

Public Document Pack

Charity Committee Agenda

Monday, 18 March 2019 at 6.00 pm

Council Chamber, Muriel Matters House, Breeds Place, Hastings, TN34 3UY.
Please enter the building via the Tourist Information Centre entrance.

For further information, please contact Coral Harding on 01424 451764 or email
charding@hastings.gov.uk

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Agenda Item 3 Public Document Pack

CHARITY COMMITTEE

10 DECEMBER 2018

Present: Councillors Beaney (Chair), Batsford (Vice-Chair) and Rogers.

4. APOLOGIES FOR ABSENCE

Apologies were noted for Chris May, the Protector.

5. DECLARATIONS OF INTEREST

None.

6. MINUTES OF PREVIOUS CHARITY COMMITTEE HELD ON 25 JUNE 2018 AND 24 SEPTEMBER 2018

RESOLVED that the minutes of the Charity Committee held on 25 June 2018 be accepted as a correct record.

To be amended, under the Public Question Time item – The Wet Play Area section stated “The Marketing and Major Projects Manager said there is a mini wet play area...”

This would be amended to “There is to be a mini wet play area.”

It was noted that these minutes were published late.

RESOLVED that the minutes of the Charity Committee held on 24 September 2018 be accepted as a correct record, subject to the amendments above.

7. FORESHORE TRUST DRAFT FINANCE REPORT

The Assistant Director, Financial Services and Revenues presented a report to advise the Committee on the current year's financial position.

The Foreshore Trust derives its income mainly from car parking and property leases/licences, the former income stream being quite variable.

The budget agreed in March 2018 identified budgeted income at £1,400,000 and expenditure at £1,020,000. The budgeted surplus for the year being £380,000 after direct governance costs, but before distribution of grants, capital charges and before use of Reserves.

Income is currently projected to exceed the budget by a small amount. The amount of rental income anticipated is now £9,000 more than budgeted for due to new lets at better terms.

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The Chief Accountant made the Committee aware that the deficit figure referenced in the recommendations of the report on page 19 should be £62,000 not £49,000.

Councillor Rogers proposed a motion to approve the recommendations in the report, subject to the change in the deficit figure. Councillor Batsford seconded the motion.

RESOLVED (unanimously):

To agree the current financial position for 2018/19.

Reasons for the recommendation:

The Council has the responsibility for the proper management of the financial affairs of the Trust. In doing so it complies with Accounting Codes of Practice and the high standards required for the accounting of Public money.

A surplus slightly above budget expectations is anticipated for 2018/19 in respect of operating income and expenses. Once grant and project costs are taken into account a reduced deficit of £62,000 is anticipated against a budgeted deficit of £99,000.

8. CULTURAL DEVELOPMENT FUND

The Cultural Regeneration Manager presented a report to seek support from the Foreshore Trust to utilise the £75,000 of public art funding (£25,000 p.a.) already within the Foreshore Trust budget as match for the recently submitted Cultural Development Fund bid.

A consortium bid, formed of cultural sector and local authority partners across East Sussex, to the Department for Culture, Media and Sports and Arts Council England was submitted on 19th October 2018. The fund has the potential to make a significant contribution to our cultural regeneration ambitions, through supporting key cultural sector partners and council-led activity.

The aim of the fund is to use culture and creative activity to unlock economic growth and productivity, and to make places attractive places to live in, work and visit.

The bid led by Hastings Borough Council will establish a Creative Enterprise Zone across the towns of coastal East Sussex from Hastings to Newhaven, with the vision of creating a single coastal ecology for the creative sector. The grant value amounts to £4.5m, with £1,005,000 for Hastings.

The Committee discussed the report and a question was raised regarding ring-fencing of this year's £25,000 allocation of match funding. The Chief Accountant responded that the Trust is currently forecasting to spend it this year but if it isn't spent it will increase the transfer to the reserves to be spent in future years.

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It is noted that, although the report states that the wards affected will be Castle and Old Town, there will be an impact across all wards from this project if successful.

Councillor Batsford proposed a motion to approve the recommendations in the report, seconded by Councillor Rogers.

RESOLVED (unanimously) that:

Should the cultural development fund be successful, agree that £25,000 per year of Foreshore Trust public art funding be recognised as match funding for the cultural development fund programme.

Reasons for the recommendation:

The cultural development fund bid was submitted on 19 October 2018, with unsecured match funding identified. Due to the tight turnaround of the bidding timeline, this report is seeking retrospective permission to utilise the £75,000 already agreed public art Foreshore Trust budget (£25,000 per year for three years) as match to support the project.

The Foreshore Trust has already agreed to support investment in public art and the authority to develop proposals for delivery of public art, and the cultural development fund programme would enhance that investment and delivery for the benefit of residents and visitors.

9. APPOINTMENT OF GRANTS ADVISORY PANEL MEMBER

The Chief Legal Officer presented a report to consider the appointment of a new member of the Grants Advisory Panel for a period of 3 years.

Last year the Council put an article in the Hastings and St Leonards Observer and Hastings Independent in order to attract interest from members of the public to volunteer to be members of the Grants Advisory Panel.

Three applications were received. The applicants were interviewed by the Chair of Charity Committee and the Chair of the Grants Advisory Panel, Andrew Colquhoun. Andrew was able to give helpful information on the work of the Grant Advisory Panel.

All three candidates had experience of the voluntary sector and gave very strong performances at interview. Subsequently Maria Gonet was offered a position on the Grants Advisory Panel subject to the Charity Committee formally appointing her. However the other two candidates details were kept in case anyone else resigned. Sarah Coop was contacted (with the approval of the Chair of GAP and the Chair of

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Charity Committee) last year and said she would be delighted to join the panel. The same process has taken place in relation to Kerry Fellows.

Councillor Rogers proposed a motion to approve the recommendations in the report. Councillor Batsford seconded the motion.

RESOLVED (unanimously):

To appoint Kerry Fellows to the Grants Advisory Panel with immediate effect for a period of three years.

Reasons for the recommendation:

The membership of the Grants Advisory Panel is now seven due to a member recently resigning. The assessment of grant applications takes place very soon. As two members assess the same applications it is helpful to have an even number of members.

10. MINUTES OF COASTAL USERS GROUP, 26 NOVEMBER 2018 & 5 DECEMBER 2018

The Marketing and Major Projects Manager provided an update on the meetings of the Coastal Users Group. The only item the Coastal Users Group wanted raised was the inclusion of all wards in the wards affected section of the cultural development fund report. This was noted by the Committee.

11. NOTIFICATION OF ANY ADDITIONAL URGENT ITEMS

12. URGENT ITEMS (IF ANY)

13. URGENCY - FORESHORE TRUST BUSINESS PLAN 2019 – 2022 – ADDITIONAL ITEMS

The Assistant Director, Regeneration and Culture presented a report to propose additional items for the period 2019 – 2022.

The Assistant Director, Regeneration and Culture noted that the report should reflect that the business plan is a 5 year rolling plan and will run up to 2024.

The business plan is based upon current knowledge of maintenance, income, required capital works and proposals for new activities.

It will be subject to review and modification as developing proposals and investigations are completed, most significantly in relation to the Stade facilities and the White Rock Baths area. The plan should be reviewed annually. As such the 2019/20 business plan

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is currently being reviewed, and a number of additional items are proposed for inclusion.

These additional items will not change the existing budgeted amount within the grants scheme, or main programme activities, and, will instead, be funded through additional income from increases in fees and charges and use of reserves which are currently unallocated.

The areas of support which have been identified, and would, it is proposed, have budget lines associated are:

- a. Homelessness
- b. Fuel poverty
- c. Domestic Violence
- d. Housing, debt and benefit advice
- e. Migration intervention
- f. Support infrastructure to voluntary organisations (who support the most deprived and isolated individuals).

A question was raised regarding the impact of the Herring Fair on seafront car parks and car park revenue. In response it was confirmed that previous analysis has shown an increase in car park revenue around the time of events at the Stade.

The Assistant Director, Financial Services and Revenues highlighted that work is being undertaken to confirm the ongoing maintenance liabilities of the Trust. The Borough Surveyor has prepared a draft maintenance schedule so that costs can be calculated and incorporated into the budget.

Councillor Rogers proposed a motion to accept the recommendation in the report, seconded by Councillor Batsford.

RESOLVED (unanimously):

That the additional items proposed for inclusion in the Business Plan be approved, in principle.

Reasons for recommendation:

The Charity Committee requires a business plan to support its decision-making on the use of Trust assets and surpluses.

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We are 2 years into the current 5 year business plan, and due to reducing funding across East Sussex County Council and within Hastings Borough Council, it is timely to review current allocations of funding for charitable purposes within the borough of Hastings.

The finalised 19/20-21/22 business plan will be presented for discussion on the 18th March 2019.

(The Chair declared the meeting closed at 6.24pm)

Agenda Item 4



Report to: Charity Committee Meeting

Date of Meeting: 18 March 2019

Report Title: Foreshore Trust Events Grant 2019-2020 & Pilot Grant Recommendations

Report By: Ian Sycamore
External Funding Manager

Purpose of Report

To present the recommendations of the Grant Advisory Panel (GAP) in respect of applications for Events Grants 2019 – 2020 and Combined Grant Pilot

Recommendation(s)

That the Charity Committee accepts the Events Grants recommendations of the GAP as set out in Appendix 1 and A-C, including the proposed combined small and event grant programme pilot 2019-20.

Reasons for Recommendations

1. The GAP has appraised the merits of the applications received for Events Grant support and has made a number of recommendations for grant awards for the period 2019/20. These were assessed with detailed discussion on each application at a GAP meeting held 22 January 2019.
 2. Additionally, after the GAP AGM and subsequent consideration by the panel at the January 2019 meeting, there was approval to develop a pilot for a year from April 2019 to March 2020 of a combined events and small grants programme. The £30,000 allocated to the current events grant programme and the £60,000 of the small grants programme to be combined into one pot for the pilot. This was suggested because of the low uptake of the events grant programme and the high uptake of the small grants, so that the funding could be allocated fully throughout the year.
-

Background

1. The Foreshore Trust Events Grants Fund is a small grants scheme to increase public enjoyment of the Foreshore Trust's land by encouraging a year-round programme of events. Around £36,638 is available for the 2019-20 financial year for small grants of up to £2,000 each.

Events Grants Awards 2019 - 20

2. The process used to invite and evaluate grant applications was in accordance with the protocols agreed by the Charity Committee in December 2014.
3. The Panel met during January 2019 to discuss the respective merits of each application. Its recommendations are set out in the report from the GAP Chair (Appendix 1 and A).
4. All of the applications for funding are assessed in terms of the organisations' ability to deliver their proposals, how closely they match the priorities of the Charity Committee, value for money and a fair distribution of funds amongst all the priorities and members of the community.
5. In total 8 projects are recommended for approval with some subject to conditions. All the approved projects are to be delivered starting from April 2019 to March 2020. The amount recommended totals £15,812.
6. All the approved events are to be delivered within a year of approval of the grant.

Proposal for the combined events and small grant programme pilot

7. At the GAP AGM there was approval to develop a pilot grant programme for a year from April 2019 to March 2020, combining the events and small grants programmes. The £30,000 allocated to the current events grant programme and the £60,000 of the small grants programme to be combined into one pot for the pilot. This was suggested because of the low uptake of the events grant programme and the high uptake of the small grants, so that the funding could be allocated fully throughout the year.
8. There would be two calls of the pilot programme, one opening in April 2019 with grants awarded in October 2019, and the second opening in October 2019 with grants awarded in March 2020, with the £90,000 allocation split into two £45,000 pots. This will now enable applicants to apply for events and/or small grants twice throughout the year rather than just once.
9. The draft application and guidance was circulated to the panel members, and the differences between the current forms and the pilot versions explained.
10. It is planned that the pilot programme will be fully evaluated after the first year to see how successful it has been before agreeing to any further rounds. The panel

members have been asked to put forward ideas for what they want to see in the evaluation for all aspects of the programme.

Policy Implications

11. The Foreshore Trust's Grants Programme is a funding regime that will impact positively on the economic and financial environment in the Borough, and will assist organisations in delivering a range of activities and events for local people.

Wards Affected

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

Policy Implications

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

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

Additional Information

Appendix 1 – Foreshore Trust Events Grant 2019-2020 & Pilot Grant GAP report

Appendix A – Foreshore Trust Events Grants Programme Round 7 2019-20 recommendations

Appendix B – Pilot combined grant application form

Appendix C – Pilot combined grant guidance

Officer to Contact

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014242451339

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Report to: **Charity Committee Meeting**

Date of Meeting: **18 March 2019**

Report Title: **Foreshore Trust Events Grant 2019-2020 & Pilot Grant Recommendations**

Report By: **Andrew Colquhoun**
Chair, Foreshore Trust Grants Advisory Panel

Purpose of Report

1. To make recommendations as to which organisations should be funded under the Foreshore Trust Events Grant Programme and the allocations that will be made to each.
2. To update regarding the proposed combined small and event grant programme pilot 2019-20

Recommendation(s)

1. To consider the Grant Advisory Panel's (GAP) recommendation to award events grants to the organisations shown in Appendix A.
2. To consider the comments of the GAP and review the draft application and guidance for the proposed combined small and event grant programme pilot 2019-20.

Reasons for Recommendations

1. The recommended organisations for grant funding have been selected following an open application process, and awarded to those considered by the GAP to best meet the Foreshore Trust's aims and objectives.
2. To assess the requirements of the proposed combined small and event grant programme pilot 2019-20 for approval.

Introduction

1. The Foreshore Trust Events Grants Fund is a small grants scheme to increase public enjoyment of the Foreshore Trust's land by encouraging a year-round programme of events. Around £36,638 is available for the 2019-20 financial year for small grants of up to £2,000 each.
2. Hastings Borough Council, as administrator for the Foreshore Trust Events Grants Programme, advertised the programme in early December 2018 in the Hastings Voluntary Action newsletter, the Hastings Observer and in East Sussex County Council's external funding newsletter. An e-mail was also circulated to all previous Foreshore Trust grant applicants. The deadline for receipt of applications was 7 January 2019.

Assessment of applications

3. A total of 15 enquiries were received for the events grant and by the closing date, 11 applications were actually received. The total amount requested was £21,512.
4. The GAP met on 22 January 2019 to review and score the applications. As there were so few applications all of the panel members reviewed all of the applications (excepting conflicts of interest), and these were then jointly reviewed at the meeting.
5. All GAP members had previously declared conflicts of interest which precluded them from appraising applications from particular organisations.
6. In assessing the applications, the GAP attempted to ensure the events were spread out throughout the year and at as many different areas of the Foreshore Trust land locations as possible.
7. Following a full assessment process, GAP members agreed to the recommendations shown in Appendix A.
8. Of the 11 applications considered, GAP recommends to the Charity Committee that 8 of these be approved for funding at various levels, totaling £15,812, with some subject to conditions. All the events are to be delivered within a year of approval of the grant.

Proposal for the combined events and small grant programme pilot

9. Ian Sycamore advised the GAP that at the GAP AGM there was approval to develop a pilot for a year from April 2019 to March 2020 of combined events and small grants programme. The £30,000 allocated to the current events grant programme and the £60,000 of the small grants programme to be combined into one pot for the pilot. This was suggested because of the low uptake of the events grant programme and the high uptake of the small grants, so that the funding could be allocated fully throughout the year.
10. There would be two calls of the pilot programme, one opening in April 2019 with grants awarded in October 2019, and the second opening in October 2019 with grants awarded in March 2020, with the £90,000 allocation split into two £45,000

Appendix 1

- pots. This will now enable applicants to apply for events and/or small grants twice throughout the year rather than just once.
11. It is proposed that new applications received for the pilot programme will be split for assessment between the small grant and general event proposals and those planned to take place on Foreshore Trust land.
 12. The panel commented that it would be good to have a higher level of publicity for the pilot including photos of events or activities that have taken place. The pilot programme will also be presented at Hastings Voluntary Action's (HVA) Finding the Funds events.
 13. The draft application and guidance was circulated to the panel members, and the differences between the current forms and the pilot versions explained. The panel agreed that it would be a good idea to get applicants declaration to the grant conditions by signature or name (this will be included in the final version).
 14. It is planned that the pilot programme will be fully evaluated after the first year to see how successful it has been before agreeing to any further rounds. The panel members have been asked to put forward ideas for what they want to see in the evaluation for all aspects of the programme.

15. Ian Sycamore asked the panel members whether they would consider moving towards a more electronic and paper-less assessment process for the new pilot programme. The panel discussed this in full and agreed that it is difficult to both read and assess the applications if they are not in paper format. It was agreed to keep supplying paper copies but only as necessary.

Policy Implications

16. The Foreshore Trust's Grants Programme is a funding regime that will impact positively on the economic and financial environment in the Borough, and will assist organisations in delivering a range of activities for local people.

Wards Affected

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

Policy Implications

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

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	No

Appendix 1

Local People's Views	No
Anti-Poverty	No

Additional Information

Appendix A – Foreshore Trust Events Grants Programme Round 7 2019-20
recommendations

Appendix B – Pilot combined grant application form

Appendix C – Pilot combined grant guidance

Officer to Contact

Ian Sycamore
isycamore@hastings.gov.uk
014242451339

Appendix A - Recommended Applications

Foreshore Trust Events Grants Programme Round 7 2019-20

Applicant	Project Name	Funding recommended
Creative Space Science CIC	Space@TheStade The project would cover one weekend during late 2019/early 2020. It would be free to attend and accessible for all ages, abilities and sectors of society within the Hastings and St Leonards areas. The project's aim is to make astronomy accessible to all, while stimulating and inspiring those who attend.	£2,000
Energise Sussex Coast	Sustainability on Sea festival Event A family fun "All things Green and Sustainable" fun day for to celebrate Hastings Sustainability Week including entertainment, interactive games, exhibitions, local produce and community cooking.	£2,000
The Groundwork South Trust Ltd	Nature Holiday Club Activities on Bulverhythe Beach To provide, during school holiday periods, young people and their families in low income households and or suffering food poverty, eight outdoor organised activity event days on the foreshore and a healthy lunch, allowing up to approx. 360 visits from participants	£1,812
Hastings Storytelling Festival Ltd	Hastings Storytelling Festival Free Children's Day Provide storytellers and puppet show at Hastings Stade using the Stade Hall and several marquees to create the Festival space. Activities will be free and include high profile international storytelling including Pickled Image Theatre. The event will be promoted to local families through an education programme.	£2,000
IdolRich TheatreRotto	The Iguanodon Footprint To create a large walkabout puppet of an Iguanodon that has emerged from an egg frozen in time since the Cretaceous period. The puppet will interact with the public at the Stade, Warrior Square beach and West St Leonards beach encompassing the length of the seafront on a weekend day in October.	£2,000
18 Hours Ltd	Journeys Dance Festival: 'Ballroom Dance at the Stade' A free dance festival on Saturday August 24th 'Ballroom dance at the Stade'. Introducing exciting high-quality ballroom dance with an emphasis on both inclusion and participation. Accompanied by live music and inviting local dance instructors alongside national ballroom and wheelchair dancers. This event will excite and enchant wider audiences with an animated display across the Open Space.	£2,000
Seaview	The Big Sleep 2019 To hold a mass sponsored sleep out in the early Autumn on the Stade Open Space called the Big Sleep 2019. The event to involve members of the general public sleeping out for one night in cardboard boxes. Entertainment, service user involvement, soup and porridge run to be included in the event and those participating will be required to raise a minimum level of sponsorship.	£2,000
St Leonards Festival	St Leonards Festival 2019 A free community event on 29.06.19 to promote diversity and inclusivity for all through arts, music and entertainment. FT support is requested for a seafront carnival between Hastings Pier in the east and Azur in the west - working in partnership with local schools, groups and musicians. The carnival will bring the foreshore to life before culminating in the free activities on Warrior Square. Importantly Foreshore Trust will lever considerable funds for the wider event.	£2,000
Total Recommended		£15,812

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Foreshore Trust Small & Events Grant Programme Round 1 2019-20
Application Form

Administered on behalf of the Foreshore trust (Charity No. 1105649) by Hastings Borough Council

Organisation name			
Project number & name	FT-SE1		
Total funding requested	£		
Event		Foreshore Land	
Activity			

The Foreshore Trust Small & Events Grant Programme is a small grants scheme, for grants up to £6,000, for voluntary and community groups offering a service or running an event within Hastings & St. Leonards. The main aim of the programme is to support smaller voluntary and community groups in carrying out activities that enhance the quality of local residents' and visitors' lives and increase their involvement in the community. The fund can also help with capacity building of smaller voluntary and community groups to strengthen their ability to carry out their work. The closing date for applications for this round is midday on ???

Please ensure you have read the Foreshore Trust Small & Events Grant Application Guidance notes in full before completing this form as there have been a number of changes made to the programme. They also explain the application questions in detail and the information to be provided. If you require any help with completing your application please contact Peter Thorpe at HVA (tel: 01424 444010; email: peter@hvauk.org).

You must not change any of the questions or alter any part of the form unless we state that you can. If you do make unauthorised changes we will not accept your application.

1. Your organisation

Applicant Organisation Name			
Address & Postcode			
Website Address			
Main contact name :			
Position in organisation:			
E-mail address:			
Telephone no:			
Mobile Phone no:			

✓	2.2 Status	Date Started	
	Company limited by guarantee		
	Registration No:		
	Community Interest Company		
	Registration No:		
	Registered Charity		
	Registration No:		
	Other form of Social Enterprise (please state which)		
	Part of a regional or national organisation		
	Voluntary/Community group		
	Other (Please describe)		

2. Eligibility Criteria

Eligibility Criteria	Yes	No	Comments including (N/A) not applicable items	Held by HBC	
				Yes	No
A. Do you have a written set of rules, constitution, or other governing document?					
B. Do you have a bank account in the name of the group?					

