

# Hastings and St Leonards Local Strategic Partnership Agenda

Monday, 1 March 2021 at 10.00 am

Microsoft Teams

For further information, please contact Chantal Lass tel: 01424 451483 or email: [class@hastings.gov.uk](mailto:class@hastings.gov.uk)

		Page No.
1.	Welcome and apologies 10:00	
2.	Declarations of Interest 10:05	
3.	Minutes and matters arising 10:10	1 - 10
4.	Hastings Local Plan update 10:15 <i>Kerry Culbert, Planning Policy Manager, HBC</i>	
5.	COVID-19 updates 10:35  Public Health update <i>Darrell Gale, Director of Public Health, East Sussex</i>  Vaccination programme update <i>Candice Miller, Assistant Head of Health, Wellbeing and Partnerships</i>	
6.	Hastings Town Deal - Town Investment Plan and next steps 11:10  <i>Carole Dixon, Co-chair, Hastings Town Deal Board</i>	

7. Post EU arrangements - impact and local update

11:30

*Sean Dennis, Director, Hastings Area Chamber of Commerce  
Kevin Boorman, Marketing and Major Projects Manager, HBC*

8. Any other business

11:50

9. Next Meeting Date

10am, Monday, 7<sup>th</sup> June 2021

10. Briefing papers for information

- Homelessness Update
- LSP Statement of Intent
- 'Operation ADDER' (Addiction, Disruption, Diversion, Enforcement, Recovery)

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# Agenda Item 3 Public Document Pack

## Hastings and St Leonards Local Strategic Partnership

### Minutes 12 October 2020

#### Present:

Carole Dixon (Chair)	Hastings Community Network
Bruce Campbell	Department for Work and Pensions
Catherine Orbach	Culture Shift / Hastings Community Network
Chantal Lass	Hastings Borough Council
Chris Broome	Sea Change Sussex
Clive Galbraith	Let's Do Business Group / Chamber of Commerce
Dan Shelley	East Sussex College Group
Helen Kay	Hastings Opportunity Area
Jane Hartnell	Hastings Borough Council
Insp Jonny Hartley	Sussex Police
Marc Turczanski	Hastings Community Network
Pranesh Datta	Hastings Borough Council
Richard Watson	NHS East Sussex CCG
Sean Dennis	Let's Do Business Group / Chamber of Commerce
Simon Hubbard	Hastings Voluntary Action
Simon Neill	East Sussex Fire and Rescue Service
Steve Manwaring	Hastings Community Network
Teresa Andrews	HARC
Tracy Dighton	Hastings Community Network / CA1066
Vanessa Biddiss	Optivo Housing Association
Victoria Conheady	Hastings Borough Council

#### Apologies for absence were received from:

Cllr Kim Forward	Hastings Borough Council
Cllr Martin Clarke	East Sussex County Council
Becky Shaw	East Sussex County Council
Claire Lee	East Sussex County Council
Mark Horan	Hastings Borough Council
CI Sarah Godley	Sussex Police

<p><b>1</b></p>	<p><b><u>DECLARATIONS OF INTEREST</u></b></p> <ul style="list-style-type: none"> <li>• Dan – East Sussex College Group is a recipient of Town Deal accelerated funds and has submitted a bid to the Town Fund</li> <li>• Carole – Education Futures Trust has submitted a bid to the Town Fund</li> <li>• Chris – Sea Change Sussex has submitted bids to the Town Fund</li> <li>• Jane – HBC is a recipient of Town Deal accelerated funds</li> <li>• Steve – a consortium of voluntary organisations has submitted a bid to the Town Fund; also, as a trustee of Education Futures Trust and a member of the Sea Change Sussex Board</li> </ul>	
<p><b>2</b></p>	<p><b><u>MINUTES OF THE LAST MEETING AND MATTERS ARISING</u></b></p> <p>Agreed as an accurate record.</p> <p>No matters arising.</p>	
<p><b>3</b></p>	<p><b><u>DRAFT HASTINGS AND ST LEONARDS LSP RECOVERY STATEMENT OF INTENT - BUILDING BACK BETTER</u></b></p> <p>Victoria Conheady presented the proposed statement of intent for the LSP Board. As LSP members will recall, at the last meeting it was agreed that we would focus on 3 strands for recovery: 1) the overarching response, 2) maintenance of response and 3) recovery. Input is required from LSP partners on the draft statement, on the key areas of focus for the LSP, i.e. the voluntary, community and social enterprise sector, and tourism and culture, which have been impacted the most, and others that may be impacted in the future. Other key sectors that need to be supported are insecure housing and homelessness, the wider economic recovery, health inequalities, jobs and pathways to employment. Other key areas of collaboration for the LSP are the Kickstart scheme and other funding streams, education and skills, policing and enforcement.</p> <p>It is intended that the statement will be finalised by the December LSP Board and LSP members are now being asked to review, comment and add content by 31<sup>st</sup> October.</p> <p>It is also suggested that Task and Finish groups are set up to take forward the key sector areas. With regards to setting up these groups, it is important to ensure that they will add value and align to existing capacity of organisations and with county-wide groups, which will be focusing on similar things.</p> <p>It was agreed that a paragraph describing the statement of intent would be added at the beginning of the document and the number of pages reduced. The draft statement will be circulated to partners and it is requested that tracked changes be used when amending the draft.</p> <p>In terms of taking this piece of work forward, ideas and rationale for task and finish groups and what each partner can bring to the table are also welcome.</p>	

**Action:** ALL suggestions for establishment of Task and Finish group be submitted ([pdatta@hastings.gov.uk](mailto:pdatta@hastings.gov.uk)) asap with a brief scoping document, key objectives, membership and start and finish dates.

#### **4** **UPDATE ON TOWN FUND AND EMERGING CHALLENGES**

Pranesh Datta updated:

The £1m accelerated fund was awarded by government for quick win projects. The Town Deal Board recommended 4 capital projects for approval for completion by the end of March 2021:

- 1) Phase 2 redevelopment of former White Rock Baths to create new commercial and leisure use spaces – grant amount = £485,000
- 2) Hastings Commons – bring the Lower Alley into use for businesses and community – grant amount = £250,000
- 3) An Employment, Events and Tourist Advice Hub at Hastings College – grant amount = £250,000
- 4) Investing in electric vehicle charging infrastructure in town centre car parks – grant = £15,000 with additional £35,000 match funding from HBC

Carole Dixon updated:

Through consultation, 4 key themes and challenges have been identified for the Town Fund:

- 1) Skills and enterprise infrastructure
- 2) Arts, culture and heritage
- 3) Urban regeneration, planning and land use/connectivity
- 4) Urban regeneration, planning and land use

Work will be done to create straplines for the challenges and ambitions. As per the guidance, these need to be specific to Hastings. The Theory of Change for the Town Deal is being developed and will help to bring the projects together in a coherent manner. In terms of evaluation of the programme, there are cross cutting themes that will run through the programme and one of these is looking at how any capital investment programmes directly benefit some of the wider communities and that there is a strong relationship between the capital programme and some of the revenue activity that might take place to ensure benefits have a wider reach.

#### **5** **SHAPE OF THE SECOND WAVE**

##### **i. Community impact**

Steve Manwaring updated:

A networking event was held a couple of weeks ago, in which, across the sector, lockdown was looked at: the position as it was understood and what we need to move towards.

With regards to the impact of the second wave, 3 separate strands need to be looked at: 1) impact of Covid with whatever lockdown measures

accompany it, particularly in relation to the most vulnerable and isolated, 2) the economic impact that will follow and 3) within the health sector, looking at the extents at which it will distort a wider network of health services, bearing in mind that there are a lot of residents in Hastings with long-term health conditions.

