

Foreshore Trust Business Plan
2017/18 – 2021/22

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Executive Summary

1. The Foreshore Trust is a charity registered with the Charity Commission under number 1105649. Hastings Borough Council is the trustee and is bound by charity law in the same way as any other charity trustee.
2. The objects of the Charity are to hold and maintain the Charity's land for the common use, benefit and enjoyment of all Her Majesty's subjects and the public for the time being forever; and, subject to that, such charitable purposes within the area of the Borough of Hastings as the Trustee thinks fit.
3. The first priority for the Trustee is meeting the cost of administration and maintenance and repair of the Trust estate. It can then consider further distribution of income for charitable purposes within the Borough of Hastings, subject to its responsibility to maintain reasonable reserves for unplanned or unpredictable operational expenses.
4. The Trustee envisages a Foreshore where history and traditional industry are preserved and nurtured whilst events and activities are encouraged along the entire length of trust land and opportunities for income generation are exploited wisely to support the Foreshore and the residents of the borough.
5. The Trust agreed and published its previous five-year plan in 2012. This plan covers the period 2017/18 – 2021/22, and will be reviewed by the charity committee annually.
6. The balance on the Trust's accounts at 31 March 2017 is forecast to be £1.422m, of which £1.4225m is forecast as cash. Income for the financial year ended 31 March 2017 is projected to be £1.444m (including £127,000 on disposal of a parcel of land to Hastings Borough Council). Total expenditure is forecast to be £1.050m, leaving a surplus of £394,000 after grants and project costs. An annual provision for charitable grants has been established which currently amounts to some £70,000. (This level was established on the basis that it represented some 25% of the estimated annual trading surplus). The Trust maintains sufficient balances to cover planned spending commitments for repairs, renewals and projects. It also has a reserves policy which determines the minimum level of resources that should be maintained at any one time.
7. During the 2016/17 financial year, the Trust delivered a number of planned projects along the seafront, notably improvements to the promenade between the White Rock Baths and Hastings Pier. These included resurfacing, landscaping and the installation of a wooden deck area and kiosk beside the White Rock Baths.
8. The Source officially opened its state of the art BMX and skateboard venue in the refurbished White Rock Baths in the spring

of 2016, and the company also took a tenancy of the kiosk which opened in March 2017. This exciting new lease of life for the White Rock Baths and the promenade improvements has reanimated what was formerly an unattractive and dilapidated part of the seafront, and also enhanced the impact of the re-opening of Hastings Pier later in 2016.

9. A major project to improve the town's defences against beach erosion and marine flooding commenced with the repair of one rock groyne and the building of a new rock groyne on the beach between White Rock Baths and Hastings Pier. The second phase of this project, which involves repairs to the Harbour Arm, will be completed in 2017/18.
10. Works to improve the Winch Road at the Stade were completed, and involved significant improvements to the road surface and lighting.
11. Advised by the Grants Advisory Panel, the Trust approved and distributed two rounds of grants in 2016/17. Fifteen organisations were supported by grants to the value of £50,000 under the Trust's Small Grants scheme, and £19,786 was awarded in respect of eleven events in the town under the Events Grants scheme. The total allocation was £69,786.
12. Projects in the Trust's spending plan for the years 2017-2021 include: repairs, replacement and improvements to the Trust's existing assets; and development of new assets that will enhance the public's enjoyment of the foreshore and the use of existing assets, as well as some projects that will bring in new income for the Trust.
13. The Trust will continue to maintain sufficient resources for the effective management of its assets and implementation of its plans, and will ensure safe operations and timely monitoring and mitigation of risks.

Background

About the Trust

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

History of the Trust

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

The car parks at Rock a Nore and Pelham are operated under the 1988 Act as was the former car, coach and lorry park at the Stade. The Act also enabled the development of the Stade amusements, boating lake, crazy golf and similar ventures.

19. In August 2004, the Hastings and St Leonards Foreshore Charitable Trust was registered with the Charity Commission. A scheme providing for the appointment of four independent trustees and two Council nominated trustees was approved in March 2006. The Council held the land as custodian trustee but all management decisions made in relation to the land, including any disposal, were the responsibility of the trustees appointed under the Scheme.
20. In February 2008, a claim made by the Trustees against the Council for an alleged breach of trust was settled with the approval of the Charity Commission with a payment to the Trustees of £1.35 million plus interest. A second claim was also settled regarding land and income from land, providing for redrawn boundaries of the Trust estate to form the basis of a new registered title at the Land Registry.
21. From an early stage the Foreshore Trustees determined, following advice from their financial advisors, that it was more beneficial to the Charity for it to be managed by the Council, as sole trustee, rather than by independent trustees. The benefits included the economies of scale the Council could achieve which the Trustees could not. They, therefore, approached the Charity Commission requesting a Scheme to return the trusteeship to the Council.
22. In late 2009 the Charity Commission published such a Scheme proposing that the trusteeship be returned to the Council and seeking public responses to the proposal. A valuable aspect of the Scheme was to broaden the powers of the Trustee to distribute any surpluses, after expenditure on and maintenance of the trust estate, for any charitable purpose within the Borough.
23. As a result of the public responses to consultation on the draft Scheme, the Commission, following further consultation with the Foreshore Trustees and the Council, made an amended Scheme on 13 January 2011.
24. The Trust is managed by Hastings Borough Council's charity committee, comprising three members of the council's cabinet. All charity committee meetings are also attended by an independent 'Protector', a chartered accountant. The job of the Protector is essentially to act as whistle blower and watchdog against the council acting in breach of trust and to guard against situations where a conflict of interests is not being managed properly.

