Purchase Order (CPO)

Legal function allowing local authorities to obtain land or property without the consent of the owner.

Decant

A facilitated permanent or temporary move of a housing association tenant to allow major works/refurbishment to be carried out, or prior to demolition and redevelopment.

Department for Communities and Local Government (DCLG)

Government department responsible for housing and planning.

Dependent Children

A dependent child is defined as an individual aged under 16. A person will also be defined as a child if they are 16 to 19 years old and they are: not married nor in a Civil Partnership nor living with a partner; and living with parents; and in full-time non-advanced education or in unwaged government training.

Discretionary East Sussex Support Scheme (DESSS)

This scheme is being delivered by East Sussex County Council to help people live independently or help when they are facing a difficult situation. It replaces the Crisis Loans for living expenses and Community Care Grants, formerly run by the Department for Work and Pensions (DWP), which stopped on 1st April 2013.

Direct Let

A home that may be offered directly to a customer without them having to make a 'bid' or 'register an interest' in that home.

Disabled Facilities Grant (DFG)

Grant available from the Council to fund home adaptations for people finding it difficult to live in their homes because of age or disability.

Discretionary Housing Payment (DHP)

Hastings and St Leonards Homelessness Strategy 2016-2018

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DHPs may be awarded, in addition to any welfare benefits, when a Local Authority considers that a claimant requires further financial assistance towards housing costs.

Domestic Violence/Abuse

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to psychological, physical, sexual, financial and emotional (Home Office 2013).

East Sussex Better Together

This is a 150 week programme to transform health and social care services that is being led by East Sussex County Council and the three local NHS Clinical Commissioning Groups (Hastings and Rother CCG, High Weald Lewes Haven CCG and Eastbourne, Hailsham and Seaford CCG). The programme started in August 2014 and aims to develop a fully integrated health and social care system in East Sussex by 2018.

East Sussex Chief Housing Officers Group (ESHOG)

The purpose of ESHOG is to work together to meet the housing strategy objectives of the member districts and boroughs; Hastings, Brighton & Hove, Lewes, Eastbourne, Wealden and Rother.

Eligibility

Part 7 of the 1996 Housing Act includes provisions that make certain persons from abroad ineligible to housing assistance. Determining eligibility can be complex and may be dependent on a number of elements including: immigration status, habitual residence, country of origin and whether the individual is classed as a 'worker'.

Emergency Accommodation

Any accommodation (usually B&B or annexe accommodation) secured and paid for by the Local Housing Authority to meet a statutory housing duty.

Fulfilling Lives

The Big Lottery awarded 9.2million in funding over 8 years across Hastings, Eastbourne and Brighton, which launched the Fulfilling Lives project. Locally, it is being delivered by Seaview in partnership with BHT. It has been designed to meet the support needs of the most vulnerable single homeless people who suffer with at least two of the following: substance abuse, homelessness, mental ill health and reoffending.

General Needs Housing

Social housing is housing rented by a housing association at rents which are usually below those that are charged in the private rented sector. It is regarded to be 'general needs' housing when there is no additional support provided to tenants beyond a normal housing management and repairs service.

Gold Standard

This is a peer-review scheme designed to help local authorities to deliver more efficient and cost effective homelessness prevention services. It has been developed around the ten 'local challenges' set out in the Ministerial Working Group report, "Making Every Contact Count: A Joint Approach to Preventing Homelessness".

Homelessness Grant

This is funding provided by the Department for Communities and Local Government to all Local Authorities to help prevent homelessness.

Homelessness Prevention

Where a local authority takes positive action to provide housing assistance to someone who considers him or herself to be at risk of homelessness in the near future, and as a result the person is able to either remain in his or her existing accommodation or obtain alternative accommodation.

Homelessness Strategy

Under the Homelessness Act 2002 all housing authorities must have in place a homelessness strategy which is renewed at least every 5 years. The strategy must set out the local authority's plans for the prevention of homelessness and for securing that sufficient accommodation and support are or will be available for people who become homeless or who are at risk of becoming so.

Homemove

Homemove is the lettings scheme used for social housing in Hastings.

Homes and Communities Agency (HCA)

Government agency responsible for regulating registered providers of social housing and providing government funding for the provision of new affordable homes.

Homeseekers

New applicants applying to the housing register.

Homeswapper

A self-help scheme, designed to help social tenants find someone with whom to swap their home.

Houses in Multiple Occupation (HMO)

Under the changes in the Housing Act 2004, the following types of building are Houses or Flats in Multiple Occupation:

1. An entire house or flat which is let to three or more tenants who form two or more households, and who share a kitchen, bathroom or toilet
2. A house which has been converted into bedsits or other non self-contained accommodation, and which is let to three or more tenants

who form two or more households, and who share kitchen, bathroom or toilet facilities

3. A converted house which contains one or more flats which are not wholly self contained (i.e. the flat does not contain within it a kitchen, bathroom or toilet) and which is occupied by three or more tenants who form three or more households
4. A building which is converted entirely into self contained flats, but the conversion did not meet the standards of the 1991 Building Regulations, and less than two thirds of the flats are owner occupied

To be an HMO, the property must be used as the tenants' only or main residence, and it should be used solely or mainly to house tenants.

Housing Association Leasing Schemes (HALS)

Where a private rented unit is leased by a Housing Association for a fixed term and rent and repair costs are guaranteed for the life of the lease.

Housing Benefit

Means tested benefit intended to help meet housing costs for rented accommodation.

Housing Health and Safety Rating System (HHSRS)

Introduced under the Housing Act 2004, it is a risk assessment tool used to assess potential risks to health and safety in a property.

Housing Need

Households that fall within the criteria set out in Bands A-C in the HBC Allocation Scheme whose current accommodation is unsuitable.

Housing for Older People Scheme (HOPS)

Housing provided by Registered Providers that is designed to give older people the independence of having their own flat with the security of having an alarm system and housing related support.

Housing Needs Survey

A sample survey used to assess and evidence the level of housing need in the borough and to measure people's aspirations and plans.

Housing Register

A list of customers requesting social housing who are eligible for assistance in accordance with the Council's Allocation Scheme.

Housing Stock

Properties currently available for housing use in the borough, including private rented sector, owner occupied and social housing.

Insanitary

Refers to the condition of accommodation that does not meet a minimum standard and can be hazardous to the occupant's health.

Intentionally Homeless

A person becomes homeless intentionally or threatened with homelessness intentionally, if: i) the person deliberately does or fails to do anything in consequence of which the person ceases to occupy accommodation (or the likely result of which is that the person will be forced to leave accommodation); ii) the accommodation is available for the person's occupation; and iii) it would have been reasonable for the person to continue to occupy the accommodation.

Intermediate tenures

Accommodation made available to rent or purchase at below open market rates.

Landlords Forum

The Hastings & Rother Landlords Forum is facilitated by Hastings Borough Council, Rother District Council and the National Landlords Association. The Forum meets bi-annually with the aim of updating local landlords and letting agents on current changes in legislation and other information that they might find useful in conducting their business. It also provides members with valuable networking opportunities.

Leasing

See Private Sector Leasing and Housing Association Leasing Schemes.

Legal Services Commission

A non-departmental public body sponsored by the Ministry of Justice to look after Legal Aid in England and Wales.

