

# Cabinet Agenda

**Monday, 6 February 2017 at 6.00 pm**

Muriel Matters House, Breeds Place, Hastings, East Sussex, TN34 3UY

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Present: Councillors Chowney (Chair), Forward, Cartwright, Davies, Poole, Fitzgerald, Lee and Patmore

**55. MINUTES OF THE MEETING HELD ON 5 DECEMBER 2016**

**RESOLVED** that the minutes of the meeting held on 5 December 2016 be approved and signed by the Chair as a correct record

**RESOLVED** the Chair called over the items on the agenda, under rule 13.3 the recommendations set out in minute numbers 56, 57, 58 and 59 (including an additional recommendation proposed by the Assistant Director, Housing and Built Environment, in respect of minute 56) were agreed without being called for discussion

**56. EAST SUSSEX BUILDING CONTROL SHARED SERVICE**

The Assistant Director, Housing and Built Environment, submitted a report regarding the future arrangements for building control services.

The council's building control functions were currently delivered through an arrangement with Rother District Council, the present contract was due to expire on 31 March 2017. The report set out a number of potential options for the service after the existing arrangements come to an end, including; maintaining the existing shared service with Rother, bringing the building control service back in house with loss of scale, join an enlarged East Sussex shared building control service or to move directly to a wholly or jointly owned company with other East Sussex authorities.

The report recommended joining an enlarged East Sussex shared building control service. The new service would be administered by Wealden District Council and would deliver building control services for all district and borough councils in East Sussex. This option was considered to provide the most stable, cost effective and customer focused approach in the short term and would allow for the possibility of an arms length company to deliver building control services to be explored further in the future.

The Assistant Director, Housing and Built Environment, advised of an additional recommendation to the report, as set out in the resolution below.

**RESOLVED** that:

- 1. Subject to final negotiations to delegate to the Assistant Director, Housing and Built Environment and the Assistant Director, Financial Services and Revenues, in consultation with the Deputy Leader of the Council to enter into a legal agreement for the delivery of Building Control Services with Wealden District Council, and;**
- 2. Cabinet agrees to discharge building control functions to Wealden District Council under section 101 of the Local Government Act 1972**

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The reason for this decision was:

Under Section 101 of the Local Government Act 1972 one local authority may arrange for its functions to be discharged by another authority. In order to be part of an East Sussex Shared Building Control Service members are asked to delegate negotiation of contract terms to officers.

### **57. REVIEW OF POLLING PLACES**

The Chief Legal Officer submitted a report which set out the recommendations of the Acting Returning Officer, following an interim review of polling places.

The Local Government Boundary Commission for England (LGBCE) had recently undertaken a review of borough ward and county division boundaries within Hastings. The changes were due to take effect at the next scheduled elections, in this case the East Sussex County Council elections in May 2017 and the Hastings Borough Council elections in May 2018.

Although the next full review of polling places was not due to take place until 2018/19, the council was required to carry out an interim review to ensure all electors within the borough had access to appropriate facilities for voting once the boundary changes have taken effect.

The report gave an overview of the review process, including comments received during the consultation period and the criteria used by the Acting Returning Officer to assess potential polling places. A cross-party working group had been set up to consider representations received during the consultation period, carry out site visits and make recommendations on the location of polling places around the borough.

Following the interim review, the Acting Returning Officer was proposing to change the polling place for polling district N1 from St Helens Methodist Church, The Ridge to The Bridge Community Centre, Priory Road, due to the former venue no longer being in use. No other changes to polling district boundaries or existing polling arrangements were proposed as a result of the review.

The final proposals were due to be reported to a special meeting of Full Council on 18 January 2017, ahead of the publication of a revised electoral register on 1 March 2017.

#### **RESOLVED:**

- 1. To recommend that Council adopts the Acting Returning Officer's recommendations (as appended to the Chief Legal Officer's report) and publish the results of the review, and;**
- 2. Delegate authority to the Director of Corporate Services and Governance to amend any decisions made under this review with regard to polling places or polling stations, should there be an urgent or necessary need**

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The reason for this decision was:

Due to the changes made as part of the recent boundary review by Local Government Boundary Commission for England (LGBCE), the council must carry out an interim review of polling places. The review must incorporate the division of its parliamentary constituency area (within the borough boundary) into polling districts and the places where electors are asked to vote. The council must comply with the requirements of the Electoral Administration Act 2006 (Section 16, EAA 2006) and complete regular reviews of all polling districts and polling places. The council has a duty to ensure that the most suitable premises are used as polling places with regard to the needs of the electorate, subject to availability.

### **58. HOUSING RENEWAL ENFORCEMENT POLICY**

The Assistant Director, Housing and Built Environment, submitted a report which sought approval of an updated Housing Renewal Enforcement Policy.

Following the adoption of a Corporate Enforcement Policy on 2 April 2013, a Housing Renewal Enforcement Policy had been approved in August 2014. Since then, the Housing Renewal Enforcement Policy has been reviewed and updated each year. However, it was necessary to carry out a more comprehensive review to reflect the new provisions for dealing with rogue landlords introduced by the Housing and Planning Act 2016.

A revised copy of the Policy was appended to the Assistant Director, Housing and Built Environment's report, together with a statement of principles for determining the financial penalties for housing offences.

**RESOLVED that the revised Housing Renewal Enforcement Policy (December 2016) be approved**

The reason for this decision was:

The Housing and Planning Act 2016 introduced new powers for local authorities to tackle rogue landlords. These new powers included the provision for local authorities to issue financial penalties for certain housing offences. In order to be able to issue financial penalties the council is required to have a policy for determining the level of penalty.

### **59. COMMUNITY PARTNERSHIP FUNDING 2017 - 2019**

The Assistant Director, Regeneration and Culture, submitted a report which set out the recommendations for community partnership Funding (CPF) for the 2017-19 programme.

At its meeting on 5 September 2016, Cabinet had agreed a set of priorities for the CPF programme 2017-19. The priorities were intended to ensure the programme was focused on the most vulnerable sections of the community by commissioning services from the community and voluntary sector for specifically identified outcomes. The new

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approach reflected the continued financial pressures facing the council over this period.

The CPF application process opened on 26 September 2016 and closed on 11 November 2016. Eight proposals had been received which were then assessed by a panel comprising the lead member and relevant council officers. Five applications had been recommended for funding by the panel. The amount of grant award will be determined following negotiations between council officers and the applicant organisation, but the total amount will not exceed the allocation for CPF funding in the council's budget.

**RESOLVED that:**

- 1. Cabinet approved the CPF Grants Panel's recommendations as set out in this report subject to the decisions of the Budget cabinet meeting in February 2017, and;**
- 2. Delegation is given to the Director of Operational Services or his nominee in consultation with the Lead Member for Housing, Communities and Equalities, to agree the final contractual outputs, outcomes and grants**

The reason for this decision was:

The current round of CPF comes to an end in March 2017. The proposals set out in this report follows a new commissioning approach for new priorities, developed in consultation with the community and voluntary sector during the summer of 2016.

### EXCLUSION OF THE PUBLIC

Councillor Poole proposed a motion, seconded by Councillor Cartwright, to exclude members of the public from the meeting.

**RESOLVED (unanimously) 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**

#### **60. RESOURCE PLANNING**

The Transformation Manager presented a report which outlined the business case for the procurement and re-implementation of an Enterprise resource Planning (ERP) System to replace the current Finance, Income Management, Human Resources and Payroll management systems.

Councillor Chowney proposed approval of the recommendations to the report, which was seconded by Councillor Cartwright.

**RESOLVED (unanimously) that:**

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1. Cabinet approved the procurement and implementation of a new Enterprise Resource Planning (ERP) system to include Finance, Income Management, and Human Resources and Payroll – Option 3, as a joint venture with Rother District Council,
2. To procure the ERP system through the G-Cloud framework agreement,
3. To give delegated authority to the Director of Corporate Services and Governance in consultation with the lead member to complete the procurement process and appoint the successful vendor, and;
4. To allocate sufficient resources within the Capital Programme

The reason for this decision was:

In order to function effectively the council needs effective core systems that manage its finances, people and income. Ideally these core systems should be integrated, and the technology is now available for the Financial, HR and Payroll and Income Management systems to be integrated as an Enterprise Resource Planning (ERP) tool.

There are a number of factors affecting our current systems which, as indicated in the business case suggest that now is an appropriate time to implement an ERP system.

- The council's current financial system expires in March 2018. The council therefore has to make a decision about a replacement system (and allow time for implementation) before that date. The current system is also overdue a significant upgrade and is no longer fit for purpose for the way we work today.
- The existing HR/Payroll system is not currently compatible with the financial system and requires continued modification and duplication of effort to ensure staff records and budget codes are aligned.
- Our Income Management system is also separate from our financial system, and is not operating effectively which results in inefficiencies in cash and income handling and incurs high transaction charges.
- The existing systems will not effectively be able to support the council's entrepreneurial and transformational objectives, as existing systems do not have the functionality needed to support these aims.

Together, these factors give the council an opportunity to implement a more efficient and integrated Financial, HR / Payroll and income Management system. This will result in medium to long term economic efficiency gains and will reduce the need for double handling of data and manual processes and allow service managers to have greater control over budgets and resource planning.

### **61. PROCUREMENT OF CLEANING CONTRACTS**

The Assistant Director, Environment and Place, presented a report which updated Cabinet on the outcome of the procurement of cleaning contracts, and to recommend which tenders should be accepted.

**RESOLVED (unanimously) that:**

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1. Cabinet agrees to appoint the preferred bidder in relation to Lot 1 building cleaning, for a three year basic contract period, with the option of two one year extensions,
2. Cabinet agrees to appoint the preferred bidder in relation to Lot 2 public convenience cleaning, for a three year basic contract period, with the option of two one year extensions, and;
3. Cabinet agrees that variant 2 of Lot 2 public convenience cleaning should be chosen in preference to variant 1, subject to the 2017/18 budget setting consultation process.

The reason for this decision was:

The existing contracts expire on 31 March 2017 and cannot be extended further. It is essential that the council secures services to clean the public conveniences, council buildings and bus shelters.

(The Chair declared the meeting closed at. 6.26 pm)

# Agenda Item 5



**Report to:** Cabinet

**Date of Meeting:** 6 February 2017

**Report Title:** External Auditor Appointment

**Report By:** Peter Grace  
Assistant Director - Financial Services and Revenues

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## Purpose of Report

To seek authorisation to opt into the national public sector scheme for the appointment of external auditors.

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## Recommendation(s)

- 1. To recommend to Full Council that this Council opts in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors.**

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## Reasons for Recommendations

An external auditor for the audit of the accounts for 2018/2019 must be appointed before the end of 2017. The decision of Full Council is required.

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## Executive summary

1. Following the closure of the Audit Commission new arrangements were needed for the appointment of external auditors. The Local Audit and Accountability Act 2014 requires authorities to either opt in to the appointing person regime or to establish an auditor panel and conduct their own procurement exercise.

## Reasons for the Proposed Decision

2. It is likely that a sector wide procurement conducted by PSAA will produce better outcomes for the Council than any procurement we undertook by ourselves or with a limited number of partners. Use of the PSAA will also be less resource intensive than establishing an auditor panel and conducting our own procurement.
3. Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by Full Council (authority meeting as a whole). To comply with this regulation Cabinet is asked to make the recommendation above to Council.

## Other options for Action

4. To establish an auditor panel and conduct our own procurement. This is not recommended as it will be a far more resource intensive process and, without the bulk buying power of the sector led procurement, would be likely to result in a more costly service.

## Detailed Report

5. As part of closing the Audit Commission the Government novated external audit contracts to PSAA on 1 April 2015. The audits were due to expire following conclusion of the audits of the 2016/17 accounts, but could be extended for a period of up to three years by PSAA, subject to approval from the Department for Communities and Local Government.
6. In October 2015 the Secretary of State confirmed that the transitional provisions would be amended to allow an extension of the contracts for a period of one year. This meant that for the audit of the 2018/19 accounts it would be necessary for authorities to either undertake their own procurements or to opt in to the appointed person regime.
7. There was a degree of uncertainty around the appointed person regime until July 2016 when PSAA were specified by the Secretary of State as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. The appointing person is sometimes referred to as the sector led body and PSAA has wide support across most of local government. PSAA was originally established to operate the transitional arrangements following the closure of the Audit Commission and is a company owned by the Local Government Association's Improvement and Development Agency (IDeA).

8. PSAA has written to the Council asking if it wishes to opt into the national scheme. Any decision to opt in must be made by Full Council and the closing date for acceptance is 9 March 2017. There is not a fee to opt into the national scheme. However, opted-in bodies will be charged audit fees to cover the cost of PSAA appointing local auditors and managing arrangements. The fee will reflect the size, audit risk and complexity of the work requested.
9. PSAA believe that the audit fees achieved through large contracts under the national scheme will be lower than authorities will be able to negotiate. The length of contract between PSAA and firms will be 5 years. PSAA will consult individual authorities on individual auditor appointments.
10. PSAA will seek feedback on its auditors as part of its engagement with its local authority members. It will have a complaints process and it will undertake contract monitoring of the firms it appoints. PSAA anticipates it will consult on, propose and publish audit fees by 31 March 2018.
11. The main advantages of using PSAA are set out in its prospectus and are copied below; these can also be viewed as the disadvantages if the Council was to decide to undertake its own procurement.

- Assure timely auditor appointments
- Manage independence of auditors
- Secure highly competitive prices
- Save on procurement costs
- Save time and effort needed on auditor panels
- Focus on audit quality
- Operate on a not for profit basis and distribute any surplus funds to scheme members

## **Resource Implications**

12. If PSAA is not used some additional resource may be needed to establish an auditor panel and conduct our own procurement. Until either procurement exercise is completed it is not possible to state what additional resource may be required for audit fees for 2018/19, although it is anticipated that any increase will be minimised through using PSAA.

## **Legal and Governance Implications**

13. The process as set out above and the recommendation should ensure compliance with the Local Audit and Accountability Act 2014.

## **Risk Management**

14. As set out in the report, use of PSAA minimises the risks inherent in undertaking our own procurement.

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**Wards Affected**

None

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**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

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**Additional Information**

PSAA Prospectus

PSAA – Appointing Person – Frequently Asked Questions (Appendix A)

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**Officer to Contact**

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## Appointing person: Frequently asked questions (updated 1 December 2016)

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## The appointing person scheme and eligible bodies (questions 1-6)

Question	Response
<p>1. What is an appointing person and which bodies are eligible to opt in?</p>	<p>Public Sector Audit Appointments Limited (PSAA) has been specified as an appointing person under the Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015, and has the power to make auditor appointments for audits of the accounts from 2018/19 on behalf of principal local government bodies that opt in, in accordance with the Regulations. PSAA is a not-for-profit company owned by the LGA's Improvement and Development Agency (IDeA) and was established to operate the transitional arrangements following closure of the Audit Commission. The 'appointing person' is sometimes referred to as the sector-led body.</p> <p>Eligible bodies are only those principal local government bodies listed in schedule 2 of the Local Audit and Accountability Act 2014. This includes county councils, district councils, London borough councils, unitary authorities, metropolitan councils, police bodies, fire and rescue authorities, joint authorities, combined authorities (covering elected regional mayors), national park authorities, conservation boards, passenger transport executives, waste authorities, and the GLA and its functional bodies. Smaller authorities (such as parish councils) and NHS bodies, including accountable care organisations, are not eligible to opt in.</p> <p>A list of the 493 local government bodies currently eligible for the appointing person scheme is available on the appointing person page of our website (<a href="http://www.psa.co.uk/supporting-the-transition/appointing-person/">http://www.psa.co.uk/supporting-the-transition/appointing-person/</a>).</p>
<p>2. What are the terms of reference of the appointing person?</p>	<p>PSAA is a not-for-profit company wholly owned by the IDeA (the IDeA is wholly owned by the LGA). PSAA will continue to operate as an independent company, although there will be changes to its governance arrangements and its founding documents to reflect the</p>

Question	Response
	fact that it will be an appointing person going forward rather than a transitional body.
<p>3. In addition to the Code of Audit Practice requirements set out by the NAO, will the contracts include the audit of wholly owned companies and group accounts?</p>	<p>Local authority group accounts are part of the accounts produced under the CIPFA SORP and are subject to audit in line with the NAO Code of Audit Practice. They will continue to be part of the statutory audit for which PSAA will make an auditor appointment for opted-in bodies.</p> <p>Local authority companies are not listed in the Local Audit and Accountability Act as bodies subject to audit under that act. Company audits are subject to the provisions of the Companies Act 2006 and are not covered by the Local Audit (Appointing Person) Regulations 2015 or the scope of PSAA's specification as the appointing person.</p> <p>Local authority companies must appoint an auditor themselves in accordance with Companies Act legislation. They are able to appoint the same audit firm as PSAA appoints to undertake the principal body audit, should they so wish, for example where this could support an efficient audit process.</p>
<p>4. Will the appointing person arrangements cover the audit of an authority's pension fund where it is the administrative body responsible for preparing the pension fund accounts?</p>	<p>Pension funds are not separate legal entities from their administering local authority, and are therefore not listed as relevant authorities in schedule 2 of the Local Audit and Accountability Act 2014. The auditor appointment to an opted-in local authority will include the audit of the pension fund where the authority is the administering body. As is currently the case, the pension fund audit will be subject to a separate engagement and scale audit fee, but the auditor appointment will cover both the local authority and the pension fund.</p>
<p>5. We have a joint committee which no longer has a statutory requirement to have an external auditor but has agreed in the interests of all parties to continue to engage one. Is it</p>	<p>The requirement for joint committees to produce statutory accounts ceased after production of the 2014/15 accounts and they are therefore not listed in Schedule 2. Joint committees that have opted</p>

Question	Response
possible to use this process as an option to procure the external auditor for the joint committee?	to produce accounts voluntarily and obtain non-statutory assurance on them will need to make their own local arrangements.
6. Will membership be free for existing members of the LGA?	The option to join the appointing person scheme will be open to all principal local government authorities listed under Schedule 2 of the Local Audit and Accountability Act 2014. There will not be a fee to join the sector-led arrangements. The audit fees that opted-in bodies will be charged will cover the costs to PSAA of appointing auditors and managing the arrangements. We believe that audit fees achieved through large contracts will be lower than the costs that individual authorities will be able to negotiate. In addition, by opting into the PSAA offer, authorities will avoid the costs of their own procurement and management of contracts and also the requirement to set up an auditor panel with independent members.

## The opt-in process (questions 7-11)

Question	Response
7. When will invitations to opt in be issued?	<p>The invitation to opt in was issued on 27 October 2016 with a closing date for acceptance of 9 March 2017. This allows considerably longer than the statutory minimum period of eight weeks, for the requirement under the regulations that authorities must make the decision to opt in at a full authority meeting. As corporations sole, the full authority requirement does not apply to police and crime commissioners.</p> <p>The aim is to award contracts to audit firms by June 2017, giving six months to consult with authorities and confirm appointments before the 31 December 2017 deadline to appoint auditors for the following financial year.</p> <p>In order to maximise the potential economies of scale from agreeing large contracts with firms, and to manage any auditor independence issues, PSAA needs as much certainty as possible about the volume and location of work it is able to offer to firms. Our timetable means that we will need to start preparing tender documentation early in 2017, so we will need to know which authorities have opted in.</p>
8. How do we have to make the decision to accept the invitation to opt in?	<p>In accordance with Regulation 19 of the Local Audit (Appointing Person) Regulations 2015, a principal authority will need to make the decision to opt in at full authority (authority meeting as a whole), except where the authority is a corporation sole (such as a police and crime commissioner), in which case the function must be exercised by the holder of the office.</p>
9. Can we join after it has been set up or do we have to join at the beginning?	<p>One of the main benefits of an appointing person approach is the ability to achieve economies of scale as a result of being able to offer larger volumes of work. The greater the number of participants we have signed up at the outset, the better the economies of scale</p>

Question	Response
	<p>we are likely to achieve. This will not prevent authorities from applying to join the appointing person scheme in later years (and PSAA must agree to the request unless there are reasonable grounds to refuse), but they will need to make their own arrangements to appoint an auditor in the interim, which will include establishing an auditor panel. In order to be in the best position we would encourage as many authorities as possible to commit by accepting the invitation within the specified timeframe, that is by 9 March 2017.</p>
<p>10. Will the appointing person take on all auditor panel roles and therefore mitigate the need for there to be one in each individual authority?</p>	<p>Opting into the appointing person scheme will remove the need to set up an auditor panel. This is set out in the Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015.</p>
<p>11. How does the opt-in process work for police and crime commissioners and chief constables, given that chief constables cannot appoint their own auditor?</p>	<p>PSAA has issued the opt-in invitation to chief constables as well as police and crime commissioners because the Local Audit (Appointing Person) Regulations 2015, issued under the provisions of the Local Audit and Accountability Act 2014, require the appointing person to issue an invitation to “all principal authorities which fall within the class of authorities in relation to which the person has been specified” (Regulation 8). PSAA’s specification as an appointing person covers all relevant local government authorities that are principal bodies, as listed in Schedule 2 of the 2014 Act. Chief constables and police and crime commissioners are listed separately as relevant authorities.</p> <p>While the responsibility for the decision about appointing an auditor for the chief constable is reserved to the police and crime commissioner for a police area (under schedule 3 of the Local Audit and Accountability Act 2014), the police and crime commissioner will need to consider this decision with the chief constable. The opt-in invitation information sent by PSAA provides chief constables with essential information about the appointing person arrangements,</p>

Question	Response
	<p>including the timetable for the opt-in process. This should enable chief constables to engage with police and crime commissioners on this decision.</p> <p>Where a police and crime commissioner makes a decision to opt into PSAA's national auditor appointment arrangements and submits a notice of acceptance of the invitation, this notice must cover the chief constable as well. PSAA will need to confirm that the notice covers the chief constable if this is not explicitly stated. As separate legal entities, PSAA will subsequently need to make separate auditor appointments, albeit of the same audit firm, to the opted-in police and crime commissioner and chief constable for a police area.</p>