In terms of community organisations within the voluntary sector, the first outbreak has thrown a spotlight onto some of the inadequacies of the physical accommodation in which services are delivered and ways to innovate and how technology can be used to accommodate more hybrid working. There are also concerns particularly in how young people will be disproportionately impacted by whatever happens next and this needs to be understood. A report was produced and we know nationally that Covid fell disproportionately on the BAME communities and this also needs to be understood. Links to some Hastings specific research will be circulated after this meeting. **Action: Steve.**

It is important to understand what has happened in Hastings with Covid and we have benefitted from input from Steven Orchard of the University of Sussex who has been doing some work trying to understand the nature of prevalence in our specific community. Steven started his work with a presentation at the community hub meeting and he will be returning to this week's meeting to share his preliminary findings. The meeting is open to LSP members wanting to attend

## **ii. Local business impact – Clive Galbraith / Sean Dennis**

Clive Galbraith provided an update:

For many trades, contracting and construction in particular, have reported that the position will be similar to that of last year and the view is that the next 12 months will be pretty much the same. For self-employed individuals, it will be more difficult to make up the year on year figures. Clearly, the 1066 economy is based around a diverse number of businesses, from micro businesses employing just one person, to larger business employing hundreds of people, although the major challenges have been within the hospitality and tourism sectors. Events have been taking place virtually, but this does not help the local economy. It has been reported that cars and caravan sales have been doing quite well.

Sean Dennis updated:

Comments received from the advisory team which covers East Sussex, Kent, Essex and the wider east of England is that comments are similar in these regions. Some sectors are benefitting, and others have caught up or still playing catch up. If the recovery continues in the current vein, they will have caught up by the end of the year. The obvious sectors have been hit the hardest: tourism, retail, hospitality and culture, which are particularly key and relevant to Hastings and the surrounding areas and will continue to struggle for some time to come.

What it has highlighted is very reflective of what is heard in the national press and what has happened in the economy. Quarter 1 was very difficult, quarter 2 has seen quite a strong bounce back and is expected to continue, albeit at a slower rate into quarter 3. Overall, if we take the whole economy, we will see quite a contraction, but within that there are pockets that have done well and some that have suffered. On a practical basis, businesses fear uncertainty and as we move forward into the Winter period, those concerns for lockdown restrictions will add to their concerns.

### **iii. LSP Partners – feedback on impact**

Richard Watson updated:

NHS has been working with a broad range of partners in the town and across East Sussex. It is expected that this will be a challenging Winter with an increased demand for health care services, combined with what is being experienced already, a Covid surge and the likely impact of flu and the national requirements that we have around restoration and recovery of services, particularly around elective care. The CCG has created a Winter Plan, which is underpinned by challenges, particularly around mental health, learning from wave 1 and capacity and demand modelling. Risks have been identified, which includes a local surge and risks around critical care capacity that is available. The link will be circulated to the LSP. **Action: Richard**

Jonny Hartley updated:

Business has returned to levels of normality within the last 2-3 months. In terms of the police roles and responsibilities during the first phase, the focus was on protecting the NHS. As the rates have fallen, work has returned to the normal business cases. For the second wave, complications will be with local lockdowns and localised areas with different restrictions and different levels of legality, especially if this is localised within East Sussex, which will be very difficult to manage. In terms of enforcement, there has not been a huge number of complaints about breaches of the rule of six. In addition, Brexit is likely to have a huge impact on policing nationally and contingency plans at ports are being reviewed.

Bruce Campbell updated:

Planning for the second wave is underway. It has been known that from mid-March the highest number of new claims to universal credit was made and the figures have remained constant for the last 3 months. The latest figures are due to be released tomorrow. A significant number of easements and adjustments were put in place to manage the number of benefit claims. Alongside that, significant recruitment drives took place and 13,500 work coaches have been put in place to help and support those that have had to access the services. 30% of the working age population have been accessing the furlough and self-employed income support schemes and will continue to access the service, however the upcoming changes in

those schemes will have an impact. Additional resource has been brought in to manage the Kickstart scheme and other national initiatives as part of the Chancellor's plan for jobs and expanding the 18-24 year old cohort offer.

Jane Hartnell updated:

HBC is back in response phase and majority of the work is increasing significantly. A system for self-isolation payments has been set up and should be signed off today and payments made. Clarity is still awaited on what is to happen with support to businesses if we were to go into another lockdown situation. Work is being carried out to bring mobile testing units into the town as and when required and work will be carried out this week on establishing a local testing unit to keep in the town for the next 3-4 months.

Support to schools, employers and to the community is ongoing. The Environmental Health team is continuing to support locations and venues, giving advice, fortunately any enforcement is yet to be carried out, but the situation is being monitored. With regards to Covid marshals, an East Sussex-wide approach is being taken and the details are being worked out to ensure consistency. Rough sleepers and homelessness are still causing a significant amount of concern in terms of Winter preparation, as shelters cannot be used at the current time. Work is being carried out with other groups for vaccine preparation and the distribution and availability of sites is being looked into. Work continues with the pan-Sussex strategic coordination group on local escalation and outbreak control plans. The EU exit is causing concern, particularly given the close proximity to Kent. Another area the strategic coordination group is focusing on is exhaustion and fatigue of colleagues across the whole sector, going into this difficult Winter, which aligns to social cohesion and potential attacks on police, ambulance and other staff, and HBC is reviewing its risk assessments as a result. Any events that go ahead are being coordinated to ensure they are Covid-secure, i.e. Remembrance Day.

Dan Shelley updated:

Fluid arrangements are in place to ensure the safety of students and staff. Most of the delivery is still in classrooms and workshops, but there is also some online provision. There has been 2 positive cases in Hastings. For the first, 170 A-level students had to self-isolate and for the second, only 3 had to self-isolate. All used Google Classrooms to ensure they did not miss out on their learning and if they were eligible for free school meals then they receive their allocation for the time that they were self-isolating. Changes have been made to support education and the wider social implications of students affected by self-isolation, and laptops and dongles have been handed out if needed. The pledge of a £1m adult education budget has been released and it is expected that in the next couple of weeks the 1000<sup>th</sup> learner will be on both online and pre-employment programmes. Work continues with DWP to make the link between candidates, potential employees and jobs and to support the chamber and other providers as they become intermediaries within Kickstart to provide the pre-employment training.



Vanessa Biddiss updated:

Optivo staff continue to work from home, although some 20-25% of staff have returned to the office following completion of Covid risk assessments. Optivo works across 4 regions: Midlands, Kent, London and Sussex and work continues to deal with local lockdowns. Safe operating procedures are in place for all the services that are being delivered. Optivo is in phase 2 of its resident's resilience project and residents who are at risk of losing their jobs at the end of the furlough scheme are pro-actively being contacted. Optivo is part of Kickstart and apprentices are being recruited to work with the teams.

Teresa Andrews updated:

It's business as usual for HARC and a staff roster is in place to ensure social distancing. Advice continues to be carried out via email, internet and over the phone, although phone advice is trickier due to the length of some of the forms which have to be completed. The online appointments are difficult not just because of access to devices, but also the lack of free Wi-Fi in the area, especially with the libraries being closed and clients are unable to afford enough mobile data suitable for the length of time needed to complete any forms. Extra staff are now on board to work on calculations as it is envisaged that as soon as furlough ends more work will have to be done. All training programmes have been moved onto Zoom, thanks to HVA for advertising the training which has been a huge success and very helpful to get advice out to those who need it.