Purpose

25. The objects of the Charity are to hold and maintain the Charity's land for the common use, benefit and enjoyment of all Her Majesty's subjects and the public for the time being forever; and, subject to that, such charitable purposes within the area of the Borough of Hastings as the Trustee thinks fit.

26. The Trust is responsible for meeting the proper costs of administering the charity and for managing its assets including repair and insurance of land and buildings. After meeting these costs, the Trustee must apply remaining income in furthering the objects of the Charity.
27. The first priority for the Trustee, therefore, is meeting the cost of administration and maintenance and repair of the Trust estate. It can then consider further distribution of income, subject to its responsibility to maintain reasonable reserves for unplanned or unpredictable operational expenses.

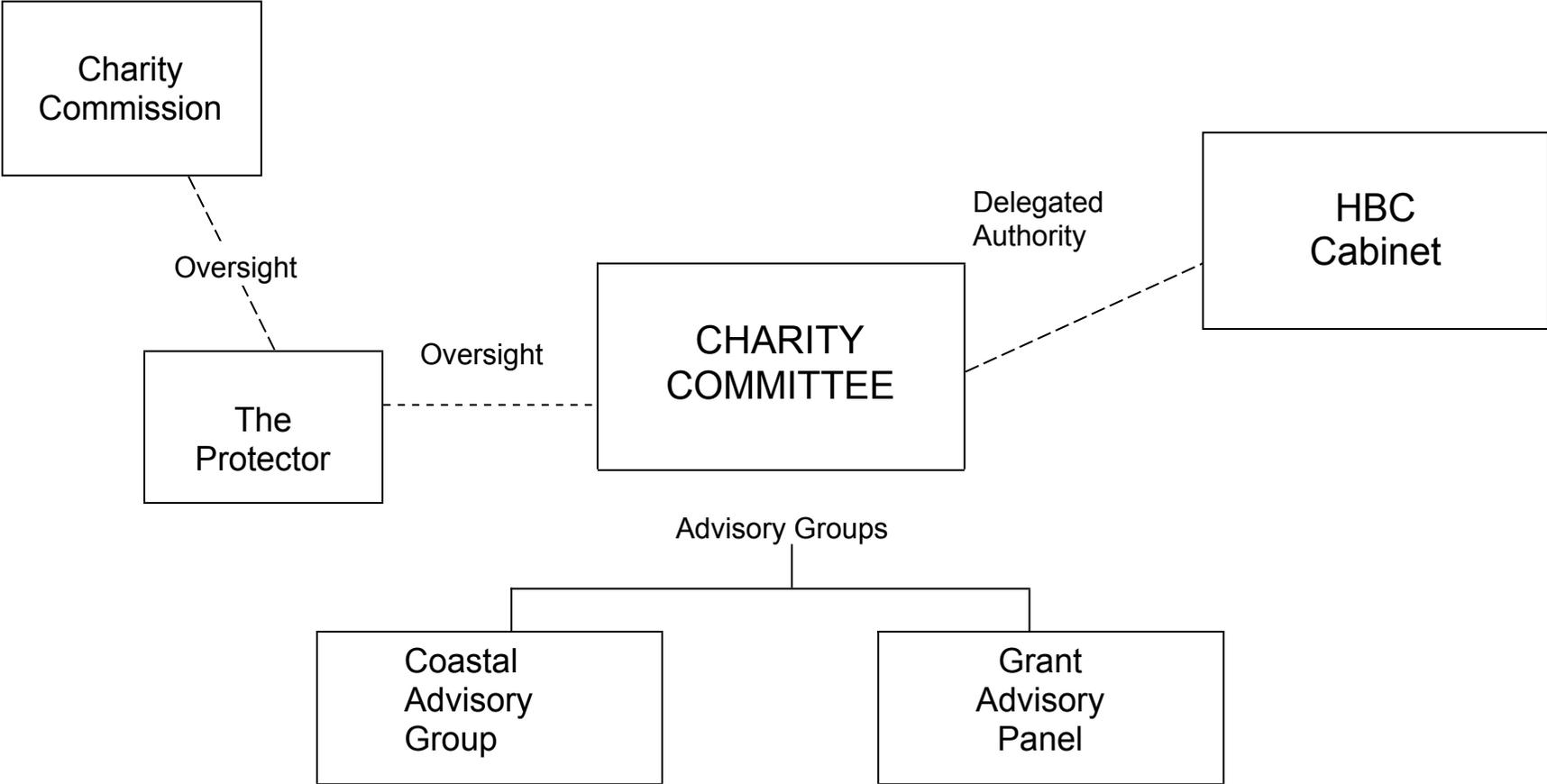
Vision

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

Strengths, Weaknesses, Opportunities and Threats

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

Organisational Structure



The Trustee

30. The Trustee is Hastings Borough Council.

Charity Committee

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

Coastal Advisory Group

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

Grant Advisory Panel

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

The Protector

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

Financial Information

Net Assets

35. The assets of the Trust at 31st March 2016 consisted of:
- a. The land and buildings which are recorded in the Financial Statements at cost to the Trust less accumulated depreciation amounted to a net book value of £1million.
 - b. Plant and equipment which had a net book value £0.391m.
 - c. Cash and other investments were held with the CCLA (£1,388,578) and the Co-op Bank (£678).
 - d. Current liabilities falling due with one year of £152,793 (of which £148,685 was owed to Hastings Borough Council).
 - e. There were also long term liabilities of £387,492 which were the amounts due on loans made by Hastings Borough Council where the payments were due in over one year.
 - f. The above gave a net asset figure of £2,240,192 which represents the total funds of the Trust.
36. The balance in Trust accounts at 31 March 2017 is forecast to be £1,422,000 of which £1,394,000 is held in cash.

Income

37. Income for the financial year ended 31 March 2017 is projected to be £1,444,000 (including profit on disposal of Land to Hastings Borough Council, which had no recorded cost, of £127,000). Total expenditure is projected to be £1,050,000 before distribution of grants and projects, leaving a surplus of £394,000.
38. Income is substantially derived from the Trust's car parks at Pelham Place and Rock-a-Nore, and from property leases and

licences. Regular annual expenditure is primarily a recharge from Hastings Borough Council of the operating costs of the Stade and Foreshore, public conveniences, car parks, street cleansing and waste removal.

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

Reserves

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

Achievements 2016-17

White Rock Baths

