

Cabinet Agenda

Tuesday, 4 January 2022 at 6.00 pm

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

For further information, please contact Democratic Services on 01424 451484 or email:
democraticservices@hastings.gov.uk

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	<p>Exclusion of the Public</p> <p>To resolve that the public be excluded from the meeting during the consideration of the items of business listed below because it is likely that if members of the public were present there would be disclosure to them of “exempt” information as defined in the paragraphs of schedule 12A to the Local Government Act 1972 referred to in the relevant report</p>	
11.	<p>Renewal of Minor Works Contract 2022- Part 2 report <i>(Peter Grace, Assistant Director, Financial Services and Revenues)</i> <i>(Cabinet decision)</i></p>	113 - 118
12.	<p>Agreeing the delivery model for Building Cleaning Services from April 2022- Part 2 report <i>(Mike Hepworth, Assistant Director, Environment and Place)</i> <i>(Cabinet decision)</i></p>	119 - 124
13.	Urgent Items (if any)	

19 NOVEMBER 2021

Present: Councillors Forward (Chair), Barnett (Vice-Chair), Batsford, Chowney, Evans, Rogers and Webb.

384. APOLOGIES FOR ABSENCE

None received.

385. DECLARATION OF INTERESTS

None received.

386. MEDIUM TERM FINANCIAL STRATEGY 2022/23 - 2025/26

The Chief Finance Officer presented a report to set out the Medium Term Financial Strategy (MTFS) 2022/23 – 2025/26.

The MTFS seeks to inform the budget process and enables the council to produce a viable and fully resourced Corporate Plan.

The report identifies £1.83 million of additional expenditure that the council is likely to incur in the current financial year. Some of these items are one-off expenditures, such as the dangerous structure at Battle Road and the West Hill Cliff Railway closure. The council has also made a claim to the government for loss of fees and charges income during the pandemic.

However, the increase in homelessness costs, predicted to be £475,000 this year, have resulted in substantial additional expenditure. Similarly, net expenditure on rough sleepers is projected to increase by £270,000 in the current year, with demand likely to increase.

The Leader of the Council has written to the government explaining the situation and calling for additional funding. It is not yet known what the funding settlement will be from central government, although this is expected to be announced before Christmas.

Overall, the deficit is set to rise from the £1.483 million initially projected to £2.292 million this financial year and thereafter increasing until 2025-26. Unless action is taken the council's unallocated reserves are set to fall below the agreed minimum of £6 million. £465,000 of in-year savings have been identified in the current financial year in order to mitigate the need for the reserves to fall below the recommended minimum level.

Councillor Chowney proposed approval of the recommendations, seconded by Councillor Barnett.

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RESOLVED (unanimously):

- 1. Approve the Medium Term Financial Strategy.**
- 2. The Council take the robust actions necessary in this financial year and throughout the 2022/23 budget process to achieve a sustainable budget and maintain the minimum recommended level of unallocated reserves.**
- 3. Service costs are reduced in this financial year to contain costs as detailed in Table 1 of this report, and that further savings be made where practicable.**
- 4. Full Council to note the action taken and that there is potentially a greater call on Reserves in 2021/22.**

Reasons:

The council matches its available resources to its priorities across the medium term. The Council needs to achieve estimated savings of some £3.1m in order to achieve a sustainable budget in 2022-23. In arriving at this figure many assumptions have once again had to be made on future funding, spiralling costs of homelessness, and also the ongoing impacts of Covid-19 on income streams. The estimates will continue to be updated as and when the government announces details of future funding and demand and inflationary impacts are updated.

The report provides the opportunity to assess the council's resources to assist the review of corporate priorities. Given the additional spending pressures in 2021-22 and an increase in the deficit of some £809,000 immediate action should be taken to cut expenditure to preserve reserves at their minimum recommended levels.

The Council has a statutory duty to set a balanced revenue budget each year and this strategy seeks to highlight the major issues (in advance) in order to do so.

387. MINUTES OF LAST MEETING

RESOLVED - that the minutes of the meeting held on 1st November 2021 be approved as a true record.

(The Chair declared the meeting closed at 3.10pm)

Public Document Pack

CABINET

8 DECEMBER 2021

388. DECLARATION OF INTERESTS

The Managing Director declared no interests.

389. AGREEING THE PUBLIC CONVENIENCE CLEANING CONTRACTOR FROM APRIL 2022 (PART 1)

The Assistant Director, Environment and Place, submitted a report to agree the appointment of a new Public Convenience (PC) cleaning contractor from 1st April 2022, subject to the satisfactory completion of the appropriate due diligence processes.

Under the emergency powers set out in Rule 26.22 of the Council's Constitution the Managing Director made the following decision in consultation with Councillors Forward, Barnett, Batsford, Chowney, Evans, Rogers, Webb, Patmore and Rankin.

RESOLVED:

- 1. Subject to the satisfactory completion of due diligence checks, to award contractor 3 the contract of providing PC cleaning services for Hastings Borough Council from 1 st April 2022 on an initial term of 3 years, with the option to extend for 2 + 2 years.**

Reasons:

The current PC cleaning contract comes to an end on 31st March 2022. This contract has been extended as far as it can, and therefore a new contract is required. Following a competitive tender exercise which received 5 tenders, the East Sussex Procurement Hub has advised that contractor 3 is the most economically advantageous tender for this essential service from 1st April 2022. At the time this report was drafted they were completing the due diligence checks.

390. AGREEING THE PUBLIC CONVENIENCE CLEANING CONTRACTOR FROM APRIL 2022 (PART 2)

The Assistant Director, Environment and Place, submitted a report to agree the appointment of a new Public Convenience (PC) cleaning contractor from 1st April 2022, subject to the satisfactory completion of the appropriate due diligence processes.

Under the emergency powers set out in Rule 26.22 of the Council's Constitution the Managing Director made the following decision in consultation with Councillors Forward, Barnett, Batsford, Chowney, Evans, Rogers, Webb, Patmore and Rankin.

CABINET

8 DECEMBER 2021

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Reasons:

The current PC cleaning contract comes to an end on 31st March 2022. This contract has been extended as far as it can, and therefore a new contract is required. Following a competitive tender exercise which received 5 tenders, the East Sussex Procurement Hub has advised that contractor 3 is the most economically advantageous tender for this essential service from 1st April 2022. At the time this report was drafted they were completing the due diligence checks.

Minute Annex

Managing Director Decision Record



Date: 8th December 2021

Item: Agreeing the Public Convenience Cleaning Contractor from April 2022.

Report by: Mike Hepworth, Assistant Director, Environment and Place

Decision Type: Cabinet

Decision:

1. Subject to the satisfactory completion of due diligence checks, to award contractor 3 the contract of providing PC cleaning services for Hastings Borough Council from 1st April 2022 on an initial term of 3 years, with the option to extend for 2 + 2 years.

Reasons:

1. The current PC cleaning contract comes to an end on 31st March 2022. This contract has been extended as far as it can, and therefore a new contract is required. Following a competitive tender exercise which received 5 tenders, the East Sussex Procurement Hub has advised that contractor 3 is the most economically advantageous tender for this essential service from 1st April 2022. At the time this report was drafted they were completing the due diligence checks.

As required by Rule 26.22 of the Council's Constitution this decision was made in consultation with:

Cabinet	For	Against	Abstain
Councillor Forward	x		
Councillor Barnett	x		
Councillor Batsford	x		
Councillor Chowney	x		
Councillor Evans	x		
Councillor Rogers	x		
Councillor Webb	x		
Opposition			
Councillor Patmore	x		
Councillor Rankin	x		

Signed



Jane Hartnell
Managing Director
Hastings Borough Council

Agenda Item 5



Report To: Cabinet

Date of Meeting: 4th January 2022

Report Title: Neighbourhood Plan - Scheme of Delegation

Report By: Victoria Conheady

Key Decision: N/A

Classification: Open

Purpose of Report

To seek Cabinet agreement on a Scheme of Delegation for Neighbourhood Planning purposes.

Recommendation(s)

1. That the Cabinet agrees that all decisions and responses in respect of Neighbourhood Planning be delegated to the Assistant Director for Regeneration and Culture in consultation with the Lead Councillor for Forward Planning, excluding decisions to make (adopt) a Neighbourhood Development Plan.

Reasons for Recommendations

To ensure that the Council, as Local Planning Authority, can execute its statutory duty to assist in the production of Neighbourhood Plans in accordance with the Regulations in a timely and efficient manner. The making (adopting) of a Neighbourhood Development Plan is a Full Council decision.

Background

- 1.1. The ability for a Neighbourhood Forum to produce a Neighbourhood Development Plan is contained within the Localism Act 2011. The Town and Country Planning Act 1990 (“the Act”) and the Neighbourhood Planning (General) Regulations 2012 (as amended by the Neighbourhood Planning (General) (Amendment) Regulations 2015) (“the 2012 Regulations”), provide the statutory process as to how a Neighbourhood Development Plan will be developed and implemented. The Neighbourhood Planning (General) and Development Management Procedure (Amendment) Regulations 2016, introduced statutory timescales by which decisions relating to Neighbourhood Planning have to be made.
- 1.2. Neighbourhood Development Plans give communities the opportunity to set planning policies as Neighbourhood Development Plans which will form part of the development plan of a Local Authority once implemented and will sit alongside their Local Plan. The Council’s responsibility as Local Planning Authority is largely technical in nature, for example advising on conformity with the Development Plan and checking that Neighbourhood Development Plans have followed correct procedures. Once made (adopted), a Local Planning Authority must consider a Neighbourhood Development Plan when deciding applications for planning permission, along with any other material considerations.
- 1.3. Decisions relating to the making of Neighbourhood Development Plans are an executive function (Cabinet) as they are not defined as development plan documents and are not included in the list of plans and strategies listed in Column 1 of the table to Schedule 3 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 which require Full Council approval.
- 1.4. The decisions involved in the process of making a Neighbourhood Development Plan are largely technical or administrative in nature, however certain decisions, for example, the decision to hold a referendum or ultimately the decision to make the Neighbourhood Development Plan and bring it into force could be key decisions and as such should include councillor involvement.
- 1.5. When exercising our responsibilities in relation to the Neighbourhood Planning process, the Council as LPA is required to make efforts to conclude each stage promptly as certain decisions must be made within prescribed time periods as set out in the relevant Regulations.

Proposal

- 1.6. The process of making a Neighbourhood Development Plan is essentially technical or administrative and could be delegated to Senior Officers with input from the relevant Lead Councillor where appropriate. Officers are recommending that the proposed Scheme of Delegation to seek to obtain approval for all decisions and responses in respect of Neighbourhood Planning to be delegated to the Assistant Director for Regeneration and Culture in consultation with the Lead Councillor for Forward Planning, excluding decisions to make (that is adopt) a Neighbourhood Development Plan. This would be set out as follows:

Designation of Neighbourhood Plan Areas and Neighbourhood Forums

- 1.7. On receipt of a Neighbourhood Area application or Neighbourhood Forum application, it is recommended that the Assistant Director for Regeneration and Culture in consultation with the Lead Councillor for Forward Planning be given delegated authority to determine

applications relating to the area to be covered by a proposed Neighbourhood Plan or the group undertaking the development of the Neighbourhood Plan.

Representations on Emerging Plans

- 1.8. The Local Planning Authority has a duty to provide advice and assistance to Neighbourhood Planning Groups and it is proposed that authority is delegated to the Assistant Director for Regeneration and Culture to provide technical support and advice on Emerging Neighbourhood Plans in line with the relevant legislation and practice guidance and submit representations on behalf of the Council at the Regulation 14 Consultation and Examination stage. Prior to this, advice and support is given by officers on an informal basis.

Submission and Examination

- 1.9. On receipt of a draft Neighbourhood Plan submitted to it for independent examination, a Local Planning Authority must satisfy itself that it complies with all the relevant statutory requirements (outlined in Regulation 15) before publicising the draft Neighbourhood Plan and arranging an Independent Examination (outlined in Regulations 16 and 17). It is proposed that the Assistant Director for Regeneration and Culture be given delegated authority to determine whether the appropriate legal requirements (outlined in Regulation 15) have been met in relation to submission.
- 1.10. It is also proposed that the Assistant Director for Regeneration and Culture be given delegated authority to identify and appoint an appropriate person to examine the Neighbourhood Plan and to submit the Neighbourhood Plan to the examiner. The appointment must be made in conjunction with the Qualifying Body who submitted the plan (pursuant to Paragraph 7 of Schedule 4B to the 1990 Act (as applied by section 38A of the 2004 Act).

Referendum

- 1.11. Following the Independent Examination of a Neighbourhood Plan, the Examiner will publish a report recommending that the Neighbourhood Plan go to referendum as is, or, that the Plan with proposed modifications go for referendum, or that the Plan proposal be rejected. If a referendum is recommended the Examiner will indicate the area within which the referendum may be held. The Local Planning Authority must publish the Examiner's Report (as per Regulation 18) and take the decision as to whether to send the Neighbourhood Plan to referendum. Regulation 18 also provides that the Local Planning Authority must consider what action to take in relation to the recommendations in the Examiner's report and whether any modifications to the Plan are required. The Local Planning Authority must publish a decision notice in respect of any decision taken under Regulation 18 of the 2012 Regulations. On receipt of an Examiner's Report it is recommended that the Assistant Director for Regeneration and Culture, in consultation with the Lead Councillor for Forward Planning be given delegated authority to publish the Examiner's report, determine whether the Neighbourhood Plan should go to public referendum, make any modifications to the draft Plan to go forward to referendum and publish a decision statement in accordance with Regulation 19 of the 2012 Regulations and establish the area(s) within which the referendum on a proposed Neighbourhood Plan should be held, taking into account the views of the Independent Examiner.
- 1.12. However, prior to the referendum, a report for information, will be brought to Cabinet.

Making a Neighbourhood Plan

1.13. Following a referendum, Cabinet will decide whether to make the Neighbourhood Plan or not. Subject to the outcome of the referendum being in support of the draft Neighbourhood Plan, a report would be prepared following the referendum recommending the making of the draft Neighbourhood Development Plan.

Summary

1.14. In the absence of any detail in the Standing Instructions to Authorised Officers in Part 8 of the Council's Constitution, officers advise that approval is sought from Cabinet for a Scheme of Delegations in respect of specified functions and decision making under the Neighbourhood Planning process to delegate certain administrative and technical tasks to Senior Officers in order to ensure compliance with the time limits. This report recommends that that all decisions and processes in respect of the Neighbourhood Planning Process be delegated to the Assistant Director for Regeneration and Culture, in consultation with the Lead Councillor for Forward Planning except for the making of the Neighbourhood Development Plan.

1.15. There are financial implications associated with the submission, publication and examination of a proposed Neighbourhood Development Plan. The costs associated with submission and publication will consist primarily of printing and postage. The cost of appointing an independent examiner will also incur costs, as will holding a referendum. Financial support is provided from the Department for Levelling Up, Housing and Communities and the total funding for each completed Neighbourhood Plan is c.£25,000, for each of the first five Neighbourhood Plans in any Council area. This direct support is to ensure that Local Planning Authorities receive sufficient funding to enable them to meet their legislative duties in respect of neighbourhood planning

Public Exemption

1. None

Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Adopt scheme of delegation as proposed	Cabinet 6 th December 2021	6 th December 2021	Planning Policy & Legal

Wards Affected

(All Wards);

Policy Implications

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

Equalities and Community Cohesiveness	N
Crime and Fear of Crime (Section 17)	N
Risk Management	N
Environmental Issues & Climate Change	Y
Neighbourhood plans provide the opportunity to support further climate change mitigation and adaptation measures at the neighbourhood level to help support the council's net-zero targets	
Economic/Financial Implications	Y
Human Rights Act	N
Organisational Consequences	N
Local People's Views	N
Anti-Poverty	N
Legal	N

Additional Information

Background papers:

1. The Neighbourhood Planning (General) Regulations 2012 –
http://www.legislation.gov.uk/uksi/2012/637/pdfs/uksi_20120637_en.pdf

2. The Neighbourhood Planning (General) and Development Management Procedure (Amendment) Regulations 2016 –
http://www.legislation.gov.uk/uksi/2016/873/pdfs/uksi_20160873_en.pdf

Officer to Contact

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Agenda Item 6

To Councillor Battley
Chair of Overview and Scrutiny Committee

ACCESS TO INFORMATION RULES

KEY DECISIONS

RULE 20 –general exceptions.

NOTICE is hereby given under Rule 26 of the Access to Information Rules contained in the Council's Constitution that the following key decision will be taken at Cabinet on: -

Cabinet date: 6 TH December 2021			
Item: Fees and Charges			
<u>Decision</u>	<u>Consultation and Timetable</u>	<u>Working Papers and files</u>	<u>Responsible Officer / Portfolio Holder</u>
1. Fees and Charges be increased by a minimum of 3.9% except where there are clear reasons for not doing so, or where charges are on a statutory basis.		Fees and Charges report	Peter Grace / Cllr Peter Chowney
2. Fees and charges proposed by services be agreed.			

Signed



Chief Legal Officer

Dated 24th November 2021

Note:

Rule 26.20 General Exception

If a matter which is likely to be a key decision has not been included in the forward plan, then subject to Rule 26.21 (special urgency), the decision may still be taken if:

- (a) the decision must be taken by such a date that it is impracticable to defer the decision until it has been included in the next forward plan and until the start of the first month to which the next forward plan relates;
- (b) the Chief Legal Officer has informed the chair of a relevant overview and scrutiny committee, or if there is no such person, each member of that committee in writing, by notice, of the matter to which the decision is to be made; and
- (c) the Chief Legal Officer has made copies of that notice available to the public at the offices of the Council; and
- (d) at least five clear days have elapsed since the Chief Legal Officer complied with (b) and (c).

Where such a decision is taken collectively, it must be taken in public.

Report to: Cabinet

Date of Meeting: 4th January 2022

Report Title: Fees and Charges

Report By: Kit Wheeler, Chief Accountant

Key Decision: Y

Classification: Open

Purpose of Report

This is the annual review of the Council's fees and charges.

Recommendations

- 1. Fees and Charges be increased by a minimum of 3.9% except where there are clear reasons for not doing so, or where charges are on a statutory basis.**
- 2. Fees and charges proposed by services be agreed.**

Reasons for Recommendations

The Council relies on income from fees and charges to provide services and supplement Government funding where this does not fully cover the cost of the service, we as a Council provide. Historically costs have continued to increase whilst central funding decreases.

