



Published 30 June 2015

Agenda for meeting of the Cabinet to be held at 6.00 pm on Wednesday, 8 July 2015 in the Town Hall, Eastbourne

Members of the public are welcome to attend and listen to the discussion of items in the "open" part of the meeting. Please see notes at end of agenda concerning public rights to speak and ask questions.



The Cabinet meets in the Court Room of the Town Hall which is located on the ground floor. Entrance is via the main door or access ramp at the front of the Town Hall. Parking bays for blue badge holders are available in front of the Town Hall and in the car park at the rear of the Town Hall.



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Members of the Cabinet:

Councillor David Tutt (Leader and Chairman of Cabinet): Responsibilities aligned with Chief Executive and including the Community Strategy, Local Strategic Partnership, the Corporate Plan and economic development.

Councillor Gill Mattock (Deputy Leader and Deputy Chairman of Cabinet): Financial services including accountancy, audit, purchasing and payments.

Councillor Margaret Bannister: Tourism and leisure services.

Councillor Alan Shuttleworth: Direct assistance services including revenues and benefits, housing and community development, bereavement services and the Crime Reduction Partnership.

Councillor Troy Tester: Core support and strategic services.

Councillor Steve Wallis: Place services including cleansing and recycling, parks and downland, engineering, building and development control, planning policy and strategy, environmental health and licensing.

[KD] against an item indicates that the matter involves a Key Decision and that the item has been listed in the Council's Forward Plan for at least 28 clear days.

[BPF] against an item indicates that the matter is part of the Council's Budget and Policy Framework and as such will require the approval of the Full Council.

Publication of this agenda also constitutes notice (or confirmation that such notice has previously been given) to the Chairman of the Scrutiny Committee and members of the public as appropriate:

(1) Under regulation 10(3) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in respect of any key decision not included in the Council's Forward Plan of Key Decisions within 28 days of this meeting. Such items (if any) are marked **[KDGE]** and the reasons why compliance with regulation 9 (publicity in connection with key decisions) was impracticable are given.

(2) Under regulation 5(4) of the above mentioned regulations that certain matters listed on this agenda (if any) may need to be considered in private. (This notice is given further to the earlier notice given under regulation 5(2)). The reasons for private consideration are given at the relevant item, together with details of representations received (if any) about why the meeting should be open to the public.

1 Minutes of the meeting held on 1 June 2015 (Pages 1 - 6)

2 Apologies for absence.

3 Declarations of interests by members.

Declarations of disclosable pecuniary interests (DPIs) by members as required under Section 31 of the Localism Act and of other interests as required by the Code of Conduct and regulation 12(2)(d) of the 2012 Access to Information Regulations. (Please see note at end of agenda).

4 Questions by members of the public.

On matters not already included on the agenda and for which prior notice has been given (total time allowed 15 minutes).

5 Urgent items of business.

The Chairman to notify the Cabinet of any items of urgent business to be added to the agenda.

6 Right to address the meeting/order of business.

The Chairman to report any requests received to address the Cabinet from a member of the public or from a Councillor in respect of an item listed below and to invite the Cabinet to consider taking such items at the commencement of the meeting.

- 7 Annual accounts 2014/15.** (Pages 7 - 16)
Report of Financial Services Manager.
Cabinet lead member: Councillor Gill Mattock.
- 8 Medium term financial strategy 2016-20 (KD)** (Pages 17 - 30)
Report of Deputy Chief Executive and Chief Finance Officer.
Cabinet lead member: Councillor Gill Mattock.
- 9 Sustainable service delivery strategy (SSDS) - update (KD).** (Pages 31 - 38)
Report of Deputy Chief Executive.
Cabinet lead member: Councillor Troy Tester.
- 10 Seafront local plan - issues and options report (KD).** (Pages 39 - 44)
Report of Senior Head of Regeneration, Planning and Assets.
Cabinet lead members: Councillors Steve Wallis and Margaret Bannister.
- 11 Community infrastructure levy (CIL) governance arrangements (KD).** (Pages 45 - 56)
Report of Senior Head of Regeneration, Planning and Assets.
Cabinet lead member: Councillor Steve Wallis.
- 12 Regulatory services enforcement policy and service standards (KD).** (Pages 57 - 84)
Report of Senior Head of Community.
Cabinet lead member: Councillor Steve Wallis.
- 13 Community and housing grants (KD).** (Pages 85 - 106)
Report of Senior Head of Community.
Cabinet lead member: Councillor Alan Shuttleworth.
- 14 Joint Eastbourne youth strategy 2015 to 2018 (KD).** (Pages 107 - 134)
Report of Senior Head of Community.
Cabinet lead member: Councillor Alan Shuttleworth.
- 15 Exclusion of the public.**

The Chief Executive considers that discussion of the following items is likely to disclose exempt information as defined in Schedule 12A of the Local Government Act 1972 and may therefore need to take place in private session. The exempt information reason is shown beneath the items listed below. Furthermore, in relation to paragraph 10 of Schedule 12A, it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. *(The requisite notices having been given under regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.)*

(Note: Exempt papers are printed on pink paper).

16 Redundancy and redeployment policy - update (Pages 135 - 138)

Report of Senior Head of Corporate Development and Governance.
Cabinet lead member: Councillor Troy Tester.

17 Housing and economic development programme - property acquisition (KD). (Pages 139 - 152)

Report of Senior Head of Community.
Cabinet lead member: Councillor Alan Shuttleworth.

Inspection of background papers – Please see contact details listed in each report.

Public right of address – Requests by members of the public to speak on a matter which is listed in this agenda must be **received** in writing by no later than 12 Noon, 2 working days before the meeting (e.g. if the meeting is on a Wednesday, received by 12 Noon on the Monday before). The request should be made to Local Democracy at the address listed below. The request may be made by, letter, fax, or electronic mail. For further details on the rules about speaking at meetings or for asking a question on a matter not listed on the agenda please contact Local Democracy.

Public questions – Members of the public may ask a question on a matter which is not on the agenda. Questions should be made in writing and by the same deadline as for the right of address above. There are rules on the matters on which questions can be asked. Please ask Local Democracy for further information

Councillor right of address - Councillors wishing to address the meeting who are not members of the Cabinet must notify the Chairman in advance (and no later than the immediately prior to the start of the meeting).

Disclosure of interests - Members should declare their interest in a matter at the beginning of the meeting, and again, at the point at which that agenda item is introduced.

Members must declare the existence and nature of any interest.

