

# Public Document Pack

## Hastings and St Leonards Local Strategic Partnership

Minutes 28 January 2019

### Present:

#### Statutory Sector

Councillor Peter Chowney, HBC  
Councillor Rob Lee, HBC  
Councillor Nick Bennett, ESCC  
Simon Hubbard HBC  
Jim Sharpe Sussex Coast College  
Brett White Sussex Police  
Simon Barden Sussex Police  
Julia King ES Fire Service  
Bruce Campbell DWP  
Richard Watson, NHS Hastings and  
Rother CCG

#### Community & Voluntary Sectors

Jacky White Optivo  
Sharon Saunders Optivo  
Tracey Rose FSN  
Carole Dixon EFT  
Steve Manwaring HVA  
Mark Turczanski HVA  
Annie Whelan Seaview

#### Business Sector

Clive Galbraith (Chair)  
Sean Dennis

|           |   |  |
|-----------|---|--|
| <b>50</b> | <b><u>APOLOGIES FOR ABSENCE</u></b>   |  |
|           | Apologies were received from Sarah Godley, Trevor Davies, Tracy Dighton, Catherine Orbach, Dr John Smith, Vanessa Biddiss, John Shaw      |  |
| <b>51</b> | <b><u>DECLARATIONS OF INTEREST</u></b>  |  |
|           | There were no declarations of interest  |  |
| <b>52</b> | <b><u>MINUTES AND MATTERS ARISING (CHAIR)</u></b>   |  |
|           | The minutes of the LSP meeting held on the 15 <sup>th</sup> October 2018, had not been received by many members and will be recirculated. |  |
| <b>53</b> | <b><u>HASTINGS BOROUGH COUNCIL BUDGET AND CORPORATE PLAN 2019/20</u></b>  |  |
|           | Councillor Peter Chowney, Leader of Hastings Borough Council and  |  |

Finance and Property Portfolio Holder presented the Council's budget and corporate plan priorities for 2019/2020. (see Councillor Chowney presentation). Peter highlighted the Council's ongoing budget shortfalls, including the budgetary deficit of £1.8 million in 2019/20 and £2.5 million in 2020/21.

Peter advised a number of national financial policy changes continue to impact on the Council's budget including,

- Reduction in the Settlement Funding Assessment of 9% compared to the previous year
- Revenue support grant reduction to £0 from £1.4 million
- New homes bonus reduced by 14.4%
- A 2.99% increase in Council Tax

This coupled with the uncertainty of Brexit, volatility in income and expenditure and increasing pressure on council services such as homelessness and unavoidable costs such as software upgrades, increasing salaries and new waste contract arrangements has helped to create a perfect storm!

The impacts on our 2019/20 budget include staff redundancies, using £1.8 million of transition reserves to balance the budget and investing in income generation initiatives. (see Peter's presentation for full details of planned spending reductions, areas of growth and the capital programme)

Peter highlighted a number of growth items in the budget for 2019/20 including:

- Digital by Design and the continued movement of our processes and transactions on line
- The purchase of Microsoft licensing for Windows 10
- Bohemia Town Centre Project staff team to deliver the Area Action Plan

The 2 key themes for the Corporate Plan in 2019/20 were presented

- Things we have to do by law or are contractually obliged to do
- Things we choose to do to enhance quality of life in the town

and Peter highlighted the Council's 6 key corporate programmes for the coming financial year as:

1. Waste services including bringing street cleansing back in house and the launch of a new contract for household waste and recycling in partnership with Rother and Wealden Council
2. Modernisation and digital efficiencies with the development of more online services, an improved online payment service and self service area for benefits claims.

3. Tackling homelessness and disadvantage including a new homelessness strategy, implementing the rough sleepers initiative, and buying houses to reduce the use of B & B accommodation
4. Income generation through the development of renewable energy schemes, developing council-owned housing sites and purchasing commercial properties
5. Tackling climate change in response to the IPCC report last year, identifying what the Council and the town working in partnership can do to deliver a carbon neutral Hastings, including identifying sites for sustainable energy generation and updating local plan policies. .
6. Physical regeneration activities including the development of the West Marina site for housing and leisure, the White Rock and Town Centre Area Action Plan and a new visitor centre at Hastings Country Park.

Peter summarised by stating the Council faces ongoing challenges, including meeting the £2.5 million budgetary deficit for 2020/21 and confirmed that during the coming year the Council will be working hard to increase the income we generate, make additional savings and efficiencies, transfer services on line and identify external funding opportunities which support the ambitions of the corporate plan.

The Board sought clarification regarding the total reduction in expenditure between 2018/19 and 2019/20, and Peter advised the reduction amounted to £1million.

The Board expressed concern about the proposed deletion of Community Partnership Funding in 2021/22, and would welcome the opportunity to discuss what the likely impact of this would be on the Community and Voluntary Sector and especially advice services operating in the town. Peter confirmed that the Council intends to work together to understand the impact on services and talk to all partners affected about options and alternatives.

**54**

**NHS HASTINGS AND ROTHER CCG- 2018/19 FINANCIAL POSITION AND 2019/20 PRIORITIES**

Richard Watson Health Inequalities Programme Manager of Hastings and Rother CCG provided an update about the CCG's financial position. He reminded the Board that the CCG is responsible for commissioning the vast majority of healthcare services in Hastings and St Leonards, including GP services, the Conquest Hospital, Mental Health services, and Learning Disability Support.

Richard stated that CCG's budget for 2018/19 of £250 million is spent across 5 key service areas:

- 52% acute (East Sussex Healthcare NHS Trust's Conquest hospital services)

- 9% primary care (NHS cost for GPs including general practice)
- 8% mental health (Sussex Partnership NHS Foundation Trust)
- 7% community (ESHT's community services)
- 12% prescribing

(%s based on 2017/18 actual expenditure)

Richard advised the Board, that the CCG started the financial year with a budget deficit and legal directions from NHS England. In addition, the CCG faced a number of challenges, similar to those of our wider NHS partners in the region and nationally:

- An increased demand for health care services
- People are living longer with more complex needs
- Ongoing national austerity impacts

However, set against these challenges, the CCG has worked closely with other East Sussex Better Together (ESBT) partners in 2018/19 transforming and integrating health care services and other services that support health outcomes. Richard highlighted the following successes:

- Integration to address health inequalities
- Improved access, quality and safety of local people
- The Conquest Hospital performed well last winter and has continued to do so this winter
- A & E performance is in the upper quartile nationally
- There has been a reduction in the length of stays in hospital
- Reduced delays in the transfer of care
- Recognised as good practice by Matt Hancock( Secretary of State for Health & Social Care) in his recent visit to Hastings. However, this is set against a back drop of significant increases in demand for GP, A & E services and planned care especially in deprived communities coupled with an increase in the unit cost of care.