42. The White Rock Baths is the Trust's most significant building and was derelict for many years. The turnaround of this building began with the refurbishment of a small portion of the above-ground structure and its fit-out for use by the Hastings Pier Charity as a centre for their educational and promotional activities. Following this, a number of successful funding applications by the Council on behalf of the Trust enabled major repairs and refurbishment of the former main and smaller pool halls and ancillary areas for occupation by The Source under a ten year lease. The Source opened its new BMX and skateboard venue in White Rock Baths in early 2016. Many original features have been retained as part of the refurbishment, including some of the mosaic tiling for the Turkish baths that were part of the original underground complex built in the late 1800s. The venue has had positive national and international press attention, and is attracting a new, younger range of visitors to this part of the seafront. The re-use of this historic building has already generated a new vibrancy and increased footfall to this formerly underused part of the seafront.

Car Parks

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

Grounds Maintenance

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

The Stade

45. Resurfacing of the Winch Road and lighting improvements have reduced the risk of flooding and increased safety and security in an area that is in constant pedestrian use by the public and an important access route for the fishing community. The Stade Open Space was again a highly accessible and attractive venue for public events, including the three annual fish fairs and the Stade Saturdays' eclectic cultural program. The Stade Open Space also hosted a classic car show, a commercial vehicle show, and a community celebration marking the 950th anniversary of the Battle of Hastings, as well as a number of events associated with the ROOT1066 International Contemporary Arts Festival, including a mass forging!
46. The Stade Hall continued to be a popular venue for community activities, hosting all sorts of events including charity, exhibitions and ROOT1066. Classroom on the Coast project officers worked with Billingsgate Seafood Training to introduce demonstrations and paid-for fish cookery classes which, alongside other private booking, stimulated some interest in the facility as a cookery training venue. The establishment of the Stade Hall, the Classroom on the Coast and the Open Space was made possible by a series of grants, and on the basis that that these community oriented facilities become self-sustaining. Further European Maritime Fisheries Fund grants provided dedicated resources to market the facilities and develop a sustainable cookery school.

Promenade and Beach

47. Following on the refurbishment and occupation of White Rock Baths, and supported by a grant from a successful Coastal Communities Fund bid, improvements were made to the promenade around the building which included attractive wooden decking and the creation of a kiosk which has been let to the Source.
48. The Trust approved plans for the establishment of 12 chalets on the beach in the White Rock area east of Hastings Pier. These will be let on a rolling basis from 2017/18 onwards.
49. Disability Inclusion CC was commissioned by the Council to undertake an access audit of the seafront in 2016/17, which also involved consultation with local disability groups. The outcome of this audit will inform future Foreshore Trust business plans.
50. The beach at the Marina achieved Blue Flag status and Pelham achieved Seaside award status. Significantly, following a high profile multi-agency Council-led project involving Southern Water Services and the Environment Agency, the quality of the bathing water at Pelham beach was significantly improved. It had been predicted that the Pelham beach bathing water would fail the new EU standards starting in 2015. This very successful project resulted in the following: Pelham Beach achieved 'Good', and St Leonards Beach achieved 'Excellent'.