In the case of a disclosable pecuniary interest (DPI), if the interest is not registered (nor the subject of a pending notification) details of the nature of the interest must be reported to the meeting by the member and subsequently notified in writing to the Monitoring Officer within 28 days.

If a member has a DPI or other prejudicial interest he/she must leave the room when the matter is being considered (unless he/she has obtained a dispensation).

Implementation of decisions - Implementation of any key decision will take place after 5 working days from the date notice is given of the Cabinet's decision (normally on the day following the meeting) unless subject to "call-in". Exceptions to this requirement are allowed when the decision is urgent.

Further information – The Forward Plan of Key Decisions, Councillor contact details, committee membership lists and other related information are available from Local Democracy. To receive regular e-mails alerting you to the publication of Cabinet agendas (or other meeting agendas) please send an e-mail to:

localdemocracy@eastbourne.gov.uk

You can view the Forward Plan of Key Decisions at

<http://www.eastbourne.gov.uk/council/meetings/>

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Cabinet



Minutes of meeting held on Monday, 1 June 2015 at 6.00 pm

Present:-

Councillors **David Tutt** (chairman and leader of the council), **Gill Mattock** (deputy chairman and deputy leader of the council), **Margaret Bannister**, **Alan Shuttleworth**, **Troy Tester** and **Steve Wallis**.

The Chairman welcomed Councillor Alan Shuttleworth to membership of the Cabinet. He would assume responsibility for housing and community services. Councillor Margaret Bannister would take over tourism and leisure services from former Councillor Carolyn Heaps.

1 Minutes of the meeting held on 18 March 2015.

The minutes of the meeting held on 18 March 2015 were submitted and approved and the chairman was authorised to sign them as a correct record.

2 Declarations of interests by members.

2.1 Declarations of disclosable pecuniary interests (DPIs) by members as required under section 31 of the Localism Act and other interests as required by the council's code of conduct and regulation 12(2)(d) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

2.2 No declarations were made.

3 Dates of future Cabinet meetings 2015/16.

Dates of future Cabinet meetings were agreed as follows:

- 8 July 2015
- 2 September 2015
- 21 October 2015
- 9 December 2015
- 3 February 2016
- 23 March 2016
- 25 May 2016

4 Delegation of executive functions.

Resolved: (1) That that the delegation of executive functions to officers be as set out in the Scheme of Delegation to Officers (Section 3, Part D of the Council's Constitution) and noting that relevant lead Cabinet members are to be consulted by officers when exercising their delegated powers where required to do so.

(2) To note that delegations to individual Cabinet members in respect of executive functions have not been made at this time.

5 Corporate performance - Quarter 4 2014/15 (KD).

5.1 Councillors Freebody, Jenkins and Di Cara addressed the Cabinet with comments and questions on the performance information.

5.2 Cabinet considered the report of the Deputy Chief Executive and Senior Head of Corporate Development and Governance. Updated pages in respect of the devolved ward budget programme were circulated.

5.3 Resolved (key decision): (1) That the performance against national and local performance indicators and actions from the 2010/15 corporate plan (2014 refresh) be agreed.

(2) That the provisional general fund outturn on services expenditure for 2014/15 of £16.395m, a net underspend of £216,000 against the revised budget be agreed.

(3) That the transfers to and from reserves, as set out at appendix 3 to the report, be agreed.

(4) That the provisional balances on non-earmarked revenue reserves as at 31 March 2015 as shown in paragraph 5.1 of the report, be agreed.

(5) That the provisional housing revenue account surplus for 2014/15 (of £494,000) be agreed.

(6) That the final capital programme and outturn for 2014/15 of £17.5m, a variance of 8.35% against the final programme, be agreed.

6 Wish Tower Restaurant - Development and Marketing Programme (KD).

6.1 Councillor Freebody addressed the Cabinet welcoming the government's grant assistance for this scheme. He expressed his hopes for an iconic building and also that the new venture would have a broad appeal as a café/restaurant and prove popular with a wide section of Eastbourne's residents and visitors.

6.2 Cabinet considered the report of the Senior Head of Regeneration, Planning and Assets. The council had opened a temporary catering facility in 2013 following the demolition of the old cafe. The council was now in a position to move forward with the development of a permanent top quality venue that offers an exceptional dining experience, boosted by high end interior and exterior design values. The unique location of the site presented the council with an unparalleled opportunity to secure an iconic development; the intention being that the new scheme would prove attractive to both visitors and residents. It was also imperative that the new development was financially viable generating an income to the council.

6.3 Funding of up to £1.2m for the new development would come from money awarded by the Department for Communities and Local Government (DCLG). This would form the largest element of the total £2m fund granted by DCLG which was providing support to a range of other economic development activities across the town.

6.4 The new building would retain its original standing as a memorial to the civilians of Eastbourne, killed in World War II. The council had safeguarded the original commemorative plaque, previously displayed at the former café (which had originally been built with the assistance of funds donated by the Foyle family in the 1950s) and it was the council's firm intention that this would be reinstated and form part of the integrated design of the successful scheme.

6.5 An updated planning brief had been prepared to support the marketing exercise to be launched on 15 June 2015. In addition, the Council had obtained a 'soft market test', undertaken by an international leisure market and investment appraisal specialist. The results of this study and how this had informed the proposed marketing strategy were detailed in the report.

6.6 The eventual level of investment by both the council and the future operator would be informed by the outcome of the marketing campaign and subsequent negotiations in respect of tenure. At this stage, it was envisaged that construction would follow a 'traditional approach' as opposed to say 'design and build' with the council responsible for the design of the facility and a contractor to be appointed to deliver the scheme. Internal fit out would be the responsibility of the tenant.

6.7 A services of an appropriately qualified project manager would need to be secured whose role would include the appointment of an architect to draw up concept plans to RIBA stage C within the parameters of the planning guidance note and reflecting the council's aspiration for this iconic site. It was envisaged that these plans would assist potential operators visualise the scale and form of the new facility, in turn assisting them in submitting bids for the future operation of the new café/restaurant.

6.8 Significant interest from the public in respect of the future development of this important site was anticipated and following the marketing campaign, it was proposed that shortlisted proposals be considered by the Strategic Property Board as a pre-requisite to a wider stakeholder consultation on the preferred scheme. This consultation would include public, heritage, commerce and tourism stakeholders with a report on the outcome to a future Cabinet meeting.

6.9 Resolved (key decision): (1) That the recommendations for the marketing and future development of the site set out in the report be agreed.