## PSAA's audit procurement (questions 12-19)

Question	Response
12. How will we be able to influence the development of the appointing person scheme and associated contracts with audit firms?	<p>We have established a stakeholder advisory panel which will comment on our proposals. Members of the panel are drawn from representative organisations for councils, police and fire bodies. The first meeting of the group was held on 30 September 2016. Further meetings are scheduled for 23 November 2016, 26 January 2017 and 25 May 2017.</p> <p>PSAA continues to work in partnership with the LGA in setting up the appointing person scheme and you can feed in comments and observations to PSAA by emailing <a href="mailto:appointingperson@psaa.co.uk">appointingperson@psaa.co.uk</a> and via the LGA and their principal advisors.</p>
13. Will there be standard contract terms and conditions?	<p>The audit contracts between PSAA and the audit firms will require firms to deliver audits compliant with the National Audit Office (NAO) Code of Audit Practice. We are aware that authorities would like to understand how performance and delivery will be monitored and managed. This is one of the issues that could be discussed with the stakeholder advisory panel.</p>
14. What will be the length of the contracts?	<p>The length of contract between PSAA and firms will be five years.</p>
15. Will bodies that opt in be able to seek information from potential suppliers and undertake some form of evaluation to choose a supplier?	<p>PSAA will run the tendering exercise, and will evaluate bids and award contracts. PSAA will consult authorities on individual auditor appointments. The appointment of an auditor independently of the body to be audited is an important feature of the appointing person arrangements and will continue to underpin strong corporate governance in the public sector.</p>
16. Will the price be fixed or will there be a range of prices?	<p>The fee for the audit of a body that opts in will reflect the size, audit risk and complexity of the work required. PSAA will establish a system for setting the fee which is fair to all opted-in authorities. As</p>

Question	Response
	<p>a not-for-profit organisation, PSAA will be able to return any surpluses to opted-in authorities after all costs have been met.</p>
<p>17. How will the appointing person scheme ensure audit firms are not over-stretched and that the competition in the market place is increased?</p>	<p>The number of firms eligible to undertake local public audit is regulated through the Financial Reporting Council and the recognised Supervisory Bodies (RSBs). Only appropriately accredited firms will be able to bid for appointments whether that is through PSAA or an auditor panel.</p> <p>PSAA is developing a procurement strategy which may include a limit on the total business available to any one firm.</p> <p>One of the advantages of the appointing person option is to make appointments that help to ensure that each successful firm has a sufficient quantum of work to make it possible for them to invest in public sector specific training, maintain a centre of excellence or hub that will mean:</p> <ul style="list-style-type: none"> <li>• firms have a regional presence;</li> <li>• greater continuity of staff input; and</li> <li>• a better understanding the local political, economic and social environment.</li> </ul>
<p>18. Will the appointing person scheme contract with a number of different audit firms and how will they be allocated to authorities?</p>	<p>PSAA will organise the contracts to maximise the number of firms appointed nationally. The minimum number of audit firms is probably four or five (depending on the number of bodies that opt in). This is required, not just to ensure competition and capacity, but because each firm is required to comply with the FRC's ethical standards. This means that an individual firm may not be appointable for 'independence' reasons, for example, because they have undertaken consultancy work at an audited body. PSAA will consult on appointments that allow each firm a balanced portfolio of work subject to independence considerations.</p>

Question	Response
19. What is the timetable for set up and key decisions?	<p>We expect the key points in the timetable to be broadly:</p> <ul style="list-style-type: none"><li>• establish an overall strategy for procurement - by November 2016;</li><li>• achieve 'sign-up' of opted-in authorities - by 9 March 2017;</li><li>• invite tenders from audit firms - by April 2017;</li><li>• award contracts - by 30 June 2017;</li><li>• consult on and make final auditor appointments - by 31 December 2017; and</li><li>• consult on, propose audit fees and publish fees - by 31 March 2018.</li></ul>

## Auditor appointments (questions 20-21)

Question	Response
<p>20. We have shared service arrangements with our neighbouring bodies and we are looking to ensure that we share the same auditor. Will the appointing person scheme allow for this?</p>	<p>PSAA will be able to make appointments to all principal local government bodies listed in Schedule 2 of the Local Audit and Accountability Act 2014 that are 'relevant authorities' and not excluded as a result of being smaller authorities, for example parish councils.</p> <p>In setting up the new arrangements, one of our aims is to make auditor appointments that take account of joint working and shared service arrangements. Requests for the same auditor as other authorities will need to be balanced with auditor independence considerations. As we have set out in our prospectus, auditors must be independent of the bodies they audit. PSAA will have an obligation under the provisions of the Local Audit and Accountability Act 2014 to ensure that every auditor appointment it makes passes this test and auditors must comply with the requirements of the Ethical Standards issued by the Financial Reporting Council.</p> <p>We will need information from opted-in authorities on potential independence considerations and joint working arrangements, and will also need information on independence issues from the audit firms. Risks to auditor independence include, for example, an audit firm having previously been engaged to advise on a major procurement which could, of course, later be subject to audit.</p>
<p>21. In what circumstances can an auditor be changed during the five year opt-in period, and how does this differ from locally procured arrangements?</p>	<p>The main circumstances in which PSAA will consider changing an auditor appointment during the five year compulsory appointing period are either for independence reasons, for example the identification of a conflict of interest involving the existing audit firm, or because of the emergence of new joint working arrangements.</p> <p>An authority appointing its own auditor will find it more difficult to change their auditor appointment during the contracted period, as</p>

Question	Response
	this would require the authority to conduct a new selection and procurement exercise. The appointing person scheme will therefore provide more flexibility for opted-in bodies.

## Scale audit fees (question 22)

Question	Response
<p>22. How will audit fee levels be set for each individual body with the objective of recovering PSAA costs at the aggregate level?</p>	<p>PSAA will pool scheme costs and charge fees to audited bodies in accordance with a fair scale of fees which has regard to size, complexity and audit risk, most likely as currently evidenced by audit fees for 2016/17. Pooling means that everyone in the scheme will benefit from the most competitive prices. Fees will reflect the number of scheme participants – the greater the level of participation, the better the value represented by our scale fees.</p> <p>2018/19 scale fees will be determined by the prices achieved in the auditor procurement that PSAA will undertake during the early part of 2017. We expect to consult on the proposed scale of fees in autumn 2017 and to publish the fees applicable in March 2018. Where more or less work is required than is envisaged in the scale fee, a fee variation process will apply. The variations process will ensure that fees for additional work cannot be invoiced until agreed with the audited body and approved by PSAA.</p>

## Contract management (questions 23-25)

Question	Response
23. What will be the process to feed in opinions of current auditors if there are issues?	PSAA will seek feedback on its auditors as part of its engagement with the sector. PSAA will continue to have a clear complaints process and will also undertake contract monitoring of the firms it appoints.
24. What will be the arrangements for overseeing the quality of audit work undertaken by the audit firms appointed by the appointing person?	<p>PSAA will only contract with firms which have a proven track record in undertaking public audit work. In accordance with the Local Audit and Accountability Act 2014, firms must be registered with one of the chartered accountancy institutes acting in the capacity of a Recognised Supervisory Body (RSB). The quality of the firms' work will be subject to scrutiny by both the RSB and the Financial Reporting Council (FRC). Current indications are that fewer than ten large firms will register, meaning that small local firms will not be eligible to be appointed to local public audit roles.</p> <p>PSAA will ensure that firms maintain the appropriate registration and will liaise closely with RSBs and the FRC to ensure that any concerns are detected at an early stage and addressed effectively in the new regime. PSAA will take a close interest in feedback from opted-in bodies and in the rigour and effectiveness of firms' own quality assurance arrangements, recognising that these represent some of the earliest and most important safety nets for identifying and remedying any problems. We will liaise with the NAO to help ensure that guidance to auditors is updated when necessary.</p>
25. How will the appointing person scheme deal with an authority that is dissatisfied with its auditor and wants a change (e.g. because of quality, relationships, or a conflict of interest)?	As with the current arrangements, where an authority is dissatisfied with its auditor, concerns should be raised in the first instance with the firm's Engagement Lead and subsequently with the firm's PSAA Contact Partner (as indicated on communications between the firm and the authority).

Question	Response
	<p>If the authority is not satisfied with the response of the firm, then the matter should be raised with PSAA.</p> <p>As appointing person, PSAA appoints a firm as auditor to an authority. The firm is responsible for nominating an individual to act as the Engagement Leader on the audit of an authority.</p> <p>PSAA will consider changing an auditor appointment in extremis if an authority is dissatisfied, but would expect the authority and the firm to have exhausted all avenues for resolution before doing so. Maintaining the independence of the auditor is an important part of this consideration.</p> <p>PSAA will consider changing an auditor appointment during the five year compulsory appointing periods, if a conflict of interest involving the existing audit firm is identified, or because of the emergence of new joint working arrangements.</p> <p>The appointing person scheme will have the flexibility to provide an audit alternative if required in these cases.</p> <p>PSAA will be monitoring the quality of audit services provided as part of the contractual terms of appointment to be agreed with firms.</p>

## Non-audit work (questions 26-27)

Question	Response
<p>26. Will an auditor be able to provide my authority with non-audit consultancy services?</p>	<p>The independence requirements for all auditors within the local public audit regime are the same whether locally appointed, or part of the appointing person regime. These requirements are specified by the Financial Reporting Council in the Ethical Standard and applied to local public audit as determined by the NAO.</p> <p>The services that an auditor can provide are the same, whatever the appointment method.</p> <p>As the Appointing Person, PSAA will perform the role otherwise required of an auditor panel to advise the authority on the maintenance of the independence of the auditor [Local Audit and Accountability Act 2014 section 10(1)].</p> <p>PSAA will consider changing an auditor appointment during the five-year compulsory appointing period for independence reasons, if for example the identification of a conflict of interest involving the existing audit firm, or because of the emergence of new joint working arrangements.</p>
<p>27. What will be the future arrangements under the appointing person scheme for certifying grant claims?</p>	<p>PSAA's audit contracts from 2018/19 will not cover certification work. PSAA has no power under the Local Audit and Accountability Act 2014 to make certification arrangements, and its arrangements will apply only to opted-in bodies. Any certification work required by grant paying government departments will need to be undertaken using a tripartite agreement between an audited body, an audit firm and the grant paying body, under instructions prepared by the grant paying body.</p> <p>The Department for Work and Pensions is developing its arrangements for housing benefit subsidy claim certification from 2018/19 on this basis. Where applicable, local authorities will appoint an auditor for this certification work (for which an auditor</p>

Question	Response
	panel is not required) and may choose to use the same auditor appointed by PSAA for the audit of the accounts, if they are opted-in bodies.

## Appointment requirements for authorities that do not opt in (question 28)

Question	Response
<p>28. If an authority chooses not to opt in to the appointing person arrangements, what local arrangements will they need to put in place?</p>	<p>All relevant authorities listed in schedule 2 of the Local Audit and Accountability Act 2014 (the Act), whether they opt in or not, are required to comply with Part 3 of the Act in relation to the appointment of local auditors. Section 7 of the Act requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding financial year. For the 2018/19 accounts, a local auditor must be appointed by 31 December 2017.</p> <p>For authorities that choose to opt into the appointing person arrangements, PSAA will appoint their auditor for them by 31 December 2017, having consulted the authority about the proposed appointment.</p> <p>For authorities that choose not to opt into the appointing person arrangements, there are two options available for appointing their own auditor. These are to:</p> <ul style="list-style-type: none"> <li>• undertake an individual auditor procurement and appointment exercise; or</li> <li>• undertake a joint audit procurement and appointing exercise with other bodies, those in the same locality for example.</li> </ul> <p>Both these options require the authority to consult and take into account the advice of its auditor panel on the selection and appointment of a local auditor. Section 9 of the Act requires a relevant authority to establish an auditor panel, section 10 sets out the functions of an auditor panel, and schedule 4 sets out provisions applying to auditor panels. An auditor panel must consist of a majority of independent members (or wholly of independent members), and must be chaired by an independent member.</p>

Question	Response
	<p><a href="#">A guide to auditor panels for local government authorities</a> has been issued by CIPFA.</p> <p>Within the period of 28 days beginning with the day on which the auditor appointment is made, section 8 of the Act requires an authority that has not opted into the national appointing person arrangements to publish a notice that:</p> <ul style="list-style-type: none"> <li>a) states that it has made the appointment,</li> <li>b) identifies the local auditor that has been appointed,</li> <li>c) specifies the period for which the local auditor has been appointed,</li> <li>d) sets out the advice, or a summary of the advice, of its auditor panel about the selection and appointment of a local auditor, and</li> <li>e) if it has not followed that advice, sets out the reasons why it has not done so.</li> </ul> <p>The notice must be published, if the authority has a website, on its website or in such manner as the authority thinks is likely to bring the notice to the attention of service users.</p> <p>Authorities that opt into the appointing person arrangements are not required to establish an auditor panel or to publish a notice under section 8 of the Act.</p>

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# Agenda Item 6

**Report to:** Cabinet

**Date of Meeting:** 6 February 2017

**Report Title:** The Firs Former Football Ground

**Report By:** Peter Grace  
Assistant Director Financial Services & Revenues (Chief Finance Officer)

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## **Purpose of Report**

To seek approval to grant a lease.

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## **Recommendation(s)**

- 1. That Cabinet agrees to grant a lease of the Firs Former Football Ground to Education Futures Trust; and**
- 2. That Cabinet delegates to the Chief Finance Officer in consultation with the Leader the authority to agree the final terms of the lease.**

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## **Reasons for Recommendations**

The lease is a viable solution for this unused site and will ensure that it receives investment so it can serve as a multi-use and community facility for the town into the future

## Background

1. The Firs football ground is situated in Elphinstone Road in an elevated position behind the Pilot Field. It was used as a football ground formerly by Hastings United and then from 1993 by St Leonards FC.
2. St Leonards FC folded during the 2003-04 season and after this the ground was briefly used by St. Leonards Social FC.

## The Site

3. The site has not been used as a football ground since 2004 and the majority of the structures have been demolished (although the concrete bases remain). The main area of the ground is fenced off with only the former parking areas and multi-use games area (MUGA) being openly accessible.
4. The former club house is leased to Education Futures Trust (the Trust) and has been used by them and predecessor organisations for educational purposes since 2004. They pay a rent of £7,500 per annum.
5. In 2012 a junior football pitch was established within the main pitch for supervised use only. Dynamo Hastings currently have one U10 team using this on a weekly basis for their weekend fixtures.

## The Proposal

6. The Trust are a Charity and their charitable objects are to advance education, for the public benefit in Hastings and Rye and the surrounding area, by such charitable educational activities as the trustees think fit.
7. In 2015 they expressed interest in expanding their activities at the Firs site. Following various discussions and meetings they have now submitted a proposal for the site as set out in the Business Plan at Appendix 2.
8. In brief their vision is to create a therapeutic and outdoor learning facility, combined with an area for community access and use, which contributes to the well-being of borough residents, and enables improved life chances for the most vulnerable.
9. It is proposed that the Trust will take a 25 year lease of the area edged red on the plan paying an initial rent of £7,500 per annum (as current rent). This would increase to £10,000 per annum by year 6 (see Appendix i of the Business Plan). Break clauses would be included.

10. There are a number of issues that have yet to be determined such as future of the MUGA and ongoing repairing obligations etc. As such it is recommended that the final agreement on the detailed Heads of Terms for any agreement are delegated to the Chief Finance Officer in consultation with the Leader.

## Economic and Financial Implications

11. The Council would receive additional income should this proposal be agreed as outlined above. The Council would also make savings on site maintenance and security etc.
12. The Council has not marketed this site given the particular objectives of the proposal.

## Planning

13. The site is a designated playing field in the Local Plan. The playing field designation seeks to protect existing sites, and resist a net loss in playing pitch provision. Any planning proposals leading to a reduction in the size or number of playing fields will only be granted subject to meeting a number of criteria. These include demonstrating that the existing facilities are poor and unsustainable and surplus to requirements; the proposals will replace the existing facility with a better quality facility, or reinstate them elsewhere on the site; or the proposed development is necessary to meet an important national, regional or local need and alternative provision can be provided.
14. In addition, other policies in the Local Plan relating to impact on residential amenities (noise/disturbance), character of the area, highway safety/parking, impact on green space/biodiversity and flooding will also apply.

## Equalities, Community Cohesiveness and Local People's Views

15. The Trust's proposal, in their own words, seeks to:
  - a. provide quality services and facilities for local people that will enable us to build capacity and resilience in Hastings residents, in particular to reduce the gap for the poorest communities;
  - b. increase the charity's reach, through the regeneration of the site, to those requiring support, particularly those living in poverty and disadvantage: thus enhancing the economic and social well-being of the borough;
  - c. enable an extensive range of additional services to be developed and delivered to an increased number of clients;

- d. provide access to community and recreational facilities for local, borough residents;
- e. make the site accessible to a range of charitable and statutory bodies for community use; and
- f. ensure positive use of the space as a local resource.

16. They also intend to minimise the impact of any disruption to the local community and continue to consult with the community throughout the development of the site

## Conclusion

17. The benefits in accepting this proposal are that the site is brought back into use for charitable and community use, including monetary investment, and the Council gets a rental income as well as making revenue savings from managing the site.

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### Wards Affected

Baird.

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### 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	Yes
Anti-Poverty	No

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### Additional Information

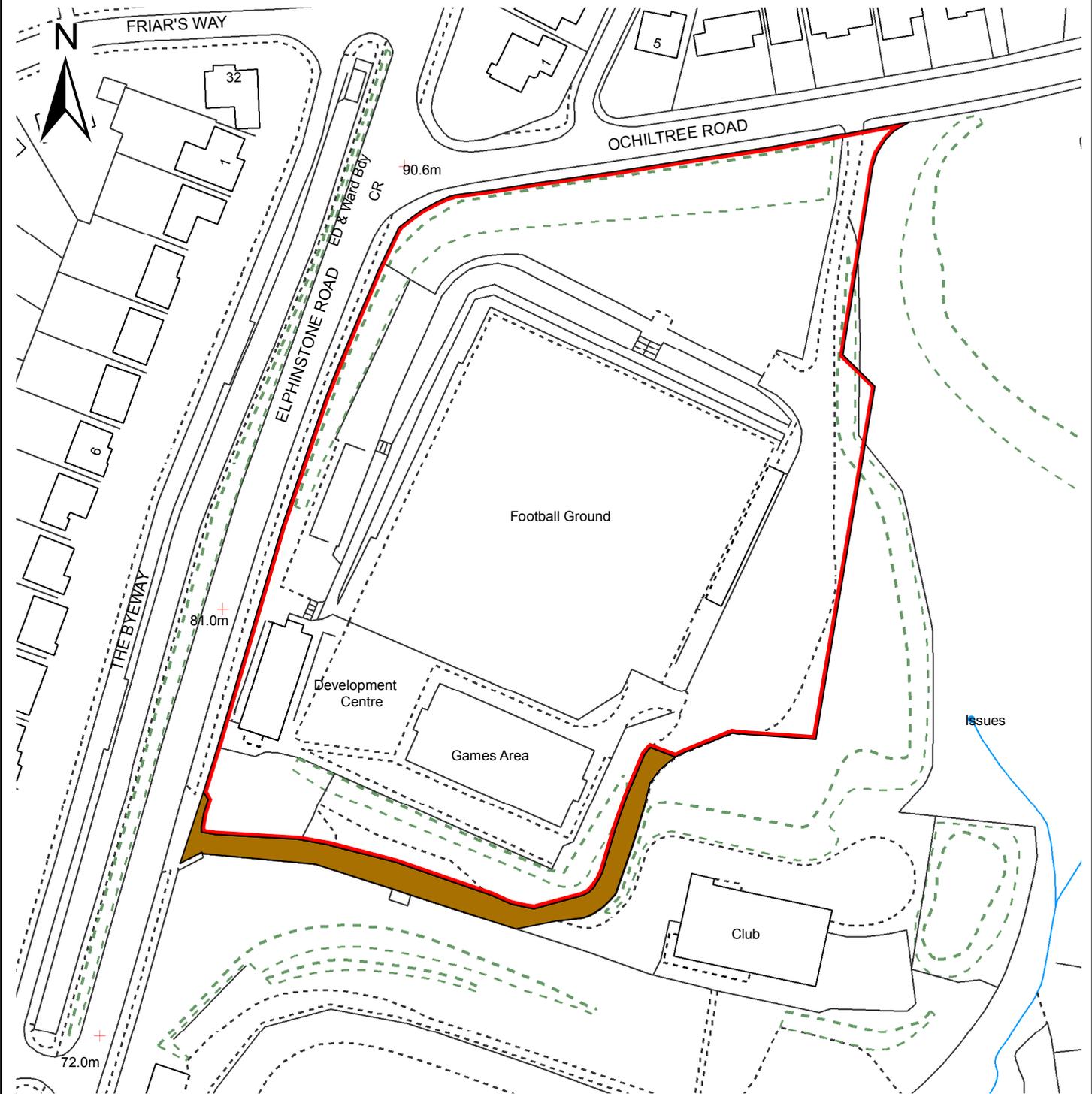
Appendix 1 Plan ESAD 1404A.

Appendix 2 Business Plan.

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### Officer to Contact

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## Education Futures Trust

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# Proposal and Business Plan: The Firs

Contact for further enquiries

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**Charity Number:** 1146171  
**Company Number:** 7852922

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“Providing a space to enhance the life chances of children, families and vulnerable adults in Hastings, by helping them to realise their potential and overcome the social, emotional and educational barriers to achievement.”

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## Section One: Executive Summary

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### Proposal

The Education Futures Trust (EFT) seeks the approval of Hastings Borough Council to grant an in principle lease, subject to planning permission, for the development and use of the semi-derelict land situated at The Firs, Elphinstone Road.

This will enable the EFT to transform underused, council-owned land and create a therapeutic and outdoor learning facility, combined with an area for community access and use, which contributes to the well-being of borough residents, and enables improved life chances for the most vulnerable. The EFT will utilise existing structures and green spaces: preserving and enhancing both the natural environment and the man-made developments, taking account of the core purpose of the Council Plan for this site and the EFT's mission.



*Map produced in line with the attribution guidelines for Google Maps and Google Earth.*

The site, owned by a Hastings Borough Council, sits between Ochiltree Road and Elphinstone Road, and includes the building, formerly known as the clubhouse, which is currently occupied by the Education Futures Trust.

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## Section One: Executive Summary

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### 1. Executive Summary

1.1 Through this proposal it is our intention to

- provide quality services and facilities for local people that will enable us to build capacity and resilience in Hastings residents, in particular to reduce the gap for the poorest communities.
- increase the charity's reach, through the regeneration of the site, to those requiring support, particularly those living in poverty and disadvantage: thus enhancing the economic and social well-being of the borough;
- enable an extensive range of additional services to be developed and delivered to an increased number of clients;
- provide access to community and recreational facilities for local, borough residents;
- make the site accessible to a range of charitable and statutory bodies for community use;
- create revenue streams through the development of the site that will sustain the maintenance of the land;
- ensure that development takes account of the green environment;
- ensure positive use of the space as a local resource;
- minimise the impact of any disruption to the local community;
- continue to consult with the local council, the community and our service users throughout the development of the site.

1.2 The EFT has a proven track record in the delivery of services to the most vulnerable in the borough, which has been nationally recognised. From outdoor learning, keywork and mental health support, the demand for our services is increasing and ever-changing.

Without the granting of the lease, the EFT will not be able to expand its services, thereby being unable to meet this growing need.