Tracy Dighton updated:

Looking at the various working groups through the community hub and Hastings Community Network Executive, it is felt, from the lessons from the first wave, that there has been flexibility in the processes in several different areas over the period and it is felt that that partners were able to work quickly to sort out basic needs. For fuel vouchers, CA1066 benefitted from funding from the energy redress scheme and DEFRA funding. CA1066 also coordinates a fuel voucher distribution system for the county, which is working well. It is envisaged, if the scheme is extended, that there will be tremendous pressure on the system and CA1066 is relying on partners to manage client expectations. In terms of advice, the local job centre was able to work with CA1066 and refer them to specialists at the job centre if needed. Funding for money advice has been received, although this will only last until the end of March, which makes it very difficult to train staff and manage. Finally, the Hastings Community Network Executive has got a Digital Inclusion Working Group which has been looking at training materials and what is available nationally which is low cost and free. The list is available on the CA1066 and HVA websites. A piece of work is also being done with Dave Perry from Seaview Project on how to hand out devices, for which a safe, Covid-secure space is needed to do this and the Lottery Fund has given CA1066 some funding for a post to carry out the work to support the working group, support clients and other organisations to skill up those who need it.

<p><b><u>6</u></b></p>	<p><b><u>BREXIT UPDATE</u></b></p> <p>Sean has sought feedback from his advice team, and it is understood that the focus for businesses is still currently around Covid and that Brexit is not yet on the radar. The micro businesses have a very local market and focus, with no imports or exports being undertaken and Brexit ranks very low in their priority areas of concern. The larger companies that undertake imports and exports are still not focusing on it in much detail as mitigation rules have previously been put in place, only for the rules to change again. The fundamental issue for any business of any size is uncertainly and currently there are still no answers to the questions that businesses have, and until that happens, it will be business as usual until the implications are known.</p> <p>Marc advised that as of December 31<sup>st</sup>, any Europeans arriving in the country will have to be let into the country under whatever the new arrangements will be. Those who are already resident in the UK have until the end of June next year to apply to the settled status scheme which will protect the rights that they have built up, either giving them full rights to remain or pre-settled status. We are reaching a point when majority of citizens know they have to complete these applications. The final 10% of applicants are more complex cases which are being supported with their applications going forward.</p> <p>Jane advised that supply chains are being reviewed, particularly for refuse trucks, cremator parts, etc. The biggest issue is lorries going into Kent and the infrastructure that may have to be built around Newhaven to enable use as a freight route. Until we know what the agreement is at the end of October, it is still hard to put firm plans in place.</p>	
<p><b><u>7</u></b></p>	<p><b><u>CLIMATE EMERGENCY STRATEGY - WORKSHOP AND SUB-GROUP INVITATION</u></b></p> <p>Chantal Lass updated and thanked everyone that attended the workshop run by AECOM. AECOM has been working with HBC to help inform the Local Plan policies and with the climate emergency modelling.</p> <p>At the workshop the initial findings from the recent Low Carbon Energy Study were presented. Slides from the workshop will be shared with the LSP. <b>Action: Chantal</b></p> <p>How we can work together as an LSP to address the climate emergency has been discussed previously. Some members have already come forward to join a sub-group to explore and address the issues. There is substantial funding available for this cause from various sources that LSP members may also benefit from. If anyone else is interested in joining the sub-group or has any questions, please contact Chantal: <a href="mailto:CLass@hastings.gov.uk">CLass@hastings.gov.uk</a></p>	
<p><b><u>8</u></b></p>	<p><b><u>ANY OTHER BUSINESS</u></b></p> <p>Simon Neill advised that because of Covid, the fire and rescue service is finding it difficult to get in contact with communities and arrange home safety visits. It would be useful if the number for home safety and general</p>	

	wellbeing advice could be shared. ESFRS is looking at doing things in different ways but they do need to speak to people. Any ideas are welcome from partners. Further information will be sent through to circulate to the LSP. <b>Action: Simon</b>	
<b><u>9</u></b>	<b><u>DATE OF NEXT MEETING:</u></b> 10:00, Monday, 11 <sup>th</sup> January 2021	

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# Agenda Item 10

## Briefing Note



**Subject: Homelessness Update**

**Submitted to: Local Strategic Partnership**

**Date: March 2020**

**Prepared by: Andrew Palmer, Assistant Director Housing and Built Environment**

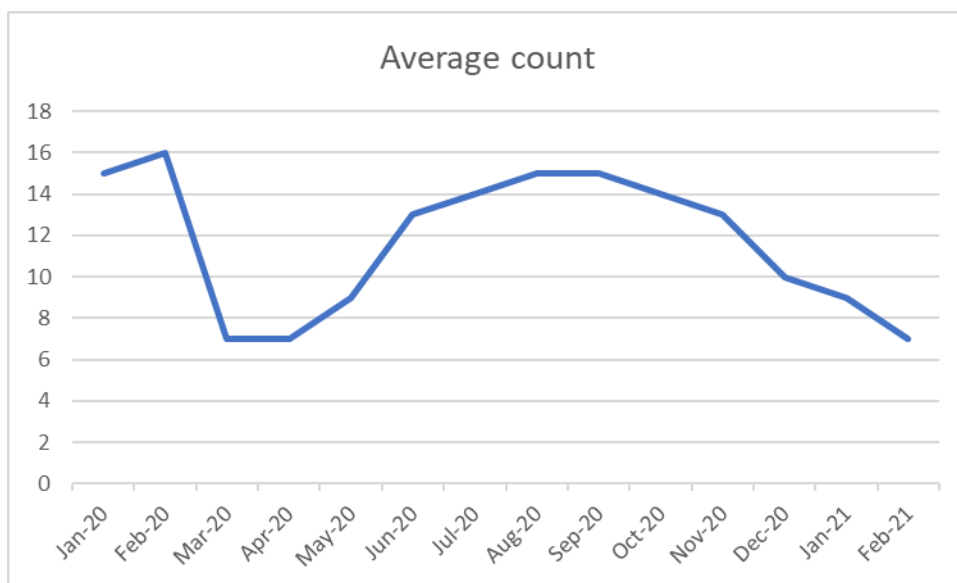
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### Introduction

This briefing gives an update on homelessness and rough sleeping services in Hastings over the past year and plans for next year.

### Rough Sleeping

The council and its partners have a longstanding commitment to ending rough sleeping. During the first lockdown in March, the government issued an Everyone In instruction which required local authorities to offer accommodation to rough sleepers. We responded positively to the instruction and since then have been working to minimise the number of people returning to the streets and keep rough sleeper numbers low. The graph below shows the average number of people rough sleeping each month this year:



The number of people verified rough sleeping on the last count of rough sleepers was 6. There are currently 77 former rough sleepers living in temporary accommodation, including 40 discretionary placements. During 2020, 30 former rough sleepers from Hastings have moved into longer term accommodation. This includes 7 into supported accommodation (longer term), 6 into social housing, 15 into the private rented sector and 2 into Housing First. This is positive progress, given the significant restrictions on lettings which have been in place for much of the year.

We have also been continuing to work with partners to adapt our services over winter this year, as we have not been able to open winter night shelters due to the risk of spreading coronavirus in shared sleeping spaces. Instead, we have created additional temporary accommodation, including options with on-site support to enable us to accommodate individuals with complex needs. We have also been working with Public Health to provide additional support, including enhanced mental health and substance dependency services. Voluntary sector partners have also been adapting their provision, including the Snowflake night shelter's new food delivery service, the weekend day centre and additional outreach provided by the Seaview Project and Surviving the Street's on call service.