(2) That the appointment of a project manager to assemble the project team and prepare concept designs to support the marketing of the site be agreed.

(3) That the Senior Head of Regeneration, Planning and Assets, in consultation with the Strategic Property Board, be given delegated authority to market the site to secure a cafe/restaurant operator and agree the final design.

(4) That the £1.2m from the Department for Communities and Local Government grant is allocated to the new Wish Tower development.

7 Downland Management Plan 2015 - 2022 (KD).

7.1 Cabinet considered the report of the Senior Head of Communities proposing a new Downland Management Plan covering the years 2015 to 2022. It would introduce important new management methods designed, in agreement with Natural England, to enhance and sustain the rare chalk grassland and heathland habitats, control scrub regeneration and improve the visitor experience. All management operations could be implemented within existing staff and budget resources.

7.2 A 10 year Higher Level Stewardship Agreement (HLS) was entered into with Natural England on 1st May 2012. The new agreement entitled the council to financial support to enhance the management of those parts of the Downs included in the new stewardship arrangements. This amounted to an annual payment of nearly £50,000. A requirement of the agreement was a new management plan. The new plan was appended to the report and would provide a single reference source for future downland operations. The plan's objectives and targets were summarised in the report and included:

- Measures to prevent loss of chalk grassland to scrub encroachment.
- Removal of grass cuttings to reduce soil nutrient levels and thus encourage the less vigorous small herbs favoured by bees and other insects.
- The use of Exmoor ponies to graze areas of poor pasture or steep slopes where commercial livestock are unsuitable.
- Reintroduce rotational coppicing of scrub blocks to create a varied age structure.
- Scrub cover within grassland/scrub areas should be between 20-50% by 2020 and dense scrub blocks should contain no more than 50% mature scrub by 2020.

7.3 The objectives and targets would be reviewed annually by the Downland Forum. Forum members included councillors, officers of Natural England and the South Downs National Park, RSPB, the Ramblers Association and others.

7.4 A wide range of organisations and individuals had been consulted on the draft plan (details were given in the report).

All the responses received were positive and gave useful feedback and were broadly in agreement with the aims and objectives of the new plan. All feedback was given due consideration and incorporated into the final document.

7.5 Resolved (key decision): That the Eastbourne Downland Management Plan 2015 – 2022 be adopted.

8 Exclusion of the public.

Resolved: That the public be excluded from the remainder of the meeting as otherwise there was a likelihood of disclosure to them of exempt information as defined in schedule 12A of the Local Government Act 1972. The relevant paragraphs of schedule 12A and descriptions of the exempt information are shown beneath the item below. *(The requisite notice having been given under regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.)*

9 Redundancy and redeployment policy - activity update

9.1 Cabinet considered the report of the Senior Head of Corporate Development and Governance and noted that one employee was subject to the procedure at present. They noted the actions taken to manage implications of change for displaced individuals through support, redeployment and assistance with self marketing under the redundancy and redeployment procedure and the use of the procedure in managing the change resulting from implementation of Phase Two of Future Model.

*(Notes: (1) Exempt information reasons 1 and 2 – Information relating to an individual or likely to reveal the identity of an individual.
(2) The above minute was made public, however the Cabinet's deliberations thereon and the submitted report remain confidential.)*

The meeting closed at 6.42 pm

**Councillor David Tutt
Chairman**

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BODY: CABINET
DATE: 8 July 2015
SUBJECT: Annual Accounts 2014/15
REPORT OF: Financial Services Manager

Ward(s): All

Purpose: To present the annual accounts and final outturn for 2014/15.

Contact: Pauline Adams, Financial Services Manager Tel: 01323 415979.

Recommendations: Members are asked to -

- i) Agree the final outturn for 2014/15.
- ii) Approve the transfer to reserves and provisions as set out in paragraphs 2.3 and 3.2.

1.0 Introduction

1.1 The Accounts and Audit Regulations 2011 require the Council to formally approve and publish the Statement of Accounts for the financial year ending 31 March 2015 by 30 September 2015. The draft accounts were submitted to the Audit and Governance Committee meeting on 24 June 2015 for noting. Any comments will be verbally reported.

1.2 A report to the Cabinet meeting on 1 June 2015 set out the provisional outturn for 2014/15. The forecast was for a credit variance of £216,000 on service expenditure.

1.3 Since that time the work on closing the accounts has now been completed and the final outturn confirmed. The outturn forms part of the Statement of Accounts presented to the Audit and Governance Committee.

2.0 General Fund Final Outturn 2014/15

2.1 The content of the accounting statements and notes differ from budget reports submitted to Cabinet during the year, in that Income and Expenditure is analysed according to the statutory national groupings set out in CIPFA's Service Reporting: Code of Practice (SeRCOP), rather than reflecting the management organisation of the Council.

It is only the bottom line of the movement in reserves for the general fund that turns this statutory presentation into a comparable outturn figure with the performance monitoring arrangements.

- 2.1** The general fund final service outturn is a favourable variance of £15,000 detailed in the table below.

	Original Budget £'000	Revised Budget £'000	Actual £'000	Variance £'000
Corporate Services	11,694	11,253	11,094	(160)
Community Services	(3)	466	(129)	(595)
Tourism & Leisure Services	2,855	2,894	2,969	75
Service Expenditure	14,546	14,613	13,933	(680)
Contingencies	178	73	-	(73)
Net Interest and Capital Financing	1,650	1,895	1,894	(0)
Transfer to (from) Reserves	-	657	628	(29)
Financed by				
Government Grants	(6,014)	(6,517)	(6,539)	(22)
Council Taxpayers	(7,188)	(7,188)	(7,188)	(0)
Business Rates	(3,725)	(3,725)	(2,935)	790
Transfer to (from) General Fund Balance	(553)	(193)	(207)	(15)

The main change from the details of the service variances reported to the June Cabinet relates to an adjustment for movements in bad debt provision, lower than expected government grants to support business rates reliefs and government support to compensate below inflation increases charged to business ratepayers.

- 2.2** The General Fund Balance at 31 March 2015 was £4.899m. Details of other reserves are included in the accounts.
- 2.3** In addition to the transfers to and from reserves as approved by Cabinet on the 1 June 2015 a transfer of £488,015 was made to the Capital Programme reserve in line with the budget strategy representing the balancing mechanism on capital financing costs. This includes savings on external interest payable due to the continued use of internal balances and the actual timing of capital spending incurred compared to the expected cash flow profile.