This development will enhance the social value, community cohesion, economic regeneration within the borough and the wider community and support the poorest communities in moving forward; closing the gap with more affluent areas.

There is no other charity in Hastings providing the range of services and professional competencies that we offer. Currently we provide a wide range of services that deliver measurable impact to residents with greatest need in the town including:

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- mental health courses for children and adults
- intensive family keyworker support
- outdoor learning, including forest schools, conservation and Shore Academy
- employment support for those furthest from work
- therapeutic input, including through storytelling and art
- parenting courses
- alternative provision for the most excluded children
- summer schools and holiday provision
- youth groups
- pupil voice, enabling children to influence policy and practice
- partnership working with headteachers and schools.

The cost savings to the statutory services is significant and these will be increased with this development. Our provision will continue to complement the services offered by other charities and statutory services, including the borough council.

The EFT will develop a flexible therapeutic, outdoor learning and well-being facility on the site that meets the needs of residents, especially children, family members and vulnerable adults in Hastings. This will enable expansion of the current offer as well as the development of further services e.g.

- sport and physical activities
- after school activities
- vocational learning
- traineeships
- employment space for those furthest from employment
- space for micro businesses
- nursery and early years provision
- a well-being centre.

By providing high quality responsive and accessible services for local people we will provide new opportunities that will:

- support the poorest communities in closing the gap with more affluent areas
- improve mental health and wellbeing
- enhance physical health
- build resilience
- provide recreational space for fun and enjoyment
- increase aspiration
- make Hastings a better place to live.

1.3 The Fir is currently in a state of disrepair and suffers from regular vandalism. Grounds are overgrown with little productive use. We can change this over the life of the project, delivering a community focused, self-sustaining facility.

Given the potential social value of this development, and the substantial financial

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savings to the statutory services that this proposal will generate, the charity would seek to negotiate the financial terms of the lease with a view to minimising rent and rates during the initial lease period. The positive impact for HBC will be immediate in terms of:

- cost savings on maintenance
- dealing with issues of vandalism and substance misuse, including clearance of waste products
- reduction in the time council officers spend dealing maintenance around the grounds and the surrounding area
- reduced concerns of residents
- the social value.

The investment costs to the EFT will be substantial and we will also seek investment from local partners (businesses, residents, philanthropists and community groups), as well as bidding to national organisations and seeking sponsorship from larger companies. This will bring significant social, financial and economic investment into Hastings. Additionally, the development fits with the CLLD plan, and discussions are ongoing about possible links.

The EFT has allocated £200,000 from its reserves to support the capital development and up to £100,000 for services and innovation. and will seek matched funds for this investment. We will then draw down additional sources of income for capital and revenue purposes to support the development.

We have already received significant backing from local businesses, residents, community organisations, councillors, service users and volunteers, and are astounded by the support that has been committed. Throughout the period of our consultation we have received no negative feedback or comments.

Our reputation for high quality, needs-focused delivery underpins this positive response and has resulted in practical support for the proposal. Additionally, we have the trust of the most vulnerable users and we can evidence the impact of our work. "This year these things I've attended at EFT are the most important things in my life." (service user, Nov 2016).

1.4 As demonstrated in the finance section, we have already received significant backing and contributions for the establishment of this facility. Local businesses and residents have given freely of their time and we have firm promises of ongoing support, expertise, manpower, materials and tools. The EFT will contribute resource towards the capital build and apply for match funding to enhance the contribution.

Revenue streams to ensure the sustainability of the site will be explored from the outset. The site will lend itself to community use, and income will be generated from a range of sources. Elements of the outdoor learning provision will provide a unique

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resource for the area and will be available for hire by schools, businesses and local groups. Charges will be graduated to reflect status – community, corporate, business etc. Expertise in training, team building and service delivery will be marketed, with products designed and/or created by service users (e.g. carvings) adding to income streams. See Section for more details.

1.5 The council is asked to grant a 25 year lease to the Trust with a provision after 8 years enabling the Trust to apply for a further 10 year extension. This will enable the Trust to satisfy funders, implement a phased 5 year development programme, and operate the completed facility for at least 20 years thereafter.

## Section 2: Business Plan

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### 1. Education Futures Trust

#### 1.1 Background

The Education Futures Trust (EFT) was established by headteachers and local partners to serve the needs of local residents, especially children. Opened in January 2012 as a not-for-profit business, charitable status was acquired within 2 months which enabled the organisation to fulfil its purpose of:

- encouraging partnership working amongst schools;
- raising additional funding;
- delivering responsive, high quality services as commissioned by schools or partners.

The EFT has successfully achieved these by

- working with schools and facilitating regular meetings, conferences and training;
- bringing over £500,000 additional funding each year into the local area;
- providing and developing a range of services in response to need.

#### 1.2 What the organisation does

The Trust is a not-for-profit company with charitable status that provides high quality and innovative support and learning, tailored to the needs of children, families and vulnerable adults in Hastings and the surrounding area. The Trust works with schools and academies, health providers, adult education and community organisations. It and its predecessor organisations, the Hastings and St Leonards Education Action Zone and Excellence Cluster, have used the former football clubhouse at The Firs for educational purposes since 2004.

Since its inception, the EFT has developed a reputation for responsiveness and quality. Work has been diversified to meet the needs of vulnerable residents, which has simultaneously strengthened the organisation itself.

Five years on, we have acquired a wide range of contracts/bids and we have developed services for adults, as well as for children and families. More recently we have acquired expertise in mental health and have had significant success in this area of work with 100% of adult participants on the Time2Be adult mental health courses reporting improved

- confidence
- engagement with learning;

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- mental well-being;
- access to services
- ability to better manage their lives.

Contracts/bids gained include

- ESCC keyworker contract: £329,000 annually for 3 years
- Troubled Family funding: £60,000 annually for 3 years;
- DWP funding for 'Without Walls': £47,975 for Jan 2015 – Mar 2017
- Sussex Coast College Hastings Adult/Community Learning: £28,000 in 2014 rising to £68,000 in 2016-2017;
- Comic Relief sports funding: £74,861 for 2017-2019
- RBS Skills and Opportunities: £34,570 for Working Without Walls 2016-2017.

Our outdoor education and environmental work has gone from strength to strength, and has been widely recognised for its quality and impact, resulting in awards at both regional and national levels:

"The team of the John Muir Award... has been consistently impressed with the work of the Education Futures Trust and their high quality delivery of the John Muir Award... Not only does EFT deliver innovative and intelligently planned programmes to support some of the most vulnerable and disadvantaged people in the community, but they enable them to make profound and transformative connections with nature and wild places and enjoy the benefits that being active in an outdoor environment brings. We routinely refer to the work of EFT when discussing the John Muir Award with new providers as a model of good practice and reference the breadth of activities delivered through their projects as well as the sound structuring of the programmes and holistic support provided to participants at every stage." Coralie, The John Muir Trust.

Adults and young people make significant progress in confidence, self-esteem, transferring skills and building relationships; all of which lead to increased resilience.

All that we do reflects the vision and mission of our charitable purpose.

### 1.3 Vision

Our vision is for all children and young people in Hastings, Rye and the surrounding area to achieve their social, educational and economic potential.

Through the development we will improve the life chances of the residents of the borough of Hastings, in particular those living in poverty and disadvantage.

### 1.4 Mission Statement

Our mission is to enhance the life chances of children, families and vulnerable adults in Hastings, Rye and the surrounding area, by helping them realise their

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potential and overcome the social, emotional, psychological and educational barriers to achievement.

Through the development we will:

- be a beacon of emotional and practical support for disadvantaged children and adults in the borough, thereby improving their personal resilience and economic outcomes;
- create a self-sustaining environment to support the EFT in raising aspirations and providing opportunities for local residents;
  - counteracting the poverty and disadvantage faced by local children;
  - creating meaningful lives for the most vulnerable and providing sustainable change to support physical, social, economic, cultural and environmental regeneration.

Through the development we intend to:

- provide appropriate professional, emotional and practical support;
- regenerate the area to provide accessible green space and appropriate services;
- work closely with other charities, statutory bodies, including member schools, to enhance our service delivery;
- develop innovative, responsive services to meet the needs of the residents, particularly those regarded as vulnerable.

### 1.5 Values Statement

In conducting our business, we will realize our vision by performing our affairs so that our actions provide confirmation of the high value we place on:

- **respect** – by ensuring we treat all people equally and with respect
- **integrity** – by dealing honestly with our families, staff, volunteers, suppliers and the community
- **knowledge** – by providing staff, volunteers and trustees with the knowledge and tools required to deliver quality services
- **responsibility** – by considering the environment in which we do business, seek community views and consider the common good
- **profitability/sustainability** – by being aware that an appropriate level of income is necessary to maintain our organisation and its operations; allowing our values to continue to be observed and fulfilled

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- **value** – by providing quality products/services that deliver best value for money
- **locality** – by striving to make best use of local people, businesses and resource.

## 2. Strategic Intention

Underpinning our strategic intentions and goals is our recognition that we need, throughout the life of this business plan, to protect and build on our current position.

It is therefore our strategic intention to protect and strengthen our current operations and organisational structure. This means we will have to pay particular strategic and operational attention to how we utilise our resources and competences.

We intend to:

- lease the semi-derelict land situated at The Firs, Elphinstone Road for 25 years, in the first instance, seeking planning permission for its use;
- consult extensively with service users and utilise their skills to take forward the development, including to maintain the space in the longer term;
- create a safe, secure, environmentally sensitive, therapeutic and green recreational space;
- utilise, wherever possible, existing hard standing, in order to minimise the impact on the environment, and use semi-permanent structures that complement the natural surroundings;
- utilise the land to enhance and increase service delivery;
- create a space that will be available to other charities, community groups and statutory partners;
- enhance areas of the land for 24 hour a day use by the local community and residents;
- increase substantially our service delivery through use of the site;
- utilise and assist the development of the services of local volunteers;
- source goods and services from the local area, wherever possible;
- generate revenue that will support the management of the site and running of services;
- create employment opportunities for local people;
- ensure that the EFT remains financially viable throughout the development by seeking additional funds and support.

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By developing The Firs in this way we will meet the requirement for the council to regenerate land and provide a sustainable community resource.

### 3. Charity history and achievements

The EFT has a proven track record of impact through the delivery of high quality, innovative services by meeting targets and working in partnership to make a difference. We strive to build resilience in those who access our services in order to enable sustainable change. Our success lies in building mutual respect and trust between beneficiaries, partners and staff through innovative ways of working.

Our experience and work force was initially built on the predecessor organisation, the Excellence Cluster. The EFT opened in 2012, delivering the ESCC keyworker contract for Hastings which was transferred with the staff. A diversification of services was planned in order to build organisational sustainability through the development of a range of new programmes offered by highly skilled and qualified staff such as:

- forest schools
- Shore Academy (beach schools)
- learning ambassadors
- business ambassadors
- headteachers' breakfast forum
- alternative provision for excluded/vulnerable children
- youth club
- summer schools
- learning mentor in-school support
- family keywork
- peer mediation
- Leading Edge College for gifted children
- therapeutic storytelling
- mental-health courses for children and adults
- training in mental and physical well-being
- community cafes
- adult and family learning
- parenting courses
- coaching for adults furthest from employment
- supported volunteering.

We work closely with our member schools; responding to their needs and developing effective methods of engaging those who struggle to find their potential. Our programmes for excluded young people and gifted children are examples of a response to the needs of local schools and academies. At the Headteachers' Breakfast Forum, local headteachers unanimously supported the

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proposed development of The Firs, and the plans were adapted to take account of their suggestions.

More recently, links with health professionals have been established and our support for children and adults with mental health issues is now recognised as meeting need with regular referrals from GPs, CAMHs and Adult Social Care teams.

### 3.1 Awards

We have received a number of awards in recognition of our work. We received the SPARK Awards for Environmental Achievement at both junior and senior levels, and this year we received the overall SPARK Award for our work with children and young people.

Last year we were shortlisted for the national cross-government Impact Award for our work with unemployed vulnerable adults, and we achieved the Department for Work and Pensions Innovation Award for our Without Walls project that undertakes conservation work with vulnerable adults.

### 3.2 Finance

The EFT has proved itself financially viable since its inception in 2012; not only consolidating its position during the first 3 years, but also moving to diversify the services to secure the future. Over £500,000 has been secured each year by the EFT through bids, commissioning and fundraising, in order to deliver services to residents in the borough and the surrounding area. Moreover, we have accrued a premises reserve of £200,000 that will support the capital costs of the identified delivery space, as well as a further £100,000 Innovation Fund that will support the development of new services.

### 3.3 Revenue Generation

Throughout its existence, the EFT has demonstrated a capacity to generate income from a wide range of income streams. Examples of those that have been successfully accessed include:

- National commissions from DWP, Environment Agency
- County provision – Public Health programme to ESCC secondary schools
- ESCC commissions – Keyworker service
- Local commissions – Community Partnership Fund for mental health support
- Commissions from schools – health inequalities provision, keyworkers
- Bids – Morrison's, Ironmongers Society
- Fundraising – Auction of Promises
- Donations – local residents
- Regular income from schools' membership
- Traded services linked to core purpose – alternative provision
- Pro-bono support – local building firms.

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### 3.4 Impact

To date we have supported 5000 children and adults each year through our work and touched many others through the impact of change in people's lives.

### 3.5 School Membership

Membership of the organisation reached an all-time high of 25 schools in 2016. The number fluctuates occasionally because of changes to school/academy status, but the numbers of schools accessing services shows an increasing trend.

### 3.6 Governance

The charity has a well-developed, experienced, strong board of trustees who hold senior strategic roles in a range of organisations. The trustees regularly attend monthly board meetings. Expertise is wide ranging, and covers key areas (e.g. finance, human resources and business) pertaining to good governance.

The EFT conforms to all current legislation and is fully compliant with the advice and regulations issued by both the Charities Commission and Companies House.

The organisation strives for best practice in all areas. Last year we achieved the Gold standard in the SQP (Simple Quality Protects) quality assurance award and we have just received the Disability Committed Confident Award.

Policies are regularly reviewed and amended where necessary, and meet the high standards required by the borough, ESCC and national government organisations.

Our insurance cover is regularly reviewed and we hold £10 million public, employers and product liability

### 3.7 Support for other organisations

The EFT prides itself on supporting other organisations whenever feasible. Staff have been trained to offer support and/or training to other charities in quality assurance and safeguarding, and we share good practice (e.g. policies) whenever possible.

The EFT has been asked to lead on a number of partnership bids such as Comic Relief, where we have reached the second round, and we produced the Dream Fund application on behalf of the Foreshore Trust and partners.

We hold the contract for adult learning in Hastings for Sussex Coast College, which involves co-ordinating a range of organisations to deliver the outcomes through partnership. Last year we exceeded the targets and, consequently, were awarded a higher value contract for 2016-2017, as well as the contract for Battle and Bexhill.

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Throughout, we remain focused on our core aim of using education to improve the life chances of local people. By managing basic needs, building resilience and improving skills, we enable those we work with to lead more fulfilling lives.

## 4 Practicalities: Moving Forward

### 4.1 Timescale

The project is projected as 5 years to full completion, with a current end date of January 31<sup>st</sup> 2022 to be fully operational. Progress within the timescale is dependent upon HBC approval and planning permission.

This will reduce if suitable pro bono support can be leveraged in advance of the schedule, and/or if significant matched funding is identified within phase 1.

Business Case Submission January 2017.

Phase 1: January 31<sup>st</sup> 2018

Phase 2: July 31<sup>st</sup> 2019

Phase 3: January 31<sup>st</sup> 2021

Phase 4: January 31<sup>st</sup> 2022

### 4.2 Phases

Each phase will stand alone; providing additionality to the EFT at the end of each phase, and reassurance to the council thus ensuring that the space will still remain useable at each improvement phase.

The development will take place over a 5 year period, which will allow for the acquisition of funding and a phased approach. Each of the four phases will stand alone and the end of each phase will bring:

- additionality to the EFT in terms of service delivery and
- reassurance to the council regarding risks of completion.

We aim to create flexible spaces, and the use of these will be amended according to demand/need. Currently we envisage development as follows:

#### Phase 1

To make safe areas of the site that are currently open to the public, and provide safer access to these spaces for the local community. This process will enable improved planning for phases 2 - 5, as surveyors and architects are able to better access/view the site.

Completion of the first building will provide general multi-purpose classroom space that can house activities, meetings, a training kitchen and a café/dining space.

1. Initial clearance to enable viewing of the physical spaces
2. Lease agreed with HBC
3. Architectural plans for the whole site

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4. Survey undertaken
5. Stages of development costed
6. Acquisition of the necessary planning permissions
7. Ongoing clearance of physical fenced spaces
8. Complete clearance of side area in preparation for development
9. Creating the log cabin on the site of the 'changing rooms' accessed by Elphinstone Road
10. Installation of training kitchen equipment
11. Work on space surrounding the cabin, including security
12. Clearance of land designated as the communal garden
13. Creation of the garden area, shelters, stone circle and beds around the space close to Ochlitree Road
14. Clearance of the brambles and improvement of the edge of the woodland area (excluding work on the steep banks) marked on the plan. This does not involve the whole woodland space, but the area flanking the multi games area and the car parking spaces
15. Car park area improved, and a one way access route implemented
16. Clearance and preparation of some of the areas that will be incorporated in the main site
17. Development of the play area and seating by The Firs building.

The work on phase 1 is crucial to test theories (e.g. use of existing hard standing) and demonstrate the ability to deliver the project. As a discrete stage, this section will make a significant contribution in preparing for the remaining phases.

## **Phase 2**

This phase provides child focused spaces that will enable the EFT to deliver the range of services normally offered to children and families.

1. Further clearance of the main enclosed site
2. Clearance of access routes
3. Log cabins for
  - outdoor learning
  - therapeutic sensory area
  - well-being centre
4. Reception area
5. Security work undertaken
6. Small area of hard standing – providing central gathering space and area for construction skills
7. Kitchen area
8. Compostable toilets
9. Solar showers

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### **Phase 3**

This phase adds additionality to the previous phases, and allows for the development of small indoor spaces that can be used for group work or overnight stays for families or groups requiring support (e.g. parenting, respite). The pods will also provide additional revenue opportunities.

1. Storage space for outdoor equipment
2. Outdoor play area
3. Pods
4. Walkway
5. Covered workspaces
6. Access routes improved
7. Woodland trail completed with management of steep banks
8. Security work enhanced

### **Phase 4**

This phase provides adult focused spaces that will enable the EFT to deliver the range of services normally offered to vulnerable adults, whilst enhancing the space that is used for delivery to children for EFT projects. The addition of the reception area will support the management of the whole site.

1. 'Incubator' and training space
2. Drying room
3. Site manager's office
4. Green space upgrade as needed
5. Theatre and stage
6. Fencing and security completed.

**Additional option/s** (uncosted as added following community and service user feedback)

1. Nursery log cabin
2. Outdoor play space for the nursery
3. Storytelling circle
4. Climbing wall and adventure area.

Alternative plan that will be needed if CLLD funding to be accessed in years 1 and 2. Costs remain the similar, but ordered differently:

### **Phase 2**

1. Further clearance of the main enclosed site
2. Walkway created
3. 'Incubator' and training space
4. Drying room
5. Log cabin for well-being centre

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6. Site manager's office
7. Security work enhanced.

### **Phase 3**

1. Clearance of access routes
2. Log cabins for
  - outdoor learning
  - therapeutic sensory area
3. Reception area
4. Security work undertaken
5. Small area of hard standing – providing central gathering space and area for construction skills
6. Kitchen area
7. Compostable toilets
8. Solar showers
9. Theatre and stage

### **Phase 4**

1. Storage space for outdoor equipment
2. Outdoor play area
3. Pods
4. Green space upgrade
5. Covered workspaces
6. Access routes improved
7. Woodland trail completed with management of steep banks
8. Fencing and security completed.

### **Additional option/s**

1. Nursery cabin
2. Outdoor play space for the nursery
3. Storytelling circle
4. Climbing wall.

## **5. Finance**

Capital funding of up to £200,000 from the EFT is available to develop stage 1 and undertake a significant proportion of stage 2 of the proposals. 10% (£20,000) will be retained as contingency. Match funding will be sought for the above in order to achieve best value from the charity's contribution. The Trust's funding will then be utilised to support stages 3 and 4 of the development. The EFT has already committed time from staff members to take the project forward.

HBC will be encouraged to support the development of the grounds, facilitating

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access to expertise and linking to local plans and funding streams.

Funding from charitable sources and sponsors will be pursued throughout the development period, in advance of the need.

Fundraising for capital will take place through the submission of bids e.g. Reaching Communities, Veolia. Additionally, support will be pursued from green energy and green space funders.

Revenue funding will also be sought from appropriate funders e.g. Heritage Lottery Fund, Henry Smith, CCG.

Business partners will be identified and aligned through their charitable contributions e.g. Saga, Nat West through

- sponsorship of themed areas to be pursued e.g. culture, environment, play, health
- investigation of sustainable use of the site e.g. Health and Wellbeing Centre.

Spend of £431,500 is anticipated for the whole development project, plus £10% contingency making a total of £475,000. An additional £25,000 has been allocated to cover the costs of fees associated with the development.

Phase	Costs
1	£64,000
2	£184,500
3	£105,000
4	£78,000
Fees and contingency	£68,000

The EFT also holds a £100,000 Innovation Fund, which would be available to support the delivery work that meets the criteria aligned to this funding stream.

Additional resource is available to help meet the revenue costs of running the facility. The EFT subscribes to both FareShare and the FoodCloud, which provides quality food products to meet the needs of service users, courses, cafes, events and activities.

To date a significant amount of pro-bono support has been given to the planning of the project including:

- **Business in the Community** support from the Business Connector throughout the planning period of July to October 2017.
- **The Cranfield Trust** has committed the support of one of their advisers to

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support the business plan for The Firs. They have indicated that they are prepared to offer additional professional support for the next stages of the project if required.

- **A4 Architecture, Rye**, has provided the services of a senior partner and a second member of staff for a week to produce the attached Concept Document free of charge. They are keen to work with us in the future.
- **Rath Productions**, concept designers for spaces and events, have undertaken an initial visit with the intention of providing advice and support for the use of space, which will include the option of overlays onto aerial photographs.
- **Volunteers** have, with permission from HBC Estates Department, begun to clear back the undergrowth of gorse and brambles, and have begun a rubbish removal process in order to make the land more accessible to architects and designers. This has allowed those involved to better understand the green space and the natural features, as well as identifying where man-made structures might be utilised. Additionally, this has created a sense of ownership of the space for these volunteers (some have even purchased tools themselves to make the work easier), which has demonstrated the impact that we will be able to have on our service users as they access the facilities.