Background

1. The Council's total fee income budget for 2021/22 amounts to c.£6.5m (including car park charges). To protect the real value of this income the Council needs to review its fees and charges on an annual basis.
2. The Council is recommended, as best practice, to consider its fees and charges in a context that is wider than simply income generation. To that end Council's are encouraged to produce a fees and charges strategy against which annual reviews are considered.
3. The last couple of financial years has seen unprecedented pressure on our Council's financial resources, specifically around loss of income from our fees and charges as a result of Covid-19. This has meant that the Council has had to carefully consider the future options when it comes to price variation and future pricing strategies.
4. As part of the Government's Sales, Fees and Charges compensation scheme the council has been able to reclaim some lost income for all of 2020/21, in 2021/22 we have only been able to submit a claim in respect of the first three months of 2021/22 which amounts to some £53,000.

Introduction

5. A strategy has been in place for a number of years. This has been updated for 2022/23 and is included in Appendix A. The fees and charges schedules have been updated to give a consistent style and a single recommendation to make it easier for Councillors to review and approve.
6. Each service has been asked to review its fees and charges with a 3.9% increase in mind or to provide justification as to why a lower increase is recommended. Ordinarily to maintain the value of fees and charges income, the minimum increase should reflect inflation – based on the retail price index. A comparison between this year and last can be found below for reference.

	July 2020	August 2020	July 2021	August 2021
RPI (%)	1.6	0.5	3.9	4.8

7. As a result, the decision was taken that we would apply a rate of 3.9% increase unless specific areas felt there was a need to diversify away from this. This will therefore allow for other factors such as the local economy not being as a strong as it was twelve months previous, but still allowing us as a Council to provide the excellent services at a level our residents have come to expect from us whilst maintaining our financial stability at what is a challenging time.

8. Car parking income forms a significant proportion of the Council's income and there are wider economic considerations to be taken into account when determining the charges. The parking fees are therefore variable in rate increase as shown in Appendix E given its complex and detailed nature. However, for transparency purposes the average increase is 6.1% for season ticket permits and 4.9% for pay and display.
9. Chalets and Private Hire Beach Huts is another area where there are wider considerations when factoring price increases. The majority of charges have been increased by 2.1%.
10. All Fees and Charges are listed in Appendix B to Appendix E and will vary in their percentage increase for various factors. One example for this variance to the recommended increase could be for example, where the service has wanted to keep to a 'round' amount for ease and experience of customers as well as making it easier for staff and system changes.
11. As a result, some of the changes are higher than the recommended 3.9% as well as being lower than this figure where decisions were made to 'round down' and keep at the current pricing bracket.

Financial Implications

12. There are implications for the Council should it choose not to increase fees and charges. The Council is effectively cash limited through the level of government grant it receives and the "cap" on the level of Council Tax it can raise. If fees and charges are not increased then to achieve a balance budget the Council's options are to make efficiencies, cut services more deeply or use up the limited reserves it has more quickly.
13. The total proposed increase in Fees and Charges in 2022/23 will lead to an estimated Income budget increase of £172,000.
14. Equalities and Community Cohesiveness

The individual reports on the agenda consider the implications for each service area.

Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Advise service users of increased fees	Fee increase date	1 January 2022 or 1 April 2022 depending on fee	Assistant Directors
Build increased income into budget	2022/23 Budget	February 2022	Chief Finance Officer

Wards Affected

All

Policy Implications

Reading Ease Score:

Have you used relevant project tools?: N

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

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

Additional Information

Appendix A - Fees and Charges Strategy
Appendix B - Environment and place Fees and Charges Summary
Appendix C - Regeneration and Culture Fees and Charges Summary
Appendix D - Housing and Built Environment Fees and Charges Summary
Appendix E – Parking Fees and Charges Summary

Officer to Contact

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FEES AND CHARGES STRATEGY– 2022/23

1. Introduction

- 1.1 The Council provides a wide range of services to the local community and visitors for which it is able to make a charge – either under statutory powers (set by the Government) or discretionary (set by the Council).
- 1.2 Income from fees and charges is an important source of revenue for the authority.
- 1.3 The purpose of this Strategy, is to provide a framework and set out the key principles to be adopted in the annual review and setting of General Fund Fees and Charges. A similar strategy was produced in respect of last year. It is important for this Strategy to become embedded and linked to the Council's Medium Term Financial Strategy (MTFS). It should also compliment the Council's key objectives and priorities, i.e. as reflected in specific subsidies and concessions where there is a need to ensure comprehensive participation by the local community.
- 1.4 The main focus of this strategy is on discretionary charges, i.e. where the Council can exercise some degree of control. The aim is to ensure that the Council makes optimum use of its charging powers having regard to its core priorities and objectives. This will help to fulfil its place-shaping responsibilities.
- 1.5 Covid-19 has impacted significantly on the local community, businesses and residents and the withdrawal of Universal Credit monies after a year will impact on those with least resources in the community. There remain many issues which can cause financial uncertainty for businesses in 22/23 and beyond.
- 1.6 It is therefore imperative that we find an equilibrium between increasing our fees and charges to aid our services deliver what they need to, whilst recognising that the wider, potentially, negative social and economic impact on our residents will be far greater over the next couple of years and needs to be taken into consideration.

2. Background and Context

2.2 Broadly, fees and charges fall into one of two categories:

- Non-discretionary (statutory) – these are set by the Government and include planning, licensing, etc.
- Discretionary (there is no legal obligation) – these are set by the Council in line with the current policy for services such as Leisure, Arts and Car Parking.

Each year, fees and charges are reviewed as part of the Council’s budget setting process – usually to reflect an increase in line with RPI inflation.

Inflation Indices (last year and this):-

	July 2020	August 2020	July 2021	August 2021
RPI (%)	1.6	0.5	3.9	4.8

The current rate is 3.9% (July 2021), whilst CPI is 2.0% (July 2021)

2.3 Charges do more, however, than just raise income and lower the burden on the general council tax payer. They play a significant role in the achievement of a range of Council priorities from social inclusion to the contribution towards the health of the local community. In addition, they play a key role in:

- service delivery
- raising income and helping to deliver a balanced budget
- controlling access to services
- responding to competition – setting prices higher or lower than market rates,
- funding investment in new/existing services
- affecting (and influencing) public behaviour, i.e. to influence the level and timing of use, e.g. use of transport

2.4 Increasingly, there is a need to demonstrate the costs of chargeable services and the extent of any subsidy or concession.

3. Factors to consider when reviewing Fees and Charges

- Charges should be: fair and equitable; transparent, easy to understand; and applied consistently. In some circumstances, the Council will offer subsidies to all users or concessions to specific user groups where this is consistent with achieving its core objectives. However, it will not provide subsidy to commercial operators from the council taxpayer.
- Aligned with budget setting, the annual review of fees and charges is a focus on delivering service priorities and dealing with potentially sensitive or contentious

issues. It may also help to close any funding gap.

- The appropriateness of charges should be regularly reviewed as part of a 3 year rolling programme (linked to the Medium term Financial Strategy and supporting strategies) in order to consider issues relating to cost recovery, income generation, concessions, etc.
- Where appropriate, specific strategies for significant income streams should be produced, e.g. car parking.
- Where appropriate, relevant partners and stakeholders should be consulted as part of any significant review of charges (e.g. structural review).
- Where necessary charges should undergo an equality and diversity impact assessment to ensure they fully comply with any legislative requirements.

4. Budgetary Principles

- Any fee or charge should look to cover the full cost of the service, including the cost of capital except where Members have agreed otherwise.
- Where less than full cost is being recovered, the justification for the decision is reviewed at least every 3 years to ensure it remains valid and that significant income is not being lost.
- Where there is a policy to provide a subsidy level or concession this should be clearly documented and the level of subsidy/concession calculated, together with the financial implications.
- Where increases to current charges are being proposed then income profiling models should be completed in order to accurately predict future income levels.
- Where leases contain rental profiles these should be documented and incorporated into the budget setting process.
- Where appropriate, benchmarking data from other providers of the service (including private sector) should be included in the service plan and explanations for significant differences should be provided. However, it should be recognised that local variations in charging is an inevitable consequence of flexibility to use charges in ways that meet local circumstances.
- As a minimum, once the charge has been set, it should be increased annually in line with inflation unless this conflicts with agreed policy.
- Material fluctuations in charges year on year (+/- 5%) will be highlighted as part of the annual review process.
- The setting of fees and charges should be made in accordance with the current VAT regulations.

- Where appropriate, the cost of administering the charge, including debt collection should be proportionate to the income generated.

5. Setting the Right Level and Structure of Charges

- 5.1 This is crucial because it has a significant effect on how well the Council achieves its financial, service and core objectives.

6. Annual Review

- 6.1 Fees and charges are reviewed annually by lead members at a joint meeting. The Constitution (Para 86, Part 8) allows for the approval of charges to be made by Directors or their nominees in accordance with Council policies and any criteria approved by Cabinet. The charges are thus determined in accordance with this strategy. There have been calls to review charges when setting the annual budget – but this is currently problematic where beach huts are concerned as they need to be determined well in advance of the annual renewal date in January of each year.

Peter Grace
Assistant Director Financial Services and Revenues
(Chief Finance Officer)

APPENDIX B
OPERATIONAL SERVICES DIRECTORATE
Environment & Place

LICENCE FEES

All discretionary licence fees are made up of two factors, Part A (Application and issue) and Part B (Ongoing compliance). If the licence application is refused Part b will be refunded. Full details can be obtained by contacting the licensing

Licence Type	M/F	Charges 2021-22	Percentage Increase (RPI)	Charges 2022-23
Animal Welfare ** Plus Vet fee				
Dog Day Care / Home Boarding		£311.00	3.9%	£323.00
Commercial Boarding		£267.00	3.9%	£277.00
Breeding of Dogs**		£278.00	3.9%	£289.00
Pet Shop		£267.00	3.9%	£277.00
Riding Establishment (up to 10 horses) **		£267.00	3.9%	£277.00
Dangerous Wild Animals-initial **		£1,156.00	3.9%	£1,201.00
Zoo (6 yearly) **		£1,156.00	3.9%	£1,201.00
Keeping/training animals for exhibition		£221.00	3.9%	£230.00
Hackney Carriage/Private Hire				
Hackney Carriage/Private Hire Driver (1 year)		£156.00	3.9%	£162.00
Hackney Carriage/Private Hire Driver (3 year)		£388.00	3.9%	£403.00
Hackney Carriage Vehicle *		£240.00	3.9%	£249.00
Hackney Carriage Plate Temporary Plate		£113.00	3.9%	£117.00
Plate Loan (refund on return)		£37.00	3.9%	£38.00
DBS	M	£40.00	NA	£40.00
DBS Processing Admin Fee				£10.00
PRIVATE HIRE OPERATOR LICENCE FEE STRUCTURE				
Number of vehicles in each fee band				
1 (1 year)		£127.00	3.9%	£132.00
2 to 20 (1 Year)		£194.00	3.9%	£202.00
21 to 70 (1 Year)		£415.00	3.9%	£431.00
71 & above (1 year)		£1,309.00	3.9%	£1,360.00
1 (5 year)		£357.00	3.9%	£371.00
2 to 20 (5 year)		£653.00	3.9%	£678.00
21 to 70 (5 year)		£1,760.00	3.9%	£1,829.00
71 & above (5 year)		£6,211.00	3.9%	£6,453.00
Private Hire Vehicles *		£240.00	3.9%	£249.00
Private Hire Vehicle Temporary plate		£113.00	3.9%	£117.00
Plate Loan (refunded on return of plate)		£37.00	3.9%	£38.00
Hackney Carriage/Private Hire Drivers Licence Test Re-take (1)		£50.00	3.9%	£52.00
Hackney Carriage/Private Hire Drivers Licence Test Re-take (2)		£75.00	3.9%	£78.00
Replacement Drivers Badge		£10.50	3.9%	£10.50
Replacement Door Stickers		£31.00	3.9%	£32.00
Replacement Fare Card		£5.00	3.9%	£5.00
Bonnett Crest		£31.00	3.9%	£32.00
Add Adhesive Plate Holder		£15.00	3.9%	£16.00
Licensing Act 2003 (set by Sec of State)				
Premises Licence & Club Premises Certificate				
Initial Fee				
Band A	F	£100.00	NA	£100.00
Band B	F	£190.00	NA	£190.00
Band C	F	£315.00	NA	£315.00

Band D	F	£450.00	NA	£450.00
Band E	F	£635.00	NA	£635.00
Multiplier for Bands D & E for business exclusively or primarily selling alcohol.				
Band D (x 2) Application	F	£900.00	NA	£900.00
Band D (x 2) Annual Charge	F	£640.00	NA	£640.00
Band E (x 3) Application	F	£1,905.00	NA	£1,905.00
Band E (x 3) Annual Charge	F	£1,050.00	NA	£1,050.00
Annual Fee				
Band A	F	£70.00	NA	£70.00
Band B	F	£180.00	NA	£180.00
Band C	F	£295.00	NA	£295.00
Band D	F	£320.00	NA	£320.00
Band E	F	£350.00	NA	£350.00
Exceptionally Large Events				
5000 to 9999 persons	F	£1,000.00	NA	£1,000.00
10000 to 14999 persons	F	£2,000.00	NA	£2,000.00
Personal Licences				
Grant	F	£37.00	NA	£37.00
Replacement/Amendment		£10.50	3.9%	£10.50
Temporary Event Notices				
Application	F	£21.00	NA	£21.00
Licensing Act 2003 (Miscellaneous Charges)				
Theft, loss of premises licence or summary	F	£10.50	NA	£10.50
Provisional Statement for new premises being built	F	£315.00	NA	£315.00
Notification of change of name & address	F	£10.50	NA	£10.50
Application to vary person as premises supervisor	F	£23.00	NA	£23.00
Transfer of Premises licence	F	£23.00	NA	£23.00
Interim authority notice following death of licence holder	F	£23.00	NA	£23.00
Notification of change of name or alteration to club rules	F	£10.50	NA	£10.50
Change of registered address of club	F	£10.50	NA	£10.50
Theft, loss etc of personal licence	F	£10.50	NA	£10.50
Theft, loss of temporary event notice	F	£10.50	NA	£10.50
Change of name and address	F	£10.50	NA	£10.50
Freeholder notification of licensing matters(1 year)	F	£21.00	NA	£21.00
Miscellaneous				
Acupuncture, Tattooing, Ear Piercing, Electrolysis PREMISES		£161.00	3.9%	£167.00
Acupuncture, Tattooing, Ear Piercing, Electrolysis PERSONS		£80.00	3.9%	£83.00
Amendment of registration documents		£24.00	3.9%	£25.00
Replacement of registration documents		£10.00	3.9%	£10.00
Waste Oil Burners, renewal	F	£124.00	NA	£124.00
Petrol Vapour recovery	F	£122.00	NA	£122.00
Contaminated Land Enquiries - 1st hour		£81.00	3.9%	£84.00
Contaminated Land Enquiries - Each Subsequent hour		£42.00	3.9%	£44.00
Food Premises Register				
Single Page Copy		£16.00	3.9%	£17.00
Copy Containing Information regarding a particular category by Hand		£133.00	3.9%	£138.00
Copy Containing Information regarding a particular category by post		£202.00	3.9%	£210.00
Full Copy Register By Hand		£389.00	3.9%	£404.00
Full Copy Register By Post		£410.00	3.9%	£426.00
Food Export Certificate		£59.00	3.9%	£61.00
Food Hygiene Rating Scheme re-score visit				£150.00
Gambling Act 2005				

Bingo premises Licence New	M	£3,500.00	NA	£3,500.00
Annual Fee	M	£1,000.00	NA	£1,000.00
Variation	M	£1,750.00	NA	£1,750.00
Licence transfer	M	£1,200.00	NA	£1,200.00
Reinstatement of licence	M	£1,200.00	NA	£1,200.00
Provisional Statement	M	£3,500.00	NA	£3,500.00
Adult Gaming Centre New	M	£2,000.00	NA	£2,000.00
Annual Fee	M	£1,000.00	NA	£1,000.00
Variation	M	£1,000.00	NA	£1,000.00
Licence transfer	M	£1,200.00	NA	£1,200.00
Reinstatement of licence	M	£1,200.00	NA	£1,200.00
Provisional Statement	M	£2,000.00	NA	£2,000.00
Notification of change	F	£25.00	NA	£25.00
Family Entertainment Centre. New	M	£2,000.00	NA	£2,000.00
Annual fee	M	£750.00	NA	£750.00
Variation	M	£1,000.00	NA	£1,000.00
Licence Transfer	M	£950.00	NA	£950.00
Reinstatement of licence	M	£950.00	NA	£950.00
Provisional Statement	M	£2,000.00	NA	£2,000.00
Betting Premises Licence. New	M	£3,000.00	NA	£3,000.00
Annual fee	M	£600.00	NA	£600.00
Variation	M	£1,500.00	NA	£1,500.00
Licence Transfer	M	£1,200.00	NA	£1,200.00
Reinstatement of licence	M	£1,200.00	NA	£1,200.00
Provisional Statement	M	£3,000.00	NA	£3,000.00
Gaming & Machine Permits (Prescribed Fees)				
UNLICENSED Family Entertainment Gaming Machines. Application	F	£300.00	NA	£300.00
Renewal	F	£300.00	NA	£300.00
Prize Gaming application	F	£300.00	NA	£300.00
Renewal	F	£300.00	NA	£300.00
Change of name	F	£25.00	NA	£25.00
Copy of permit	F	£15.00	NA	£15.00
Licensed premises machine NOTIFICATION (2 machines or less)	F	£50.00	NA	£50.00
Licensed premises Machine Permit. (MORE THAN 2 MACHINES) new	F	£150.00	NA	£150.00
Licensed premises machine permit. variation	F	£100.00	NA	£100.00
CLUB MACHINE PERMIT				
Application-existing operator	F	£100.00	NA	£100.00
Application (holder of a Club Premises Certificate)	F	£100.00	NA	£100.00
Application (new applicant)	F	£200.00	NA	£200.00
Renewal	F	£200.00	NA	£200.00
Renewal for Club Premises Certificate Holder	F	£100.00	NA	£100.00
Variation of Permit	F	£100.00	NA	£100.00
Copy of Permit	F	£15.00	NA	£15.00
Annual Fee	F	£50.00	NA	£50.00
CLUB GAMING PERMIT				
Application (existing operator)	F	£100.00	NA	£100.00
Application (holder of a club premises certificate)	F	£100.00	NA	£100.00
Application (new applicant)	F	£200.00	NA	£200.00
Renewal for Club Premises Certificate holder	F	£100.00	NA	£100.00
Variation of Permit	F	£100.00	NA	£100.00
Copy of Permit	F	£15.00	NA	£15.00
Annual Fee	F	£50.00	NA	£50.00
LOTTERIES - SMALL SOCIETY LOTTERY				
1ST JANUARY – 31ST DECEMBER EACH YEAR				

REGISTRATION - Initial (Stat Fee)	F	£40.00	NA	£40.00
- Renewal (Stat Fee)	F	£20.00	NA	£20.00
Registered Fishermen (annual – set by Deed of Compromise)	F	£0.05	NA	£0.05
BOYS ASHORE TRADING CONSENT	F	£15.00	NA	£15.00
Sex Entertainment Venue		£2,101.00	3.9%	£2,183.00
Statements for Solicitors - fee recommended by HSE	F	£100.00	NA	£100.00
STREET TRADING				
INC HOT & COLD FOOD & MISCELLANEOUS GOODS, PER day		£34.00	3.9%	£35.00
Paid monthly in advance by Standing Order		£170.00	3.9%	£177.00
Discounted for traders applying annually and paying by monthly standing order.		£1,711.00	3.9%	£1,778.00
Ice Cream Vans (static)		£954.00	3.9%	£991.00
Ice Cream Vans (rounds)		£954.00	3.9%	£991.00
Approved Markets				
One Market (Hastings Town Centre) annual		£198.00	3.9%	£206.00
Monthly event or less (St Leonards) annual		£29.00	3.9%	£30.00
Touting, Hawking, Photography - (E. Sussex Act 1981 S.32)		£87.00	3.9%	£90.00
Voluntary Surrender Certificate		£62.00	3.9%	£64.00
Highways				
Pavement Licence (until Sept 2021)	F	£100.00	N/A	£100.00
Scrap Metal				
Site Licence (3 year licence)		£369.00	3.9%	£383.00
Collectors Licence (3 year licence)		£288.00	3.9%	£299.00

- * Subject to advertisement
- F Fixed by Stature
- M At maximum set by government

**APPENDIX B
OPERATIONAL SERVICES DIRECTORATE ENVIRONMENT AND PLACE**

Pest Control fees 2022-23

All prices include VAT at the standard rate

	Charges 2021-22	Percentage Increase	Charges 2022-23	Concessionary 2022-23 (50% / 25% reduction)
Domestic Premises				
Rats	£40	3.9%	£42	Free
Mice - Initial	£85	3.9%	£88	£66
Mice - Revisits	£48	3.9%	£50	£37
Wasp Nest	£85	3.9%	£88	£66
Fleas up to 6 rooms	£107	3.9%	£111	£55
Fleas each additional room	£31	3.9%	£32	£17
Other insects up to 6 rooms	£153	3.9%	£159	£108
Other insects each additional room	£27	3.9%	£28	£21
Call out charge where treatment declined	£45	3.9%	£47	No Concession
General Charges				
Invoice fee	£34	3.9%	£35	No Concession

NB: Concessionary charge is a 25% discount with the exception of fleas where the discount is 50%. There is no concessionary charge for Rats.