Local Authority Challenges

The ten challenges posed by the Government in the report *Making Every Contact Count: A Joint Approach to Preventing Homelessness* (2012), which they believe will enable local homelessness services to deliver a gold standard service:

1. To adopt a corporate commitment to prevent homelessness which has buy in across all local authority services
2. To actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. To offer a Housing Options prevention service to all clients including written advice
4. To adopt a No Second Night Out model or an effective local alternative
5. To have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support
6. To develop a suitable private rented sector offer for all client groups, including advice and support to both client and landlord
7. To actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme

8. To have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually to be responsive to emerging needs
9. To not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. To not place any families in Bed and Breakfast accommodation unless in an emergency and for no longer than 6 weeks

Local Development Framework (LDF)

Portfolio of local development documents, supplementary planning documents, statement of community involvement, local development scheme and annual monitoring reports which provide the framework for delivering the spatial planning strategy for a local area.

Local Enterprise Partnerships (LEPs)

LEPs are 'joint local authority-business bodies brought forward by local authorities themselves to promote local economic development'. They replaced Regional Development Agencies (RDAs). There are 39 LEPs in the UK. Hastings is part of the South East LEP, which has been established to drive economic growth across East Sussex, Essex, Kent, Medway, Southend and Thurrock.

Local Health & Wellbeing Board

The Health and Social Care Act 2012 establishes health and wellbeing boards as a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities.

Local Housing Allowance (LHA)

The LHA arrangements are a way of working out Housing Benefit (HB) for people who rent from a private landlord.

Local Lettings Plan (LLP)

Local Lettings Plans can be agreed in exceptional circumstances for the allocation and letting of social housing within an agreed community / location or across a type of property. A Local Lettings Plan would only be agreed in consultation with the Council and partners and aims to bring benefits to the area e.g. to create more balanced sustainable communities.

Localism Act 2011

This devolves greater powers to council and neighbourhoods and gives local communities more control over housing and planning decisions. This includes the power to limit who can apply for social housing and to discharge duties to homeless people by using private rented accommodation.

Low Cost Home Ownership

An all-embracing term for the various categories of ownership offered by organisations e.g. Improvement for Sale (IFS) or Shared Ownership.

Medical Need

The medical circumstances of a household that is directly affected by current housing conditions and where a move to more suitable accommodation would improve the medical condition.

Mixed Tenure

A range of types of accommodation in terms of ownership and occupation – social rented, private rented, shared ownership and outright owner occupation.

Mortgage Rescue

Support for homeowners to stay in their property if they fall into arrears.

Multi Agency Public Protection Arrangement (MAPPA)

Provides the statutory framework for inter-agency co-operation in assessing and managing high risk offenders in England and Wales.

Mutual Exchange

A mechanism to swap accommodation between two social housing tenants that relies on each tenant moving permanently into the other person's/tenant's property.

National Homelessness Advice Service (NHAS)

This is a partnership between Shelter and Citizens Advice, funded by the Department for Communities and Local Government. It works with Citizens Advice, voluntary advice agencies and local authorities to make sure their staff can give appropriate, accurate, and timely housing advice.

National Landlords Association (NLA) Foundation Accreditation Course

The programme is designed to help both new and experienced landlords to develop their professional skills. The course focuses on the main issues facing landlords, including finding tenants, setting up, managing and ending a tenancy, keeping records and repairing obligations. It is the foundation level of knowledge required for landlords to be accredited with the NLA.

Overcrowded

Households with fewer bedrooms than their entitlement set out in Appendix D (Bedroom Eligibility) in the HBC Allocation Scheme will be considered overcrowded (not in line with statutory overcrowding).

Overview and Scrutiny Committees

These were introduced by the Local Government Act 2000 and have a number of functions, including reviewing policy and making recommendations. They are essentially the 'backbench' of the Council; they involve non-executive members which means that they exclude the Leader of the Council, the Mayor and members of Cabinet.

Peer Review

To achieve the Government's Gold Standard, Local Authorities will be required to carry out a peer review with at least 3 local authorities. This will involve assessing authorities' performance in particular areas using the Department for Communities and Local Government's Self Diagnostic Toolkit.

Performance Indicators

Targets that allow the Council to measure how it is progressing towards its goals.

Priority Need

Only homeless people who are also in priority need are entitled to accommodation. The following categories of applicant have a priority need for accommodation: i) a pregnant woman or a person with whom she resides or might reasonably be expected to reside; ii) a person with whom dependent children reside or might reasonably be expected to reside; iii) a person who is vulnerable as a result of old age, mental illness or handicap or physical disability or other special reason, or with whom such a person resides or might reasonably be expected to reside (iv) a person who is homeless or threatened with homelessness as a result of an emergency such as a flood, fire or other disaster.

Private Rented Sector (PRS)

All rented properties, which are privately owned and rented to a tenant, i.e. not owned by a local authority or housing association.

Private Rented Sector Offer

The Localism Act 2011 made changes to homelessness legislation, which means that local authorities have the power to end the main homelessness duty with a private rented sector offer, without the applicant's consent. Private rented sector offers can only be ended in the private rented sector if a minimum 12 month Assured Shorthold Tenancy is offered and the accommodation offered is considered to be suitable

Private Rented Sector Strategy

This sets out how the Council, together with its partners, address issues relating to quality, management, accessibility and sustainability in the private rented sector.

Private Sector Leasing (PSL)

Where a privately rented unit is leased for a fixed term and rent and repair costs are guaranteed for the life of the lease.

Protocol

Is a joint agreement between the Council and a partner/s, which sets out shared aims, objectives and procedures to improve service delivery.

Reasonable Preference

Under the law, Housing Authorities must ensure that 'reasonable preference' for social housing is given to certain categories of people.

Reconnection

Involves supporting vulnerable rough sleepers to return to their home area.

Redress Scheme

'Letting agent redress schemes provide a free, independent service for resolving disputes between letting agents and their customers. Letting agents have to be a member of one of three letting agent redress schemes. Landlords and tenants can use the schemes. The decision made by a redress scheme is binding on all parties.' (Shelter 2015)

Registered Provider (RP)/Housing Association

Registered Providers (Housing Associations) are social landlords registered and regulated by the Homes and Communities agency and the Tenant Services Authority and provide affordable housing.

Repossession

To regain possession, for example, a landlord or mortgage company taking back a property that was being rented or was owned with a mortgage.

Right to Buy (RtB)

This scheme gives council tenants the option to buy their rented home at a discounted price. The Government has proposed an extension to the scheme to enable Housing Association tenants the chance to buy their home.

Rough Sleeping

People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments). People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or "bashes"). The definition does not include people in hostels or shelters, people in campsites or other sites used for recreational purposes or organised protest, squatters or travelers (DCLG 2010).

Sanctions

Benefit sanctions, which means that benefits are stopped or reduced, occur when benefit recipients fail to comply with the conditions attached to receiving their benefit.

Sanctuary Scheme

The Hastings Sanctuary Scheme is delivered by Hastings Borough Council in partnership with local voluntary and statutory organisations. The Scheme installs security measures to help victims of domestic abuse, hate crimes and other types of harassment to remain in their homes and feel safe and prevent homelessness.

Selective Licensing

The Council has adopted a Selective Licensing Scheme. The Selective Licensing Scheme will come into force on 26th October 2015 and will mean that all privately rented dwellings in Braybrooke, Castle, Central St Leonards, Gensing, Old Hastings, Ore and Tressell wards will be subject to licensing.

Self-Diagnostic Toolkit

This has been designed to help Local Authorities develop a standard of service that incorporates commitment to improved access, quality, recording & monitoring of outcomes, and delivering value for money. Ideally, it is undertaken through a peer review process.

Shared Accommodation

There are different types of shared accommodation: *Flat/House share* – this is a property rented out as whole by a group of sharers under a joint tenancy; *Rooms to rent (live out landlord)* – a landlord rents their property out by the room; *Rooms to rent (live in landlord)* – a person (or family) owns and lives in a property and rents out one or more room (often known as lodgers); Sublet – If 2 people rent a 3 bed property under a standard assured shorthold tenancy then rent out the 3rd room, collecting the rent themselves.