3.0 Housing Revenue Account

- 3.1** The figure previously reported to the Cabinet on 1 June 2015 set out a favourable variance of £186,000. The final net expenditure for the year was a surplus of £445,500 a favourable variance against budget of £137,000. This movement in variance is due to a reduction in the level of the provision for bad debts required.

The Housing Revenue Account Balance as at 31 March 2015 was £3.150m

- 3.2** In addition to the transfers to and from reserves as approved by Cabinet on the 1 June 2015 a transfer of £700,000 was made to the Housing Regeneration and Investment Reserve in line with the budget strategy and

the 30 year Housing Business Plan. This represents the variance between the budgeted and actual depreciation allowance.

4.0 Capital Expenditure

4.1 The final capital expenditure for the year was £17.6m compared to a revised budget of £19.0m a variance of £1.4m or 7.8%.

5.0 Statement of Accounts

5.1 The draft statement of accounts is available from Financial Services and an overview and key points of interest attached at Appendix 1.

5.2 It is the Chief Financial Officer's (CFO) responsibility to ensure the preparation of the Statement is in accordance with the CIPFA/LASAAC Code of Practice on local Authority Accounting in the United Kingdom (the Code). The CFO is also responsible for certifying that the accounts represent a true and fair view of the authority's financial position by 30th June.

5.3 There were no major changes to the Code and presentation of the accounts for 2014/15.

5.4 The external auditor (BDO) is due to commence work on 20 July and the accounts are open for public inspection between 13 July and 7 August 2015. The date for questioning the external auditor has been set as 10 August 2015 until the end of the audit. All queries and questions must be put in writing to him and sent directly to his offices.

6.0 Summary

6.1 The 2014/15 accounts have now been finalised and have resulted in the outturn position on the general fund varying by £201,000 from the provisional outturn reported to the Cabinet on 1 June due to an adjustment for movements in bad debt provision, lower than expected government grants to support business rates reliefs and government support to compensate below inflation increases charged to business ratepayers.

6.2 There is a requirement to approve the statement of accounts 2014/15 by 30 September 2015. This responsibility has been delegated to the Audit and Governance Committee by Full Council.

Background Papers:

The Background Papers used in compiling this report were as follows:

Unaudited Statement of Accounts 2014/15

CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2014/15 (the Code) and Guidance notes for practitioners

Final Accounts Working Papers 2014/15

Cabinet Report 1 June 2015: Corporate Performance – Quarter 4 2014/15.

Audit and Governance Committee Report 24 June 2015 - Account Accounts
2014/15.

Overview of the 2014/15 Statement of Accounts.

Introduction

1. The content and format of the accounts is as prescribed in the Accounting Code of Practice (the Code) issued by the Chartered Institute of Public Finance and Accountancy CIPFA, under the oversight of the Financial Reporting Advisory Board.
2. The code is based on approved accounting standards issued by the International Accounting Standards Board except where these are inconsistent with specific statutory requirements. The code constitutes proper accounting practice under the terms of section 21(2) of the Local Government Act 2003.
3. This overview summarises the contents of the accounts and draws Members' attention to the reasons for any significant variances in the 2014/15 position when compared to 2013/14.

Explanatory Foreword and Key Points of Interest

4. The foreword provides a brief summary of the outturn on the revenue and capital budget and sets out the context in which the accounts are produced giving rise to the financial position shown as at 31 March 2015.
5. The total general fund underspend for the year was £15,000. This differed from the provisional outturn for the year reported to Cabinet on 1 June 2015 due to an adjustment for movements in bad debt provision, lower than expected government grants to support business rates reliefs and government support to compensate below inflation increases charged to business ratepayers.

Statement of Responsibilities

6. This sets out the respective responsibilities of the Authority and the Chief Finance Officer (Section 151 Officer) in relation to the production of the final accounts.

Auditors Report

7. The External Auditors will provide an independent opinion as to whether the statement of accounts presents fairly the financial position of the Council at 31 March 2015 and its income and expenditure for the year. Following approval of the accounts by Members in September, the External Auditor will issue his report for inclusion in the final published accounts.

Movement in Reserves Statement

8. This statement shows the movement in the year of the different reserves held by the Council, including both usable and unusable reserves. (Unusable reserves are technical adjustment accounts to record notional assets and liabilities such as pensions, revaluations etc.)

Comprehensive Income and Expenditure Account

9. The comprehensive income and expenditure account shows, in the format required by the Code, all day-to-day expenses and related income on an accruals basis incurred in providing all services for the year. The deficit/surplus is akin to that of a large unlisted UK company and does not reflect the balance on the General Fund, which is shown on the statement of movement on reserves.
10. In order to reflect the cost of utilising assets in the provision of services, as required by the Code, gross expenditure on operations includes charges such as depreciation and the write off of revenue expenditure financed from capital under statute (REFFCUS). (This is where expenditure is incurred that does not relate to an asset in the ownership of the Council, such as improvement grants). However, these adjustments are not intended to impact on the Council Taxpayer and their effect is therefore neutralised by entries reflected in the Movement in Reserves Statement. These ensure that the council tax is charged only with the interest costs of borrowing and the statutory provision for the repayment of debt.
11. Similarly the cost of retirement benefits is included in the net cost of services when they are earned by employees, rather than when the benefit is paid out as pension. The impact of the notional charge (which is a requirement of IAS19) is reversed out in the Movement in Reserves Statement and replaced by actual employer contributions to the pension fund.
12. After taking all these reconciliation items into account the transfer to the general fund balance was £207,000, which at 31 March 2015 stands at £4.899m

Balance Sheet

13. The balance sheet sets out the financial position of the Council as at 31 March 2015. The statement shows the balances and reserves at the Council's disposal, its long term indebtedness, and the fixed and current assets employed. The key points of interest are shown in the table below together with an explanation of the major variances.