Richard advised that the CCG have a 4 year Financial Recovery Plan in place ( 2018/19 to 2021/2022 ), to ensure our local health care system is returned to financial sustainability. The implications of this include

- An agreement with NHS England that Hastings & Rother CCG will deliver a £12million deficit during 2018/19, total saving required is £32 million – with Eastbourne and Hailsham CCG required to deliver £20 million of savings. This includes an agreed £18million Quality, Innovation, Productivity and Prevention (QIPP) savings programme.

Richard stated that the CCG is on target to achieve its QIPP plans in 2018/19, which means the CCG will receive end of year NHS England investment through its Commissioning Sustainability Fund. Richard detailed some of the QIPP achievements as:

- Reductions in prescribing costs led by the CCG's medicines management team
- Establishing integrated locality teams e.g. district nursing, occupational therapists and social workers
- Good financial housekeeping

### **Priorities for 2019/2020**

The contracted sum has been agreed with East Sussex Healthcare NHS Trust for 2019/2020. The CCG has recently received confirmation from NHS England about its financial settlement for the coming year.

Hastings and Rother and Eastbourne, Hailsham and Seaford CCGs are now working collaboratively with 6 other CCGs in Sussex and East Surrey, for example sharing back office functions. They now have one Chief Executive, Adam Doyle, who will shortly be announcing a new Sussex and East Surrey senior management team.

The NHS Long Term Health Plan was published in January – see the attached link for further information <https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/>

The aim of the 10 year health plan for patients is to:

- Make sure everyone gets the best start in life
- Deliver world class care for major health problems and
- To support people to age well

Following the publication of the 10 year plan, CCGs are tasked with developing their own 5 year plans to demonstrate how the national plan's ambitions will be delivered locally. Priorities include:

1. Doing things differently
2. Preventing illness and tackling health inequalities
3. Backing our workforce
4. Making better use of data and digital technology
5. Getting the most out of the tax payers' investment

The CCG will be developing with key stakeholders a five year plan, to deliver the ambitions of the 10 year national plan, and that there will be stakeholder engagement event(s) in March 2019 to help develop the local plan, to which the LSP Board will be invited. The plan provides further opportunity to work together and collaborate and additional investment

opportunities.

The Hastings and Rother CCG event is taking place on the 13<sup>th</sup> March at 2pm in Bexhill – follow the attached link to attend the event [https://www.eventbrite.co.uk/e/our-health-and-careour-future-tickets-54978483123?utm\\_term=eventurl\\_text](https://www.eventbrite.co.uk/e/our-health-and-careour-future-tickets-54978483123?utm_term=eventurl_text)

Richard confirmed that NHS England will be providing communities with the greatest scale of inequality additional investment to tackle local health needs.

**55** **NEW WASTE CONTRACT AND STREET CLEANSING SERVICE FOR THE TOWN**

Simon Hubbard, Director, Hastings Borough Council gave an update about both the new household Waste Contract and Street Cleansing Service, confirming that both of these services would be going live in June 2019.

Simon advised that the new waste contract has been awarded to Biffa, through a joint waste partnership with Rother and Wealden Councils. The specific details of the service are now being worked upon. In Hastings the Council is working on a revision of the weekly recycling collections. Approximately 12,000 properties still receive a weekly collection. These were likely to be moved to a fortnightly collection for recycling, helping to reduce ongoing collection costs.

Simon also advised that the Street Cleansing Service, is being brought in house, and will be directly delivered by the Council. Planning permission had been received for the new depot, and all the vehicles required to deliver the service have been specified, sourced and ordered. The digital online reporting service is being developed for My Hastings and we are in the process of finalising the transfer process for staff joining the Council from Kier. The Council will be employing a new senior manager to manage the service and staff team.

**56** **SOUTH EAST LOCAL ENTERPRISE PARTNERSHIP SECTOR FUND SUPPORT**

Simon Hubbard, Director, Hastings Borough Council, advised that the South East Local Enterprise Partnership was developing a revised Economic Plan and an Industrial Strategy, a local expression of the national Industrial Strategy. (see attached link or further information <https://www.southeastlep.com/our-strategy/strategic-economic-plan/> )

Simon stated that The Coastal Communities Group of SELEP have secured 'Sector Support Funding' (SSF) to undertake further research into coastal communities and will develop a prospectus/supplement to the revised Economic Strategy Statement to ensure ongoing and increased investment in coastal communities. (see attached link for further information about the Coastal Communities SSF project <https://www.southeastlep.com/project/coastal-communities-ssf-project/> )

Simon advised, the research will focus on issues which are of particular concern to coastal communities and economies, building on research carried out by Sheffield Hallam University providing further evidence to attract investment in capital projects, skills and jobs. The research will help to detail the economic opportunities and priorities specific to coastal areas.

The project is being supported by SELEP SSF funding (£40k) and funding from 10 other local authorities, each contributing £2000 each. Simon advised that, the outcome of the research will both underpin the revised regional economic plan and influence the emerging local industrial strategy, clearly identifying investment priorities for the regions coastal communities, including Hastings.

He advised that the first meeting was held last week in London, and that a brief for consultants was being developed. The LSP will be kept up to date and partners will have an opportunity to input their views and comments to the research. ( Please see attached Hastings Borough Council Cabinet report 7<sup>th</sup> January 2019, which provides further information about the context of this research)

The Board asked whether there was still a likelihood that SELEP would be sub-divided into smaller regional LEPs, as had been discussed during 2018. Simon advised that the risk of this happening had been greatly reduced, and that the SELEP would continue in its current format for now

**57**

**TACKLING CLIMATE CHANGE AND A FUTURE ROLE FOR LSP?**

Councillor Peter Chowney, Leader of the Council and Finance and Property Portfolio Holder advised that the labour group would be putting a motion to Council in February 2019, in response to the Intergovernmental Panel on Climate Change call for action to limit global warming to 1.5°C. Peter advised that the motion was based on a similar approach undertaken by Bristol City Council and other local authorities. The motion recognises the leadership role the borough council can take, and sets out an ambition to make Hastings and St Leonards carbon neutral by 2030. Peter stated that to deliver this ambition would require working in partnership with a range of organisations and that the LSP is a key body to help deliver this ambition for the town.