Appendix B

C. Have you submitted a copy of your latest annual accounts to the Council? For new groups (less than 15 months) have you submitted a projection of income and expenditure plans for your group?				
D. Do you have an Equality and/or Equal Opportunities Policy or statement in your governing document?				
E. Do you have Public Liability Insurance to the value of at least £10 million? If you do not, please explain why?				
F. Do you have a policy to ensure the safeguarding of children or vulnerable adults (where appropriate)				
G. Are relevant staff and volunteers DBS checked?				

Organisation account information

Period covered by latest accounts or income/expenditure breakdown for new groups	
Level of free reserves as a percentage of your annual turnover for the previous financial year or for the current year for new groups.	

3. Priorities

Tick those priorities your proposal will address. You will be asked to demonstrate how your project will contribute to these priorities later in the application.

Priorities	<input checked="" type="checkbox"/>
The prevention or relief of poverty	
The advancement of education	
The advancement of health or the saving of lives	
The advancement of citizenship or community development	
The advancement of the arts, cultures, heritage or science	
The advancement of amateur sport	
The advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity	
The advancement of environmental protection or improvement	
Events that attract a wide range of residents and visitors and extend the seafront season	
Events that extend activity throughout the length of the Foreshore Trust seafront	
Any other purposes currently recognised as charitable and any new charitable purposes which are similar to other charitable purposes	

4. Your Project

Where did you hear about this funding?

What do you want the grant for?

Areas of Foreshore Trust land where events can take place can be viewed by following the attached web link - https://www.hastings.gov.uk/my_community/foreshoretrust/who/

Event	Yes/No	Foreshore Trust Land	Yes/No
Service or Activity	Yes/No		

What is the name of your event, project or activity?

Provide a brief project aim summarising your event or project idea. You may use up to 75 words.

Please tell us in detail about your event or project, its aim and the activities you plan to carry out using our grant. You can write up to 300 words.

When and where will it take place and how long it will last? You can write up to 100 words

Please tell us how your event or project relates to our funding programme priorities, and your organisation's expertise/capacity to deliver the project. You can write up to 150 words.

5. Project – Project costs

Please tell us how much your event or project will cost in total, provide a budget breakdown, and how different items / activities are being funded.

Budget item (add rows as necessary)	Total cost	FT Grant
-------------------------------------	------------	----------

Appendix B

		Element
Total		
If this funding programme is not the sole source of funding, please list the sources and amounts of other funding streams that will support your project activity. Please stipulate whether each will be cash or in-kind match-funding and whether it has already been secured/committed. Add rows as necessary.		
Source of match	Secured or Not	Amount
Total		

6. The difference your event or project will make and to whom

6.1 Please indicate below who is most likely to benefit from the funded event, service or activity and most importantly, detail why it is needed? Please indicate the numbers, categories (young, old, families etc.) and any targeted neighbourhoods from which residents are directly likely to benefit from the project. You can write up to 300 words.

6.2 Please tell us how you will promote and publicise your event or project. Explain what you will do to make sure that all people from Hastings and St Leonards and if appropriate, visitors, know about your event or project and how to benefit from it. You can write up to 150 words.

6.3 Please confirm your organisation's willingness to monitor who accesses your event or project and comment on the venue or location including the availability of transport or disabled access as appropriate. You can write up to 150 words.

Confirmation of willingness to monitor equal opportunities ✓	Yes	No

7. Project evaluation and feedback

Tell us how you will know whether the event, service or activity has achieved its aims. Describe the methods you have in place for monitoring and evaluating the service/activity. You may use up to 150 words.

8. Declaration & Checklist

8.1 I confirm that I have read and understood the guidance and completed the application form in accordance with this.	
8.2 I have attached the relevant documents as listed in Section 2, Eligibility Criteria.	
8.3 I have completed all the questions in the application form	
8.4 I have the necessary authority to submit the application.	
8.5 I understand and accept that if our organisation is successfully awarded a grant that we agree to fully meet the necessary final monitoring requirements detailed in the guidance.	
8.6 Name	Signature
Date	

9. Sending us your application

When you have completed the form please email it, with any supporting documentation, to Foreshore-Small&EventsGrants@hastings.gov.uk. Please put the name of your organisation in the subject field of your email.

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Foreshore Trust Small & Events Grant Programme Round 1 2019-20 Application Guidance

For a funding application pack please email:
Foreshore-Small&EventsGrants@hastings.gov.uk

Administered on behalf of The Foreshore Trust (Charity No. 1105649) by Hastings Borough Council

Aim of the Foreshore Trust Small and Events Grant Programme

The Foreshore Trust Small & Events Grant Programme is a small grants scheme, for grants up to £6,000, for voluntary and community groups offering a service or running an event within Hastings and St. Leonards. The main aim of the programme is to support smaller voluntary and community groups in carrying out activities and running events that enhance the quality of local residents' and visitors' lives and increase their involvement in the community. The fund can also help with capacity building of smaller voluntary and community groups to strengthen their ability to carry out their work. The closing date for applications for this round is midday on ???

Help with application completion

Comprehensive Guidance Notes are provided from page 4 to help you complete the form. Please read them carefully to maximise your chance of success. If you require any help with completing your application please contact Peter Thorpe at HVA (tel: 01424 444010; email: peter@hvauk.org).

Please do not change any of the questions or alter any part of the form unless we state that you can. If you do make unauthorised changes we will not accept your application.

PLEASE NOTE: A successful grant application for an event on Foreshore Trust land does not give you permission to hold your event. This is subject to a separate process and it is very important that you complete the Council's "Request to hold an event" form and comply with all the terms and conditions associated with holding an event on Foreshore Trust land. This form and the terms and conditions will be sent to you, however, should you require further information regarding this process please contact Sara Bowen, HBC Facilities Development Officer – email sbowen@hastings.gov.uk or phone 01424 451334.

Foreshore Trust Small and Events Grant Application

Grants up to £6,000

The application form enables the appraisal panel to assess the eligibility of your organisation or consortium and whether your proposed event or activities will directly address the funding priorities. Applications from organisations that do not meet the eligibility criteria or that do not directly address the funding priorities will be declined.

A proportionate approach to the application, grant claims and monitoring process has been established. For this level of funding the following will apply:

- Monitoring – successful applicants will complete a project engagement process prior to the project start to discuss any approval conditions, the monitoring process and to sign the service level agreement. At the end of the project a simple monitoring and evaluation form will be issued for completion and the organisation will be subject to a project closure process to assist with completing the form if needed, verification of the project expenditure, basic equalities profiling, feedback, case studies and to sign off on the project.
- Payment – 90% of the funding will be advanced once the project has been approved and the agreement has been signed. The remaining 10% will be paid on satisfactory completion of the project and monitoring and evaluation process.

Funding

£45,000 is available in the Round 1 2019-20 programme for grants of up to £6,000 each. The grant funding period is October 2019 to March 2020.

Foreshore Trust Small and Events Grant Programme funding priorities

Applications can be submitted that meet any aspect of the priorities, however those that specifically address the priorities and have clear links to organisation aims will be scored higher than proposals that are less directly linked.

Priorities
The prevention or relief of poverty
The advancement of education
The advancement of health or the saving of lives
The advancement of citizenship or community development
The advancement of the arts, cultures, heritage or science
The advancement of amateur sport
The advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity
The advancement of environmental protection or improvement
Events that attract a wide range of residents and visitors and extend the seafront season
Events that extend activity throughout the length of the Foreshore Trust seafront
Any other purposes currently recognised as charitable and any new charitable purposes which are similar to other charitable purposes

Deadline for application submission

The deadline for submission of applications is midday on **???**. Completed applications should be emailed with any supporting evidence to Foreshore-Small&EventsGrants@hastings.gov.uk including the name of your organisation in the subject field of your email.

Notification of approved projects

Decisions will be notified to all applicants by the beginning of October 2019.

Application appraisal process

The procedure for allocating funding comprises the following:

1. The applicant must meet the eligibility criteria on page 1 in order to be considered for grant.
2. The Programme Team and Grant Advisory Panel will assess the application form using these guidance notes. The panel's role is to act as an independent and objective appraisal and recommendation group.
3. In general, applications will be assessed on how well they meet the priorities of the grant programme, their actual proposal, the likely beneficiaries, value for money and the difference the project will make.
4. When all the applications have been reviewed the available funding will be allocated, pending final approval from the Charity Committee. The panel may, at their discretion, decide to recommend to part fund a bid.
5. The Chair of the Grants Advisory Panel will compile a report detailing the recommended bids, which will be passed to the Charity Committee for approval. In the event of a tie between bids for the final allocation, the decision of the Charity Committee will be final.
6. All applicants will be notified about the outcome - we will notify unsuccessful applicants of the principal reasons for not awarding a grant, and where practical, offer to discuss any particular points.

Eligibility Criteria

Applications will undergo an appraisal that will assess suitability to deliver a funded project using the criteria below.

Who can apply?

To deliver a funded project, organisations must meet the following requirements:

- Be a voluntary or community group in carrying out activities that primarily enhance the quality of local residents' and visitors' lives and increase their involvement in the community.
- Demonstrate that for activities or services primarily residents of Hastings or St Leonards will benefit, or for events on Foreshore Trust land that visitors will mainly benefit.

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- Have a recognised legal and constitutional status, which lays out aims and objectives and states how the organisation will operate.
- Individuals wishing to apply may need to work with existing local organisations to submit and oversee their application. If you require any help with completing your application please contact Peter Thorpe at HVA (tel: 01424 444010; email: peter@hvauk.org).
- Either hold their own bank account or have a written arrangement under which an established group sponsors the applicant by agreeing to hold the funds on the applicant's behalf.
- Provide independently audited or examined income and expenditure records relating to its activities. In the case of new groups, where some of the requirements cannot be met yet, a supporting declaration may be made by an existing group who will agree to hold the funds on behalf of the applicant and provide us with the necessary accountability.
- The organisation or consortium must have a clear management structure and have principles of operation for employees, volunteers and service users which accord with legislation on employment, health and safety, and equalities as appropriate.
- The organisation should have public liability insurance to the value of £10,000,000. If the level of insurance the organisation holds is less than this or is not held at all an explanation must be provided.

Assessment Criteria

Applications will be assessed against the following:

1. Project – aim of project, description of activity or event, fit with programme priorities
2. Project Delivery - organisation capacity
3. Project Cost - budget profile and value for money
4. Difference the project makes - identification and targeting of beneficiaries, need for project, project promotion and access
5. Project Evaluation - monitoring arrangements, and capturing and providing feedback on project success or failure

Conditions of grant funded projects

- Grants are normally required to be spent and accounted for within six months of the date of approval. The Grants Advisory Panel reserves the right to amend this requirement, and the agreed final accountable date together with any conditions applicable to the grant will be reflected within any Service Level Agreement.
- On completion of the project/activity a monitoring form will need to be completed confirming that the grant money has been spent for the purpose originally specified. This should include any information and supporting evidence to demonstrate to what extent the project/activity successfully achieved its intended outcomes. Diversity information may also be required including the number of people involved, ages, ethnicity and disabilities.
- Occasionally, additional approval conditions may be imposed.

Multiple applications

Groups may make only one application in any one round.

If you have had an application rejected previously, please do not be discouraged from applying again, as all previous applicants are welcome to reapply.

Foreshore Trust Small and Events Grant Programme exclusions

Grants will not be considered to pay for:

- Activities that are for non-charitable purposes
- Core costs other than where it is clearly needed to support the activity and involves additional expenses.
- Applications for continuation of existing statutory services unless a clear need is demonstrated and the long-term sustainability of the service is addressed.
- Setting up costs for new groups
- Projects which are primarily for the benefit of local businesses
- Activities designed to specifically promote party political or religious causes (although applications from faith groups involved in local community work are welcomed)
- Monies already spent or liabilities incurred before the signing of any agreement.
- Activity which would appear to be more appropriately funded by a statutory body.

Proposals eligible for the Foreshore Trust Small and Events Grant Fund

Small Grants:

- Proposals will be considered for repairs/refurbishment, transport, newsletters, website design, promotion, etc. In other words, things that might help you to keep a small group running, improve or develop your premises, improve or develop your activities, train group members, raise awareness of your group's activities or recruit new volunteers/members to your group
- Proposals for continuation of existing services will be considered. However the need must be clearly demonstrated, alternative funding sources explored, and the long-term sustainability of service addressed.
- Funding for trips and outings for members of a member-only organisation will only be considered if a clear need and social advantage can be shown which would be of benefit to as wide a community as possible.
- Proposals for grants for membership groups only will be considered if the applicant can fully demonstrate inclusivity, outreach and impact on the local community.
- Proposals for services or activities based in or outside of the borough will only be considered if they can clearly show it is primarily for the benefit of Hastings residents.

Events:

- Priority will be given to events held on Foreshore Trust land. However applications for events in other areas of Hastings and St Leonards will also be considered. Areas of Foreshore Trust land where events can take place can be viewed by following the attached web link - https://www.hastings.gov.uk/my_community/foreshoretrust/who/
- Fundraising events or activities to support applicant organisations will be considered as long as the event activity engages or raises people's awareness of 'good causes' for the benefit of residents in Hastings.
- Charges may be levied for events and associated activities where appropriate, but this must be affordable to most residents and visitors and used only to recover the costs of the event or activity. However, free events and activities using the grants are encouraged and will be prioritised.

All applications

- The Foreshore Trust is likely to favour bids from new applicants, if there is considered to be equal benefit to the local community, over activities that have previously received funding.
- New equipment – proposals may include the purchase of small assets from the grant, however the benefit of the purchase for the project, event or activity will need to be justified in the application and it should clearly state what will happen to the items once the activity etc. has finished.
- Core costs will only be classed as eligible where they are clearly needed to support the event activity and involve additional expenses
- Room costs will only be classed as eligible where applicants are planning to hire the facility from another organisation.
- Salary costs will only be classed as eligible where they are clearly needed to support the event or activity planned and are additional to existing costs - this must be clearly demonstrated in the proposal.
- Proposals may include the sale of items funded from grants; however these items must be affordable to most residents and visitors and sold only to recover the costs of the activity.

Agreements

Every successful organisation will receive an agreement that will set out the specific terms for delivery. A number of general terms will feature in all agreements and these are likely to include the following:

- Funding must only be used for the purpose set out in the agreement. The Grants Advisory Panel must agree any changes to delivery or other significant deviation from the agreement.
- For small grants the project beneficiaries must be primarily resident in Hastings or St Leonards.

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- For events grants on Foreshore Trust land the project beneficiaries must be primarily visitors to Hastings or St Leonards.
- You must maintain adequate evidence and records of all income received and expenditure incurred and have sound financial procedures in place. As a minimum these must include:
 - A bank account in the organisation's or, in the case of a consortium, Lead Organisation's name requiring two signatures
 - The maintenance of a cashbook for recording all expenditure and income
 - All expenditure being supported by invoices, receipts and vouchers
 - Regular monitoring of expenditure comparing actual performance to budget
 - Deductions for tax and National Insurance from salaries as appropriate
- You must keep adequate records regarding the monitoring of the service delivery and these must be available for inspection.
- You will be required to provide financial accounts showing how the grant was spent. The accounts must be subject to outside scrutiny but organisations may choose either independent examination by a suitable qualified person or audit by a registered auditor.
- You are required to make proper arrangements for the recruitment and employment of staff if appropriate for your group. These should include:
 - Recruitment and selection of staff against a job description and person specification
 - Written contracts of employment, which meet legal requirements
 - Clear written discipline and grievance procedures
 - Adequate training for the duties they have to perform
- You must comply with the monitoring requirements specified in a timely manner. Please be aware that failure to provide this information on a timely basis may be considered non-delivery and constitute a breach of the funding agreement.

Monitoring and Evaluation

1. Monitoring and evaluation are essential to assess the effectiveness of the funded service and its delivery. Monitoring is the process of gathering and recording information on a regular basis. It keeps account of the progress against agreed targets, anticipated outcomes and other relevant indicators.
2. Evaluation is the process of looking at that information and judging the quality of the work and its success against stated aims. It looks at outcomes and results in order to assess the effectiveness of the service and inform future decisions.
3. The monitoring and evaluation arrangements form part of the contractual obligations but the following general principles will be observed:
 - Monitoring will be relevant and proportionate to the size, nature and value of the project, whilst being consistent with the need for effective protection of, and proper accountability for, public money.
 - The requested monitoring information will be collectable.
 - The learning from evaluation should be shared to inform future policy, funding etc.

Guidance on completing the application form

1. About your organisation

- Give the full name of your organisation or group as it appears on your bank account. Tell us your organisation's main or registered address, including postcode. Give us your website address if you have one.
- Provide details for the main project contact – their position in the organisation, email address and landline and mobile phone numbers.
- Confirm the status of your organisation by putting a tick in the left hand column. Provide details of your group including registration numbers as appropriate.

2. Eligibility Criteria

- It is important that you work through this checklist before you start completing the application form. This is so that you can decide if you think this funding is right for your project or organisation, and before you go to the time and expense of submitting an application.
- Please tick the checklist to verify that your group is eligible to apply for funding.

Appendix C

- Please confirm in the comments boxes that you have attached copies of supporting information as requested.
- If your organisation has previously applied for grant funding from the Foreshore Trust or any other programme supported by Hastings Borough Council (HBC), and your group has already submitted the supporting documents please tick the relevant cell in the 'Held by HBC' column.

Criteria

- A. All groups must have a constitution or clear set of rules, which should describe the group's aims and objectives, its members and details of how decisions are made. Where a larger parent body is applying in respect of a local project, clarification must be given to demonstrate local governance and ownership of the project.
 - B. Confirm that a bank account is held in the name of the organisation. Please note that the bank account signatories must not be related to each other.
 - C. Confirm that the latest copy of the organisation's annual accounts is held by or has been emailed to the Council. If your organisation has been running for less than 15 months, please provide a 12 month financial projection for the year in which you will spend the grant. Where a larger parent body is applying in respect of a local project, financial information specific to the project must be made available.
 - D. Please state if you have an Equality and/or Equal Opportunities Policy statement approved by your organisation. This may sometimes be contained in your governing document.
 - E. The funders are keen to encourage all groups, regardless of size, to operate in a professional manner. In most cases this will include ensuring that the group has an appropriate level of public liability cover. If you feel that cover is not necessary for your group, please include a note to explain why.
- F & G – If your project involves either working with children or vulnerable adults an appropriate safeguarding policy must be in place. Relevant staff must be suitably trained and DBS checked.

Organisation account information

- From your last accounts, or income/expenditure breakdown for new groups, please confirm the period covered
- Specify the level of free reserves as a percentage of your annual turnover for the previous financial year or for the current year for new groups.

3. Priorities

- Tick those priorities your proposal will address. You will be asked to demonstrate how your project will contribute to these in the project section of the application.

4. Project

- Tell us where you found out about this funding programme.
- Confirm what you want the grant for: either an event or service/activity, and whether or not the event will be held on Foreshore Trust land. Areas of Foreshore Trust Land where events can take place can be viewed by following the attached web link - https://www.hastings.gov.uk/my_community/foreshoretrust/who/
- What is the name of your project/activity – give us a short title that we could use for publicity purposes. Try to make it unique to your project.
- Provide a brief project aim summarising your project idea. You may use up to 75 words.
- Please tell us in detail about your project idea, its aim, and the activities you plan to carry out using our grant. Be specific about what you will do and how you will do it. Your project aims must match those outlined in your constitution. You can write up to 300 words.
- Let us know the start date of your project/activity, where it will take place and how long it will last. You can write up to 100 words.
- Please tell us how your project relates to the funding programme priorities, and your organisation's expertise/capacity to deliver the project. Please note that direct links between your organisation's aims and the aims and priorities of the funding scheme will be assessed more highly. You can write up to 150 words.

5. Project Costs

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- Tell us how much your project will cost. Insert rows as necessary.
- Provide a breakdown for each item if necessary. For example, don't just put furniture; list the different items e.g. 5 tables, 30 chairs etc.
- Include everything you will need for the project even if you are not asking us to fund it.
- Give the total cost of each item or activity in the total cost column and how much you want from the Foreshore Trust Small and Events Grant Programme in the grant element column. There is no limit to how much the grant element should be for each budget item, provided that the total being requested is £6,000 or less.
- Please ensure that your figures add up.
- Confirm any match funding for this project that your organisation has applied for or has secured detailing whether it is cash or in-kind match.
- If your proposal is for an event, service or activity for which you will be charging you will need to include projections of the income from these charges in the match funding section.
- If your proposal includes the sale of items funded from grants you will need to include projections of the income from these sales in the match funding section.

6. The difference your project will make and to whom

Section 6.1

- Tell us who will mainly benefit from the project and explain why the event, service or activity is needed.
- Include what evidence you have to show that the event, service or activity is needed.
- Describe where a gap or shortfall in current provision is not meeting the needs of your organisation or your target beneficiaries.
- If your application is to supplement or expand something that already exists, explain that here. If your project is similar to other existing services/activities, explain what difference your project will make to meeting the needs you describe.
- If applicable provide details of how you have consulted with the people who will benefit from your project and what the result of that was. This can include organising meetings, conducting surveys or keeping waiting lists for people wanting to access the event, service or activity.
- Detail how your project has been influenced by what people have told you and how you know that the people you want to help will use your project. Confirm how many people will be involved in delivering your event, project or activity and whether they are volunteers and/or paid staff (and if they are paid staff whether they are full time or part time).
- Detail how you will ensure and demonstrate that for services or activities the beneficiaries of the project are residents in Hastings and St Leonards, and that for events the main beneficiaries of the project are visitors to Hastings and St Leonards.
- You can write up to 300 words.