Significant support has been offered by other businesses and organisations for the future development. There is huge interest and enthusiasm for taking forward the concept of using The Firs as a community and charitable asset that will benefit the residents, particularly children and those that are vulnerable.

In particular, we have had offers of support from

- **Let's Do Business** partners who have offered the services of up to 40 volunteers for ½ - 1 day each to undertake any clearance or ground work that might be required
- **Saga** who similarly has offered to co-ordinate staff volunteering time on an ongoing basis to assist with ground clearance, gardening, maintenance, painting and labouring on structures and spaces
- **B&Q** who has committed a wide range of support to The Firs. This includes:
  - on-going support from staff to undertake ½ days of clearance and maintenance;
  - fundraising days and appeals at the store;
  - provision of tools and materials, identified as essential by the EFT staff

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and the volunteers, to enable the initial clearance;

- ongoing supply of materials and tools such as paint, equipment, ballast, plants, pallets, stone etc. (including delivery) throughout the life of the development phases. Thereafter ongoing support as required.
- **A local architect firm** has committed the services of one of the senior directors to visit the site and provide advice and proposal plans. The architects will also support the EFT in identifying funding for further work. This support is vital as this award winning company brings significant expertise in renewable energy and innovative solutions.
- The **Business in the Community** Business Connector has indicated that he will continue to provide links and time to the project in order to ensure sustainability.

Additionally we will look to approach other national organisations for funding. For example the Nat West Bank has offered support to the EFT in contacting potential funders as a result of the successful acquisition of the Skills and Opportunities Funding.

We have met with the partners who are looking to take forward the sports and housing development on the Bulverhythe. We have shared plans and are looking to identify ways of mutual support and benefit. Further discussions will take place should the plans for both organisations move forward, and the prospect of financial support will be investigated.

### **Income generation**

In terms of the ongoing revenue costs the cashflow summary (Appendix H) shows that in a full year the proposal should cost an estimated £43,000 with income of £54,000, generating a contribution of £11,000 towards our overall operation which is currently running at a deficit. The EFT's investment in this site will help secure its long term future, as income raised from the development will enable the organisation to both meet ongoing costs and invest in future services.

Anticipated income streams include:

- Meeting room hire (from phase 1)
- Supper clubs
- Community Café
- Children's birthday parties
- Hire of outdoor spaces (scouts, football groups etc.)
- Hire of rooms
- Events – e.g. proms, fetes
- Activities – charged when opened to general public

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- Training
- Mental well-being services
- CCG mental well-being centre
- Team days/building for companies.

There will be many other opportunities that will arise once the plans move forward. At this stage, ideas need to be gathered with options explored in the future.

It is anticipated that there will be variable rates for hire of facilities to include a reduced rate for charitable groups and the local residential association.

The interest and support that the project around The Firs has generated has been incredible. From residents and service users to local companies and large conglomerates, the response has been unanimous. The development is infectious and has resulted in a firm commitment of support in both time and materials. This demonstrates that the financial plan has been tested and is feasible.

The overall capital cost of this proposal is likely to be £500,000. The funding for this is shown on Appendix F, which shows the EFT contribution of £200,000 whilst other expected funding sources will meet the remaining £300,000.

## 6. Risks

The purpose of this log is to list the identified risks associated with the design, development and initial operation of the therapeutic and outdoor learning facility, show the measures in place to minimise the risks being realised and facilitate monitoring of those measures.

Risks can be raised by anyone involved in the project or its stakeholders. In this table H = high; M = medium; and L = low. The risk owner is the person who has responsibility for ensuring that the risk is monitored and managed effectively.

ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
1.	Planning permission delayed putting completion date at risk	Oct 2016	CEO	M	M		Early discussions with HBC Surveyor /architect support
2.	Asbestos on site	Oct 2016	HBC	M	H		Establish the situation prior to commencement of

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ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
							the lease and liaise with HBC over landlord clearing/ making safe prior to EFT taking on the lease.
3.	Trees, fencing and security damaged prior to any transfer	Oct 2016	HBC/CEO	M	H		Ensure landlord's maintenance is ongoing up to the handover, and any damage rectified prior to the start of the new lease.
4.	Lease involves taking on responsibility for maintenance of The Firs clubhouse building which may require repair	Dec 2016	HBC	M	M		Liaise with landlord to ensure that all maintenance/repairs are completed, and building in good state of repair prior to handover of responsibility.
5.	Poor project management - not built on time	Oct 2016	CEO	M	H		Robust project plan. Project manager in place from outset. Realistic design brief that allows for development after some facilities open.
6.	New facilities are not what is required/ do not meet expectations	Oct 2016	CEO	M	L		Carry out consultation with service users and potential clients.
7.	Poor financial	Oct	Identified	M	M		Break down of costs

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ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
	management - exceeds capital budget and/or running costs higher than expected	2016	trustee - MY				of phases. Bids submitted in advance of need. Identification of corporate sponsors. Each phase to stand alone so that completion can be amended if needed, and the site will remain useable. Reduce the number of classrooms by 1.
8.	Insufficient income to meet running costs		Identified trustee - PH(Chair)	H	M		Seek renewable energy sources. Ensure realistic projections are based on sound consultation with potential users and donors. Phases all stand-alone so that progress can be amended accordingly.
9.	Does not attract expected number of users		CEO	M	M		Continual consultation with service users. Prepare awareness and communication plans. Member of staff given responsibility for marketing.

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ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
10.	Unable to attract enough qualified staff	Oct 2016	CEO	M	M		Volunteers upskilled and enabled with a view to moving into paid employment if appropriate. Marketing with local employment providers.
11.	Loss of key staff	Oct 2016	CEO	H	L		Succession planning to be put in place. Shadowing in place for key activities
12.	Improvements to primary and secondary school performance reduces need for some services/facilities	Oct 2016	CEO	M	M		Ensure spaces are versatile. Heads' meetings used for consultation. Diversify the offer. Identify alternative use for space.
13.	Customers buy from someone else	Oct 2016	CEO	M	L		Marketing of space and activities. Encourage regular community usage. Review costings and charges. Diversify.
14.	Lack of transport for after-school / holiday activities reduces attendance	Oct 2016	CEO	M	L		Discuss with local transport providers. Provide minibus/alternative transport

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## Appendices

Appendix A: Board of Trustees

Appendix B: The Firs Concept Document

Appendix C: Need Analysis Summary

Appendix D: Letter from service user

Appendix E: Additional Proposal Information

Appendix F: Detailed business plan/project management breakdown

Appendix G: Donations and In-kind Support

Appendix H: Cashflow

Appendix I: Rent

Appendix J: Marketing

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### Trustees:

Paul Howard (Chair), Director, Howard Education

Allison Baines, Retired headteacher

Kim Forward, County and Borough Councillor

Martin Yeandle, Manager, Lloyds Bank

Ruth Ashenden, Pension adviser and teacher

Simon Hubbard, Director of Operational Services, Hastings Borough Council

Steve Manwaring, Director, Hastings Voluntary Action

## Appendix B: The Firs: Concept Document

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See separate document.



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## Appendix C: Needs Analysis Summary

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Demand for the Trust's services is increasing. 30% of neighbourhoods in Hastings are among the most deprived 10% nationally, making it the 13th most deprived local authority in England. Two neighbourhoods are amongst the most deprived 1% in the country and another five are among the most deprived 5%<sup>1</sup>. The gap between the most deprived and the least deprived increased in the latest Indices of Deprivation (2015), but improvements in areas such as Old Hastings demonstrate that Hastings is becoming a more attractive place to live.

Currently, Hastings schools have the highest levels of exclusion (9 per 1,000) in the county (5 per 1,000)<sup>2</sup>, and the lowest educational outcomes, with none of the primary schools meeting the national floor targets at key stage 2 in 2016, and 50.7% of pupils achieving 5 or more GCSEs at A\*-C including English & maths, compared to national figures of 56.3% and of 55.3% for ESCC (2015).

Life chances for those who do not achieve educationally are significantly reduced, and these children struggle to escape the intergenerational poverty that exists in the town. In Hastings 57 per 1,000 young people aged 16 to 18 years are not in education, employment or training (NEET). This is a significantly higher rate than in East Sussex and the highest rate of all the districts/boroughs in the county<sup>2</sup>.

As a result of the barriers brought about by poor mental health, many of our children fail to reach their potential. Children with mental health issues are 17 times more likely to be excluded from education, and 45% of children with mental health issues withdraw from education before the age of 15 years<sup>3</sup>.

With just under a third of children in Hastings living in poverty, with 8.4% of the population aged 16 and over currently unemployed, and 27% of jobs below the living wage, our young people face a seemingly bleak future. Because of this, many children and their families lack aspiration and the drive to make changes to their lives. They do not travel, or access the facilities in the town in order to benefit from activities, sport and opportunities that others take for granted.

The Fir is situated within the Baird Ward where there is the worst child poverty in Sussex. In LSOA 005A 75.5% of children live in poverty, whilst LSOA 005D (Tressell Ward) has the second highest child poverty figures of 65.9%<sup>4</sup>. These children need and deserve access to high quality services that improve their life chances and close the gap with other areas such as the Conquest Ward that are benefitting from

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<sup>1</sup> Indices of deprivation 2015 briefing - <http://www.eastsussexinfigures.org.uk/>

<sup>2</sup> East Sussex Joint Needs Assessment (January 2013)

<sup>3</sup> Children and Young People's Mental Health coalition.

<sup>4</sup> Sussex Uncovered 2 Bridging the Gap (Nov 2016)

investment and growth.

Additionally, Hastings' schools report a low uptake of after school activities, and difficulty in impressing upon parents the value of regular attendance. We wish to change this for those facing the greatest challenge by making the Firs accessible.

The facilities and services to be provided through this proposal will help tackle some of the underlying causes of deprivation.

- Mental health problems create barriers to learning and employment, particularly in young people. The Trust will create a therapeutic centre to help address the gap in mental health provision in the area, especially at stages prior to referral for specialist support for children and young people. The aim is to support 150 children and adults a year.
- Exclusion levels in Hastings are particularly high. Schools have indicated that there is now limited alternate provision for pupils who are not coping with mainstream education and are vulnerable to permanent exclusion. Utilising the outdoor environment and other facilities to be developed, the Trust will offer an improved service focusing on the needs of 270 pupils a year using a curriculum offer that compliments school provision enabling the pupils to remain in full time education while addressing the issues that often leads to poor behaviour in school.
- A lack of facilities for intensive parenting support will be addressed by the development of an innovative range of services including amenities for occasional overnight stays for parents and children with opportunities for parents to work with their children, and staff modelling behaviour and supporting sustainable change. The aim is to help 75 people a year.
- The requirement for more 1 to 1 support for adults who are furthest away from employment with 100 people a year accessing the space to help them reach a stage where they can move on to other established services in the town.
- Activities for young people at a time of reducing services (e.g. closed youth groups) and of increasing need. The flexible spaces will be available to young people after school and during holiday times. Services will be developed in accordance with need, and based on the feedback from service users.
- Spaces can also be used for educational courses and sharing good practice, meeting the needs of schools and local partners.

Consultation with service users has confirmed the need for the facilities. At a range of events the service users have indicated what they would like to see included on the site:

- a café or meeting space, especially for ex-course participants
- talks about wild life and how to protect it: Skype, blogs etc.

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- bird/ bat box building workshop, bird box cam
- pond
- seating around the site
- hides
- information boards about site, flora and fauna
- 'poo bins' to encourage dog walkers to be responsible
- boot fairs: seen as an income stream , as well as an opportunity for EFT to promote services
- tipis for temporary, outdoor café area
- tree sculpture/a climbing tree
- outdoor events: live music, plays.

There are opportunities over the 5 year development period for the introduction of other innovative services that utilise the mix of open, green, sheltered and woodland spaces not available elsewhere in the borough.

The council's land at The Firs will be ideal for this and enable the Trust to expand its activities without leaving its current base in the former clubhouse.

The development of the EFT's accommodation is an integral part of our strategic plan, which is being supported by a recent grant from the Sustainability Fund.

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This is my story 7-11-16.  
What gave me hope Eft.

A group that made up of all ages & we were all the same in a sense looking for answers where we had gone wrong in life this was where Linda & Sally could have the keys to our future & hope with eft. I have felt a belonging there that I was special and in a sense this group gave me all that life had knocked me back in so many ways. I feel now that there will be happiness & choices which I am able to make by all what I have learnt over these past months.

I hope this will impact on any one else who is feeling maybe not so great about themselves. We learn from each other & what lies ahead of us can only be good if we make the choice to go forward & not look back, & be happy too in time. This has been my experience & all of you can have this there is a future for all of us. There is hope too go on, & enjoy what there is out there.

Paula



## Appendix E: Additional Proposal Information

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The Education Futures Trust now needs to look to the future, as The Firs building (formerly the clubhouse), no longer meets our need. The demand for our services is ever increasing and the EFT has been searching for additional premises for over 12 months. We are particularly keen to find space that will facilitate delivery of all our services, and particularly build on the strength that we have in utilising outdoor space to change attitudes and improve life chances.

The development of the EFT's accommodation is an integral part of our strategic plan, which is being supported by a recent grant from the Sustainability Fund.

### Why The Firs?

The Firs area provides the opportunity for such a development. With a 'village' feel to the design, the semi-permanent, log cabin style buildings will be created to blend with the natural environment and make maximum use of the area. Central will be the green space, currently marked as a football pitch, which will allow for a range of sports and open air activities.

Retaining green space will lie at the heart of the project. We wish to encourage local people to access quality outdoor experiences that encourage a range of sporting and cultural activities. Our track record in working to conserve nature and enhance access to positive and healthy activities has been recognised locally and nationally.

The site allows delivery in a safe and managed environment. Serviced by public transport and situated within the borough, the site is accessible, and yet presents opportunities for a serene and beautiful natural experience. Currently the grounds suffer from vandalism and lack proper usage, but we believe that we have the experience, skills and drive to provide a unique experience for local people.

Residents will benefit from the changes and be given improved access to the area through the provision of:

- a quiet garden to be developed on the area close to Ochlitree Road. Within this area, we hope to grow produce and build willow shelters, as well as creating raised beds, seating areas and a stone circle encouraging reflection. We will investigate the development of this area as a community garden, which will enhance the offer to local residents, whilst providing access to horticultural experiences for the children and families using the EFT services
- a small play space on the grass directly between The Firs building and the multi-games area. The provision for seating is built into the plan

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- work on the edges of the woodland that will provide access to this space too – we plan to bid for the funds to make the steep slopes safer and rid the space of fly tipping. Our aim within a 3 year period is to make this area more accessible
- in time we would hope that the additional fenced space would enable residents to offer activities such as small festivals and community events.

At the end of the project, residents will have improved and enhanced access to leisure spaces that they are able to influence and support.

Links will be made with residents to ensure that their needs are considered, and that they feel that they have strong links to the site. Wherever possible neighbours will be encouraged to contribute skills and view the open areas as a community resource.

Areas that sit within the fenced space will be developed to provide quality facilities that will be made as accessible to the community as possible. In time, the aim would be to have a site manager so with the facilities become sustainable partially through hire by a range of groups, with preferential rates for residents and charities.

### **Developing the Natural Space**

Throughout the project we will strive to protect and enhance the space. Where species require support and protection, we will endeavour to work around them. Initial processes will involve:

- removal of glass and rubbish from the sites
- clearance of brambles
- path clearance
- managing the trees and overgrown areas
- ground clearance.

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Maps produced in line with the attribution guidelines for Google Maps and Google Earth.

## Products and Services

The refurbished area would provide a range of services, primarily for children and families, but also for adults in need of support. We would also look to provide support to other organisations such as schools, the not for profit sector and health.

We will strive to create a community project that will allow for the sharing of knowledge, skills and experience, whilst encouraging innovative practice to enhance the services available within the borough.

The 'village' style campus will offer wide ranging services including:

The Firs grounds will be developed to offer a multi purposed venue that will offer a range of services and access, primarily for the residents of the borough:

- therapeutic support
- mental health courses
- outdoor learning
- sport and physical activities
- family keyworker input
- parenting
- alternative provision
- holiday provision
- nursery/early years provision
- after school activities

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- vocational learning
- traineeships
- employment support
- micro business support
- space for those furthest from employment.

Above all we will use the natural environment and the green space to deliver services, whilst acknowledging that indoor space is essential to enable continuous delivery during poor weather, and for the services requiring a private and confidential space.

Additionally the space will provide opportunities for the delivery of events that will deliver an income to provide ongoing charitable use:

- outdoor learning space
- children's parties
- festivals
- training
- small conferences
- team building
- exhibitions and displays
- community café
- catering; developed to support events
- display and sale of goods produced by service users
- supper clubs and cookery days
- nursery.

The Education Futures Trust is in a strong place to take forward this new development. Two years ago trustees recognised the need to identify a local site that would enable us to work holistically to improve life chances of those living in Hastings and the surrounding areas. We have investigated a number of local sites, but identified that the space on our doorstep is ideal.

We recognise the need to preserve the integrity of the site by conserving the natural spaces and enhancing their qualities. With this in mind, we will use wooden structures that complement the facilities and make best use of the available areas. Central to the development will be the green space which will form a focal point, and we will work with the shapes and materials already available.

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## Appendix F: Detailed business plan/project management breakdown

Phase	Objectives	Outcome	Cost
Pre	Consult with staff over needs of service	Mapping of services. Identification of need. Requirements/suggestions mapped onto physical design.	Contributions: EFT staff inset time (2 x ½ days for 20 staff)
	Consult with service users		EFT staff time (4 days x 2 staff)
Pre	Develop a proposal & business plan	Business plan submitted to HBC	EFT CEO time x ½ day x 3 months <b>Pro bono:</b> 2 days business advice (Cranfield Trust).
1	Rubbish collection/clearance	Increase client involvement.	<i>No capital costs incurred during these stages.</i>  Donations of materials from local firms already secured.  Work to be undertaken by EFT service users and volunteers, which will enhance their skills, self-esteem and confidence.  Volunteer time from local businesses for clearance.  <b>Pro-bono:</b> Architect time (1 staff x 3 days, 1 staff x 5 days)
1	Clearance of land cover, including removal of brambles, gorse, to enable viewing/access to covered areas	Volunteer opportunities. Service user voice regarding developments. Clearer site.	
1	Consult with residents and local councillors	Include services as identified and ensure that initial designs meet need	
1	Architect to undertake site survey and produce suggestions	Design mapped onto the physical space	
1	Concept designer to photograph the site for concept designs	Aerial map of the ground with ideas mapped onto concept designs	
1	Planning needs investigated. Planning submission completed	Planning permission achieved.	
1	Continue to enhance, clear and improve the enclosed spaces	Increase client involvement. Volunteer opportunities.	

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		Service user voice regarding developments.	Concept designer (2 days)
1	Identify requirements for build and research providers	Identification of providers for log cabins and materials	EFT CEO time (½ day a week x 14 weeks) EFT staff time to research (4 x ½ days). <i>Tbc support with planning</i> <b>Donation:</b> tools, materials.
1	Focus on enclosed 'changing room' area to prepare for development of classroom	Building in place with appropriate fittings.	£2,000 groundwork £30,000 building £5,000 services £15,000 fittings. <b>Donation:</b> tools, materials.
1	Continue to enhance, clear and improve the natural environment around the classroom	Volunteers engaged in new space. Increase in income from the cafe	<b>Donation:</b> Materials, tools. Volunteer time. £2,000 budget
1	Continue to enhance, improve and maintain the natural environment	Clearance of land designated as the communal garden	<b>Donation:</b> Materials, plants, tools, stones. Volunteer/residents time. EFT staff time to support volunteers. EFT CEO time to liaise with residents (2 x 2 hours)  Without Walls group time, including Forest School leader.
1	Identification of funding to support the communal garden.	Creation of the garden area, shelters, stone circle and beds around the space close to Ochlitree Road.	
1	Continue to enhance, improve and maintain the natural environment	Clearance of the brambles and improvement of the edge of the woodland area (excluding work on the steep banks) marked on the plan.	
1		Car park area cleared.	