14. Key points of Interest

KEY POINTS OF INTEREST

Item	31.03.14 £'000	31.03.15 £'000	Change £'000
Creditors (money we owe)	(8,696)	(9,276)	580
Debtors (money owed to us)	10,385	10,472	87
Fixed Assets	233,719	245,013	11,294
Pensions Liabilities/Reserve	(36,349)	(39,582)	(3,233)
Long Term Investments	1,150	1,269	119
Cash and Investments	1,125	6,112	(4,987)
Borrowings	(41,494)	(48,332)	6,838
Collection Fund	1,230	655	575
Earmarked Reserves	(5,841)	(6,351)	510
General Fund Balance	(4,687)	(4,899)	212
Housing Revenue Account	(2,704)	(3,150)	446

15. The change to Creditors is due to a number of invoices received late in March not paid until April (£1,042k) and a decrease in the amount of year end accruals (£366k).
16. The value of fixed assets has increased due to capital expenditure during 2014/15 (£16.567m), routine financial adjustments for inflation based on reviewed valuations provided by our external advisor less the charge for depreciation (£6.9m) and the write off of disposals (£0.3m).
17. Pensions liabilities increase is due to changes in actuarial assumptions and reduction of discount rate.
18. Long term investment has increased due to capitalised interest charged to investment in WEL.
19. Cash has increased as funds are held in the Council's new Lloyds Bank account which attracts a higher rate of interest than other available call accounts and short term deposit accounts.
20. Borrowing increase represents a need to borrow to financing in year capital expenditure and lock into historically low interest rates.
21. The increase in Earmarked reserves is due to the planned transfers for the Capital Programme reserve (£0.5m) and the Housing Regeneration and Investment Reserve

(£0.5m) less revenue expenditure charged to reserves in line with the budget strategy (£0.6m).

22. The variances on the General Fund, Housing Revenue account and Collection Fund are explained elsewhere in this report.

Cash Flow Statement

23. This statement summarises the inflows and outflows of cash arising from transactions with third parties for both revenue and capital purposes.

Notes to the Core Financial Statements

24. The notes to the core financial statements are intended to provide supporting information to the figures shown in both the income and expenditure account and the balance sheet. They have been prepared in accordance with the Code.

Housing Revenue Account

25. The housing revenue account and accompanying notes represents the income, expenditure and government subsidy incurred in operating the Council's housing stock. The surplus for the year was £137,000 and the housing revenue account balance as at 31 March 2014 was £3.1m.

Collection Fund

26. The collection fund and accompanying notes account independently for income relating to council tax and non-domestic rates on behalf of all precepting bodies (i.e. the authorities for which the income has been raised, including the Council's own general fund).

27. The overall deficit on the Collection Fund is £1.342m which is recoverable from central government and each precepting authority. This balance is separated on the Balance Sheet between the authorities to reflect this Council's own financial position rather than a group position of the Collection Fund authorities.

28. The council tax element surplus of £0.447m will be recovered in proportion to each bodies Band D Council Tax during 2015/16 and 2016/17. The surplus is a result of an a net increase in the overall income from council tax after allowing for reliefs and the council tax support scheme.

29. The business rate element of £1.790m will be recovered in the proportion of 50% from central government, 40% from this Council, 9% from East Sussex County Council and 1% from East Sussex Fire Authority during 2015/16 and 2016/17. Each authority has made a contribution towards the 13/14 balance totalling £2.065m during the year .

Group Accounts

30. The Council is required to show the material interest that it has in any subsidiary and associated companies. The group accounts are structured in line with the authorities' core accounting statements and are accompanied by notes in the same way. It has been identified that the only requirement for consolidation is with Eastbourne Homes Ltd. The group accounts are not included at this time however they will be submitted to the auditors along with the main statement at the end of June.

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Agenda Item 8

BODY:	CABINET
DATE:	8th July 2015
SUBJECT:	Medium Term Financial Strategy 2016-2020
REPORT OF:	Deputy Chief Executive (Chief Finance Officer)
Ward(s):	All
Purpose:	To set out an overarching financial strategy to support the Council's strategic priorities and plans over a four year period.
Contact:	Alan Osborne, Chief Finance Officer, Tel 01323 415149 or internally on ext 5149
Recommendations:	Members are asked to: <ol style="list-style-type: none">i) Approve the updated medium term financial strategy and associated plan 2016-20 as summarised in Appendix 2.ii) Agree the balance of assumptions made in the strategyiii) Request that the emerging budget proposals for 2016/17 be brought to Cabinet in December prior to detailed consultation.iv) Agree the principal risks of the strategy in Appendix1.

1.0 Introduction

The Council's Medium Term Financial Strategy is a Rolling 4 year Strategy that takes into account:

- The external financial environment
- The overall financial demands of services
- The Council's existing and projected financial resources
- The Council's political priorities and stated aims
- The Council's sustainable service delivery strategy
- The Council's corporate plan
- The major service strategies and plans

- 1.1 The MTFs was last approved in July 2014 and set the backdrop for the 2015/16 budget setting process as well as a informing a three year rolling service and financial planning cycle.
- 1.2 In common with all the public sector, the medium term outlook for the Council is extremely challenging and in order to protect and improve services an ambitious ongoing programme of savings is key to success. With more radical measures required, it is essential that the Council takes a longer term approach to savings as more radical savings initiatives will inevitably take longer to plan and deliver.

- 1.3 Over the life of the last parliament the Coalition Government has effectively reduced the general support to the Council by some 40% in cash terms which equates to over 50% in real terms. Government funding is expected to fall a further 30% over the next parliamentary cycle to 2020. Members will note that the date of Cabinet is the date set for an extraordinary national budget which will set the scene for the next comprehensive spending review in the Autumn. The next CSR is expected to cover the period to 2019/20.
- 1.4 In order to protect front line services the Council put in place a priority based budget system that has kept pace with the scale of cuts to funding and made provision for reinvestment in services. The Council has set out its stall to become less dependent on day to day revenues to run services, instead opting to use any spare financial capacity to enhance the capital programme.
- 1.5 The Council's DRIVE programme provides the programme to deliver efficiencies that support the Council's Corporate Plan. The MTFs and Capital Strategy identify and direct resources at a strategic level, which are then compounded via the service and financial planning and budget setting process.
- 1.6 In setting the last six annual budgets the Council has achieved its "Golden Rule" of meeting its ongoing budget requirement from ongoing resources in each year. Technically, the rule applies to the cycle of the MTFs, and it is reasonable to use reserves to smooth out the budget as savings accrue over the cycle. By not using reserves in this manner it has meant that reserves over the minimum level are available for one off investments in services decided via the service and financial planning process.
- 1.7 The Council, as a registered social landlord is obliged to run a Housing Revenue Account (HRA) that is statutorily ring-fenced from its general fund. A 30 year rolling business plan has been adopted for the HRA. The Council is working in partnership with Eastbourne Homes Ltd a wholly owned subsidiary to deliver efficiency savings in partnership using shared services. All savings accruing to the HRA are reinvested in housing services. During the last two years over £500,000 of ongoing efficiencies has been realised and built into the EHL budget.