APPENDIX B
OPERATIONAL SERVICES
DIRECTORATE ENVIRONMENT AND
WASTE MANAGEMENT FEES FROM 1 JANUARY 2022
Waste management fees 2022-23

	Charges 2021-22	Percentage Increase	Charges 2022-23
1 Green Waste annual fee	£70.00	3.9%	£73.00
2 Bulky Waste 3 items	£35.00	0.0%	£35.00

All prices include VAT at the standard rate

NB: Any additional information on the charges above should be referenced to the above lines (number in column A)

APPENDIX B

OPERATIONAL SERVICES DIRECTORATE ENVIRONMENT AND PLACE ALLOTMENTS FROM 1 APRIL 2022

	Charges 2021- 22	Percentage Increase	Charges 2022- 23
Rent per rod per year	£9.05	3.9%	£9.40
Water charge per rod per year	£1.82	3.9%	£1.89

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OPERATIONAL SERVICES
DIRECTORATE
REGENERATION AND
CULTURE

APPENDIX C

LIFT FARES (EAST & WEST) FEES AND CHARGES 2022-23

Category	Charges 2021-22	Percentage Increase	Charges 2022-23
Adult Return	£4.00	5.0%	£4.20
Child Return	£2.50	4.0%	£2.60
Concessions	£2.50	4.0%	£2.60
Adult Group	£2.75	9.1%	£3.00
Child Group	£1.85	8.1%	£2.00
Family - up to 2 adults 3 Children	£11.00	5.0%	£12.00
Adult Season	£51.60	6.6%	£55.00
Child Season	£35.10	5.4%	£37.00
Weekly ticket adult	£12.10	7.4%	£13.00
Weekly ticket child	£6.60	6.0%	£7.00
Weekly ticket family	£31.80	6.9%	£34.00

OPERATIONAL SERVICES
DIRECTORATE
REGENERATION AND CULTURE
SPORTS AND RECREATION FEES AND CHARGES 2022-23

APPENDIX C

Site Name	Charges 2021-22	Percentage Increase	Charges 2022-23
Football			
Adult Pitch - one off game	£84.50	5.0%	£88.50
Junior Pitch - one off game	£56.00	5.0%	£59.00
Under 8/9 pitch - one off game	£50.50	5.0%	£53.50
Adult Pitch - for the season (biweekly)	£684.00	5.0%	£718.00
Junior Pitch - for the season (biweekly)	£359.00	5.0%	£377.00
Under 8/9 pitch - for the season (biweekly)	£224.00	5.0%	£235.00
Cricket			
All day game	£135.00	5.0%	£142.00
Afternoon game	£72.50	5.0%	£76.50
Evening games	£61.50	5.0%	£64.50
Bowls			
Adult - per session	£7.40	5.4%	£7.80
Senior citizens - per session	£4.40	4.5%	£4.60
Adults - per hour	£4.40	4.5%	£4.60
Senior citizens - per hour	£3.30	6.0%	£3.50
Season Ticket	£140.00	5.0%	£147.00
Season Ticket 2 instalments total	£155.00	5.0%	£163.00
Wood Hire	£3.10	6.4%	£3.30
Locker Rental	£14.30	5.0%	£15.30
Tennis			
Adult	£8.80	4.5%	£9.20
Junior	£4.40	4.5%	£4.60
Students (I.D Required)	£8.70	3.4%	£9.00
Tennis Racket Hire	£4.95	11.1%	£5.50
Putting			
Adult	£4.40	4.5%	£4.60
Junior	£3.10	9.7%	£3.40
Senior	£3.10	9.7%	£3.40
Multi use games areas			
Multi use games areas	£34.00	5.0%	£36.00

OPERATIONAL SERVICES
DIRECTORATE
REGENERATION AND CULTURE
CHALETS AND PRIVATE HUTS FEES AND CHARGES 2022-23

APPENDIX C

Site Name	Charges 2021-22	Percentage Increase	Charges 2022-23
Marina	£1,981.00	10.0%	£2,179.10
Solarium	£1,981.00	10.0%	£2,179.00
West Marina Front Row	£1,367.00	2.1%	£1,396.00
West Marina Back Row	£1,308.00	2.1%	£1,335.00
West of Haven & Glyne Gap HBC Beach Huts	£1,898.00	2.1%	£1,938.00
White Rock Chalets	£1,392.00	10.0%	£1,531.00
Victoria - Peak	£91.00	200.0%	£273.00
Victoria - off Peak	£72.00	139.0%	£172.00
Full Season	£1,416.00	50.0%	£2,124.00
West of Haven front	£709.00	2.1%	£724.00
West of Haven Middle/Back	£592.00	2.1%	£604.00
Glyne Gap east	£533.00	10.0%	£586.00
Glyne Gap West	£474.00	10.0%	£521.00
Tackle Huts	£216.00	2.1%	£221.00
Tackle Huts Large	£432.00	2.1%	£441.00
Inboard Boats	£164.00	2.1%	£167.00
Rowing/Outboard Boats	£90.00	2.1%	£92.00
Boxes	£75.00	2.1%	£77.00
Winch Hand	£70.00	2.1%	£71.00
Winch Power	£139.00	2.1%	£142.00
Administration fee	£152.00	0.0%	£152.00

OPERATIONAL SERVICES DIRECTORATE
REGENERATION AND CULTURE
EVENT FEES AND CHARGES 2022-23

APPENDIX C

	Charges 2021-22	Percentage Increase	Charges 2022-23
Bandstand - private hire (with mains per 4hrs)	£63.00	10.0%	£69.00
Bandstand - private hire (Without mains per 4hr)	£41.00	10.0%	£45.00
Bootfair - the oval - Day	£615.00	10.0%	£677.00
Funfairs - small - Week	£2,369.00	10.0%	£2,606.00
Funfairs, circuses - large - Day	£1,103.00	10.0%	£1,213.00
Hire of open space for small commercial event - Day	£700.00	25.0%	£875.00
Hire of open space for medium commercial event - Day	£1,250.00	25.0%	£1,563.00
Hire of open space for large commercial event - Day	£1,850.00	25.0%	£2,313.00
Hire whilst event shut - Day	£449.00	25.0%	£561.00
Hire of land for charity/not for profit event	£0.00	0.0%	£0.00
Park closure order (East Sussex Act)	£739.00	10.0%	£813.00
Booking Fee - All Events	£0.00	0.0%	£0.00

**OPERATIONAL SERVICES DIRECTORATE
REGENERATION AND CULTURE
MUSEUM FEES AND CHARGES 2022-23**

APPENDIX C

Site Name	Charges 2021-22	Percentage Increase	Charges 2022-23
Venue Hire			
Ceremonies			
Ceremony	£450.00	5.5%	£475.00
Ceremony + Refreshments	£650.00	7.7%	£700.00
Ceremony + Reception	£950.00	5.3%	£1,000.00
Room			
Charities/Local Groups, 10am-5pm (per room, per hour)	£20.00	0.0%	£20.00
Charities/Local Groups, from 5pm (per room, per hour)	£45.00	10.0%	£50.00
Commercial, 10am-5pm (per room, per hour)	£25.00	0.0%	£25.00
Commercial, from 5pm (per room, per hour)	£55.00	8.5%	£60.00
Exhibition			
The Walkway (per day in 4, 6 or 8 week blocks)	£15.00	0.0%	£15.00
Extras			
Tea and coffee (per person)	£1.50	0.0%	£1.50
Tea, coffee and biscuits (per person)	£1.95	0.0%	£1.95
Projector, screen, flipchart	£10.00	0.0%	£10.00
Learning/Schools & Groups			
Self-guided	£0.00	0.0%	£0.00
Facilitated visits for Hastings Borough Council schools	£0.00	0.0%	£0.00
Facilitated visits for children's groups, pre-schools, non-borough, language and independent schools (per child)	£1.50	0.0%	£1.50
Outreach [2] (10am-12noon or 1pm-3pm)	£50.00	3.9%	£52.00
Loans Box (per month)	£10.00	0.0%	£10.00
Late return of loan box (per day)	£10.00	0.0%	£10.00
LEGO Innovation Studio (per child)	£3.00	0.0%	£3.00
Collections/Archaeological Archives			
Archaeological Archives (per deposit)	£100.00	3.9%	£104.00
Archaeological Archives (per additional finds box)	£75.00	3.9%	£78.00
Archaeological Archives (per additional archive box)	£35.00	3.9%	£36.00
Images			
Photocopy A4 (per page)	£0.50	0.0%	£0.50
Photocopy A3 (per page)	£0.75	0.0%	£0.75
High Resolution Image Digital[1] (per image)	£0.00	0.0%	£0.00
Reproduction Rights			
Non-commercial uses - CC BY-NC-ND Licence	£0.00	0.0%	£0.00
Books, newspaper editorial, magazines and journals (for first image and + £10 per additional image)	£75.00	3.9%	£78.00
Books, newspaper editorial, magazines and journals (multiple countries/languages) (for first image and + £20 per additional image)	£200.00	25.0%	£250.00
Digital	£75.00	3.9%	£78.00
Staff Time			
Research, first 30 mins free (per hour)	£50.00	3.9%	£52.00
Requested Talks[2] (per hour)	£50.00	3.9%	£52.00
Externally funded projects:			
o Museum and Cultural Development Manager (per day)	£300.00	0.0%	£300.00
o Collections and Engagement Curator (per day)	£250.00	0.0%	£250.00
o Museum and Schools Programme Officer (per day)	£250.00	0.0%	£250.00

o Other officers (per day)	£200.00	0.0%	£200.00
o Museum Visitor Service Assistants (per day)	£150.00	0.0%	£663.00

[1] Where we do not have a high resolution digital image the cost of the professional photographer fees will also be r

[2] When outside of Hastings Borough Council boundary travel at £0.50 per mile will be added to the cost

Site Name	Charges 2021-22	Percentage Increase	Charges 2022-23
Outline Applications			
1 Sites up to and including 2.5 hectares (price per 0.1 hectare)	£462 per 0.1 hectare	0.0%	£462 per 0.1 hectare
2 Sites in excess 2.5 hectares to a maximum of £150,000	£11,432 + £138 per 0.1 hectare	0.0%	£11,432 + £138 per 0.1 hectare
Householder Applications			
4 Alterations/extensions to a single dwellinghouse, including works within boundary	£206	0.0%	£206
Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent) - Dwelling Houses			
6 Alterations/extensions to two or more dwellinghouses, including works within boundaries	£407	0.0%	£407
7 New dwellinghouses (up to and including 50)	£462 per dwelling house	0.0%	£462 per dwelling house
8 New dwellinghouses (for more than 50)	£22,859 + £138 per additional dwelling house	0.0%	£22,859 + £138 per additional dwelling house
Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent) - not dwelling houses, agricultural, plant nor			
10 Gross floor space to be created by the development:			
11 No increase in gross floor space or not more than 40sq m	£234	0.0%	£234
12 More than 40 sq m but not more than 75 sq m	£462	0.0%	£462
13 More 75 sq m but not more than 3,750 sq m	£462 for each 75 sq m or part thereof	0.0%	£462 for each 75 sq m or part thereof
14 More than 3,750 sq m	£22,859 + £138 for each additional 75 sq m in excess of 3,750 sq m to a maximum of £300,000	0.0%	£22,859 + £138 for each additional 75 sq m in excess of 3,750 sq m to a maximum of £300,000
Full Applications - land used for agriculture or agricultural purposes			
16 Gross floor space to be created by the development:			
17 Not more than 465 Sq m	£96	0.0%	£96
18 More than 465 but not more than 540 sq m	£462	0.0%	£462
19 More than 540 but not more than 4,2015 sq m	462 for first 540 sq m + 462 for each 75 sq m (or part thereof) in excess of 540 sq m	0.0%	462 for first 540 sq m + 462 for each 75 sq m (or part thereof) in excess of 540 sq m
20 More than 4215 Sq m	22859 + 138 for each 75 sq m (or part thereof) in excess of 4,124 sq m up to a maximum of £300,000	0.0%	22859 + 138 for each 75 sq m (or part thereof) in excess of 4,124 sq m up to a maximum of £300,000
Full Applications - erection of glasshouses on land used for the purposes of agriculture			
22 Gross floor space to be created by the development:			
23 Not more than 465 sq m	£96	0.0%	£96
24 More than 465 sq m	£2,580	0.0%	£2,580
Full Applications - erection, alteration or replacement of plant or machinery.			
26 Gross floor space to be created by the development:			
27 Not more than 5 hectares	£462	0.0%	£462
28 More than 5 hectares	£22,859 + £138 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £300,000	0.0%	£22,859 + £138 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £300,000
Applications other than Building Works			
30 Car parks, service roads or other accesses for existing uses	£234	0.0%	£234
31 Waste - (use of land for disposal of refuse or waste material or deposit or material remaining after extraction or storage of materials)			
32 Site area not more than 15 hectares	£234 for each 0.1 hectare (or part thereof)	0.0%	£234 for each 0.1 hectare (or part thereof)
33 Site area more than 15 hectares	£34,934 + £138 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £78,000	0.0%	£34,934 + £138 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £78,000

34	Operations connected with exploratory drilling for oil or natural gas			
35	Site area not more than 7.5 hectares	£508 for each 0.1 hectare (or part thereof)	0.0%	£508 for each 0.1 hectare (or part thereof)
36	Site area more than 7.5 hectares	£38,070 + additional £151 for each hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000	0.0%	£38,070 + additional £151 for each hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000
37	Operations (other than exploratory drilling) for the winning and working of oil or natural gas			
38	Site area not more than 15 hectares	£257 for each 0.1 hectare (or part thereof)	0.0%	£257 for each 0.1 hectare (or part thereof)
39	Site area more than 15 hectares	£38,520 + additional £151 for each 0.1 hectare in excess of 15 hectares up to a maximum of £78,000	0.0%	£38,520 + additional £151 for each 0.1 hectare in excess of 15 hectares up to a maximum of £78,000
40	Other operations (winning and working of minerals) excluding oil and natural gas			
41	Site area not more than 15 hectares	£234 for each 0.1 hectare (or part thereof)	0.0%	£234 for each 0.1 hectare (or part thereof)
42	Site area more than 15 hectares	£34,934 + additional 138 for each 0.1 hectare in excess of 15 hectares up to a maximum of £78,000	0.0%	£34,934 + additional 138 for each 0.1 hectare in excess of 15 hectares up to a maximum of £78,000
43	The carrying out of any operations not coming within any of the above categories.	£234 for each 0.1 hectare (or part thereof) up to a maximum of £2,028	0.0%	£234 for each 0.1 hectare (or part thereof) up to a maximum of £2,028
44	The change of use of a building to use as one or more separate dwellinghouses, or other cases			
45	Not more than 50 dwellinghouses	£462 per dwelling	0.0%	£462 per dwelling
46	More than 50 dwellinghouses	£22,859 + £138 for each in excess of 50 up to a maximum of £300,000	0.0%	£22,859 + £138 for each in excess of 50 up to a maximum of £300,000
47	Other changes of use of a building or land	£462	0.0%	£462
48	Advertisements			
49	Relating to the business on the premises	£132	0.0%	£132
50	Advance signs which are not situated on or visible from the site, directing the public to a business	£132	0.0%	£132
51	Other advertisements.	£462	0.0%	£462
52	Lawful Development Certificate			
53	Certificate of Existing use or Operation, lawful not to comply with any condition or limitation	£234	0.0%	£234
54	Certificate of Existing Use or operation	variable	0.0%	variable
55	Certificate of Proposed Use or operation	variable	0.0%	variable
56	Prior Approval			
57	Unless detailed below	£96	0.0%	£96
58	Telecommunications Code Systems Operators	£462	0.0%	£462
59	Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations.	£206	0.0%	£206
60	Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	£206	0.0%	£206
61	For a Change of Use from Amusement Arcades/Centres and Casinos (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3) and Associated Building Operations	£206	0.0%	£206
62	For a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafes (Class A3), and Associated Building Operations	£206	0.0%	£206
	Construction of New Dwelling Houses under Part 20 of Schedule 2 of the 2015 Order where there are 50 or fewer new dwellinghouses	£334	0.0%	£334