**58**

**FUTURE ROLE FOR THE LSP**

Clive Galbraith, Chair of the LSP stated that the funding for the LSP had greatly changed over the last 18 years, which has impacted on the role and mission of the LSP. It was an important body of key decision makers working in the town, which had direct impact over some issues and huge interest and influence on others for example, education.

Clive advised that last year, the Executive Delivery Group of the LSP met and began to discuss the role of the LSP, its work to date and what our focus could be going forward. Could the LSP focus on 2-3 areas of interest that we can influence? What would these issues be? What do we want to collectively contribute to that will be for the good of the town?

The Board considered that the town was evolving, moving forward and had come a long way since the LSP was initially set up, but that we are in a new era, especially in terms of public expenditure e.g. health services and further education. We need to focus on what is important, so shocks to our system, like the Brighton University announcement in 2017, can be managed collaboratively for the benefit of the town, maintaining its resilience to such shocks, and continued development.

The Board considered that it needed to be part of conversations that looked at what the future plans for the town are for the next 10-15 years; what will the future look and feel like with our changing circumstances? What role can the LSP play/ have/ influence? The Board thought that there was never a greater need to come together, to work together, but to make sure we made best use of our time and resources. How can we make a long term difference to the town?

Clive suggested that all partners consider what they consider the 2 or 3 key priorities could be for the coming year for the LSP, and to circulate these before the next meeting in April 2019.

**NB Please forward any ideas, thoughts to Chantal Lass by email; to [class@hastings.gov.uk](mailto:class@hastings.gov.uk) by Wednesday 6<sup>th</sup> March 2019.**

**59 ANY OTHER BUSINESS**

Bruce Campbell of DWP advised that the Universal Credit Service Centre would be moving into Hastings town centre. The office move would relocate 200 full time equivalent staff from its current base at Ashdown House to Lacuna Place, Priory Quarter on Havelock Road  
<https://www.hastingsobserver.co.uk/news/dwp-to-move-its-base-into-offices-in-hastings-priory-quarter-1-8362929>

Steve Manwaring advised that ESSP has now published its minutes from the meeting held on 15<sup>th</sup> January 2019 see link below for further information

<http://www.essp.org.uk/Meeting-papers-and-reports/ESSP/2019>

The Board thought it would be useful to review past agenda items and identify any updates that are still outstanding e.g. The review of the Drug and Alcohol Service, the review of Urgent Treatment Centres and the Walk in Centre at future meetings.

**60 NEXT MEETING DATES**

**Executive Delivery Board of LSP - Monday 11th March 2019 at 2pm**

**Local Strategic Partnership Board - Monday 29<sup>th</sup> April 2019 at 10am**

**Future Meeting Dates:**

| Executive Delivery Group  | LSP Board  |  |
|---|--|--|
| <p align="center"><b>Monday 11<sup>th</sup> March 2019</b><br/>2pm<br/>Muriel Matters House</p>         | <p align="center"><b>Monday 29<sup>th</sup> April 2019</b><br/>10am<br/>Muriel Matters House</p>   |  |
| <p align="center"><b>Wednesday 26<sup>th</sup> June 2019</b><br/>2pm<br/>Muriel Matters House</p>       | <p align="center"><b>Monday 15<sup>th</sup> July 2019</b><br/>10am<br/>Muriel Matters House</p>    |  |
| <p align="center"><b>Wednesday 11<sup>th</sup> September 2019</b><br/>10am<br/>Muriel Matters House</p> | <p align="center"><b>Monday 14<sup>th</sup> October 2019</b><br/>10am<br/>Muriel Matters House</p> |  |
| <p align="center"><b>Wednesday 4<sup>th</sup> December 2019</b><br/>10am<br/>Muriel Matters House</p>   | <p align="center"><b>Monday 27<sup>th</sup> January 2020</b><br/>10am<br/>Muriel Matters House</p> |  |
| <p align="center"><b>Wednesday 11<sup>th</sup> March 2020</b><br/>10am<br/>Muriel Matters House</p>     | <p align="center"><b>Monday 20<sup>th</sup> April 2020</b><br/>10am<br/>Muriel Matters House</p>   |  |

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# Minute Item 52 Public Document Pack

## Hastings and St Leonards Local Strategic Partnership

Minutes 15 October 2018

### Present:

#### Statutory Sector

Councillor Peter Chowney  
Simon Hubbard  
Councillor Rob Lee,  
Paula Gorvett,  
Richard Watson,  
Jim Sharpe

#### Community & Voluntary Sectors

Steve Manwaring  
Tracy Rose  
Marc Turczanski  
Tracy Dighton  
Catherine Orbach  
Carole Dixon,  
Helen Kay

#### Business Sector

Sean Dennis

**In Attendance: Chantal Lass, Deniz  
Musa, Michael Courts, Rebecca  
Jackson**

|           |   |  |
|-----------|---|--|
| <b>41</b> | <b><u>APOLOGIES FOR ABSENCE</u></b><br><br>Apologies were received from:<br><br>Marie Casey, Teresa Andrews, Julie King, Councillor Bennett, Yvonne Powell, Clive Galbraith, Emily Williams, Dr John Smith. |  |
| <b>42</b> | <b><u>DECLARATIONS OF INTEREST</u></b><br><br>There were no declarations of interest.   |  |
| <b>43</b> | <b><u>MINUTES AND MATTERS ARISING (CHAIR)</u></b><br><br>The board agreed the accuracy of the minutes from the previous meeting.  |  |

**CCG PRIMARY HEALTH CARE UPDATE**

Paula Gorvett, advised that as part of a national requirement, the provision of Urgent Care is being reviewed and redesigned to provide an Urgent Treatment Centre (UTC), which will end the provision of services being referred to as Walk in Centres, minor injury's unit or urgent care centres. (further information can be found here Health Overview and Scrutiny Committee 27<sup>th</sup> September 2018:  
<https://democracy.eastsussex.gov.uk/ieListDocuments.aspx?CId=154&MId=3535&Ver=4> )

She stated that there was a clear framework that allowed for a streamlined service for patients with urgent healthcare needs. It was believed that this framework would decrease the amount of fragmentation and confusion for patients that are using the services currently in place.

Initially, in March 2018, it was agreed (by East Sussex Better Together) to establish Urgent Treatment Centres – co-located within the two district hospitals by April 2019 (namely, at Eastbourne District General Hospital and the Conquest in Hastings)

And to recommission, the NHS '111 service' which following a commissioning process was due to be expanded to include a clinical assessment service providing advice from a clinician who would triage a patient's needs.