2.0 Sustainable finance

- 2.1 The basic legal definition of a balanced budget is that planned expenditure can be met from income and reserves.
- 2.2 Whilst that definition is the legal minimum, it does not provide for sustainability if reserves are used in the long term to resource any differences between ongoing expenditure commitments and ongoing incoming resources.
- 2.3 Therefore it is a given that over the cycle of this MTFs ongoing expenditure must be financed from ongoing resources with only non recurring investments being met from reserves over and above the minimum.

- 2.4 As with all Councils, the effect of inflation is felt on gross expenditure, whilst any increase in council tax or grant is based on a net position. This "gearing effect" means that there is a natural gap of c£400k per annum that needs to be met from efficiencies (approximately 2.5% of net spend) if services are to be protected. This is on top of the Government reductions outlined in 1.3.
- 2.5 Given the current reduction in grant and the inability to raise council tax in real terms, due to capping criteria, the Council has to look to longer term measures to maintain sustainable finances. These include measures under the Sustainable Service Delivery Strategy (SSDS) including the Council's "Future Model" as well as shared services and the growth of income streams.

3.0 The impact of the capital programme

- 3.1 The Capital Programme also has an effect on the Councils revenue finances as any investments that cannot be met from grants, contributions, capital receipts or straight revenue funding need to be met from borrowing. This has to be repaid with interest from revenue or capital receipts over time.
- 3.2 The General Fund policy is to use borrowing only on a business case basis. Any such borrowing is fully financed by way of interest charges and the Minimum Revenue Provision (MRP) which is the capital repayment. As new schemes that require borrowing are approved, the Council has to make provision for repayment via the capital financing budget. In order to keep this sustainable a stability mechanism that pools the following budgets is maintained.
- Interest earned
 - Interest payable on debt
 - Minimum Revenue Provision
 - Revenue contributions to the capital programme (to balance)
- 3.3 It is up to Councils to set their own MRP and balances of Capital Receipts and Contributions can be offset to reduce this liability in the short term, although this only provides for short term relief against the cost of capital. The current policy of the Council is to pay 4% MRP on historic debt and MRP based on the useful life of assets created since 2011, however the Council's Treasury Management Strategy does allow some flexibility to adjust this in future if necessary.
- 3.4 Capital investment can be used as "invest to save" therefore borrowing is an important tool in the overall financial strategy where savings on schemes exceed the cost of capital.

4.0 The National Financial Picture

- 4.1 The Government has set an objective to eliminate the nations's budget deficit by the end of the parliament.
- 4.2 This will involve various measures that will reduce the amount of resources to local government including:
- A further reduction in general central government support 2016-2020
 - Reducing the amount of resource available to DCLG as it is not a "protected" Department which will impact on specific grants

- Increasing in the funding for New Homes Bonus (NHB) paid for by further reducing the revenue support grant (RSG)
- A further year on year reduction in Housing benefit administration grant (on top of the £200,000 reduction in the last 4 years)

Other measures may well be announced on the 8th July and Cabinet will be briefed accordingly.

- 4.3 The current extended period of low interest rates reduces the income to the council as it generates investment income due to positive cash flow and reserve balances. Any debt is at fixed rates and it is important to manage all capital financing as one budget as described in section 3.
- 4.4 The Government continues to target an inflationary rate of 2% using its preferred method of Consumer Price Index (CPI) and is currently below target, although the Bank of England that is responsible for achieving the target has indicated that the below target rate is due to short term effects principally oil prices.
- 4.5 The actual effect of the national deficit reduction programme to this Council has been the amount made available via the Revenue Support Grant (RSG). The Council received £8.9m in RSG in 2010/11. Whilst a scheme to retain an element of business rates was introduced in 2013, the Council is now receiving £2.8m of RSG in 2015/16.
- 4.6 Against this backdrop service demands on Councils are ever increasing with demographic and increased expectation causal effects.
- 4.7 In his last budget statement, the chancellor suggested that a cap on public sector pay rises would be maintained and they should not increase above inflation or 2% as a maximum.
- 4.8 The Government has already reduced the benefits paid to members of the local government pension scheme, by pegging future increases to the CPI instead of RPI. This has had the effect of increasing the overall funding of pensions schemes and therefore reduces the demand for future increases in employer contributions. A new career average revalued scheme (CARE) came into being on 1.4.14 with employee contributions lifted and benefits reduced. The Council will however have to find additional resources to fund "auto enrolment" due to start in November 2017.

5.0 The strategy commentary and main assumptions

5.1 Issues arising from previous years

The Foundation of any sound financial plan is a predictable budget to outturn position. The 2014/15 outturn, whilst containing normal variances in year, resulted in a positive overall variance due mainly to increased performance in housing benefit overpayment recovery. Some minor residual issues in the discretionary areas have been recognised in setting the 2015/16 budget.

5.2 Inflation on goods and services

The Government has a long term commitment to retain an inflation rate of 2% per annum (CPI) Therefore the strategy assumes 2% core inflation from 2016/17.

The Council, in common with most, does not add inflation each year to all its supplies and services budgets as this would add some £300,000 per annum.

Instead, it assumes a level of continuous improvement in procurement allowing for only contract inflation that cannot be negotiated downwards to be applied at a cost of some £200,000 per annum (CPI).

5.3 Pay inflation

One of the major costs in a District Council is the cost of its employees. This accounts for some £12m for this Council.

The recent economic climate and caps on public sector pay has led to some relief in this respect to the Council.

The strategy assumes the following increases based on the Government announcements and inflation targets:

Year	Pay inflation
2016/17	2%
2017/18	2%
2018/19	2%
2019/20	2%

5.4 Pension costs

The increase in the Council's increase to employer contributions to the East Sussex Pension scheme is currently capped at 1% over 3 years (0.33% per annum increase) This expires in March 2017.

The next triennial revaluation of the fund is due to take place in 2016 will set rates effective from 2017/18. With the recent change from RPI to CPI as the annual index, and the changes arising from the Pensions Bill including Career Averaged Revalued Earnings (CARE) instead of the previous final salary scheme, the strategy assumes no increase in employer contributions after the current revaluation.

The Council previously recouped its past service deficit as a % of pay, however the fund actuary has required councils to amortise this deficit on a cash basis since 2014/15 due to the risk of falling payroll numbers. Whilst this budget will increase in the short term it is not a material increase and will be paid for using the inflation allowances.

5.5 Fees and charges

The Council currently receives income from fees and charges for its services of around £14m.

The Council has been reducing its exposure to income targets in areas affected by the economic downturn in successive budgets. In setting the 2015/16 budget a targeted increase of c£200,000 was built into the budget. This was offset partially by reducing some unachievable income targets via the service and financial planning process.