Grants Programme

51. Projects supported by the Trust's Grants programmes in 2016-17 were:

Organisation	Project	Grant Awarded
18 Hours Ltd	Free dance festival	£2,000
Creating Community	Hastings and 1066 Country Cartoon Festival	£1,986
Disability Inclusion	Accessible cookery, poetry and storytelling workshop	£2,000
Hastings Fat Tuesday	Umbrella Parade and Preservation Sunday 2017	£1,000
Hastings Storytelling Festival	Children's Parade 2016	£2,000
Horizons Community Learning	Horizons 'Up and Running' walking and running groups	£2,000

CIC		
Hastings Voluntary Action	1066 cycling Festival	£2,000
Idolrich Theatre Rotto	Danny Fishbone's Dainty Dinners	£2,000
In2Play CIC	Beach Explorers	£1,800
Seaview	The Big Sleep	£2,000
Vocal Explosion Community Choir	Performance and workshop	£1,000
Age UK	Healthy Living Club in St Leonards	£3,293
Bagladeshi Association Hastings and Rother	International Mother Language Day and Bengali New Year Celebrations	£2,250
Counselling Plus Community	Hardship Fund	£2,500
Fellowship of St Nicholas	Robsack Offering Brilliant Opportunities to Train (ROBOTT)	£3,000
Hastings and St Leonards Christians Against Poverty	Debt Advice Centre	£5,000
Hastings Arts Forum	The Big Draw 2016 'Steam Powered'	£1,115
Hastings Street Pastors	Town centre night time care and support service	£2,500
Hastings Bonfire Society	Hastings Celebrates 950 th	£2,500
Hastings Furniture Service	Support for volunteers with complex needs	£5,000
Hastings and St Leonards Voluntary Lifeguard Club	Open water activity and water safety	£905
Seaview	Women Only Shower Project	£4,900
Sussex Prisoners' Families	Inside Outside support group	£4,600

The Conservation Volunteers	The School SHED Project	£4,937
The Sara Lee Trust	Specialist counselling and complementary therapy service	£5,000
Trash Cans	HOWL! Spoken word project	£2,500

The Programme 2017 - 2022

White Rock Area

52. The Council, as trustee, has been successful in securing funding from the fourth round of the national Coastal Communities Fund (CCF) to support further improvement of the promenade in the White Rock area and to promote increased use and enjoyment of the Hastings seafront. A total of £75,000 has been allocated for the physical refurbishment of the currently redundant water feature and adjacent public space, and a further £20,000 for project management of the works. Match-funding of £50,000 has already been allocated within the Trust's budget for this project in anticipation of works costing approximately £145,000. However, the fountain pool has not been used for some considerable time and a structural survey, as well as a test of its watertightness would be prudent before the development of design options is commissioned. The cost of the initial surveys and design work is estimated to be an additional £35,000. This initial phase would be completed by December 2018. The outcome of the design work should inform the scale of the project and the future running and maintenance costs. The project must be completed by December 2019 in order to draw down the CCF funding.

Car Parks

53. The Trust's car parks are managed by HBC staff, who also manage the Council's off-street car parks. The Trust is regularly briefed on emerging implications for the remaining off-street parking service and has agreed to continue the arrangement with the Council for the operation of its car parks. In recent years there have been significant developments in the use of cashless payment methods, and the Trust agreed in 2016/17 to replace outdated pay and display machines and associated signage in Pelham Place and Rock a Nore car parks.

The Stade

54. There are automatic bollards on the entrance to the Stade Open Space and two others on entrances to the Winch Road which require annual maintenance and ad hoc repairs as faults arise.
55. The automotive barrier providing access to the RLNI lifeboat station is likely to require replacement within the lifetime of this business plan at an estimated cost of £5,000.
56. The Stade Open Space, the Stade Hall and, to a lesser extent, Classroom on the Coast (Stade facilities), continue to be popular venues for a range of community activity. The original aim was that these facilities would become self-sustaining, but this has not proved to be the case. Although bookings of the Stade Hall and the Classroom on the Coast bring in some income for the Foreshore Trust, this income by no means covers the ongoing operational and repair costs.
57. These facilities are important venues for many of the events funded by the Trust's grants programme. The Stade Hall is the only indoor venue owned by the Trust.
58. The Trust wants to reduce the ongoing financial burden of these facilities, while retaining them for as much community-based use as possible. The majority of the Stade Open Space and the whole of the Stade Hall and Classroom on the Coast lie outside the provisions of the HBC Act, and so options to increase the income earning potential of these facilities are limited.
59. Grant conditions attached to the CABE and FLAG grants impose some restrictions. One of the conditions of the CABE funding agreement is to maintain appropriate public access to the facilities in accordance with the purposes for which the grant was intended for the lifetime of the agreement. This condition lapses in January 2019. The conditions attached to the FLAG funding for fitting out and equipping the Classroom on the Coast as a training kitchen prevent any modification before September 2020 without approval by the managing authority (Marine Management Organisation).
60. A thorough examination of the income and costs related to these facilities was undertaken and informs this plan.

Stade Open Space

61. Annual revenue costs are comparatively small particularly given the importance of the Stade Open Space as an accessible venue for festivals and other events that attract tens of thousands of visitors to the area throughout the year. There may be some potential for deriving additional income from bookings, and this will be further explored during 2017/18. A costed plan to improve the amenity of the space will be developed in the second year of this business plan. It is anticipated that there will be some requirement for potentially significant repairs to the hard surface within the next five years.

