

Draft Corporate Plan key activities update for 2022/23

Tackling homelessness, poverty and ensuring quality housing
<ul style="list-style-type: none">• Conclude implementation and encourage take up of new self-service modules for revenues and benefits.• Achieve key performance and collection targets in respect of benefit processing times and collection rates for council tax & business rates.
<ul style="list-style-type: none">• Review our council tax reduction scheme by November 2022.
Continue our programme to maximise delivery of much needed new, affordable and retrofitted homes in our town: <ul style="list-style-type: none">• Mobilise and monitor the pipeline of developments with partners to increase the supply of affordable rented homes by 500 units over the next 5 years.• Progress developments on council owned land to meet our affordable homes target.• Improve access to settled housing for homeless people through our social lettings agency and landlord incentive programmes.• Continue our Housing First programme and explore new funding and partnership opportunities to increase the range of accommodation options for people with multiple and complex needs.• Utilise available grant funding aimed at reducing fuel poverty and improving energy efficiency by promoting and referring residents to the Warm Home Check Service.
<ul style="list-style-type: none">• Develop and adopt a new Housing Strategy and review key policy documents, including the Social Housing Allocation scheme.
<ul style="list-style-type: none">• Continue to review our temporary and emergency accommodation options, ensuring that suitable provision is available and achieve best value, and apply lessons learned to firm up future provision arrangements.
<ul style="list-style-type: none">• Make sure homes are adapted and made fit for the future where we have power and resources to do so.
<ul style="list-style-type: none">• 80 homes adapted through Disabled Facility Grant funding in 2022/23.
Keeping Hastings clean and safe
Ensuring delivery of our statutory refuse, recycling and street cleansing services, including: <ul style="list-style-type: none">• Enhancing our existing contracted out refuse and recycling service by working closely with the contractor. For example, where appropriate, adjusting collection rounds to improve service delivery to residents.

- Seek Government guidance on the implementation of relevant sections of the Environment Act 2021, including food waste, enhancing the garden waste scheme and reviewing the Technically Environmentally and Economically Practicable (TEEP) assessment on our recycling service and progress accordingly.
- Building on the good performance of our in-house street cleansing service, continue to work in partnership (including our voluntary sector partners such as Tidy up St Leonards) towards identifying potential improvements to the way the service is operated, and implement them where sufficient budget is identified and authorised.
- Review bulky waste collection arrangements in order to reduce the cost of fly tipping.
- Maintaining our three green flag accreditations for our parks (St Leonards Gardens, Alexandra Park & Hastings Country Park) Park and deliver service and safety improvements in Alexandra Park in partnership with community organisations.

Ensuring effective delivery of our statutory street scene enforcement services delivered through our Warden team including:

- Continuing to tackle anti- social behaviour and enviro crime in line with our statutory commitments in partnership with other agencies such as the police.
- Maintaining a primary focus on the multi-agency approach to reducing negative environmental, social and economic impacts on areas such as the town centre and seafront associated with the street community.

Ensuring statutory delivery of our licensing and environmental health commitments including:

- Continue supporting businesses to comply with rules (normal and Covid 19 related) as they seek to return to business as usual during 2022/23.
- Continue supporting local businesses exporting products of animal origin which require export health certification following from EU-exit.

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

- Continue to explore options for delivery of succession arrangements following the end of the ground's maintenance contract in November 2023.
- Implement the succession arrangements for the ending of (i) the Public Convenience Cleaning contract, and (ii) the Building Cleaning contract, from April 2022.
- Complete the statutory safety improvement works to meet Environment Agency requirements at the Buckshole reservoir.
- Consult on and publish new Cultural Regeneration Strategy during 2022/23.

- Keep open council owned and run visitor attractions where it is safe and we can afford to do so, bringing forward ways to run these better, cheaper and or differently.

2022/23 milestones include:

- Undertake survey of East Hill Cliff Railway and determine future programme, budget implications and expected downtime for works arising.
- Others TBD for Museum.

- Promote better and safer walking and cycling routes around town to encourage active and healthy lifestyles.
- Work with partners to develop a first-class environmental hub and resource centre at the Bale House straw bale visitor centre at Hastings Country Park Nature Reserve

- Work with partners to secure the long-term management of Hastings Country Park Nature Reserve and Combe Valley Countryside Park

• Continue work on our Local Plan engaging our citizens and partners to help set how the borough will shape up for the future.
2022/23 Milestones include:

- Completion of Regulation 19 consultation by end of quarter 2.
- Submit draft Local Plan to Secretary of State by end of quarter 3.
- Prepare for examination in public during 2022/23 (subject to decision by the Planning Inspectorate).