Shared Equity

House purchaser enters into an agreement with a housing provider to purchase a property jointly.

Shared Ownership

House purchaser enters into an agreement with a housing provider to part buy and part rent a home.

Sheltered Housing

Housing that is designed to give older people the independence of having their own flat with the security of having an alarm system and housing related support. Sheltered flats are often small, self-contained units or single rooms in a complex, which often has a communal social area. There is usually a Warden or Scheme Manager. It is possible to find sheltered housing to rent or to buy for people needing housing support.

SHORE

The Sussex Homeless Outreach Reconnection and Engagement (SHORE) Initiative is being delivered in partnership by all Local Authorities in Sussex through funding provided by the Department for Communities and Local Government. The initiative will bolster front line provision to address and prevent single homelessness and rough sleeping, with the aim of ensuring that all single homeless people approaching any of the authorities receive consistent and tailored advice to resolve their homelessness or rough sleeping.

Shortlisting

This is the list of applicants who have shown an interest (placed a bid) in a property advertised through Homemove. This list is used to offer the property to the applicant with the highest priority according to the HBC Allocation Scheme.

Social Lettings Agency (SLA)

The SLA, Letstart Letting, is a stand-alone Council service that aims to make accommodation accessible and affordable for local households struggling to secure housing in the private sector. The first element of the Council's SLA to be developed is the leasing scheme which involves the Council leasing private sector properties and renting them to people in housing need.

Squatting

People occupying property or land without permission of the owner or person legally entitled to occupy it.

Statutory Duty to House

Households the Council has a duty to assist under the homelessness legislation.

Statutory Homelessness

Where local authorities have defined a household as homeless within the terms of the homelessness legislation.

Strategic Forum

The Strategic Forum is the Supporting People Commissioning Body, which includes representatives from the borough and district councils of East Sussex along with the those from the County Council who are decision makers in matters relating to health, housing, social care and probation.

Streetlink

This service provides a telephone line and website which allows members of the public to alert Local Authorities about rough sleepers in their area.

Succession of tenancy

When a tenant dies, the tenancy will automatically pass to any joint tenants, a partner or a close member of the tenant's family as long as they were living with the tenant at the time of the death and for at least 12 months before. Anyone who takes over the tenancy in this way is called a 'successor'.

Suitable/Suitability

With reference to the HBC Allocation Scheme, suitable accommodation is accommodation that is large enough to accommodate a household, is of good quality in terms of physical condition and housing management, and affordable and accessible both in terms of location and type of housing.

Suitability of Accommodation

Government guidance that sets out what type of accommodation is suitable and reasonable to offer a homeless household to meet a statutory housing duty.

Supported Housing

Accommodation provided with additional housing related support for individuals with specific needs.

Supporting People

Supporting People is a government programme which helps adults who need particular kinds of support connected to their housing needs. This support is aimed at helping people to achieve independence within their community. It pays for housing support services that help people aged 16 and over (single people, couples and families) to find, or stay in, their own home. This includes help to manage money, claim benefits, develop domestic or social skills and keep safe.

Sustainable Communities

The Department for Communities and Local Government says a sustainable community is a place where people want to live and work now and in the future.

Severe Weather Emergency Protocol (SWEP)

The Council operate a SWEP in accordance with Central Government guidance and best practice. Rough sleepers can access emergency accommodation in cold weather and are offered assistance through the housing options team to secure more permanent accommodation.

Temporary Accommodation (TA)

Any accommodation secured by the Local Authority to meet a statutory housing duty. The accommodation remains temporary until the housing duty is discharged.

Transfer Tenants

For the purposes of the HBC Allocation Scheme, a Transfer Tenant is an assured tenant of one of the Council's Homemove housing association partners who are permanently resident in the borough.

Under-Occupation

A tenant is considered to be under-occupying their home when they have more bedrooms than they are eligible for, as set out in Appendix D (Bedroom Eligibility) in the HBC Allocation Scheme.

Welfare Reform Act 2012

Introduces a new benefit, to be known as universal credit, which will replace existing in and out of work benefits – this will result in one benefit payment on a monthly basis. Besides introducing Universal Credit and related measures there are other significant changes to the benefits system which:

- introduces Personal Independence Payments to replace the current Disability Living Allowance
- restricts Housing Benefit entitlement for social housing tenants whose accommodation is larger than they need
- up-rates Local Housing Allowance rates by the Consumer Price Index
- amends the forthcoming statutory child maintenance scheme
- limits the payment of contributory Employment and Support Allowance to a 12-month period
- caps the total amount of benefit that can be claimed

YMCA Project

YMCA DownsLink Group is bringing empty homes across Hastings and St Leonards back into use to increase accommodation options for 18-35 year olds.

Youth Hub

The Hastings Targeted Support Youth Hub provides advice and help for young people aged 11 to 25 years old in a range of areas, including housing, drugs and alcohol, and money and benefits.

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Agenda Item 9



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: Appointment of the Chair of Charity Committee

Report By: Christine Barkshire-Jones
Chief Legal Officer

Purpose of Report

To appoint the Chair of Charity Committee

Recommendation(s)

- 1. To accept the Leader of the Council's nomination to appoint Councillor Colin Fitzgerald as Chair of the Charity Committee**

Reasons for Recommendations

Following the death of Councillor John Hodges it is necessary to appoint a new Chair of Charity Committee. The Chairty Committee is responsible for the running of the Foreshore Trust.

Background

1. The Charity Committee is responsible for the running of the Foreshore Trust, members of the committee are appointed by Cabinet. Members of the Charity Committee must also be members of the council's Cabinet.
2. Following the death of Councillor John Hodges it is necessary to appoint a new Chair of the Charity Committee.
3. The Leader of the Council has nominated Councillor Colin Fitzgerald as Chair of the Charity Committee.
4. Under the council's constitution, when Councillor Fitzgerald takes up this post he will no longer be a member of Overview and Scrutiny Committee for Services.

Wards Affected

Castle, Central St. Leonards, Old Hastings

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	Yes
Local People's Views	No
Anti-Poverty	No

Additional Information

Insert a list of appendices and/or additional documents. Report writers are encouraged to use links to existing information, rather than appending large documents.

Officer to Contact

Officer Name Christine Barkshire-Jones
Officer Email Address cbarkshire-jones@hastings.gov.uk
Officer Telephone Number 01424 451731

Agenda Item 10



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: Amendments to the Council's Constitution

Report By: Christine Barkshire-Jones
Chief Legal Officer and Monitoring Officer

Purpose of Report

To effect the required new arrangement for Overview and Scrutiny.

Recommendation(s)

- 1. That Cabinet recommend to Council approval of the changes to the Council's Constitution for Overview and Scrutiny.**

Reasons for Recommendations

A task and finish group of members have been undertaking a review of the structure of the Council's Overview and Scrutiny function. Members have proposed a number of changes to the structure to be implemented from the 2016/17 municipal year.

This requires the following amendments to the Council's Constitution.

The amendments are shown as track changes.

WAG approved the amendments on 3 February 2016.

As part of this process the Members Allowance Scheme has been updated.

Amendments to the following: Parts 2, 3, 4 and 6 of the Constitution

Part 2 - Articles of the Constitution -

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Officer support for Scrutiny Project Groups ~~will be arranged by Chief Officers and~~
~~Other~~ Officer support for the overview and scrutiny function will be arranged by the
Scrutiny and Democratic Services Manager.

