



Hastings Borough Council

# CORPORATE PLAN

2020-2024





# Our plan for Hastings

Welcome to the corporate plan - it is your plan because it affects everyone who lives and works in Hastings and St Leonards! The corporate plan is one of the council's most important documents, it sets out what we will be doing over the next few years with the money that we have and why we have chosen to focus on what's in the plan.

## Our Vision

*"Hastings and St Leonards is a happy, welcoming place with a vibrant, unique culture where everyone has their needs met and is supported and encouraged to live their best lives."*

Our town will:

- ✓ be a 'green' town with zero carbon footprint
- ✓ celebrate diversity, individuality and eccentricity
- ✓ recognise and meet people's needs
- ✓ have warm affordable homes for all

- ✓ ensure good standards of healthcare
- ✓ provide the best possible education
- ✓ have rewarding jobs with a decent wage
- ✓ protect our historic built and natural environment
- ✓ welcome developments that excite and enrich
- ✓ be a hub of creativity and culture

We can't do this alone so will continue to work with our partners across all sectors to achieve our vision and promote our town. So that we can work towards our vision we have priorities which we will be concentrating on:

- › tackling homelessness, poverty and ensuring quality housing
- › keeping Hastings clean and safe
- › making the best use of our land and buildings
- › minimising our environmental impact
- › delivering regeneration for the town
- › changing how we work to meet the future

Everything we do will meet one of these priorities which are chosen because our citizens should live safe, happy, healthy, independent lives with the most vulnerable protected. We want our residents to trust us, they are at the heart of everything we do. We will work hard to ensure Hastings is remains a great place to live, work, visit and do business in. Finally, we will be responsive to the needs of all our citizens, respect cultural identity, provide equality of opportunity and access to the means to live healthy, fulfilling lives.

Since 2010 our funding from the government has gone down by £9.3m and the demand on our services has increased because cuts to other services leave us trying to fill the gaps. We will continue to make a difference to the lives of our citizens, encourage tourism and support existing businesses and attract new ones, and bring investment to the town but we need to be even more focused on investing what we have in the things that will make the biggest impact.

We are determined to continue delivering the best services possible, constantly updating and improving them to meet the needs of our citizens. We have refreshed our corporate plan to set out this determination under new priority headings. It's a four year plan because we are working on larger projects and programmes now that take a few years to deliver. We are using the resource we have on work that will bring the biggest benefit to the town, its people and businesses. Our plan will be available on our website and updated throughout the year with our progress and performance. We hope you will visit it throughout the year and get in touch if you have any comments or questions.