Our work to reduce rough sleeping is heavily reliant on grant funding. The Ministry for Housing, Communities and Local Government has confirmed that Rough Sleeping Initiative funding will be continued for a further 12 months. The council will commission these services using its urgency powers to avoid any gaps in provision. Priorities for the next year include:

- Maintaining regular outreach services, to keep rough sleeper numbers low
- Ensuring we have a mix of temporary accommodation options for people leaving the streets
- Improving access to settled accommodation for rough sleepers in the private rented sector
- Expanding the longer-term accommodation options for people with multiple and complex needs through further capital investment in Housing First accommodation
- Improving communications to raise awareness of the work of council and partners to end rough sleeping

At the end of 2020, the council secured additional capital funding to provide Housing First accommodation through the Next Steps Accommodation Programme. It was a condition of the grant that the it was committed in full by Mach 2021 leaving only 3 months for mobilisation. So far, we have acquired accommodation for 3 individuals. However, due to the ongoing lockdown restrictions and the limited availability of suitable properties for purchase we are seeking an extension to the original grant funding agreement with Homes England.

Due to the high number of people living in temporary accommodation it is vital that the council continues to explore all funding opportunities to invest in move-on accommodation.

## Homelessness Services

The council has been working to ensure its homelessness services remained accessible throughout the lockdown period. Restrictions have been in place for much of the past year in respect of evictions from rented accommodation and these are due to remain in place until the end of March 2021. Nevertheless, the council has continued to receive new homelessness presentations, often by single individuals following the breakdown of insecure housing arrangements. Since April 2020, we have received 1,097 new homelessness presentations (compared to 1,500 in a typical year).

Rising use of emergency accommodation has been a longstanding issue in Hastings and across the country, which has been made worse by the pandemic. There are currently 227 households living in emergency accommodation, compared to 173 in February. The shortage of move-on accommodation over the past year has also meant that the average length of time people spend living in emergency accommodation has increased from 172 days to 196 days over the same period. Key to reducing our use of emergency accommodation is increasing the supply of affordable housing options locally. The council recently re-activated its Registered Provider status and became a Homes England Investment Partner, which improves access to funding opportunities to support affordable housing developments. We are now exploring with our Registered Provider partners how we can substantially improve the delivery of new affordable homes, which is vital if numbers in temporary accommodation are to be reduced long term.

Demand for homelessness services is expected to increase during the recovery phase from the pandemic, particularly after the restrictions on evictions and job retention scheme come to an end. We understand that the government is considering further guidance on dealing with evictions in the months to come. The council is continuing to prioritise homelessness prevention services, examples of work which is already underway includes:

- Launching a pan-Sussex homelessness prevention project, aimed at identifying people may be risk of homelessness and engaging them with early support through floating support services
- Offering landlord incentives and support to prevent evictions from the private rented sector
- Improving access to employment and training for homeless people through Live, Work, Thrive, which is delivered in partnership with Education Futures Trust, Fellowship of St Nicholas, Sussex Community Development Association and Rother District Council
- Expanding the private sector leasing scheme, to provide an alternative to traditional emergency accommodation
- Making the best use of supported accommodation, by hosting a new Move-On Co-ordinator role, funded by East Sussex County Council
- Reducing the number of people facing homelessness on release from prison, through a new housing solutions role, funded by the 5 housing authorities
- A bid to the Changing Futures Programme to expand multi-disciplinary working to support individuals with complex needs

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# Hastings Local Strategic Partnership

## Recovery Statement of Intent - 'Building Back Better'

### Introduction

Following the outbreak of the global pandemic we face an enormous challenge. But we face it together. We have a once-in-a-generation opportunity to use this crisis to our advantage by focussing on what is important to us and making sure we put all our collective effort into our vision of making our town a great place to live, work and thrive.

The Local Strategic Partnership draws together our communities, private sector, academics, voluntary, community and social enterprise sector, public sector and regional networks of expertise. As this umbrella organisation we have developed this statement of intent to set out what we want to build back to as a town. For LSP Membership see Appendix 1.

By creating a shared statement of intent for the future of Hastings we can make sure our joint efforts focus us as a town to recover and evolve from the impacts of the pandemic, creating a fairer, healthier, vibrant, sustainable and resilient future for our town. We want to develop and implement approaches that support our diverse communities and puts them at the heart of re-shaping Hastings, to create one we all want, now and for future generations.

As we look towards a brighter future for our town, we need to continue to build on the strengths we have demonstrated over the past months. We need to harness the neighbourliness that has led people to support each other in new ways and support our local businesses to help them grow and thrive. Above all we need to provide as many opportunities as possible for all our people to flourish and live happy, healthy lives with access to work which enables them to live a good life.

We will do this not by returning to all the old ways, but by capitalising on our strengths and tackling its deep-rooted inequalities to create a new economy which includes everyone in our town, builds resilience and tackles the climate and ecological emergencies.

The situation facing us is incredibly serious and its end cycle unknown. We appreciate that there remains an uncertain and difficult path ahead through an unprecedented situation. Navigating this requires collective vision and commitment.

But this is what Hastings has., Renowned for a 'can do' attitude, we are ready to begin planning for the economic renewal of our town, learning from our experiences of the past and ready to develop new and innovative solutions for the future.

With targeted government and private investment, and a coordinated, integrated approach to partnership working, we can maximise the opportunities for investment in our unique town. In doing this, we must make sure we deliver economic inclusion, challenging the systemic injustices that have historically existed and impacted the communities of our town. We will work to ensure that we have a joined-up approach, ensuring no one is left behind. We'll use our experience and partnerships to work together, to lobby for additional funding and to accelerate our recovery.

We will make the most of all the resources we have in the town and Hastings will 'Build Back Better'. This is our statement of intent.

This document is a statement of intent about getting things done better and together; having clear goals backed by robust plans, but a good statement of intent is no good unless it unites people on a common purpose, a golden thread that pulls people together to face an unprecedented challenge.

**This statement of intent is:**

- A recognition of the way we as a town want to rebuild after the Covid-19 crisis
- A means to deepen the new, and existing forms of cooperation across the town that have happened in response to Covid-19, and to ensure no-one misses out on benefitting from our recovery
- A description of how Hastings Local Strategic Partnership will contribute to the wider recovery work and interact with other existing governance structures
- A means to share a statement of intent which all partners' activities, actions and programmes seek to deliver.
- A way to collectively seek to reduce poverty and inequality, increase the towns resilience and environmental sustainability, and enhance the economic and social wellbeing of every community
- A way for us to communicate our priorities locally and to regional, national and international stakeholders and provide a deeper understanding of the Hastings context within the wider regional and national setting

This Statement of intent **is not** our full recovery plan, nor is it an action plan which LSP partners must undertake; nor a strategy document duplicating or replacing other local or regional activities. This statement of intent and the commitment to work together will help shape and influence the plans and activities being developed by all partners.

## Setting the Scene

Hastings is an ambitious town that thrives on making things happen. Our response to the COVID-19 pandemic crisis and the innovation of service delivery via strong partnership working is testament to that; the Local Strategic Partnership wish to address our recovery in much the same way.

Despite all the growth and positives Hastings has, parts of the borough have always been held back, affecting people's life chances and stifling our full economic potential. Inequality is deeply ingrained in our communities and current events provide an opportunity to spark meaningful structural and behavioural change. Doing this well will help enable all people in Hastings to benefit in future successes and to mitigate the worst impacts of the pandemic. We will continue to work with partners to develop longer-term pathways for residents living with poverty, ensuring that they do not fall to the back of the queue for recovery focussed opportunities.

Prior to COVID-19 the packed seasonal events calendar was proof enough of a town with a relentless need to express itself. This year many events quickly migrated to online and still delivered a creative and innovative diary of happenings, though the loss of physical events has been felt keenly.

A steady stream of creative entrepreneurs and business people were drawn to relocate to Hastings, partly due to the seaside location, relatively low rents and house prices and the 'feel' of Hastings as place to set down roots. The lockdown has the potential to build on this, giving the opportunity for London and larger city occupying businesses to rethink their need for office space, a trend that is likely set to continue.