- Patient self-support advice
- local pharmacy
- a home visit
- urgent treatment requirement
- accident and emergency

However, in June it was decided to halt the procurement of the NHS '111 service' and to start a new procurement process. This will mean the commencement of the revised service is delayed beyond April 2019. See the link for further information

<https://democracy.eastsussex.gov.uk/documents/s21764/Appendix%20%20-%20ESBT%20UTC%20and%20PCEA.pdf>

Paula Gorvett advised that this has impacted on the development of the UTC but also provided an opportunity to consider the pre-consultation feedback from early public engagement including the possible closure of Hastings Walk in Centre and concerns raised over access to services should they be transferred and co-located at the Conquest Hospital. Options for Urgent Treatment Care are being reviewed and reconsidered in lieu of the depth of feeling from local people and organisations regarding the poor access to the Conquest Hospital. The outcome of the review should be known by the Autumn, and further public engagement is planned for

November – December 2018

For information the UTC timelines are as follows

| Key Milestone  | Delivery Date            |
|--|--------------------------|
| Options Appraisal Paper to CCGs' Governing Bodies  | September 2018           |
| Updated Outline Business Case and plans for further public engagement and communications | October 2018             |
| Further public engagement  | November - December 2018 |
| Final Business Case to CCGs' Governing Bodies  | February 2019            |
| Procurement of UTCs  | February - May 2019      |
| Mobilisation   | May - October 2019       |
| UTCs Operational   | October 2019             |

(extracted from Health Overview and Scrutiny Committee 27<sup>th</sup> September 2018)

<https://democracy.eastsussex.gov.uk/ieListDocuments.aspx?CId=154&MId=3535&Ver=4>

As part of the review process all options are being considered including how to make best use of the Station Plaza Health centre site, and how it can be best used for the provision of primary health care, set against a back drop of key challenges such as

- workforce issues (recruitment, retention of staff and an ageing workforce)
- providing accessible critical services
- financial constraints

Concerns were raised about a number of issues

- The street community are regular users of the Walk in Centre, how would their needs be met, Paula Gorvett advised that a full equalities impact assessment will be carried out as part of the review to ensure all communities needs are met.
- With regard to wider public engagement Paula confirmed there will be further public consultation and engagement which will help to ensure local organisations viewpoints can be fed into the process, and that there will be a transparent decision main process.
- Local mental health needs were highlighted as a concern for those with experiencing mental health that may contact the '111 service' and how these individuals will be supported/ advised, Paula confirmed that the local services are still to be agreed and developed, but the pathways would be clear for the launch of the new '111 service'.

**INFORMATION ON THE COLLEGE MERGER AND ACADEMIC RESULTS FOR 2017/2018**

Jim Sharpe, the principle for East Sussex Coast College provided an update on the college merger and provisional academic results for 2017/18. Following a full Ofsted inspection in December 2017, the college received a 'Good' rating with recommendations for further improvement. , including reducing poor attendance of in subjects such as Maths and English.

Jim advised the remainder of the academic year was focused on the college merger creating the East Sussex College group, resulting in 3 devolved colleges of

- Sussex Coast College (including the Ore campus)
- Lewes College including the Newhaven campus
- Sussex Downs college in Eastbourne

The aim of the mergers is to financially sustain post 16 education in the county. On the ground, the colleges currently look the same, whereas governance structures have changed.

Sussex Downs college was dissolved into Sussex Coast College and now as a group 'East Sussex College'

A Board of governors is in place with overall responsibility for everyone on the group, with additional advisory boards in each area.

As historically Sussex Downs college has a Grade 3 Ofsted rating, the new college group inherits this rating and as such will be receiving a full Ofsted inspection sometime this academic year, with a monitoring visit expected in November 2018.

Jim presented the headline Academic Results for 2017/18 and noted that 'Achievement' did not describe a 'pass rate' but a measure of 'attendance' and 'pass rate', i.e. a measure of how many students stick with a course. Jim stated that this was a challenge with regard to A levels, where a percentage of students are lost between year 1 & 2.

He stated that with regard to progress measures in Hastings we were meeting the national average, but that Hastings has a lower entry criteria.

The board raised a questioned as to what the merger would mean at a local level, and whether for 19+ education, employers could be involved Jim advised the Sussex Skills Solutions initiative works with local employers but advised that it can be difficult to spend the adult education budget, and are currently looking at 'travel to learn patterns'. This was regarding the possibility of subject-specialised sites.

A question was asked in regards to whether there would be any scaling down or streamlining of existing services. The answer was that there were no plans to rationalise the sites at the moment, student numbers were healthy both the campuses at Eastbourne and Lewes were large.

**46** **HASTINGS OPPORTUNITY AREA UPDATE**

Helen Kay gave an update on the Hastings Opportunity Area. It was stated that Hastings has already secured additional resource worth £1.8 million on top of it's share from £72 million, ie £6million. In Hastings the funding is being targeted at

- Improving literacy and maths
- Mental health resilience
- Improving attendance
- Retention of teachers

It was stated that all schools in Hastings are involved in at least one professional development programme for teachers, including training on developing early speech, language and communication skills, teaching maths, improving literacy, teaching science and behaviour management.

All schools were said to have agreed plans except for two. Every one of these schools and colleges were given dedicated budget to spend on extra-curricular activities.

700 children and young people took part in summer holiday activities. As well as this, thirty teachers are undergoing leadership training.

£250,000 grant funding is currently being promoted to improve attendance in schools and early years settings.

She stated that Hastings was the worst performing borough in the UK in terms of primary school attendance. Schools are working in partnership with Sussex Police, housing associations and ESCC to develop a Hastings wide approach to poor attendance and insight research is underway with parents, schools and young people.

A contract has been issued with the National Literacy Trust, to develop a local literacy Hub A soft launch has happened, and are now recruiting 'literacy champions' in areas of highest priority. KH also advised that a literacy fund has been launched for schools, to implement evidence based approaches to literacy.

Raising maths attainment is being delivered using 'mathematics mastery' approach.

With regard to improving mental health and resilience, all schools had received funding to allow for 4 days release for a lead in each school to undertake a mental health audit self-assessment. The results and findings will be presented at a seminar to all schools on the 31<sup>st</sup> October, from which a whole school approach may be developed.

The iRock service has been awarded additional funding and will expand its service from 3 to 5 days a week in November 2018, and will deliver mental

health support interventions with young people.