Part 3 - Responsibility for Functions -

Replacement of Flow Chart (Appendix 1) with Committee Structure (Appendix 2)
attached

Part 4 - Rules of Procedure

Overview and Scrutiny Committees:

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29.1a The Council will have ~~two~~one Overview and Scrutiny Committees: ~~Resources
Overview and Scrutiny Committee and Services Overview and Scrutiny Committee.~~
~~They~~It will perform all overview and scrutiny functions on behalf of the Council.

b. The terms of reference of the Overview and Scrutiny Committee will be:

i. the performance of all overview and scrutiny functions on behalf of the Council
relating to the service areas specified in Article 6 (The Constitution, Part 2);

ii. To agree an annual overview and scrutiny work programme for that Overview
and Scrutiny Committee,

iii. To ensure that referrals from overview and scrutiny to the Cabinet, either by way
of report or for reconsideration, are managed efficiently and do not exceed the limits set
out in this Constitution;

iv. in the event of reports to the Cabinet exceeding limits in this Constitution, or if
the volume of such reports creates difficulty for the management of Cabinet business or
jeopardises the efficient running of Council business, at the request of the Cabinet, to
make decisions about the priority of referrals made.

v. To receive requests from the Cabinet and/or the full Council for reports from
Overview and Scrutiny Committee.

vi. To call in decisions of the Cabinet, made but not implemented, where those
decisions are within the scope of the Terms of Reference of ~~that particular~~the Overview
and Scrutiny Committee.

vii. To review the performance of the Council's departments in delivering services
which are relevant to the work of ~~the~~at Overview and Scrutiny Committee.

- viii. To consider Scrutiny Reviews and make recommendations to the Cabinet and/or Council
- ix To appoint elected Members to the Review Groups.
- x ~~Services-The~~ Overview and Scrutiny Committee is the Council's crime and disorder committee for the purposes of Section 19 Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009.
- xi ~~Both-The~~ committees ~~cante~~ exercise ~~their-its~~ functions in relation to the Charity Committee, a committee of the Cabinet.

Membership of Overview and Scrutiny Committees

29.2 There will be ~~seven-eleven~~ members on ~~each-of~~ the ~~two~~ Overview and Scrutiny Committees. All councillors except members of the Cabinet, the Mayor and Deputy Mayor may be members of an Overview and Scrutiny Committee. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.

All members appointed to Overview and Scrutiny must commit to be trained in order to perform the specialist role required.

Co-optees

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29.3 ~~Each-The~~ Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees.

Quorum

29.5 The quorum for an Overview and Scrutiny Committee shall be as set out for committees in the Council Procedure Rules in Part 4 of this Constitution.

The Chair of Overview and Scrutiny Committee meetings

29.6 The Council will appoint the Chairs and Vice Chairs of the Overview and Scrutiny Committees. Chairs and Vice Chairs may be minority party members. The rules of political balance will apply to these posts.

Work programme

29.7 Shortly after Annual Council there will be an annual public ~~joint~~ meeting of the ~~two~~ Overview and Scrutiny Committees to set a work programme for the overview and scrutiny function for the municipal year and to review the results of the previous year's work programme.

The Overview and Scrutiny Committees will be responsible for setting their own work programme and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.

Agenda items

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29.8 Any member of an Overview and Scrutiny Committee or sub-committee shall be entitled to give notice to the Chief Legal Officer that he/she wishes an item relevant to the functions of the committee to be included on the agenda for the next available meeting of the committee. On receipt of such a request the Chief Legal Officer will ensure that it is included on the next available agenda.

The Overview and Scrutiny Committees shall also respond, as soon as their-its work programme permits, to requests from the Council and if they consider it appropriate, the Cabinet, to review particular areas of Council activity. Where they do so, the Overview and Scrutiny Committees shall report their findings and any recommendations back to the Cabinet and/or Council. The Council and/or the Cabinet shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

The Chair of a Best Value Project Group can refer that Best Value Review back to the Overview and Scrutiny Committee for further consideration at any point in the Review.

Policy review and development

29.9a The role of the Overview and Scrutiny Committees in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.

b. In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committees may make proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.

c. The Overview and Scrutiny Committees may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration. The Cabinet is required to meet reasonable requests for funding. Funding should be used for specific activities in support of the functions outlined in the Terms of reference for each-the Overview and Scrutiny Committee.

Reports from the Overview and Scrutiny Committees

29.10a Once it has formed recommendations on proposals, the Overview and Scrutiny Committee will prepare a formal report and submit it for consideration by the Cabinet if it is a Cabinet matter. If it is a matter for Council then the Cabinet will be invited to comment before the report goes before the Council.

b. If an Overview and Scrutiny Committee cannot agree on one single final report to the Council or Cabinet as appropriate, then one minority report may be prepared and submitted for consideration by the Council or Cabinet with the majority report.

c. Where the final outcome of a Best Value Review is reported to the Overview and Scrutiny Committee, the Director of that service may produce an Officer response for consideration by Members.

d. The Council or Cabinet shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

Forward Plan

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29.11 The Overview and Scrutiny Committee will have access to the Cabinet's forward plan and timetable for decisions and intentions for consultation.

Rights of Overview and Scrutiny Committee members to documents

29.12a In addition to their rights as councillors, members of the Overview and Scrutiny Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

b. Nothing in this paragraph prevents more detailed liaison between the Cabinet and Overview and Scrutiny Committee as appropriate depending on the particular matter under consideration.

Members and Officers giving account

29.13a Any Overview and Scrutiny Committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet or one or more of the Directors to attend before it to explain in relation to matters within their remit:

- i. any particular decision or series of decisions;
- ii. the extent to which the actions taken implement Council policy; and/or
- iii. their performance
and it is the duty of those persons to attend if so required.

b. Where any member or officer is required to attend an Overview and Scrutiny Committee under this provision, the chair of that committee will inform the Chief Legal Officer. The Chief Legal Officer shall inform the member or officer in writing giving at least five working days notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that report.

c. Where, in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee, shall in consultation with the member or officer, arrange an alternative date for attendance or for an alternative officer to attend.

Attendance by others

29.14 An Overview and Scrutiny Committee may invite people other than those people referred to in Rule 29.13 above to address it, discuss issues of local concern and/or

answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. Attendance cannot be made compulsory.

At each programmed meeting of the Overview and Scrutiny Committees, the appropriate Cabinet Members may be questioned by members of that Committee on key issues and respond to questions on those issues. If any members of that Committee wish to question a Cabinet Member on a particular issue, it may be helpful to provide the question in advance.

For the purposes of completing service reviews and policy development, any member may be invited by the Chair of the Overview and Scrutiny to participate, although all decisions and reports will be the responsibility of the members appointed to the Overview and Scrutiny Committees by Annual Council.