In some respects, the town was at a significant pivotal moment in terms of regeneration, however significant commitment was still needed by a range of partners to enhance and bolster the regeneration investment we've seen over the last 20 years.

We know many families and businesses have been impacted by the pandemic and the lockdown, and some will take a long time to recover, if at all. The full impact on our residents and our economy will not be known for some time and we will need to act quickly to mitigate against the worst affects that could further widen the health, social and economic inequalities within our town, and between our town and other areas. We already knew that our Town had its challenges as well as its strengths. This worldwide pandemic has shone a spotlight on both.

Our focus must be to protect jobs and address the immediate threats to lives and livelihoods, but it must also reset the local economy to address structural inequalities in our town, as well as place a fairer and greener future at the heart of our recovery.

Before the coronavirus pandemic we had a growing economy with Hastings developing a name for itself as a creative and digital hub, with an influx of new and growing businesses locating themselves here, as well as a core mix of high-tech vacuum manufacturing businesses including aerospace, precision optics and high-tech electronics. Many businesses looking for space to base themselves or grow found just that in Hastings. From creative start-ups seeking offices and unusual studio space to specialist manufacturers needing warehouse and engineering facilities.

The town is renowned as culturally rich, with its assets such as the Old Town and Castle, for all its year-round events, festivals and music, appealing to residents and visitors alike, as well as its busy tourism industry contributing £266m to the economy and supporting over 6500 jobs in the town. Hastings is a town that appeals to residents, visitors and those seeking something different in equal measures. For many it has a sense of community like no other.

These facts, combined with our natural environment and coastline, amenities and normally-thriving visitor economy, mean that Hastings is well placed to build back better – but only with meaningful investment and joined-up intentions from partners locally, regionally and nationally.

The impact of COVID-19 has increased the pressure on our communities already struggling, potentially being pushed deeper into poverty as the impacts of the pandemic play out in Hastings. COVID-19 has clearly highlighted the impact of existing inequalities in Hastings.

What we build back is likely to be incredibly different to anything we have known before with many more working from home, residents needing new jobs/having to re-train to re-enter the job market, changes in our connectivity (both digitally and public and active transport), and probable changes in our supply chains and business models. We have the opportunity to shape a future economy that not only delivers growth and jobs but delivers outcomes for wider society as well as responding to a changing climate. It will take more than relying on our traditional strengths and previous plans to form the basis of a thriving long-term future.

## The Hastings Narrative/ Story (illustrative only)

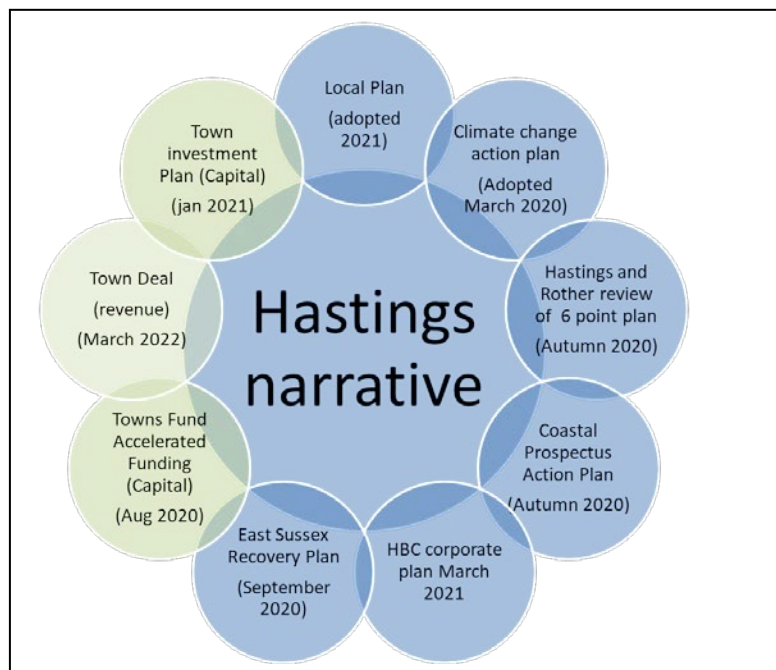


Figure 1 The Hastings Narrative

COVID-19 has shown us that whatever we do next, our working arrangements and plans need to remain nimble, flexible and to some extent reactive to the challenges that will arise in the coming months and years. The above diagram illustrates some of the strategic and policy documents that are emerging that will underpin our recovery.

As a strategic partnership we plan to take the following steps to support and ensure the towns recovery in the future.

Our immediate next steps are to:

1. Put health, sustainability, equality, inclusion and resilience at its heart, including mitigating health impacts, both physical and mental
2. Continue to engage meaningfully with our communities and stakeholders to understand the short, medium- and long-term impacts of COVID-19 and the needs of our communities
3. Work with local organisations, supporting short term interventions and initiatives to support the towns recovery and a thriving local economy
4. Protect and sustain jobs through the partnership and new funding opportunities through the development of the towns strategic policies and Town Deal
5. Work together to deliver the ambition of the Climate Emergency Declaration for Hastings.

We know that we don't have all the answers and there is still much that will continue to be unknown and out of control. There will unfortunately still be more of the loss that we have already experienced from COVID-19 and we must recognise this.

What we can do is to work together, flexibly, openly and responsively as a town; as one community for the benefit of all.

It is essential we recognise that that COVID-19 is still present in our community. The impacts to our economy, our health and wider resilience will be felt for some-time, and as such we need to continue to work in partnership to build local resilience, support our community where it continues to be impacted and work together. Scenario planning for a second wave or localised outbreak of COVID-19, and the implications this would have for the town needs to be central to these plans.

### **What is our ask of town partners?**

1. To listen as widely as possible the views of communities and businesses by using your own networks to help raise awareness of this work
2. To work with the Hastings Local Strategic Partnership to provide constructive ideas, suggestions and solutions
3. To provide robust data and evidence that you have for your area that could contribute to an understanding of the issues we are facing
4. To look at how you can support your community through the recovery
5. Champion this statement of intent and vision

### **What will the LSP do?**

1. Be open and transparent
2. Recognise and be realistic about our collective strengths, weaknesses and capacity
3. Drive the vision in this statement of intent, championing it at all levels
4. Build on lessons learned from the initial onset of COVID-19
5. Remain nimble, responsive and flexible to new challenges and opportunities as well as the ongoing COVID-19 recovery
6. Be a voice for the town using the statement of intent to draw our community together in collaboration for the benefit of all

## **Appendix 1 – Membership of the Hastings and St Leonards Local Strategic Partnership (LSP)**

The Hastings and St Leonards Local Strategic Partnership is a well-established, respected, long running structure operating in the town, recognising that decisions made by one organisation impacts on the whole town and all other partners

The LSP Board brings together leaders from the boroughs public, private, community and voluntary sector organisations and is supported by the Council. It has been meeting for almost 20 years and has worked tirelessly to ensure a joined approach is developed and taken to address common issues in the town, raise awareness of one another's activities and work together for the positive good of all those who live, work and visit the town.