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1		Clearance and preparation of some of the areas that will be incorporated in the main site.	
1	Identify and negotiate funding for play area and seating/storage area. Consultation with service users. Identify provider. Construct play area.	Development of the play area and seating/storage by The Firs building.	£10,000 'match' for playground. £2,000 seating. Working Without Walls group time, including Forest School leader
1	<b>Total cost</b>		<b>£64,000</b>
2	Continue to clear, maintain, enhance and improve the enclosed spaces	Increase and maintain client involvement. Volunteer opportunities. Service user voice regarding developments. Cleared site. One way access route improved and accessible	<i>No capital costs incurred during this stage.</i> <b>Donations:</b> Materials/tools from local firms already secured.  Work to be undertaken by EFT service users and volunteers, which will enhance their skills, self-esteem and confidence. Volunteer time from local businesses for clearance. <b>Pro-bono:</b> EFT staff time to support volunteers (4 x ½ days).
2	Log cabins for:	Buildings in place with appropriate fittings.	<b>Pro-bono:</b>

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	<ul style="list-style-type: none"> <li>• outdoor learning</li> <li>• therapeutic/sensory area</li> <li>• well-being centre</li> <li>• reception area</li> </ul> <p>Security work underway Area of covered hard standing created.</p> <ul style="list-style-type: none"> <li>• Kitchen area</li> <li>• Compostable toilets/solar shower block</li> <li>• Toilets/showers</li> <li>• Solar panels</li> </ul>	Appropriate security in place, including upgraded fencing.	<p>EFT CEO time (½ day a week x 20 weeks) 4 x £30,000</p> <p>£10,000</p> <p>£15,000</p> <p>£14,000</p> <p>£14,000</p> <p>£7,000</p> <p>£4,500</p>
2	Total		<b>£184,500</b>
3	Continue to maintain, enhance and improve the green and enclosed spaces		<p><i>No capital costs incurred during this stage.</i></p> <p><b>Donations:</b></p> <p>Materials/tools from local firms already secured.</p> <p>Work to be undertaken by EFT service users and volunteers, which will enhance their skills, self-esteem and confidence.</p> <p>Volunteer time from local businesses for clearance.</p> <p><b>Pro-bono:</b></p> <p>EFT staff time to support volunteers (8 x ½ days).</p>

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3	<ul style="list-style-type: none"> <li>Storage space for outdoor equipment</li> <li>Outdoor play area</li> <li>Pods</li> <li>Walkway</li> <li>Covered workspaces</li> </ul> <p>Access routes improved.</p> <p>Woodland trail completed with management of steep banks</p> <p>Security work enhanced.</p>	<p>Increase and maintain client involvement.</p> <p>Volunteer opportunities.</p> <p>Service user voice regarding developments.</p> <p>Site cleared and regular maintenance schedule underway.</p> <p>One way access route improved and accessible.</p> <p>Site security completed.</p> <p>Increased services underway</p>	<p>£8,000</p> <p>£6,000</p> <p>£66,000</p> <p>£5,000</p> <p>2 x £5,000</p> <p>Bid for management of woodland and banks (£10,000 not included in total below)</p> <p>£10,000</p>
3	<b>Total</b>		<b>£105,000</b>
4			
4	<ul style="list-style-type: none"> <li>Theatre/stage</li> <li>'Incubator' and training space</li> <li>Drying room</li> <li>Site manager's office</li> </ul> <p>Green space upgrade as needed</p> <p>Fencing and security completed</p> <p>Access route marked and finalised.</p>		<p>£10,000</p> <p>£45,000</p> <p>£5,000</p> <p>£12,000</p> <p>(Seek funding for improvement of green space @ £15,000 not included in total below)</p> <p>£5,000</p> <p>£1,000</p>
4	<b>Total</b>		<b>£78,000</b>

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## Appendix G: Donations and In-kind Support

<b>Donations/Time/In-kind Support/Match funding to-date (Sept 30<sup>th</sup> 2016)</b>			
<b>Donor</b>	<b>Contribution</b>	<b>Estimate</b>	<b>Comment</b>
<b>Business in the Community.</b>	Time (July to Sept 2017)	£tbc	Support in identifying and meeting donors and sponsors
<b>The Cranfield Trust</b> adviser to support the business plan	Time: 2 days and online support x 5 hours.	£760	Expertise on the business plan
<b>A4 Architecture, Rye.</b>	Senior partner x 3 days Architect x 5 days	£2,280	Concept designs completed
<b>Rath Productions,</b>	1 day to-date	£285	Survey of site
<b>Volunteers</b>	2 volunteers x 6 days each	£900	Regular clearance of the site
<b>EFT staff member</b>	Time: 1 day	£75	Research into buildings, services and suppliers
<b>EFT Co-ordinator</b>	Time: 4 days	£300	Support for volunteers in undertaking clearance
<b>EFT staff inset</b>	Time: 20 staff x ½ day x 2 occasions	£1,500	Consultation regarding services and design
<b>EFT staff</b>	Time: 3 days x 2 staff 2 days x CEO	£1020	Consultation with partners, residents and service users
<b>Tools</b>	Brush Shears	£30	Purchased and donated by volunteers
<b>CEO/EFT</b>	Time ½ day x 3 months	£2,470	Additional hours to regular role.
<b>Total during period leading to completion of the business plan.</b>		<b>£9,620</b>	

<b>Donations/Time/In-kind Support/Match funding committed from Sept 30<sup>th</sup> 2016. Calculations based on the period until March 31<sup>st</sup> 2017</b>			
<b>Donor</b>	<b>Contribution</b>	<b>Estimate</b>	<b>Comment</b>
<b>Business in the Community.</b>	Time (Oct to Mar 2017) and possible extension to Dec	£tbc	Support in identifying and meeting donors and sponsors

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	17		
<b>The Cranfield Trust</b> advice for next stages	Time: 2 days and online support x 5 hours.	£760	Expertise as requested
<b>Let's Do Business</b>	Time: ½ day x 40 volunteers (ongoing)	£5,700	To be multiplied as ongoing
<b>Rath Productions,</b>	Time: 1 day to-date	£285	Complete concept work
<b>Volunteers</b>	Time: 2 volunteers x 1 day a week x 6 months	£3,900	Regular clearance of the site. To be multiplied as ongoing, and increased as others join.
<b>CEO/EFT</b>	Time ½ day x 6 months	£4,940	Additional hours to regular role. To be multiplied as ongoing
<b>B &amp; Q</b>	Materials: tools, sundries, supplies, paint, soil, hard-core, timber. Time: regular volunteer commitment to the project Collections and fundraising: to be undertaken at the branch	£25,000  £1,000	Final details to be agreed once scope is known
<b>SAGA</b>	Time: regular volunteer commitment to the project	£5,000	Details to be agreed once scope is known
<b>Total during period.</b>		<b>£46,595</b>	

Professional expertise estimated at £38 an hour or £285 per day

All other support costed at £10 an hour or £75 per day.

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## Appendix H: Cashflow

### EFT BUDGETED CASHFLOW - THE FIRS RE-DEVELOPMENT

#### Projected capital costs:

	Phase 1	Phase 2	Phase 3	Phase 4	Total Capital Cost
	Oct 31 2017	April 30 2019	Oct 31 2020	Oct 31 2021	Cost
	£'000	£'000	£'000	£'000	£'000
Enclosed changing area					
Groundwork	2				
Building work	30				
Services	5				
Fittings	15				
Play area					
Playarea	10				
Seating	2				
Log Cabins					
Buildings		120			
Security work		10			
Area of hardstanding		15			
Kitchen Area		14			
Compostable toilets/solar shower block		26			
Storage space for outdoor equipment			8		
Outdoor play area			6		
Pods			66		
Walkway			5		
Covered workspaces			10		
Enhanced security work			10		
Theatre/stage				10	
Incubator & Training space				45	
Drying room				5	
Site Manager's office				12	
Fencing & security				5	
Access route finalised				1	
Architects/Surveyors/other professional fees	4	7	7	7	
Contingency @ 10%	6	19	11	7	
<b>total</b>	<b>74</b>	<b>211</b>	<b>123</b>	<b>92</b>	<b>500</b>

**EFT BUDGETED CASHFLOW - THE FIRS RE-DEVELOPMENT****Financing of Capital Costs:**

Education Futures Trust	premises fund	34	36	73	57	200
Sherlock Consultancy	grant		50	50	0	100
Veolia	grant	40	0	0	0	40
Reaching Communities	small grant programme		50	0	0	50
Reaching Communities	large grant programme				35	35
						0
Clothworkers Foundation	capital grant		25			25
Princes Trust	capital grant		50			50
	total	74	211	123	92	500
Total income					500	

**Projected Additional Running costs/income:**

(additional to current operation)

		2017-18	2018-19	2019-20	2020-21	2021-22	Full Year Ongoing
		£'000	£'000	£'000	£'000	£'000	£'000
<b>Additional Running costs-</b>							
Employees	site manager	5	25	25	25	25	25
Premises	rent/rates/water/heating/etc	1	2	4	8	10	10
Establishment Expenses	insurance/travel/etc	1	1	2	2	2	2
Supplies & Services	materials/ICT/stationery/cleaning etc	1	1	2	2	4	5
Multi use games area	maintenance	1	1	1	1	1	1
Other							
	total	9	30	34	38	42	43
<b>Additional Income-</b>							
Fees & Charges	income	0.25	0.5	1	1	2	5
Multi use games area	income	0.75	0.75	0.75	0.75	0.75	1
Grants	Henry Smith	20					
Grants	Reaching Communities	0	40	40	40	30	0
Grants	CCG	0	10	10	10		
Grants	Ongoing bids						35
Donations			0.25	0.5	0.75	1	2
Fundraising		2	2	2	2	2	2
Other	eg. 500 Club	1	3	4	6	9	9
	total	24	56.5	58.25	60.5	44.75	54
net position		-15	-26.5	-24.25	-22.5	-2.75	-11

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Rent for lease of The Firs site, including the Clubhouse

First 2 years: £7,500 per annum.

Year 3: £8,500 per annum.

Year 4: £9,000 per annum.

Year 5: £9,500 per annum

Years 6 to 20: £10,000 per annum.

Payable quarterly in advance.

## Appendix J: Marketing and Promotion

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The Education Futures Trust has developed effective methods of communication and marketing within the voluntary sector, with schools, health, other agencies and the wider public. Adapting methods of communication to meet the needs of the user has proved valuable, but we constantly seek additional forms of communication to ensure effective circulation of information. As well as looking to identify new systems, we will use a range of existing methods to market the new project including:

- Termly bulletins to schools identifying new services available to them and their families, and linking the offer to key educational themes. The bulletins serve a dual purpose in indicating services that can be accessed free, and also promoting commissioned services that may meet schools' needs
- Family bulletins are provided on a termly basis and are suitable for some parents. These go out through school bags, on school websites and also through partner agencies. These do have limited value, as some parents prefer other methods of communication
- Termly joint headteachers' breakfast forums provide an additional opportunity to share information. We manage these sessions, and arrange a regular community slot for our not-for-profit partners. Although it would be inappropriate to present our materials at every meeting, there is the opportunity for informal conversations with headteachers and a chance to share printed materials
- Regular meetings with key leaders e.g. headteachers, GPs: these provide opportunities to personalise the responses and materials
- Attendance at team/staff meetings by EFT managers or identified staff: these enable materials to be shared more widely with teams e.g. JobCentre Plus, CAMHs. For the more specialist services these meetings are the most effective method of receiving referrals, but they do rely on the service being provided free, and are less suited to the acquisition of paid business
- Partnership and sector meetings are useful for sharing information, and often lead to 1-1 sessions where further discussions can take place. These are best served as a method of describing the general areas of service, rather than the details of actual activities. Outcomes can lead to 3<sup>rd</sup> party endorsement

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- Regular updates on the EFT website are crucial. We are just finalising a new website, and funding from the Local Sustainability Fund will provide additional resource for the ICT technician to continue this development. Once established, we will be looking to host a booking facility
- Our Twitter presence is now established with a reasonably wide audience and regular tweets. We try to cover the range of services that we offer and we are receiving increasing coverage
- Facebook has been established, but this is the area of marketing with the greatest potential for improvement. Our audience is still small and the service through Facebook is relatively disjointed, with separate pages that do not interlink
- Marketing through the local press and celebrating achievements is another possible growth area. Funding has been identified to provide a one day a week post to strengthen this area of marketing, and this role will be focused on promoting the new development at the appropriate time
- Stalls and visits at local events, supermarkets and neighbourhood forums are useful when identifying certain groups of users. Care is needed to ensure that there is a focus group to avoid indiscriminate marketing
- Word of mouth is undoubtedly one of the most successful methods of marketing our services. Participants often refer friends and family, which leads to more vulnerable participants accessing the services. Such referrals CAN require more care and attention to ensure that the referral is to the appropriate service.

Throughout all areas of marketing the use of appropriate language and methodology is crucial for impact. The new development will require a well-designed launch event, followed by careful management of regular promotion until the purpose is clearly established with partners and users.

### **Key messages:**

- To create a flexible environment that enables the EFT to service the needs of children, families and vulnerable residents.
- To develop quality facilities that utilise and improve the space around The Firs; making good use of the grounds and enhancing the green space.
- To enable service users to contribute to the creation and maintenance of the new facilities.

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- To improve and maintain the facilities for local residents, including facilitating open access to outdoor areas.
- To enhance the 'green' characteristics of the site, ensuring that it remains a safe and enjoyable environment.
- To raise the funding to deliver the 5 year plan,
- To ensure that sufficient income is available to sustain the premises to serve these needs.

<b>Areas for development</b>	<b>Why this is needed</b>	<b>Resource implications</b>
<p>In order to improve the EFT's media presence, the trustees have invested in a part time post (7-10 hours a week) that will result in enhanced promotional materials, the development of the image of the EFT and ensure that information is up-to-date and published in the appropriate manner.</p>		
<p><b>Website</b> The website design requires improvement, and information needs updating on a regular basis. The site lacks the opportunity for interaction with service users.</p>	<ol style="list-style-type: none"> <li>1. Provide a first line of contact for professionals.</li> <li>2. Service users to access information more easily</li> <li>3. Information is often out of date.</li> <li>4. Booking facilities for courses, meetings and spaces.</li> <li>5. Communication with service users.</li> </ol>	<p>Additional hours for the ICT Facilitator to continue to enhance the design. Systems embedded as a result of the Local Sustainability Funding. Time from media co-ordinator for updates.</p>
<p><b>Facebook</b> Use of Facebook is limited to particular groups. Systems are not cohesive or linked.</p>	<ol style="list-style-type: none"> <li>1. Consistency of information is required to enhance the image of the EFT and improve user experience</li> <li>2. An underused resource that has significant additional capacity.</li> <li>3. The EFT needs to recognise the chosen methods of communication for users.</li> </ol>	<p>Media Co-ordinator time to develop systems: 1. that overhaul and improve the presence 2. for staff to provide information 3. link to Twitter and website 4. to allow response to user input.</p>

<p><b>Local press</b></p> <p>There are a number of missed opportunities to use the resource that is already available to the EFT</p>	<ol style="list-style-type: none"> <li>1. To celebrate achievements of users</li> <li>2. To share information about services</li> <li>3. To enhance the EFT's profile</li> </ol>	<ol style="list-style-type: none"> <li>1. Media Co-ordinator time to develop links.</li> <li>2. Co-ordinator to gather information, photos, share stories and link to website.</li> <li>3. CEO to maintain the overview and link with the co-ordinator.</li> <li>4. ICT Facilitator to allocate time to develop the website in line with new systems.</li> </ol>
<p><b>Attendance at local events</b></p>	<ol style="list-style-type: none"> <li>1. To be more visible to potential users</li> <li>2. To share information about services</li> <li>3. To enhance the EFT's profile</li> </ol>	<p>Media Co-ordinator to identify key events and co-ordinate attendance by staff. Also to provide and produce displays</p>
<p><b>Total resource required</b></p>	<p>Media Co-ordinator Website tools ICT Co-ordinator (1 hour/week) CEO (1½ hours per month) Budget for banner/materials</p>	<p>£6,000 LSF funding £500 n/a £300 £6,800</p>



A4 Architecture

Delivering Practical Design Solutions



Eightstone Sports & Social Club



# The Firs Hastings

Concept Document September 2016

achieving excellence for all

**A4 Architecture** Delivering Practical Design Solutions

Station House

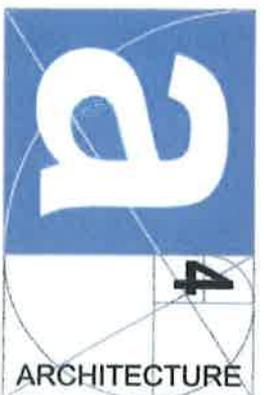
Rye Station

Rye

East Sussex TN31 7AB

T: 01797 222044

E: [ideas@a4-Architecture.co.uk](mailto:ideas@a4-Architecture.co.uk)

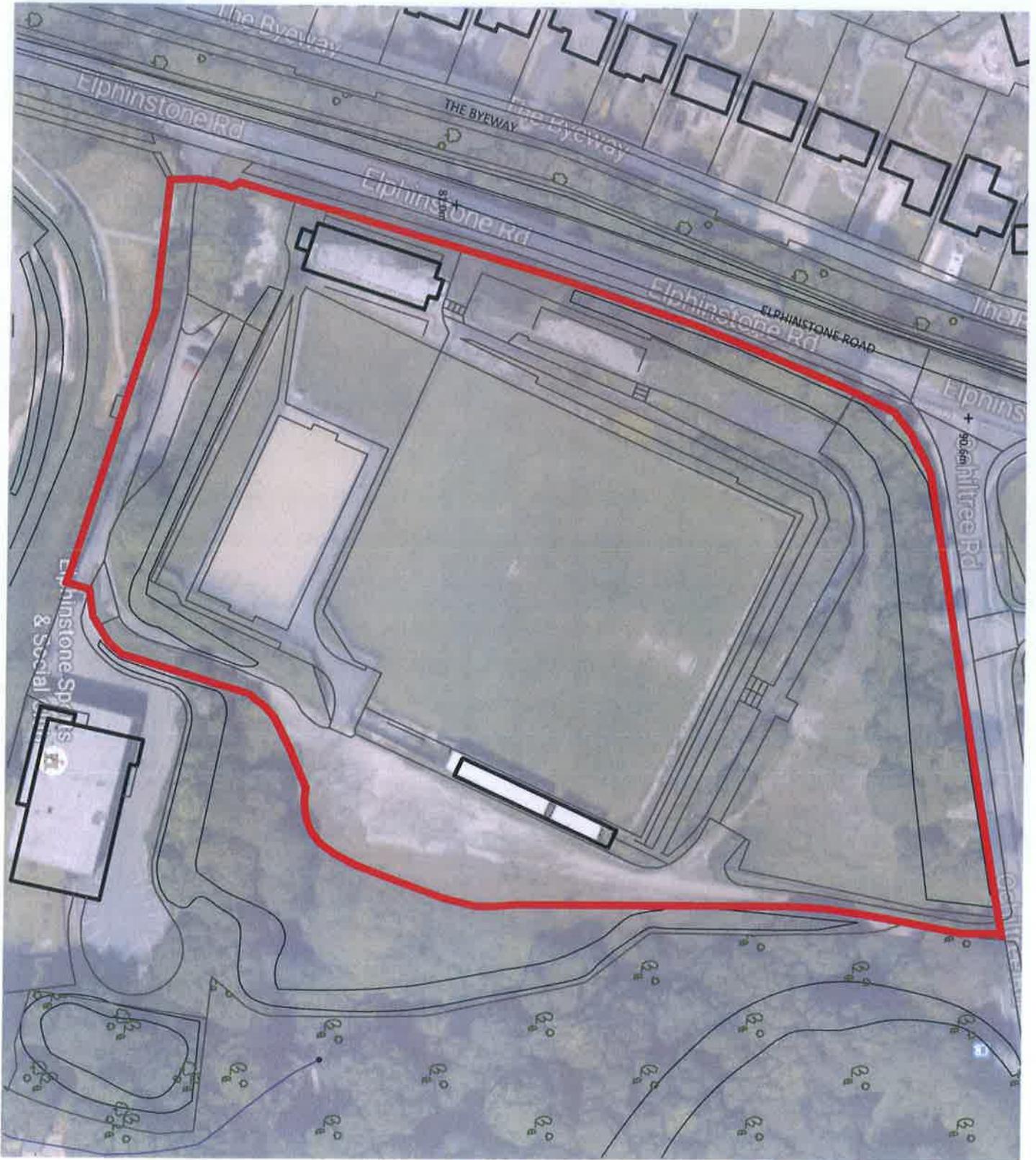


This concept brochure was prepared by A4 Architecture UK Limited to assist Education Futures Trust in their Business Case.