*Kem Forward*

**Deputy Leader**





# Hastings financial position

## 2020-2024

The  
Challenge

Council  
funding

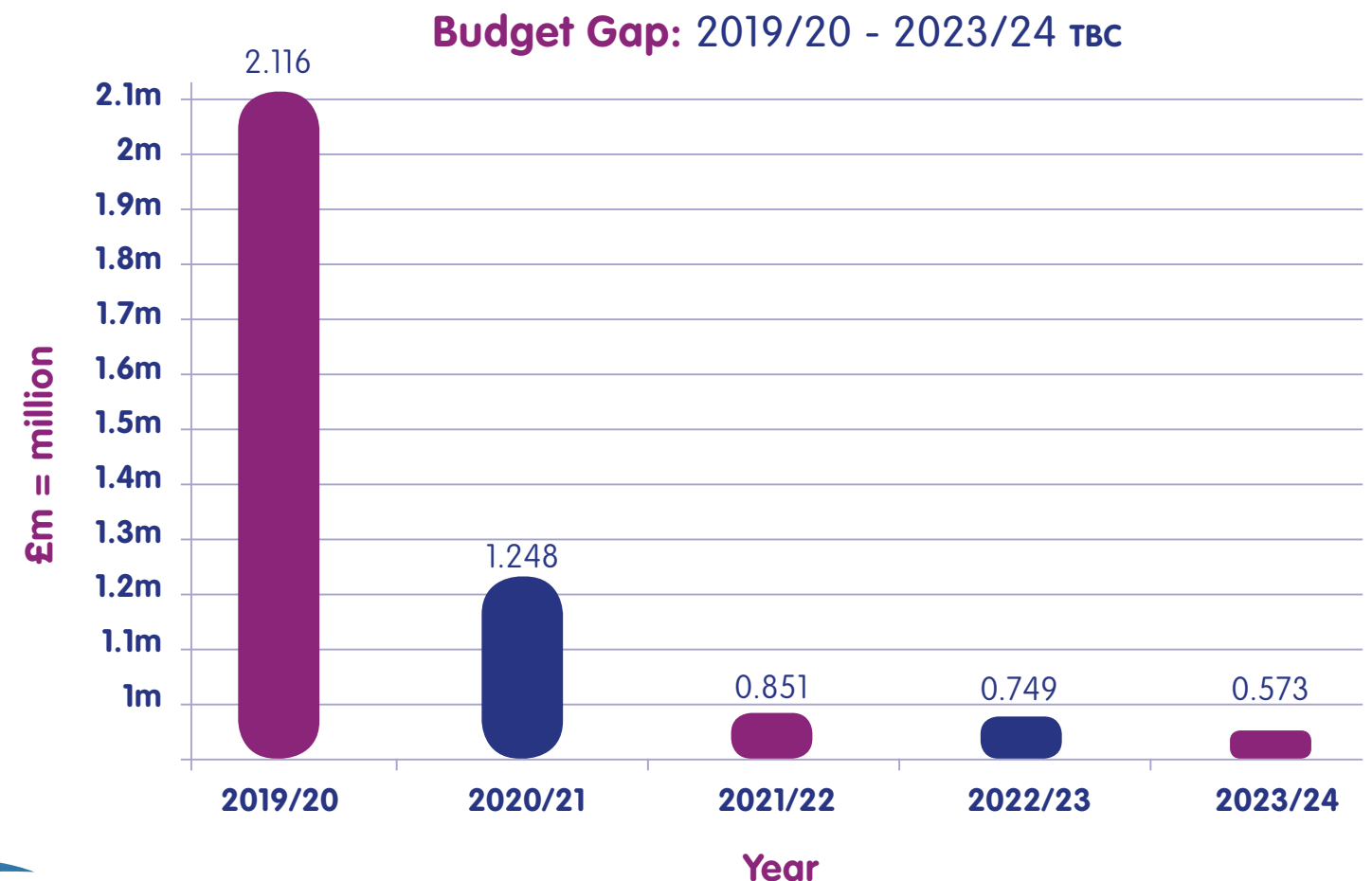
is decreasing

But

demand  
for services  
is increasing

7.5m

in savings, efficiencies  
and through income  
generation since  
2015/16



The challenge is set to continue and having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult. Our Corporate Plan has been developed alongside our Medium Term Financial Strategy (MTFS) so that our investment and resources are focused on the areas that matter most





# Our Borough

Population  
**92,855**

Average age  
**42.6**

Average income  
**£407**  
per week

Household waste in tonnage  
**326kg**  
per week

Owner occupied housing  
**55.2%**

Residents in social housing  
**14.5%**

Coastline  
**8** miles

Crimes per 1000 people  
**99.4/1,000**

School progress and attainment  
**51%**

BME population  
**10%**

No. of businesses  
**2,765**

Housing need (no. on register)  
**1,340**

Life expectancy  
**76/81**

Average income  
**£407**  
per week

Parks and open spaces  
**690**  
Hectares maintained

Total visits  
**3.73m**

Homelessness  
**260**  
per week

% of people working age claiming job seekers or universal credit  
**4.6%**

Km of roads  
**270**

Private rented housing  
**28.8%**

No. of libraries & leisure centres  
**6** TBC

Multiple indices of deprivation rank  
**16** out of **53**  
neighbourhoods in the most deprived 10% nationally