### Membership of LSP

- Hastings Borough Council
- East Sussex County Council
- Sussex Police
- East Sussex Fire and Rescue Service
- DWP
- Optivo
- Sea Change Sussex
- Let's Do Business
- East Sussex College
- Public Health
- Education (schools, college and Education Futures Trust)
- Community and Voluntary Sector representatives
- Clinical Commissioning Group

## Appendix 2 – What we already know about Hastings – the statistics (July 2020)

For a detailed statistics about the town please visit East Sussex In Figures  
<http://eastsussexinfigures.org.uk/webview/welcome.html>

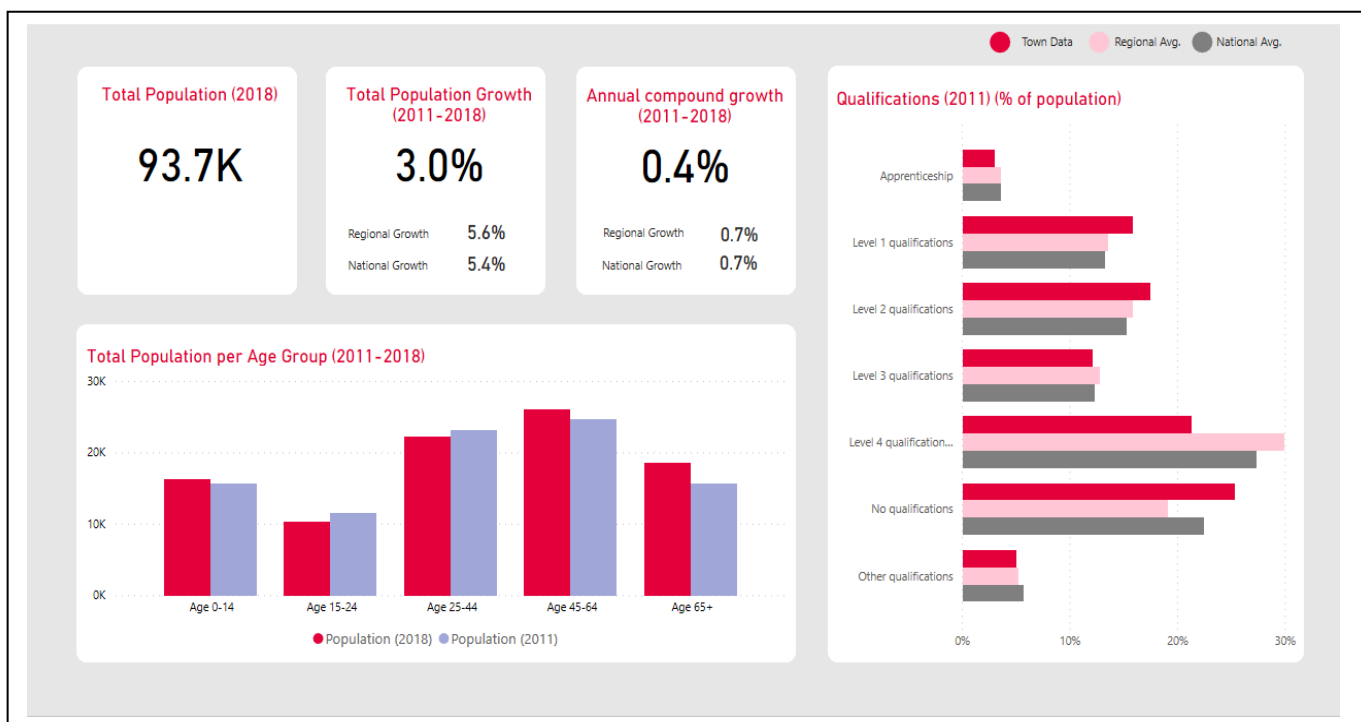
### What we already know about Hastings

Hastings has significantly higher income and employment deprivation than East Sussex, including the percentage of older people affected by income deprivation and children in low income families, rates of working age people claiming ESA, JSA and UC, households with dependent children and no adults in employment (Census 2011) and households in fuel poverty, and, in all cases, the highest rates of all East Sussex districts/boroughs.

Of the 53 neighbourhoods in the town, 2 are ranked in the top 1% nationally as experiencing the greatest levels of deprivation, with a further 14 in the highest 10%, the town's previous success has not reached everyone and has left some communities behind for many years

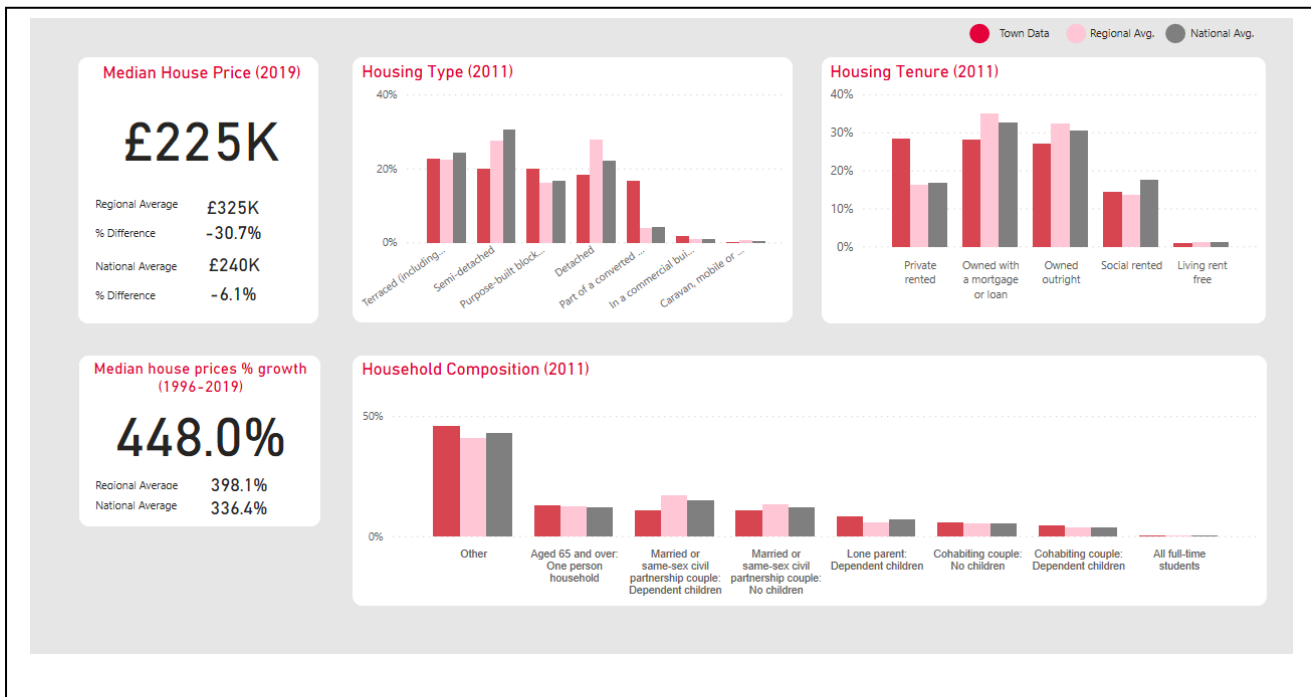
Over 5800 (27 %) of all Hastings children live in low-income families and are living in poverty (before housing costs are considered)