The board raised a question about what would happen after the programme ends as key to all of the programmes is their lasting impact and legacy. The new opportunity area board is learning from what's been commissioned so far, and the collaboration and dialogue can continue once the overall programme has completed.

With regard to mental health, the Board would welcome the opportunity to understand the results of the schools audit, so that the town's wider offer around mental health services can be informed by these findings and get involved in supporting young people and provide an integrated approach. This could include community organisations working in schools to address mental health issues that have been funded by the CCG for example, providing added value to the NOF and make sure services are aligned. The Board also raised concerns about arts education in schools and the impact this has on mental wellbeing and broader academic achievements, and whether there was a role for the new opportunity area to advocate for arts in school, especially as we are seeing 'art' disappearing from secondary schools curriculum.

**47** **ESCC OVERVIEW OF EDUCATION AND SCHOOL EXAM RESULTS**

Elizabeth Funge presented an overview on educational achievement and provisional school exam results for east Sussex and Hastings. Please see slides for detailed analysis

The Early Years for both East Sussex and Hastings show that for the average of children achieving a 'good level of development' in Hastings shows continued improvement between 2016 to 2018, with performance better than the national average.

Referring to her presentation, she stated that the percentage gap between children eligible for Free School Meals and achieving a 'good level of development' has reduced whilst the national average had risen. For Year 1 pupils working at expected level of Phonics Hastings was now in line with the national average, which was a positive change. The gap between Hastings and the national average of disadvantaged Year 1 pupils working at the expected level has improved, with Hastings being below the national disadvantaged gap.

For key stage one, the percentage of pupils achieving the expected standard at key stage 1 in 2018 was above the national average, with Hastings having a strong performance in this area. For disadvantaged pupils, the percentage gap between disadvantaged pupils achieving standards in KS1 and non-disadvantaged pupils is narrowing.

For Key Stage 2, for pupils achieving the expected standard in reading writing and mathematics, Hastings performed better than the county and national standard, with a noticeable gap between pupils experiencing deprivation and those that don't.

Results for KS4 are still provisional, with improvement being seen for both English and mathematics, although average attainment in Hastings is still below the County and national average.

Overall, there was a positive outcome in the early years and primary school which will start to feed into secondary schools, with ongoing high levels of exclusions in secondary schools, 27% compared to a 9% national average.

Elizabeth clarified that that average data comparisons included Hastings data in the data set, so that comparisons were being made between Hastings and the whole of the county including Hastings information.

**48**

### **ROUGH SLEEPING ROLLOUT UPDATE**

Michael Courts and Rebecca Jackson presented an update on the Rough Sleeping scheme rollout. It was stated that a bid for additional funding in 2019/20 had been submitted, and they were waiting to hear back if it had been successful.

The number of rough sleepers in town tends to fluctuate, with 49 being identified in the summer and 30 rough sleepers found at the end of September.

The project proposals sought to improve accessibility to services for rough sleepers, with access to support services, access to temporary accommodation, but especially, access to long-term housing solutions.

The proposal is to include:

- A new accommodation pathway.
- A multi-disciplinary team of health, mental health, social care, substance misuse and housing professionals.
- Expanded outreach and day centre services.
- Expanded Sussex Rough Sleeping Prevention Project.
- New CHAIN database.

By November the multi-disciplinary team would be in place, Rebecca Jackson has been appointed as the Senior Rough Sleeper Project Coordinator. The team would include a range of specialists including health, mental health and housing specialists.

|                         |  |  |
|-------------------------|--|--|
|                         | <p>The board were told that they had been working closely with the Seaview projects, who have been appointed as the Hub, Outreach and Housing Contractors. The day centre will now be open 5 days a week. The accommodation pathway has been organised for both Hastings and Eastbourne, with clients being referred from a Hub to the Assessment Centre, (which should be in place early November), and depending on an individual's needs will be referred onto the appropriate housing service, Hosing First, Private Rented Sector and Social Housing.</p> |  |
| <p><b><u>49</u></b></p> | <p><b><u>NEXT MEETING DATE</u></b></p> <p>The next meeting date is on the 28 January 2019, at 10:00am at Muriel Matters House, Hastings.</p>   |  |



## Our position

Our vision, mission, values and priorities remain the same despite an ever more challenging financial position...

Our grant funding has reduced, from **£12.7 million in 2010/11 to just £3.4 million this year**, whilst our operational costs rise.

We need to address a budget deficit of **£1.8 million in 2019/20** and **£2.5 million in 2020/21**.



## Funding shortfalls

### What we said in February 2018:

|                |   |
|----------------|---|
| <b>£1.039m</b> | in 2018/19 (to be funded from reserves) |
| <b>£1.036m</b> | in 2019/20                              |
| <b>£1.894m</b> | in 2020/21                              |

### What we are saying now (including Income Generation projections)

|              |   |
|--------------|---|
| <b>£964k</b> | in 2018/19 (still a big call on reserves) |
| <b>£1.8m</b> | in 2019/20                                |
| <b>£2.5m</b> | in 2020/21                                |
| <b>£1.8m</b> | in 2021/22                                |
| <b>£2m</b>   | in 2022/23                                |



## Financial headlines 2019/20

- Settlement Funding Assessment (SFA) down (9% reduction from previous year);
- Revenue Support Grant (RSG) £0 down from £1.4 million; Business rates baseline up £988k;
- New Homes Bonus down 14.4% (down £93k);
- proposed Council Tax (Hastings element) £265.50 from £257.81 – £7.69 p.a. increase in Band D Council Tax (2.99%, the maximum allowed - less than 15p a week!);
- 1% on Council Tax raises £68k.



### Revenue Support Grant – Government projection

| Year    | RSG (£000's) | Decrease | Percentage Change (Annual) | Decrease (Cumulative) | Percentage Change since 2015/16 (Cumulative) |
|---------|--------------|----------|----------------------------|-----------------------|--|
| 2010/11 | £9,040k      |          |                            |                       |  |
| 2015/16 | £3,727k      |          |                            |                       |  |
| 2016/17 | £2,835k      | £891k    | -23.9%                     | £891k                 | -23.9%                                       |
| 2017/18 | £2,038k      | £797k    | -28.1%                     | £1,689k               | -45.3%                                       |
| 2018/19 | £1,542k      | £496k    | -24.3%                     | £2,185k               | -58.6%                                       |
| 2019/20 | £988k*       | £554k    | -35.9%                     | £2,739k               | <b>-73.5%</b>                                |

\*Replaced by business rates



### Challenges we face

- 73% plus cut in government grant 2010 – 2019;
- significant volatility in income and expenditure – business rates, factory/shop rents, development control, interest rates, Council Tax Reduction Scheme, etc.
- increased pressure on council services – for example, homelessness;
- continuing to meet the needs of our town and our deprived communities with less resources across the public sector;
- increased costs – salaries, inflation e.g. contracts;
- transition to a different council, doing different things, funded in different ways with less certainty.