# Your Council

Penalty Charge Notices issued  
**3,593**

Number of Factory Units  
**100**

People self-serving online  
**65%**

Building Regulation Applications  
**215**

Planning Applications  
**1,003**

Value of funding from external grants  
**£3.7m**

Annual budget (2019/20)  
**15m**

Local Electorate  
**64,206**

Dustbins Emptied (Bin Equivalents)  
**3,282,074**

Recycling tonnage  
**9,500**

Rental Income from Factory Units  
**£1,567,089**

No. of apprenticeships  
**11**

Museum visitors  
**45,604**

Food Hygiene and Health & Safety Inspections  
**539**

Website pageviews  
**2.24m**

No. of staff  
**336**

Local Land Charges (full searches only)  
**975**

Stade Saturdays (2019): 5 events  
**1,432** attended

Licences Issued  
**1,634**

Car Parking Spaces (Off-Street)  
**2,153**

Burials & Cremations  
**1,627**

Council tax collected in year (2018/19)  
**94.5%**

East & West Hill Cliff Railway users  
**201,105**

Website visitors  
**447,700**

Km of streets cleaned within the Borough  
**270**





# What we want to achieve

The following three outcomes set out intentions for our citizens and town. The six priorities listed and how we will deliver these will be monitored and reviewed quarterly. You can track our progress here.

## Outcome



Our citizens live safe happy healthy independent lives with the most vulnerable protected

## Outcome



A council fit for the future that our citizens trust because we place them at the centre of all we do

## Outcome



A pleasant well maintained borough that we protect and invest in

## Priorities

### Tackling poverty, homelessness and ensuring quality housing

#### How we will deliver this:

- Collecting tax and delivering benefits to those in need as best we can
- Implementing our housing strategy and action plan to meet our statutory duty
- Increasing our supply of temporary accommodation to reduce emergency accommodation costs
- Managing the provision of disabled facilities grants and enforcing mandatory licensing of rented accommodation
- Housing supply and affordable housing TBC

### Keeping Hastings clean and safe

#### How we will deliver this:

- Improving 'streetscene' through the council's new in-house street cleansing service
- Working with the council's new refuse and recycling contractor (Biffa), to ensure they provide a good household refuse and recycling service
- Working with partners and licensees to improve community safety and promote good and safe standards within pubs and clubs
- Working with the proprietors of food premises such as restaurants and take-aways to promote good standards of hygiene and safety

### Making best use of our buildings, land and public realm assets

#### How we will deliver this:

- Ensuring public assets the council is responsible for remain safe, secure and fit for purpose e.g. our cliffs and reservoir
- Maximising return on investment on these assets through rents, sales, maintenance and development
- Ensuring our planning service and policies create better places to live, work and invest, while protecting and enhancing the borough

### Minimising environment and climate harm in all that we do

#### How we will deliver this:

- Ensuring our services, buildings, land and development schemes are as energy and waste efficient and carbon neutral as possible
- Generating income and offsetting carbon emissions through solar and wind power on our buildings and land where feasible
- Championing plans to make our borough carbon neutral and energy self sufficient on our website, so that you can get involved and track progress

### Delivery of our major regeneration schemes

#### How we will deliver this:

- Securing appropriate funding opportunities in partnership, to enable schemes the council and its partners may not otherwise afford to do
- Making sure our major regeneration schemes are:
  - Prioritised based on citizen benefit and value for money in line with our climate change commitments
  - Income generating, where monies can be ploughed back or schemes directly support our most vulnerable citizens.
  - Complementary to those regulatory services the council must provide

### Ensuring the council can survive and thrive into the future

#### How we will deliver this:

- Balancing our budget and continuing to review and improve what we do and how we do it
- Reshaping our staff structures to make sure they best meet the needs of our citizens
- Enabling citizens better access to services online by design and using their feedback and data to help us make our services the best they can be
- Enhancing our website so citizens can track what we do, hold us to account, contribute to and be clear on the direction of travel for the town