## Population





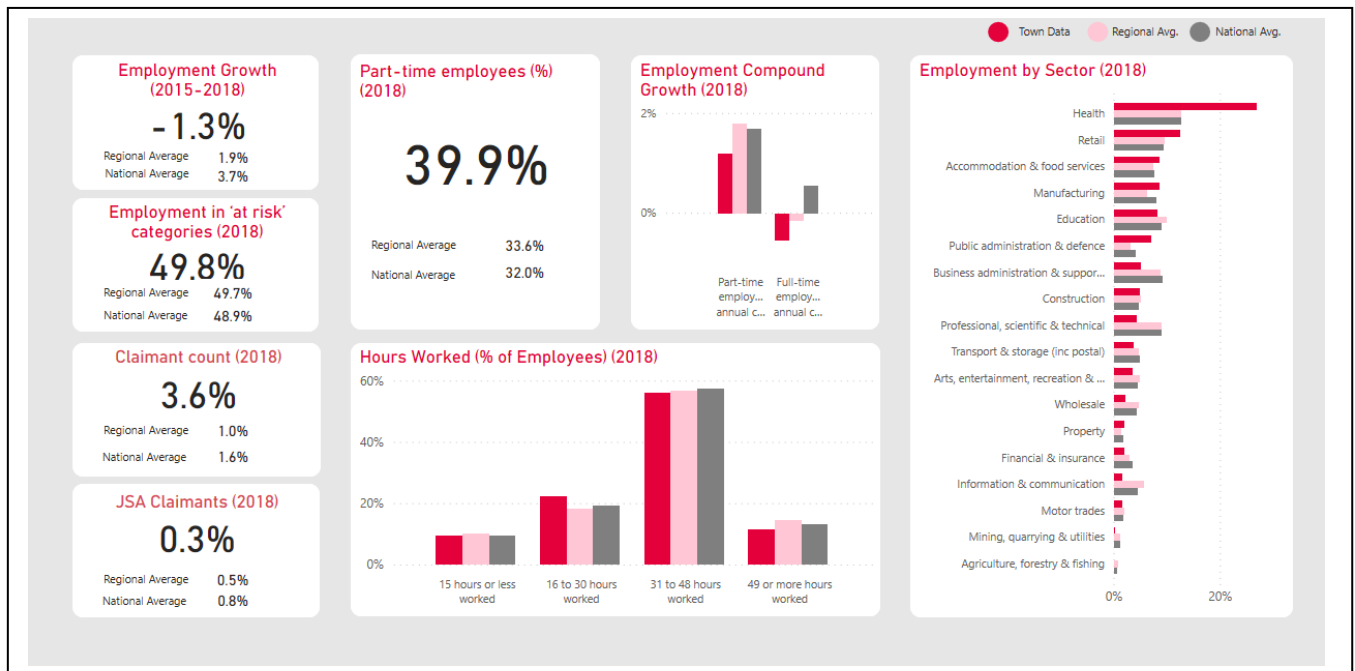
# Housing



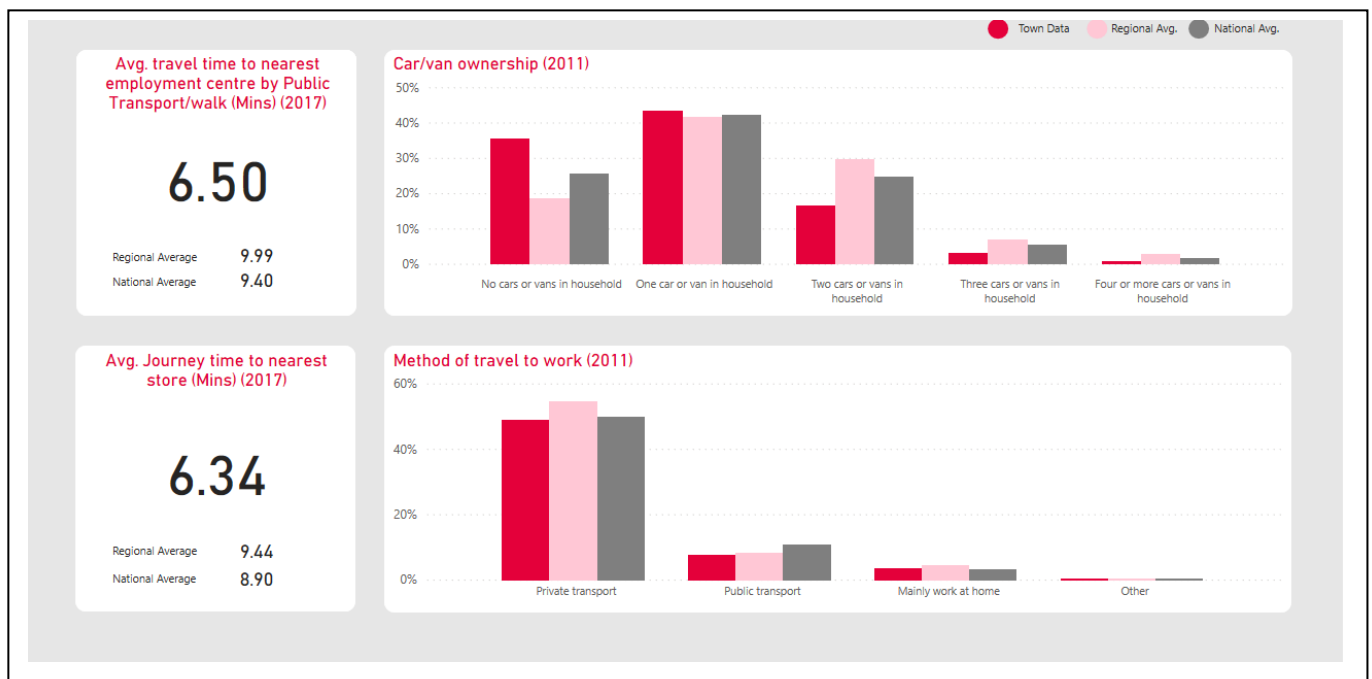
# Income



# Employment



# Travel



## **The impact of COVID-19 in Hastings so far:**

We are seeing claimants almost double to 4,900 on the previous year, resulting in 8.6% of working age population now claiming benefits in Hastings. This is second highest claimant rate across the South East Local Enterprise partnership (SELEP) area and South East region after Thanet and far above our neighbouring district who are recording a level of 5.7% and nationally at 6.4%

In July 2020 1 in 7 young people are claiming Universal credit, 1 in 6 young men are claiming – at county level it is 1 in 9.

This will only rise as the furlough scheme changes and finishes. At the 30<sup>th</sup> June a total of 16,000 Hastings residents were either being supported by the -job retention scheme (furlough) or the Self -employment income support scheme – a total of 28% of the working aged people in Hastings.

Hastings has the second highest claimant rate across the whole of the south east local enterprise partnership. Across East Sussex 29 ward have rates at or above the England average, with 3 wards showing the highest levels in the county: Central St Leonards – 14.2%, Gensing – 11.8%, Castle – 11%

The Institute for Social and Economic Research (ISER) at the University of Essex study predicts that the lockdown could cost the UK 6.5 million jobs, with many people facing unemployment, lower pay, less hours – very tough times indeed. The Office for Budget Responsibility predict that by the end of this year 12%, nearly one in eight, of the workforce will be unemployed, this would have huge implications for Hastings.

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## **Project Adder – Hastings February 2021**

### **1. Background**

- 1.1. The government's Shared Outcomes Fund is designed to test innovative approaches to address cross-cutting issues affecting society.
- 1.2. This includes funding totalling £28 million to help join up agencies to break up serious and organised crime gangs whilst tackling addictions due to a focus on drug misuse.
- 1.3. The Home Office will work with the Department for Health and Social Care (DHSC) and Public Health England (PHE) to pilot an intensive whole system approach to tackling drug misuse in select locations worst affected by drug misuse, alongside national activity to disrupt the supply of drugs.
- 1.4. The Dame Carol Black Review states that drugs the societal cost of drugs in England is approximately £19.3bn. This harm is fuelling an increase in violence and exploitation of vulnerable people, including children, due to the County Lines models of drug movement. For example, 45% of acquisitive crime is linked to drugs, 44% of homicides in 2017/18 were known to be drug-related and in 21% of violent incidents in 2017/18 the offender was thought to be under the influence of drugs.
- 1.5. The project aims to build on existing work and multi-agency partnership working structures to achieve sustained health and crime outcomes.
- 1.6. This funding will begin as soon as possible for this financial year (2020 – 1) and will run until the end of the financial year (2022 – 23).
- 1.7. Hastings has been identified as one of four pilot locations for this funding due to high rates of drug deaths and high rates of heroin and crack cocaine use.
- 1.8. The scope of the project is to provide a range of interventions that address and reduce the harm caused by the supply and use of heroin and crack cocaine in Hastings.