Call-in

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29.15 Call-in should only be used in exceptional circumstances.

a. When a decision is made by the Cabinet, a committee of the Cabinet, or a key decision is made by an officer with delegated authority from the Cabinet the decision shall be published, including where possible by electronic means, and shall be available at the main offices of the Council normally within two working days of being made. Members of the all Overview and Scrutiny Committees will be sent copies of the records of all such decisions within the same timescale.

b. That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented, on the expiry of three working days after the publication of the decision, unless the an Overview and Scrutiny Committee objects to it and calls it in.

c. During that period, the Chief Legal Officer shall call-in a decision for scrutiny by the committee if so requested by the chair or any two members of the relevant committee, and shall then notify the decision-taker of the call-in. The meeting will be held within eight working days, where possible after consultation with the chair of the committee.

d. If, having considered the decision, the Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the Cabinet for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. On receipt of the response from the Overview and Scrutiny Committee the Cabinet or Council may decide to proceed with the original decision or make an amended decision.

e. If, following an objection to the decision, the Overview and Scrutiny Committee does not meet within eight working days of the decision to call-in or does meet but does not refer the matter back to the Cabinet, the decision shall take effect on the expiry of the period, or the date of the overview and scrutiny meeting, whichever is the earlier.

f. If the matter was referred to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does

object, it has no locus to make decisions in respect of a Cabinet decision unless it is contrary to the policy framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Council will refer any decision to which it objects back to the Cabinet, together with the Council's views on the decision. The Cabinet shall choose whether to amend the decision or not before reaching a final decision and implementing it.

g. If the Council does not meet, or if it does but does not refer the decision back to the Cabinet, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

Exceptions

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In order to ensure that call-in is not abused, nor causes unreasonable delay, **a written request signed by** the Chair or any two members of **the relevant** Overview and Scrutiny Committee is needed for a decision to be called in. **The notice shall specify which part or parts of the decision is/are called in and the reason why it/they should be referred to the committee for consideration.**

Call-In and Urgency

h. The call-in procedure set out above shall not apply where the decision being taken by the Cabinet is urgent. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public, shall state whether, in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in.

The Party Whip

29.16 The Party Whip is defined here as any instruction given by or on behalf of a political group to any councillor who is a member of that group as to how that councillor shall speak or vote on any matter before the Council or any committee or sub-committee, or the application or threat to apply any sanction by the group in respect of that councillor should he/she speak or vote in any particular manner. Government guidance says that the party whip should not apply on Overview and Scrutiny Committee.

Procedure at Overview and Scrutiny Committee meetings

29.17a The Overview and Scrutiny Committees shall consider the following business:

- i. minutes of the last meeting;
- ii. declarations of interest (including whipping declarations);
- iii. consideration of any matter referred to the committee for a decision in relation to call in of a decision;
- iv. responses of the Cabinet to reports of the Overview and Scrutiny Committee;

- v. the business otherwise set out on the agenda for the meeting.
- b. Where the Overview and Scrutiny Committee conducts investigations (e.g. with a view to policy development), the committee may also ask people to attend to give evidence at committee meetings which are to be conducted in accordance with the following principles:
 - i. that the investigation be conducted fairly and all members of the committee be given the opportunity to ask questions of attendees, and to contribute and speak;
 - ii. that those assisting the committee by giving evidence be treated with respect and courtesy; and
 - iii. that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.
- c. Following any investigation or review, the Committee shall prepare a report, for submission to the Cabinet and/or Council as appropriate and shall make its report and findings public.

Matters within the remit of more than one Overview and Scrutiny
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~~29.18 Where an Overview and Scrutiny Committee conducts a review or scrutinises a matter which also falls (whether in whole or in part) within the remit of another Overview and Scrutiny Committee, before submitting its findings to the Cabinet and/or Council for consideration, the report of the reviewing Overview and Scrutiny Committee shall be considered by the other Overview and Scrutiny Committee for comment. Those comments shall be incorporated into the report which is then sent to the appropriate body for consideration. If appropriate the Overview and Scrutiny Committee conducting the review may invite the chair of the other committee (or his/her nominee) to attend its meetings when the matter is being reviewed. One or more Overview and Scrutiny Committees may have joint meetings.~~

Councillor Call for Action (CCFA)

29.19 Ward councillors have the power to request a debate and discussion at an Overview and Scrutiny Committee on the subject of neighbourhood concern. The powers are limited to single issues affecting the councillor's ward and are there as a longstop when all other attempts at a resolution have failed. The matter must be a local government matter for which the Overview and Scrutiny Committee has a responsibility, relate to the councillor's ward and not be excluded.

Excluded matters are:

- a. matters relating to a planning or licensing decision;
- b. a matter relating to an individual or entity in respect of which that individual or entity has recourse to a right of appeal conferred by legislation;
- c. any matter which is vexatious, discriminatory or unreasonable.

~~29.20 The process for the consideration of requests is that the ward councillor submits the request on a pro-forma to the Scrutiny and Democratic Services Manager. On the pro-forma application the ward member specifies the exact nature of the issue, what~~

~~steps have already been taken to resolve it, how the Overview and Scrutiny Committee can assist and what a successful resolution might be. Relevant officers would be requested to comment before consideration of the request by the Chairs and Vice-Chairs Steering Sub-Committee, a joint Sub-Committee of the Overview and Scrutiny Committees. The Sub-Committee would consider whether the matter was appropriate for reference to the relevant Overview and Scrutiny Committee, having regard to the criteria and exclusions set out in rule 29.19. Where it is decided not to be appropriate to refer the matter to the Committee, the Sub-Committee's reasons for refusal shall be provided in writing. The process for the consideration of requests is that the ward councillor submits the request by e-mail to democraticservices@hastings.gov.uk. The ward member must specify the exact nature of the issue, what steps have already been taken to resolve it, how the Overview and Scrutiny Committee can assist and what a successful resolution might be. Relevant officers would be requested to comment before consideration of the request by the Chair and Vice-Chair at an agenda planning meeting. The agenda planning meeting would consider whether the matter was appropriate for reference to the Overview and Scrutiny Committee. Having regard to the criteria and exclusions set out in Rule 29.19 where it is decided not to be appropriate to refer the matter to the agenda planning meeting reasons for refusal shall be provided in writing.~~

29.21 At a meeting of the Overview and Scrutiny Committee to consider the matter, the ward member is entitled to address the Committee to present the call for action. Relevant Lead members, officers and partner organisations, where appropriate, will be invited to attend and contribute. The Committee will explore the potential options for resolution and decide on their recommendation for certain action. The Committee might consider any delegated decision making powers the ward member may have and representations from the ward member on why it would be appropriate for the Committee to exercise its powers as Overview and Scrutiny Committee. The Committee will direct its recommendation to the Cabinet or the relevant committee of the Council, or ~~relevant Assistant Director Head of Service~~ where there is a delegation to officers. The Cabinet, committee or ~~Head of Service or relevant Assistant Director~~, in question, is required to report back to the Overview and Scrutiny Committee on actions taken as a result of the reference or the reasons for not taking action. If it decides not to take any action, the Committee shall notify the member of its decision and the reasons for the decision.

~~29.22 Crime and disorder matters are the responsibility of the Overview and Scrutiny Committee for Services. This Committee receives requests for consideration of a crime and disorder matter, including anti-social behaviour and the misuse of drugs, alcohol and other substances, affecting a member's ward. The request is processed in the same way as a request under the councillor call for action procedure described above.~~

~~29.23 When the Overview and Scrutiny Committee for Services consider whether or not to make a report to the Cabinet or to the Council in relation to the matter, they may have regard to any decision making powers delegated to the ward member and the representations made by the ward member as to why the Committee should exercise its power to report to Cabinet or the Council. If it decides not to take any action, the Committee shall notify the member of its decision and the reasons for the decision.~~

Part 6 - Members' Allowances

Appendix A is the old version of the Table - Members Allowance Scheme replaced by Appendix B the new version of the Table - Members allowance Scheme.

Wards Affected

None

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	No
Crime and Fear of Crime (Section 17)	No
Risk Management	No
Environmental Issues	No
Economic/Financial Implications	No
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix A - Part 6 old table of Members Allowance Scheme
Appendix B - Part 6 new table of Members Allowance Scheme
Appendix 1 - Old Committee Structure Chart
Appendix 2 - New Committee Structure Chart

Officer to Contact

Christine Barkshire-Jones
cbarkshire-jones@hastings.gov.uk
01424 451731

APPENDIX A

Members' Allowances Scheme

Table of Members' Allowance Scheme

With effect from 19 May 2010 (Approved at Council on 28 July 2010 and amended by decision of Council on 27/10/10 by addition of one Cabinet member without portfolio)

A text version is available following this Table.