Section 6.2

- Detail how and to whom you intend to market the event or activity to, and how you will involve the wider community or visitors to Hastings and St Leonards.
- Tell us how you will promote and publicise your event or activity, and explain what you will do to make sure that people from different backgrounds know about and how to benefit from it.
- If you plan to restrict who can take part in your event or activity you should explain why.
- If you plan to target particular groups or parts of the town, please describe them.
- Explain how you will make sure people from different backgrounds know about your event or activity.
- You can write up to 150 words.

Section 6.3

- Please confirm your organisation's or consortium's willingness to monitor equal opportunities. If no, please give us an explanation as to why this is not possible.
- Comment on how your proposal meets equal opportunities, the venue or location including disabled access as appropriate. You can write up to 150 words.

7. Project evaluation and feedback

- Tell us how you will know whether the event, service or activity has achieved its aims, and explain how you will show that it has made a positive difference to the beneficiaries. Describe the methods you have in place for monitoring and evaluating the event, service or activity. This

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could include information about numbers and types of people attending or supported and case studies and/or feedback from people involved.

- You may use up to 150 words.

8. Declaration & Checklist

Please put a cross in the second column of 8.1 to 8.5 to confirm the following

- 8.1 That you confirm that you have read and understood the guidance and completed the application form in accordance with this.
 - 8.2 That you have attached the relevant documents as listed in Section 2, Eligibility Criteria.
 - 8.3 That you have completed all the questions in the application form
 - 8.4 That you have the necessary authority to submit the application.
 - 8.5 That you understand and accept that if your organisation is successfully awarded a grant that you agree to fully meet the necessary final monitoring requirements detailed in the guidance.
 - 8.6 Please complete and date this section. Note: only electronic signatures are accepted, if you do not have an electronic signature please leave this blank.
9. Email your application and any supporting evidence to Foreshore-Small&EventsGrants@hastings.gov.uk Please note that the application needs to be emailed in Word format and that paper copies will not be accepted.

Agenda Item 5



Report to: Charity Committee

Date of Meeting: 18th March 2019

Report Title: Foreshore Trust Business Plan 2019/20 – 2024/25

Report By: Victoria Conheady
Assistant Director, Regeneration and Culture

Purpose of Report

To present a five year Business Plan for the period 2019/20 – 2024/25.

Recommendation(s)

1. That the Business Plan as appended to this report be approved.
2. That the Committee delegate authority for any minor modifications to the Assistant Director of Regeneration and Culture in consultation with the Chair of the Charity Committee.

Reasons for Recommendations

The Charity Committee requires a business plan to support its decision-making on the use of Trust assets and surpluses.

Background

1. The business plan follows on from the earlier five year plan and is based upon our current knowledge of maintenance, income, required capital works and proposals for new activities. It will be subject to review and modification as developing proposals and investigations are completed, most significantly in relation to the Stade facilities and the White Rock Baths area.
2. The plan should be reviewed annually.

Summary

3. The main aspects of the plan appear in pages 12 through 23 where the achievements of 2018/19 and the plans for 2019 onwards are explained.
4. The Spending Plans (page 25-32), Indicative Forward Plan (page 33) and Reserves Policy (pages 34-35) set out the financial forecasts and policies.
5. Work has been undertaken to identify the areas where the Trust will incur significant maintenance and replacement costs in future years e.g. toilet refurbishments, resurfacing of car parks. The update of the Repairs and Renewals programme was necessary to identify the ongoing levels of reserves required to ensure the assets of the Trust can be maintained at the appropriate level within the financial constraints of the Trust. This work has allowed funding to be identified for further charitable activities which have been included in the plan.
6. The new items which have been included are as follows:
 - a. Funding for the 2019 Herring fair (page 17)
 - b. The option to explore new income generating activities within renewable energy (page 18)
 - c. Advance notice of a new charitable giving scheme which will be developed over the next 18 months (page 22)
7. Other new items include the new management arrangements for the Stade Hall and Classroom on the Coast.

Consultation

8. Views on the revised document will be sought from the Coastal Users Group and the Protector.
9. The Coastal Users' Group's comments will be contained in the minutes of their 12th March meeting.
10. The Protector's comments will be considered at the March meeting of the Charity Committee on the 18th March 2019.

Financial Implications

11. The financial forecasts predict an operating surplus for each year, providing scope to include some of the recurring planned expenditure within annual budgets. There are higher cost initiatives, such as resurfacing of car parks, roadways, and so on that will necessitate identification and retention of significant sums within the accounts.

Wards Affected

Old Hastings, Castle, Central St Leonards, West St Leonards

Policy Implications

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

Equalities and Community Cohesiveness

Crime and Fear of Crime (Section 17)

Risk Management x

Environmental Issues

Economic/Financial Implications x

Human Rights Act

Organisational Consequences

Local People's Views x

Anti-Poverty

Additional Information

Appendix 1: Foreshore Trust Business Plan 2019/20 – 2024/25.

Officer to Contact

Victoria Conheady

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Foreshore Trust Business Plan

2019/20 – 2024/25

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Executive Summary

1. The Foreshore Trust is a charity registered with the Charity Commission under number 1105649. Hastings Borough Council is the trustee and is bound by charity law in the same way as any other charity trustee.
2. The objects of the Charity are to hold and maintain the Charity's land for the common use, benefit and enjoyment of all Her Majesty's subjects and the public for the time being forever; and, subject to that, such charitable purposes within the area of the Borough of Hastings as the Trustee thinks fit.
3. The first priority for the Trustee is meeting the cost of administration and maintenance and repair of the Trust estate. It can then consider further distribution of income for charitable purposes within the Borough of Hastings, subject to its responsibility to maintain reasonable reserves for unplanned or unpredictable operational expenses.
4. The Trustee envisages a Foreshore where history and traditional industry are preserved and nurtured whilst events and activities are encouraged along the entire length of trust land and opportunities for income generation are exploited wisely to support the Foreshore and the residents of the borough.
5. The Trust agreed and published its previous five-year plan in 2012. The Trust business plan is for a rolling 5 year period and as such this plan covers the period 2019/20 – 2024/25, and will be reviewed by the charity committee annually.
6. The balance on the Trust's accounts at 31 March 2019 is forecast to be £1.555m. Income for the financial year ended 31 March 2019 is projected to be £1.412m. Total expenditure is forecast to be £1.302m, leaving a surplus of £110,000 after grants and project costs. An annual provision for charitable grants has been established which currently amounts to some £670,000. The Trust maintains sufficient balances to cover planned spending commitments for repairs, renewals and projects. It also has a reserves policy which determines the minimum level of resources that should be maintained at any one time.
7. Capital improvements were delivered as part of a number of planned projects along the seafront within the 2016/17 financial year, which included notably improvements to the promenade between the White Rock Baths and Hastings Pier. These included resurfacing, landscaping and the installation of a wooden deck area and kiosk beside the White Rock Baths, 17/18 included initiation of further projects, which were finalized in 2018/19 financial year.
8. A major project to improve the town's defences against beach erosion and marine flooding commenced with the repair of one rock groyne and the building of a new rock groyne on the beach between White Rock Baths and Hastings Pier.

9. The second phase of this project, which involved repairs to the Harbour Arm, was completed in summer 2018.
10. The third phase of this project is the replacement of 100 wooden groynes along Hastings and St Leonards beaches. Funding for this work is currently in application with work potentially commencing during 19/20 financial year.
11. Implementation of a further coastal community fund (CCF4) programme of capital and revenue activity, including supporting activity within the White Rock Baths by the trust's tenant, The Source; further connectivity developed through free Wi-Fi in the town linking with the seafront Wi-Fi; marketing campaigns celebrating the seafront at White Rock as a destination in its own right; and, for delivery in 18/19 and 19/20, a reinstallation of a water feature above white rock baths. The total CCF funding amounts to:£1.9m (©£800,000 as grant)
12. Advised by the Grants Advisory Panel, the Trust approved and distributed two rounds of grants in 2018/19. Seventeen organisations were supported by grants up to a value of £60,000 and £23,362 was awarded in respect of twelve events in the town under the Events Grant. The total allocation was £83,362.
13. An ad hoc grant of up to £16,000 was requested by, and awarded to, the Hastings Fishermen Protection Society for part funding of a new community ice maker.
14. Projects in the Trust's spending plan for the years 2019-2025 include: repairs, replacement and improvements to the Trust's existing assets; and development of new assets that will enhance the public's enjoyment of the foreshore and the use of existing assets, as well as some projects that will bring in new income for the Trust.
15. The Trust will continue to maintain sufficient resources for the effective management of its assets and implementation of its plans, and will ensure safe operations and timely monitoring and mitigation of risks.

Background

About the Trust

16. The Foreshore Trust is a charity registered at the Charity Commission under number 1105649. Hastings Borough Council is the trustee of the charity for all purposes, and is bound by charity law in the same way as any other charity trustee. When making decisions relating to or affecting the Charity, it must act in the Charity's best interests.

History of the Trust

17. The Charter of Elizabeth I in 1588 bestowed corporation status on Hastings and also gifted its stone beach to the newly incorporated town. In the late 19th century, the Crown sued Hastings Corporation in the High Court in relation to the Foreshore, i.e. the area of the beach between high and low water which generally belongs to the Crown. The High Court litigation was settled and on 8 September 1893 the Crown sold the Foreshore between Rock-a-Nore and Grosvenor Gardens to Hastings Corporation. However, unlike the Charter, the conveyance of the Foreshore to Hastings Corporation was on trust to hold the land for the "common use, benefit and enjoyment of Her Majesty's subjects and the public generally for ever". Later in 1925, 1933 and 1934 the Crown sold further areas to Hastings Corporation on the same charitable trusts so that it held the whole of the Foreshore between the town's eastern and western boundaries.
18. Changes to the high and low water mark since 1893, primarily because of the construction of the harbour arm, mean that a considerable amount of land which was below the high water mark in 1893, is now well above the current high water mark. This means the Foreshore Trust now owns a significant amount of real estate, particularly towards the eastern end of the town.
19. In 1947 a Deed of Compromise was agreed between the County Borough of Hastings and representatives of Hastings fishermen over the ownership and use of the area of Foreshore known as The Stade. This agreement confirmed ownership and various rights on the Stade to the County Borough, subject to the terms of the 1893 conveyance, whilst granting irrevocable powers to carry out specified activities there to all registered fishermen.
20. In 1987 Hastings Borough Council promoted a bill which became the Hastings Borough Council Act 1988. The Act had a number of provisions affecting Hastings, some of which related to the Foreshore. The effect of the Act was to vary the original charitable trusts so certain areas of the Foreshore could be used for car parking and other purposes, including leisure. The Act empowered the Council to charge for services provided and to permit others to provide services at a charge. The car parks at Rock a Nore and Pelham are operated under the 1988 Act as was the former car, coach and lorry park at the Stade. The Act also enabled the development of the Stade amusements, boating lake, crazy golf and similar ventures.
21. In August 2004, the Hastings and St Leonards Foreshore Charitable Trust was registered with the Charity Commission. A

scheme providing for the appointment of four independent trustees and two Council nominated trustees was approved in March 2006. The Council held the land as custodian trustee but all management decisions made in relation to the land, including any disposal, were the responsibility of the trustees appointed under the Scheme.

- 22. In February 2008, a claim made by the Trustees against the Council for an alleged breach of trust was settled with the approval of the Charity Commission with a payment to the Trustees of £1.35 million plus interest. A second claim was also settled regarding land and income from land, providing for redrawn boundaries of the Trust estate to form the basis of a new registered title at the Land Registry.
- 23. From an early stage the Foreshore Trustees determined, following advice from their financial advisors, that it was more beneficial to the Charity for it to be managed by the Council, as sole trustee, rather than by independent trustees. The benefits included the economies of scale the Council could achieve which the Trustees could not. They, therefore, approached the Charity Commission requesting a Scheme to return the trusteeship to the Council.
- 24. In late 2009 the Charity Commission published such a Scheme proposing that the trusteeship be returned to the Council and seeking public responses to the proposal. A valuable aspect of the Scheme was to broaden the powers of the Trustee to distribute any surpluses, after expenditure on and maintenance of the trust estate, for any charitable purpose within the Borough.
- 25. As a result of the public responses to consultation on the draft Scheme, the Commission, following further consultation with the Foreshore Trustees and the Council, made an amended Scheme on 13 January 2011.
- 26. The Trust is managed by Hastings Borough Council's charity committee, comprising three members of the council's cabinet. All charity committee meetings are also attended by an independent 'Protector', a chartered accountant. The job of the Protector is essentially to act as whistle blower and watchdog against the council acting in breach of trust and to guard against situations where a conflict of interests is not being managed properly.

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Purpose

- 27. The objects of the Charity are to hold and maintain the Charity's land for the common use, benefit and enjoyment of all Her Majesty's subjects and the public for the time being forever; and, subject to that, such charitable purposes within the area of the Borough of Hastings as the Trustee thinks fit.
- 28. The Trust is responsible for meeting the proper costs of administering the charity and for managing its assets including repair and insurance of land and buildings. After meeting these costs, the Trustee must apply remaining income in furthering the objects of the Charity.

29. The first priority for the Trustee, therefore, is meeting the cost of administration and maintenance and repair of the Trust estate. It can then consider further distribution of income, subject to its responsibility to maintain reasonable reserves for unplanned or unpredictable operational expenses.

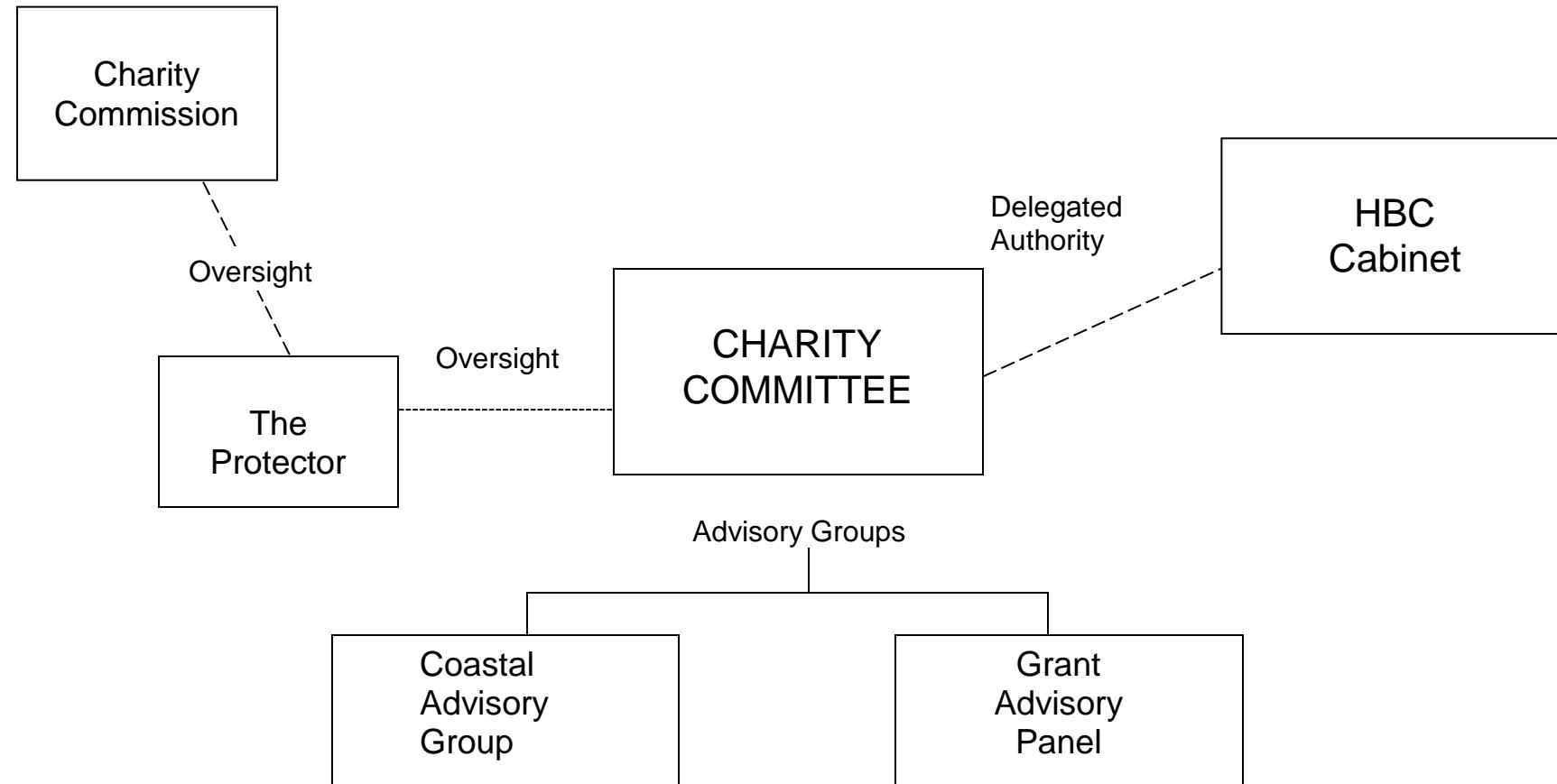
Vision

30. The Foreshore is a tremendous economic and social asset to the Borough of Hastings as well as the nation. The Trust will work to ensure that this asset is preserved and enhanced for the wellbeing of residents and the economic and social benefits of national tourism. The Trustee envisages a Foreshore where history and traditional industry are preserved and nurtured whilst events and activities are encouraged along the entire length of trust land.
31. The Trust will work in partnership with the Borough and other public bodies, residents' groups and representatives of local businesses and charities, to place the Foreshore in the wider context of the town and region, to focus on the importance of access for everyone and to expand opportunities for a sustainable stream of income to support projects and charitable grants.

Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • Substantial land holding • Substantial and consistent income streams • Prime seafront location • HBC operational and administrative backing • Historic built environment • Hastings fishing fleet 	<ul style="list-style-type: none"> • Derelict buildings and ageing structures • Substantial concrete repairs • Significant cyclical maintenance liabilities (repaving, lighting) • Limitations on commercial activity affecting optimum use of some assets – e.g. Stade Hall, Open Space and Classroom on Coast
Opportunities	Threats
<ul style="list-style-type: none"> • Strong interest in commercial and leisure initiatives • Growing town calendar of events • Further development of White Rock Baths • Income from new chalets • Coastal Communities Fund 	<ul style="list-style-type: none"> • 2015 introduction of stringent bathing water standards • Tourism affected by weakness of national economy and Brexit • Environmental risks (weather, pollution incidents) • Climate change (rising sea levels, coastal erosion and loss of beach)

Organisational Structure



The Trustee

32. The Trustee is Hastings Borough Council.

Charity Committee

33. The Cabinet of Hastings Borough Council has delegated all decision-making in relation to the Charity to the Charity Committee, whose primary function is to administer the Charity on behalf of the Council as Trustee in accordance with the Charity's objects. The Charity Committee's membership is taken from executive members who sit on Cabinet. There are three Committee members. The Committee makes decisions on behalf of the Trustee and is advised and served by a number of officers with particular skills and qualifications including accountants, solicitors, and surveyors as well as those skilled in the day to day management of the Trust estate and interaction with users of the Foreshore.
34. The Charity Committee meets in public on a quarterly basis and will add ad hoc meetings as required.

Coastal Advisory Group

35. The Trustee must consult a coastal advisory group and have regard to the recommendations of this Group on standards or specifications for the maintenance of the Charity's land; the Trust's policy for events and activities permitted on the Charity's land, and on any events or activities proposed outside of that policy; the Charity's policy relating to the exercise of any power under the Hastings Borough Council Act 1988 or otherwise to manage, let sell or otherwise dispose of the Charity's property, and any proposals outside of that policy. The Coastal Users' Group, an existing body which includes interested users of the Foreshore from businesses, clubs and residents' groups, has agreed to act as the coastal advisory group for the time being.

Grants Advisory Panel

36. The Trustee, after meeting the expenses of the Charity, may apply surplus income and any surplus expendable endowment to any charitable purposes within the Borough of Hastings. The Trustee must appoint members to a Grant Advisory Panel on the basis of their knowledge and experience of the voluntary and charitable sector in the area of the Borough of Hastings. The Trustee must establish procedures for the conduct of the business of the Grant Advisory Panel. The Grant Advisory Panel must then make recommendations in respect of the Trustee's grant-making criteria, the content and format of grant application forms, and the advertisement of grants. In devising policy for the making of grants and determination of individual grant applications, the Trustee is to have regard to the recommendations of the Grant Advisory Panel.

The Protector

37. The Trustee has appointed a protector whose fiduciary duty is to ensure the integrity of the administration of the charity, and who must report to the Commission any matter which he/she has reasonable cause to believe is likely to be relevant for the purposes of the exercise by the Commission of any of its functions. The Protector has to prepare a statement of his/her activities and findings for publication in the Trustee Annual Report.

Financial Information

Net Assets

38. The assets of the Trust at 31st March 2018 consisted of:
- The land and buildings which are recorded in the Financial Statements at cost to the Trust less accumulated depreciation amounted to a net book value of £1.04million.
 - Plant and equipment which had a net book value £0.360m.
 - Cash and other investments were held with the CCLA (£1,397,271) and Lloyds Bank (£605).
 - Current liabilities falling due with one year of £34,680 (of which £28,753 was owed to Hastings Borough Council).
 - There were also long term liabilities of £215,148 which were the amounts due on a loan made by Hastings Borough Council where the payments were due in over one year.
 - The above gave a net asset figure of £2,630,833 which represents the total funds of the Trust.
39. The balance in Trust accounts at 31 March 2018 is forecast to be £1,339,000.