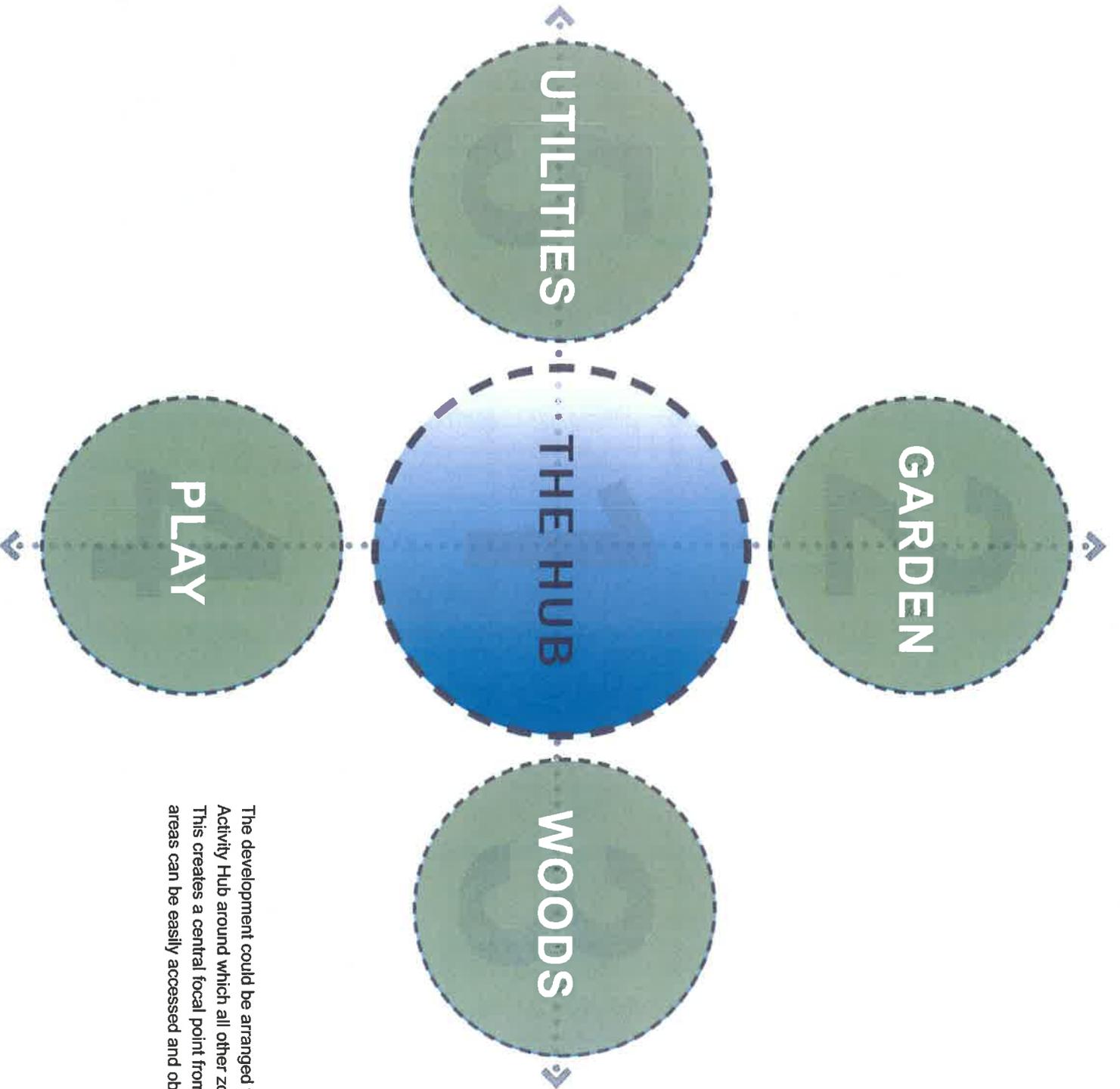
23 September 2016

# LOCATION

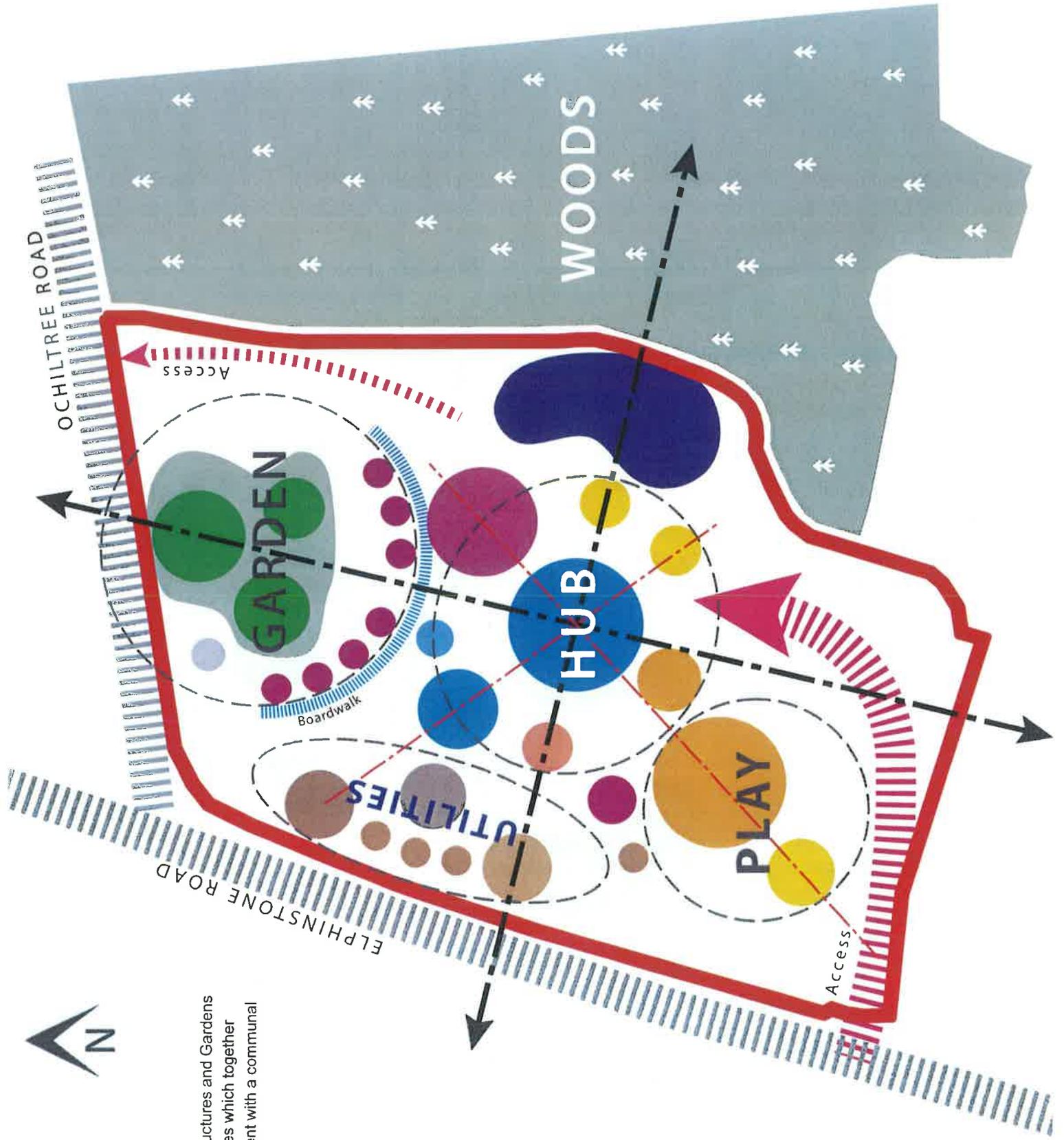




# CONCEPT DIAGRAMS

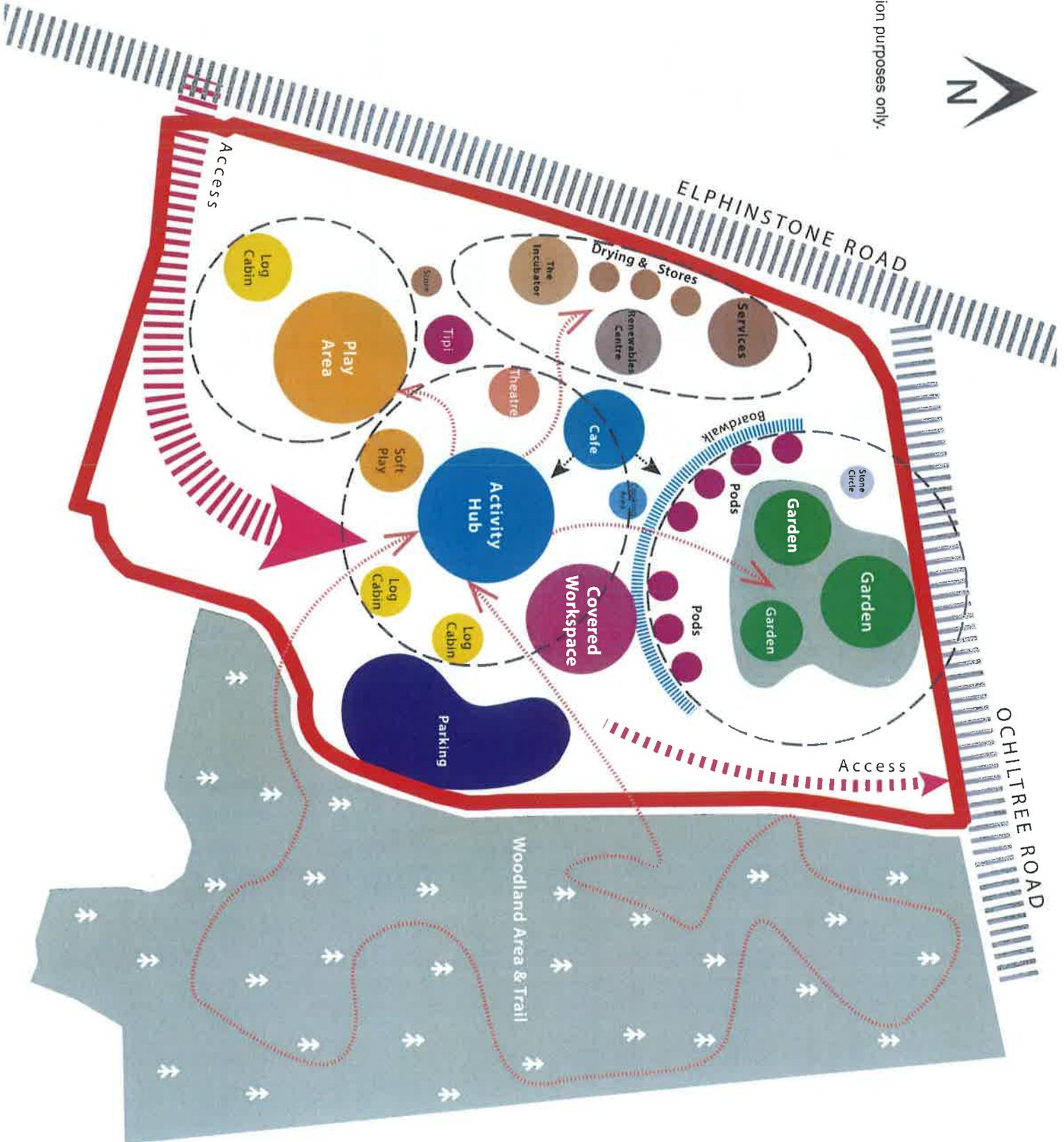


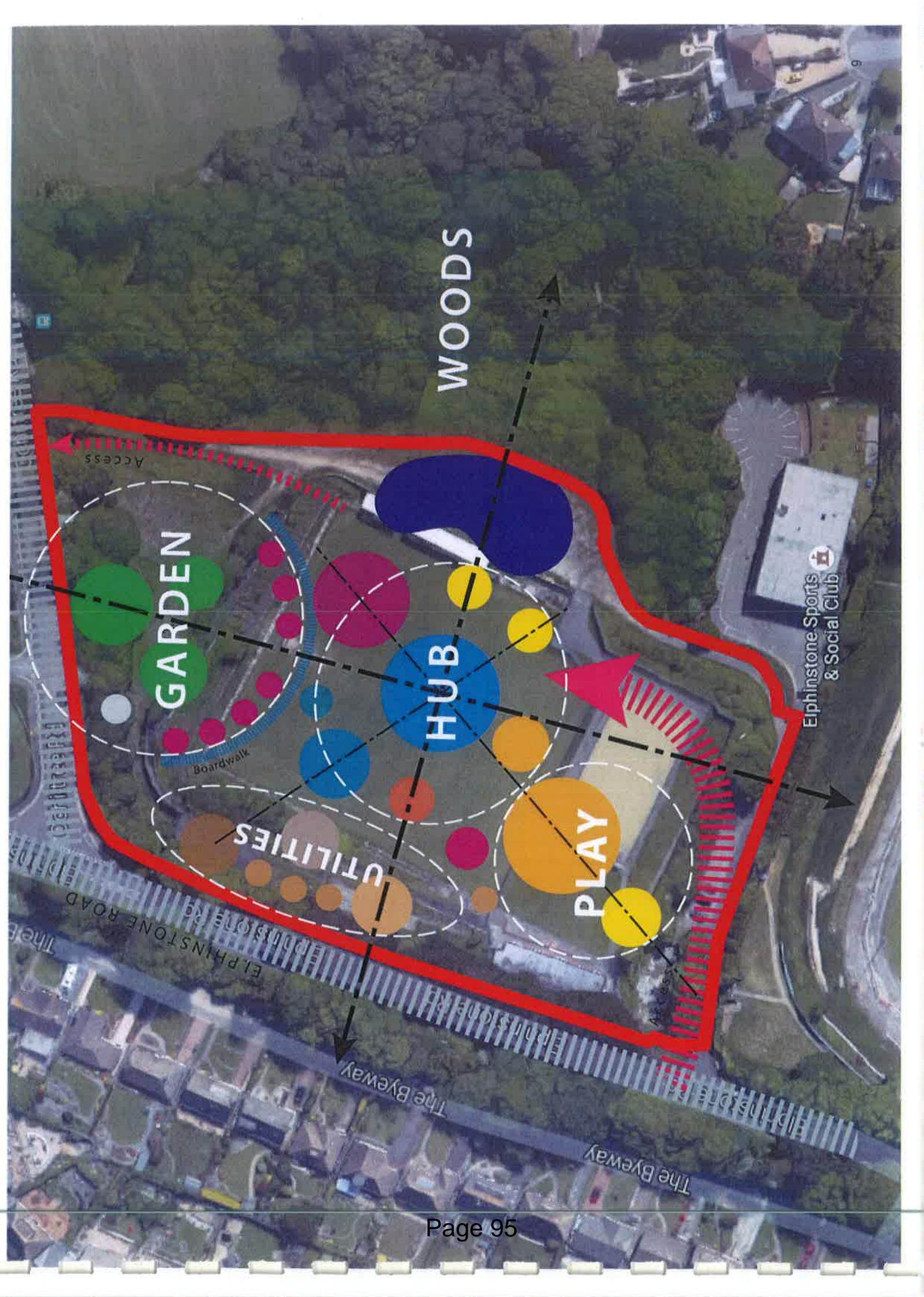
The development could be arranged with a Central Activity Hub around which all other zones are distributed. This creates a central focal point from which other activity areas can be easily accessed and observed.



Clusters of Buildings, Structures and Gardens could create defined zones which together form a diverse environment with a communal ethos.

\* Layout is for illustration purposes only.





# MOOD

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# IMAGES

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## Community Construction



Phased Development and Construction Participation

# Sustainable / Recycled Materials

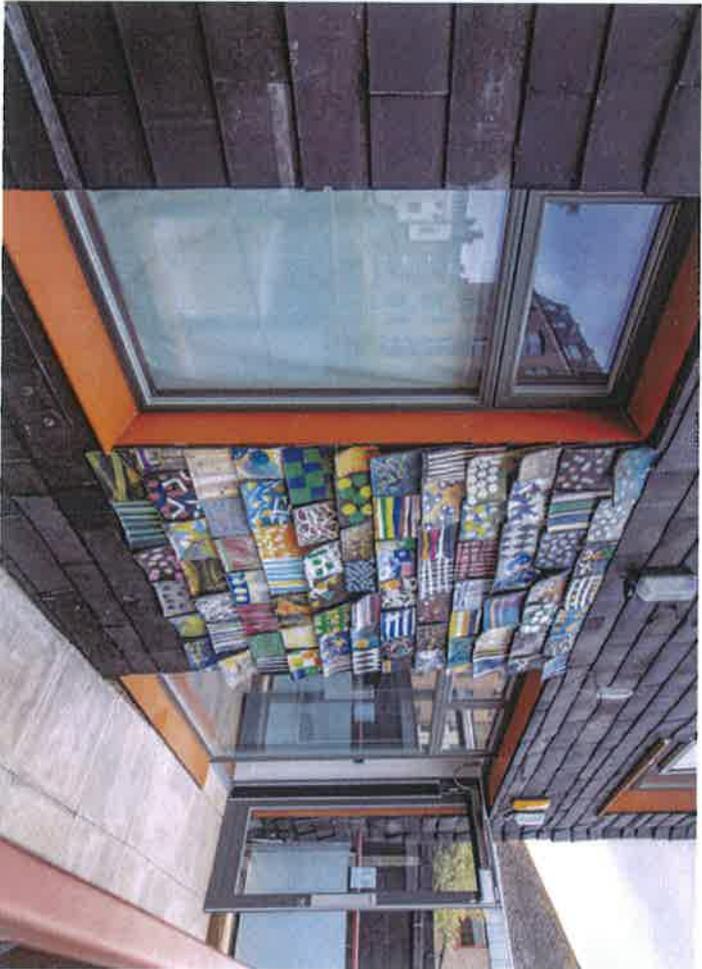


Image: The Waste House, Brighton

## Flexible Use Spaces

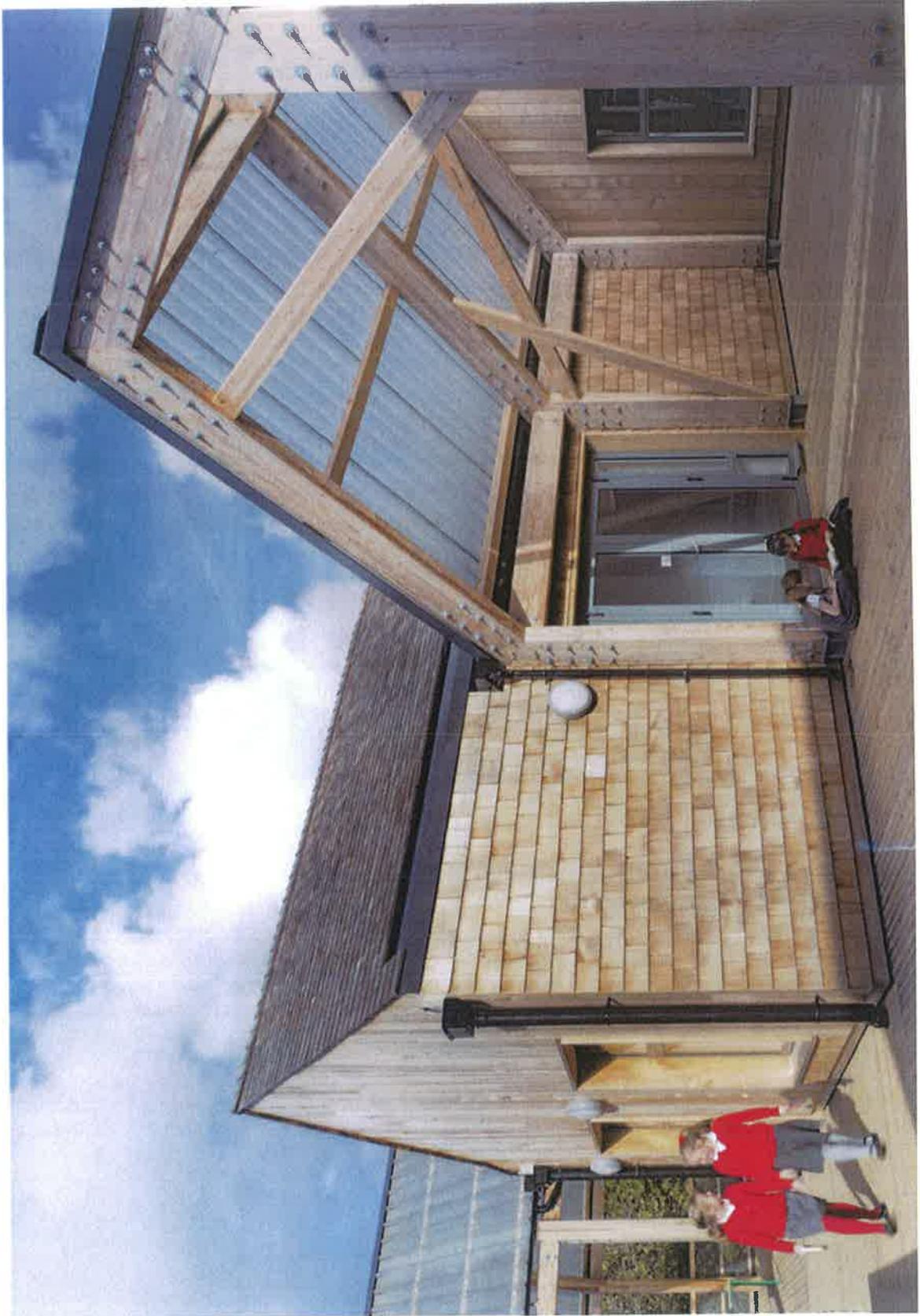
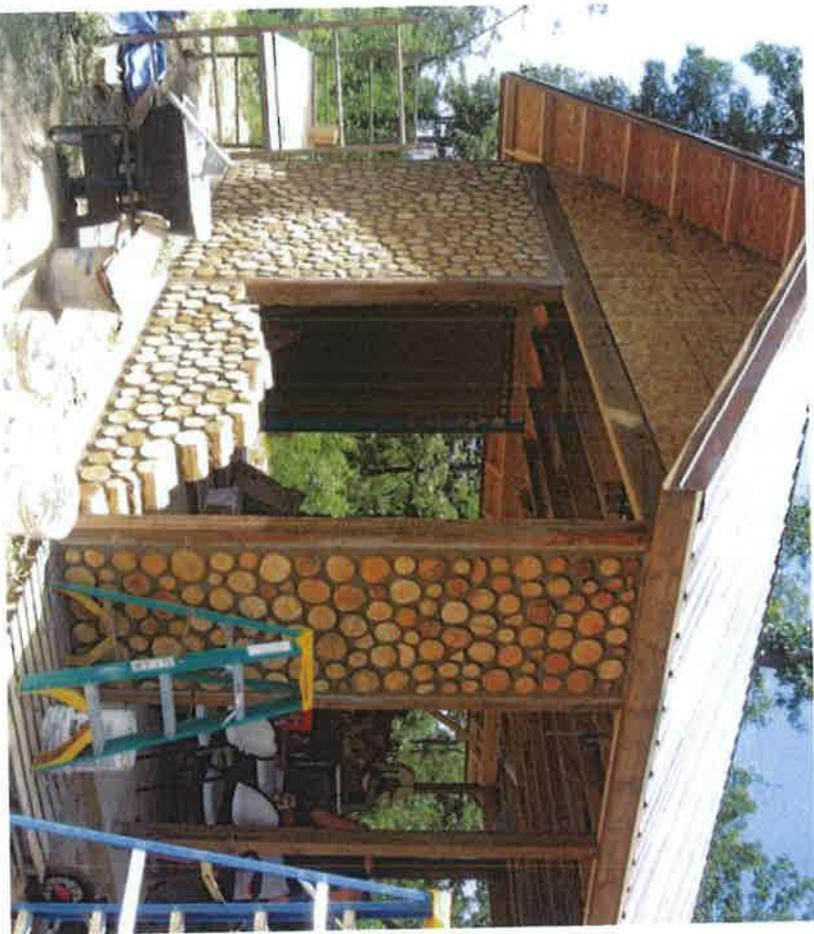


Image: Mellor Primary School, Peak District

# Outdoor Learning



Log Cabin Construction



Low-tech Outbuildings for Multiple Activity Use

# Outdoor Learning



Participants of all ages can contribute to the construction or decoration of buildings and structures