Post	Number	Basic Allowance	Special Responsibility Allowance	Total Allowance per Councillor	SRA Totals
Basic Allowance All Councillors	32		£5,559	£5,559	
Leader of the Council (With or without Portfolio)	1	£5,559	£11,118	£16,677	£11,118
Deputy Leader with Portfolio	1	£5,559	£7,230	£12,789	£7,230
Cabinet Members with Portfolio (Majority Group)	3 (Ex Deputy Leader)	£5,559	£6,003	£11,562	£24,012
Opposition Group Members and other Group's members without Portfolios serving on Cabinet	5	£5,559	£3,001	£8,560	£15,005
Chairs of Overview and Scrutiny	2	£5,559	£2,778	£8,337	£5,556
Vice - Chairs of Overview and Scrutiny	2	£5,559	£543	£6,102	£1,086
Chair of Planning	1	£5,559	£3,336	£8,895	£3,336
Vice Chair of Planning	1	£5,559	£1,224	£6,783	£1,224
Chair of Licensing	1	£5,559	£909	£6,468	£909
Chair of Environment and Safety	1	£5,559	£528	£6,087	£528
Chair of Audit Committee	1	£5,559	£2,778	£8,337	£2,778
Ordinary Members of	8	£5,559	£909	£6,468	£7,272

Planning Committee					
Ordinary Members of Licensing Committee	14	£5,559	£100 per Sub Committee membership	£5,559 plus £100 per Sub Committee attendance	£400 per Sub Committee meeting
Ordinary Members of Environment and Safety Committee	4	£5,559	£264	£5,823	£1,056
Independent Members of the Standards Committee	2		£555	£555	£1,110
Independent Members of the Museums Committee	6		£63	£63	£378
Majority Group Leader per member (plus Standard Element)	1	£5,559	£162 per member plus £1,191	£9,180	£3,621
Majority Group Deputy Leader per member	1	£5,559	£162 per member	£7,989	£2,430
All Opposition Group Leaders per Member (plus Standard Element)	2	£5,559	£162 per member plus £1,191	£8,856 (Lab) £7,236 (Lib Dem)	£3,297 £1,677
Deputy Leader Main Opposition Group per member	1	£5,559	£162 per member	£7,665	£2,106

Note: Some Councillors will be in receipt of more than one Special Responsibility Allowance. Their total allowance must be calculated by adding together the relevant Special Responsibility Allowances plus the basic allowance.

Text version of Table of Members' Allowance Scheme

With effect from 19 May 2010 (Approved at Council on 28 July 2010)

Post: All Councillors

Number: 32

Basic Allowance: £5,559

Special Responsibility Allowance: Not applicable
Total Allowance per Councillor: £5,559
Special Responsibility Allowance Total: Not applicable.
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Post: Leader of the Council (with or without Portfolio)

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £11,118
Total Allowance for Councillor: £16,677
Special Responsibility Allowance Total: £11,118

Post: Deputy Leader with Portfolio

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £7,230
Total Allowance per Councillor: £12,789
Special Responsibility Allowance Total: £7,230

Post: Cabinet Members with Portfolio (Majority Group)

Number: 3 (ex Deputy Leader)
Basic Allowance: £5,559
Special Responsibility Allowance: £6,003
Total Allowance per Councillor: £11,562
Special Responsibility Allowance Total: £24,012

Post: Opposition Group Members and other Group's members without Portfolios Serving on Cabinet

Number: 5
Basic Allowance: £5,559
Special Responsibility Allowance: £3,001
Total Allowance per Councillor: £8,560
Special Responsibility Allowance Total: £15,005
Post: Chairs of Overview and Scrutiny

Number: 2
Basic Allowance: £5,559
Special Responsibility Allowance: £2,778
Total Allowance per Councillor: £8,337
Special Responsibility Allowance Total: £5,556

Post: Vice - Chairs of Overview and Scrutiny

Number: 2
Basic Allowance: £5,559
Special Responsibility Allowance: £543
Total Allowance per Councillor: £6,102
Special Responsibility Allowance Total: £1,086

Post: Chair of Planning

Number of Councillors: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £3,336
Total Allowance per Councillor: £8,895
Special Responsibility Allowance Total: £3,336

Post: Vice Chair of Planning

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £1,224
Total Allowance per Councillor: £6,783
Special Responsibility Allowance Total: £1,224

Post: Chair of Licensing

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £909
Total Allowance per Councillor: £6,468
Special Responsibility Allowance Total: £909

Post: Chair of Environment and Safety

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £528
Total Allowance per Councillor: £6,087
Special Responsibility Allowance Total: £528

Post: Chair of Audit Committee

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £2,778
Total Allowance per Councillor: £8,337
Special Responsibility Allowance Total: £2,778

Post: Ordinary Members of Planning Committee

Number of Councillors: 8
Basic Allowance: £5,559
Special Responsibility Allowance: £909
Total Allowance per Councillor: £6,468
Special Responsibility Allowance Total: £7,272

Post: Ordinary Members of Licensing Committee

Number of Councillors: 14
Basic Allowance: £5,559
Special Responsibility Allowance: £100 per Sub Committee membership
Total Allowance per Councillor: £5,559 plus £100 per Sub Committee attendance
Special Responsibility Allowance Total: £400 per Sub Committee meeting.

Post: Ordinary Members of Environment and Safety Committee

Number of Councillors: 4
Basic Allowance: £5,559
Special Responsibility Allowance: £264
Total Allowance per Councillor: £5,823
Special Responsibility Allowance Total: £1,056

Post: Independent Members of the Standards Committee

Number: 2
Basic Allowance: Not applicable
Special Responsibility Allowance: £555
Total Allowance per independent member: £555
Special Responsibility Allowance Total: £1,110

Post: Independent Members of the Museums Committee

Number: 6
Basic Allowance: Not applicable
Special Responsibility Allowance: £63
Total Allowance per independent member: £63
Special Responsibility Allowance Total: £378

Post: Majority Group Leader per member (plus Standard Element)

Number of Councillors: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £162 per member plus £1,191
Total Allowance per Councillor: £9,180
Special Responsibility Allowance Total: £3,621

Post: Majority Group Deputy Leader per Member

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £162 per member
Total Allowance per Councillor: £7,989
Special Responsibility Allowance Total: £2,430

Post: All Opposition Group Leaders per member (plus Standard Element)

Number of Councillors: 2
Basic Allowance: £5,559
Special Responsibility Allowance: £162 per member plus £1,191
Total Allowance per Councillor: £8,856 (Labour); £7,236 (Liberal Democrat)
Special Responsibility Allowance Total: £3,297 (Labour); £1,677 (Liberal Democrats)

Post: Deputy Leader Main Opposition Group per Member

Number: 1
Basic Allowance: £5,559
Special Responsibility Allowance: £162 per member
Total Allowance per Councillor: £7,665

Special Responsibility Allowance Total: £2,106

Note

Some Councillors will be in receipt of more than one Special Responsibility Allowance. Their total allowance must be calculated by adding together the relevant Special Responsibility Allowances plus the basic allowance.

The Mayor and Deputy Mayor receive a subsistence allowance. Currently the allowance approved is £6,226.00pa for the Mayor and £2,033.00pa for the Deputy Mayor from 1 April 2014. This allowance is not part of the Members Independent Remuneration Panel's remit.

Appendix B

Members' Allowances Scheme

Table of Members' Allowance Scheme

With effect from 13 April 2016 (Approved at Council)

A text version is available following this Table.