### **2. Aims**

- 2.1. Project Adder has the following aims:
  - 2.1.1. Reduce rate of drug-related deaths
  - 2.1.2. Reduce drug-related offending
  - 2.1.3. Reduce prevalence of drug use

### **3. Outcomes**

- 3.1. Project Adder has the following outcomes which will be realised by the aims:
  - A reduction in drug related reoffending amongst prolific offenders within pilot areas
  - Increase in the numbers of drug users engaging in treatment as well as increases in those achieving and sustaining recovery
  - A reduction in drug supply within pilot areas

- Reduced costs for local health services and police forces due to lower health and crime harms, and lower costs to the criminal justice system (as fewer people are dealt with by the courts)
- Increase in number of young and vulnerable people safeguarded

#### 4. Work Strands

4.1. Project Adder has 3 strands of work which will result in the following outputs:

- 4.1.1. **Strand 1: Enforcement** - Multiple weeks of action involving co-ordinated law enforcement activity targeting drug dealers and users
- 4.1.2. **Strand 2: Diversion** - Increased use of Out of Court Disposal Schemes which would use the criminal justice system to divert users away from offending
- 4.1.3. **Strand 3: Treatment and Recovery** - Enhanced treatment and recovery services provision

4.2. Please see appended document for list of specific interventions attached to each work strand.

#### 5. Funding

5.1. The table below outlines proposed funding for this project:

Financial Year	Diversion/treatment strands	Enforcement strand	TOTAL
2020 – 2021	£0.7 million	£0.4 million	£1.1 million
2021 – 2022	Dependent on outcomes from previous year	Dependent on outcomes from previous year	£1.95 million
2022 - 2023	Dependent on outcomes from previous years	Dependent on outcomes from previous years	£1.95 million

#### 6. Project Outline

6.1. Project Adder aims to address a number of aims and a variety of outcomes. The proposed delivery will address aims relating to a reduction in drug related deaths, a reduction in drug related offending and a reduction in drug use in Hastings. This will result in a number of positive outcomes for both individuals and Hastings as a town. A joined up, whole system approach will result in reduced costs to local health services and Sussex Police due to lower health and crime harms, and lower costs to the criminal justice system, especially in court costs.

6.2. In order to achieve a reduction in drug related deaths, more opiate and crack users need to engage effectively with harm reduction activities, treatment and recovery initiatives. A key part of “treating” substance misuse is the need to address the root causes of substance misuse as well the substance misuse itself. This requires a whole system approach. The proposed delivery model contributes to the development of a whole system approach which in turn provides a holistic package of care to individuals.



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## **Project Adder – Proposed Model of Delivery**

The three strands of work involved in this project will be delivered in partnership by a range of stakeholders. It will enhance treatment options and add specialist workers to the existing community drug treatment provision and integrate this with community partners, workers with lived experience and statutory service. This multi-faceted approach draws on the evidence base that has been gathered from a range of areas since the publication of the 2017 Drug and Alcohol Strategy.<sup>1</sup>

The interventions below are linked in a number of ways to ensure a holistic, person centred approach. The range of interventions allows for an individual to receive the services that will be most beneficial. The inclusion of an enforcement strand is not only beneficial to the drug misusing community in terms of disrupting the supply of substances, but also has an impact on the wider community by reducing criminal activity and the associated issues such as violent behaviour.

The strands of work and specific interventions are detailed on the following pages:

*(Please see separate sheet for costings)*

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<sup>1</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/628148/Drug\\_strategy\\_2017.PDF](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/628148/Drug_strategy_2017.PDF)

## 1. Treatment and Recovery

Area of Work	Specific Interventions
Targeted outreach for rough sleepers, heroin and crack users not in treatment	<ul style="list-style-type: none"> <li>• Outreach service delivered by a community partner</li> <li>• Increased naloxone provision distributed via outreach team</li> <li>• Police naloxone programme - officers carrying in community, distributed in custody blocks</li> </ul>
Psychosocial and pharmacological treatment	<ul style="list-style-type: none"> <li>• Increase numbers of heroin and crack users in treatment via priority referral pathway from outreach team to specialist heroin and crack workers within the existing treatment service</li> <li>• A dedicated mental health nurse to extend the co-occurring condition support for this cohort to access specialist mental health services enabling wrap around care.</li> <li>• Increase residential rehab budget for appropriate cases within this cohort</li> </ul>
Improved links between criminal justice system and community drug treatment services	<ul style="list-style-type: none"> <li>• Police and custody assessments undertaken by specialist workers from drug treatment service resulting in referral to diversionary interventions (see below)</li> <li>• Additional specialist criminal justice worker to enhance current community drug treatment offer</li> <li>• Prison in reach delivered by a community partner and utilising lived experience where possible resulting in referrals to existing criminal justice worker within drug treatment service. This will enhance existing planned in reach into prisons work reach by the community drug treatment provider.</li> </ul>
Enhanced recovery support	<p>Care navigation system to health and social care - delivered by a community partner and utilising lived experience where possible</p> <p>Employment support worker for those in treatment delivered by existing drug treatment provider to enhance the existing offer.</p> <p>Tenancy sustainment and supported housing worker delivered by a community partner in partnership with borough council</p> <p>Funding opportunities for peer support projects</p>

## 2. Diversion

### Area of work

### Specific Intervention

Diversionary activity, including through out of court disposals and drug testing on arrest

- Support Operation Checkpoint to continue the diversion of substance misusers away from court system by employing a dedicated worker within the community drug treatment service to provide specialist support worker for this cohort.
- Support by navigators (see above) to attend sessions once back in community - link in with specialist workers in the drug treatment service as outlined above.
- Enhancement to existing diversion service commissioned by Sussex Police as will focus on heroin and crack users rather than white powder and non opiates
- Support Operation Wagon to divert young people involved in County Lines and Criminal exploitation
- Ensure all young people referred to the out of court disposal panel are assessed and delivered with a range of early help interventions where drug use is a factor in their offending behaviour.

### 3. Enforcement

Area of work

Enforcement Activity

#### Specific Interventions

Directed uniformed patrol activity targeting visible signs of drug harm (including ASB) to increase public reassurance. This will include alternative disposals for offences to include referral to diversionary schemes.	Proactive patrol activity both, uniformed and plain clothed, to target street level dealing.	Proactive high visibility warrant activity with enhanced immediate neighbourhood engagement / visible response (referral and intelligence leafleting plus)
<ul style="list-style-type: none"> <li>Enhanced monitoring transport networks to target criminals bringing Class A drugs in to Hastings, including use of ANPR.</li> </ul>	Cuckooing monitoring, interventions and referrals for support.	Enhanced capacity to analyse mobile phones seized from dealers and substance misusers to provide better analysis of drug links and connections in Hastings and retrieve evidence from mobile phones
<ul style="list-style-type: none"> <li>Increase capacity to seize cash and assets from drugs dealers, thereby stripping profits from drug supply.</li> </ul>	Forensic examination of drugs and packages seized including testing kit for rapid analysis to assist with threshold charging decisions and remands in custody.	Develop enhanced crime enforcement analysis targeting criminal drug supply associations, upstream suppliers and OCG networks.

#### Enforcement (cont)

Area of work

Specific Intervention

Comms	<ul style="list-style-type: none"> <li>Drug enforcement communication strand to be police led, with public engagement plan particularly focused on youth and vulnerable.</li> <li>Comms plan to include public reassurance.</li> <li>Resources used to include social media campaign, out of home marketing, design of physical and digital assets.</li> </ul>
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