	Construction of New Dwelling Houses under Part 20 of Schedule 2 of the 2015 Order where more than 50 new dwellinghouses are proposed	£16525 plus £100 for each dwellinghouse in excess of 50 subject to a maximum fee of £300,000	0.0%	£16525 plus £100 for each dwellinghouse in excess of 50 subject to a maximum fee of £300,000
63	Reserved Matters			
64	Application for approval of reserved matters following outline approval	£462	0.0%	£462
65	Conditions			
66	Application for removal or variation of a condition following grant of planning permission	£234	0.0%	£234
67	Request for confirmation that one or more planning conditions have been complied with - householder	£34	0.0%	£34
68	Request for confirmation that one or more planning conditions have been complied with - non householder	£116	0.0%	£116
69	Application for a Non-Material Amendment Following a Grant of Planning Permission			
70	Applications in respect of householder developments	£34	0.0%	£34
71	Applications in respect of other developments	£234	0.0%	£234
72	Application for Permission in Principle			
73	Site area charge (for each 0.1 hectare or part thereof)	£402	0.0%	£402
74	No fee incurred			
75	For alterations, extensions, etc. to a dwelling house for the benefit of a registered disabled person	£0	0.0%	£0
76	An application solely for the carrying out of the operations for the purpose of providing a means of access for disabled persons to or within a building or premises to which members of the public are admitted	£0	0.0%	£0
77	Listed Building Consent	£0	0.0%	£0
78	Prior Approval for demolition of unlisted buildings within conservation areas.	£0	0.0%	£0
79	Works to Trees covered by a Tree Preservation Order or in a Conservation Area Hedgerow Removal	£0	0.0%	£0
80	If the proposal is the first revision of an application for development of the same character or description on the same site by the same applicant within 12 months of making the earlier application if withdrawn or the date of decision if granted or refused (including signs only if withdrawn or refused) and NOT a duplicate application made by the same applicant within 28 days An application for a Free Go needs to be received by 5pm on the working day it expires (e.g. if a Decision Notice is dated 12 March 2015 the Free Go can be submitted up to and including 5pm on 12 March 2016).	£0	0.0%	£0
81	If the proposal relates to works that require planning permission only by virtue of an Article 4 Direction of the Town & Country Planning (General Permitted Development) Order 1995. I.e. where the application is required only because of a direction or planning condition removing permitted development rights.	£0	0.0%	£0

82	If the application is for a lawful development certificate, for existing use, where an application for planning permission for the same development would be exempt from the need to pay a planning fee under any other planning fee regulation	£0	0.0%	£0
83	There is no fee for a prior approval application where a planning application for the same site is submitted at the same time by or on behalf of the same person	£0	0.0%	£0
84	DISCRETIONARY CHARGES FOR NON STATUTORY SERVICES without VAT			
85	Self-Assessment Do I need permission – redirect to self-assessment form on web	£0	3.9%	£0
86	Checking of Self-Assessment form	£82	3.9%	£85
87	Do I need permission where no self assessment form is available	£82	3.9%	£85
88	Query for information that is publically accessible – redirect to relevant part of web site eg Is my site is a conservation area? This does not provide an assessment or professional opinion in respect of those facts. Is my tree covered by a Tree Preservation Order?	£0	3.9%	£0
89	List of Planning applications for site - redirect to web (full not history not available on web)	£0	3.9%	£0
90	FOI	£0	3.9%	£0
91	Complaint Letter	£0	3.9%	£0
92	List of Planning applications for site (no assessment or advice provided)	£46	3.9%	£48
93	Permitted Development rights removed check	£82	3.9%	£85
94	Additional charge if site visit required to check if Permitted Development rights removed	£163	3.9%	£169
95	Lawful Use Check - to confirm the planning use of a premises (informal advice). A lawful determination can be made through the submission of Certificate of Lawful Use	£163	3.9%	£169
96	In respect of the Lawful Use Check - each site visit	£163	3.9%	£169
	General query regarding procedure or policy - Householder/Minor apps	new		£85
	General query regarding procedure or policy - Major apps	new		£170
97	Request for EIR information - hourly rate of staff - not subject to inflation)	£35	3.9%	£36
98	Pre app household letter	£82	3.9%	£85
99	Pre app household letter and meeting	£163	3.9%	£169
100	Any additional Householder pre app meeting (per meeting)	£163	3.9%	£169
101	Pre application advice – letter (non householder –minor/ residential development (1 and 3 units)/ change of use / for commercial extensions)	£413	3.9%	£429
102	Pre application advice - letter and meeting (non householder - minor residential development (1 and 3 units)/ change of use / for commercial extensions)	£491	3.9%	£510
103	Pre application advice - letter – minor / other / residential development (4 and 9 units) or other minor applications	£529	3.9%	£550
104	Pre application advice - meeting and letter –minor / other / residential development (4 and 9 units) or other minor applications	£834	3.9%	£867
105	Pre application advice - letter for business premises where there is no increase in floorspace and no change of use	£90	3.9%	£94
106	Pre application advice - letter and meeting for business premises where there is no increase in floorspace and no change of use	£222	3.9%	£231
107	Pre app advice – letter for major schemes (over 10 dwellings or 1000sq m)	£665	3.9%	£691
108	Pre app advice – meeting and letter for major schemes (over 10 dwellings or 1000sq m)	£1,250	3.9%	£1,299

109	Pre-application advice - Householder in Conservation Area - Letter only	£123	3.9%	£128
	Pre-application advice - Householder in Conservation Area - Letter and Meeting	£163	3.9%	£169
110	Pre-application advise for Listed Buildings (Householder) letter	£247	3.9%	£257
111	Pre-application advise for Listed Buildings (Householder) letter and meeting	£370	3.9%	£384
112	Pre application advise for Listed Building Applications - letter only (all other)	£490	3.9%	£509
113	Pre application advise for Listed Building Applications - letter and meeting (all other)	£775	3.9%	£805
114	An additional cost for each specialist attending any pre application meeting	£190	3.9%	£197
115	Pre-application forums (for 30 dwellings or more)	£2,052	3.9%	£2,132
116	Pre- application queries submitted as part of enforcement work, will be subject to the above noted fees			
117	Advice and queries in relation to previously approved applications not falling within rows 88 to 91 (under column A) above	£163	3.9%	£169
118	Validation Meetings – for checking of applications prior to submission	£90	3.9%	£94
119	Confirmation of closure of enforcement case	£90	3.9%	£94
120	Confirmation of compliance with enforcement notices for those who seek confirmation as to whether an Enforcement Notice has been complied with, where the answer cannot be given from our existing records. The fee needs to be paid in advance.	£74	3.9%	£77
121	Confirmation of compliance with listed building consent for those who seek confirmation of compliance with Listed Building Consent. The fee needs to be paid in advance.	£245	3.9%	£255
122	Confirmation of compliance with section 106 planning obligations for those who seek confirmation of compliance with legal agreements. The fee needs to be paid in advance	£407	3.9%	£423
123	High Hedge Dispute Mediation	£741	3.9%	£770
124	Fee for refunds for applications that are withdrawn or returned before validation - householders	£31	3.9%	£32
	Fee for refunds for applications that are withdrawn or returned before validation - non majors	£41	3.9%	£43
	Fee for refunds for applications that are withdrawn or returned before validation - majors	£51	3.9%	£53
	Fee for refunds for pre-applications that are withdrawn or returned before validation - householders	£20	3.9%	£21
	Fee for refunds for pre-applications that are withdrawn or returned before validation - non majors	£41	3.9%	£43
	Fee for refunds for pre-applications that are withdrawn or returned before validation - majors	£51	3.9%	£53

125 Regulation 75 Application Check whether permitted development or prior approval would not significantly affect a European site, alone or in combination with other plans and projects. Pursuant to The Conservation of Habitats and Species Regulations 2017	£202	3.9%	£210
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OPERATIONAL SERVICES DIRECTORATE
HOUSING AND BUILT ENVIRONMENT
STREET NAMING AND LOCAL LAND FEES AND
CHARGES 2022-23

APPENDIX D

Street Naming and Numbering	Charges 2021-22	Percentage Increase	Charges 2022-23
Naming of a new street	£176.50	3.9%	£183.50
Naming and numbering a new development or redevelopment (Unit)	£176.50	3.9%	£183.50
Naming and numbering a new development or redevelopment(address)	£88.30	3.9%	£91.30
Naming or numbering a new individual property	£88.30	3.9%	£91.30
Renaming or renumbering once the new development has been agreed	£88.30	3.9%	£91.30
Renaming or renumbering existing properties	£88.30	3.9%	£91.30
Confirmation of property postal address	£44.15	3.9%	£46.15
Street renaming/renumbering at resident request (unit)	£176.50	3.9%	£183.50
Street renaming/renumbering at resident request (address)	£88.30	3.9%	£91.30

Local Land Charges	Charges 2020-21	Percentage Increase	Charges 2021-22
CON 29R Search	£222.23	3.9%	£231.23
CON 29R Additional parcels of land	£14.55	3.9%	£15.55
CON 29O Enquiries	£19.82	3.9%	£20.82
CON 29O Additional Enquiries	£34.95	3.9%	£35.95
LLC1 Search - Official search of the Register	£49.00	3.9%	£51.00
LLC1 Search - Single part of Register	£6.65	3.9%	£6.95
LLC1 Additional Parcels of Land	£4.80	3.9%	£5.00
Personal Search of the Local Land Charges Register	Free	-	Free

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OPERATIONAL SERVICES DIRECTORATE
Environment & Place
Off Street Pay and Display Parking
2022-23

Appendix E

Parking Place	Current Charges 2021/22 Per hour		Parking Place	Percentage Increase	Proposed Charges 2022/23 Per hour	
Castle Hill Road Pelham Place Rock a Nore Rd The Bourne	1	£1.80	Castle Hill Road Pelham Place Rock a Nore Rd The Bourne	5.6%	1	£1.90
	2	£3.30		6.1%	2	£3.50
	3	£4.40		4.5%	3	£4.60
	5	£6.60		4.5%	5	£6.90
	10	£7.80		5.1%	10	£8.20
	24	£9.00		5.6%	24	£9.50
Carlisle Parade The Pier St. Margaret's	1	£1.40	Carlisle Parade The Pier St. Margaret's	7.1%	1	£1.50
	2	£2.10		4.8%	2	£2.20
	3	£2.80		10.7%	3	£3.10
	5	£4.00		5.0%	5	£4.20
	10	£6.80		4.4%	10	£7.10
	24	£8.00		5.0%	24	£8.40
Priory Street Multi Storey £1 on Sunday All other days 7am to 9pm	1	£1.40	Priory Street Multi Storey £1 on Sunday All other days 7am to 9pm	7.1%	1	£1.50
	2	£2.10		4.8%	2	£2.20
	3	£2.80		10.7%	3	£3.10
	5	£4.00		5.0%	5	£4.20
	10	£6.80		4.4%	10	£7.10
	24	£8.00		5.0%	24	£8.40
Crystal Square	1	£0.80	Crystal Square	12.5%	1	£0.90
	2	£1.30		7.7%	2	£1.40
	3	£1.80		5.6%	3	£1.90
	4	£2.30		4.3%	4	£2.40
Cornwallis Street Car Park	1	£1.40	Cornwallis Street Car Park	0%	1	£1.40
	2	£2.10		0%	2	£2.10
	3	£2.70		0%	3	£2.70
	4	£4.00		0%	4	£4.00
Grosvenor Gardens	1	£1.30	Grosvenor Gardens	7.7%	1	£1.40
	2	£2.00		5.0%	2	£2.10
	3	£2.60		3.8%	3	£2.70
	4	£3.80		5.3%	4	£4.00
Summerfields Falaise Rd Falaise Hall	1	£0.50	Summerfields Falaise Rd Falaise Hall			
	2	£1.00		0%	2	£0.60
	3	£1.50		0%	3	£1.10
	4	£2.00		5%	4	£2.10
Hastings Country Park 8am to 4pm	2	£2.50	Hastings Country Park 8am to 4pm	4.0%	2	£2.60
	8	£3.50		5.7%	8	£3.70

OPERATIONAL SERVICES DIRECTORATE
Environment & Place
Off Street Pay Season Tickets and Permits
2022-23

Appendix E

Permit Type	Current Charge 2021-22	Percentage Increase	Proposed Charge 2022-23
Annual Season	£730.00	4.8%	£765.00
Quarterly Season	£205.00	4.9%	£215.00
Monthly Season	£80.00	6.3%	£85.00
Weekly Season	£30.00	16.7%	£35.00
			£0.00
Reserved Space Annual Only	£900.00	5.0%	£945.00
Russel Street Reserved Space	£675.00	5.2%	£710.00
Annual Only			£0.00
Restricted Zone Annual	£500.00	5.0%	£525.00
Restricted Zone Quarterly	£160.00	6.3%	£170.00
Restricted Zone Monthly	£55.00	9.1%	£60.00
Bourne, High Street and Grand Parade Residents Annual	£500.00	5.0%	£525.00
Bourne, High Street and Grand Parade Quarterly	£150.00	6.7%	£160.00
Grand Parade Motorcycle Permit	50% of car permit rate	0.0%	50% of car permit rate
Priory Street Restricted Zone Motorcycle Permit	25% of car permit rate	0.0%	25% of car permit rate
Hastings Country Park	£50.00	10.0%	£55.00

Agenda Item 7



Report To: Cabinet

Date of Meeting: Tuesday, 4 January 2022

Report Title: Afghan Relocation Programme

Report By: Andrew Palmer, Assistant Director Housing and Built Environment

Key Decision: Y

Classification: Open

Purpose of Report

To seek Cabinet approval for the mobilisation of the Afghan LES Relocation Scheme and Afghan Citizens Resettlement Scheme.

Recommendation(s)

- 1. To approve the Afghan Locally Employed Staff and Afghan Citizens Resettlement Scheme with a commitment to resettle up to 54 individuals in Hastings across both projects within the next 3 years**
- 2. To approve the Resettlement Employability Programme, funded by the Connecting Hastings and Rother Together (CHART) programme**

Reasons for Recommendations

1. The Afghan LES Relocation Scheme and Afghan Citizens Resettlement Scheme support families who have been displaced by the conflict in Afghanistan to settle in the United Kingdom. A partnership has been established across East Sussex through the existing Vulnerable Persons Resettlement Programme, which will be used to support the new schemes.
2. A priority for the programme is to support people to access training and employment. The council has secured additional funding through the CHART programme to provide specialist employability support.

Introduction

1. The Afghan LES Relocation Scheme was announced in spring 2021. The project aims to resettle Afghan Locally Employed Staff (LES) who have worked alongside British forces in Afghanistan in the UK, following NATO's decision to withdraw military forces from the region. Nationally, the programme aims to resettle 3,000 people (approximately 600 families) before September. Local authorities are being encouraged to participate in the scheme, by offering to resettle families in their areas.
2. Due to the ongoing unrest in Afghanistan, the government has announced that a separate Afghan Citizens Resettlement Scheme (ACRS) will be launched to support vulnerable people displaced by the conflict. The government indicated the initial target for the scheme would be to resettle 20,000 individuals over the next 3 years, with 5000 individuals resettled in the first year. This would be similar in scale to the commitment made by central government in respect of the Syrian refugees.

Proposals

3. The local authorities in East Sussex have been working collaboratively to agree an implementation plan for the scheme across the county over the next 3 years. The East Sussex Chief Executives Group have agreed the following targets to resettle families in the area:

Local Authority	Afghan LES Relocation Scheme (up to)	Afghan Citizens Relocation Scheme (up to)
Eastbourne	14	40
Hastings	14	40
Lewes	7	40
Rother	14	40
Wealden	7	40
Total number of individuals	56	200

4. The rationale being that this target represented 1% of 20,000 government commitment and the population of East Sussex represents 1% of the total population of the UK. This is the same criteria which was used to scope the Syrian Refugee scheme and enables East Sussex to demonstrate to government and the local community that it is ready to play its part in the overall programme proportionate to its population size and available resources.

5. Those arriving through both schemes will be granted immediate Indefinite Leave to Remain. This gives rights to work and benefits and the option to apply for British citizenship. The cross-government Operation Warm Welcome has a focus on supporting new arrivals under these scheme to find work, pursue education and integrate into local communities

Partnership Working

6. A county-wide task and finish group has been formed to oversee the mobilisation of the project. Ongoing governance and performance monitoring for the project will sit with the East Sussex Housing Officers Group.
7. The task and finish group will be responsible for developing a revised protocol for the delivery and a shared approach to landlord incentives. The task and finish group will support the mobilisation of the service across all 5 local authority areas.

Accommodation

8. Given the significant and increasing pressure on housing and homelessness services across the county, it is proposed that accommodation for the scheme should be sourced from the private rented sector and not the social housing sector.
9. The target figure of 54 individuals is subject to the council being able to source accommodation without it unduly impacting upon our wider homelessness responsibilities. Previous refugee programmes have heavily relied upon new sources of accommodation coming forward through a humanitarian desire on behalf of the local people to assist in the resettlement of those fleeing areas of extreme conflict.
10. The council is continuing to develop and extend housing options in the private and social housing sectors for existing local households in housing need and will seek to minimise competing demands for accommodation. New social housing being developed locally is being ringfenced for local households as a means of ensuring that local housing needs receive priority and temporary accommodation usage for homeless households is minimised.
11. This is considered important in respect of community cohesion by avoiding the perception of queue jumping on housing registers by existing communities. The council is seeking to provide settled accommodation for families placed for the scheme and is not intending to deliver temporary accommodation as part of the project.
12. Regular monitoring reports will be submitted to East Sussex Housing Officers Group.

Support Services

13. Support services across East Sussex will be delivered by the existing vulnerable persons resettlement programme team, which is inline with national good practice.
14. The team provide a crucial role in supporting families to integrate into the local community providing advice and support to access housing, health, welfare support and community-based services.
15. The success of any resettlement scheme depends upon good will and full support of the host community and we want to ensure that those resettled are made fully welcome. Our experience with the Syria refugee scheme suggests that this is wholly achievable.

CHART Resettlement Employability Programme

16. Support to access training and employment is a priority for the programme and key to families successfully integrating within the local community. Through the CHART programme we have secured additional funding to provide specialist employability advice for migrant communities living in Hastings. The project will support at least 90 participants by the end of March 2023, including people resettled through the Afghan and Vulnerable Persons Resettlement Programme and those approaching the council's homelessness services.
17. The project team are utilising the network of employment support services already created through Live, Work, thrive as well as established organisations working with migrant communities, such as the Links project.
18. The total value of the project is £229,276. Match funding for the project is provided through the Afghan LES and Afghan Citizens Relocation Programme, as set out in the budget projections in paragraph 16.

Financial Implications

19. The funding arrangements are the same for both Afghan LES Relocation Scheme and Afghan Citizens Relocation Scheme. Funding is for a fixed 3-year period, beginning on the date the families arrived. The funding available is set out below:

	Year 1	Year 2	Year 3	Total
Local Authority Tariff (per person)	£10,500	£6,000	£4,020	£20,520
Education (per child)	Up to £4,500			Up to £4,500
English Language (per adult)	£850			£850
Health (per person)	£2,600			£2,600

20. An indicative budget for the project is set out below. The budget assumes a household size of 7 people (based on information from the Home Office on the average size of households). The project has been profiled for 3 arrivals in 2021/22 and 2022/23 and 2 arrivals in 2023/24. Claims will be submitted to the Home Office on an annual basis.