Post	Number	Basic Allowance	Special Responsibility Allowance	Total Allowance per Councillor
Basic Allowance All Councillors	32	£5,796		£5,796
Leader of the Council (With or without Portfolio)	1	£5,796	£11,589	£17,385
Deputy Leader with Portfolio	1	£5,796	£7,539	£13,335
Cabinet Members with Portfolio and Chair of Charity Committee (Majority Group)	5 (Ex Deputy Leader)	£5,796	£6,258	£12,054
Opposition Group Members and other Group's members without Portfolios serving on Cabinet	2	£5,796	£3,126	£8,922
Chair of Overview and Scrutiny	1	£5,796	£2,898	£8,694
Vice - Chair of Overview and Scrutiny	1	£5,796	£567	£6,363
Chair of Planning	1	£5,796	£3,477	£9,273
Vice Chair of Planning	1	£5,796	£1,275	£7,071
Chair of Licensing	1	£5,796	£945	£6,741
Chair of Environment and Safety	1	£5,796	£552	£6,348
Chair of Audit Committee	1	£5,796	£2,898	£8,694
Ordinary Members of	8	£5,796	£945	£6,741

Planning Committee				
Ordinary Members of Licensing Committee	14	£5,796	£100 per Sub Committee membership	£5,796 plus £100 per Sub Committee attendance
Ordinary Members of Environment and Safety Committee	4	£5,796	£276	£6,072
Independent Members of the Standards Committee	2		£579	£579
Independent Members of the Museums Committee	6		£66	£66
Majority Group Leader per member (plus Standard Element)	1	£5,796	£171 per member plus £1,242 (23 members)	£10,971
Majority Group Deputy Leader per member	1	£5,796	£171 per member (23 members)	£9,729
All Opposition Group Leaders per Member (plus Standard Element)	1	£5,796	£171 per member plus £1,242 (7 members)	£8,235
Deputy Leader Main Opposition Group per member	1	£5,796	£171 per member (7 members)	£6,993

Note: Some Councillors will be in receipt of more than one Special Responsibility Allowance. Their total allowance must be calculated by adding together the relevant Special Responsibility Allowances plus the basic allowance.

Text version of Table of Members' Allowance Scheme

With effect from 13 April 2016 (Approved at Council)

Post: All Councillors

Number: 32

Basic Allowance: £5,796

Special Responsibility Allowance: Not applicable
Total Allowance per Councillor: £5,796

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Post: Leader of the Council (with or without Portfolio)

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £11,589
Total Allowance for Councillor: £17,385

Post: Deputy Leader with Portfolio

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £7,539
Total Allowance per Councillor: £13,335

Post: Cabinet Members with Portfolio (Majority Group) and Chair of Charity Committee

Number: 5 (ex Deputy Leader)
Basic Allowance: £5,796
Special Responsibility Allowance: £6,258
Total Allowance per Councillor: £12,054

Post: Opposition Group Members and other Group's members without Portfolios Serving on Cabinet

Number: 2
Basic Allowance: £5,796
Special Responsibility Allowance: £3,126
Total Allowance per Councillor: £8,922

Post: Chair of Overview and Scrutiny

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £2,898
Total Allowance per Councillor: £8,694

Post: Vice - Chair of Overview and Scrutiny

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £567
Total Allowance per Councillor: £6,363

Post: Chair of Planning

Number of Councillors: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £3,477
Total Allowance per Councillor: £9,273

Post: Vice Chair of Planning

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £1,275
Total Allowance per Councillor: £7,071

Post: Chair of Licensing

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £945
Total Allowance per Councillor: £6,741

Post: Chair of Environment and Safety

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £552
Total Allowance per Councillor: £6,348

Post: Chair of Audit Committee

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £2,898
Total Allowance per Councillor: £8,694

Post: Ordinary Members of Planning Committee

Number of Councillors: 8
Basic Allowance: £5,796
Special Responsibility Allowance: £945
Total Allowance per Councillor: £6,741

Post: Ordinary Members of Licensing Committee

Number of Councillors: 14
Basic Allowance: £5,796
Special Responsibility Allowance: £100 per Sub Committee membership
Total Allowance per Councillor: £5,796 plus £100 per Sub Committee attendance

Post: Ordinary Members of Environment and Safety Committee

Number of Councillors: 4
Basic Allowance: £5,796
Special Responsibility Allowance: £276
Total Allowance per Councillor: £6,072

Post: Independent Members of the Standards Committee

Number: 2
Basic Allowance: Not applicable
Special Responsibility Allowance: £579
Total Allowance per independent member: £579

Post: Independent Members of the Museums Committee

Number: 6
Basic Allowance: Not applicable
Special Responsibility Allowance: £66
Total Allowance per independent member: £66

Post: Majority Group Leader per member (plus Standard Element)

Number of Councillors: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £171 per member plus £1,242 (23 members)
Total Allowance per Councillor: £10,971

Post: Majority Group Deputy Leader per Member

Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £171 per member (23 members)
Total Allowance per Councillor: £9,729

Post: All Opposition Group Leaders per member (plus Standard Element)

Number of Councillors: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £171 per member plus £1,242 (7 members)
Total Allowance per Councillor: £8,235

Post: Deputy Leader Main Opposition Group per Member

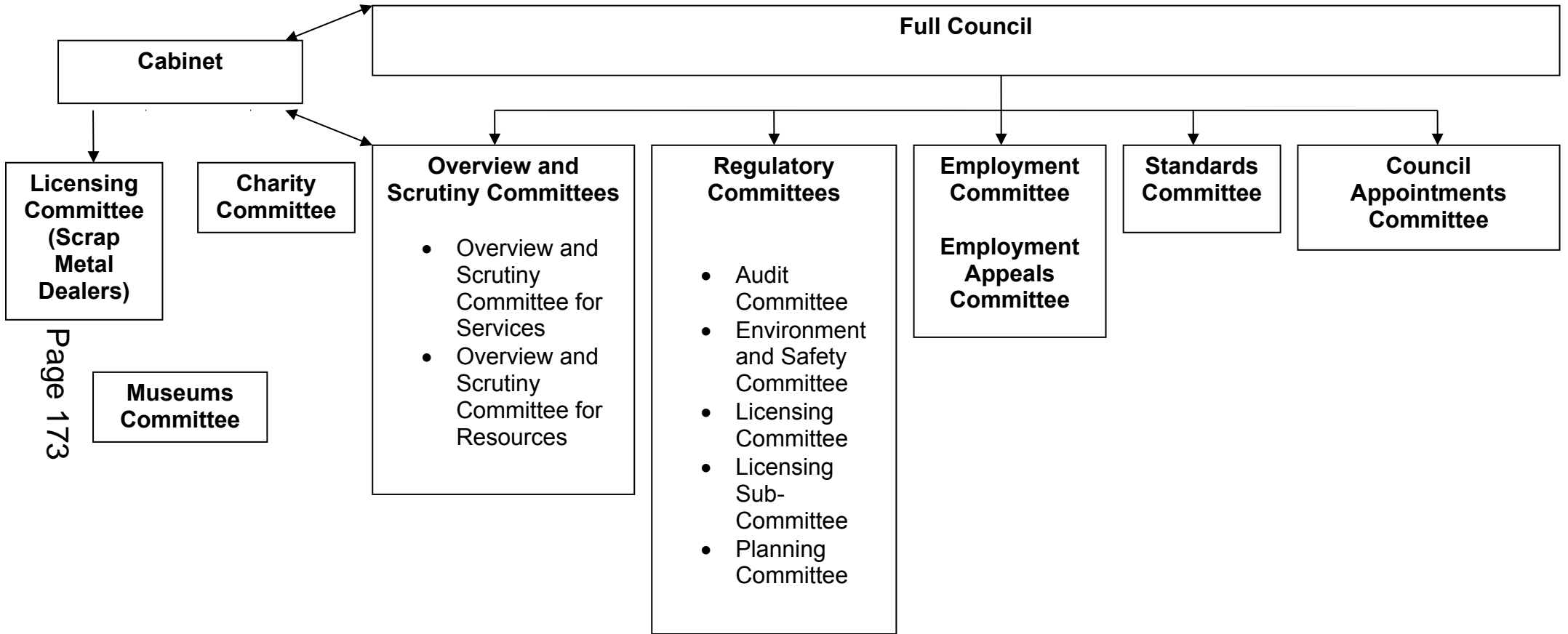
Number: 1
Basic Allowance: £5,796
Special Responsibility Allowance: £171 per member (7 members)
Total Allowance per Councillor: £6,993