## A perfect storm ...

This year we had a big cut to our government grants, big additional demands on council services such as homelessness, unavoidable costs such as software upgrades, and the early termination of the waste contract.

These led to a budget gap of around £3m.

To cover this gap, we've made over £1m efficiency savings and service cuts, but we've also had to use £1.8m from reserves.



## Calming the storm

We will have to make difficult and unpalatable decisions because of our financial position, but we will look to protect frontline services wherever possible.

To do this we will make sure our criteria for decisions prioritise the achievement of the objectives in our Corporate Plan.



## 2019/20 budget headlines

- £1.39m savings identified;
- growth of £347k identified;
- 14.6 FTE posts redundant (but only 1.9 FTE compulsory redundancies);
- 5 FTE new posts created;
- fees and charges increased (including parking);
- £1.4m additional costs of new waste and street cleaning services - seeking to reduce costs;
- using all £1.8m of Transition Reserves to balance budget;
- £11.5m potential investment in further income generation/regeneration schemes.



## 2019/20 budget headlines (2)

- Business Rate pilot – so-called ‘75% business rate retention’ (up from 50%);
- maintaining 100% support for most vulnerable households in Council Tax Reduction Scheme;
- need to retain reserves to protect council against the unexpected;
- awaiting outcome of Government’s 2019 Spending Review and the Fair Funding Review to inform financial position from 2020/21 onwards.



## Examples of spending reductions (1)

Full list in Appendices K1 and K2 in the budget report

- cuts to the grounds maintenance budget (£117,000);
- reducing benefits staff following introduction of Universal Credit (£100,000);
- reduction in funding for White Rock Theatre as part of new contract (£116,000);
- delete Cultural Services Manager post (£64,000);
- reduce the Ranger Service by one post (£40,000);
- reduction in CCTV monitoring hours (£30,000).



## Examples of spending reductions (2)

Full list in Appendices K1 and K2 in the budget report

- changing our marketing approach to focus on Hastings as part of 'Visit1066' (£80,000);
- cease funding the Herring Fair and Stade Saturdays (£30,000);
- cease Play Days in the park and target play work in deprived areas (£20,000);
- restructure service teams and delete vacant posts;
- efficiencies from moving services on-line (systems and people savings).



## Summary of growth items

- Digital by Design – staff to complete the task of moving our processes and transactions on-line for improved customer service and efficiency savings;
- Microsoft licensing – Requirement to move to Windows 10;
- Bohemia Project Staff – to deliver the development programme;
- housing development officer – to help deliver housing sites;
- legal services – resource in place to support our programmes and income generation projects.



## Capital programme – 2019/20

Includes:

|                                       |              |
|---------------------------------------|--------------|
| • commercial property                 | £4.7m        |
| • conversion of York Buildings        | £602,000     |
| • Disabled Facility Grants            | £1.5m (tbc*) |
| • public realm                        | £50,000      |
| • CPO empty properties                | £100,000     |
| • Pelham Arcade and upper road        | £182,000*    |
| • playground upgrade programme        | £102,000*    |
| • purchase of temporary accommodation | £1.86m       |

\* = fully or partially externally funded



## Capital programme – 2019/20

Includes:

|  |           |
|--|-----------|
| • DSO street cleaning vehicles         | £780,000  |
| • DSO depot works                      | £256,000  |
| • energy generation schemes            | £1.7m     |
| • Hastings Housing Company             | £5m       |
| • Hastings Country Park Visitor Centre | £662,000* |
| • coastal defence                      | £563,000* |
| • Buckshole and Shornden reservoirs    | £71,000   |

\* = fully or partly externally funded



## Corporate plan

This year's plan is set out in terms of key programmes:

- things we have to do by law, or because we are contractually obliged;
- things we choose to do in order to enhance quality of life in the town.



## Key programmes for 2019/20

1. waste services;
2. modernisation and digital efficiencies;
3. tackling homelessness and disadvantage;
4. generating income;
5. tackling climate change;
6. physical regeneration initiatives.



## 1: waste services

- new in-house street cleaning service launched, including flytip removal and bulky waste collection;
- new domestic waste and recycling contract



## **2: modernisation and digital efficiencies**

- more online service provision for faster, easier transactions and reporting;
- improved online payments service;
- online self-service for benefits claims and changes of circumstances.



## **3: tackling homelessness and disadvantage**

- a new Homelessness Strategy and implementation of our Rough Sleepers Initiative;
- phase 1 of Community-Led Local Development Programme delivered
- house purchases to reduce use of bed & breakfast accommodation.



## 4: generating income

- developing council-owned housing sites;
- energy generation;
- developing business cases for new initiatives (eg marketing the award-winning 'My Hastings' platform, 'monetising' the Enterprise Resource Package);
- commercial Property Purchase??



## 5: Tackling Climate Change

- investigating all potential sites for sustainable energy generation;
- reviewing our local plan to identify sites for wind energy and to introduce higher energy efficiency standards;
- working with partners towards a 'carbon-neutral Hastings'.



## 6: physical regeneration initiatives

- new Visitor Centre at the Country Park;
- Bohemia and White Rock regeneration;
- development of new start up business units
- West Marina site developed for housing & leisure;
- seafront and town centre improvements;



## In conclusion...

**we remain optimistic but we need to:**

- increase the income we generate ourselves;
- continue to make additional savings and efficiencies;
- bid into external funds wherever appropriate;
- continue to transfer services on-line.

but ...

**all transition reserves will be exhausted by funding the £1.8m deficit we face in 2019/20.**

**There's still a £2.5m deficit for 2020/21.**



## Thank you for coming

Questions?