	21/22	22/23	23/24	24/25	25/26	TOTAL
MANAGEMENT & ADMIN COSTS						
CHART	57,319.24	57,319.24				114,638.48
2 x FTE Project Workers and 50% of Project Co-Ordinator salary in 2022/23 and 2023/24						
3 x FTE (2 FTE Project Works and 1 FTE Project Co-Ordinator) 24/25 & 25/26		102,210.00	104,050.00	131,300.00	133,800.00	471,360.00
Software	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00
	67,319.24	169,529.24	114,050.00	141,300.00	143,800.00	635,998.48
FAMILY EXPENDITURE						
Property	39,900.00	50,700.00	37,400.00	7,200.00	0.00	135,200.00
Transport	2,400.00	2,400.00	1,600.00			6,400.00
Volunteer/ buddy project	10,800.00	21,600.00	28,800.00	18,000.00	7,200.00	86,400.00
Professional Services	44,160.00	69,600.00	80,320.00	42,400.00	16,960.00	253,440.00
Subsistence & One Off expenses	7,470.00	7,470.00	4,980.00			19,920.00
	104,730.00	151,770.00	153,100.00	67,600.00	24,160.00	501,360.00
TOTAL EXPENDITURE	172,049.24	321,299.24	267,150.00	208,900.00	167,960.00	1,137,358.48
INCOME						
Based on family of 7	-220,500.00	-346,500.00	-357,420.00	-168,420.00	-56,280.00	-1,149,120.00
Co-ordinator salary recharge 50% of salary and recharges in 2022/23 and 2023/24		-21,825.00	-22,275.00	-45,360.00	-46,170.00	-135,630.00
	-220,500.00	-368,325.00	-379,695.00	-213,780.00	-102,450.00	-1,284,750.00
GRAND TOTAL	-48,450.76	-47,025.76	-112,545.00	-4,880.00	65,510.00	-147,391.52

21. The total funding for the project is ring-fenced for the vulnerable persons resettlement programme.
22. Services for the project will be commissioned on a county-wide basis via East Sussex Procurement Hub.

Risks

23. The table below sets out some of the key risks and mitigations for the service:

Risk	Mitigation
Unable to source suitable accommodation	Across East Sussex, the councils will be developing a consistent approach to landlord incentives, using the grant tariff. The programme will support people to access employment as soon as possible, to enable them to meet their ongoing accommodation costs.
Unable to identify suitable families	The council is working closely with the Home Office to identify suitable families to be placed in Hastings. Unlike the previous programme, many families have already arrived in the UK and are currently placed in

	temporary accommodation.
Families leave during the grant funding period	Arrivals have been profiled over a 3-year period. The council is intending to draw down grant funding for the full 3 years on arrival. If a family leaves the programme the council may consider an additional placement to meet the target and maintain the same level of funding.
Unable to recruit suitable staff	It is intended to mobilise the project using the existing vulnerable persons programme, in line with national good practice.
Families require multi-disciplinary support services	A task and finish group has been formed which includes health, education, mental health and community-based support services to support collaboration with partner services.

Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Develop county-wide operational protocol	Protocol Agreed	January 2022	Strategic Housing and Projects Manager
Procurement of support services for the project	Services Commissioned	March 2022	Strategic Housing and Projects Manager

Wards Affected

(All Wards);

Policy Implications

Reading Ease Score: 34.1

Have you used relevant project tools? Y

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

Equalities and Community Cohesiveness Y
 Crime and Fear of Crime (Section 17) N

Risk Management	N
Environmental Issues & Climate Change	N
Economic/Financial Implications	Y
Human Rights Act	Y
Organisational Consequences	Y
Local People's Views	N
Anti-Poverty	Y
Legal	Y

Additional Information

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

Officer to Contact

Officer: Michael Courts
Email: mcourts@hastings.gov.uk
Tel: 01424 451315

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Agenda Item 8



Report To: Cabinet
Date of Meeting: 4 January 2022
Report Title: Part of Bowls Pavilion and Bowling Green at Alexandra Park
Report By: Peter Grace
Key Decision: N
Classification: Open

Purpose of Report

To agree which proposal received to take a lease of part of the Bowls Pavilion and Bowling Green should be progressed.

Recommendation(s)

- 1. To recommend to Full Council to progress with the proposal from Art on Prescription and delegate authority to the Estates Manager to agree Heads of Terms for a lease.**

Reasons for Recommendations

1. While the proposal is not the highest rent offered it provides the widest community benefit, so the potential financial loss is outweighed by the benefit.
2. The proposal from Art on Prescription is not the highest rent offered so the decision to proceed will need to be considered at Full Council.

Introduction

1. The pavilion and green were marketed with a closing date for Expressions of Interest of 27 August 2021. Details are attached in Appendix 1.

Background

2. At the closing date 6 proposals were received from different organisations.
3. The proposed uses were:
 - a. Community Farm, event space and farm shop.
 - b. Inclusive Centre for families and children to access including baby and toddler classes/sessions.
 - c. Mixed use facility – community hire Mon-Fri, café and outdoor leisure facilities at weekends and school holidays, private hire venue for celebrations and events in the evenings.
 - d. Pre-school sporting facility.
 - e. Dog Grooming Business.
 - f. Therapeutic wellbeing/visitor/education/gallery/cultural/pop up community space.
4. The proposals have been carefully considered looking at whether they would be acceptable in terms of use, the overall benefit to the community and financial considerations. On balance it is felt that the final proposal (f) will be acceptable in terms of Planning use, provides the widest community benefit and the activities will not jeopardise the enjoyment of the park for users.
5. The rental offers received varied in a range from £1,000 to £6,000. Proposal (f) is for £1,000 rental for the first development year and then a review to a fair and sustainable rent.

Art on Prescription

6. Proposal (f) was put forward by Art on Prescription who are a not-for-profit organisation providing creative activities, reminiscence and confidence building workshops designed to enhance mental health, wellbeing and promote social engagement.
7. Their proposal is for 'Art in the Park' which would be a cultural hub, raising awareness of the park as a valuable community asset and essential natural habitat that needs to be sustained and protected - whilst being used by various community groups that promote connecting with nature, preserving the environment, and enhancing wellbeing.
8. They have suggested an initial 12-month development strategy to work with the local community, residents and other interested groups. They are looking for a 5-year lease with a break clause and review after 1 year and first option to extend the lease at the end of term. This to be a Landlord repairing lease.

Conditions & Financial Implications

9. It was envisaged that a letting would be on a full repairing basis to avoid future liabilities for the Council. Art on Prescription have suggested a Landlord repairing lease, but we would only consider this for the initial 12-month period and thereafter it will need to be full repairing.
10. The rent is not the highest offered in the 1st year, but this is to be reviewed to a fair and sustainable rent.
11. There would be some costs and resources implications for the Council in letting this facility to this organisation as it would involve separating the utilities, installing check meters and recharging the costs.

Equalities and Community Cohesiveness

12. The aims and objectives of the Art on Prescription organisation are considered to meet a wide range of equalities and community cohesiveness objectives.

Conclusion

13. The proposal from Art on Prescription is not the highest rent offered so the decision to proceed will need to be determined at Full Council. It is recommended that delegated authority be given to the Estates Manager to agree heads of terms.

Timetable of Next Steps

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

Action	Key milestone	Due date (provisional)	Responsible
Consideration by Full Council	Decision made	9 February 2022	Estates
Heads of Terms for a lease negotiated & agreed	Legal instructed	28 February 2022	Estates
Tenant starts occupation	Lease completed	1 April 2022	Legal/Estates

Wards Affected

Braybrooke.

Policy Implications

Reading Ease Score:

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

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

Additional Information

Appendix 1 – Marketing particulars

Officer to Contact

Officer: Amy Terry
Email: aterry@hastings.gov.uk

Agenda Item 9



Report To: Cabinet

Date of Meeting: Tuesday 4 January 2022

Report Title: Renewal of Minor Works Term Contract

Report By: Peter Grace, Assistant Director Financial Services and Revenues

Key Decision: Y

Classification: Open

Purpose of Report

To review and agree the proposed arrangements for renewing the Council's Minor Works Building Maintenance Term Contract and agree to award the contract to the contractor that submitted the most economically advantageous bid in the recent tendering exercise.

Recommendation(s)

- 1. That Cabinet agrees to award the Council's Minor Works Maintenance Contract to the multi-trade building maintenance contractor that submitted the most economically advantageous tender. The contract will begin on 1st April 2022 and run for an initial period of five years with the option of five individual 12-month extensions in single annual increments.**
- 2. That Cabinet agrees to delegate authority to the Chief Finance Officer in consultation with the Lead Member for the relevant portfolio holder to award the optional 12 month extensions following on after the initial five year contract period.**

Reasons for Recommendations

- The existing seven-year term contract currently held by DCB (Kent) Ltd. with an annual spend of approximately £450,000 per year, expires on 31 March 2022. The Council must have a new arrangement in place with effect from 1 April 2022 to ensure continuity of service.
- The form of contract proposed is the Joint Contract Tribunal (JCT) MTC 2016 Measured Term Contract 2016 edition. It is a call-off arrangement with no fixed annual financial commitment by the Council. The agreement would be executed under seal and be awarded to a single multi-trade building contractor. The contract will run for an initial period of five years with the option of five 12-month extensions in single annual increments.
- The arrangement ensures that the Council's day to day requirement for the execution of mainly responsive, relatively low complexity and low value building maintenance works is met. The contract ordering and management system is web-based and also allows for emergency works and some planned cyclical maintenance works of lower value to also be undertaken.

Introduction

1. The Council's land and property portfolio is substantial, extending over an area of approximately 1000 Hectares (about one third the area of the borough) containing over 600 buildings and other built assets with a rebuilding cost of over £150M. It is essential for its officers to have the means to efficiently instruct routine day to day building maintenance works.
2. The Council's existing Minor Works Maintenance Contract (MW15) commenced on 1 April 2015 with DCB (Kent) Ltd. It expires on 31 March 2022 following the end of its second and final 12-month contract extension. The Council therefore needs to have a new arrangement in place to take effect from 1 April 2022 to ensure the continuity of routine building maintenance works across the Council's varied portfolio of buildings and other built assets.
3. Under the agreement the contractor also provides an out of hours emergency callout service and is required to hold limited stores of equipment and supplies locally for dealing with emergencies (Temporary fencing, sandbags, timber, etc.).

New Term Contract Arrangements

4. The contracted work is primarily of a responsive day to day nature, of relatively low complexity and value, and variable in terms of the type of property and the type of building and building services trades involved. There are also a small number of planned renewal and repair programme works which in accordance with the Council's Financial Operating Procedures may also be instructed under this agreement up to a value of £24,999. Anything above this value will be dealt with as a separate contract on the Council's standard terms purchase order or other appropriate industry standard forms of contract. The work covers all the Council's current property portfolio as outlined in the Appendix 1 to this report.
5. The type of contract used will be the Joint Contract Tribunal (JCT) MTC 2016 Measured Term Contract 2016, executed under seal. The contract is priced on a schedule of rates for various jobs using the widely recognised National Schedule of Rates and whilst there is a fall-back provision for the use of day rates when works fall outside the schedule, in practice nearly all such works are completed against written quotes requested by officers before they issue any instructions. The agreement will not be exclusive and does not oblige the Council to use the contractor for all work or commit it to spending any specific amount of money with the appointed contractor in any one year, although a reasonable level of spend will be expected by a successful tenderer to ensure that they maintain an adequate performance over the contract period.
6. This arrangement provides for the appointment of a single multi-trade building maintenance contractor. The contractor will be encouraged to maximise its spend within the local area, this aspect being a regularly monitored contract KPI. The current contractor spends approximately 90% within the borough's economy and over 80% within the boundary of East Sussex. Wherever possible works ordered under this agreement will acknowledge the need to conserve energy and reduce carbon emissions by means of the specification of suitable upgrades along with the use of appropriate materials and building maintenance techniques.

Recommendations

7. That Cabinet agrees to award the Council's Minor Works Maintenance Contract to the multi-trade building maintenance contractor that submitted the most economically advantageous tender in the recent tendering exercise run by the ESPH. The contract will begin on 1 April 2022 and run for an initial period of five years with the option of five individual 12-month extensions in single annual increments.
8. That Cabinet agrees to delegate authority to the Chief Finance Officer in consultation with the Lead Member for the relevant portfolio holder to award the optional 12-month extensions following on after the initial five-year contract period.

Wards Affected

No Wards are directly affected by the renewal of the Council's Minor Works Term Contract

Policy Implications

Equalities & Community Cohesiveness - In the contractor selection process equality issues were covered in the technical questionnaire completed by each tendering contractor. This included any trainee or apprenticeship schemes being offered by firms.

Risk Management – In the contractor selection process each firm's health and safety processes and procedures including risk assessments were covered in the technical questionnaire.

Environmental Issues - In the selection process account was taken of each firm's policies on dealing with carbon emissions reductions, energy efficiency and sustainable procurement

Economic/Financial Implications – The public tendering process produced competitive pricing from several predominantly locally based potential contractors. There is no fixed annual financial commitment to this contract. The budgets for minor maintenance and building works are held by individual Council teams who instruct the council's term maintenance contractor or other specialist providers as they consider appropriate.

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

Additional Information

Refer to Appendix 1 for a list of the Council's main sites and work locations.

Officer to Contact

Officer Michael Courtnage

Email mcourtnage@hastings.gov.uk

Tel 01424 451135 for technical queries

Hastings Borough Council - Property & Facilities Assets - 2014

Ref.	Property	Address				
1.00	Operational Buildings					
1.01	Muriel Matters House	Muriel Matters House, Breeds Place, Hastings, East Sussx TN34 3UY				
1.02	Bank Buildings	6 Bank Buildings, Station Road, Hastings, East Sussex TN34 1NG				
1.03	Bulverhythe Depot	Bulverhythe Depot, Bulverhythe Road, St Leonards on Sea, East Sussex TN38 8AF				
1.04	Cemetery Office	Hastings Cemetery & Crematorium, The Ridge, Hastings, East Sussex TN34 2AE				
1.05	Crematorium	Hastings Cemetery & Crematorium, The Ridge, Hastings, East Sussex TN34 2AE				
1.06	Museum Johns Place	Hastings Museum and Art Gallery, Johns Place, Bohemia Road, Hastings, East Sussex TN34 1ET				
1.08	Town Hall	Hastings Town Hall, Queens Road, Hastings, East Sussex TN34 1QR				
2.00	Leisure and Tourism Facilities					
2.01	White Rock Theatre	White Rock Theatre, White Rock, Hastings, East Sussex TN34 1JX				
2.02	Summerfields Sport Centre	Summerfields Leisure Centre, Bohemia Road, Hastings, East Sussex TN34 1 ET				
2.03	St Mary In the Castle, Arts Centre	St Mary in the Castle, 7 Pelham Crescent, Hastings, East Sussex TN34 3AF				
2.04	Falaise Hall Fitness Centre	Falaise Fitness Centre, Cambridge Road, Hastings, East Sussex TN34 1EU				
2.05	Hastings Castle	Hastings Castle, Castle Hill Road, West Hill, Hastings, East Sussex TN34 3AR				
2.06	White Rock Gardens, East, Clambers	Clambers, White Rock Gardens, White Rock Road, Hastings, East Sussex TN34 1LD				
2.07	St Clements Caves, Coburg Place	St Clements Caves, West Hill, Hastings, East Sussex, TN34 3HY				
2.08	Museum Fishermans, Rock a Nore Rd.	Fishermans Museum, Rock A Nore road, Hastings, East Sussex TN34 3DW				
2.09	Cliff Railway -East Hill Lift	East Hill Lift, Rock a Nore Road, Hastings, East Sussex TN34 3AR				
2.10	Cliff Railway - West Hill Lift	West Hill Lift, George Street, Hastings, East Sussex TN34 3EG				
2.11	Marina Pavilion	Marina, St Leonards on Sea, East Sussex				
3.00	Parks and Open Spaces Assets					
3.01	Alexandra Park Bowls Pavilion	Alexandra Park, St Helen's Road, Hastings, East Sussex TN34 2LG				
3.02	Alexandra Park Café Store	Alexandra Park, Lower Park Road, Hastings, East Sussex TN34 2LD				
3.03	Alexandra Park Café	Alexandra Park, Lower Park Road, Hastings, East Sussex TN34 2LD				
3.04	Alexandra Park Tennis Pavilion & Rangers Office	Alexandra Park, St Helen's Road, Hastings, East Sussex TN34 2LG				
3.05	Alexandra Park, Transco Enclosure	Alexandra Park, Bethune Way, Hastings, East Sussex TN34 2LL				
3.06	Alexandra Park, Irrigation Hosepoints & Standpipes					
3.07	Alexandra Park, Irrigation System for Bowls Green					
3.08	Butlers Gap, Public Space	Butlers Gap, 69 George Street, Hastings, East Sussex TN34 3EE/EG				
3.09	Elphinstone Road, Rec					
3.10	Falaise Road, Indoor Bowls Centre	Indoor Bowls Centre Falaise Road, Hastings, TN34 1ES				
3.11	Gensing Gardens					
3.12	Hastings Country Park, Place Farm Out Buildings					
3.13	Hastings Country Park, Place Farm Rangers Office					
3.14	Hastings Country Park, Visitor Centre	Visitor Centre, Fairlight Country Park, Coastguard Lane, Hastings, East Sussex TN35 4AB				
3.15	Hollington Rec					
3.16	Linton Gardens					
3.17	Pilot Field , Elphinstone Road					
3.18	West Marina Gardens, Bowls Pavilion	West Marina Gardens Bowls Pavilion, Seaside Road, St Leonards on Sea, East Sussex, TN38 0BX				
3.19	West Marina Gardens Attendants Office	West Marina Gardens Attendants Office, Seaside Road, St Leonards on Sea, East Sussex, TN38 0BX				
3.20	West Marina Gardens, Irrigation Hosepoints					
3.21	West Marina Gardens, Bowls Green Irrigation System					
3.22	Recreation Ground Bexhill Road East Pavilion	East Pavilion, Recreation Ground, Bexhill Road, St Leonards on Sea, East Sussex TN38 8AL				
3.23	Recreation Ground, Hockey Pavilion, Bexhill Road,	Hockey Pavilion, Recreation Ground, Bexhill Road, St Leonards on Sea, East Sussex TN38 8AL				
3.24	Recreation Ground Bexhill Road West Pavilion	West Pavilion, Recreation Ground, Bexhill Road, St Leonards on Sea, East Sussex TN38 8AS				
3.25	Recreation Ground Sandhurst Large Pavilion	Recreation Ground, Sandhurst, The Ridge, Hastings, East Sussex TN34 2RD				
3.26	Recreation Ground Sandhurst Small Pavilion	Recreation Ground, Sandhurst, The Ridge, Hastings, East Sussex TN34 2RD				
3.27	Recreation Ground Sandhurst Standpipes	Recreation Ground, Sandhurst, The Ridge, Hastings, East Sussex TN34 2RD				