Income

40. Income for the financial year ended 31 March 2019 is projected at £1,412,000. Total expenditure is projected to be £1,048,000 before distribution of grants and projects, leaving a surplus of £82,000.
41. Income is substantially derived from the Trust's car parks at Pelham Place and Rock-a-Nore, and from property leases and licences. Regular annual expenditure is primarily a recharge from Hastings Borough Council of the operating costs of the Stade and Foreshore, public conveniences, car parks, street cleansing and waste removal.

42. The surplus remaining at the end of each financial year is available for allocation to the Trust's proposed programme of works and for distribution in the form of charitable grants.

Reserves

43. The Trust has identified the need to hold reserves for future projects, repairs, cash flow and any unforeseen events. A reserves policy has been adopted and is included in the appendices to this business plan.
44. The Trust maintains balances in order to fund the 5-year programme of planned spending commitments for repairs, renewals and projects, and any known or likely expenditure commitments after this period. The adequacy or otherwise of these balances forms a major consideration when developing the Trust's annual budget strategy. The Programme, which is already agreed in part, is outlined in the next section. A provisional rolling 5 year spending plan is included in the appendices, and will be reviewed and updated annually.

Achievements 2018/19

White Rock Baths

45. The White Rock Baths is the Trust's most significant building and was derelict for many years. The turnaround of this building began with the refurbishment of a small portion of the above-ground structure and its fit-out for use by the Hastings Pier Charity as a centre for their educational and promotional activities. Following this, a number of successful funding applications by the Council on behalf of the Trust enabled major repairs and refurbishment of the former main and smaller pool halls and ancillary areas for occupation by The Source under a ten year lease. The Source opened its new BMX and skateboard venue in White Rock Baths in early 2016. Many original features have been retained as part of the refurbishment, including some of the mosaic tiling for the Turkish baths that were part of the original underground complex built in the late 1800s. The venue has had positive national and international press attention, and is attracting a new, younger range of visitors to this part of the seafront. The re-use of this historic building has already generated a new vibrancy and increased footfall to this formerly underused part of the seafront. Building on the success of the first year of success a further collaborative bid was made to the Coastal Communities Fund which builds on this asset. This included revenue activities throughout 2017/18 and 2018/19 with completion by December 2019:
- Delivery of an Olympic Inspired coaching programme, with purchase of movable ramp facility to support this to take it out into the community
 - Delivery of 12 BMX / skateboard events over 2 years (international, national, regional, local)

Outputs during 2017/18 were as follows:

- Recruitment of 3 coaches and delivery of weekly coaching sessions (October 17 onwards)
- Delivered x3 events (x1 international, x1 national, x1 regional)
- Increase in visitor numbers: 10,300 (target of 9,090)

Outputs completed in 2018:

- Expansion and continuation of coaching programme
- Delivery of x9 events

The revenue elements of the programme will complete by March 2019.

Car Parks

46. The project to upgrade the Council's CCTV network and control room was completed in spring 2017. The extensive CCTV network we now have was originally developed to improve security and deter car crime in the Council's off-street car parks in the 1990s. Whilst that original work was extremely successful, by 2015 the system was obsolete and almost impossible to maintain. This was replaced by a modern system that provides much better quality images, and is significantly more resilient. It is monitored from a brand new CCTV control room in the lower ground floor of Muriel Matters House, which is a much better working environment for the staff than the previous control room in the Carlisle underground car park complex.

Grounds Maintenance

47. The Trust participated with Hastings Borough Council, Rother District Council and Amicus Horizon in a joint procurement of grounds maintenance services. The resulting 10 year contract, effective from 6 November 2012, has produced significant savings for the partners. For the Trust, the annual cost of seafront grounds maintenance has reduced. No significant changes to the foreshore grounds maintenance contract have occurred since 2012. The original grounds maintenance contractor, The Landscape Group, was taken over by French company Idverde in the autumn of 2016.

The Stade

48. Resurfacing of the Winch Road and lighting improvements have reduced the risk of flooding and increased safety and security in an area that is in constant pedestrian use by the public and an important access route for the fishing community. The Stade Open Space was again a highly accessible and attractive venue for public events, including the three annual fish fairs and the Stade Saturdays' eclectic cultural program. The Stade Open Space also hosted a classic car show, a commercial vehicle show, the Storytelling Festival and the Christmas on the Coast event amongst others. The Open space saw 29 bookings in 18/19 and already has 23 provisional bookings for 19/20.

49. The Stade Hall continued to be a popular venue for community activities, hosting all sorts of events including charity workshops, exhibitions and supporting large town wide events such as Pirate Day, the Old Town Carnival and Hastings Bonfire. Classroom on the Coast project officers worked with Billingsgate Seafood Training to introduce demonstrations and paid-for fish cookery classes which, alongside other private booking, stimulated some interest in the facility as a cookery training venue. The establishment of the Stade Hall, the Classroom on the Coast and the Open Space was made possible by a series of grants, and on the basis that these community oriented facilities become self-sustaining. Further European Maritime Fisheries Fund grants provided dedicated resources to market the facilities and develop a sustainable cookery school.
50. The Hall was booked a total of 77 times during 18/19, however 31 of them was via grant aid through a FLAG project.
51. However these facilities have been unable to become self-sustaining, via staffing/management model provided by HBC, and therefore, after an open call exercise, the Stade Hall and Classroom on the Coast will be managed by East Sussex Colleges Group for the next 5 years.

Promenade and Beach

52. Following on the refurbishment and occupation of White Rock Baths, and supported by a grant from a successful Coastal Communities Fund bid, improvements were made to the promenade around the building which included attractive wooden decking and the creation of a kiosk which has been let to the Source.
53. The Trust approved plans for the establishment of 12 chalets on the beach in the White Rock area east of Hastings Pier. These have been let on a rolling basis from 2017/18 onwards. Installation completed October 2017, with all chalets being occupied during summer 2018.
54. Disability Inclusion CC (DI CIC) was commissioned by the Council to undertake an access audit of the seafront in 2016/17, which also involved consultation with local disability groups. The outcome of this audit will inform future Foreshore Trust business plan to be delivered late 18/19 onwards in conjunction with further consultation with DI CIC.
55. The beach at the Marina achieved Blue Flag status and Pelham achieved Seaside award status. Significantly, following a high profile multi-agency Council-led project involving Southern Water Services and the Environment Agency, the quality of the bathing water at Pelham beach was significantly improved. It had been predicted that the Pelham beach bathing water would fail the new EU standards starting in 2015. This very successful project resulted in the following: Pelham Beach achieved ‘Sufficient’, and St Leonards Beach achieved ‘Excellent’. Bathing water results also achieved for 2018 qualification, Blue Flag and Beach Award status were also confirmed for 2018.

Grants Programme

56. Projects supported by the Trust's Grants programmes in 18/19 were:

Organisation	Project Name and Aim	Amount agreed
Carousel Events	Carousel: Interactive Film Events for Families	£2,000
Creative Space Science CIC	Astronomy Nights	£2,000
Energise Sussex Coast	Sustainability Week Launch Event	£2,000
Hastings Borough Bonfire Society	Hastings Bonfire	£2,000
Hastings Old Town Carnival Association	Hastings Old Town Carnival Celebrates	£2,000
Hastings Storytelling Festival Ltd	Free children's puppetry for Children's Day at the Stade	£2,000
HVA / 'Love Hastings Love Yourself'	Love Hastings Love Yourself Fitness Rave	£1,696
Radiator Arts	Chaos Cart	£1,666
Seaview	The Big Sleep Hastings 2018	£2,000
St Leonards Festival	St Leonards Festival 2018	£2,000
Sussex Concepts CIC	Hastings Pirates Day	£2,000
Sustrans	1066 Cycling Festival - 2018	£2,000
Age UK East Sussex	Volunteer Opportunities at Age UK East Sussex Information Centre in Hastings	£4,121
Baby Basics Hastings (part of King's Church)	Baby Basics Hastings	£3,500
Bexleigh, Hythe and Abbey Drive Residents Association	Sophie's play space a space for all	£5,000
Citizens Advice 1066	Development of Pro Bono Law Clinics for Hastings	£4,417
Counselling Plus Community (CPC)	Stability After Crisis: preventing suicide	£4,990
Hastings & St.Leonards Voluntary Lifeguard Club	Community participation in all levels of Resuscitation and use of community AED	£1,501
Hastings Advice and Representation Centre HARC	Challenging and Improving the DWP Health Assessment Process	£5,000
Hastings and District Interfaith Forum	Winter Festival of Faiths and Cultures	£800
Hastings Sinfonia	Hastings Sinfonia's "Fiesta" Summer Concert 2019	£750
Hastings Street Pastors	Hastings Street Pastors	£4,605
Hastings District Woodcraft Folk	Training	£1,614
Home Live Art	Home Live Art: Queer Performance Salon	£2,500
Home-Start East Sussex	Hastings Freedom Reflective Domestic Abuse Course	£4,999
Oasis Community Project – East Hastings	Oasis Men's group	£3,982
Stay Up Late	Gig Buddies	£3,100
The Sara Lee Trust	Specialist counselling and complementary therapy provision	£5,000
Hastings & Rother YMCA	Cabin Revival	£4,121

2019 – 2025 Programme

White Rock Area

- Page 48
- 57. The Council, as trustee was successful in securing funding from the fourth round of the national Coastal Communities Fund (CCF) to promote further improvement of the promenade in the White Rock Area and to promote increased use and enjoyment of the Hastings seafront. A total of £215,000 has been allocated for the physical refurbishment (capital works) of the currently redundant water feature, £75,000 from CCF and £140,000 from the Trust. A further investment of £55,000 for revenue expenditure (£20,000 from CCF and £35,000 from the Trust). This work includes project management (£20,000), structural survey and design costs (£35,000). £12,000 has been allocated annually for ongoing maintenance and repair costs.
 - 58. Structural surveys, designs, public consultation and a tender process have all been undertaken over the last 15 months. The results of the survey, as well as the historical, redundant nature of the site has meant that the cost for construction are considerably more than anticipated. As such we are currently awaiting a decision on a request for additional funding from the CCF before considering how we progress forward with this project.
 - 59. If we wish to utilise the CCF monies the project must be completed by December 2019.

Car Parks

- 60. The Trust's car parks are managed by HBC staff, who also manage the Council's off-street car parks. The Trust is regularly briefed on emerging implications for the remaining off-street parking service and has agreed to continue the arrangement with the Council for the operation of its car parks. In recent years there have been significant developments in the use of cashless payment methods, and the Trust agreed in 2016/17 to replace outdated pay and display machines and associated signage in Pelham Place and Rock a Nore car parks. The machines are now in place with signage to be installed prior to Easter.
- 61. During 18/19 the Trust agreed to support the funding of new staff to aid 'car park stacking' during the Easter and spring bank holidays. This amounts to approximately £12,000 per annum (an increase of £2,000 on existing costs).

The Stade

- 62. There are automatic bollards on the entrance to the Stade Open Space and two others on entrances to the Winch Road which require annual maintenance and ad hoc repairs as faults arise.
- 63. As the automotive barrier providing access to the Royal National Lifeboat Institution (RNLI) lifeboat station is likely to require replacement within the lifetime of this business plan, a FLAG project was funded by the European Maritime Fisheries Fund (EMFF) during 18/19. This project included a new lifeboat barrier, and better controlled access to the Blue Stade Area, in the interests of safety and security to the area. A 25% match fund was agreed by the trust in the region of £6000. This project is due for completion in 2019.

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- 64. The Stade Open Space, the Stade Hall and, to a lesser extent, Classroom on the Coast (Stade facilities), continue to be popular venues for a range of community activity. The original aim was that these facilities would become self-sustaining, but this has not proven to be the case. Although bookings of the Stade Hall and the Classroom on the Coast bring in some income for the Foreshore Trust, this income by no means covers the ongoing operational and repair costs.
 - 65. These facilities are important venues for many of the events funded by the Trust's grants programme. The Stade Hall is the only indoor venue owned by the Trust. The Trust wants to reduce the ongoing financial burden of these facilities, while retaining them for as much community-based use as possible. The majority of the Stade Open Space and the whole of the Stade Hall and Classroom on the Coast lie outside the provisions of the HBC Act, and so options to increase the income earning potential of these facilities are limited. Grant conditions attached to the CABE and FLAG grants impose some restrictions. One of the conditions of the CABE funding agreement is to maintain appropriate public access to the facilities in accordance with the purposes for which the grant was intended for the lifetime of the agreement. This condition lapsed in January 2019. The conditions attached to the FLAG funding for fitting out and equipping the Classroom on the Coast as a training kitchen prevent any modification before September 2020 without approval by the managing authority (Marine Management Organisation).
 - 66. A thorough examination of the income and costs related to these facilities was undertaken and informs this plan.

Stade Open Space

- 67. Annual revenue costs are comparatively small particularly given the importance of the Stade Open Space as an accessible venue for festivals and other events that attract tens of thousands of visitors to the area throughout the year. There may be some potential for deriving additional income from bookings, and this was further explored during 2017/18
- 68. During 17/18 the open space received 28 bookings, 29 bookings in 18/19 and to date there are 23 bookings for 19/20, in part due to new business like process which has informed borough-wide events management and pricing during 18/19.
- 69. A costed plan to improve the amenity of the space will be developed in the second year of this business plan. It is anticipated that there will be some requirement for potentially significant repairs to the hard surface within the next five years.

Herring Fair on the Open Space

- 70. Hastings Borough Council secured funding for the Herring Fair during the FLAG 1 project. Once that funding ceased in 2016 the council proceeded to fund the fair for a further 2 years. However due to budget constraints the council is ceasing this event.
- 71. Due to the community nature of this event, its support of the local fishing industry, the fact that it does attract some visitors from outside town and the income derived from car parking charges during the 'off season' the Trust will finance the event for 2019, though a new business model is being developed to make the event more self-financing. A further decision will be made in March 2020 as to whether the Trust continues to fund this event, dependent on the costs incurred for the event in 2019.

Stade Hall and Classroom on the Coast

72. As outlined in previous business plans, the running of the Stade Hall and Classroom on the Coast is not covered by income derived through bookings. As such the Trust agreed to seek proposals for alternative management models.
73. In the last quarter of 17/18 the Trust sought proposals from charitable or not-for-profit organisations interested in taking on the operations of the Stade Hall and Classroom on the Coast. Three expressions of interest were received. After evaluation by officers, a recommendation to the trust has been made, with an expectation that the classroom and Stade Hall will be leased to a nonprofit organisation during 18/19 for a period of up to 5 years
74. East Sussex College Hastings took over the management of Stade Hall and the Classroom on the Coast from January 2019 for a period of 5 years, with break clause in years 1 and 3.

Disability Access

75. An audit of access provision for facilities and events on the seafront, including Foreshore Trust land, was completed in 2016/17. The aim of the audit was to identify current access arrangements and improvements that could encourage wider use of the promenade and foreshore. The findings identified a number of potential improvements that could be made, subject to funding and practical solutions being found. The improvements and recommendations were set out under four categories:
- a. Information: rationalisation and updating of existing information; use of new technology for more effective communication ongoing
 - b. Arrangements: access improvements to public/private toilets ongoing
 - c. Facilities: adaptation of some existing physical assets and potential trialing of new equipment ongoing
 - d. Events: promotion of accessible events; event organisers to be encouraged to consider access issues, such as use of temporary matting. Equipment available for use – ongoing.
76. The recommendations will be further explored and costed during the first year of this business plan. The outcome of this work will be a prioritised series of actions that will be included in future budgets, where appropriate and subject to sufficient available funding.

Income generation opportunities

77. The Trust derives an annual income in the region of £220,000 from a range of commercial and other organisations' activities undertaken on the seafront and areas of Trust land. Commercial facilities provided include catering kiosks, adventure golf, amusements and rides including boating lake, go karts, talking telescopes, underground BMX and skateboard facilities, deck chair

and sun lounger hire, and the miniature railway. There are also short-term commercial activities and events held such as occasional markets and exhibitions.

78. In addition to regular rent reviews, lease terms will be renegotiated with tenants from time to time. The Trust will take external advice when necessary to assess the market value of its leases and to ensure that rents and tenant obligations reflect that value.
79. There is a strong, continuing demand for beach chalet rentals on the seafront, and in 2016/17 the Trust agreed to invest funds in the building and installation of twelve chalets at White Rock. The installation of these chalets supports the ongoing regeneration of this part of the seafront and will produce income for the Trust. These huts were completed in October 2017 and were full for the 2018 season. Further options to expand the Trust's portfolio of beach chalets will be explored over the next two years.
80. The Trust's ability to derive additional income from new commercial and leisure leases on its land outside the area covered by the Hastings Borough Council Act 1988 (HBC Act) is subject to the restrictions on disposition imposed by the Charities Act 2011.
81. Within the lifetime of this business plan, the Trust will: i) examine opportunities for new commercial and leisure uses on land outside the HBC Act that would enhance public enjoyment and produce new income for the Trust that could be invested in the maintenance and enhancement of the Trust's estate; and if appropriate, ii) either seek the necessary approval from the Courts or the Charity Commission to lease land for such uses or, alternatively, consider a land swap.
82. The trust will explore green energy opportunities, both for the purpose of income generation for the trust, to redistribute to the borough via the FST grants programme, and for the support of adoption of renewable energy scheems. To do this the trust will explore utilising up to £200,000 of reserves during FY19/20 in investing in green energy generation.

Public Art

83. 2018/19 will see the initiation of a pilot public art project. The scheme aim is to develop a programme of temporary public art along Hastings seafront, with a brief to create installations that are family orientated, playful and interactive to encourage people to visit the seafront. The report stated that this would happen annually, but it was noted there were considerations to hold this bi-annually. £20,000 per annum is allocated for the first three years of the programme with a further £5,000 allocated for parallel community engagement with the programme should all recommendations be approved.
84. During 2018 the concept was developed further to include all forms of art including performance, with an emphasis on outreach and enjoyment of the Trusts land and the whole of the Foreshore.
85. The Trust will commission this work in 2019 and an open call for proposals will be undertaken. The three years will be between19/20 - 21/22.

Leisure

86. Leisure activities provide a great opportunity for the development and encouragement of access to the foreshore. This can be provided in an informal way, simply as a place for walking, running, cycling, fishing or swimming as well as attracting a range of different water sports including rowing, canoeing, sailing, windsurfing, kitesurfing, boat angling and diving.
87. In addition to informal public use there are also two water sport leisure providers who operate within the borough. These operators provide regular sessions, including for beginners, drawing new users to the promenade and foreshore.
88. The 'Pelham Playa' and the volleyball court continue to be well used. The roof was replaced in 2018 and the next replacement is expected during 2023/24. Public exercise stations that have been installed at various places further animate the seafront and have also proven to be very popular.
89. In 2016/17 the Trust commenced plans for the potential development of a water play facility on a landscaped area adjacent to the Pelham Place car park. Further examination of the initial options have revealed the need for more a detailed and potentially lengthy investigation into a number of aspects, including water management and treatment options, ongoing revenue implications, site suitability and technical practicalities. A number of towns with similar facilities have experienced unforeseen problems which we would want to avoid. Nevertheless, water play installations are very popular and enable children to engage in multi-sensory and imaginative play close to the sea, so further investigation will continue with the aim of developing costed options.
90. During 2018/19 a failed coastal communities fund bid included the potential for a water play development, and the architects engaged in that bid are currently undertaking some pro-bono work to identify areas within the Trust ownership which may be suitable for water play. The results of this work will be considered during 2019.

Play facilities

91. The Pelham Play Area was constructed and opened to the public in 2012. Since its opening the site has proven extremely popular with local residents and with tourists visiting the town. The site is maintained by HBC Foreshore for routine repairs. Larger repairs are managed through the minor works contract and with the equipment supplier EIBE on an ad hoc basis.
92. A small sand play area is also maintained adjacent to the seafront volleyball court with routine maintenance being carried out through the Council's foreshore team.
93. During 2018/19 the Trust has agreed to fund a pilot project for 12 months – 'the Pelham Play hub'. This project sought to increase the quality of lives of local residents, support the advancement of citizenship and support the Blue Flag award criteria.
94. To deliver this pilot project, of 70 full days and 20 half day events of play and leisure activity on Pelham beach, through the summer and shoulder season of 2018; the budget was split between the Foreshore Trust and Hastings Borough Council. Costs to the Trust for this pilot programme were: £24,900 in 18/19.

95. The 2018 project is being evaluated and, if successful, further funding methods will be investigated to deliver this project in future years. Though the Trust is unable to support it beyond the 18/19 pilot.

Cycle Hire and Deck Chair Hire

96. The seafront cycle hire service was set up in 2014, funded partly by a European Maritime Fisheries Fund grant through the Hastings Fisheries Local Action Group (FLAG). The income produced by this service is insufficient to cover the operating costs on an ongoing basis. In 16/17 the Trust committed funds to purchase new equipment to enable the scheme to run during the peak summer 2017 period between mid-July and early September. Alternative options for a more sustainable model were explored during 17/18, and resulted in an Active Hastings concession for both cycle and deck chair hire during the summer of 2018.
97. A report on this concession will be presented at the March 2019 Charity Committee, alongside a recommendation for a summer 2019 concession.
98. All models to date have not been self-sustaining, and therefore a small subsidy is likely be needed should the Trust wish to continue cycle and deck chair hire.

Lifeguard service

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99. In the latter part of 2016/17, the Trust entered into a one-season agreement with the Royal National Lifeboat Institution (RNLI) to operate a lifeguard service from May until September. The agreement includes an audit of signage and a sharing of the costs of necessary replacement. As a result the RNLI were appointed to operate the lifeguard service for three years 2018 - 2021 inclusive (at a lower cost than the council operated the service, for longer periods of operation). Prior to the 2017 season, the Council as trustee, recruited, trained and managed the lifeguards through the services of an independent contractor, although it directly employed them. The RNLI now provides a comparable service at a lower cost. The RNLI currently also provides a 24/7 on-call lifeboat service to cover search and rescue requirements within 100 nautical miles from the coast of the UK and the Republic of Ireland, and provides beach lifeguard services on many south coast beaches, including Camber Sands and Bexhill in addition to Hastings.