Stade Hall

62. This venue has accommodated a wide range of events and activities that are primarily community based. It was booked for approximately 32% of the available time in 2016/17, so there is clear scope for additional use. Income represented

approximately 54% of running costs in 2016/17. Additional marketing may increase usage, but there would be an associated cost, and would not be worth undertaking without being informed by a detailed analysis of other local venues and potential demand. An analysis of the booking tariffs, which were increased 10% across the board for 2017/18, revealed that the hourly tariffs are broadly in line with a break-even position, but that a further review of the daily and weekly tariffs should be undertaken to inform decisions on future tariffs. This review will also take into consideration the charges at other local facilities.

Classroom on the Coast

63. A number of grant-aided projects to promote and sustain the Classroom on the Coast have been carried out since the facility was built. None of them have resulted in a self-sustaining model, although they have engaged a large number of local people (including children), in healthy eating programmes, building greater awareness of Hastings' fishing fleet and stimulating an interest in preparing and eating seafood.
64. Based on the outcome of these projects and an analysis of recent income and costs it is clear that there is no obviously sustainable model without additional and significant investment. The facility was booked for less than 7% of the available time in 2016/17, and income represented just 35% of the costs incurred in maintaining the facility. Furthermore, the facility can only accommodate a maximum of ten students using individual workstations (twenty if family sessions, or up to thirty for cookery demonstrations), thereby limiting its community reach.
65. The facility was the subject of a FLAG grant to fit out and equip the space as a seafood training kitchen, and the conditions attached to this funding remain in force until 20 September 2020. These conditions effectively prevent any alternative use of the facility. In light of the failure of at least three projects to develop a sustainable model and the continuing drain on the Trust's resources, an application will be made to the FLAG managing authority to remove the conditions, thus enabling the Trust to secure a use that will engage with a wider community.
66. In the meantime, the Trust will seek proposals from charitable or not-for-profit organisations interested in taking on the operations of the Stade Hall and Classroom on the Coast. In the event that no proposals are forthcoming, the Classroom on the Coast will only be used for seafood and other cookery demonstrations during the three fish festivals, thus minimising the revenue cost to the Trust.

Disability Access

67. An audit of access provision for facilities and events on the seafront, including Foreshore Trust land, was completed in 2016/17. The aim of the audit was to identify current access arrangements and improvements that could encourage wider use of the promenade and foreshore. The findings identified a number of potential improvements that could be made, subject to funding and practical solutions being found. The improvements and recommendations were set out under four categories:

- a. Information: rationalisation and updating of existing information; use of new technology for more effective communication
 - b. Arrangements: access improvements to public/private toilets
 - c. Facilities: adaptation of some existing physical assets and potential trialing of new equipment
 - d. Events: promotion of accessible events; event organisers to be encouraged to consider access issues, such as use of temporary matting.
68. The recommendations will be further explored and costed during the first year of this business plan. The outcome of this work will be a prioritised series of actions that will be included in future budgets, where appropriate and subject to sufficient available funding.

Income generation opportunities

69. The Trust derives an annual income in the region of £210,000 from a range of commercial and other organisations' activities undertaken on the seafront and areas of Trust land. Commercial facilities provided include catering kiosks, adventure golf, amusements and rides including boating lake, go karts, talking telescopes, underground BMX and skateboard facilities, deck chair and sun lounger hire, and the miniature railway. There are also short-term commercial activities and events held such as occasional markets and exhibitions.
70. In addition to regular rent reviews, lease terms will be renegotiated with tenants from time to time. The Trust will take external advice when necessary to assess the market value of its leases and to ensure that rents and tenant obligations reflect that value.
71. Planning permission was granted for banners to be installed on lighting columns in various parts of Hastings. Permanent fixings have already been installed on the three lighting columns that border the Stade Open Space that could be used for banners, and planning permission will be sought to use these columns for promotional banners which will provide opportunity to derive additional income for the Trust.
72. There is a strong, continuing demand for beach chalet rentals on the seafront, and in 2016/17 the Trust agreed to invest funds in the building and installation of twelve chalets at White Rock. The installation of these chalets supports the ongoing regeneration of this part of the seafront and will produce income for the Trust. Further options to expand the Trust's portfolio of beach chalets will be explored in the first two years of this business plan.
73. The Trust's ability to derive additional income from new commercial and leisure leases on its land outside the area covered by the Hastings Borough Council Act 1988 (HBC Act) is subject to the restrictions on disposition imposed by the Charities Act

2011. Within the lifetime of this business plan, the Trust will: i) examine opportunities for new commercial and leisure uses on land outside the HBC Act that would enhance public enjoyment and produce new income for the Trust that could be invested in the maintenance and enhancement of the Trust's estate; and if appropriate, ii) either seek the necessary approval from the Courts or the Charity Commission to lease land for such uses or, alternatively, consider a land swap.