3.28	Recreation Ground Tilekiln Sports Pavilion	Tilekiln Recreation Ground, Ingleside, St Leonards, East Sussex TN38 9RT				
3.29	St Leonards Gardens					
3.30	Warrior Square Gardens					
3.31	White Rock Gardens					
3.32	White Rock Gardens Civil Service Bowls Club					
3.33	White Rock Gardens, Tennis Centre	White Rock Gardens Tennis Centre Pavilion, Falaise Road, Hastings, TN34 1ES				
3.34	White Rock Gardens, GM Mess & Plant room	White Rock Gardens Grounds Maintenance Mess & Pump Room, Falaise Road, Hastings, TN34 1ES				
3.35	White Rock Gardens, Bowls Pavilion	Bowls Pavilion, White Rock Gardens, Falaise Road, Hastings, East Sussex TN34 1EU				
3.36	White Rock Gardens, Bowls Visually Handicapped	Bowls Visually Handicapped, Falaise Fitness Centre, Cambridge Road, Hastings, East Sussex TN34 1EU				
3.37	White Rock Gardens, West, The Oval, standpipes	The Oval Playing Field, Bohemia Road, Hastings, East Sussex TN37 6EG				
3.38	White Rock Gardens, East, Grounds Maintenance Store	Falaise Fitness Centre, Cambridge Road, Hastings, East Sussex TN34 1EU				
3.39	White Rock Gardens, East, Irrigation Greens 1 to 4					
3.40	White Rock Gardens, East Irrigation Points					
4.00	Foreshore and Seafront Assets					
4.01	Shelter, Alexandra Park, Information adjacent Bowls					
4.02	Shelter, West Hill					
4.03	Shelter, West Marina Gardens, East					
4.04	Shelter, West Marina Gardens, West					
4.05	Shelter, White Rock above Floral Clock					
4.06	Shelter, opposite Marina Fountain Pub					
4.07	Shelter, Outside Bathing Pool					
4.08	Shelter, Opposite Boating Lake					
4.09	Shelter, West end of Bottle Alley					
4.10	Shelter, Opposite Chatsworth Hotel					
4.11	Shelter opposite debenhams					
4.12	Shelter, London Road West					
4.13	Shelter, West of Pier					
4.14	Shelter, opposite Robertson Terrace					
4.15	Shelter, East of weather kiosk					
4.16	Shelter, West of weather kiosk					
4.17	Shelter, Opposite White Rock Theatre					
4.18	Shelter, Winkle Island					
4.19	Shelter, Opposite New Church					
4.20	Shelter, Opposite 100 Marina					
4.21	Beach Office					
4.22	Bottle Alley					
4.23	Chalets Eversfield Place Lower Promenade					
4.24	Chalets, Old Bathing Pool site					
4.25	Foreshore Office & Workshop, Wet Store	Lower promenade, Marina, St. Leonards on Sea, East Sussex TN 38 0BU.				
4.26	Fountain Breeds Place					
4.27	Fountain Millstone					

4.28	Stade Net Huts				
4.29	Signal Light, Harbour Arm				
4.30	Stade Festival Water and Power point				
4.31	Warrior Square, Lifeguards				
4.32	West Hill Lighthouse				
4.33	White Rock Clock Tower and Meteorological Station				
4.34	White Rock Baths	White Rock Baths former Ice rink, White Rock, Hastings East Sussex TN34 1PQ			
5.00	Public Car Parks				
5.01	Carlisle Base	Carlisle Parade underground Car Park, Hastings , East Sussex TN34 1PQ			
5.02	Car Park, Carlisle Parade, Underground	Carlisle Parade underground Car Park, Hastings , East Sussex TN34 1PQ			
5.03	Car Park, Marine Court				
5.04	Car Park, Pier, Grand Parade Underground	Hastings Pier Underground Car Park, Grand Parade, Hastings East Sussex TN34 1PQ			
5.05	Car Park, Priory Street Multi Storey	Priory Street Multi Storey Car Park, Priory Street, Hastings, East Sussex, TN34 1EH			
6.00	Public Conveniences				
6.01	Public Convenience, Alexandra Park, Bowls	Public Convenience adjacent Bowling Green, St Helens Road, Hastings, East Sussex TN34 2LG			
6.02	Public Convenience, Alexandra Park, Buckshole	Public Convenience adjacent Buckshole Reservoir, St Helens Road, Hastings, East Sussex TN34 2EL			
6.03	Public Convenience, Alexandra Park, Tennis	Public Convenience near Bandstand, St Helens Road, Hastings, East Sussex TN34 2LG			
6.04	Public Convenience, Coastguard Lane, Country Park	Coastguard Lane, Fairlight Country Park, Hastings, East Sussex TN35 4AB			
6.05					
6.06	Public Convenience, East Hill Lift	East Hill Lift, Rock a Nore Road, Hastings, East Sussex TN34 3AR			
6.07	Public Convenience, Fairlight Road, Ore Village	Public Conveniences, Fairlight Road, Ore, Hastings, East Sussex TN35 5EA			
6.08	Public Convenience, Falaise Road	Adjacent Clock Tower, White Rock Gardens, Falaise Road, Hastings, TN34 1EU			
6.09	Public Convenience, Harold Place	Harold Place, Hastings East Sussex TN34 1JA			
6.10	Public Convenience, Helipad, Country Park	Helipad, Country Park, Fairlight Road, Hastings, East Sussex TN35 5DP			
6.11	Public Convenience, Marina, Lower Promenade	Lower Promenade, Marina Pavilion, Marina, St. Leonards on Sea, East Sussex TN 38 0BU.			
6.12	Public Convenience, Old London Road				
6.13					
6.14	Public Convenience, Pelham Place				
6.15	Public Convenience, Priory Street Multi Storey Car Park				
6.16	Public Convenience, Rock-a-Nore	Public Convenience , Rock a Nore Road, Hastings, East Sussex TN34 3AR			
6.17	Public Convenience, Silverhill	Silverhill Junction, London Road, St Leonards on Sea, TN38 0TA			
6.18	Public Convenience, Warrior Square, Lower Promenade				
6.19	Public Convenience, West Hill	West Hill Lift, George Street, Hastings, East Sussex TN34 3EG			
6.20	Public Convenience, West of Haven East	West of Haven Chalets, Off Cinque ports way, St Leonards on Sea, East Sussex TN38 8AB			
6.21	Public Convenience, West of Haven West	West of Haven Chalets, Off Cinque ports way, St Leonards on Sea, East Sussex TN38 8AB			
6.22	Public Convenience, West Marina Chalets	West Marina Chalets, Seaside Road, St Leonards on Sea, East Sussex TN38 0AJ			
6.23	Public Convenience, West Marina Gardens	West Marina Gardens, Sea Road, St Leonards on Sea, East Sussex TN38 0AG			
6.24	Public Convenience, White Rock Gardens	Bottom of steps adjacent Falaise Hall, White Rock Gardens, Falaise Road, Hastings, TN34 1ES			
7.00	Estates - Industrial Units				
7.01	9 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.02	10 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.03	11 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.04	12 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.05	21 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.06	22 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.07	23 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.08	24 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.09	25 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.10	26 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.11	27 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.12	28 Brunel Road	Churchfields Industrial Estate, St Leonards on Sea, East Sussex			
7.13	1 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex			
7.14	2 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex			

7.15	3 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.16	4 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.17	5 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.18	6 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.19	7 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.20	8 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.21	9 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.22	10 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.23	20 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.24	21 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.25	22 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.26	23 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.27	24 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.28	25 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.29	26 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.30	27 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.31	28 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.32	29 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.33	30 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.34	30 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.35	31 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.36	68 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.37	69 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.38	70 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.39	71 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.40	79 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.41	80 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.42	81 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.43	82 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.44	83 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.45	84 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.46	85 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.47	86 Castleham Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.48	1 Maunsell Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.49	2 Maunsell Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.50	3 Maunsell Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.51	4 Maunsell Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.52	5 Maunsell Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.53	4 Stanier Road	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.54	1 - 21 Stirling Road, Castleham Business Centre West	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.55	22 - 38 Stirling Road, Castleham Business Centre East	Castleham Industrial Estate, St Leonards on Sea, East Sussex				
7.56	12 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.57	14 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.58	16 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.59	18 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.60	20 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.61	22 Theaklin Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.62	24-28 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
7.63	30 -31 Theaklen Drive	Pondswood Industrial Estate, St Leonards on Sea, East Sussex				
8.00	Estates - Farms and Residential					
8.01	Fairlight Place Farm	Fairlight Place Farm, Barley Lane, Fairlight, Hastings, East Sussex, TN35 5DT				
8.02	West Lodge	Maze Hill, St Leonards on Sea, East Sussex.				
8.03	2 Place Farm Cottage	2 Fairlight Place Cottages, Barley Lane, Fairlight, Hastings, East Sussex, TN35 5DT				
8.04	3 Place Farm Cottage	3 Fairlight Place Cottages, Barley Lane, Fairlight, Hastings, East Sussex, TN35 5DT				
8.05	Fairlight Place Stable Studios	Fairlight Place Stable Studios, Barley Lane, Fairlight, Hastings, East Sussex, TN35 5DT				

9.00	Housing				
9.01	45 Hughenden Road (block of 5 flats)				
9.02	1 Stream Cottages, Coventry Road (4 bed house)				
9.03	26 Wishing Tree Road North (3 bed house)				
9.04	30 Hollington Old Lane (3 bed house)				
9.05	47 Wishing Tree Road North (3 bed house)				
9.06	44 Brightling Avenue (3 bed house)				
9.07	39 Chambers Road (3 bed house)				
9.08	20 The Slides (3 bed house)				
9.09	13 Rock Close (2 bed flat)				
9.10	7 Chatfield Close (3 bed house)				
9.11	22 Wellington Square (block of 5 flats)				
9.12	15 Rock Close (2 bed flat)				
9.13	18 Rock Close (2 bed flat)				
9.14	19 Wishing Tree Road North (3 bed house)				
9.15	7 Seven Acre Close (3 bed house)				
9.16	23 Marline Avenue (3 bed house)				
9.17	14 Linley Close (3 bed house)				
9.18	23 Downey Close (3 bed house)				
9.19	27 Downey Close (3 bed house)				
9.20	29 Downey Close (3 bed house)				
9.21	31 Perth Road (4 bed house)				
9.22	25 Egremont Place (2 bed flat)				
9.23	41 Farley Bank (3 bed house)				
10.00	Other Properties and Assets				
10.01	Jackson Hall	Jackson Hall, Portland Place, Hastings, East Sussex TN34 1QN			
10.02	The Firs, Football Ground	The Firs Elphinstone Road, Bohemia Road, Hastings, East Sussex, TN34 1ET			
10.03	West Hill Café				
10.04	Frederick Road Depot				
10.05	Bus Shelters	Various Locations			
10.06	Renaissance House, Christ Church	Renaissance House, London Road, St Leonards on sea, East Sussex TN37 6AN			

Agenda Item 10



Report To: Cabinet

Date of Meeting: 4th January 2021

Report Title: Agreeing the delivery model for Building Cleaning Services from April 2022.

Report By: Mike Hepworth
Assistant Director for Environment and Place

Key Decision: Yes

Classification: Public (Part 1)

Purpose of Report

To agree the delivery method for building cleaning services from April 2022.

Recommendation(s)

Cabinet considers the options set out in the report, and agrees the option to be implemented.

Reasons for Recommendations

A full procurement exercise has been undertaken to establish the market rate of carrying out building cleaning through a contractor. Simultaneously, a price to add building cleaning to the Hastings Borough Council Direct Services Organisation (HDSO) has been provided.

As a result cabinet can compare the 2 models of delivery and agree the preferred way forward for the building cleaning service from April 2022.

INTRODUCTION

1. Facility cleaning is an essential part of managing any council building. Not only does it help to stop the spread of disease and provide pleasant facilities for customers to use; clean offices, commercial buildings and sports facilities re-enforce a positive view of those facilities, ultimately improving the reputation of the council and town to staff, residents, and visitors alike.
2. Building cleaning is currently a contracted service and has been for more than 30 years. The current contract with Specialist Hygiene Services (SHS) comes to an end on 31st March 2022.
3. The renewal of this contract has given Hastings Borough Council an opportunity to review the delivery model currently in place and decide whether an alternative model might be advantageous – specifically whether the service should be taken in house and added to Hastings Borough Council’s established Direct Services Organisation (HDSO).
4. In preparing this report a number of business analysis methods have been carried out including options analysis, soft market testing, followed by a full procurement exercise and the production of an in-house service proposal.

BACKGROUND TO BUILDING CLEANING

5. Hastings Borough Council is currently responsible for seven office buildings across Hastings and St Leonards, the largest of which is Muriel Matters House, as well as three sports pavilions. The buildings provide office accommodation for a number of HBC tenants, as well as the council itself, and shared facilities for the general public.
6. Currently Muriel Matters House, Carlisle Base, the Cemetery and Crematorium, two office buildings in Stirling Road and the Town Hall are each cleaned by an attendant and a further four satellite offices are part of a mobile round.
7. Along with office cleaning, the building cleaning service caters for a number of additional activities including stairwell cleaning in public car parks and cleaning certain bus shelters and road signs.

Delivery Method

8. In terms of service delivery methodologies, there are two main options available to HBC, contracted and in-house. The contracted service would be via an appointed contractor, chosen through the normal procurement process, and the in-house service could be added to the Hastings DSO. What follows is an appraisal of each option.

Contracted Services

9. As previously mentioned, building cleaning has been a contracted service for more than 30 years. The main benefit to it remaining outsourced is that it would enable us to procure a high-quality service from an experienced contractor, without introducing additional risk to HBC relating to the direct provision of the service.
10. At present the building cleaning contract costs circa £100k pa. On top of the annual fee, additional funding was provided to SHS to make adjustments to cleansing schedules to ensure that facilities remained COVID-19 secure.

11. In April 2021, a soft market test (SMT) exercise was carried out by the East Sussex Procurement Hub (ESPH) to obtain high level information relating to the cost of providing these services in the future. The information provided for the SMT was a basic overview of the services delivered by each contract, with a list of indicative frequencies to achieve the desired standard. Three contractors responded to the SMT. Of the three contractors, two were relatively small, inexperienced companies that are unlikely to have the resources required to carry out the job. This was reflected in the estimates that they submitted which were between £190,000 and £217,000 pa for both public toilet and building cleaning (that currently have a combined value of c.£400,000). The third contractor was unwilling to submit a price, stating that they would need detailed TUPE information to give an accurate estimate.
12. Since the costs returned from the SMT exercise were so much lower than even the current contract price, it was felt that they could not be relied upon to give an accurate estimate of current market rates.
13. As a result, and following discussion with the leadership of the council, a full procurement exercise was undertaken to obtain an accurate market test of the cost of contracting building cleaning services, and to simultaneously develop and submit an in-house bid for comparison. Eight contractors expressed an interest in providing the service.
14. Each Contractor was required to submit both a price and a method statement that included supporting information relating to how they were best suited to carry out this function. The specification for the service was the same as that used to price the in-house bid. The quality and financial elements of the tenders were assessed by two independent panels made up of HBC staff within waste services, business support, finance and overseen by a representative of the East Sussex Procurement Hub (ESPH).
15. A summary of the results of the assessment of the tenders can be found in the associated part 2 report.

In- house (DSO)

16. An alternative delivery model for carrying out building cleaning is via the HDSO. As has been demonstrated by the current street cleansing service, the HDSO has given the desired freedom and flexibility to make changes and adapt to situations as they occur, while providing a high-quality service within budget.
17. The HDSO has the potential to take on the additional function of building cleaning, while streamlining some of the activities currently carried out by building cleaning services. A copy of the method statement outlining how the HDSO would carry out the work of building cleaning is included as Appendix 1.
18. A breakdown of the costs associated with carrying out building cleaning via the HDSO is included in the associated part 2 report.

In- House vs. Contracted

19. There are clear potential benefits to both delivery models. A contracted service provides experience, with each bidding contractor comprehensively outlining how they plan to fulfil the requirements of the service, and opportunities to benefit from economies of scale. The HDSO on the other hand provides more flexibility, makes good use of the resources that are currently in service, while providing key benefits to operational staff. It also presents HBC with the opportunity to diversify the services provided in-house, thus reducing its

reliance on contractors. There are however some drawbacks to using the DSO, most notable of which is HBC's current lack of experience operating building cleaning services.

20. Another short-term concern with the HDSO option is that the short mobilisation period would be very challenging. Unlike the contractor option, the council doesn't have a bank of potential staff in the area, that can be redeployed into the building cleaning service to ensure continuity of cleaning for our buildings and tenants. Initially the HDSO would be reliant on agency staff depending upon the number and quality of staff that TUPE across.
21. In deciding the appropriate delivery model, further consideration needs to be given to the opportunity to significantly change the scale/level of service over time. If, as a result of its financial position or other opportunities, the council was to significantly change the scale of the buildings it operates from, and/or relocate to different premises, it would be beneficial to have the flexibility afforded by an in-house service to reduce the service levels. The flexibility to change a service contract is usually limited to about 10% of the total cost and therefore locks the council into maintaining the same cost level for the life of the contract.

POLICY IMPLICATIONS

22. There are policy implications arising from these proposals, and they are outlined below under the appropriate headings.

Equalities or community cohesiveness

23. As noted in the opening paragraphs of this report, the offices and sport facilities included within the building cleaning contract are used by numerous staff and members of the public.
24. In all cases, customers expect these buildings to be kept in a clean state, thus giving them peace of mind, allowing them to carry out their work, leisure activity, or visit to the town without worrying about the safety of making use of the facilities.

Risk Management

25. There are a number of different risks associated with the way we deliver building cleaning. If facilities are poorly cleaned there could be a considerable impact on the reputation of the council as well as elevating service costs and possibly introducing an additional health risk to customers if the service isn't operated well.

Environmental and Climate Change Issues

26. As with any cleaning activity, there are a number of chemicals that are used as part of that process. Whether contracted or DSO, HBC would want to ensure that chemicals that could be harmful to the environment are not used in our facilities. Any chemicals included within the service would need to be used in the way directed to protect the environment, the cleaning operative and customers using the facilities. These requirements have been built into the service specification, irrespective of the model of delivery.
27. The building cleaning services also gives HBC the opportunity to consider using ultra-low emission vehicles (either directly or by specifying them through the tender process) in place of traditional diesel or petrol vans. Choosing this option is likely to increase the overall cost of the service, but will reduce the council's carbon foot-print and set an example to other service providers across the borough. It was therefore made a condition

of operating this service from April 2022, and was considered through the tenderers quality submissions under sustainability.