Repairs and Renewals

100. Routine inspections, annual and seasonal maintenance and responsive repairs are covered by the operational budget of the Foreshore team and recharged to the Trust in the annual accounting process. This covers general wear and tear to a range of assets including promenade surfacing, railings, shelters, street furniture, signs, steps, groynes, buildings and other structures. Specialist examinations of the concrete structures along the seafront are carried out on a regular basis, and repairs are scheduled in response to the specialists' recommended prioritisation of required work. Annual inspection being carried out in Feb to inform 18/19 programme.
101. The landscaped area near the Boating Lake and post investment during 17/18 a further £6,000 annually for the following two years

is required.

Renewal/Replacement of Operational Contracts

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- 102. Waste and street (beach) cleansing services and grounds maintenance on the foreshore are delivered by Hastings Borough Council within town-wide contracts with commercial contractors. The Trust has benefited from savings in the new contract.
 - 103. The waste and street cleansing contract was re-let in 2012 to Kier Environmental Services. During 2018 a tender exercise was undertaken and the Trust chose to continue its relationship with Hastings Borough Council in terms of its Waste and street (beach) cleansing services.
 - 104. Hastings Borough Council is now developing a Direct Service Operation for Street and Beach cleansing. There has been considerable progress on the DSO street cleansing programme, with the latter part of 2018 focusing on the planning and development of the new cleansing depot, as well as the procurement of the cleansing fleet. The programme is on course to be implemented on time, with the first working day being 29th June 2019.
 - 105. In addition to this there is also a FLAG EMFF Marine Litter bid, due for assessment in March 2019 which, if successful, will provide increased infrastructure, in terms of new beach bins to aid the reduction of tourism litter on the beach being washed into the sea. The Trust is not a direct partner within the bid, but will benefit from this infrastructure should the bid be successful. The Trust's car parks will continue to be managed by Council staff who also manage the Council's off-street car parks.

Grants Programme

- 106. The Trust considers the provision of charitable grants to be a core element of its activities. The level of the grants programme increased by £20,000 in 18/19 and are currently divided between the small grants programme (£60,000) and the events programme (£30,000).
- 107. The level of grants that can be distributed prudently in any one year will be dependent upon the financial position of the Trust and will be determined as part of the annual budget process. For practical purposes the overall level is often determined in advance of the annual budget meeting based on the forecast surplus for the year ahead. At the outset of the Council acting as Trustee, the Trust based the level of distribution on the basis of 25% of the annual projected trading surplus.
- 108. For 2019/2020 the Trust agreed to increase the threshold for both grants to £6,000 per application and consider the launch of a combined grant programme (with 2 calls a year at £45,000 per call) with an initial pilot for one year (19/20).

Future Grant Programmes

- 108. In September 2020 the Trust proposes to launch a new charitable giving grant scheme, which will see larger grants given to third sector organisations to deliver borough wide services within a number of themes. The themes, criteria, governance and process of

assessment will be developed during 19/20, in consultation with the Grant Advisory Panel. Likely areas of investment may include services which support homelessness, domestic violence, sector support and advice services.

Risk Management

109. Following the transfer of the trusteeship to the Council a risk register is maintained and is included in the appendices of this business plan. This has identified the key financial risks facing the Trust as well as other significant risks along with the identification of relevant controls and responsibilities.
110. The risk register is reviewed annually by the Trust, adding and removing risks as circumstances change. The reserves policy is reviewed at the same time and is informed by the level of risks faced.

Governance

111. The Trustee, Hastings Borough Council, is a principal local authority established under the Local Government Act 1972 and, as such, has corporate status. As a local authority, the Trustee acts through decisions of elected members and delegations to committees, sub-committees and officers. The administration of charities is an executive function and so only the Cabinet, a committee of Cabinet or officers acting under delegations from Cabinet, are legally competent to make decisions relating to the Charity. In order to reduce the incidence of conflict of loyalty as much as possible in the situation, Cabinet recommended to Council that Council appoint a further member of Cabinet from the Leading political group on the Council who was to have no portfolio of responsibility for Council services but would be the chair of the Charity Committee. The remaining members of the Committee of three were drawn from those members of Cabinet with the least likelihood of a conflict of interest arising.
112. The 2011 Scheme required the appointment of a Protector who has been kept informed regarding the Charity and has been active in attending meetings of the Charity Committee and commenting on reports recommending action to the Committee.
113. The Trust will publish an annual statement of its accounts and hold an annual public meeting.

Performance measurement / service delivery

114. The Trust's obligations for service delivery are carried out by officers of Hastings Borough Council, either directly or through external contractors. The main services provided are beach cleansing and monitoring, seasonal lifeguard service, refuse removal, public conveniences and car parks. Performance is monitored through quarterly reporting and a finance report is presented at each Charity Committee meeting.
115. The public bathing beaches at Pelham Place and Marina are externally assessed by the Keep Britain Tidy organisation and have both been awarded Quality Coast Awards for beach management. The improved quality of the bathing beach at Marina was

reflected in the Blue Flag status awarded to it in 2018.

Communications

116. The Charity has a communications plan which includes the publication of agenda and reports for meetings of the Charity Committee and the publication of minutes. These are freely available to the public under the access to information rules which govern local authority information. The documents are accessible on the Council's website or in hard copy from the Chief Legal Officer. General information and news about the Charity and its activities can be seen on the Charity's webpage (https://www.hastings.gov.uk/my_community/foreshoretrust/). Press releases are presented where appropriate.

Consultation and Accountability

117. The Trust will consult regularly with the Coastal Users' Group and the Grant Advisory Panel. In addition, wider consultation with local residents will take place through public meetings, including the annual public meeting to present the Trust's annual statement, and through elected representatives who will submit questions to full Council meetings and receive formal, published responses.

2018/2019 – 2023/24 Spending Plan

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
Beach - Other	Other repairs and renewals beachfront area	12,000	12,000	12,000	12,000	12,000	12,000	12,000	72,000
Car Parks – Pelham	Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
Car Parks Rock-a-Nore	Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
Chalets - White Rock & Marina	Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Cycle Hire Hut	Main walls - external redecoration	0	0	0	1,000	0	0	1,000	2,000
Cycle Hire Hut	Roofs - routine re-felting	0	0	0	0	0	0	1,000	1,000
Cycle route	Contribution to maintenance	5,000	5,000	0	0	0	0	0	5,000
Pelham Place Car Park	Tarmac surfacing - routine minor maintenance	0	0	0	2,000	0	2,000	0	4,000
Pelham Place Car Park	Clean out car park drainage gullies and channels	0	0	1,000	0	1,000	0	1,000	3,000
Pelham Place Car Park	Main access routes and disabled parking space hatching road markings - re-application	0	0	3,000	0	0	0	0	3,000

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
Pelham Place Car Park	Traffic speed humps - repair / replacement	0	0	0	0	0	0	5,000	5,000
Pelham Place Car Park	Vehicle height barrier at entrance	0	0	3,000	3,000	3,000	3,000	3,000	15,000
Pelham Place Car Park	Car park lighting columns - maintain LED lamps	0	0	500	500	500	500	500	2,500
Pelham Place Car Park	Car park information and direction signage	1,000	0	1,000	0	0	0	0	1,000
Pelham Place Public Conveniences	Main walls - external redecorations	0	0	0	3,000	0	0	0	3,000
Pelham Place Public Conveniences	Interior - internal redecorations	0	0	0	1,000	0	0	0	1,000
Pelham Playa (netted MUGA)	Replacement of roof netting system	0	0	0	0	0	0	10,000	10,000
Pelham Playa (netted MUGA)	Replacement of playing surface complete	0	0	0	0	0	0	30,000	30,000
Pelham Playground	Repair of play proprietary play equipment	0	0	3,000	3,000	3,000	3,000	3,000	15,000
Pelham Playground	Resurfacing of playground complete	0	0	15,000	0	0	0	0	15,000
Play Areas and Exercise Equipment	Maintenance of equipment	5,000	5,000	15,000	15,000	15,000	15,000	15,000	80,000
Play Hire Huts (Former Life Guards' Huts)	Main walls - external redecoration	0	0	1,000	0	0	1,000	0	2,000
Play Hire Huts (Former Life Guards' Huts)	Roofs - routine re-felting	0	0	0	0	0	0	2,000	2,000

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
Promenade Adult Exercise Equipment	Replacement / repair of equipment	0	0	2,000	0	2,000	0	2,000	6,000
Promenade Finger Posts	Redecoration and repair	0	0	5,000	0	500	0	500	6,000
Public Conveniences	Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
Rock-a-Nore Car Park - Hard Surfaced	Clean out car park drainage gullies and channels	0	0	0	1,000	0	1,000	0	2,000
Rock-a-Nore Car Park - Hard Surfaced	Heritage surfaced section - patch repair of worn areas mostly to main access route.	0	0	0	0	25,000	0	0	25,000
Rock-a-Nore Car Park - Hard Surfaced	Main access route and disabled parking space hatching road markings - re-application	0	0	2,000	0	0	0	0	2,000
Rock-a-Nore Car Park - Hard Surfaced	Parking bay road markings to east end - re-application	0	0	1,000	0	0	0	0	1,000
Rock-a-Nore Car Park - Hard Surfaced	Repair and replacement of metal bollards	0	0	2,000	0	0	0	2,000	4,000
Rock-a-Nore Car Park - Hard Surfaced	Vehicle height barrier at car park entrance	0	0	3,000	3,000	3,000	3,000	3,000	15,000
Rock-a-Nore Car Park - Hard Surfaced	Car park lighting columns - upgrade to LED lamps	0	0	6,000	0	0	0	0	6,000
Rock-a-Nore Car Park - Hard Surfaced	Car park lighting columns - maintain LED lamps	0	0	0	500	500	500	500	2,000
Rock-a-Nore Car Park - Hard Surfaced	Car park information and direction signage	0	0	1,000	0	0	0	0	1,000

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
Rock-a-Nore Car Park - Loose Surface	Scarify and fill pot holes in loose surface finish	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Rock-a-Nore Car Park - Loose Surface	Replacement of damaged timber bollards	0	0	1,000	0	1,000	0	1,000	3,000
Rock-a-Nore Car Park - Loose Surface	Repair timber kerb baulks to south boundary	0	0	0	2,000	0	0	0	2,000
Rock-a-Nore Car Park - Loose Surface	Replace timber kerb baulks to south boundary	0	0	0	0	0	30,000	0	30,000
Stade and Stade Kitchens	Maintenance	3,000	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Stade Barriers	Annual maintenance	2,000	2,000	2,000	5,000	2,000	2,000	2,000	15,000
Stade Hall	Interior spaces - internal redecoration	0	0	0	0	0	20,000	0	20,000
Stade Hall	Main hall & kitchen - renewal of floor coverings	0	0	0	0	0	10,000	0	10,000
Stade Hall & Stade Public Conveniences	Main elevations - external redecoration	0	0	0	6,000	0	0	0	6,000
Stade Open Space	Drainage gully clearance	0	0	500	500	500	500	500	2,500
Stade Open Space	Bench redecoration and remove shingle build up	0	0	3,000	0	0	3,000	0	6,000
Stade Open Space	Automatic bollard and barrier replacement	0	0	0	0	0	0	0	0

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
Stade Public Conveniences	Interior spaces - internal redecoration	0	0	0	0	0	6,000	0	6,000
Water Play *	Maintenance & operation	12,000	0	12,000	12,000	12,000	12,000	12,000	60,000
White Rock Baths	External redecoration/ Building maintenance	25,000	25,000	10,000	10,000	10,000	10,000	10,000	75,000
White Rock Baths - Lower Basement	Lower basement sump drainage - hire pump rig reliability and maintenance access improvements	0	0	0	10,000	0	0	0	10,000
White Rock Baths - Lower Basement	Additional pump hire if above adopted.	0	0	0	8,000	8,000	8,000	8,000	32,000
White Rock Baths - Lower Basement	Sewage tank and pump set - maintenance	0	0	500	500	500	500	500	2,500
White Rock Baths - Lower Basement	Sewage tank pump set & controls - replacement	0	0	0	0	4,000	0	0	4,000
White Rock Baths - Main and Small Hall Level	Further protection of interior spaces from water ingress with use of plastic sheeting at high level and internal guttering where new ingress occurs.	0	0	5,000	0	5,000	0	5,000	15,000
White Rock Baths - Prom Entrance Superstructure.	2 no. roof level vent terminals to lower basement - replacement of old plywood and timber boxings with louvred metal replacements.	0	0	12,000	0	0	0	0	12,000

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
White Rock Baths - Promenade Level	Main central entrance superstructure and lightwell upper and lower walls - external redecorations (Inc. White Rock Community Hub frontage)	0	0	15,000	0	0	15,000	0	30,000
White Rock Beach Chalets	Timber walls - external redecoration	0	0	5,000	0	0	5,000	0	10,000
White Rock Promenade - Timber Kiosk Decking	Timber decking and ramps around kiosk -minor repairs	0	0	0	0	500	0	500	1,000
White Rock Promenade - Timber Kiosk Decking	Improvement or replacement of metal perimeter upstands to timber decking	0	0	0	5,000	0	0	0	5,000
White Rock Promenade (FST owned area only)	Timber seating, benches, waste bins, & planters - repairs and maintenance.	0	0	500	500	500	500	500	2,500
White Rock Promenade (FST owned area only)	Rationalisation of timber seating, benches and waste bins.	0	0	0	0	20,000	0	0	20,000
White Rock Promenade Kiosk	Maintenance	3,000	3,000	0	3,000	0	0	0	6,000
Winch Road	Maintenance & lighting	2,000	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Total of Cyclical Repairs and Redecorations		90,000	77,000	173,000	137,500	159,500	193,500	161,500	902,000

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
Beachfront	New Public Art Project	25,000	0	50,000	25,000	0	0	0	75,000
Beachfront	New signage to RNLI standard potential 50% contribution from RNLI	40,000	40,000	0	0	0	0	0	40,000
Winch road	Winch road upgrade	5,000	5,000	0	0	0	0	0	5,000
Beachfront	Children's play area	5,000	5,000	0	0	0	0	0	5,000
Beachfront	Fishing fleets Ice maker	15,800	15,800	0	0	0	0	0	15,800
Beachfront	Pelham Hut Play Facility - Play and Sports Hub	25,000	25,000	0	0	0	0	0	25,000
Footpaths around Pelham Beach Children's Playground area & Promenade area in Denmark Place.	Surfacing Works	25,000	0	25,000	25,000	0	0	0	50,000
Marine litter project		20,000	20,000	0	0	0	0	0	20,000
Access Audit	Implement prioritised actions	20,000	20,000	0	0	0	0	0	20,000
Landscaping - adj. to boating lake		15,000	15,000	6,000	6,000	0	0	0	27,000

		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
		£	£	£	£	£	£	£	£
White Rock Fountain	Work to enhance Coastal Communities funded 4 landscaping with fountain. Total costs £270,000 of which the Trust has approved £175,000, CCF £95,000.	175,000	0	175,000	0	0	0	0	175,000
Contingency	Project Work Contingency	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Total Projects – Main Programme		395,800	170,800	281,000	81,000	25,000	25,000	25,000	607,800

Page 64	TOTAL PROGRAMME	485,800	247,800	454,000	218,500	184,500	218,500	186,500	1,509,800
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Indicative Forward Plan

	Outturn 2017-18 £'000	Revised Budget 2018-19 £'000	Budget 2019-20 £'000	Budget 2020-21 £'000	Budget 2021-22 £'000	Budget 2022-23 £'000
Incoming Resources						
Investment Income	(3)	(5)	(5)	(5)	(6)	(6)
Incoming resources from Charitable activities	(1,023)	(1,170)	(1,235)	(1,260)	(1,285)	(1,311)
Rental income	(234)	(237)	(237)	(242)	(247)	(252)
Total incoming resources	(1,260)	(1,412)	(1,477)	(1,506)	(1,537)	(1,568)
Resources Expended						
Loan repayments	33	33	33	33	33	33
Charitable Activities* (excluding Capital charges)	783	829	970	989	1,009	1,030
Maintenance projects and cyclical repairs	77	78	173	138	160	194
Governance costs	114	108	120	123	125	127
Total resources expended	1,007	1,048	1,296	1,282	1,326	1,384
Total Operating (Surplus)/Deficit	(253)	(364)	(181)	(224)	(211)	(184)
General Grants	50	60	60	60	60	60
Events Grants	20	23	37	30	30	30
Charitable Giving Grants Scheme	0	0	0	0	175	175
Projects**	70	171	281	81	25	25
(Surplus)/Deficit	(113)	(110)	197	(53)	79	106
Usable current assets	1,305	1,445	1,555	1,358	1,411	1,332
Usable current assets carried forward	1,445	1,555	1,358	1,411	1,332	1,227
Minimum Reserves	900	900	900	900	900	900

Appendices

Foreshore Trust Land Holdings

118. Title to Foreshore Trust land has been registered at the Land Registry by Hastings Borough Council as Custodian Trustee of the Hastings and St. Leonards Foreshore Charitable Trust under the following Titles:

ESX344554 dated 01 October 2012

ESX345304 dated 09 July 2012

ESX345308 dated 09 July 2012

ESX345239 dated 05 July 2012

ESX344556 dated 31 May 2012

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119. Maps are available at: http://www.hastings.gov.uk/my_council/transparency/assets/

Reserves Policy – *to be reviewed in July 2019*

120. This policy is reviewed on an annual basis to take account of changes to the future plans of the Trust and perceived risks. Reserves are maintained for a variety of reasons as identified below:-

- a. An amount might be needed to meet an unforeseen emergency or other unexpected need. This amount is arrived at after considering risks and how much might be needed for such contingencies; this involves judgement of events that may occur and their likelihood.

Whilst all the risks have yet to be fully assessed and reviewed it is suggested that £100,000 be retained to meet an unforeseen emergency or other unexpected event.

- b. Expenditure budget - a small contingency fund to meet unforeseen operational costs.

The expenditure budget is £960,000. It is suggested that a 10% contingency (say £100,000) be retained for unexpected and unforeseen operational expenditure.

- c. Uncertainty over future income. Most well run organisations retain reserves equivalent to a number of weeks or months of income equivalent to allow time to develop new sources of income or to cut-back on related expenditure.

Potential significant loss of income could result from a downturn in economic activity or an increase in fuel costs resulting in fewer tourists, a major disaster in the area, bad weather, pollution incident, or loss of reputation, such as bathing water deterioration, and so on.

It is recommended that the equivalent of 6 months income be retained to cater for this risk which would amount to around £700K.

- d. Planned spending commitments which cannot be met from future income would imply a need for a specific sum to be set aside - often this amount will be included within designations in the accounts.

Given the predicted surplus for each year there is scope to include some of the recurring planned expenditure within the annual budget. There are higher cost initiatives, such as resurfacing of car parks, roadways, toilet refurbishments, that will necessitate identification and retention of significant sums within the accounts.

Based upon the spending plans (draft) included in this business plan an additional sum of £710,000 will be needed to meet the expenditure plans in the period 2019/20 to 2024/25.

- e. Cash Flow – organisations require a working balance to cover 'troughs' in the cash budget.

Based on the financial year the cash flow is expected to be positive throughout the year, that is, income generated should exceed expenditure. Where significant one-off expenditure is incurred, such as resurfacing, reserves would be used to cover any shortfalls. As such no sum is set aside for this specific purpose – especially given the sums detailed above (a to d).

121. In summary, the minimum level of reserves to be retained should currently amount to:

Ref.	Risk Area/ Designated Funds	Amount (£)
a)	Unforeseen emergency/event	£100,000
b)	Unforeseen operational costs/contingency	£100,000
c)	Uncertainty on income streams	£700,000
	Total	£900,000

Grant making Criteria

122. The Trustee has decided that generally the focus of grant making will be on the following areas of charitable purpose:-
- a. The prevention or relief of poverty.
 - b. The advancement of health or the saving of lives
 - c. The advancement of citizenship or community development
 - d. The advancement of the arts, culture, heritage or science
 - e. The advancement of amateur sport
 - f. The advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity.
 - g. The relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage.
 - h. Any other purposes currently recognised as charitable and any new charitable purposes which are similar to another charitable purpose.

Strategic Risk Register

Below is the latest approved risk register.