Stone Circle



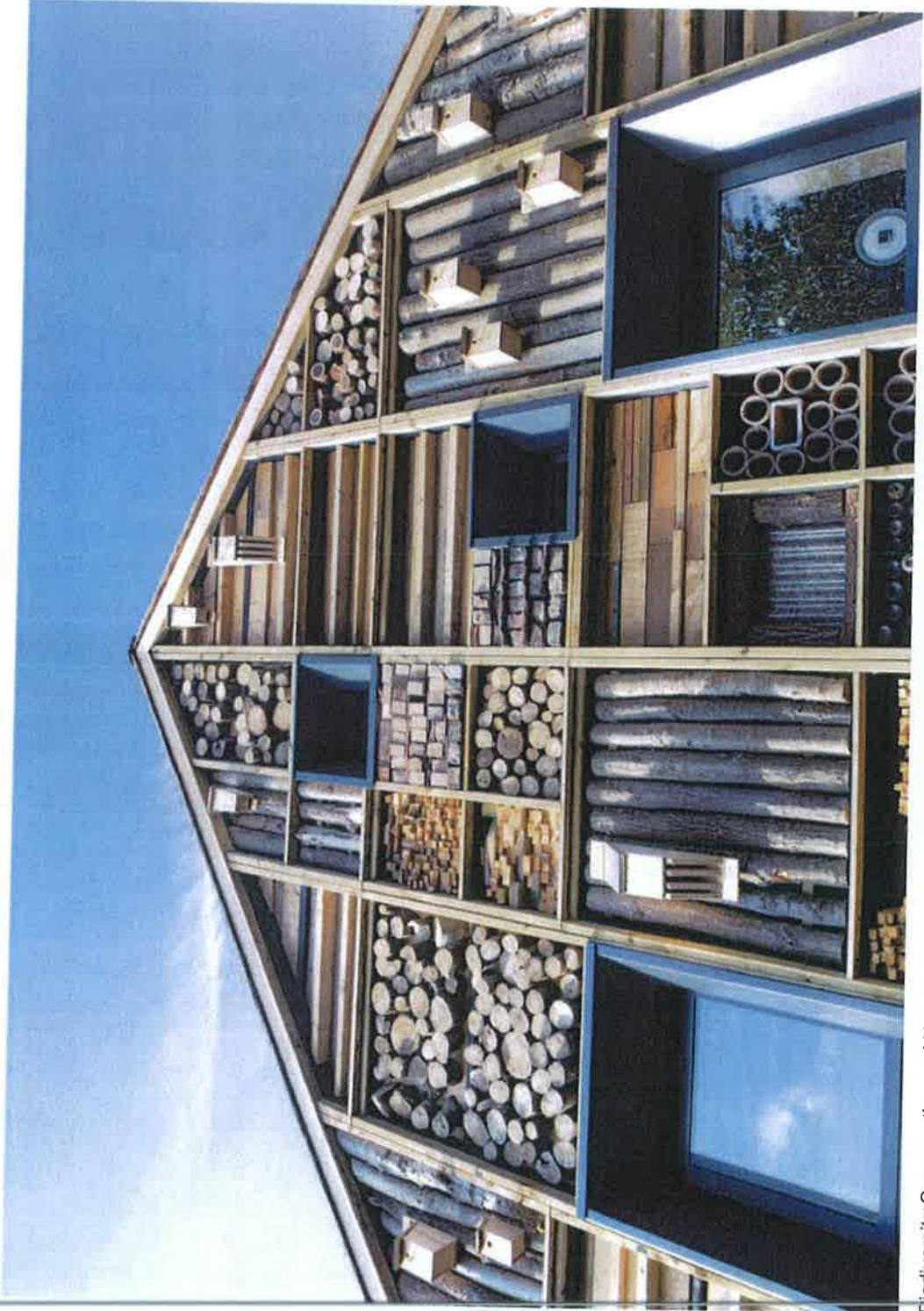
# Outdoor Learning / Performance



Low-tech Structures for Outdoor Activity



# Bug Hotel



# Allotment Garden



Allotment Management and Gardening

Image: The Moveable Feast Garden, St Leonards-on-Sea

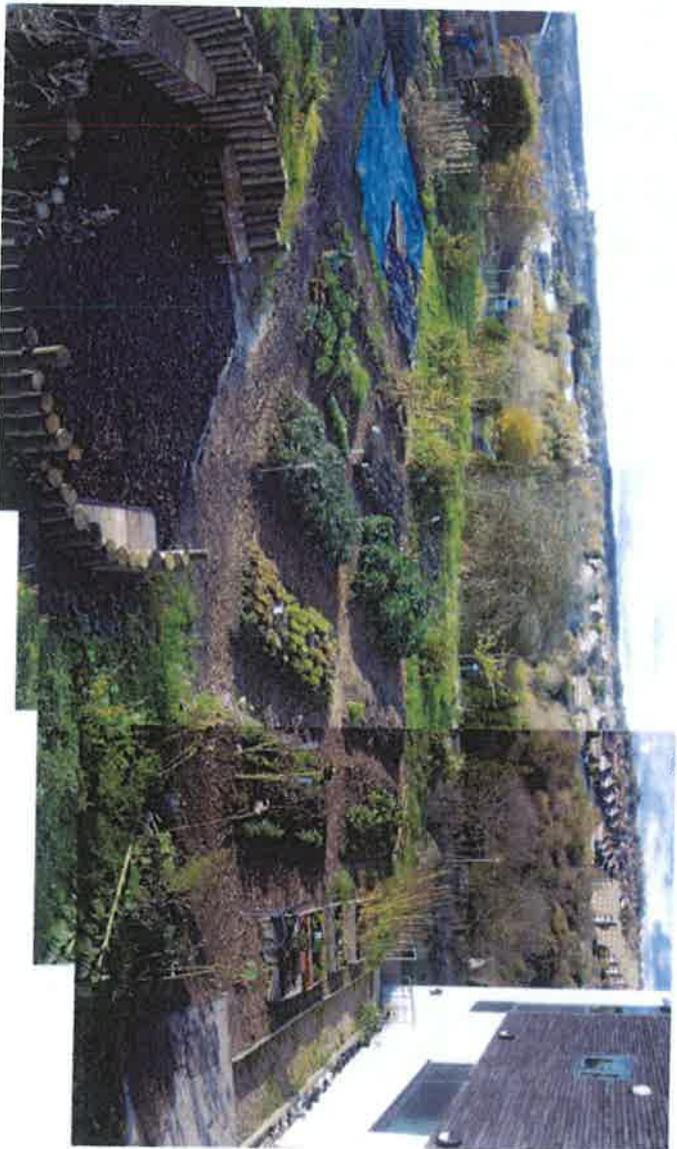
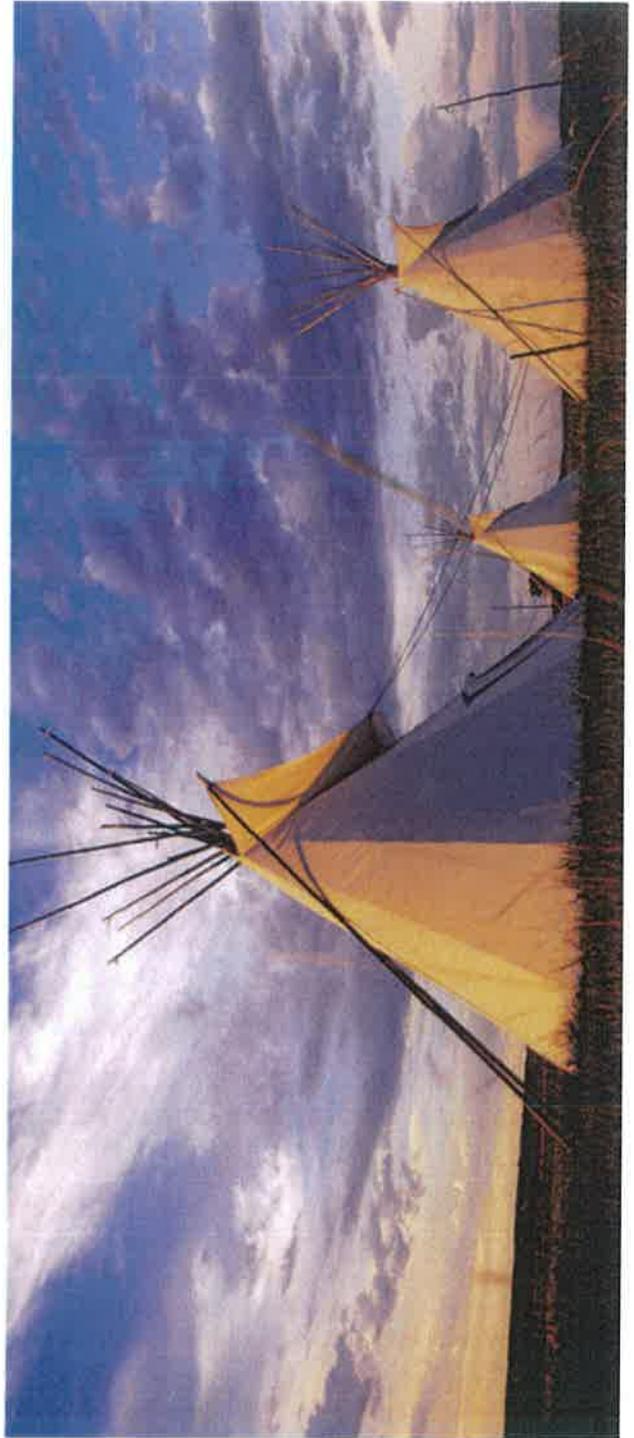


Image: The Bridge Community Centre, Hastings



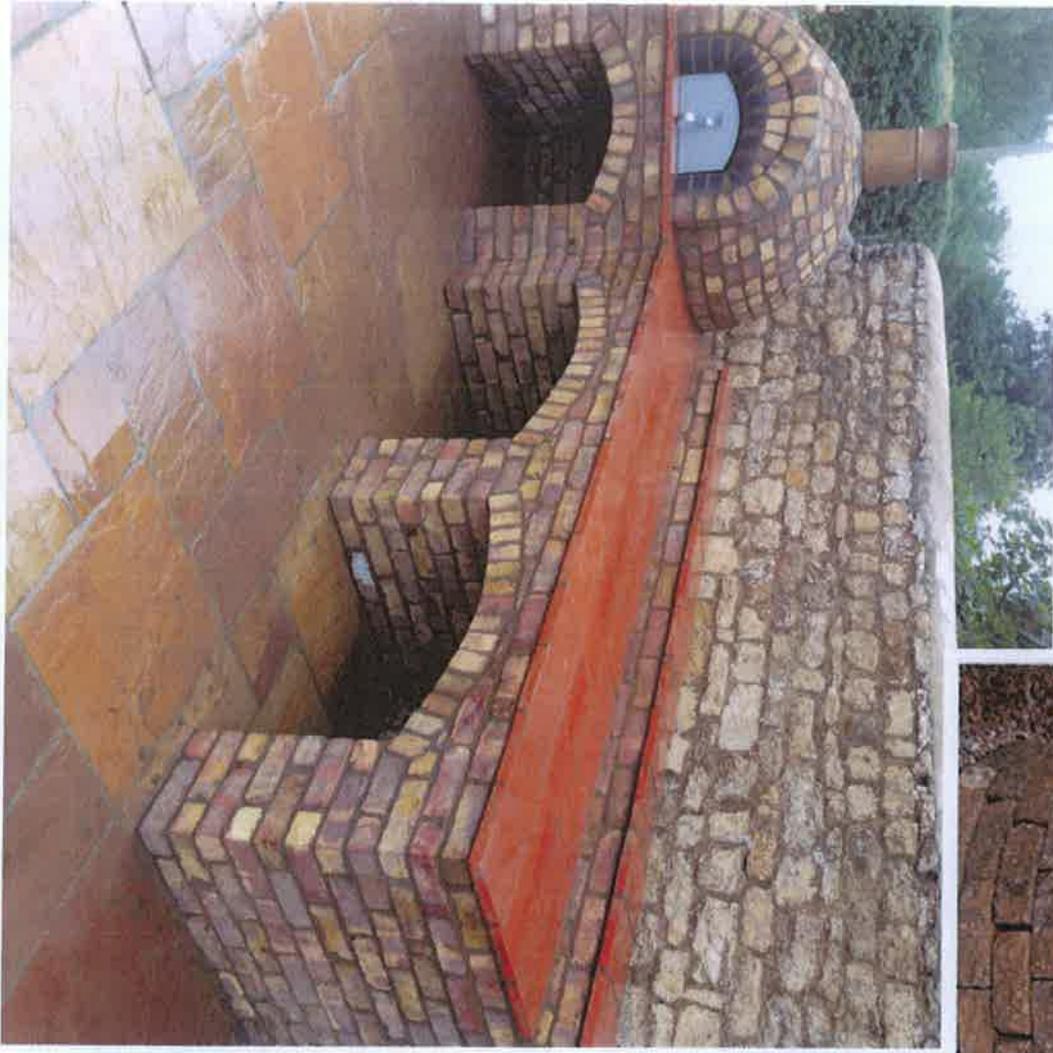
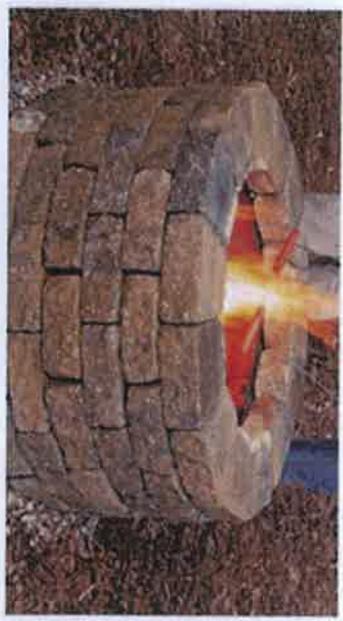
Yurts



Tipis

# Outdoor Cooking

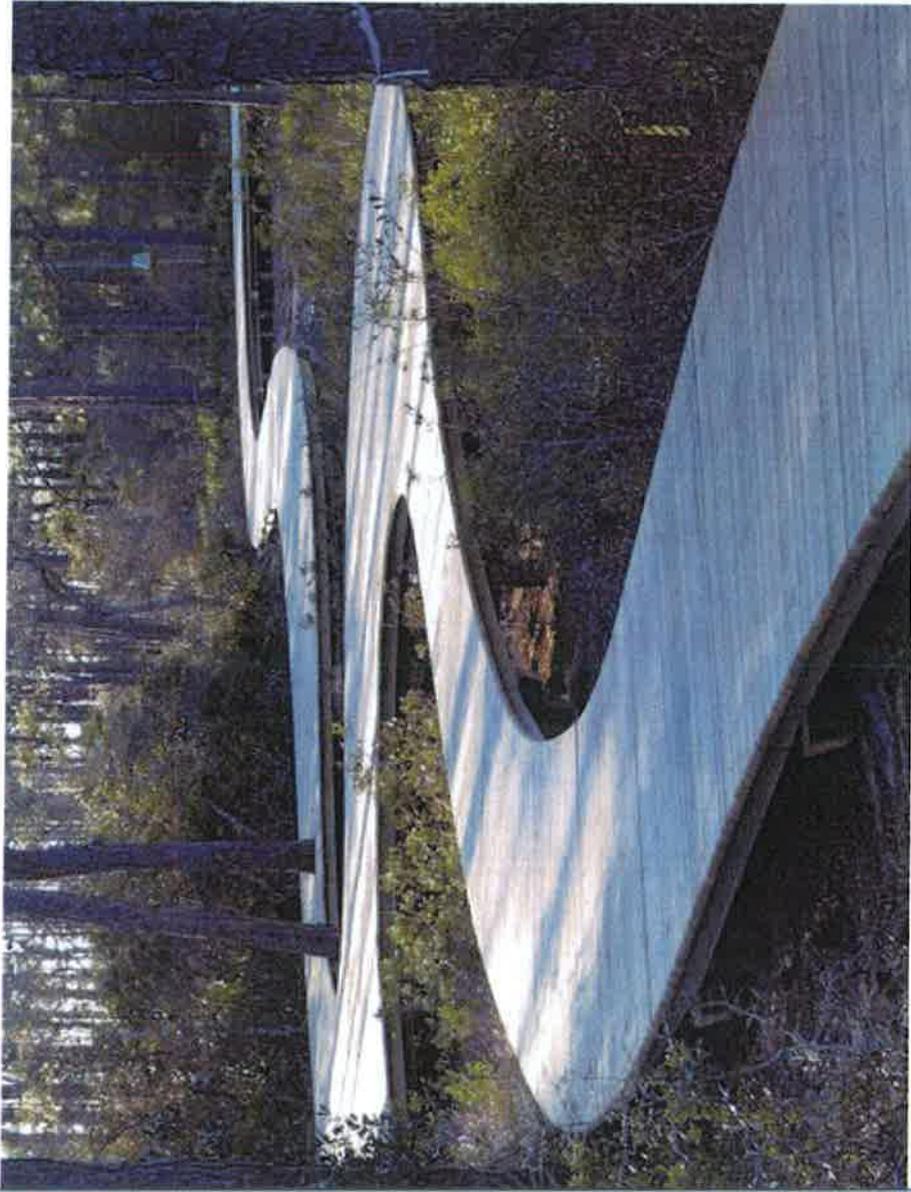
## 2



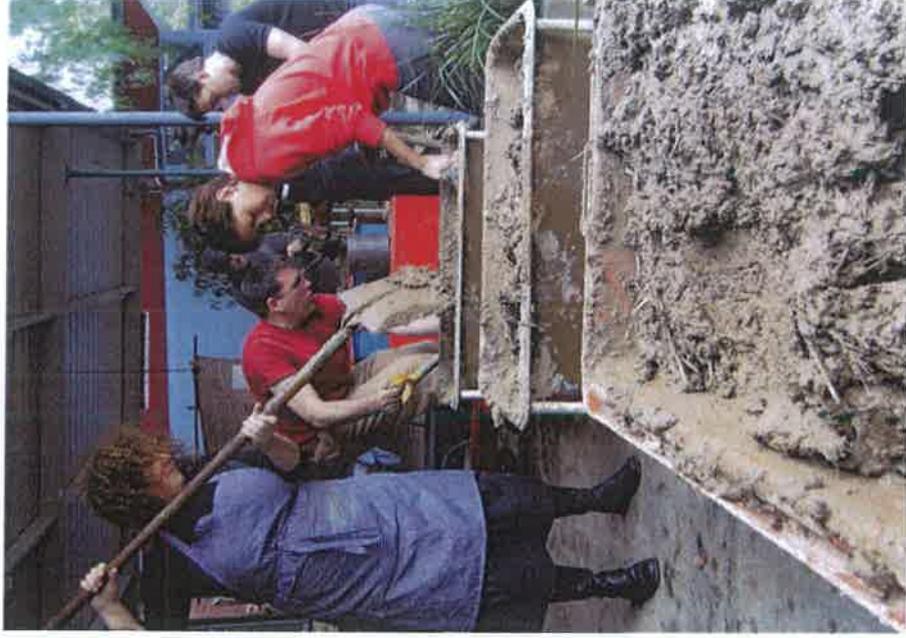
Outdoor Cooking Equipment

Herb Garden and 'Living' Wall

# Woodland Area



Elevated Walkways



Mud Brick Making and Natural Materials

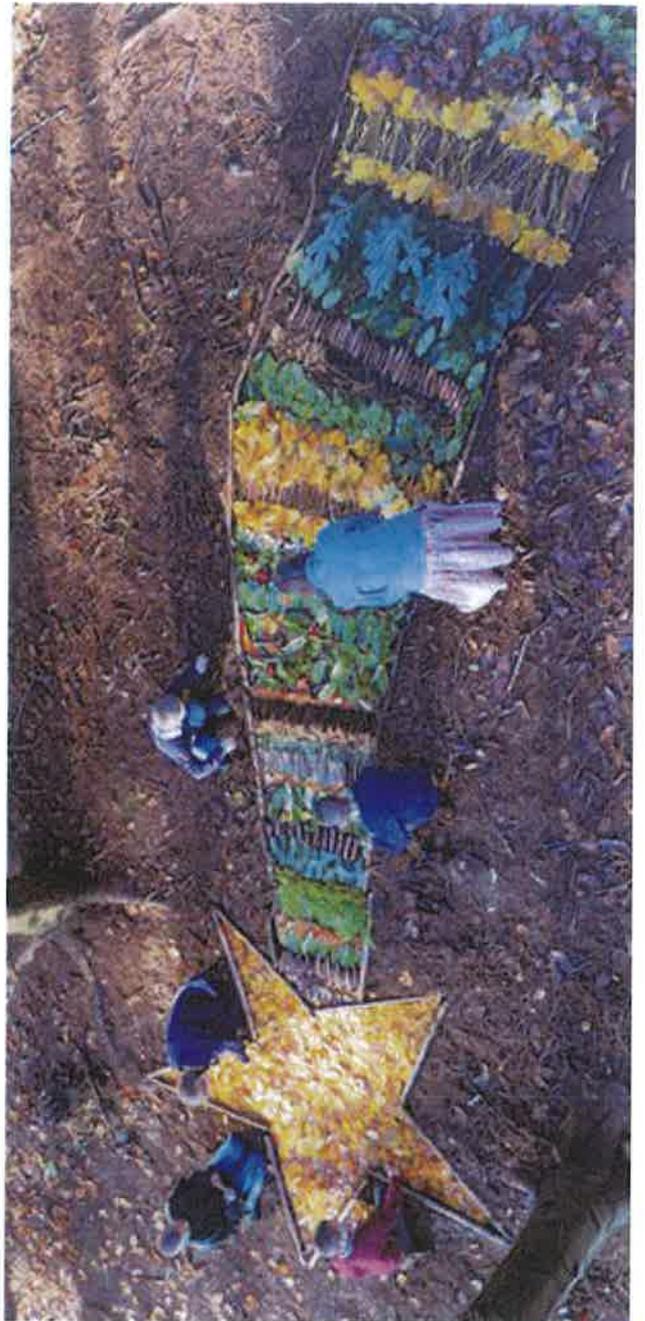
# Woodland Trail



Shelter Building and Woodwork



Woodland Management, Conservation and Trail Building

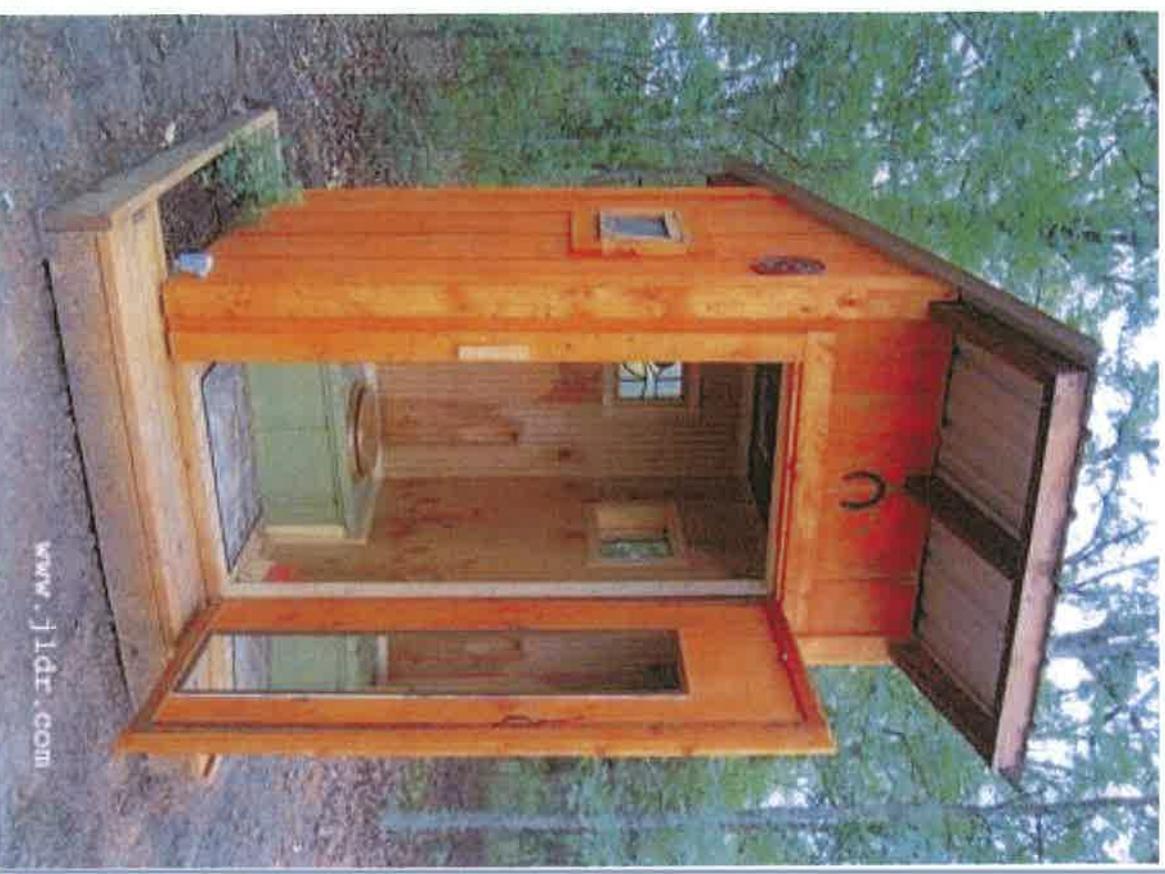


# Compost Toilet



Biodiversity Conservation

Compost Toilets





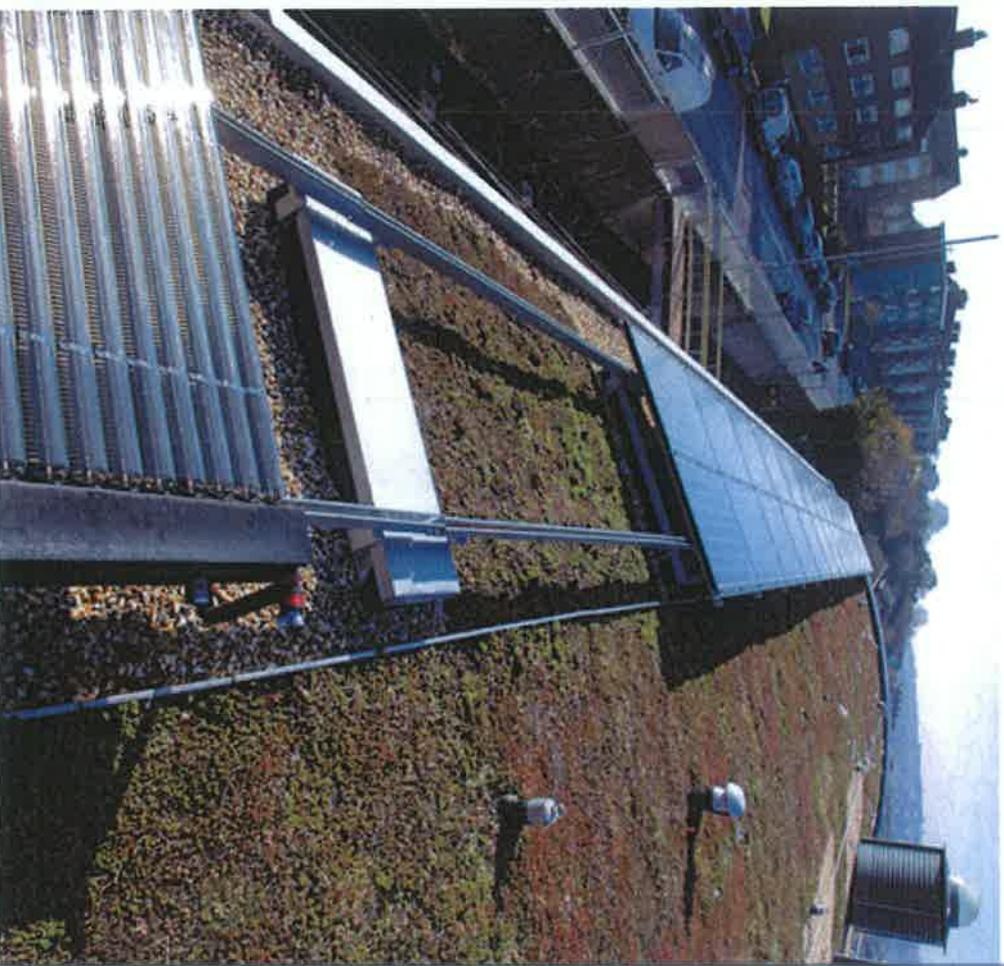
# Renewable Energy / Self Sufficiency



Wind Turbine



Rainwater Harvesting



Sedum Roof and Solar Photovoltaic Panels

# Agenda Item 7



**Report to:** Cabinet

**Date of Meeting:** 6 February 2017

**Report Title:** Pay Policy Statement 2017/18

**Report By:** Jane Hartnell  
Director of Corporate Services and Governance

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## **Purpose of Report**

The purpose of the report is for CMG to approve the Pay Policy Statement for 2017/18, as required by the Localism Act 2011.