# Key activities during 2020/21

## Tackling poverty, homelessness and ensuring quality housing

- Review our council tax reduction scheme for 2020/21 by November 2020
- Implement new self-service modules for revenues and benefits by October 2020
- Achieve key performance and collection targets in respect of Benefit processing times and collection rates for council tax & business rates
- Aim to build 192 new homes at Bulverhythe
- Acquire 15 and lease 36 units of temporary accommodation to reduce spend on emergency accommodation
- Lead work with partners to bring down costs and help transition those in need of temporary and emergency accommodation into more suitable alternatives
- Regulate the quality and supply of housing in the town through a new licensing scheme
- Make sure homes are adapted and made fit for the future where we have power and resources to do so

## Keeping Hastings clean and safe

Enhance our existing enforcement, contractual and street cleansing arrangements by:

- Expanding the garden waste service that we offer
- Rigorous ongoing performance management of our waste contract and street cleansing service
- Delivering a full strength warden service to tackle anti-social behaviour and enviro crime
- Ensuring statutory delivery of our licensing and environmental health commitments
- Moving to paperless parking permits

## Making best use of our buildings, land and public realm assets

- Bring forward improvements to the delivery of our grounds maintenance arrangements
- Undertake essential repairs and maintenance on Buckshole reservoir and increase safety standards in the face of climate change
- Complete our Visitor Centre at Hastings Country Park

These are some of the key areas of work that we'll be doing under each of the six new priorities for the year ahead.

- Continue to develop the museum as a hub to support the borough's cultural offer
- Update our Local Plan with our citizens and partners, setting out how the borough will shape up for the future
- Develop and realise our investment portfolio e.g. New Aldi open on Bexhill Road

## Minimising environment and climate harm in all that we do

- Introduce and begin delivering a new climate change strategy and action plan
- Lead and work with citizens and partners toward zero carbon emissions
- Implement our sustainable procurement policy
- Review our services to look at how we can run them in an environmentally friendly way

## Delivery of our major regeneration schemes

- Deliver the Towns Fund
- Deliver year 2 of the Connecting Hastings and Rother Together programme
- Progress with plans for the development of West Marina
- Progress with plans for the development of Bohemia

## Ensuring the council can survive and thrive into the future

- Restructure how we'll deliver services to meet our budgetary challenges
- Develop our corporate standard setting out how we plan, do and review so that citizens, councillors, staff and partners can track our progress and increasingly hold us to account
- Conclude our digital first programme so that citizens can access the bulk of our services online
- Lead on and develop a new town wide narrative and plan, plugging the gaps with partners where HBC can no longer afford to deliver directly



# Our approach

## Decision making and responsibility

- Make decisions effectively and efficiently
- Take responsibility for what we do and how well we do it by making it easy for our citizens to track our progress and performance
- Ensure our decisions reflect best practice, are data driven, transparent and take account of equality, diversity and environmental impact
- Put the needs of our citizens at the heart of how we make decisions

## Planning and prioritising

- Plan out the work we will do, who will do it and how to ensure we use the financial and human resource that we have
- Prioritise our work so that the things that we must do are done and that we invest the other resource we have on what will best deliver the best outcomes for our citizens in line with our priorities
- Plan for the future of the council so we continue to be able to deliver the best standard of service to our citizens

In order to deliver what we want to achieve over the next four years for Hastings we will be working hard to make sure that taxpayers money stretches as far as possible. For this to happen we will:

## Analysing and reviewing

- Use data to inform and improve how we deliver our services to citizens and how we work
- Review what we have done well and what we could have done better so that we continually learn and develop
- Make analysis a fundamental part of how we make decisions and what we do and in what order with a focus on benefits to our citizens

## Collaborative working and effective management

- Use effective programme and project management to prioritise how we use our limited staff and financial resources and to manage risks
- Ensure that what we do is inclusive and that our services are accessible to all
- Work closely with partners to deliver services as effectively and efficiently as possible, with the best possible outcomes for our citizens