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
1	FT	Corporate Governance non – compliance with articles of association or Charity Commission rules	Medium / High	- Failure to deliver on priorities (reputational and financial) - Financial – legal challenge and costs of that	- Chief Legal Officer	- Protector attendance at Charity Committee. - Providing legal advice as appropriate - Training for Charity Committee members - All on-going

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
2	FT	Charity Committee administration Statutory publication deadlines missed for agendas and the Forward Plan and meetings have to be cancelled delaying key decisions. Officers/Services miss deadlines for reports.	Low / High	- Legal - Leaves HBC open to challenge, for example if Planning Applications are delayed or budget deadlines missed. - Financial – costs of legal challenges. - Reputational – High risk of bad media and public profile.	- Chief Legal Officer	- Professionally trained staff with flexible approach. - Officers frequently chased and reminded about report deadlines.
3	FT	Income Loss of Visitors to Hastings e.g. Major Pollution incident, water quality, major disaster elsewhere in Hastings.	Medium / High	- Budget deficit - Loss of 6 months income would equate to around £700,000	Assistant Director – Financial Services and Revenues Chief Accountant	- ensure regular budget monitoring reports distributed followed up by meetings - report variances to Charity Committee so any budget deficits can be addressed - report variances at each meeting - Maintain adequate Reserves
4	FT	Maintain Buildings and Infrastructure - Need for a long term repair and renewal programme	Low/Medium	- Build up of urgent and costly repairs (Planned maintenance reduces costs)	Assistant Director Regeneration & Culture	Production, maintenance and regular review of repair and Renewal programme – based on regular inspection of assets. Ensure compliance of lease obligations Maintain and accumulate sufficient funds to finance agreed programme
5	FT	Unforeseen operational expenditure	Medium/High	- Reputation damage - Unable to meet commitments - Legal liabilities	Assistant Director Regeneration & Culture	- Maintain adequate Reserves

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
6	FT	Treasury Management - cash flow - Loss of money/fraud/theft - Reduction of investment Interest - Cost of borrowing	Low/Medium Low / High Low / Low Low / Low	- Trust balances of (cash) £1.52m	Assistant Director – Financial Services and Revenues	- Use of External Advisers – Capita Asset Services - Ensure staff are well trained - Insurance cover in place for potential fraud and dishonesty and theft - Insurance cover in place for loss of Money - Maintain adequate Reserves
7	FT	Cash collection contract - Firm collapses - Theft by company	Low / Low Low / Low	- Loss of money (up to £200k)	Assistant Director – Financial Services and Revenues	- Continue daily monitoring of cash banked - Regular communication with supplier if the contract is not complied with Insurance
8	FT	Uninsured properties / risks	Low / Medium	- Properties not Insured - Loss of money in the event of uninsured loss	Assistant Director – Financial Services and Revenues	- Ensure thorough renewals process each year - Make sure we liaise with estates/building services to ensure all properties are properly insured.
9	FT	Business Continuity	Low/ High	- Loss of Income, - Payments not made, - Treasury Management – financial loss	Assistant Director – Financial Services and Revenues - Chief Accountant	- Robust HBC financial systems - HBC business continuity planning
10	FT	Loss of key staff	Medium / High	- Stress - Errors / omissions - Financial loss - Poor advice	Chief Accountant Assistant Director – Financial Services and Revenues Chief Legal Officer Executive Manager	- Keep staff motivated - Ensure knowledge is shared - Terms and Conditions

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
					People and Organisational Development	
11	FT	Changes in Financial legislation – Financial accounts compliance with Charity SORP	Low / Medium	- Failure to produce accounts - Qualified by auditor - Staff time - Staff costs - Reputation undermined	Assistant Director – Financial Services and Revenues Chief Accountant	- Work with Manningtons experienced firm - Regular liaison with HBC external auditors (BDO) and also Foreshore Trust auditors (Manningtons) - Train staff
12	FT	Budget settings - No decisions - Late decisions - No processes	Low / High	- Poor financial management	Assistant Director – Financial Services and Revenues Chief Accountant	- Ensure regular budget monitoring reports distributed. - Report variance reporting through performance review - Provide appropriate financial advice to members and officers - Consider Whole life costing of decisions/ projects - Consider Revenue Implications of new projects
13	FT	External suppliers - Bankruptcy, Administration	Medium / High	- Depends which Contract	Chief Accountant	- Financial health checks on contracts
14	FT	Unsafe structures leading to Public Liability Claims e.g. injury on trust land	Medium/Medium	- Financial Loss - Reputation	Assistant Director Regeneration & Culture	- Regular evidenced inspections carried out. - Proactive works maintenance programme carried out
15	FT	Changes in legislation – Charity Law	Low/Medium	- Reputation undermined - Financial penalty	Chief Legal Officer	- Professionally trained legal staff

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Agenda Item 6



Report to: Charity Committee

Date of Meeting: 18th March 2019

Report Title: Seafront Cycle Hire and Deckchairs – Service Review

Report By: Victoria Conheady
Assistant Director for Regeneration and Culture

Purpose of Report

To review the 2018 cycle hire and deck chair provision based at Pelham beach and to present options for 2019 and 2020, on behalf of the Foreshore Trust for the benefit and enjoyment of her majesty's citizens.

Recommendation(s)

1. That the Charity Committee considers allocating Foreshore Trust funding for 2019 service provision as outlined in the appended proposed business model document provided through HBC's Active Hastings service up to a projected cost of £12,005 for 2019/20 and £9,255 for 2020/21.
2. That a further report is brought to Charity Committee after the 2020 season to review services provision to date and outline future operational options for 2021

Reasons for Recommendations

There is continuing demand for both cycle and deckchair hire during peak season (school summer holidays) as well as a reduced weekend service between April and October. There is little demand for this service outside of those times other than adhoc group bookings.

Experience gained from previous year's operation has shown that in order to continue to provide cycle hire benefiting users of the foreshore, a level of subsidy will be required as minimum staffing costs and maintenance exceed income.

The proposal presented includes

- An extension of the season through 15 pre-advertised opening days during weekends in April-June and September-October. Dates to coincide with events in the area and periods of forecasted good weather.

- A reduction to 5 days per week (Friday-Tuesday) throughout the school summer holidays.
- An extension of the opening hours (opening at 10am), due to feedback from hirers that they would have preferred an earlier opening time.
- It is likely that the subsidy for the provision in 2019 will be approximately £7,000, and in 2020 approximately £5,000, due to projected income.
- However it is recommended for prudence to include the full service costs within the Trust budget.

Background

1. The service was set up in 2014 as part of the FLAG funded Ecostade project aimed to indirectly support the local fishing community through encouraging green tourism in the area. The cost to provide the building, bikes and equipment were met through FLAG funding and the subsequent purchase of electric bikes was funded through a Coastal Communities Fund 3 grant in 2016.
2. In 2018:
 - a. There were 117 separate hires within the operating period
 - b. The total number of bike hires was 249.
 - c. Bikes were hired out on approx. 91% of the available days, with 9% of days completely lost and 25% significantly reduced due to poor weather.
 - d. 40% of hirers were Hastings residents. 60% were visitors to the town.
 - e. 50% of hirers from Hastings live within the 20% most deprived areas nationally.
 - f. 107 deck chairs were hired out, giving an income of £208.
 - g. The total income produced was £2,895.
3. The table below shows a breakdown of operating dates, usage, income and staffing costs for the five year operating period to date. The table also includes 2019 projections.

Year	Dates	Number of hires	Number of users	Income	Staffing Cost
2014	24.7.14-27.9.14	125	274	£1,521	£3,250
2015	2.5.15-27.9.15	274	596	£3,536	£7,150
2016	2.5.16-2.10.16	239	471	£2,890	£7,150
2017	15.7.17-3.9.17	111	235	£1,878	£4,500
2018	21.7.18-3.9.18	117	249	£2,895	£7,920
2019	20.7.19-1.9.19 Plus additional 15 days	148	296	£4,400	£7,705
2020	18.7.19-30.8.19 Plus additional 15 days	148	296	£4,400	£7,705

4. 2018 staffing costs did not include officer time for managing the project or promoting the cycle hire hut. These costs have been factored in to the 2019 proposal.

5. In the past five years various models of operation have been trialled, however none have proven profitable and a level of subsidy will be required to continue service provision.
6. Options for alternative provision including outsourcing to other operators were explored in 2017; however no viable options to operate a service were found.
7. Other than the Cycle Hire Hut, there is no convenient and accessible deckchair hire available within Hastings. Deckchairs are currently only available when requested in advance for formal events, or at Hastings Pier. During 2018 uptake of the offer was fairly low, with significant hire only taking place on event days. By opening at 10am rather than 12pm, it is thought that deckchair hires will be increased.
8. In order to increase interest in the hut from passers-by and to generate additional income, we would like to purchase a bike-powered Scalextrix. This was trialled at the 1066 Cycling Festival in 2018 and proved very popular. This will be available for people to use at £1 per person for 5 minutes, during hut opening hours. It will also be used at Active Hastings events throughout the year including the 1066 Cycling Festival on Hastings Seafront in July 2019. It is estimated that this will generate around £900 of additional income during the cycle hut season. Ideas for further income generation during the off season will be explored.
9. Two year concession has been recommended so that a full seasons marketing can be delivered for the 2020 season. A report will be produced at the end of the 2020 season outlining the service, and the impact of a longer marketing period and will identifying if the service can be sustained without subsidy.

Summary

10. Active Hastings staff will operate the service for the peak summer period and 15 days either side of the summer holiday period, including deckchair provision. In addition we will continue to development the service in line with our objectives, geared around engagement with our key target audience and enhancing the existing Leisure and Play offer of the seafront.
11. The forecasted income is £4,400 per year. Therefore a projected £7,605 (2019) and £4,855 (2020) subsidy is proposed from Foreshore Trust should expected income be achieved. However, it is proposed that the full cost of the provision is allocated in case income is below the expected amount due to factors such as the weather (£12,005 in 2019 and £9,255 in 2020). Costs are detailed in the attached business plan document.
12. Alternatively, the Foreshore Trust agrees to proceed without cycle hire and deckchair provision for 2019 and 2020 as a zero cost option.
13. Coastal Users' Group will be consulted on the two proposals presented and their views will be reported back to Charity Committee.

Timetable of Next Steps

Please include a list of key actions and the scheduled dates for these:

Action	Key milestone	Due date (provisional)	Responsible
Recruitment and induction of staff	Staff recruited	March 2019	HBC Active Hastings
Service operation	Operating April - September	April 2019	HBC Active Hastings

Wards Affected

Castle Ward

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 - Yes
Economic/Financial Implications - Yes
Human Rights Act - No
Organisational Consequences - No
Local People's Views - Yes
Anti-Poverty - No

Additional Information

Appendix 1: Seafront Cycle Hire Business Model

Officer to Contact

Eugenie Demeza
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Seaside Cycle Hire – 2019/20 and 2020/21 Business Model

This document sets out the proposed operational model for cycle and deckchair hire based at Pelham Beach for 2019 and 2020.

Provision outline
Cycle hire utilising existing bikes: <ul style="list-style-type: none">- 10x adult bikes- 6x adult electric bikes- 1x Powered adult trike- 2x teen hardtail mountain bike- 4x child bikes- 2x child trailer
There are no plans for additional bikes to be purchased and included within provision.
Basic maintenance will be carried out by Active Hastings staff with servicing carried out by local specialist.
Maintenance is projected to cost £1350 across the season, comprising: <ul style="list-style-type: none">- Pre-season servicing of bikes £1150 (£50 per currently un-serviced bike)- Consumable items (including tyres, inner tubes) £200 <p>This is an increase from the previous year due to new bikes purchased in 2017, which did not need a service in 2018, now requiring an annual service.</p>
Deckchair hire utilising existing HBC owned deckchairs: 100 deckchairs to be provided palletised adjacent to kiosk. Staff will administer hire from building and hirers will be encouraged to return the items at the end of day, however staff will also walk the beach and collect any leftover chairs at 17:00 daily.
Deckchairs will be maintained by HBC Resort Services staff. Additional deckchairs can be added to provision depending on demand during season.
Purchase of a bike-powered Scaletrix, which will be available for £1 per person for 5 minutes during opening hours.
Operational dates
Peak time service covering the school summer holiday period – Saturday July 20 th through to Sunday September 1 st 2019 inclusive and Saturday 18 th July to Sunday Sunday 30 th August 2020. 5 days per week Friday-Tuesday (closed on Wednesdays and Thursdays)
Facilitation of ad hoc out of season group bookings during the rest of the year.
Opening 15 days on weekends from April and July and from Sept to October. Opening days will be coincide with events on the seafront and periods of forecasted good weather.
Total operating days = 47 per year
Operational times
10:00-17:00 opening hours. This is an earlier opening time than 2018, due to feedback from service users that 12:00 was too late. We are closing slightly earlier than in 2018 as the majority of bikes were returned by 17:00.
Staffing
Staff pay at grade 11 – £9 per hour 1 x staff 9.30-17.30 1x staff 9.30-12.30 (extended to 5.30pm on event days x 12)

Staff will be utilised from existing Active Hastings and Resort Services casuals where possible, however there may be a need to recruit additional staff.

Active Hastings Operation Coordinator will also:

Develop and promote the use of the Seaside Cycle Hire Hut.

Work with local organisations and charities to promote and increase cycling along the seafront. Use the hut to promote local activities.

Promote local cycling events.

Partner with local cycle shops to promote related offers.

Use the location to consult with the local public regarding funding opportunities.

Management and promotional staff costs (Active Hastings Operations Coordinator) - £825

Projected staffing cost = £7705 inclusive of on costs.

N.B Staff costs could be reduced if required by reducing the number of operating days. The saving, taking into account the reduced income, would be around £88 per day.

Fees and charges

Fees and charges will remain unchanged from 2018 fees, set in line with local market value.

2 hour Adult	£6.00
2 Hour Child	£5.00
Part Day Adult	£10.00
Part Day Child	£8.00
Full Day Adult	£14.00
Full Day Child	£12.00
Full Day E-Bike	£25.00
Part Day E-Bike	£16.00
Deckchair hire full day	£2
Bike-Powered Scalextrix (5 minutes)	£1.00

Marketing

Update Seaside Cycle Hire leaflets to show 2019 and 2020 opening dates and times.

Via HBC website and social media. New dedicated page on HBC website, linked to Active Hastings Pages.

Promotion via TIC.

Via AH social media including regular updates on the number of bikes still available for hire. (AH Facebook page and twitter has over 7500 followers)

Targeted facebook adverts, directing to the Cycle Hire page on the HBC website.

Through Active Hastings Partnership (currently made up of over 90 local statutory and voluntary partners).

Through Active Hastings' participant mailing list (reaches 8k people).

Advert in Active Hastings Summer programme – including opening times and prices (printed 10k) – distributed through school book bags, community venues and through partner organisations.

Storage and security

Continued use of existing building at Pelham beach.

The kiosk is already fitted with intruder alarm and smoke detector.

No additional storage required.

Projected income and usage levels

Income projected to be approx. £3200 from cycle hire, approx. £300 from deckchair hire and approx. £900. Total income projected £4,400.

In 17/18 the service was used on 91% of the available days, with 9% of available time lost to poor weather, this was used as the basis for this model.

When used, an average of 6 bikes were hired per day at an average cost of £10.80 per bike.

Deckchair hire during 2018 was 107, this has been used as the basis for 2019 usage projection, with an expected increase due to the earlier opening times.

Financial summary

2019

Staffing = £7705

Maintenance = £1350

Purchase of Bike-Powered Scaletrix = £2750

Marketing = £200

Total cost: £12,005

Estimated Income = £4,400

Projected provision cost to FT = £7,605

2020

Staffing = £7705

Maintenance = £1350

Marketing = £200

Total cost: £9255

Estimated Income = £4,400

Projected provision cost to FT = £4,855

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Agenda Item 7



Report to: Charity Committee

Date of Meeting: 18th March 2019

Report Title: Lifeguard service 2018 review

Report By: Kevin Boorman

Purpose of Report

To update the charity committee on the 2018 lifeguard service in Hastings

Recommendation(s)

That the charity committee notes the excellent lifeguard service provided by the RNLI on the town's beaches in 2018, and thanks the RNLI for the service they provided.

Reasons for Recommendations

To acknowledge the excellent service the RNLI lifeguards provided in 2018

Introduction

1. During the 2016 summer season the lifeguard service was operated in-house by Hastings Borough Council and the Foreshore Trust. Following a number of organisational changes in early 2017, the council and trust resolved to enter into a one season agreement with the Royal National Lifeboat Institution ('RNLI') and for the operation to be reviewed at the end of that year's operation.
2. During 2017, lifeguards attended 88 different incidents, of these 7 required serious medical intervention.
3. As a result of the success of the pilot, at the charity committee meeting on 11th December 2017 the committee agreed unanimously to enter into a three year contract with the RNLI to provide the Hastings lifeguard service. A number of ' tweaks' were made to the service following the pilot, including earlier starts at all three sites – Pelham, Pier, and Marina.

2018 season review

4. A copy of the draft 2018 lifeguards service monitoring report 2018 is attached; please note that the data is subject to RNLI verification, but we are advised that it is unlikely to change significantly.
5. It is worth noting that, in 2018 on our beaches the lifeguards rescued two people, assisted fifteen, performed major first aid on four casualties and minor first aid on 55. In addition some 12 796 members of the public were spoken to on 'preventative actions' (an action described as 'an action conducted by the lifeguard team to prevent persons coming into contact with harm including; PA announcement, moving flags, displaying safety signage, educating beach users').
6. All of the RNLI's key performance indicators were met, and no complaints were received about the service, either by the RNLI or by HBC.
7. It is also worth acknowledging that the RNLI intend expanding their programme of talking to students in schools, and other groups and associations.

Financial information

8. The cost of HBC providing an 'in-house' lifeguarding service in 2016 was c£54 000, which did not include supervision or management; on a 'like for like' basis the RNLI provided the service for £27 183 in 2017, including training, supervision and management, although because of service enhancements the actual cost of operation was £36 600 in 2017, and £38 100 in 2018, because of further service enhancements (starting the season earlier). The estimated cost for 2019 is £38 900, an increase purely for inflation. It should be noted that, three years on, and with service enhancements and no management/supervision costs this is still less than 75% of the 2016 costs when the service was provided in-house.

Recommendation

9. It is recommended that the charity committee notes the excellent lifeguard service provided by the RNLI on the town's beaches in 2018, and thanks the RNLI for the service they provided.

Wards Affected

All

Policy Implications

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

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

Additional Information

RNLI service review 2018 attached.

Officer to Contact

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**Lifeguard Service Monitoring Report 2018
Hastings Borough Council**

Contents

1. Summary
2. Service Levels 2018
3. Key Performance Indicators
4. Incident Reporting Data 2018
5. Comparative Statistics 2017 – 2018
6. Beach Education
7. 2019 Recommendations
8. Report Appendix

1. Summary

This report outlines the provision of RNLI Lifeguard services on behalf of Hastings Borough Council, East Sussex.

This has been the second year that the RNLI has provided a lifeguard service in Hastings Pelham, Hastings Pier and Marina St. Leonards for Hastings Borough Council (HBC). The management team that has provided the service on behalf of HBC consists of: Glen Mallen (Lifesaving Manager – South East), Allen Head (Area Lifesaving Manager), Joseph Mitchell (Lifeguard Supervisor [LGS]), Dominic Richard (LGS), Hugh Richardson (LGS) & Sophie Driver (LOA). Technical support and maintenance has been provided by Ryan Field, Paul Higgs & Richard Staff. Press / Media support was provided by Paul Dunt.

The RNLI provided induction training for all seasonal lifeguards and ran two induction programmes accommodating for main season and peak season lifeguards. The induction training programmes consist of;

- RNLI Casualty Care for Lifeguards course. An advanced first aid course including oxygen therapy, defibrillator training, and basic drug administration. Approved and endorsed by the British Paramedic Association.
- RNLI Lifeguard Induction course which includes; safety and well-being training, PPE, manual handling training and public interaction skills.
- RYA SRC VHF radio operator.
- Equipment Operator training for Rescue Water Craft (RWC), All-Terrain Vehicle (ATV) and Four Wheel Drive (4WD).
- Familiarisation and training with other SAR organisations (HM Coastguard, RNLI Lifeboats, South East Coast Ambulance service) and extensive local familiarisation scenarios on the beaches.
- Hastings Volunteer Ambassador training.
- Specified beaches have an appointed Senior Lifeguard who undergoes further operational command and operation leadership training.

In addition to the induction training, all lifeguards attended ongoing weekly training, attending at least one hour of paid lifeguard training each week. These training sessions are split into four categories; Team Building; Casualty Care; Lifeguard Skills & Fitness Testing. These roll on a 4 weekly basis to ensure that training is varied and relevant to all the skills needed to work on the beach.

All RNLI Lifeguard units were declared to HMCG Solent on a daily basis. The Lifeguard Supervisors declared manning levels, equipment, and standard hours of operation each day. All of the beach lifeguard units were tasked by HMCG Solent on multiple occasions throughout the season. A full breakdown of operational statistics can be seen later in this report.

The introduction of a search and rescue helicopter service at Lydd has increased the likelihood of the Lifeguards using the SAR helicopter during operations. The RNLI and Bristow's conducted joint training in preparation. The RNLI were granted permission by RDC to conduct an exercise within the Camber area.



As part our wider commitment to improve beach safety within the East Sussex area, we have set up our ambassadors programme which we have Lifeguards volunteer to attend events & schools/ colleges to assist in both recruitment and education.

In addition to the lifeguard service provision and education programme, the RNLI management team have been working closely with local clubs and reviewed all risk assessments for lifeguarded beaches in Hastings and Rother.



2. Service Levels 2018 – Hastings

Equipment :

(In addition to the standard rescue, first aid and beach management equipment provided to every lifeguarded beach)

Bicycle:

- Hastings Pelham
- Hastings Pier
- Marina, St. Leonards
- Bexhill

Beach Name	Main Start	no. LGs	F/T or W/E Only	Peak Start	no. LGs	Peak Finish	Main Finish
Hastings Pelham	26-May	3	W/E Only	08-Jul	3	30-Sep	
Hastings Pier	26-May	2	W/E Only	08-Jul	2	30-Sep	
Marina St Leonards	26-May	3	W/E Only	08-Jul	3	30-Sep	

3. Key Performance Indicators

Not Achieved	Achieved	Exceeded
	x	
Full risk audit reviews on all 3 operational beaches with full beach safety assessments to be completed and up to date in 2018.		

Not Achieved	Achieved	Exceeded
	x	
Service provided across the area as described in services agreement.		

Not Achieved	Achieved	Exceeded
	x	
Operational areas as agreed and amended in consultation with stakeholders.		

Not Achieved	Achieved	Exceeded
	x	
Local operating procedures created, reviewed and updated, copies of which have been made available. Any adjustments reported through end of season report and meetings.		

Not Achieved	Achieved	Exceeded
	x	
Lifeguard service provided at agreed designated locations.		

Not Achieved	Achieved	Exceeded
	x	
Achieved. No information requested but provided within this report.		