Leisure

74. Leisure activities provide a great opportunity for the development and encouragement of access to the foreshore. This can be provided in an informal way, simply as a place for walking, running, cycling, fishing or swimming as well as attracting a range of different water sports including rowing, canoeing, sailing, windsurfing, kitesurfing, boat angling and diving.
75. In addition to informal public use there are also two water sport leisure providers who operate within the borough. These operators provide regular sessions, including for beginners, drawing new users to the promenade and foreshore.
76. The 'Pelham Playa' and the volleyball court continue to be well used. It is anticipated that the Pelham Playa will require additional maintenance of the netted roof during the five year business plan duration. This will be investigated and reported back to the charity committee in the event that significant cost will need to be incurred. The public exercise stations that have been installed at various places further animate the seafront and have also proved to be very popular.
77. In 2016/17 the Trust commenced plans for the potential development of a water play facility on a landscaped area adjacent to the Pelham Place car park. Further examination of the initial options have revealed the need for more a detailed and potentially lengthy investigation into a number of aspects, including water management and treatment options, ongoing revenue implications, site suitability and technical practicalities. A number of towns with similar facilities have experienced unforeseen problems which we would want to avoid. Nevertheless, water play installations are very popular and enable children to engage in multi-sensory and imaginative play close to the sea, so further investigation will continue with the aim of developing costed options during the first half of this plan's period.

Play facilities

78. The Pelham Play Area was constructed and opened to the public in 2012. Since its opening the site has proven extremely popular with local residents and with tourists visiting the town. The site is maintained by HBC Foreshore for routine repairs. Larger repairs are managed through the minor works contract and with the equipment supplier EIBE on an ad hoc basis.
79. A small sand play area is also maintained adjacent to the seafront volleyball court with routine maintenance being carried out through the Council's foreshore team.

Cycle Hire

80. The seafront cycle hire service was set up in 2014, funded partly by a European Maritime Fisheries Fund grant through the

Hastings Fisheries Local Action Group (FLAG). The income produced by this service is insufficient to cover the operating costs on an ongoing basis. In 16/17 the Trust committed funds to purchase new equipment to enable the scheme to run during the peak summer 2017 period between mid-July and early September. Alternative options for a more sustainable model will be explored in 17/18.

Lifeguard service

81. In the latter part of 2016/17, the Trust entered into a one-season agreement with the Royal National Lifeboat Institution (RNLI) to operate a lifeguard service from May until September. The agreement will include an audit of signage and a sharing of the costs of necessary replacement. This service will be reviewed at the end of the season in time for decisions on future lifeguard services. Prior to the 2017 season, the Council as trustee, recruited, trained and managed the lifeguards through the services of an independent contractor. The RNLI is providing a comparable service at a lower cost in 2017. The RNLI currently also provides a 24/7 on-call lifeboat service to cover search and rescue requirements within 100 nautical miles from the coast of the UK and the Republic of Ireland, and provides beach lifeguard services on many south coast beaches, including for the first time this year Camber Sands and Bexhill.

Repairs and Renewals

82. Routine inspections, annual and seasonal maintenance and responsive repairs are covered by the operational budget of the Foreshore team and recharged to the Trust in the annual accounting process. This covers general wear and tear to a range of assets including promenade surfacing, railings, shelters, street furniture, signs, steps, groynes, buildings and other structures. Specialist examinations of the concrete structures along the seafront are carried out on a regular basis, and repairs are scheduled in response to the specialists' recommended prioritisation of required work.
83. The landscaped area near the Boating Lake requires upgrading, and it is proposed that £15,000 be invested in improvements in 2017/18, and a further £6,000 annually for the following two years.

Renewal/Replacement of Operational Contracts

84. Waste and street (beach) cleansing services and grounds maintenance on the foreshore are delivered by Hastings Borough Council within town-wide contracts with commercial contractors. The Trust has benefited from savings in the new contract.
85. The waste and street cleansing contract was re-let in 2012 to Kier Environmental Services. This contract will end in June 2019, and work is underway to ensure that a service provider is in place at the end of the contract. Nearer the time the Charity Committee will be consulted to establish whether it agrees that the Council's new waste and cleansing service providers will also provide these services to the Trust.

86. The Trust's car parks will continue to be managed by Council staff who also manage the Council's off-street car parks.

The Grants Programme

87. The Trust considers the provision of charitable grants to be a core element of its activities. These are currently divided between the small grants programme (£50,000) and the events programme (£20,000). The level of grants that can be distributed prudently in any one year will be dependent upon the financial position of the Trust and will be determined as part of the annual budget process. For practical purposes the overall level is often determined in advance of the annual budget meeting based on the forecast surplus for the year ahead. At the outset of the Council acting as Trustee, the Trust based the level of distribution on the basis of 25% of the annual projected trading surplus. The Trust will consider changes to the level of funding for the grant programmes within the first year of this business plan. It will also review the area of eligibility for grant funding.

Risk Management

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

Governance

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

Performance measurement / service delivery

93. The Trust's obligations for service delivery are carried out by officers of Hastings Borough Council, either directly or through external contractors. The main services provided are beach cleansing and monitoring, seasonal lifeguard service, refuse removal, public conveniences and car parks. Performance is monitored through quarterly reporting and a finance report is presented at each Charity Committee meeting
94. The public bathing beaches at Pelham Place and Marina are externally assessed by the Keep Britain Tidy organisation and have both been awarded Quality Coast Awards for beach management. The improved quality of the bathing beach at Marina was reflected in the Blue Flag status awarded to it in 2016.

