

## Appendix A- Draft key activities update for 2021/22

<b>Tackling homelessness, poverty and ensuring quality housing</b>
<ul style="list-style-type: none"><li>• Review our council tax reduction scheme for 2021/22 by November 2021.</li></ul>
<ul style="list-style-type: none"><li>• Conclude implementation and encourage take up of new self-service modules for revenues and benefits.</li></ul>
<ul style="list-style-type: none"><li>• Achieve key performance and collection targets in respect of Benefit processing times and collection rates for council tax &amp; business rates.</li></ul>
<p>Continue our programme to maximise delivery of much needed new, affordable and retrofitted homes in our town:</p> <ul style="list-style-type: none"><li>▪ Establish a new 5 year target with partners for the provision of additional affordable homes in the Borough and implement a delivery plan for their achievement</li><li>▪ Provide good quality move-on accommodation for people in temporary accommodation through the expansion of our social lettings agency and a new Housing First programme</li><li>▪ 30 Homes retrofitted to reduce fuel poverty funded by the Green Homes Grant phase 1A in 2021/22</li><li>▪ Lower Tier 2021/22 milestones (towards 192 new homes at Bulverhythe):<ul style="list-style-type: none"><li>○ Enabling works contractor appointed</li><li>○ Enabling works start on site</li><li>○ Main contractor for housing delivery appointed</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Implement the Next Steps Accommodation Programme, to expand accommodation options for individuals with multiple and complex needs.</li></ul>
<ul style="list-style-type: none"><li>• Adopt a new Housing Strategy and review key policy documents, including the Social Housing Allocation scheme.</li></ul>
<ul style="list-style-type: none"><li>• Conclude reviewing our approaches to temporary and emergency accommodation to date, and apply lessons learned to firm up future provision arrangements.</li></ul>
<ul style="list-style-type: none"><li>• Make sure homes are adapted and made fit for the future where we have power and resources to do so.</li></ul>
<ul style="list-style-type: none"><li>• 100 homes adapted through Disabled Facility Grant funding in 2021/22.</li></ul>
<b>Keeping Hastings clean and safe</b>
<p>Ensuring delivery of our statutory refuse, recycling and street cleansing services, including:</p> <ul style="list-style-type: none"><li>• 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</li><li>• Monitoring progress of the Government's Environment Bill for implications for council services. For example, the potential introduction of a kerbside collection of food waste service from residential properties</li></ul>

- 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
- Maintaining our three green flag accreditations for our parks (St Leonards Gardens, Alexandra Park & Hastings Country Park)

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:

- Supporting businesses to comply with rules (normal and Covid 19 related) as they seek to return to business as usual during 2021/22
- Working with partners such as Hastings BID and ESCC, to support the local economy restart when safe to do so
- Monitoring developments arising from EU-exit that may affect local businesses for which the council is the enforcement agency. For example, local businesses exporting fishery products.

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

- Prepare and implement delivery of succession arrangements following the end of the grounds maintenance and building - public convenience cleaning contracts ending in 2022.
- Complete the preparatory arrangements to enable the statutory improvement works to commence at the Buckshole reservoir.
- Completion and opening of the new visitor centre at the Hastings Country Park (subject to any further delays caused by COVID and/or the EU exit).

- 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.
- Milestones TBD for Museum, Cliff railways etc.

- Continue work on our Local Plan engaging our citizens and partners to help set how the borough will shape up for the future.

Milestones include: Completion of Regulation 19 consultation, submit draft Local Plan to Secretary of State, prepare for examination in public during 2021/22.

- Asset Management and Capital programme reviewed given Covid 19 and 2021/22 plans and actions refreshed and delivered accordingly.
- Example milestones for Churchfields, Cornwallis & Harold Place:
  - Lease agreements signed (Q1/2)
  - Planning applications progressed (Q3/4)

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

Complete our actions in the climate change strategy and action plan for 2021/22 having reviewed lessons learned and opportunities in response to Covid 19.

Examples for 2021/22 include:

- Delivery of the Wayfinding and DestiSmart projects improving opportunities to move around the town on foot, by cycle (active travel) and through sustainably powered vehicles (subject to movement and access 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
- 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**

- Develop and deliver a Town Investment Plan (TIP) to get access to up to £25m Town Deal funding for investment in the town as well as lever in any further private investment or other government funding streams.

Examples for 2021/22 include:

- supporting towns fund project leads in developing robust business cases
  - supporting the Town Deal Board to assess developed business cases for towns fund projects and HBC capital programme
- Deliver year 3 of the Connecting Hastings and Rother Together programme.
  - Progress the development of West Marina project.

## **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 2021/22.
- Further improve our performance reporting arrangements using our new dashboard to help citizens track how we are doing by:
  - smartening existing targets
  - integrating risk and finance reporting
  - publishing an action plan for the delivery of our corporate standard
- Subject to capacity, complete any outstanding digital first programme work, integrate lessons learned and realise digital first programme benefits.
- Building on the recovery 'statement of intent' drafted through the Local Strategic Partnership, continue working with partners towards a town wide narrative and plan that reflects and communicates shared recovery aspirations.

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

On-going management of response phase of pandemic:

Milestones TBD:

- Environmental Health, Licensing and Warden Services continuing to support businesses and the community
- Combat misinformation about the vaccination programme and promote all relevant NHS advice on receiving the vaccine whether possible.
- Involvement in the developing pan-Sussex track and trace systems led by ESCC Public Health.
- Excess deaths management (TBD).
- Community Hub as required.

Identifying and implementing learning from pandemic:

- Determine post-pandemic working arrangements balancing needs of service delivery and staff welfare with environmental benefits of reduced travel and an economic business case of office space provision
- Ensuring provision of essential ICT infrastructure to enable (post) pandemic working arrangements
- Confirm Community Hub future arrangements with partners continuing to support our most vulnerable residents
- 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 assurance of business support grants as a result of Covid 19 (until March 2022)
- Complementing partner efforts including Team East Sussex, Town Deal, CHART and SELEP
- Mitigating risks and impacts and maximising opportunities as a result of EU exit
- Supporting the arts, heritage, culture, leisure and tourism sectors and encourage wellbeing, healthy and active lifestyles (Milestones TBD)
- Supporting close working with the Voluntary and Community Sector to ensure the breadth of our citizens needs underpin joint recovery efforts.
- Working with our local community to develop a shared equalities charter to ensure that response to and recovery from the pandemic benefits the breadth of our local community.