The draft Corporate Plan and budget are available:

[www.hastings.gov.uk](http://www.hastings.gov.uk)

email responses to:

[consultation@hastings.gov.uk](mailto:consultation@hastings.gov.uk)

by close on 8 February 2019



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**Report to:** CABINET

**Date of Meeting:** 7 January 2019

**Report Title:** South East Local Enterprise Partnership Sector Support Fund

**Report By:** Simon Hubbard, Director of Operational Services

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## Purpose of Report

1. To brief members on the success of the Coastal Communities Group of the South East Local Enterprise Partnership (SELEP) in securing Sector Support funding to develop a prospectus/supplement to complement the SELEP Economic Strategy Statement (previously known as the Strategic Economic Plan) and the forthcoming Local Modern Industrial Strategy of £40k matched against funding from a number of local authorities.
2. To seek authority to procure the consultants to develop and deliver this work on behalf of the Coastal Group.

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## Recommendation(s)

1. **That the Director of Operational Services or his nominees are authorised to procure contractors to undertake the work of developing a SELEP Coastal Communities prospectus.**
2. **The Chief Legal Officer is authorised to sign the contractual relationship to secure this work.**
3. **That agreement is given to the acceptance of grant aid via SELEP/East Sussex County Council and contributions from other councils towards this work.**
4. **That authority is given for the expenditure for this project up to a maximum value of £60k.**

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## Reasons for Recommendations

The work proposed is undertaken on behalf of a wider body of local coastal authorities with the aim of increasing support for regeneration and investment in the SELEP coastal communities. The Economic Strategy Statement and Local Modern Industrial Strategy are likely to be highly influential on future SELEP priorities. Future UK Shared Prosperity Funds are likely to be informed by these documents.

The work is intended to lead to enhanced co-operation between coastal partners and the development of more strategic relationships with potential funders, such as Arts

Council, Heritage Lottery Fund and Big Lottery as well as the SELEP funding opportunities.

## Background

1. SELEP is the Local Enterprise Partnership covering the local authorities within East Sussex, Kent, Essex, Southend, Thurrock and Medway. It has the responsibility for leading and co-ordinating economic growth within the region and is a channel for government funds in this respect. LEPs are intended by government to be business led however the role of local authorities, particularly upper tier or unitary authorities is very significant. This is scarcely surprising given the structural and strategic nature of much of what is delivered – for instance transport or skills training.
2. The SELEP structure is a federated one with arrangements for each of Kent/Medway, Essex/Southend/Thurrock and East Sussex. A central accountability board exists to assess bids for funding to ensure funds are directed at regionally appropriate and deliverable projects. A Strategic Board exists which is primarily intended to consider regional strategic issues and have oversight of the organisations work. The chair is appointed while the vice chairs are the chairs of the respected federated areas. Locally the federated structure is called Team East Sussex (TES) and is chaired by Graham Peters a local business representative. The membership of both the Strategic Board and the TES Board is attached for member interest. The Hastings Borough Council Leader is one of the TES representatives to the SELEP Strategic Board.
3. SELEP is the largest of any LEP and contains around 25% of its population along the coast. Whilst some of the coast is prospering there are a number of coastal locations including Hastings that are significantly underperforming economically.
4. The SELEP Coastal Community Group was established alongside others (like rural areas) and was initially led through Tendring, Thanet, Hastings, Dover and Rother councils. Hastings led work around private sector housing (which gained funding of £666,666) and support to creative business (funding of £2.34m) alongside Tendring and Thanet. The group commissioned a 2012 study by Sheffield Hallam University into the coastal economy looking at the position and this remains the best analysis available of economic and social performance.
5. It has become clear however that a more long term and strategic approach to coastal issues is required. There have been considerable successes but the fact remains that SELEPs coast contains many places that continue to underperform economically but also offer great potential for improvement – and to raise the overall performance of the SELEP region. Hastings, Rother and Tendring were approached by Adam Bryan the Chief Executive Officer of SELEP to see if the new SELEP Economic Strategy Statement (ESS) which was approved in December 2018 could be supplemented by specific focus on the potential for coastal growth and how that might be achieved. In order to finance this work a bid has been put together and is based upon a revenue grant of £40,000 Sector Support Fund from SELEP and £20,000 divided between local authority partners over 2018/19 and 2019/20. At the time of writing the report ten local authorities have indicated support for the scheme on which basis the cost would be £2,000 per council divided over two financial years.

6. The value of undertaking such work has been further increased by the announcement that LEPs are to lead the development of new local industrial strategies within their areas which will be aligned to the national modern industrial strategy. SELEP anticipates that it will begin this work in early 2019 to have the strategy in place by March 2020. There is therefore an opportunity to ensure that the needs and priorities for developing business and employment area is strongly reflected. The Chief Executive Officer of SELEP appeared before the House of Lords Select Committee on regenerating Seaside Towns and outlined the potential that exists for enhancing the region's performance through increasing the productivity and contribution of the coast.

## The Challenge

7. The SELEP coast is remarkably diverse. The 2012 Sheffield Hallam study commissioned by the Coastal Group identified 35 communities (excluding estuary towns)
  - 4 large seaside towns with substantial problems (Clacton, Margate, Ramsgate, Hastings)
  - 4 Ports with a fair measure of difficulties (Harwich, Dover, Folkestone, Newhaven)
  - 3 smaller places with acute problems (Jaywick, Camber, Sheppey)
  - 2 large towns with lesser problem (Eastbourne, Southend)
  - 6 smaller towns generally during ok (Frinton/Walton, Whitstable, Herne Bay, Broadstairs, Deal, Bexhill)
  - A significant number of small generally more prosperous communities.

There have been improvements in many places. However the fact remains that the coast has a series of opportunities for joined up action and the use of resources. With some exceptions the coast has not closed the “performance” gap with the region or UK.

8. Not only is there significant diversity but these areas are:
  - Separated one from another. This presents the challenge of trying to improve several places in order to improve the performance of the coast as a whole.
  - Separate from the wider economy and market. These gaps are often physical, but also include skills, employment readiness and low land values to support development.
  - The level of deprivation on the coast remains high. On a Borough basis Hastings is the 2<sup>nd</sup> most deprived coastal community after Blackpool.
  - In addition 5 of the coastal Boroughs within this partnership have areas with category C assisted area status within them, recognised by the EU for their market failure, but also that they have the opportunity to combat this, via strategic intervention. These are in Hastings/Rother, Thanet, Tendring and Swale. There is an additional area in estuary based Medway.
9. The coast has recently excelled at culture. This has often been image changing and has attracted new visitors with higher spend and an influx of new residents. It has also produced a change of image for towns like Hastings, Margate, Folkestone

and Bexhill. However, this tends to be in limited areas (near seafronts with cheap Victorian property in many areas). This can mean:-