Not Achieved	Achieved	Exceeded
Observe the provisions of the LA's Health and Safety at Work Policy and Safety	x	

Working Practices together with the best practice lifeguarding principles ("Safety on British Beaches") wherever appropriate.		x	
Achieved. No information requested.			

Ensure lifeguards observe high standards of courtesy and consideration towards members of the public at all times.	Not Achieved	Achieved	Exceeded
		x	
No complaints received.			

Inform the LA's appropriate officer responsible for environmental services regarding any beach cleaning requirements or pollution incidents.	Not Achieved	Achieved	Exceeded
		x	
Incidents reported in timely manner.			

Ensure that so far as reasonable all public relations, incident data, publicity and media releases are agreed between the parties beforehand.	Not Achieved	Achieved	Exceeded
		x	
Achieved.			

Recognise the Local Authority on all signs	Not Achieved	Achieved	Exceeded
		x	
Recommendations have been made and working with LA to implement			

Keep the lifeguarding service fully insured for public liability and employers liability risks as appropriate to a minimum cover in each case of £20 million for any one claim.	Not Achieved	Achieved	Exceeded
		x	
Achieved.			

3. Incident reporting data 2018

Lifeguard End of Season Report 2018

Council	Lifeguard Unit	Preventative Actions	People Aided							Total
			Face to Face	Lives Saved	Rescued	Assisted	Major First Aid	Minor First Aid	Missing / Found/Searches	
Hastings	Marina	5079	0	2	5	0	7	1	15	
Hastings	Pier	3581	0	0	7	0	17	0	24	
Hastings	Pelham	4136	0	0	3	4	31	8	46	
Hastings Total		12,796	0	2	15	4	55	9	85	

4. Comparative statistics

Lifeguard End of Season Report 2017

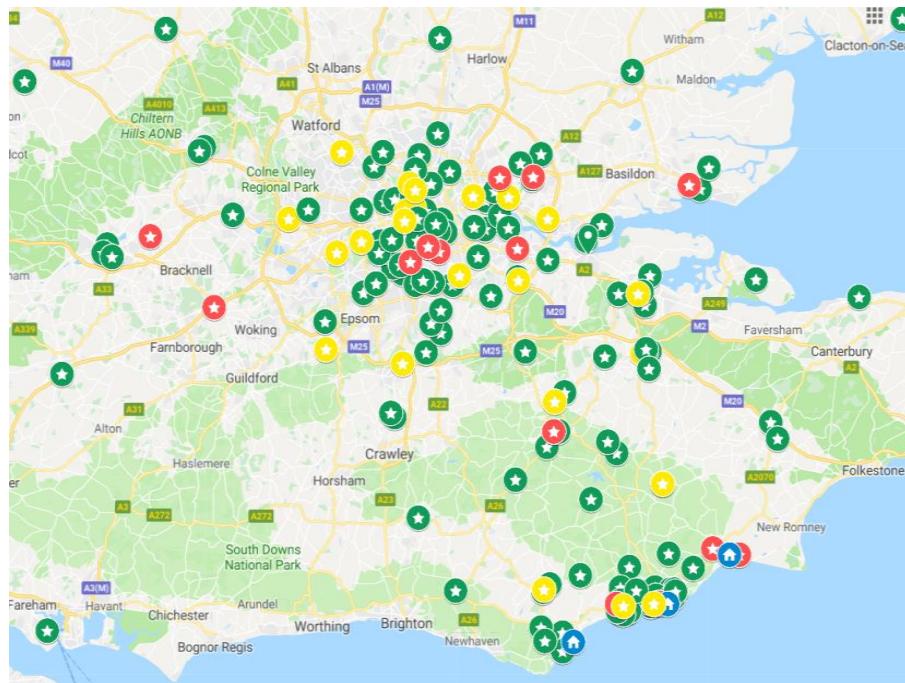
Council	Lifeguard Unit	Incidents									People Aided										
		Lives Saved	Rescued	Assisted	Casualty Care	Minor First Aid	Search	Near Miss	Other	Missing / Found	Total	Lives Saved	Rescued	Assisted	Casualty Care	Minor First Aid	Search	Near Miss	Other	Mising / Found	Total
Hastings	Marina St Leonards		1	6		18		1	2		28		1	7		18		3	9		38
Hastings	Pelham East				6	20			5	1	32				6	20		8	1	35	
Hastings	Pelham West			1		11			1	2	15				1	11		2	2	16	
Hastings Total		0	1	7	6	49	0	1	8	3	75	0	1	8	6	49	0	3	19	3	89

Council	Lifeguard Unit	Preventative Actions					Beach Visitors			
		Face 2 Face	PA / Tannoy	Signs & Flags	Other	Total Preventati ve Actions	Beach Users	In-Water	Surf / Craft	Total Beach Visitors
Hastings	Marina St Leonards	684	8	123	31	846	1,896	679	111	2,686
Hastings	Pelham East	661	2	160	18	841	7,355	661	91	8,107
Hastings	Pelham West	579	13	141	6	739	5,452	643	172	6,267
Hastings Total		1,924	23	424	55	2,426	14,703	1,983	374	17,060

Over the last 2 years we have experienced a steady rise in visitor numbers reported on the beaches in East Sussex. The increase in preventative action and incidents on the beach are largely due to the increased beach user numbers and outstanding weather.

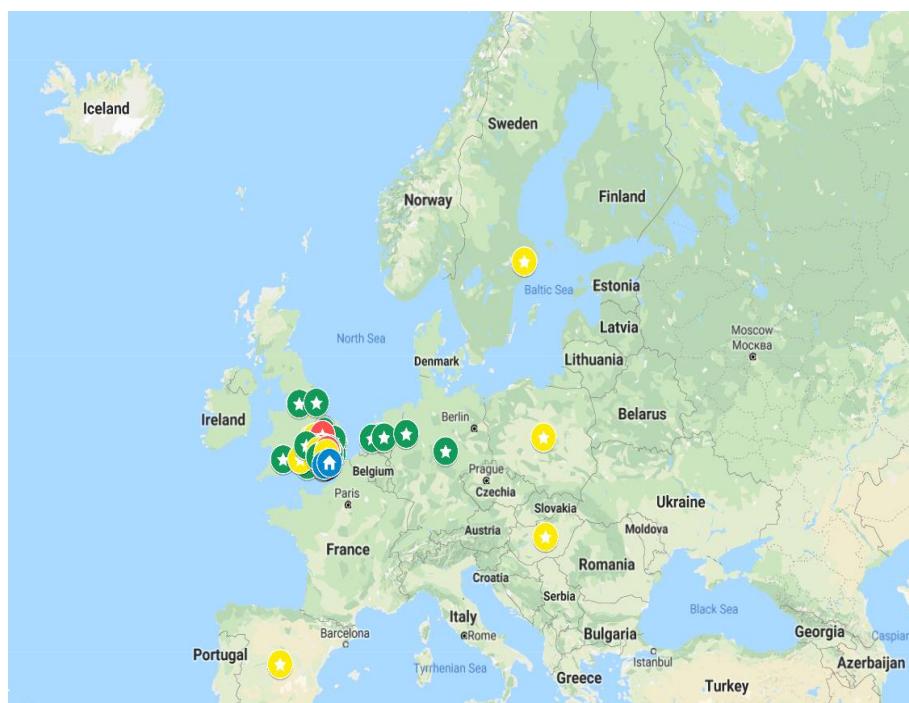
Beach users were mapped to gain an insight into where they majority of people were travelling from. The majority of people using Rother and Hastings coastline reside in London.

The RNLI are looking at potential toolkits for Lifeguards to overcome any language barriers. There was an apparent increase in inflatable toys causing incidents on the beaches in 2018. This message will be reinforced during schools education talks.



Key

- Minor First Aid
- Major First Aid
- Missing/Found/Searches
- Lifeboat Station
- Lifeguard Units (BLUs)



5. Meet The Lifeguards

Now that the lifeguard service is firmly established in the area we are looking at providing education locally to schools and clubs. The target audience is Key Stage 2 where the individuals are beginning to visit places without the guidance from their parents. Therefore more likely to unknowingly expose themselves to risk.

It is our intention to set up the meet the lifeguard programme which fits in the national curriculum and does not cost the schools to provide. Lifeguards also already conduct talks on an ad hoc basis to groups who used the beach if conditions allowed.



Each of the talks followed the following topics:

1. Introduction
2. RNLI
3. Lifeguard Introduction
4. 'SAFE' Message
5. Flag System
6. Sun Safety
7. Inflatable Use
8. RIP Currents
9. Tombstoning
10. Tides
11. Coastal Erosion
12. How to get help
13. Hastings and Rother Coastal Codes & Signs
14. Lifeguard Equipment
15. Summary
16. Questions.

6. 2018 Recommendations

RNLI Lifeguards make the following recommendations for approval by Hastings BC, in preparation for the 2019 season:

- i. Review revised service levels as proposed by RNLI (outlined below and as per end of season meeting / correspondence).

2019 Proposed season dates and manning levels:

Beach Name	Main start	No LG's	Peak start	No LG's	Peak Finish	Main Finish
Hastings Pelham	25.05.19	3	06.07.19	3	01.09.19	29.09.19
Hastings Pier	25.05.19	2	06.07.19	2	01.09.19	29.09.19
Marina St Leonards	25.05.19	3	06.07.19	3	01.09.19	29.09.19

Weekends / bank holidays.

Due to increasing beach populations staffing numbers are constantly reviewed to ensure adequate supervision of the water. On occasions where there is additional risk or specific events there is the potential of some increased LG staffing, at the expense of the RNLI. This is monitored in advance and timely provision made.

- I. RNLI to continue to provide Meet the Lifeguards beach education campaign in 2018 and take on full administrative responsibility.
- II. Continued partnership working to review RNLI signage and PRE recommendations and implement as agreed.

Report Appendix

Definitions of search and rescue criteria

Rescue – where a lifeguard responds to a person at risk, and physically returns them to shore or transfers them to another craft.

Major First Aid – where a lifeguard treats a patient who is at risk due to sickness or injury, and has called in external assistance.

Assistance – where a lifeguard aids a person in the sea who is at little risk, but if left, would be at risk later.

Search – an organised search with other SAR units for a missing person either at sea or on land – includes body recovery

Near Miss – any occurrence where a person might have been injured by watercraft i.e. powered or otherwise

Life Saved – if the lifeguard had not intervened, life would have been lost.

Preventative Action (PA) – an action conducted by the lifeguard team to prevent persons coming into contact with harm including; PA announcement, moving flags, displaying safety signage, educating beach users.

Agenda Item 8



Report to: Charity Committee

Date of Meeting: 18 March 2019

Report Title: Part of Upper Promenade Building at Former White Rock Baths

Report By: Peter Grace
Assistant Director Financial Services & Revenues

Purpose of Report

To consider use of the premises.

Recommendation(s)

1. That Charity Committee delegates to the Estates Manager in consultation with the Chair the authority to agree the final terms of the lease.

Reasons for Recommendations

The premises are currently vacant following Hastings Pier Charity going into administration and Source Park (Hastings) Ltd have a right of first refusal under the terms of their existing lease of other parts of the building.

Background

1. Part of the Upper Promenade Building of the Former White Rock Baths as shown outlined on the attached plan, known as The Hub, was let to Hastings Pier Charity but the lease was surrendered following them going into administration.
2. The Source (Hastings) Ltd have a lease of most of the remainder of the building and under the terms of the agreement they have a right of first refusal if the Charity lease of The Hub expires or ends.
3. This is on the proviso that agreement of suitable commercial terms are agreed at an open market rent.
4. In order to deal with any potential conflict of interest between Hastings Borough Council and the Trust and in accordance with Charity Act requirements an independent report has been obtained from Dyer & Hobbis. This is confidential to the Trustees, and the Protector, as it contains recommendations in respect of the terms of the new lease, including the rent.
5. The Source (Hastings) Ltd have indicated in principle that they would like to progress with a lease on the same terms as their existing agreement (a term expiring on 11 January 2026) at the open market rent.
6. The premises falls with the remit of the Hastings Borough Council Act 1988.

Coastal Users Group

7. Under the Scheme the Council must consult with the Coastal Users Group on:
 - The charity's policy relating to the exercise of any power under the Hastings Borough Council Act 1988 or otherwise to manage, let sell or otherwise dispose of the charity's property.
 - The exercise, other than in accordance with established policies, of any power under the Hastings Borough Council Act 1988 or otherwise to manage, let see or otherwise dispose of the charity's property.
8. The Trustees must have regard to the recommendations of the Coastal Users Group.

Conclusion

9. It is recommended that the Estates Manager is given authority to finalise a lease with the Source (Hastings) Ltd on the same terms as their existing lease and at the market rent as this is considered to be in the best interests of the Charity.

Wards Affected

Castle

Policy Implications

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

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

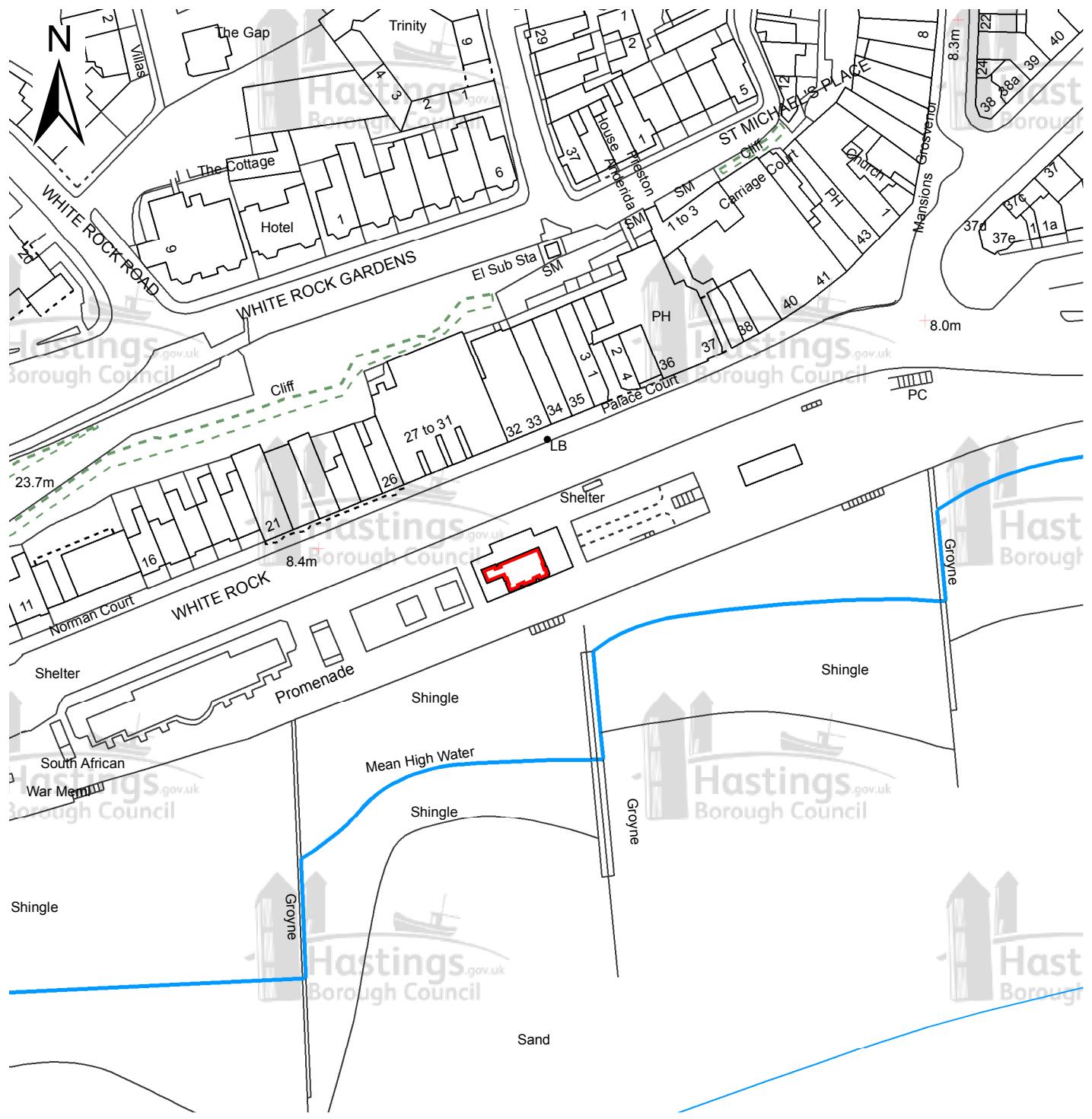
Additional Information

Plan ESAD 1608.

Officer to Contact

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White Rock Baths
Community Hub Lease Plan



Estates Manager:
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Agenda Item 9



Report to: Charity Committee

Date of Meeting: 18 March 2019

Report Title: Land at Marine Parade – Hastings & St Leonards Angling Association

Report By: Peter Grace
Assistant Director Financial Services & Revenues

Purpose of Report

To seek approval to settle a rent review.

Recommendation(s)

1. That Charity Committee delegates to the Estates Manager the authority to settle the rent review.

Reasons for Recommendations

The lease contains a provision for a rent review.

Background

1. Land at Marine Parade is leased to Hastings & St Leonards Angling Association for use as a clubhouse and boat compound.
2. Their lease is for 20 years from December 2013 with 5 yearly rent reviews and the first review is due on 9 December 2018.
3. In order to deal with any potential conflict of interest between Hastings Borough Council and the Trust an independent valuation of the reviewed rent has been obtained from Dyer & Hobbis .

Conclusion

4. It is recommended that the Estates Manager is given authority to settle the review in line with the recommendation in the Dyer & Hobbis report.

Wards Affected

Old Hastings

Policy Implications

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

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

Additional Information

None.

Officer to Contact

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Agenda Item 10



Agenda Item No:

Report to: Charity Committee

Date of Meeting: 18 March 2019

Report Title: **Insurance and Cash Collection Contracts**

Report By: Peter Grace
Assistant Director Finance and Revenues (Chief Finance Officer)

Purpose of Report

To agree the procurement arrangements through the East Sussex Procurement Hub for the Insurance and Cash Collection Contracts.

Recommendation(s)

- 1. To agree that authority be given to the Assistant Director Finance and Revenues (Chief Finance Officer) in consultation with the Chair of the Charity Committee to determine final contract terms and conditions and award a contract to the suppliers that offer the most economically advantageous tenders in respect of Insurance and Cash Collection.**

Reasons for Recommendations

The current insurance contract expires on 31 March 2019 and the cash collection contract expires on 31 August 2019.

Introduction

1. Hastings Borough Council's current Insurance Contract expires on 31 March 2019. The East Sussex Procurement Hub has already gone out to tender with seven councils, including Hastings Borough Council, with a view to obtaining the most economically advantageous contract.
2. The contract will be for 5 years fixed term.
3. Hastings Borough Council's current Cash Collection Contract expires on 31 August 2019. The East Sussex Procurement Hub is looking to go out to tender with 3 other local authorities with a view to seeking the most advantageous economic tender. The contract will be for 3 or 5 years with an option to extend for a further 2 (5 or 7 years in total).
4. The procurement for the Insurance contract will result in the appointment of either one supplier across all seven councils and the Trust for all areas of insurance or a mixture of suppliers across different councils and the Trust and different areas of insurance.
5. The successful supplier(s) will be appointed in sufficient time for transfer (if necessary) to take place in time for the service to start on 1st April.
6. The procurement for the Cash Collection will result in the appointment of one supplier across all 3 councils (Hastings - including the Trust, Rother and Eastbourne).
7. The successful supplier will be appointed prior to the 1st August 2019 for transfer (if necessary) to take place in time for the service to start on 1st September.
8. A separate report informing the Cabinet will go to their 4 March 2019 meeting.

Risk Management

9. The Council and the Foreshore Trust need to ensure continuity of its insurance provision after midnight 31 March 2019. This is an absolute requirement. The recommended option outlined in this report will ensure that this fundamental requirement is met.
10. The Council's various insurance schedules have been re-examined to ensure they reflect up to date data, and the risks associated have also been reviewed to address any existing or new requirements.
11. The nature of cash collection has inherent potential physical security risks particularly for the contractor. Measures can be put in place to mitigate these by the implementation of appropriate communication systems, training and utilisation of CCTV that exists in the car parks. Internal measures can be taken to ensure robust monitoring of income together with appropriate insurance provision to mitigate against the risk of potential fraud.

12. The ability to promptly bank the cash collected in to Hastings Borough Council's bank account will form part of the evaluation process.

Environmental Issues

13. The main issue revolves around the use of contractor's vehicles to collect the monies. Regrettably, this cannot be avoided, however, contractors can reduce the impact of carbon dioxide emissions by using energy efficient fuel and modern vehicles and by the Council keeping collections to a minimum consistent with operational efficiency.

Economic/Financial Implications

14. The Council spent a total of £351,000 during 2018/19 on its insurance premiums. It is hoped that the procurement process will result in a small saving. The Foreshore Trust element is currently £11,700 per annum.
15. The current cost of providing the cash collection service is in the region of £65,000 per year (Council and Foreshore Trust combined cost). However, it is important that the cash collection service provider will be able to promptly and reliably transfer the monies into the Council's bank account. A variation to the contract may develop reducing its value if the use of 'pay by phone' and 'contactless payments' increases substantially.
16. The East Sussex Procurement Hub has previously demonstrated that savings are possible where there has been collaboration with other local authorities, and have done well to secure the interest of others outside of East Sussex for the insurance tender.

Wards Affected

None

Area(s) Affected

None

Policy Implications

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

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

Background Information

Officer to Contact

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Agenda Item 11



Report to: Charity Committee

Date of Meeting: 18 March 2019

Report Title: Foreshore Trust 2019/20 Budget and Finance Report

Report By: Peter Grace, Assistant Director of Financial Services and Revenues (Chief Finance Officer)

Purpose of Report

To advise members of the Committee on the current year's financial position (2018/19) and to determine the budget for 2019/20.