Communications

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

Consultation and Accountability

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

2017 -2022 Spending Plan

Foreshore Trust Spending Plan			2016-2017	2016-2017	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Total
Cost centre	PROPERTY	DESCRIPTION OF WORK	BUDGET	REVISED BUDGET	UNAUDITED OUTTURN	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE 2017- 2022
			£	£	£	£	£	£	£	£	£
Maintenance projects											
5290B020	Pier Area	Area inspections and repairs	3,000	3,000	862	0	0	0	0	0	0
5290B020	White Rock Baths	External redecoration/ Building maintenance	27,000	27,000	27,225.86	10,000	25,000	10,000	10,000	10,000	65,000
5290B020	White Rock Baths	Alleviate water ingress		40,850	40,850	10,000					10,000
5290B020	Stade Barriers	Annual maintenance	2,000	2,000	1,486	2,000	2,000	2,000	5,000	2,000	13,000
5290B020	Cycle route	Contribution to maintenance	5,000	5,000	881		5,000				5,000
5290B020	Public Conveniences	Maintenance	6,000	6,000	2,050	6,000	6,000	6,000	6,000	6,000	30,000
5290B020	Car Parks Rock a Nore	Maintenance	6,000	6,000	6,025	6,000	6,000	6,000	6,000	6,000	30,000
5290B020	Car Parks - Pelham	Maintenance	6,000	6,000	2,683	6,000	6,000	6,000	6,000	6,000	30,000
5290B020	Chalets - White Rock & Marina	Maintenance				2,000	2,000	2,000	2,000	2,000	10,000
5290B020	Play Areas and Exercise Equipment	Maintenance of equipment				5,000	5,000	15,000	15,000	15,000	55,000
5290B020	Water Play *	Maintenance & operation				12,000	12,000	12,000	12,000	12,000	60,000
5290B020	Winch Road	Maintenance & lighting				2,000	2,000	2,000	2,000	2,000	10,000
5290B020	White Rock Promenade Kiosk	Maintenance					3,000				3,000
5290B020	Signage repairs	Maintenance					1,000	1,000	1,000	1,000	4,000
5290B020	Stade and Stade Kitchen	Maintenance				3,000	3,000	3,000	3,000	3,000	15,000
5290B020	Cycle Hire	Replacement bikes				4,500					4,500
Total of Cyclical Repairs and Redecorations			55,000	95,850	82,068	68,500	78,000	65,000	68,000	65,000	344,500
0											
5290B020	Beach - Other	Other repairs and renewals beachfront area	12,000	12,000	10,644	12,000	12,000	12,000	12,000	12,000	60,000
Total Maintenance Projects			12,000	12,000	10,644	12,000	12,000	12,000	12,000	12,000	60,000
0											
Projects (main programme)			£	£	£	£	£	£	£	£	£
5291B022	White Rock Promenade Kiosk	Kiosk to be operated by The Source	53,630	53,630	2,410						0
5292B022	White Rock Chalets	Purchase 12 new chalets		14,000	0	14,000					14,000
5293B022	Beachfront	New signage to RNLI standard potential 50% contribution from RNLI	40,000	40,000		40,000					40,000
5287B020	Winch road	Winch road upgrade**		3,000							0
5293B022	Beachfront	Children's play area	25,000	25,000	13,330	5,010					5,010
5293B022	Stade Open Space Landscaping		5,000	1,000		5,000					5,000
5293B022	Marine litter project*		20,000			20,000					20,000
5287B020	Soskways re Winch project			10,000	3,630						0
	Access Audit	Implement prioritised actions				10,000	10,000				20,000
5298B022	Resurfacing Robertson Street to Pier/White Rock Promenade improvements	Work with potential Coastal Communities Fund match - additional surveys to complete		103,000	103,000	25,000	25,000	25,000	25,000	25,000	125,000
5293B022	Landscaping - adj. to boating lake						15,000	6,000	6,000		27,000
5294B020	Parking machine Upgrades	Upgrade of new machines to cater for new coins and new signage		21,000		21,100					21,100
5298B022	Landscaping/Water Feature* (Water Feature only)	Work to enhance Coastal Communities funded 4 landscaping. Total costs £180,000 of which the Trust has approved £50,000 and CCF £35,000. A further £35,000 is being sought*.	50,000		3,000	82,000					82,000
5296B022	Contingency		25,000			25,000	25,000	25,000	25,000	25,000	125,000
Total Programme			218,630	270,630	138,030	247,110	75,000	56,000	56,000	50,000	484,110