- Parts of towns are increasingly unaffordable to average wage earners.
  - Limited impact on much of the wider economy.
  - A view that these areas have been regenerated when in fact much remains to be done and what has been gained remains fragile.
10. The funds aimed directly at or often sought by coastal bidders often have strong cultural/artistic elements (Arts Council England, Heritage Lottery Fund etc). These are very useful but neglect the need to create more diverse economies capable of generating wider prosperity.
  11. Sustained physical intervention inside coastal towns to create employment, education space and new housing is required and it needs to be of sufficient scale to have meaningful outcomes. Developments on the outskirts of conurbations have to be managed carefully to avoid damage to town centre economies.
  12. It is often challenging to do things on the coast. Land values are often very low (not universally). Premises are often expensive because old buildings require sensitive treatment. Building costs are often high because local companies can obtain contracts in the London area. Public realm and seaside Victoria infrastructure requires significant investment and upkeep, often constrained by conservation and heritage listing restrictions.
  13. Low levels of skills and high levels of health issues often mean difficulties for employers considering investment.
  14. There are insufficient resources to drive the public realm improvements required to support investment by both the tourist industry or companies looking at an attractive place for relocation. Members are also aware of the impact of 180° market in coastal towns.
  15. Set against all of these factors has been the very significant success of places like Hastings, Margate and Dover in attracting resources that have begun regeneration. The coast has much to offer the region and UK and can point to effective delivery structures and partnerships.

## Description of Project

16. The particular challenges facing coastal economies have been well documented by various research studies and has shaped government policy through initiatives such as the Coastal Communities Fund, Coastal Communities Teams, and the current House of Lords Select Committee inquiry.
17. The new SELEP Economic Strategy Statement (ESS) makes reference to the need for a bespoke package of investment to support coastal economies; however the economic case for such a bespoke package has yet to be articulated.
18. Coastal areas have of course received benefits from existing programmes such as the Local Growth Fund & Growing Places Fund; however these funding streams favour interventions that deliver direct economic outputs at a large scale. They do

not favour SME-led economies nor address some of the wider issues referred to in the new ESS; particularly around place-shaping and the need to invest in the wider social infrastructure in order to attract private sector investment in capital, jobs and skills. Coastal communities need to grow SME business and encourage investment by larger businesses as the opportunities arise.

19. This project is intended to prepare a coastal reinforcement to the new ESS, to act as an investment prospectus that will articulate the economic opportunities and priorities specific to coastal areas and make a strategic case for investment, based on an evidence-led approach that demonstrates the potential economic outcomes, benefits and the comparative costs of investing on the coast compared to areas of the region better connected to transport and economic infrastructures.

20. Consultants will be appointed to:

- consider the current and future opportunities of the Coastal Communities and their potential purpose in the regional economy;
- analyse the opportunities and barriers to investment and growth;
- identify a number of key strategic interventions that may accelerate growth;
- recommend to SELEP a limited number of strategic priorities for action, identifying key outputs and outcomes that will enable success to be measured

It will also be suggested to partners that an examination of funding potential post Brexit is undertaken given the current significance of EU funds.

21. The project prospectus will be thematically led, focussing on those areas which are of particular relevance and important to coastal economies; building on economic research carried out by Sheffield Hallam University and other relevant studies. The research identified the variation in economic and social conditions along the coast and forms the basis for both prioritisation and a flexible approach.

## Financial Implications

22. The following councils have indicated commitment to support the project

|          |        |            |
|----------|--------|------------|
| Rother   | Maldon | Eastbourne |
| Southend | Dover  | Hastings   |
| Tendring | Thanet | Rochford   |
| Lewes    |        |            |

It is possible that confirmation of SELEP funding may increase participation as it is intended to extend involvement in steering the project to those who have contributed to it.

23. A full commission for the consultants will be developed and a steering group set up to co-ordinate it. Commissioning will be through the East Sussex Procurement Hub.

24. It is envisaged that the work will be commissioned by August 2019 and completed by the end of December 2019, subject to the views of the steering group and the speed with which funding is released. Because only upper tier authorities can directly receive funding for LEP funded projects East Sussex County Council will

act as project sponsor and Hastings Borough Council will receive the funding through them and report back upon progress.

## Policy Implications

25. Risk – Funding from partner councils may not be paid. Tendring Council have supplied confirmation of agreements from nine councils. Hastings Borough Council has received direct confirmation from Rochford. HBC's share will be funded from within existing budgets. This is regarded as relatively low risk.
26. Organisational – The project will impose initial burdens on legal services while the agreements are made. The supporting of the work will be undertaken via the regeneration team and offers a substantial opportunity for learning and development for staff. It is anticipated External Funding Officer will assume management responsibility will assume responsibility for day to day work. Oversight will be from the Director and Assistant Director.
27. Once the project steering group has convened a formal project plan will be adopted reflecting the partnerships agreed way forward.

## Timetable of Next Steps

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

| Action   | Key milestone   | Due date (provisional) | Responsible                     |
|--|---|------------------------|---------------------------------|
| SELEP Board Decision                                   | Board Meeting   | Approved<br>07/12/2018 | SELEP                           |
| Grant approved by sponsoring upper tier council        | Lead Member decision  | January<br>22/01/2019  | East Sussex County Council      |
| Consultancy brief shared & approved by stakeholders    | Approval of brief by funding partners. Set up Steering Group                      | February 2019          | Steering Group/HBC              |
| Tender Process and selection of consultant             | Consultancy advertised by East Sussex Procurement Hub                             | End February 2019      | HBC/East Sussex Procurement Hub |
| Award Contract   | Offer letter made + contract signed   | August 2019            | HBC on behalf of Steering Group |
| Stage 1 completion – stakeholder engagement & research | Submission of outcomes to Steering Group  | November 2019          | Consultant                      |
| Second stage – draft recommendations & consultation    | Agreement of draft report by Coastal Group. Cross reference with partners working | December 2019          | Coastal Steering Group          |

|   |                               |                       |             |
|---|-------------------------------|-----------------------|-------------|
|   | on draft Industrial Strategy. |                       |             |
| Final draft submitted to SELEP board for approval | Adoption by SELEP Board       | January/February 2020 | SELEP Board |

This provisional timetable will be reviewed by the Steering Group early in 2019 and is therefore subject to revision.

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### Wards Affected

N/A

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### Implications

Relevant project tools applied? Yes – Project documentation will be put into place once the Project Steering Group has reviewed the commissioning documents and timetable.

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

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

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### Additional Information

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

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### Officer to Contact

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