Economic/Financial Implications

28. The details of the bids received are included in the associated part 2 report on the agenda.
29. The lowest tender received (commencing 1 April 2022), which meets all of the quality criteria (and scored the highest) is £4,000 p.a. more than the existing contract price of some £100,000 pa.(2021/22). Once inflation is considered they are effectively the same.
30. The in-house costs for providing the service have been estimated at £167,000 pa. and would entail the purchase of an electric vehicle at an estimated cost of £35,000 – this cost being spread over 3 years. Alternatively, a leasing arrangement would be considered. It should be noted that Capital purchases require the approval of full Council.
31. The Council applies service charges or has fully inclusive rents for offices and shared spaces/common parts that are rented out, and as such does not bear all these costs itself.
32. The financial position faced by the Council is serious and costs need to be minimised wherever possible - whilst not taking risks to health and safety due to inadequate or inexperienced companies being employed.

Organisational Consequences

33. As with any other front-line service used by a high number of customers, getting building cleaning right is essential. Failing to do so not only gives a negative impression of the service to customers, but it could also result in the spread of infection (e.g. COVID-19), all of which could damage the reputation of HBC.
34. Lastly, the council's current financial situation is very challenging. Excessive amounts of additional cost could have a major impact on the council's ability to fulfil its main functions, leading to a forced re-evaluation of service provision to identify areas that could be discontinued.

Legal Implications

35. Legal services have been involved in this project from the outset, to ensure compliance with standing orders relating to procurement, and to advise on matters such as contract terms and conditions.

URGENCY

36. As noted in the introduction, the current building cleaning contract comes to an end in March 2022. The contract does not have the option to be extended. To allow enough time for service mobilisation, an urgent decision is required, without which building cleaning will cease on 31st March 2022.

TIMETABLE OF NEXT STEPS

37. Table 1 provides a list of future activities relating to building cleaning services.

Table 1 – Building Cleaning Timetable, November 2021- June 2022.

Action	Key milestone	Due date (provisional)	Responsible
Cabinet Approval	Allows approval to appoint contractor or move to in-house provision	06/12/21	Mike Hepworth
Service Award	Contract awarded or in-house agreed.	14/12/21	ESPH/ Cameron Morley
Alcatel if applicable	Cooling off period	10 days from award if applicable	ESPH/ Cameron Morley
Mobilisation	Service commences	01/04/22	Cameron Morley

Wards Affected

N/A

Reading Ease Score: 7.8

Have you used relevant project tools?: Yes

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

Equalities and Community Cohesiveness	Y
Crime and Fear of Crime (Section 17)	N
Risk Management	Y
Environmental Issues & Climate Change	Y
Economic/Financial Implications	Y – Included in part 2 report
Human Rights Act	N
Organisational Consequences	Y
Local People's Views	N
Anti-Poverty	N
Legal	Y

Additional Information

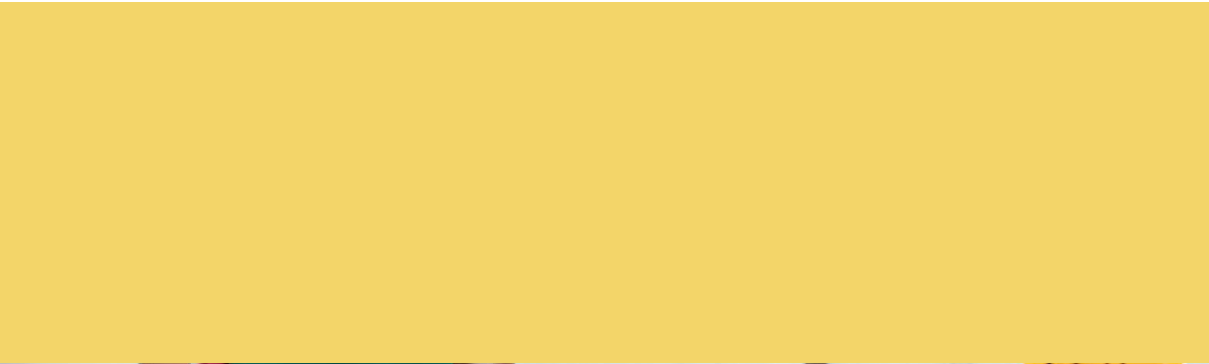
Appendix 1 - DSO Building Cleaning Method Statement

Officer to Contact

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Tel: 01424 783332



Method Statement 2021

**Hastings Direct Services Organisation –
Building Cleaning**



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HASTINGS DIRECT SERVICE ORGANSATION - BUILDING CLEANING SERVICES

This proposal has been developed by the Waste and Cleansing Services department of Hastings Borough Council (HBC). It has been prepared with the full engagement of the current Business Support team, whose valuable experience and knowledge managing building cleaning services over the past five years has contributed greatly and been instrumental in its design. Advice and guidance on best practice and on the technical aspects of undertaking a comprehensive building cleaning service have been obtained by engaging with industry professionals, and consulting relevant available guidance, including BICSc.

Together we have drawn on the successful approaches used by many companies in England and believe that this methodology can provide an effective system of building cleaning that makes the best use of available resources.

The cleaning resources and frequencies proposed in this submission have been carefully considered and determined by a combination of factors including levels of footfall, the intended use of the building being cleaned, and required standards outlined in the service specification, to ensure that we use resources effectively and efficiently, thus avoiding unnecessary expenditure, while maintaining a high quality of service.

Our proposed Building Cleaning operation will be placed under the remit of Hastings Borough Council's Direct Services Organisation (HDSO) and will be operationally managed by the three supervisors currently in post. Quality control will be carried out by the Business Support team, who will act as a client to the building cleaning service by monitoring standards and providing feedback to the HDSO team.

SERVICE TRANSFORMATION

The Waste and Cleansing Services Team recognises that the way our Offices, Sports Facilities, Carparks and Bus Shelters are kept clean has a considerable impact on the perception of those facilities to our staff, tenants, and customers alike. The quality of the local environment, in particular the standard of care taken to keep things clean, is one of the main barometers used by our customers to judge how well an area is being managed and its suitability as a place in which to live, work or visit.

Output focused

The service that we have designed will focus on achieving high standards of building cleaning while making full use of resources currently available within HBC. In some cases, services that have traditionally be carried out by a mobile cleaning crew will be added to the workload of street cleansing operatives e.g. carpark park signs will be cleaned by the crew attending to the parking areas. This avoids duplication and reduces the overall cost of the service.



Staff centric

In planning for an in-house building cleaning service, the team have put operational staff at the centre of the design. Competent, motivated, and valued staff are the most important ingredient to achieving consistent high cleansing standards. With that in mind, staff will receive regular training, they will be paid the accredited living wage instead of the national minimum wage, and they will receive the supervision and support that they need in order to excel in their respective roles.

Joined up approach

In 2019, HBC introduced an in-house street cleansing service (HDSO). This service is now fully operational and achieving high standards in each of its areas of required output.

Reviewing the building cleaning specification, it is evident that a number of areas overlap between building cleaning and street cleaning. For example, HDSO currently cleans the parking areas of Priory Street MSCP, whereas the building cleaning service cleans parking signs, machines, and stairwells. This situation leads to confusions, duplication, or worse, the work not being completed.

It is for this reason that the new building cleaning service has been designed as part of HDSO. HDSO will operationally manage the building cleaning service, with staff reporting directly to the street cleansing supervisors. The Business Support team will continue to act as client to the service to ensure that quality is maintained at all times.

Our proposal

This proposal details the way in which HDSO can deliver building cleaning services for HBC. If the Authority agrees to proceed with this option, it is intended to immediately begin consultation with staff to implement the process of change.

By adopting new working methods and the introduction of team working, an improvement to the current cleansing standard can be quickly realised. Full implementation will require the procurement of the equipment as specified in this proposal. If accepted and agreed, full transformation can be achieved in time for commencement immediately following the end of the current service - 1st April 2022.

HEALTH AND SAFETY

Undertaking our operations safely and protecting our staff, partners, customers and the general public is essential to us and we are therefore committed to putting safety at the forefront of our operations. Robust health and safety frameworks including risk assessments, safe working guidance, contingency planning and staff training plans will be in place for the building cleansing service.



Equipment

Our operatives will be supplied with the equipment that they need to undertake work safely and to the highest possible standard. Full induction and refresher training will be provided, and staff will use equipment in-line with manufacturer's instructions.

Risk assessments and safe working guidance will ensure that equipment is used safely and with consideration to other building users, for example, when undertaking floor cleaning using a wet mop, staff will be instructed to avoid times when the area has a high footfall, and to make sure that adequate signage is placed out to alert customers to wet floor risk. We will ensure that all tools and equipment are safe to use and are properly maintained in-line with instructions from the manufacturer.

Uniform and Personal Protective Equipment (PPE)

The uniform and personal protective equipment issued will ensure that our operatives can perform their work safely and that they portray a positive image of the service. Our standard issue of uniform and PPE will consist of:

- Polo shirts and sweatshirts with HBC logo
- Gloves (different types available depending upon task and personal preference)

- Safety awareness cards to be carried by staff (e.g. Leptospirosis awareness cards to provide advice on how to reduce the risk of contracting Weil's disease).
- Safety goggles and face masks

Vehicles

Vehicles used on the service will carry HBC livery advertising the MyHastings reporting application. They will be equipped with a fully stocked first aid kit, which will be checked on a monthly basis as well as after each use so that used items can be replenished and out of date items can be replaced.

Sharps boxes and hand sanitising wipes will be fitted in all vehicles. Daily vehicle checks will be undertaken with a record made of each inspection and any defects reported to the Supervisor for repair.

Lone Working

Where lone working is required, our frameworks (risk assessments, training and procedures) will ensure that lone working is carried out as safely as possible in-line with guidance from the HSE. Communication with lone workers will take place to ensure contact is maintained at regular intervals.

For lone workers that will be away from the vehicle for a substantial amount of time or are manual on foot, mobile phones with a tracking facility will be supplied.

STAFF DEPLOYMENT

As previously noted, HDSO place staff at the centre of its operation, recognising the need to have a good work life balance, an appropriate level of supervision, and enough training to empower our staff not only to carry out their respective duties, but to excel in those role. This section outlines how staff will be deployed on a daily basis.

Weekday Working

By far the majority of cleaning work will take place between Monday and Friday. In most cases this work can take place during office hours as long as the activities do not impact on the use of facilities within the building being cleaned. However, where cleansing work would impact on the use of facilities (e.g. cleaning stairwells), this work will be carried out either side of office hours. The service has been designed to allow for a flexible approach to this work so that the needs of the building users and customers can be met without negatively impacting on their ability to make use of the space.

Weekend Working

The normal building cleaning service has been designed to operate between Monday and Friday, with minor adjustments based on customer use and seasonal demand. There will however be occasions when weekend working will be required. A good example would be deep cleaning activities, such as carpet cleaning and floor polishing. Due the nature of these activities, it is far better to arrange for this work to be carried out when building users are not around. Equally most of the cleaning work carried out at sports facilities will be on the weekend. Where weekend working is required, this will be scheduled in advance to ensure that it does not impact on HDSO's operational capacity during the week.

Bank Holiday Working

As with any other member of HBC, HDSO staff are not required to work bank holiday's as part of their normal duties. If staff are required to work over bank holidays, this will be arranged in advance, on a volunteer basis as overtime or TOIL.

Seasonal Staff

Included within the specification are properties that are required to be cleaned on a seasonal basis. Our bid has included sufficient resources to cover this work. Instead of using agency cover, or temporary staff, the seasonal work will be scheduled in place of ad-hoc deep cleaning activities. If additional resources are required, then support can be drawn from within HDSO.

Holiday, Sickness and Emergency Cover

As part of HBC's pledge to make the building cleaning service staff centric, all TUPE'd staff will have their service with the outgoing contractor recognised, and their annual leave allowance adjusted accordingly. Along with this, additional resource has been allowed for to cover sickness and emergencies.

In most cases, it anticipated that annual leave and sickness will be covered using staff working within HDSO, however there maybe occasions where this is not possible. When this is the case, we will use HDSO's current agency supplier "Smart Solutions" to provide the necessary cover. If agency staff are used, they will receive a comprehensive induction and the required training appropriate to their role before commencing work.

Table 1 outlines the assumptions that have been made to ensure that sufficient resources are available at any time to cover service demand.

Table 1 - Holiday and Sickness Leave

Total working days/yr. *	260
Av. Holiday entitlement/yr.	30
Bank Holidays	8
Total Non-Working days	38
% Holiday cover required	14.61%
% Sickness (permanent)**	10%
% Total Cover required	24.61%

* 52 weeks x 5 days/wk. =260 working days

** Target Sickness 8%

BUILDING CLEANSING RESOURCE

The base of operation for the HDSO is Castleham Depot. The mobile cleaning team as well as any established HDSO resources used for carpark and signage cleaning will start and finish at this location. All vehicles and most equipment and consumables relating to the service will be stored at this location. Castleham Depot is also the office for the HDSO supervisors and the Waste and Cleansing Services Team.

Static cleaners will report to the building that they primarily service. The cleansing operatives for Muriel Matters House will also be responsible for caring for the Town Hall. In each building or facility being cleaned, a small stock of consumable and cleaning equipment will be stored following H&S guidelines, which can be replenished by the HDSO team when depleted.

Business support will retain its client function to the building cleaning service and are based in Muriel Matters House. Where issues or concerns are identified, these can be raised directly with the HDSO supervisory team by Business Support for rectification. It is anticipated that regular meetings will take place between HDSO Supervisors and Business Support to discuss the current and future needs of the service.

Service Use Assumptions

In the preparation of this submission, we have made a number of assumptions in order to calculate the resources included. Our assumptions are that:

- The list of buildings and facilities that require cleaning is accurate in its measurements and description.
- The full time equivalent for a cleaning operative is 37hrs a week.
- TUPE'd staff will be paid the accredited living wage, which at the time of writing was £9.50 per hour.
- TUPE'd staff will having long service recognised and entitled to the equivalent level of annual leave. For the purpose of pricing, this equates to an average of 30 days per annum.
- TUPE'd staff will automatically be enrolled into the Local Government Pension Scheme (LGPS) but be given the option of opting out if they wish.
- Shifts start and finish locations will be from the depot, or in the case of static cleaners, their deployment location.
- The cost of capital equipment has been increased by 2.5% to allow for interest. The subsequent cost has been spread over 3 years, in line with the initial service term outlined in the tender documents.
- 2.5% has been added to the overall service cost to allow for inflation and bring the submitted bin inline with the 2022/23 financial year.
- Lastly, a 10% contingency has been added to the overall tender price, to allow for any variation in unknown areas such as consumable use. It is expected that this contingency would be reduced over the initial contract period as service costs are fully realised.

Overview of Resources

The resources that are outlined below include the staff that are currently working for the building cleaning contractor which, if our bid is successful, would TUPE across to HDSO. Also shown are resources that have been allocated from HDSO's current fleet and staffing pool. Table 1 is an overview of staff required to operate each cleaning team outlined in our proposal.

Table 1- Overview of Resources

Description	No. of Teams	Drivers	Operatives	Days
Mobile Teams	1	1	1	Mon-Fri
Static Cleaners	1		1	Mon-Fri
Wash Unit	1	0.2	-	Mon-Fri
Small Mech.	1	0.1	-	Mon-Fri
Rapid Response - Fly-tips	1	0.1	0.1	Mon-Fri
Totals	5	1.4	2.1	

Table 2 shows the number of vehicles that will be required to carry out the service, the majority of which already form part of HDSO. The only additional vehicle that will need to be purchased is a mid-sized van. As per the cleansing specification, the van that has been specified complies with the ULEV requirements and is electric and can be charged at Castleham Depot.

Table 2- Vehicle Quantities

Team	7.5t Caged Tipper	Large Van	Medium Van	Small Van	Small Mech.
Supervisors	-	-	-	1	-
Mobile Teams	-	-	1*	-	-
Wash Unit	-	1	-	-	-
R&R/Fly-Tip	1	-	-	-	-
Small Mech.	-	-	-	-	1
Totals	1	1	1*	1	1

* Requires purchasing before the start of the service

Table 3 gives an estimated overview of the consumables required to carry out the services. As HDSO hasn't operated building cleaning service before, these estimates are subject to considerable variation, and will be reviewed on a quarterly basis, and costs projections provide as part of HBC's normal budget setting process.

Table 3 - Service Consumables

Description	No. Units
Toilet Roll	20,000
Hand Soap	25
Cleaning Chemicals	25
Wet Floor Mop	5
Dry Floor Mop	5
Large Dry Floor Mop	5
Bucket	5
Broom	5
Cleaning Cloth	1,000
Sharps Kit	12
Waste Bags	1,000
Hoover	1
Misc. Equipment	250
T-Shirts	10
Jumper	10
Coat	5
Workman Gloves	450
Latex Gloves	3,000

BUILDING CLEANING APPROACH

Mobile Cleaning Round

The majority of buildings and leisure facilities outlined in the specification will form part of a mobile cleaning round. The round will comprise of one category B (car) qualified driver, with additional staff allocated to cover holidays and sickness.

The round will predominately operate Monday - Friday, with additional capacity allocated to weekend if required. The mobile cleaner will have access to a fully stocked, council liveried van that will be stored at the Castleham Road Depot, Castleham Road, SLOS.



The majority of cleaning consumables (e.g. clothes, gloves, toilet rolls etc.) will be stored at the depot and transported to the relevant building or leisure facility at the time of cleaning.

In line with the building cleaning specification, all vehicles used on this service will be electric (EV) by default and charged at their storage location (Castleham Depot). These vehicles will also be specified with front and rear cameras and will be added to the current HDSO's tracking system. This will allow for supervisors to identify where the vehicle is at any one point, as well as address any potential accidents or insurance claims that arise.

Mobile cleaning staff will undertake the full range of cleansing activities outlined in the specification, and over time will receive further training to undertake a wider array of duties that will add to the resilience of HDSO as a whole.

Static Cleaning Round

In addition to the mobile cleaning round, there will also be a need for a number of static cleaners at certain locations, namely Muriel Matters House and Hastings Crematorium. These cleaners will report directly to the building that they are cleaning, and all materials required for the tasks they will be carrying out, along with any consumables, will be stored on site.

Each static cleaner will be responsible for the daily cleaning of their respective areas. From time to time additional assistance maybe required to carry out deep cleaning

activities. These will be planned in advanced and agreed with by the Business Support Manager.

Static cleaning staff will be fully trained to carry out the activities outlined in the specification. Additional staff on service will also receive the same training to allow for cover during times of sickness or annual leave.

