

Foreshore Trust Business Plan
2019/20 – 2024/25

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Executive Summary

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

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

Background

About the Trust

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

History of the Trust

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

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

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

Purpose

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

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

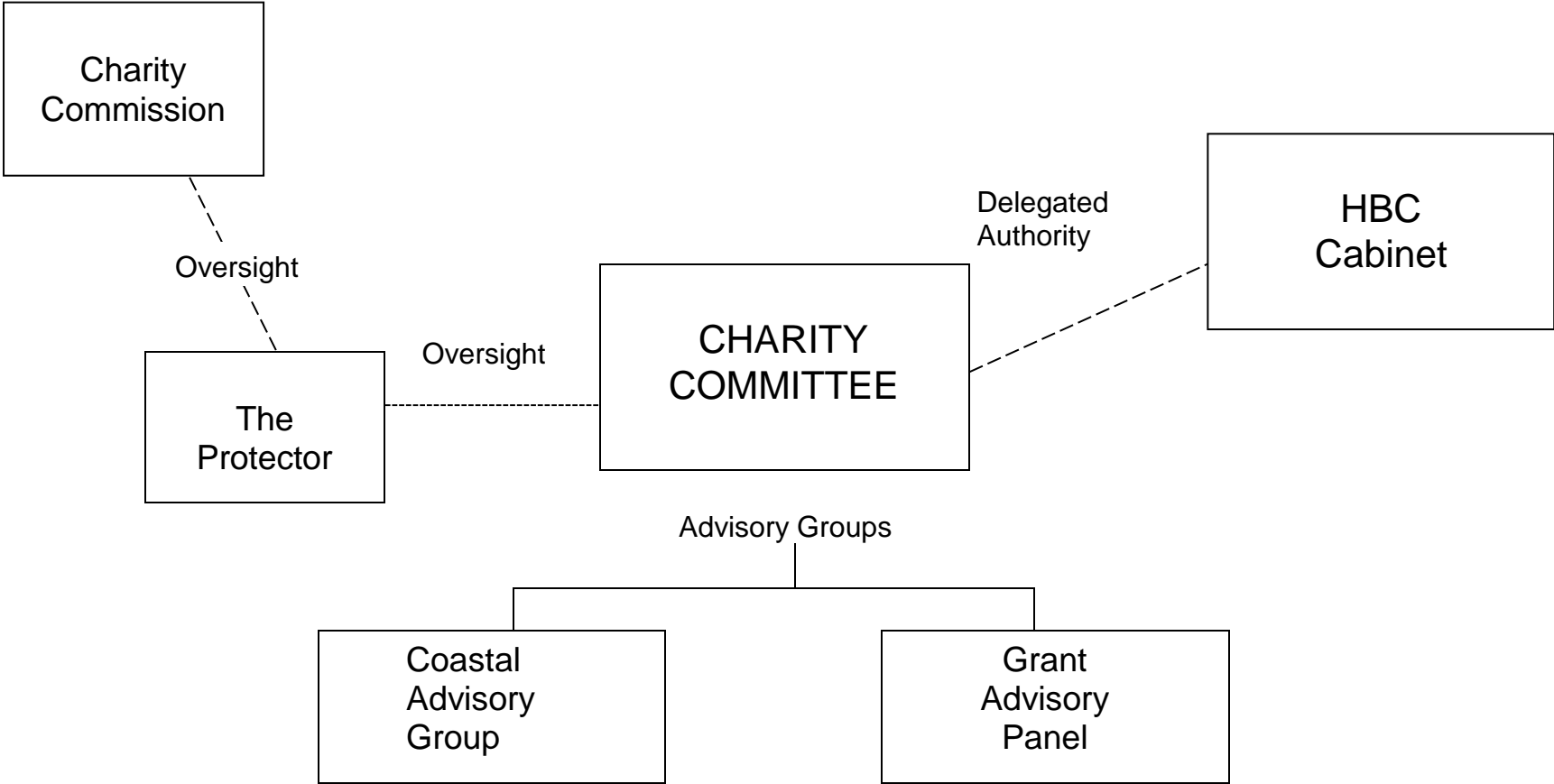
Vision

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

Strengths, Weaknesses, Opportunities and Threats

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

Organisational Structure



The Trustee

32. The Trustee is Hastings Borough Council.

Charity Committee

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

Coastal Advisory Group

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

Grants Advisory Panel

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

The Protector

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

Financial Information

Net Assets

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

Income

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

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

Reserves

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

Achievements 2018/19

White Rock Baths

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

Outputs during 2017/18 were as follows:

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

Outputs completed in 2018:

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

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

Car Parks

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

Grounds Maintenance

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

The Stade

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

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

Promenade and Beach

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

Grants Programme

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

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

2019 – 2025 Programme

White Rock Area

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

Car Parks

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

The Stade

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

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

Stade Open Space

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

Herring Fair on the Open Space

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

Stade Hall and Classroom on the Coast

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

Disability Access

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

Income generation opportunities

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

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

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

Public Art

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

Leisure

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

Play facilities

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

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

Cycle Hire and Deck Chair Hire

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

Lifeguard service

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

Repairs and Renewals

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

is required.

Renewal/Replacement of Operational Contracts

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

Grants Programme

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

Future Grant Programmes

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

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

Risk Management

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

Governance

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

Performance measurement / service delivery

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

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

Communications

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

Consultation and Accountability

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

2018/2019 – 2023/24 Spending Plan

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

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

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

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

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

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

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

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

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

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

Appendices

Foreshore Trust Land Holdings

118. Title to Foreshore Trust land has been registered at the Land Registry by Hastings Borough Council as Custodian Trustee of the Hastings and St. Leonards Foreshore Charitable Trust under the following Titles:
- ESX344554 dated 01 October 2012
 - ESX345304 dated 09 July 2012
 - ESX345308 dated 09 July 2012
 - ESX345239 dated 05 July 2012
 - ESX344556 dated 31 May 2012
119. Maps are available at: http://www.hastings.gov.uk/my_council/transparency/assets/

Reserves Policy – *to be reviewed in July 2019*

120. This policy is reviewed on an annual basis to take account of changes to the future plans of the Trust and perceived risks. Reserves are maintained for a variety of reasons as identified below:-
- a. An amount might be needed to meet an unforeseen emergency or other unexpected need. This amount is arrived at after considering risks and how much might be needed for such contingencies; this involves judgement of events that may occur and their likelihood.

Whilst all the risks have yet to be fully assessed and reviewed it is suggested that £100,000 be retained to meet an unforeseen emergency or other unexpected event.
 - b. Expenditure budget - a small contingency fund to meet unforeseen operational costs.

The expenditure budget is £960,000. It is suggested that a 10% contingency (say £100,000) be retained for unexpected and unforeseen operational expenditure.
 - c. Uncertainty over future income. Most well run organisations retain reserves equivalent to a number of weeks or months of income equivalent to allow time to develop new sources of income or to cut-back on related expenditure.

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

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

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

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

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

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

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

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

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

Grant making Criteria

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

Strategic Risk Register

Below is the latest approved risk register.

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

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
2	FT	<p>Charity Committee administration</p> <p>Statutory publication deadlines missed for agendas and the Forward Plan and meetings have to be cancelled delaying key decisions.</p> <p>Officers/Services miss deadlines for reports.</p>	Low / High	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Professionally trained staff with flexible approach. - Officers frequently chased and reminded about report deadlines.
3	FT	<p>Income</p> <p>Loss of Visitors to Hastings e.g. Major Pollution incident, water quality, major disaster elsewhere in Hastings.</p>	Medium / High	<ul style="list-style-type: none"> - Budget deficit - Loss of 6 months income would equate to around £700,000 	<p>Assistant Director – Financial Services and Revenues</p> <p>Chief Accountant</p>	<ul style="list-style-type: none"> - 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	<p>Maintain Buildings and Infrastructure</p> <p>- Need for a long term repair and renewal programme</p>	Low/Medium	<ul style="list-style-type: none"> - Build up of urgent and costly repairs (Planned maintenance reduces costs) 	Assistant Director Regeneration & Culture	<p>Production, maintenance and regular review of repair and Renewal programme – based on regular inspection of assets.</p> <p>Ensure compliance of lease obligations</p> <p>Maintain and accumulate sufficient funds to finance agreed programme</p>
5	FT	Unforeseen operational expenditure	Medium/High	<ul style="list-style-type: none"> - Reputation damage - Unable to meet commitments - Legal liabilities 	Assistant Director Regeneration & Culture	- Maintain adequate Reserves

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

	Service	Potential Risk	Risk Rating (Likelihood / Impact)	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
					People and Organisational Development	
11	FT	Changes in Financial legislation – Financial accounts compliance with Charity SORP	Low / Medium	<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