- Asset Management and Capital programme reviewed and 2022/23 plans and actions refreshed and delivered accordingly.
- 2022/2023 Milestones include:
 - Churchfields Business Centre – construction complete by end of quarter 3.
 - Cornwallis – planning consent granted by end of quarter 1 and construction commenced by end of quarter 3.
 - Harold Place – planning consent granted & legal agreement completed by end of quarter 1 and construction commenced by end of quarter 3.

Minimising environment and climate harm in all that we do

- Complete our actions in the climate change strategy and action plan for 2022/2023 having reviewed lessons learned and opportunities in response to Covid 19.

Examples for 2022/23 include:

- Development of a refreshed strategy and action plan for October 2022.
 - Respond to the Environmental Act with Sussex partners to consider local nature recovery strategies as required, informed by results of Local Plan commissioned research.
 - Work collaboratively with regional and county partners to respond to the climate emergency and draw down associated funding.
 - Supporting net zero ambitions of all the Towns Fund projects.
 - Solar for Business – commence installations subject to fiscal due diligence. minimum target 5 during 22/23 offsetting XXX tonnes (TBD) of Co2.
 - Building on the delivery of the Wayfinding and DestiSmart projects continue to take opportunities to move around the town on foot, by cycle (active travel) and through sustainably powered vehicles (subject to movement and access, garden town and skills development programmes through the Town Deal).
 - Scoping how to best restore, protect, rewild and enhance the towns natural spaces and where feasible, integrate findings into the climate change action plan, including incorporating relevant policy within the emerging Local Plan and via Towns Fund projects such as the garden town and green skills initiatives.
- Continue to implement our sustainable procurement policy and review take up through the council's performance [review process](#).
 - Review our services, assets and activities to look at how we can run them in an environmentally friendly way.

Delivery of our major regeneration schemes

- Having successfully bid for 24.3m Town Deal Funding, ensure delivery of the programme, keep the Town Board and other stakeholders updated and work to lever in any further private investment or other government funding streams as possible e.g. Levelling Up funding.

Examples for 2022/23 include supporting:

- Towns Fund project leads in developing robust business cases and deliver their projects.
 - the Town Deal Board to continue to champion the programme and maximise impact.
 - the 4 Town Deal accelerated project to successfully complete works, this includes The Source Park Courtyard, East Sussex College Group Station Plaza works, EV charging points and works to the Alley in the Heritage Action Zone area.
 - Submit a Levelling Up bid subject to new published guidelines and timetable.
- Deliver the Connecting Hastings and Rother Together projects to December 2022 with the programme closing in June 2023
 - Progress the development of West Marina project.

Milestones for 2022/23 include:

- Developer undertakes technical and survey work and consults local groups (quarters 1-3).
- Developer commences master planning (quarter 4).

Ensuring the council can survive and thrive into the future

Reprioritising and reorganising services and learning lessons from Covid19, in order to meet our commitments, budgetary challenges and rebuild reserves, and where necessary make in year budget reductions during 2022/23.

Further improve our performance reporting arrangements using our dashboard on our website to help citizens track how we are doing by:

- smartening existing targets.
 - better integrating performance, risk and finance reporting.
 - publishing an action plan for the delivery of our corporate standard, subject to capacity.
- Integrate lessons learned and continue to realise benefits from the digital first programme and maintaining on-line access to services, subject to capacity and budget.
 - Facilitating good programme and project management practice across the Council's key areas of work, subject to capacity and budget.
 - Lead and work with partners to enable citizen-centred services that tackle health inequalities, improve quality of life and benefit the breadth of our local community.

New key activities (i.e. not previously included in our 2020-24 Corporate Plan)

On-going management to:

- Work in partnership with NHS, public health and the community to support the NHS COVID vaccination programme with communication and engagement activities to maximise uptake In Hastings across all community groups.
- Facilitate and support ESCC public health in providing testing facilities for residents of Hastings.
- Undertake prevention control and manage outbreaks of COVID-19 cases in Hastings.
- Work with the Community Hub partners as required to support residents affected by COVID.

Identifying and implementing learning from pandemic:

- Review pandemic working arrangements balancing needs of service delivery and staff welfare with environmental benefits of reduced travel to inform the development of a hybrid working culture efficiently using office space.
- Ensuring provision of essential ICT infrastructure to embed hybrid working for staff.
- Share learning with our partners to inform joint recovery efforts.

Recovering from the pandemic, where capacity, resources and safety arrangements allow by:

- Ensuring delivery and the on-going assurance programme of business support grants allocated as a result of Covid 19 (until March 2022).
- Supporting the arts, heritage, culture, leisure and tourism sectors and encourage wellbeing, healthy and active lifestyles (Milestones TBD).
- Continuing to work to build, sustain and retain resources in the town, for example – by lobbying to keep as many specialist units at Conquest Hospital as possible.