Other Cleansing Service Solution

As outlined in the introductory comments, there are a number of activities that have traditionally been carried out by the building cleaning contractor, that by their nature better sit within a street cleansing service. Within the specification, these include any cleansing activities carried out in carparks, as well as on bus shelters and signs. Our proposal is that this work be removed from the mobile cleaning and added to the workload of HDSO staff already in the area.

Carparks

At present, carparks within Hastings are generally cleaned every day. A mixture of resources are used to carry out this function, including manual litter picking, mechanical sweeping, and jet washing.

All areas of the building cleaning specification relating to carparks, including cleaning stairwells, signage and ticket machines will be carried out by the town centre mechanical sweeping round, and supporting barrow hand.

Bus Shelters, Signs and Monoliths

Currently HDSO's wash unit team is responsible for keeping the floor around bus shelters cleaner. Our proposal is to transfer the entire function of cleaning bus shelters to this resource, which will also include the removal of graffiti and flyposting.

In addition, it is proposed that the cleansing of signs and monoliths be added to the routine cleansing schedules of the teams in those areas. As the minimum cleansing regime is currently 6 weekly, in all areas, the service provided by HDSO would be an enhancement to the building cleaning specification.



By making use of established resources in this way, it avoids the service need to invest in, or hire costly equipment to carry out these functions effectively and leads to a far more comprehensive service than has been experienced up until now.

METHODS OF WORKING

As part of HDSO, our proposal has been designed with the aim of providing a comprehensive building cleaning service that will meet the needs of HBC staff, tenants, and customers. The service covers the full range of activities included within the specification, and encompasses council offices, carpark, bus shelters, signage, and monolith cleaning.

Service activities will be in accordance with BICSc cleaning standard definitions and will follow industry best practice. Where possible, the most environmentally beneficial option will be used to carry out the various functions of the service, this includes the selection of cleaning chemical, vehicles used on service, and planning mobile cleaning schedules in such a way so as to limit wasted vehicle movements.

General

On a daily basis operational staff will inspect their areas of responsibility, making sure to remove any cobwebs, small stains or smudge marks on glass surfaces, windows, or mess facilities.

On a bi-monthly basis floors will be machine scrubbed, following the manufacturers guidance, to remove any stains or ingrained dirt. Every 6 months, carpets will be deep cleaned, and windows will be washed both inside and out.



Any issues identified by operational staff carrying out their routine duties will be reported to an HDSO supervisor. The Supervisor will inspect the issue, and in consultation with Business Support, will arrange for the situation to be rectified as soon as possible.

Kitchen and mess areas

As part of the daily routine service, kitchen and mess areas will be maintained by either a static, or mobile cleaner. The cleaner will be responsible for washing and cleaning sinks, taps and surrounds, work surfaces, chairs, windowsills, and any equipment for staff use within the kitchen. In addition, vacuuming carpeted or vinyl floors and emptying waste bins will take place daily.

Office areas

On a daily basis office areas will be inspected by cleaning staff, and any small jobs such as spot cleaning communal standing desks, or small stain removal on carpets will be carried out as required. Any larger issues will be reported to an HDSO Supervisor.

Carpets will be vacuumed on a weekly basis, with the majority of cleanings activities taking place monthly, including polishing furniture, filing cabinets and windowsills, vacuuming chairs, wiping down doors, surrounds, radiators, and pipework.

Stair Wells

Within the specification, there are number of locations that require stairwells to be cleaned. As these are high footfall areas, with an increased risk of accidents taking place, cleansing of stair wells will generally take place outside of office hours.

The daily routine cleaning of stair wells includes wiping entrance doors to remove dirt and any finger marks, spot cleaning stair edging, vacuuming or washing stairs depending on the surface, and dusting and polishing the surround area to ensure that they are visibly free of dirt.

Toilets

As a high use area of any occupied building or facility, thorough toilet cleaning is an essential part of the service that HDSO will provide.

The daily routine service will include mopping floors with disinfectant removing all stains from doors, wall tiles, wash basins, diving cubicle walls, taps, mirrors, shelves, urinals, WC pans, seats, and hand dryers. The cleaning staff will check and replenish depleted consumables such as toilet roll and soap and ensure that sanitary bins are emptied as required.



While cleaning is being carried out, the toilet facility will be temporarily closed off and signage placed out to advise customers to use an alternative bathroom. In buildings with a static cleaner, the staff will check the toilets on a regular basis and address any issues to ensure that hygiene is maintained.

Meeting rooms

On a weekly basis, meeting rooms will be vacuumed, and carpeted areas will be spot cleaned as necessary. Each month, the desk and table tops will be dusted and polished, and radiators, doors and surrounds will be wiped clean. As meetings rooms are often in use, these activities will be carried out during a time that will not impact on the normal operation of the office building.

Waste Removal

As per the specification all waste originating from council offices, sports facilities or light commercial units will be collected and transferred to the designated on-site bin. This also includes sanitary bins that will be provided in the female toilets. Any hazardous or infectious waste will be removed by a third part specialist contractor.

Waste that is generated or collected as part of the carpark, bus shelter, and signage cleaning will be removed by a designated HDSO mobile team. All waste that is collected will be transferred to a licenced facility and correctly disposed of in line with relevant legislation and guidance provided by the waste disposal authority.

Window Cleaning

Window cleaning will form part of the wash unit's duties, scheduled to the frequency outlined in the specification, and carried out at times that will not impact on the operational used of the building or facility. Ground level windows will be washed by hand both internally and externally. All surfaces, including surrounds and frames will be damp wiped, dried, and left streak free.



Where it is not possible to reach windows from the ground level, which primarily effects Muriel Matters house and Stirling Road, a third-party contractor will be employed to carry out this function on behalf of HDSO. The contractor selected will have the appropriate training and have access to the right equipment to ensure that windows can be thoroughly cleaned without putting operatives at risk. The cost of subcontracting has been included within our bid.

Deep cleaning

In addition to routine cleansing activities, throughout the year, HDSO will programme in a schedule of deep cleaning to address any long term build up of dirt and to carry out necessary maintenance on kitchen equipment. Specifically, activities include deep cleaning carpets, polishing floors and scrubbing kitchen equipment such as fridges, microwaves, and dishwashers.

As these activities tend to be more disruptive than routine cleaning, HDSO Supervisors will liaise with Business Support to schedule the work in when it will cause the least impact on the daily use of the relevant building or facility. In some cases, this may result in the work being completed outside of office hours.

Carparks

Currently HDSO is responsible for cleaning the parking areas of each HBC owned carpark. Our proposal is to make use of the current resources in place to carry out the duties outlined in schedule 2.

These duties include the daily cleansing of stairwells and lobby areas, as well as sweeping out lifts. On a weekly basis these areas will also be washed down and disinfected. At the same time the cleanliness of tariff board, ticket machines, guard rails and windowsills will be monitored and cleaned as required, to a minimum frequency outlined in the specification.

HDSO is ideally suited to carry out this work not only because of the staff that visit the site daily, but also because of the equipment available to carry the various functions. Of particular note is the Johnson CN202 mechanical sweeper pictured to the right.



This machine was introduced at the start of HDSO's operation in 2019 and has been an invaluable tool to keep the carparks clean. Not only does it have front brushes and a large vacuum unit for cleaning large areas, it also comes equipped with a wonder hose and lance, which can be used to remove litter from tight spots and wash down difficult to reach areas such as stair wells.

Any large quantities of litter collected as part of the cleansing operation will be bagged up and placed next to the litter bins in the carpark, for collection when HDSO cleansing staff attend to empty the litter bin on that day. This ensure that litter is not left in the carpark for an extensive period, and avoids additional journeys being carried out by the mobile cleaning round.

Bus Shelters and Sign Cleaning

In addition to carpark cleaning, HDSO's wash unit, supported by our four mobile cleansing teams, will be taking on the duties outlined in schedule 3, to clean bus shelters and various signs within the Borough.

At present these services operate throughout the Borough every day of the week. The additional work will be scheduled to fit in with the current cleansing rounds, and in most cases, are an enhancement to the frequencies outlined in the specification.



These teams are well equipped to take on this work, and in the case of the wash unit, already carries out ad-hoc bus shelter and signage cleaning when the current contractor is unable to adequately fulfil the function.

The wash unit is generally comprised of one operative, thoroughly trained in the use of HDSO's van mounted high temperature pressure wash, along with the various chemicals and paints used in graffiti removal and deep cleaning activities. This equipment is ideal for removing most stains and graffiti that the service will be confronted with.

Additionally, these areas will be monitored by the street cleansing mobile teams when they are in the area. The minimum cleansing frequency in Hastings is 6 weekly, which exceeds the frequencies outlined in the building cleaning specification.

The mobile teams are equipped with various items of cleansing equipment and can deal with a high proportion of the routine work outlined in the specification including wiping down bus shelter seats, removing flyposting and small amounts of graffiti and litter picking around the shelter. Deep cleaning of bus shelters will be carried out by our wash unit.



All of the "Welcome to Hastings" signs and Monolith's are located in high footfall areas, and as such are already subject to increased cleansing frequencies. It is anticipated that these items will be added to the routine work of the closest cleansing team with minimal impact to their operational output.

MONITORING AND SUPERVISION

Due to our many years of experience of monitoring and working with various building cleaning contractors, we are acutely aware of the most challenging activities associated with cleaning our buildings and the methods that should be used to overcome such challenges.

As part of HDSO, the new building cleaning service will be operationally managed by the established supervisory team. This team is a critical part of ensuring that operational staff are well trained, received the required support, and remain motivated while carrying out their duties.

At present, there is a supervisor on duty between 6am and 8pm, seven days a week. At no point during building cleaning operations will staff be left without a point of contact to escalate issues they may have, or just to ask questions.

Throughout the working day, HDSO supervisors will carry out regular inspections of the areas included within the service. The aim of this is to ensure that the quality of service is at the agreed standard, and to address any issues that operational staff or customers may have.



As previously mentioned, the Business Support team will act as an internal client to the service. Regular meetings will be established at a frequency agreed upon and attended by both the client and HDSO supervisors.

The purpose of these meetings is to discuss work that has been carried out, to identify any concerns with the service and consider any future demands on resources that may be required. A meeting agenda will be prepared in advance and notes/minutes will be recorded. Evidence of all supervisors' monitoring documentation (inspection and monitoring forms) for the previous 7 days will be provided to the service manager, at the team meeting. The meetings will provide an opportunity to discuss the service achievements against set targets to enable monitoring resources to be re-focused or intensified where necessary.

We fully understand the importance of effective performance monitoring systems and of the benefits they bring to the services provider, the Council and the end users of the service. Of critical importance is to ensure that the objectives of such a system are clearly understood and concisely defined since an ill-conceived system may be detrimental to the relationship between the Authority and the customer, impair service delivery and have an adverse effect on staff morale.

We believe the following key design principles and objectives form the basis of user customer centric, robust, and effective performance management framework:

- To ensure full compliance to the agreed specification and adherence to specified service levels.
- To provide transparent, tangible, and objective proof of our own performance.
- To ensure statutory and legislative compliance as well as providing focus on service, user needs and positive outcomes.
- To ensure flexibility in how resources are utilised and that the service delivered remains closely aligned with the needs of the Council and those of the service end-users.
- To allow for regular evaluation for continuous improvement

For these objectives to be realised there are a number of guiding principles which we believe are key to establishing a successful performance framework.

Simplicity

The results must be easy to analyse and unambiguous. Measures should be focused on a few key output and outcome performance indicators at the culmination of the service delivery process.

Efficiency

The resources employed and cost of collecting the data must be modest. Data collection mechanisms should form an integral part of the service delivery process.

Robustness

All collected data must be fully transparent, auditable and substantiated. The whole process from data collection through to service delivery must be clearly identified.

Equity

The system should accurately and resolutely highlight all service failures. There must be a realistic opportunity to rectify errors. There should be recognition that perfection is not a realistic standard or service level.

Customer Focused

It must encompass a realistic appreciation of the Authority's and end-users needs and requirements. The system should reflect the degree to which the service is delivering and what the customer requires. The system should be tailored to specific requirements.

APPROACH TO CUSTOMER SERVICES

We consider it vitally important to ensure that all staff engaged in the delivery of the service is fully aware of the specific strategic objectives, the performance targets we are aiming to achieve and understand their role in maintaining and developing future success.

A critical part of this is good customer care in day-to-day dealings with customers and an understanding of HBC's expectation of them to be polite and courteous at all times as well as a clean and tidy appearance. All staff will be provided with a uniform which they will be responsible for keeping clean. During the implementation phase and thereafter, staff will receive regular briefings and communications on the importance of their specific role within the service.



Should our proposal be implemented, we understand we will be required to demonstrate an ability to provide high quality services in all areas throughout the borough, and to show an ongoing commitment to continually improving those standards. HDSO is fully committed to delivering excellence and have identified the main themes sequentially below which are considered most important.

- Setting clear standards for service performance and effectively monitoring these standards.
- Putting the customer first. HDSO will place residents at the heart of everything they do.
- Making sure communication and information is presented in Plain English to customers, following the corporate communication tool and in-house writing style.
- Significant unavoidable changes made to the service are publicised.
- Encouraging the reporting of service issues and then dealing with them in a sympathetic and efficient way. For example, keeping noise levels to a minimum.

- Listening to customers and acting on their views or concerns about the service being provided.
- Making sure that the service delivers value for money. This is the underlying principle of the service design, the importance of which has never been in such sharp focus as it is now.

HDSO will work to maintain corporate values and a service culture that is founded on the highest level of customer service and customer care. It is seen as a two-way commitment between the Management and operational staff recognising that both have a role to play in delivering a good service to the public.

I.T INTEGRATION/ APPLICATION

Initially the building cleaning service will be introduced following the current processes that are in place. In most cases this involves using phone calls, emails, and face to face meetings to issue instructions, report issues and to deliver training. To facilitate this, each member of staff will be issued with an HBC mobile phone.

In time, as resources allow, we will work with the Transformation Team to add building cleaning to the established BORIS and DORIS workflow management systems, which allow customers to report issues directly to HDSO via the council's Granicus system, for supervisors to allocate tasks as they arise and for operational staff to update the system when the job has been completed.



SERVICE COMMUNICATIONS/ EDUCATION

We believe that influencing behavioural change is an important tool in reducing the demand for particular services. The main audiences that will need to be engaged and communicated with as part of the service delivery are:

- Our customers - building tenants and facility users: to engage them in positive behaviour change and encourage reporting of cleansing issues that need to be addressed.
- Our staff: to ensure they understand what is required of them and act as ambassadors for the service.
- The Authority: to work jointly to plan and monitor service delivery.

Customers - building tenants and facility users

We believe it is important that our customers are engaged to encourage positive behaviour change in relation to the cleanliness of the buildings they occupy and facilities they use. Working with the Business Support team, we will regularly communicate with our customers to encourage good housekeeping and appropriate behaviour, as well as to outline any potential service changes or disruption that could impact on the building or facility.

We anticipate that this will include communications in relation to new services and service changes as well as ongoing engagement activities to gain feedback on the services and encourage reporting of issues. We will also constantly review how new and emerging technologies can redefine how we deliver services and streamline our interactions with customers. This level of responsiveness can significantly increase customer satisfaction, as customers feel informed and valued.

Staff Engagement

To achieve our objectives and deliver a quality building cleaning service we need to engage with employees and the unions if appropriate to motivate them to be committed and passionate to perform at the highest levels every day. Central to our approach is establishing effective channels of communications both upwards and downwards across the service. We will use staff meetings to engage employees across the service and gain feedback on their views and ideas, satisfaction, and motivators.

The feedback that we receive from this helps to design how we can foster responsibility and high performance from staff and allows us to deliver better and a more consistent service to the Authority and the public.

We will have staff notice boards to deliver key messages and highlight staff engagement, recognition and possible reward schemes, in addition to communicating continuous development opportunities. There will also be regular leadership and management meetings, staff briefings and toolbox talks which will include imparting specialist or technical knowledge in a particular area or discipline. We will actively encourage staff involvement in generating new ideas for the service delivery and becoming more involved in decision-making. Staff suggestion schemes will operate across the service.

ADDED VALUE

Through the development of this proposal, we have set out our in-house approach to delivering effective and efficient building cleaning service for HBC. We believe that our proposed methodology and operational system offers added value benefits to the Council, which are not part of the current operation.



Key to our added value is the ability to work in co-operative relationships with other services within the Authority, such as Business Support, Building Managers, IT, Transformation and HR. Developing true partnerships with these stakeholders will be a hallmark of HDSO's approach. Experience has shown that collaborative working is essential where major innovation and change is sought or where requirements are likely to change significantly over time.

We will manage these relationships on the principles of operational collaboration, seeking in all circumstances, to add value for the staff, customers, and other stakeholders. Over and above the cultural and service benefits that arise through adopting an operational partnering approach, we believe that partnerships have the potential to create step-changes in service outcomes. We aim to promote a collaborative style of working within our organisation and with these partners, between our staff and those they serve, with customer organisations, and with the communities in which we work.

Additional benefits of an in-house service will include:

- Staff centric - the current contracted staff will be TUPE'd over to HBC and have access to the same benefits of any other council employee, these include being paid at least the accredited living wage, access to the Local Government Pension Scheme (LGPS) and access to the staff discount scheme.
- Flexibility in the service - able to make changes to schedules without additional penalties incurred when making variations to the contract. With an external contract, all schedules are fixed and therefore changes, and variations have additional and often have significant cost implications. At worst, the contractor will simply refuse to make the

changes regardless of the benefits to the council and residents; something recently experienced with the current contractor.

- Enhanced monitoring of the council properties- operating our own in-house service will quite literally place our staff in every corner of the borough during each working day. Our cleaning staff will be able to report on the condition of council buildings, allowing for preventative work to be carried out, thus reducing the potential long-term issues developing.
- Eventually we hope to have more control and confidence of the back office to operational staff IT communications - monitoring and reporting IT applications are invariably provided by the contractor and are very often unreliable with frequent breakdowns often taking too long for the contractor to rectify, leading to a communications and integration breakdown.
- The opportunity to take control and take advantage of commercial opportunities around the borough (e.g. commercial office cleaning)

We encourage and celebrate flexibility, innovation, change, open two-way communications, teamwork, collective ownership of solutions and lateral networking.

APPLICATION OF METHOD STATEMENT

This Method Statement is to be used in the strategic considerations and direction of HBC. We recognise the importance of the document and will continue to reference and review it continuously particularly during the development of the building cleansing service and in the consideration of new innovation and approaches. This will ensure that we provide a consistent approach to meeting the required standards and monitor progress against agreed deliverables.

SERVICE COSTS

Table 4 outlines the annual service cost of providing building cleaning in-house via HDSO.

[REMOVED FOR SUBMISSION - PLEASE REFER TO SERVICE COSTING SPREADSHEET]

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Agenda Item 11

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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Agenda Item 12

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