It is assumed that for the year 2016/17 an overall gain of £200,000 (1.5%) per annum will be realised in fees and charges (mainly inflationary increases)

Individual service and financial plans will still strive to achieve some real terms increases where it is felt appropriate and achievable as well as new income streams to reduce the long term dependency on government grants.

5.6 Interest Rates

The current bank "base rate" is 0.5% and has been since March 2009.

There are differing forecasts in the future profile of interest rates which are largely dependent on a recovery and inflationary pressures in the economy. Most analysts now predict that there will be a very slow recovery and rates will only increase modestly in the period 2015/16.

The Council's treasury management advisor (Sector Ltd) is forecasting a small increase in the rate to 0.75% in 2014/15 rising to 1.75% by the end of 2015/16.

The strategy assumes no increase in overall yield from interest rate rises over the life of the MTFs. Any increases that do occur will have a short term effect of increasing the amount of resources available to the Council (around £100k per percentage point) however the strategy will need to recycle these into capital financing as longer term interest rates used for borrowing purposes will increase too. The stabiliser mechanism as outlined in 3.3 will be used to smooth the effects of changes in interest rates over the life of the MTFs.

5.7 Council Tax

It is inevitable that surpluses and deficits will arise due to the fact that the tax base has to be estimated 3 months before the start of the year and the actual position is subject to collection fund performance as well as changes in the tax base in year. However in recent years these have been well managed. A The collection rate for budget purposes of 98% is assumed from 2016/17 which is consistent with current performance.

The Council has taken advantage of the Government's tax freeze grant for the last five years. No announcements have been made about council tax increases beyond March 2016. Therefore the strategy assumes that no freeze grant scheme will be available from 2016/17.

The strategy assumes rises of 2% (based on CPI target) from 2016/17 (i.e. no real terms increase in council tax across the life of the MTFS)

The strategy also assumes increases (1%) each year in the overall council tax base. The Base will be reassessed annually as party of each budget setting process. Each 1% increase in the tax base yields approximately £80,000 per annum of additional tax.

5.8 Government Grants/Retained Business Rates

The Council currently receives £2.8m of revenue support grant. This is set to reduce by a third over the life of the next parliament.

In addition the Council now retains a proportion of business rates (£4m) collected based on 40% of the real increase in those collected using a base year of 2011/12. The Council has joined an East Sussex wide pool (administered by Wealden DC) that is designed lead to a further retention of approximately £200k per annum from 2015/16, this additional resource has been added to the amount available for capital.

From time to time the Government will make adjustments to business rates scheme, for which it compensates Councils for the loss of retained rates by way of a "section 31 grant".

There are still backdated appeals on rates that relate to the old national scheme (pre 2013) the Council has had to make immediate provision for these appeals in order to fall in line with the other councils in the East Sussex Pool. This will unwind during the life of the MTFS.

The strategy assumes that business rate retention will rise by 2% per annum based on CPI rate increases, although initiatives such as the Town Centre and Sovereign Harbour developments should contribute to further retention in future years.

The new Homes Bonus is a reward grant that currently gives c£10,000 for each new property brought into use/constructed and is paid over six years. The funding stream is set to increase to £1.4m per annum by 2016/17. No announcements have been made about the future beyond the current six year horizon, however it is assumed that the scheme will be withdrawn and it will wind down gradually (approximately £180k per annum in the first three years from 2017/18)

The third type of grant is specific grants for the purposes of running individual services e.g. housing benefit administration and NNDR collection grants. The service and financial planning process deals with fluctuations in such grants with a view to matching the cost of the service against the grant received.

The overall amount of the main general grants from Government is therefore as follows:

	2016/17 £'000	2017/18 £000	2018/19 £000	2019/20 £000
RSG	2600	2400	2200	2000
Rate Retention	3745	4204	4288	4374
New Homes Bonus	1400	1220	1040	960
TOTAL	7745	7824	7528	7234

5.9 Revenue headroom for new or enhanced services

The Cabinet has indicated that it would like to continue the migration of resources from non priority areas to priority areas over the life of the MTFS.

Clearly any headroom can only be achieved if savings achieved are greater than the reduction in resource due to funding changes and the effects of inflation.

The strategy assumes that an average minimum of £700k per annum of savings is required to make good the loss of grant and the effects of inflation as well as provide £200k per annum for unavoidable growth as well as up to £100k per annum increases in the capital financing budget.

The service and financial planning process and the detailed budget proposals will identify whether headroom can be created by making savings in excess of the minimum need and other agreed service growth.

5.10 Savings

Taking all known factors and assumptions as outlined above the Council needs make an average level of new additional savings of £600k per annum over the life of the MTFS.

The Council has set out a number of corporate initiatives in order to help facilitate savings under the auspices of DRIVE.

The principal programmes are now under the Sustainable Service Delivery Strategy (SSDS)

Whilst these programmes have stretch targets that have been agreed as part of each individual programme, this strategy assumes the following bankable savings accruing as set out below. This does not alter the targets set for each programme, but merely reflects what can reasonably be counted at this stage. Service and financial planning will provide more certainty as each year approaches.

Programme	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Future Model	300	0	100	100
Shared Services	250	150	250	250
Procurement	50	50	50	50
<i>*Service Based</i>	<i>200</i>	<i>200</i>	<i>200</i>	<i>200</i>
Total	800	400	600	600

*To match unavoidable growth

5.11 The Housing Revenue Account (HRA)

The HRA is ring fenced from the General Fund although should it fall into deficit then it would have to be subsidised by the general fund.

Transactions between the HRA and the general fund comprise three main elements:

- Interest on the HRA balances paid to the HRA
- Debt charges paid by the HRA to the General Fund
- Recharges from the General Fund to the HRA for support services

For the purposes of this strategy it is assumed that there is no change to the existing overall level of transactions between the accounts.

From 2012/13 the HRA became more like the general fund in that it needs to assess the cost of its capital programme against the resources available in the HRA, now that the subsidy system has been disbanded. Responsibility for setting rent levels is now localised however controls over rent levels and borrowing limits remain.

A 30 year business plan was adopted by the Council February 2012, and the HRA is subject to an annual refresh and five year overhaul from 2017.