Recommendation(s)

1. To agree the current financial position for 2018/19.
2. The allocation of general grants for 2019/20 be set at £60,000 and event grants £37,000.
3. Approve the proposed expenditure funded from Reserve – albeit further approval to proceed is required for a few schemes.
4. Approve the budget for 2019/20.
5. Financial monitoring reports continue to be presented to each meeting of the Charity Committee.
6. Approve the car parking charges for 2019/20 (Appendix 4).

Reasons for Recommendations

The Council has the responsibility for the proper management of the financial affairs of the Trust. In doing so it complies with Accounting Codes of Practice and the high standards required for the accounting of Public money.

A surplus slightly above budget expectations is anticipated for 2018/19 in respect of operating income and expenses. Once grant and project costs are taken into account a surplus of £110,000 is anticipated against a budgeted deficit of £99,000.

Introduction

1. The Foreshore Trust derives its income mainly from car parking and property leases/licences, the former income stream being quite variable.
2. Appendix 1 attached provides details of the budget for 2018/19 as agreed at the March 2018 meeting of the committee. The budgeted annual operating surplus for 2018/19 amounting to £380,000 with a forecast year end deficit of £99,000
3. The budget for 2019/20 is presented at the March meeting of the Committee prior to the start of the new financial year which runs 1 April to 31 March.

Financial Position 2018/19

4. The budget agreed in March 2018 identified budgeted income at £1,400,000 and expenditure at £1,020,000. The budgeted surplus for the year being £380,000 after direct governance costs, but before distribution of grants, capital charges and before use of Reserves.
5. Income is currently projected to exceed the budget by a small amount. The amount of rental income anticipated is now £12,000 more than budgeted for due to new lets at better terms. Investment income and car parking income remain on budget.
6. Expenditure is expected to be £28,000 above budget. This is due to an anticipated overspend of £49,000 on charitable activities, offset by £9,000 lower than budgeted governance costs in respect of legal and professional fees and reduced maintenance expenditure as the £12,000 put aside for maintaining and operating a water play feature for the White Rock Fountain is unlikely to be incurred this financial year.
7. The combination of the expected additional income and increased expenditure will give rise to a net £16,000 decrease in the anticipated operating surplus at the year end. This is now forecast to be £364,000.
8. At the meeting on the 19th March 2018 it was agreed to increase the event grants budget to £30,000 p.a. (from £20,000) and the general grants budget to £60,000 p.a. (from £50,000). At the same meeting the event grants for 2018/19 were agreed at £23,362 with the remaining balance of £6,638 being made available for 2019/20 i.e. a total of £36,638 in that year. These adjustments can be seen in the attached papers. There is therefore no variance forecast on grant expenditure.
9. Project expenditure is forecast to be £225,000 underspent at the year end. This is due to the £175,000 budget for the White Rock Fountain and £25,000 budget for Public Art Project being carried forward into the 2019/20 budget and the £25,000 budget for resurfacing work not being spent.
10. The combination of the above underspends results in a reduction to the deficit of £209,000 reducing the forecast deficit from £99,000 to a surplus of £110,000.

Budget 2019/20

11. The budget for 2019/20 has been set and is shown on the right hand side of Appendix 1 and repeated in the indicative forward plan on Appendix 3. The

business plan changes made in Appendix 2 have been incorporated into the 2019/20 budget.

12. The budget has been reviewed line by line to allow for increases in expected income and expenditure.
13. The budget figures include increases in car park charges which are detailed in Appendix 4. These require the approval of the Charity Committee.

Business Plan

14. Appendix 2 details the planned expenditure on projects over a 6 year period. This is split between cyclical repairs and redecorations and the main programme projects.
15. A comprehensive review of future cyclical repairs and redecorations has been undertaken identifying the pattern and timing of planned expenditure in the future. This has enabled us to identify our future spending requirements with more clarity and will allow the Trust to run budget deficits in future years to spend the funds held in reserves that are above the minimum required level of £900,000 identified as necessary.
16. To date much of the expenditure on maintenance projects and main programme projects is yet to occur.
17. As stated above within the maintenance projects budget it is now unlikely the £12,000 put aside for water play, essentially now operating and maintaining the White Rock Fountain this financial year, will be spent.
18. Within the main projects programme several projects are delayed increasing the chances of the project slipping from this financial year into 2019/20. The White Rock Fountain and Public Art Project budgets have already been carried forward into 2019/20 as we know now that expenditure will not happen this year. The Marine Litter Project faces potential project slippage into 2019/20.

Indicative Forward Plan

19. The indicative forward plan has been provided for information (Appendix 3). This identifies projected cash balances for future years and hence affordability of current initiatives and commitments. Based upon projections the current business plan remains affordable. The overall surplus for the year is forecast at £110,000.

Reserves

20. The total effective cash balances of the Trust at the 31 March 2018 amounted to £1.45m after providing for the outstanding settlement to Hastings Borough Council for amounts owed for 2017/18.
21. With the current business plan, the revised cash balances for future years are estimated as follows :-

£1,56m as at 31st March 2019,
£1.36m as at 31st March 2020,
£1.41m as at 31st March 2021,
£1.33m as at 31st March 2022,
£1.23m as at 31st March 2023.

22. The reserves policy agreed on 24th September 2018 identifies £900,000 as the suitable level to maintain given the potential risks to the Trust.
 23. Work has been undertaken to identify the areas where the Trust will incur significant maintenance and replacement costs in future years e.g. toilet refurbishments, resurfacing of car parks. The update of the Repairs and Renewals programme was necessary to identify the ongoing levels of reserves required to ensure the assets of the Trust can be maintained at the appropriate level within the financial constraints of the Trust.
-

Additional Information

Appendix 1 - Financial Monitoring Report

Appendix 2 - Business Plan - Financial Summary

Appendix 3 - Indicative Forward Plan

Appendix 4 – Car Parking Charges

Officers to Contact

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Actual expenditure to Feb 15 2019

SUMMARY - MONITORING REPORT	Outturn 2017-18	Budget 2018-19	YTD Actual 2018-19	Estimate to end of year	Revised Estimate / Forecast Outturn 2018-19	Variance to Budget	Estimated Budget 2019-20
	£'000	£'000					
Incoming Resources							
Investment Income	(3)	(5)	(1)	(4)	(5)	0	(5)
Incoming resources from Charitable activities	(1,023)	(1,170)	(740)	(430)	(1,170)	0	(1,235)
Rental income	(234)	(225)	(217)	(8)	(237)	(12)	(237)
Total incoming resources	(1,260)	(1,400)	(958)	(442)	(1,412)	(12)	(1,477)
Resources Expended							
Loan repayments	33	33	0	33	33	0	33
Charitable Activities* (excluding Capital charges)	783	780	416	413	829	49	970
Maintenance projects and cyclical repairs	77	90	2	76	78	(12)	173
Governance costs	114	117	20	88	108	(9)	120
Total resources expended	1,007	1,020	438	610	1,048	28	1,296
Total Operating (Surplus)/Deficit	(253)	(380)	(520)	169	(364)	16	(181)
General Grants	50	60	60	0	60	0	60
Events Grants	20	23	23	(0)	23	0	37
Projects**	70	396	19	152	171	(225)	281
(Surplus)/Deficit	(113)	99	(418)	320	(110)	(209)	197
Transfer to/(from) HBC account							
Total Funds (cash) brought forward	1,305	1,445			1,445		1,555
Total funds carried forward	1,445	1,346			1,555		1,358

Foreshore Trust Spec	Foreshore Trust Spending Plan		2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
Cost centre	PROPERTY	DESCRIPTION OF WORK	ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
			£	£	£	£	£	£	£	£
Maintenance projects										
20156B1100 / 5290B020	Beach - Other	Other repairs and renewals beachfront area	12,000	12,000	12,000	12,000	12,000	12,000	12,000	72,000
20156B1100 / 5290B020	Car Parks - Pelham	Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
20156B1100 / 5290B020	Car Parks Rock a Nore	Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
20156B1100 / 5290B020	Chalets - White Rock & Marina	Maintenance	2,000	2,000	2,000	2,000	2,000	2,000	2,000	12,000
20156B1100 / 5290B020	Cycle Hire Hut	Main walls - external redecoration	0	0	1,000	0	0	0	1,000	2,000
20156B1100 / 5290B020	Cycle Hire Hut	Roofs - routine re-felting	0	0	0	0	0	0	1,000	1,000
20156B1100 / 5290B020	Cycle route	Contribution to maintenance	5,000	5,000	0	0	0	0	0	5,000
20156B1100 / 5290B020	Pelham Place Car Park	Tarmac surfacing - routine minor maintenance		0	0	2,000	0	2,000	0	4,000
20156B1100 / 5290B020	Pelham Place Car Park	Clean out car park drainage gullies and channels		0	1,000	0	1,000	0	1,000	3,000
20156B1100 / 5290B020	Pelham Place Car Park	Main access routes and disabled parking space hatching road markings - re-application		0	3,000	0	0	0	0	3,000
20156B1100 / 5290B020	Pelham Place Car Park	Traffic speed humps - repair / replacement		0	0	0	0	0	5,000	5,000
20156B1100 / 5290B020	Pelham Place Car Park	Vehicle height barrier at entrance		0	3,000	3,000	3,000	3,000	3,000	15,000
20156B1100 / 5290B020	Pelham Place Car Park	Car park lighting columns - maintain LED lamps		0	500	500	500	500	500	2,500
20156B1100 / 5290B020	Pelham Place Car Park	Car park information and direction signage	1,000	0	1,000	0	0	0	0	1,000
20156B1100 / 5290B020	Pelham Place Public Conveniences	Main walls - external redecorations		0	0	3,000	0	0	0	3,000
20156B1100 / 5290B020	Pelham Place Public Conveniences	Interior - internal redecorations		0	0	1,000	0	0	0	1,000
20156B1100 / 5290B020	Pelham Playa (netted MUGA)	Replacement of roof netting system		0	0	0	0	0	10,000	10,000
20156B1100 / 5290B020	Pelham Playa (netted MUGA)	Replacement of playing surface complete		0					30,000	30,000
20156B1100 / 5290B020	Pelham Playground	Repair of play proprietary play equipment		0	3,000	3,000	3,000	3,000	3,000	15,000
20156B1100 / 5290B020	Pelham Playground	Resurfacing of playground complete		0	15,000	0	0	0	0	15,000
20156B1100 / 5290B020	Play Areas and Exercise Equipment	Maintenance of equipment	5,000	5,000	15,000	15,000	15,000	15,000	15,000	80,000
20156B1100 / 5290B020	Play Hire Huts (Former Life Guards' Huts)	Main walls - external redecoration		0	1,000	0	0	1,000	0	2,000
20156B1100 / 5290B020	Play Hire Huts (Former Life Guards' Huts)	Roofs - routine re-felting		0	0	0	0	0	2,000	2,000
20156B1100 / 5290B020	Promenade Adult Exercise Equipment	Replacement / repair of equipment		0	2,000	0	2,000	0	2,000	6,000
20156B1100 / 5290B020	Promenade Finger Posts	Redecoration and repair		0	5,000	0	500	0	500	6,000
20156B1100 / 5290B020	Public Conveniences	Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Clean out car park drainage gullies and channels		0	0	1,000	0	1,000	0	2,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Heritage surfaced section - patch repair of worn areas mostly to main access route.		0	0	0	25,000	0	0	25,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Main access route and disabled parking space hatching road markings - re-application		0	2,000	0	0	0	0	2,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Parking bay road markings to east end - re-application		0	1,000	0	0	0	0	1,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Repair and replacement of metal bollards		0	2,000	0	0	0	2,000	4,000

Foreshore Trust Spec	Foreshore Trust Spending Plan			2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
Cost centre	PROPERTY	DESCRIPTION OF WORK		ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
				£	£	£	£	£	£	£	£
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Vehicle height barrier at car park entrance		0	3,000	3,000	3,000	3,000	3,000	3,000	15,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Car park lighting columns - upgrade to LED lamps		0	6,000						6,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Car park lighting columns - maintain LED lamps		0	0	500	500	500	500	500	2,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Hard Surfaced	Car park information and direction signage		0	1,000	0	0	0	0	0	1,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Loose Surface	Scarfify and fill pot holes in loose surface finish		0	5,000	5,000	5,000	5,000	5,000	5,000	25,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Loose Surface	Replacement of damaged timber bollards		0	1,000	0	1,000	0	1,000	0	3,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Loose Surface	Repair timber kerb baulks to south boundary		0	0	2,000	0	0	0	0	2,000
20156B1100 / 5290B020	Rock-a-Nore Car Park - Loose Surface	Replace timber kerb baulks to south boundary		0	0	0	0	0	30,000	0	30,000
20156B1100 / 5290B020	Stade and Stade Kitchen	Maintenance	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	18,000
20156B1100 / 5290B020	Stade Barriers	Annual maintenance	2,000	2,000	2,000	5,000	2,000	2,000	2,000	2,000	15,000
20156B1100 / 5290B020	Stade Hall	Interior spaces - internal redecoration		0	0	0	0	0	20,000	0	20,000
20156B1100 / 5290B020	Stade Hall	Main hall & kitchen - renewal of floor coverings		0	0	0	0	0	10,000	0	10,000
20156B1100 / 5290B020	Stade Hall & Stade Public Conveniences	Main elevations - external redecoration		0	0	6,000	0	0	0	0	6,000
20156B1100 / 5290B020	Stade Open Space	Drainage gully clearance		0	500	500	500	500	500	500	2,500
20156B1100 / 5290B020	Stade Open Space	Bench redecoration and remove shingle build up		0	3,000	0	0	0	3,000	0	6,000
20156B1100 / 5290B020	Stade Open Space	Automatic bollard and barrier replacement		0	0	0	0	0	0	0	0
20156B1100 / 5290B020	Stade Public Conveniences	Interior spaces - internal redecoration		0	0	0	0	0	6,000	0	6,000
20156B1100 / 5290B020	Water Play *	Maintenance & operation	12,000	0	12,000	12,000	12,000	12,000	12,000	12,000	60,000
20156B1100 / 5290B020	White Rock Baths	External redecoration/ Building maintenance	25,000	25,000	10,000	10,000	10,000	10,000	10,000	10,000	75,000
20156B1100 / 5290B020	White Rock Baths - Lower Basement	Lower basement sump drainage - hire pump rig reliability and maintenance access improvements		0	0	10,000	0	0	0	0	10,000
20156B1100 / 5290B020	White Rock Baths - Lower Basement	Additional pump hire if above adopted.		0		8,000	8,000	8,000	8,000	8,000	32,000
20156B1100 / 5290B020	White Rock Baths - Lower Basement	Sewage tank and pump set - maintenance		0	500	500	500	500	500	500	2,500
20156B1100 / 5290B020	White Rock Baths - Lower Basement	Sewage tank pump set & controls - replacement		0	0	0	4,000	0	0	0	4,000
20156B1100 / 5290B020	White Rock Baths - Main and Small Hall Level	Further protection of interior spaces from water ingress with use of plastic sheeting at high level and internal guttering where new ingress occurs.		0	5,000	0	5,000	0	5,000	0	15,000
20156B1100 / 5290B020	White Rock Baths - Prom Entrance Superstructure.	2 no. roof level vent terminals to lower basement - replacement of old plywood and timber boxings with louvred metal replacements.		0	12,000	0	0	0	0	0	12,000
20156B1100 / 5290B020	White Rock Baths - Promenade Level	Main central entrance superstructure and lightwell upper and lower walls - external redecorations (Inc. White Rock Community Hub frontage)		0	15,000	0	0	15,000	0	0	30,000
20156B1100 / 5290B020	White Rock Beach Chalets	Timber walls - external redecoration		0	5,000	0	0	5,000	0	0	10,000

Foreshore Trust Spec	Foreshore Trust Spending Plan			2018-2019	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Total
Cost centre	PROPERTY	DESCRIPTION OF WORK		ESTIMATE	REVISED ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2018- 2023
				£	£	£	£	£	£	£	£
20156B1100 / 5290B020	White Rock Promenade - Timber Kiosk Decking	Timber decking and ramps around kiosk - minor repairs		0	0	0	500	0	500	500	1,000
20156B1100 / 5290B020	White Rock Promenade - Timber Kiosk Decking	Improvement or replacement of metal perimeter upstands to timber decking		0	0	5,000	0	0	0	0	5,000
20156B1100 / 5290B020	White Rock Promenade (FST owned area only)	Timber seating, benches, waste bins, & planters - repairs and maintenance.		0	500	500	500	500	500	500	2,500
20156B1100 / 5290B020	White Rock Promenade (FST owned area only)	Rationalisation of timber seating, benches and waste bins.		0	0		20,000	0	0	0	20,000
20156B1100 / 5290B020	White Rock Promenade Kiosk	Maintenance	3,000	3,000	0	3,000	0	0	0	0	6,000
20156B1100 / 5290B020	Winch Road	Maintenance & lighting	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Total of Cyclical Repairs and Redecorations			90,000	77,000	173,000	137,500	159,500	193,500	161,500	902,000	
Projects (main programme)											
20159B1102 / 5293B022	Beachfront	New Public Art Project	25,000	0	50,000	25,000	0	0	0	0	75,000
20159B1100 / 5293B022	Beachfront	New signage to RNLI standard potential 50% contribution from RNLI	40,000	40,000	0	0	0	0	0	0	40,000
20154B1102 / 5287B020	Winch road	Winch road upgrade**	5,000	5,000	0	0	0	0	0	0	5,000
20159B1102 / 5293B022	Beachfront	Children's play area	5,000	5,000	0	0	0	0	0	0	5,000
20159B1102 / 5293B022	Beachfront	Fishing fleets Ice maker	15,800	15,800	0	0	0	0	0	0	15,800
20159B1102 / 5293B022	Beachfront	Pelham Hut Play Facility - Play and Sports Hut	25,000	25,000	0	0	0	0	0	0	25,000
20162B1102 / 5298B022	Footpaths around Pelham Beach Children's Playground area & Promenade area in Denmark Place.	Surfacing Works	25,000	0	25,000	25,000	0	0	0	0	50,000
	Marine litter project		20,000	20,000							20,000
	Access Audit	Implement prioritised actions	20,000	20,000							20,000
20159B1102 / 5293B022	Landscaping - adj. to boating lake		15,000	15,000	6,000	6,000	0	0	0	0	27,000
20162B1102 / 5298B022	White Rock Fountain	Work to enhance Coastal Communities funded 4 landscaping with fountain. Total costs £270,000 of which the Trust has approved £175,000, CCF £95,000.	175,000	0	175,000	0	0	0	0	0	175,000
20161B1102 / 5296B022	Contingency	Project Work Contingency	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Total Projects - Main Programme			395,800	170,800	281,000	81,000	25,000	25,000	25,000	25,000	607,800
TOTAL PROGRAMME			485,800	247,800	454,000	218,500	184,500	218,500	186,500	1,509,800	

Indicative Forward Plan	Revised					
	Outturn 2017-18	Budget 2018-19	Budget 2019-20	Budget 2020-21	Budget 2021-22	Budget 2022-23
	£'000	£'000	£'000	£'000	£'000	£'000
Incoming Resources						
Investment Income	(3)	(5)	(5)	(5)	(6)	(6)
Incoming resources from Charitable activities	(1,023)	(1,170)	(1,235)	(1,260)	(1,285)	(1,311)
Rental income	(234)	(237)	(237)	(242)	(247)	(252)
Total incoming resources	(1,260)	(1,412)	(1,477)	(1,506)	(1,537)	(1,568)
Resources Expended						
Loan repayments	33	33	33	33	33	33
Charitable Activities* (excluding Capital charges)	783	829	970	989	1,009	1,030
Maintenance projects and cyclical repairs	77	78	173	138	160	194
Governance costs	114	108	120	123	125	127
Total resources expended	1,007	1,048	1,296	1,282	1,326	1,384
Total Operating (Surplus)/Deficit	(253)	(364)	(181)	(224)	(211)	(184)
General Grants	50	60	60	60	60	60
Events Grants	20	23	37	30	30	30
Charitable Giving Grants Scheme	0	0	0	0	175	175
Projects**	70	171	281	81	25	25
(Surplus)/Deficit	(113)	(110)	197	(53)	79	106
Usable current assets	1,305	1,445	1,555	1,358	1,411	1,332
Usable current assets carried forward	1,445	1,555	1,358	1,411	1,332	1,227
Minimum Reserves	900	900	900	900	900	900

Off Street Pay & Display Parking Charges – 2019 / 2020**Appendix 4**

Parking Place	Current Charges				Parking Place	Proposed Charges	
	1 Nov. - 31-Mar		1 April – 31-Oct			1 April – 31 March	
Castle Hill Road	1	£1.50	1	£1.70	Castle Hill Road Pelham Place Charging Hours 07:00 to 21:00	1	£1.80
Pelham Place	2	£3.00	2	£3.20		2	£3.30
Charging Hours 07:00 to 21:00	3	£4.10	3	£4.30		3	£4.40
	5	£6.30	5	£6.50		5	£6.60
	10	£7.40	10	£7.70		10	£7.80
	24	£8.40	24	£9.00		24	£9.00
Rock a Nore Road	1	£1.10	1	£1.70	Rock a Nore Road Charging Hours 07:00 to 21:00	1	£1.80
Charging Hours 07:00 to 21:00	2	£2.10	2	£3.20		2	£3.30
	3	£3.20	3	£4.30		3	£4.40
	5	£3.20	5	£6.50		5	£6.60
	10	£3.20	10	£7.70		10	£7.80
	24	£3.20	24	£9.00		24	£9.00