*Further Charity Committee Approval before additional spend

**Fisheries Local Action Group (FLAG) projects

Indicative Forward Plan	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Outturn	Budget	Budget	Budget	Budget	Budget
	Unaudited	Estimate	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000	£'000
Incoming Resources						
Investment Income	(5)	(6)	(9)	(10)	(11)	(13)
Incoming resources	(1,312)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)
Profit on disposal of fixed assets	(127)					
Total incoming resources	(1,444)	(1,335)	(1,338)	(1,339)	(1,340)	(1,342)
Resources Expended						
Loan repayments	33	33	33	33	33	33
Charitable activities (exc capital charges)	818	738	753	768	783	799
Maintenance projects and cyclical repairs	93	81	90	77	80	77
Governance costs	106	108	110	112	114	116
Total Resources Expended	1,050	960	986	990	1,010	1,025
Total Operating Surplus	(394)	(375)	(352)	(349)	(330)	(317)
Grants	50	50	50	50	50	50
Events	20	20	20	20	20	20
Projects (Main programme)	138	247	75	56	56	50
(Surplus)/Deficit	(186)	(58)	(207)	(223)	(204)	(197)
Usable current assets	1,236	1,422	1,480	1,687	1,910	2,114
Usable current assets carried forward	1,422	1,480	1,687	1,910	2,114	2,311
Minimum reserves	690	900	900	900	900	900

Appendices

Foreshore Trust Land Holdings

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

ESX344554 dated 01 October 2012

ESX345304 dated 09 July 2012

ESX345308 dated 09 July 2012

ESX345239 dated 05 July 2012

ESX344556 dated 31 May 2012

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

Reserves Policy

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

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

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

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

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

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

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

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

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

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

Based upon the spending plans (draft) included in this business plan an additional sum of £710,000 will be needed to meet the expenditure plans in the period 2017/18 to 2021/22.

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

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

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

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

Grant making Criteria

101. The Trustee has decided that generally the focus of grant making will be on the following areas of charitable purpose:-

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

Strategic Risk Register

Below is the latest approved risk register. This will be reviewed in July 2017.

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

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

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
6	FT	Treasury Management - cash flow - Loss of money/fraud/theft - Reduction of investment Interest - Cost of borrowing	Low/Medium Low / High Low / Low Low / Low	- Trust balances of (cash) £1.42m	Assistant Director – Financial Services and Revenues	- Use of External Advisers – Capita Asset Services - Ensure staff are well trained - Insurance cover in place for potential fraud and dishonesty and theft - Insurance cover in place for loss of Money - Maintain adequate Reserves
7	FT	Cash collection contract - Firm collapses - Theft by company	Low / Low Low / Low	- Loss of money (up to £200k)	Assistant Director – Financial Services and Revenues	- Continue daily monitoring of cash banked - Regular communication with supplier if the contract is not complied with Insurance (A new cash Collection company was employed from November 2013)
8	FT	Uninsured properties / risks	Low / Medium	- Properties not Insured - Loss of money in the event of uninsured loss	Assistant Director – Financial Services and Revenues	- Ensure thorough renewals process each year - Make sure we liaise with estates/building services to ensure all properties are properly insured.
9	FT	Business Continuity	Low/ High	- Loss of Income, - Payments not made, - Treasury Management – financial loss	Assistant Director – Financial Services and Revenues - Chief Accountant	- Robust HBC financial systems - HBC business continuity planning
10	FT	Loss of key staff	Medium / High	- Stress - Errors / omissions - Financial loss - Poor advice	Chief Accountant Assistant Director – Financial Services and Revenues Chief Legal Officer Executive	- Keep staff motivated - Ensure knowledge is shared - Terms and Conditions

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
					Manager People and Organisational Development	
11	FT	Changes in Financial legislation – Financial accounts compliance with Charity SORP	Low / Medium	<ul style="list-style-type: none"> - Failure to produce accounts - Qualified by auditor - Staff time - Staff costs - Reputation undermined 	Assistant Director – Financial Services and Revenues Chief Accountant	<ul style="list-style-type: none"> - Work with Manningtons experienced firm - Regular liaison with HBC external auditors (BDO) and also Foreshore Trust auditors (Manningtons) - Train staff
12	FT	Budget settings <ul style="list-style-type: none"> - No decisions - Late decisions - No processes 	Low / High	<ul style="list-style-type: none"> - Poor financial management 	Assistant Director – Financial Services and Revenues Chief Accountant	<ul style="list-style-type: none"> - Ensure regular budget monitoring reports distributed. - Report variance reporting through performance review - Provide appropriate financial advice to members and officers - Consider Whole life costing of decisions/ projects - Consider Revenue Implications of new projects
13	FT	External suppliers <ul style="list-style-type: none"> - Bankruptcy, Administration 	Medium / High	<ul style="list-style-type: none"> - Depends which Contract 	Chief Accountant	<ul style="list-style-type: none"> - Financial health checks on contracts
14	FT	Unsafe structures leading to Public Liability Claims e.g. injury on trust land	Medium/Medium	<ul style="list-style-type: none"> - Financial Loss - Reputation 	Assistant Director Regeneration & Culture	<ul style="list-style-type: none"> - Regular evidenced inspections carried out. - Proactive works maintenance programme carried out
15	FT	Changes in legislation – Charity Law	Low/Medium	<ul style="list-style-type: none"> - Reputation undermined - Financial penalty 	Chief Legal Officer	<ul style="list-style-type: none"> - Professionally trained legal staff