Note

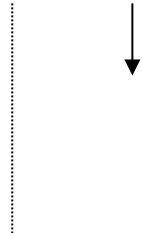
Some Councillors will be in receipt of more than one Special Responsibility Allowance. Their total allowance must be calculated by adding together the relevant Special Responsibility Allowances plus the basic allowance.

The Mayor and Deputy Mayor receive a subsistence allowance. Currently the allowance approved is £6,226.00pa for the Mayor and £2,033.00pa for the Deputy Mayor from 1 April 2014. This allowance is not part of the Members Independent Remuneration Panel's remit.

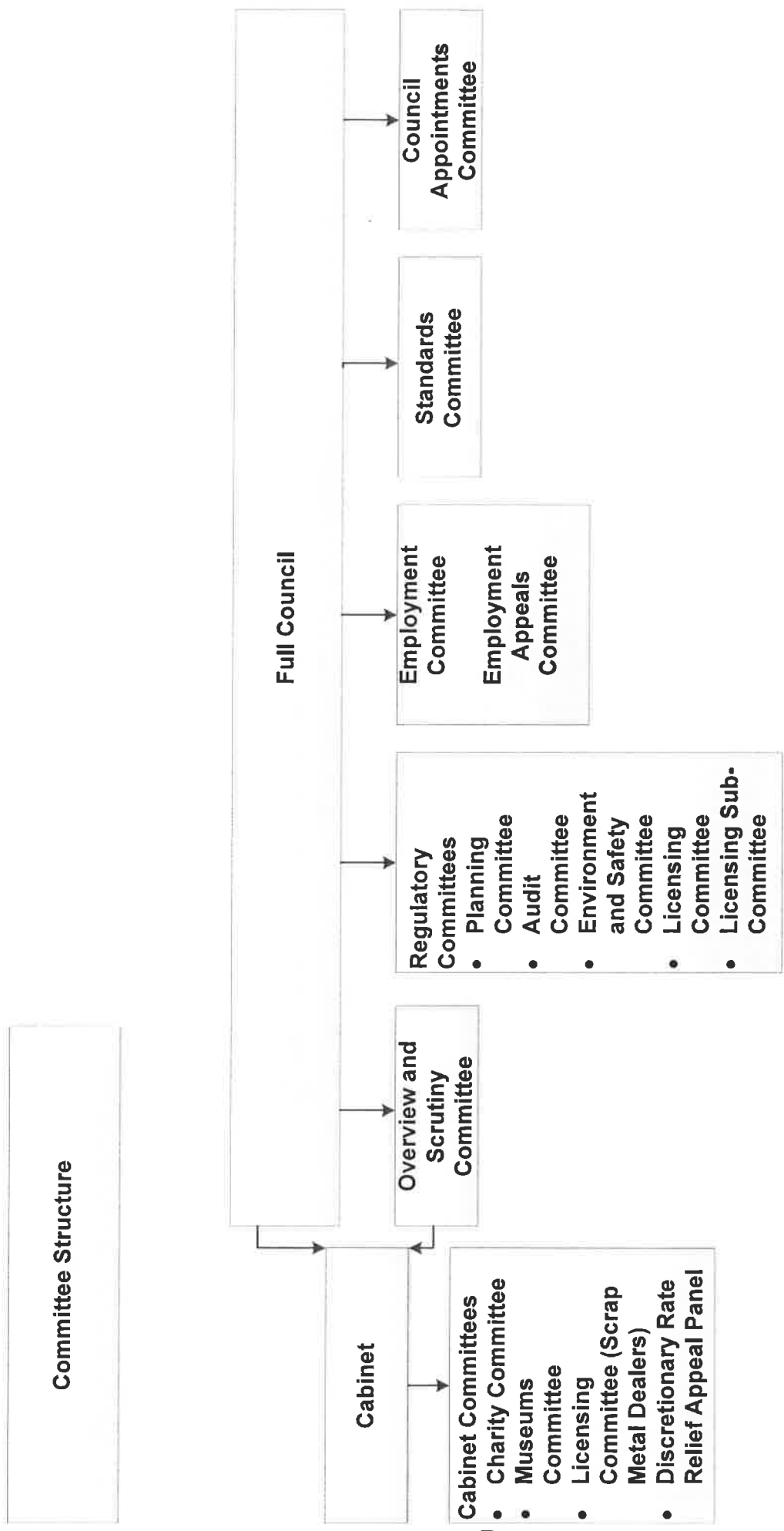
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Museums Committee



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Agenda Item 11



Report to: Cabinet

Date of Meeting: 7 March 2016

Report Title: Factory Block on Churchfields Estate

Report By: Peter Grace
Assistant Director Financial Services & Revenues

Purpose of Report

To seek approval to progress with proposals to purchase the long leasehold interest of a factory block

Recommendation(s)

1. To purchase the long leasehold as set out in the Part 2 report

Reasons for Recommendations

The Council would gain a unit that could be rented out and would have more control over the land to assist with any development of the adjoining plots that are in our ownership.

Background

1. The Council owns the freehold of Plot NX1 which is on the Churchfields Estate and is let on a ground lease to Nitech Ltd for a term of 121 years to expire 2 July 2112.
2. The plot has been developed as a terrace of 6 units and units 1-4 are sublet on long leases. Units 5 & 6 which are currently joined to form a single unit with a floor area of 5,166sq. ft. are vacant.
3. We also own adjoining land known as Plots NX2 and NX3. This is an undeveloped site that is allocated for employment use in the Development Management Plan with a potential gross floor space of 18,192sq. ft.

Opportunity

4. Nitech wish to dispose of their long leasehold interest and have offered us the opportunity to purchase it. This would effectively extinguish the ground lease and we would become Landlords to units 1-4 and get vacant possession of units 5 & 6.
5. A condition report has been obtained from a local firm of Building Surveyor's and this has not identified any issues that would require capital investment in the short term.
6. In principle terms have been agreed for the Council to purchase Plot NX1 as set out in the Part 2 report. These are considered to be the best available to the Council and are in accordance with the independent valuation provided by a suitably qualified firm of local surveyors.

Conclusion

7. We currently have 62 factory units and only one of these (which is office use and does not have vehicular access) is available to let. If we complete the acquisition of NX1 we would get vacant possession of units 5 & 6 which we could market for rent.
8. After many years we have some interest in developing Plots NX2 and NX3 and this would be complicated under the current ownership structure as the existing configuration of the site does not provide an efficient layout for the construction of additional buildings. Upon gaining control of Plot NX1 there is the opportunity to add value by a more efficient layout and configuration.

Wards Affected

Hollington

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness No

Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No
Local People's Views	No
Anti-Poverty	No

Additional Information

None.

Officer to Contact

Amy Terry
aterry@hastings.gov.uk
01424 451640

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Agenda Item 13

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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