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## **Recommendation(s)**

**That Cabinet recommends the Pay Policy to Full Council for approval**

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## **Reasons for Recommendations**

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.

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## Introduction

1. The Localism Act 2011 requires Hastings Borough Council to prepare and publish a pay policy statement for each financial year.
2. The attached statement (Appendix 1) sets out the key policy principles that underpin the Council's requirements to provide accountability under the Localism Act. It takes into account and has due regard to guidance issued by the Department of Communities and Local Government.
3. The majority of the statement reflects current policy, practice and procedures adopted by the Council and it is cross referenced to other documents including the Council's severance scheme and transparency requirements.

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## Wards Affected

None

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## 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 Yes  
Local People's Views No  
Anti-Poverty No

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## Additional Information

Appendix 1 - Pay Policy Statement 2017/18

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## Officer to Contact

Officer Name Verna Connolly, Executive Manager, People, Customer and Business Support  
Officer Email Address [vconnolly@hastings.gov.uk](mailto:vconnolly@hastings.gov.uk)  
Officer Telephone Number 01424 451707

# Appendix 1

## HASTINGS BOROUGH COUNCIL

### Pay Policy Statement for the year 1 April 2017 to 31 March 2018

#### Introduction

1. This pay policy statement under section 38 of the Localism Act 2011 shall apply for the financial year 2017-18 until amended.
2. The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees by identifying:
  - the methods by which remuneration of all employees are determined, including the remuneration of its most senior staff;
  - the arrangements for ensuring the provisions set out in this statement are applied consistently throughout the Council.
3. This statement applies to all employees under the following conditions of employment:

JNC for Chief Officers of Local Authorities  
NJC for Local Government Services
4. The council defines its senior management as :

Corporate Directors  
Assistant Directors  
General Managers/Professional leads who are directly accountable to a statutory or non statutory officer in respect of all or most of their duties (excluding roles which are clerical or secretarial). Such officers are invited to provide expertise in their role as head of their profession.
5. This Pay Policy will operate subject to any requirements regarding exit payments pursuant to the Enterprise and the Small Business, Enterprise and Employment Act, 2015 and associated regulations.

#### The Council's policies for setting remuneration

6. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
7. With the exception of Directors and Assistant Directors, the Council uses the nationally negotiated pay spine as the basis for its local grading structure. The grade of a post is determined by application of an agreed Job Evaluation process. The value of scale points changes in line with national agreements, including any "cost of living" increases, the most recent of these at the time of preparation of this policy, was a 1% increase effective from 1<sup>st</sup> April 2016.

## Grade and Salary Band (value at time of preparation of this statement)

Grade	Salary Band
11*	£15,507 to £16,770
10	£16,482 to £18,561
9	£17,547 to £20,457
8	£19,239 to £22,434
7	£21,057 to £24,717
6	£23,166 to £28,203
5	£26,556 to £31,287
4	£29,856 to £34,197
3	£32,163 to £37,857
2	£36,936 to £42,474
1	£41,550 to £47,934

- \* Lowest hourly rate is £8.39. National living wage at time of preparation of this statement £8.25
8. All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.
9. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where possible, the Council will ensure the requirement for such approaches is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.
10. There are a number of pay points within each grade. For staff not on the highest point within the band, there is a system of annual progression to the next point on the band. Faster progression is possible for posts identified and evaluated as career grades.
11. regard to the equal pay requirements of the Equality Act 2010, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

### **Chief Officer Grade Range pay rate (officers who are JNC Chief Officers Terms and conditions of employment)**

12. Chief Officer pay range is £73,950 to £81,600 (value at time of preparation of this statement)

### **Chief Officers**

13. The Council's policy and procedures with regard to recruitment of Chief Officers are set out in the Officer Employment Procedure Rules in Part 4, Section 30 of the Council's Constitution. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with this pay policy statement and other relevant policies in place at the time of recruitment. In the case of recruitment of Directors and Assistant Directors, the decision on remuneration will be taken by the Employment Committee. Any appointments at this level

offering a salary in excess of £100,000 would require approval by Full Council. Where the Council is unable to recruit to a post at the designated grade, it may consider the use of temporary market forces supplements in accordance with its relevant policies.

14. Where the Council remains unable to recruit Directors or Assistant Directors under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Director or Chief Officer post, the Council will, where necessary, consider engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate value for money from competition in securing the relevant service.

### **Additional payments**

15. In addition to the basic salary for the post, staff are or may be eligible for other payments under the Council's existing policies. Some of these payments are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties:

**Lease car provision**, the Council no longer offers subsidised lease cars to new employees. A small number of staff remain eligible under historical contracts of employment;

**Benefits allowance**, employees who are not entitled to a lease car but are required to travel in order to carry out their duties may receive a benefits allowance to cover motor costs of travel including mileage except for journeys over 50 miles.

**Reimbursement of mileage**, Employees can claim mileage travelled in the course of council business. Hastings Borough Council mileage rates are paid dependant on which scheme the employee is in.

This could be:-

NJC rates which are based on the engine size, fuel type for protected employees in post prior to 27<sup>th</sup> November 2001

HMRC Company Advisory Fuel Rates for lease cars.

HMRC Approved Mileage Rates for all other employees. Passenger rate is also paid if appropriate;

**Professional fees**. The Council will meet the cost of a legal practicing certificate for all those employees where it is a requirement of their employment; and professional body subscriptions for staff studying for staff who are studying providing sponsorship has been agreed by the Council.

**Long service awards**. The Council allows staff to purchase a gift to a maximum amount if they have completed 25 years of service;

**Honoraria**, in accordance with the Council's policy on salary and grading. Generally, these may be paid only where a member of staff has performed a role at a higher grade. Deputy returning officers are paid an honorarium.

**Fees for returning officer and other electoral duties**, such as acting as a presiding officer of a polling station, excluding deputy returning officers. These are fees which are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda;

**Pay protection**, where a member of staff is placed in a new post and the grade is one grade below that of their previous post, for example as a result of a restructuring, pay protection at the level of their previous post is paid for the first 18 months;

**Childcare vouchers** are available to all eligible employees via the HMRC-approved salary sacrifice scheme. There is no direct subsidy towards childcare costs by the Council;

**Standby and/or call-out payments**, employees who are required to be on standby at times which are outside their normal working week and/or who may be called-out to attend to an issue at the Council's premises or other location may receive an additional payment in accordance with the provisions of the relevant Council policy;

**Provision of mobile telephones**, mobile telephones are provided to employees on the basis of business need where they are necessary to enable them to undertake their duties effectively. The Council funds the provision of the phone and business calls.

**Discounted loans**, permanent employees who have satisfactorily completed their probationary period have access to discounted loans for:

- The purchase of cars/bicycles; and/or
- The purchase of season tickets for travel;

Interest is charged on Car and Bicycle loans at current PWLB (Public Works Loan Board) rates plus 1.25%. For a small number of employees employed before 27<sup>th</sup> November 2001 no interest is chargeable under historical contract of employment terms. Travel season ticket loans are interest free;

**Employee assistance programme**, is a 24/7 confidential support service for information and guidance on a range of work-life topics funded by the Council and made available to all staff.

**Lifestyle scheme** is an online benefits scheme that works with well-known retailers, both online and on the high street, to provide market-leading offers and discounts to all staff.

## **Performance-related pay and bonuses**

16. The Council does not operate a scheme of performance-related pay or bonuses for its staff.

## **Lowest-paid employees**

17. The Council's definition of lowest-paid employees is people employed in Grade 11 of the Council's grading structure. This is because it is the lowest pay band operated by the Council for permanent staff. Hastings Borough Council ensures its lowest paid employees are paid the current published UK Living Wage or higher.

## **Relationship between remuneration of chief officers and remuneration of employees who are not chief officers**

18. The Council's ratio of pay at the top, to pay at the median is currently 1:3.8. The Council will look to ensure the ratio does not exceed the national average for the public sector. This ratio is based on basic salary only, excluding variable pay and benefit in kind.

## **Payments on termination etc.**

19. The Council's approach to statutory and discretionary payments on termination of employment is set out within its Early Termination of Employment – Compensation Policy which includes the written statement in accordance with regulations 5 and 6 of the Local Government (Early

Termination of Employment) (Discretionary Compensation) Regulations 2006. At the time of preparation of this policy statement, the policy is:

- to pay statutory redundancy payments in accordance with the Employment Relations Act 1998, which provides for a maximum calculation of up to 30 weeks' pay, multiplied by two. The payment will be based on an employee's actual weekly salary rather than the figure set by the Government.

20. The Council's policy is normally not to make any awards under the Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011: this constitutes its written policy statement under the regulations.
21. Any large severance payments will be considered by the Employment Committee and referred to full Council for approval. Large payments would be those in excess of £95,000 including salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid. The basis of any exit payment is subject to a maximum salary of £80,000.
22. Employees re-employed by a relevant body, as specified in the Modification Order, within 12 months of receiving of an exit payment in excess of £80,000 will be required to repay an amount of the payment. Tapering provisions will be implemented using Government guidelines when they become available.

## **Publication of information**

23. This statement will be published on the Council's Website [www.hastings.gov.uk](http://www.hastings.gov.uk)  
In accordance with regulation 7 of the Accounts and Audit (England) Regulations 2011, for posts where the remuneration in a year is £50,000 or more, the Council's Annual Statement of Accounts will include a note setting out the total amount of - salary, fees or allowances paid to or receivable by the person in the current and previous year;
  - any sums payable by way of expenses allowance that are chargeable to UK income tax;
  - any compensation for loss of employment and any other payments connected with termination;
  - any benefits received that do not fall within the above

The statement of accounts is available on the Council's website.

24. The Council also publishes information about remuneration of JNC Chief Officers and staff in the transparency section of its website.  
[http://www.hastings.gov.uk/my\\_council/transparency/](http://www.hastings.gov.uk/my_council/transparency/)  
This information is updated from time to time and includes a list of Directors and Assistant Directors as defined in the Localism Act 2011.

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# Agenda Item 8

## Public Document Pack

### MUSEUMS COMMITTEE

28 NOVEMBER 2016

Present: Councillors Poole (Chair), T Dowling (Vice-Chair), Bacon, Howard, Street, Turner, (as the duly appointed substitute for Councillor Sinden)

Museum Association Representatives: Mrs Barrett, Mrs Purdey, Mr Peak and Mr Palfrey-Martin

#### **64. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Edwards, Patmore, Sinden and Geoff Dudman

#### **65. DECLARATIONS OF INTEREST**

Councillors made no declarations of interest at this meeting.

#### **66. MINUTES OF THE MEETING HELD ON 12 SEPTEMBER 2016**

**RESOLVED** – that the minutes of the meeting held on 12 September 2016 be approved and signed by the Chair as a true record.

#### **67. NOTIFICATION OF ADDITIONAL URGENT ITEMS**

None.

#### **68. CURATOR'S REPORT**

Cathy Walling, Museum Curator, presented a report to provide an update on issues arising from previous meetings and confirmation of Curator's actions.

1. The Learning Officer Post has been filled by Samantha Smith, she will start on 1<sup>st</sup> December. Recruitment is underway for the Keeper of Local History and Archives, the interview will take place before the end of December.
2. The Project Consultant for the ACE-funded Resilience project has been filled by Sonia Rasbery. Recruitment has started for the consultant roles and interns. Interviews for these positions will take place during December.
3. The Arts Council England has recommended Hastings Museum & Art Gallery as a partner for a project on Intangible Cultural Heritage. UNESCO via ACE is to fund a number of workshops to raise awareness of oral traditions; language, social practices and rituals, traditional craftsmanship etc. Workshops are scheduled to take place in February/March 2017.
4. The University of Sussex Africa Centre is working with Hastings Museum & Art Gallery on a project involving African collections. This will be published on the web to distribute research and knowledge.

## MUSEUMS COMMITTEE

28 NOVEMBER 2016

5. A.G. Leventis Foundation are funding a new register of Cypriot material in the UK. The Brassey collection of Cypriot material is to be photographed and the project will include identification and publication by web/or catalogue.

6. On 26 October 2016, Full Council agreed a motion to support the placing of a blue plaque to commemorate Claude Nunney.

The Curator advised she would put some of the Cypriot material in cases when research has been completed.

Steve Peak said that the Fishermen's Museum had a recording of fisherman taken 35 years ago and the Net Shop had some old fishermen's tools which could be included if required. The Curator advised that she would contact the Fishermen's Museum to discuss further if necessary.

Councillor Turner queried the level of involvement between the schools and the museum. The Curator replied that schools visits were reported elsewhere in the agenda under the 'Attendance Figures for the Museum'. Furthermore, a Learning Officer had been appointed to undertake the education role.

In reference to the African Collection, Steve Peak said there was a diary of the slave trade which was never transcribed, he felt it may be of use to the museum. The Curator replied that it was currently on display in the '66 Objects' exhibition.

**RESOLVED - that the Committee accepts the report and are satisfied with the comments in the report.**

### **69. POLICY UPDATES**

Cathy Walling, Museum Curator, presented a report to update members on the Museum's Environmental Policy statement and Collection Management Policy.

The Curator advised that Hastings Museum achieved its Full Accreditation in December 2015. The Accreditation Scheme is run by Arts Council England and sets national standards for Museums in the UK. The policy updates reflect on changes to national standards and the resilience review.

The policy statements are initially reviewed by the Museum Committee and then Cabinet. The Curator highlighted the updates to the Environmental Statement and Collections Management Policy.

Marion Purdey referred to para 3.5 of the Collections Management Policy. She said that the museum needed another building to accommodate a restaurant/café to provide food and drink. She suggested that this could be applied for in the next lottery bid.

## MUSEUMS COMMITTEE

28 NOVEMBER 2016

Nick Sangster stressed the important of Accreditation; he said the last round of grant funding was entirely dependent on the museum receiving accreditation. There was a discussion about the benefits of Museum Accreditation.

Councillor Bacon enquired about LED lighting in the museum. Nick Sangster said the lighting will be changed. The energy was supplied by Laser who have provided an audit of all Council buildings. Councillor Bacon went on to ask if the Statement of Purpose is reviewed annually. The Curator advised him that the statement is now a few years old and will be re-assessed at the same time as the Forward Plan.

**RESOLVED – that the Committee accepts the report and are satisfied with the comments in the report.**

### 70. MUSEUM ATTENDANCE FIGURES

Cathy Walling, Museum Curator, presented a report to inform members of figures for attendances and educational activities for the second quarter of 2016-17. Figures for July to September 2015 were submitted for comparison.

It was noted that the attendance figures for Hastings Museum and Art Gallery had increased by 531 for Quarter 2 when compared with the previous year.

Numbers of pupils in organised groups had increased by 228.

Participants in non-education provider sessions have increased by 611.

The Curator said the museum had been extremely busy during the summer, owing to a big increase in foreign language students.

At the time of the meeting, the number of followers on Twitter had increased to 1,197 and Facebook to 1,209. A Facebook post of photographs showing Hastings Town Centre in 1990 reached 17,187 people.

The number of weddings and civil ceremonies had reached 8, compared to 10 for the same quarter last year. Two bookings had moved to the Town Hall.

Councillor Poole said that competition had increased given that the Pier and The White Rock Theatre were both wedding venues. Councillor Howard suggested that the museum needed to provide a bigger offer.

Councillor Turner raised concern at the lack of attendance by West St. Leonards School to the museum. The Curator advised him that Quarter 2 covered the school summer holidays and therefore schools did not visit during this time.

Marion Purdey asked who was issuing consent for alternate venues to hold weddings and civil ceremonies in Hastings. She was informed that East Sussex County Council was the authority for this.

Councillor Bacon asked if officers looked at 'likes' on social media. The Curator advised that social media is constantly reviewed and they will be taking on a marketing intern. Councillor Street reflected on the benefits of followers sharing posts on social media.

Steve Peak queried whether a video of Hastings Town Centre was a remake of his film. The Curator advised him that a number of photos were taken by the Borough

## MUSEUMS COMMITTEE

28 NOVEMBER 2016

Engineer, not stills from a video. A film of Hastings, taken by Sussex University in 1989 is available to view on YouTube.

**RESOLVED** - that the Committee accepts the report and are satisfied with the comments in the report.

### 71. MUSEUM EVENTS & ACTIVITIES

Cathy Walling, Museum Curator, presented a report to inform Members of forthcoming events and educational activities taking place at the Hastings Museum and Art Gallery during January to March 2017, for Quarter 4. These included:-

#### **Exhibitions**

17 September to 8 January: 'A Taste of Honeysett: The cartoons of Martin Honeysett', part of Hastings & 1066 Country Cartoon Festival.

17 September to 8 January: 1066 -themed cartoons from Hastings & 1066 Country Cartoon Festival participants.

14 January to 19 February 2017: 'Alternate Legacies', a collaboration between Christine Gist, Sharon Haward and Leonie Young.

20 January to 7 May: 'George Graham: The Creation Paintings'.

11 February to 2 April: 'In with the Old', ceramics by Scott Garrett.

4 March to 30 April: 'Spring Selection', seasonal works from the Museum collection.

#### **Events**

14 February: We Love Dinosaurs: Family Activity Day.

26 February: 'Gone and Nearly Forgotten - a history of St Leonards Pier', Museum Association Talk by Steve Peak.

Steve Peak asked if an information board could be erected at St. Leonards Pier, similar to Bottle Alley. Nick Sangster said that a small plaque was difficult to read and there would be challenges with the logistics and time spent installing panels. He said this type of work relies heavily on volunteers.

19 March: Lunchtime Concert by Michael Short, pianist. Museum Association Event. Marion Purdey advised that this concert was to raise funds for the museum. Wine and light refreshments will be available.

Mrs Barrett reminded members of the coach excursion to the V&A Museum on 29/01/2017. She agreed to liaise with the curator regarding the arrangements of

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future excursion dates to ensure they do not conflict with events being held at the museum.

**RESOLVED - that the Committee accepts the report and are satisfied with the comments in the report.**

### 72. MUSEUM ACQUISITIONS

Cathy Walling, Museum Curator, presented a report informing members of eight items acquired by the Museum in the last quarter and the names of donors. The items included: -

1. Painting of Winchelsea by W H Borrow  
Donor: Mr D Padgham
2. George V Silver Jubilee Commemorative spoon  
Donor: Mr J Buss
3. WWI cigarette cards and postcards  
Donor: Mrs L Allum
4. Grey owl postage stamp from Canada  
Donor: Mrs Larsen
5. WWII household ARP First Aid kit  
Donor: Mrs J Race
6. Printing block with Hastings crest  
Donor: Mrs C Cooper
7. Leather belt and picnic rug handles, from house in St Leonards  
Donor: Mrs D Rolls
8. St Clement's Church Appeal booklet, 1961  
Donor: Mrs D Mitchell

Steve Peak asked the Curator if there was much space left in the storage rooms. The Curator advised him that there was a limited amount of space left and therefore large items could no longer be accepted. The Collection Management Policy which is under review will address storage at the museum.

Members discussed the importance of items that were relevant and had a connection with Hastings. The Curator said that the policy was less clear regarding social history items eg items which had been used in the town. Refused items were offered to other museums or returned to the donor.

Steve Peak asked if an extension to the museum could be considered. Members discussed the benefits of providing a café on site.

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**RESOLVED - that the Committee accepts the report and are satisfied with the comments in the report.**

**73. ADDITIONAL URGENT ITEMS (IF ANY)**

None.

(The Chair declared the meeting closed at. 3.33 pm)