6.0 Reserves

6.1 The Council has four main revenue reserves:

Revenue

- General fund reserve – As a contingency and support the corporate plan
- Strategic change fund – to support the DRIVE programme
- Repairs and maintenance fund – to support the asset management plan
- Economic regeneration fund – to support the local economy

In addition there is one principal capital reserve

- Usable Capital Receipts – earmarked for future capital schemes

In addition the Council holds funds on behalf of others e.g. section 106 contributions.

- 6.2 The 2014/15 accounts show the balance available to the general fund to be £4m. This is the assumed starting point for the MTFS. There is a planned draw on reserves to meet non- recurring expenditure in subsequent years at around £250k per annum. No assumption on underspends is made in the strategy despite the fact that over £1.6m has been returned to general reserves over the last 4 years.
- 6.3 The previous MTFS recommended a minimum general fund reserve of at least £2m. The budget paper in February itemised the risks and as they have not changed significantly in the interim, it is assumed that the minimum level of reserves is fixed at £2m for the MTFS, although this will require review during the budget setting process for 2015/16.
- 6.4 The strategic change fund was established in order to help facilitate the release of ongoing savings. This reserve is a key enabler for change and it will need replenishing in time. The reserve currently has a balance of £1m.
- 6.5 The repairs and maintenance reserve had a balance of £0.8m at 31.3.15 and has been used to support the asset management plan, high priority and corporate asset non capital items are financed from this fund where they cannot be met from the service budgets.
- 6.6 The system of carry forwards was abolished in 2010, with the exception of partnership and third party funds. The Council now follows a policy of pooling all general reserves which better facilitates corporate planning. It is not intended to reintroduce carry forward of unspent budgets during the life of the strategy.
- 6.7 The Council has had a conscious policy of keeping reserve levels above minimum levels in reaction to the challenging economic climate and the continued squeeze on public sector spending. The MTFS summary (appendix 2) shows that the general reserve will be reduced over the life of the MTFS to an estimated £3m excluding any windfalls or underspends.
- 6.8 The Council set aside £500,000 from general reserves in the economic regeneration reserve to pump prime initiatives aimed at promoting the local economy and creating new income streams for the Council to help offset the reductions in Government funding..

7.0 Risks

- 7.1 The main risks arising from this strategy and actions to manage are included at **appendix 1.**

8.0 Consultation

- 8.1 The MTFS starts the period of consultation and a separate paper on the agenda on the Councils improvement journey makes recommendations on the consultation processes from now until the budget setting in February 2016.
- 8.2 It is a requirement to consult with the business and voluntary sectors over the detailed budget proposals that will emerge from this strategy in the autumn.
- 8.3 The Joint Staff Committee is briefed regularly as the process emerges.
- 8.4 The Council's staff are consulted routinely via the Managers Forum as well as participating in the service and financial planning process annually.

9.0 Conclusions

- 9.1 In order to maintain sustainable finances and fund its ambitions, the Council will need to make new efficiency savings or income streams averaging £0.6m per annum for the next four years.
- 9.2 Due to the scale of the challenge the programme of change will require more radical measures for savings that often have a lead in period of 1 to 2 years, therefore the SSDS programme is a key enabler to meeting this challenge.
- 9.3 The MTFS both collects the financial effects of demand and supply changes and informs the corporate change agenda.

Alan Osborne
Deputy Chief Executive and Chief Finance Officer

Background Papers:

The Background Papers used in compiling this report were as follows:

Cabinet Reports:

- *Budget and Council Tax Setting February 2015.*
- *MTFS – July 2014.*
- *Statement of Accounts – June 2015.*
- *Performance Monitoring Reports - Quarterly*

Audit and Governance Committee - Final Accounts - June 2014.

To inspect or obtain copies of background papers please refer to the contact officer listed above.

Risk/Effect	Contained in MTFS	Appendix 1 Other Mitigating Measures
Income Reductions due to demand changes	<ul style="list-style-type: none"> • Statutory recession hit income budgets adjusted each year as part of service and financial planning • No real growth assumed in overall income targets in 2016/20 • The economic regeneration reserve set aside to aid regeneration and contribute new sources of income • Interest budget set at current low interest rate • Unachievable income budgets reviewed during service and financial planning • Programme savings targets being set higher than the assumed delivery in the MTFS • Reserves above the minimum level 	<ul style="list-style-type: none"> • Service and financial plans to test possible income generation activities and price sensitivity • New sources of income explored in service and financial Plans annually across three year horizon • Planning at 2 levels in service and financial planning process to challenge assumptions
Government Support Being Reduced even further than forecast	<ul style="list-style-type: none"> • Assumption follows the Governments announcements to date • Prudent estimates of future income flows • Zero basing of reward grants • Reserves above minimum level 	<ul style="list-style-type: none"> • Possibility of service alterations to a modified level • Change assumptions during budget setting • Update MTFS early in the event of material change • Priority based budget system has flexibility to adapt
Benefits Performance reducing due to scale of changes	<ul style="list-style-type: none"> • No overall surplus built into subsidy budget 	<ul style="list-style-type: none"> • Service review of delivery arrangements • Mobilise resources from other areas if performance hit by staffing shortages • Relieve service with one off resources to avoid performance drop
Savings not being delivered	<ul style="list-style-type: none"> • Matching growth choice with performance of savings delivery • Strategic Change Fund to support invest to save • Capital Invest to save available case by case • Reserves well above minimum level can be used to smooth out fluctuations • Level of Revenue contribution to capital can be varied in the short term 	<ul style="list-style-type: none"> • Use compensating savings in short term • Reduce discretionary spend in year • Review minimum revenue provision to slow down capital repayments

Summary of MTFS 2016-2020
General Fund

Appendix 2

	2016/17	2017/18	2018/19	2019/20
Total Budget b/f	16,135	15,284	15,591	15,529
Less non recurring items	(487)			
Adjusted Base Budget	15,648	15,284	15,591	15,529
Pay and Price Inflation				
Pay Award and Increments	240	240	240	240
Inflation on Contracts	200	200	200	200
<i>*Unavoidable Growth</i>	200	200	200	200
Capital Financing	0	250	100	100
Increases in Income	(200)	(200)	(200)	(200)
Total Budget Demand	16,088	15,974	16,131	16,069
RSG/Retained Business Rates				
RSG	(2,600)	(2,400)	(2,200)	(2,000)
Retained Business Rates	(3,745)	(4,204)	(4,288)	(4,374)
New Homes Bonus	(1,400)	(1,220)	(1,040)	(860)
Total External Funding	(7,745)	(7,824)	(7,528)	(7,234)
Council Tax				
Relevant Amount	33,641	33,978	34,318	34,661
Collection Rate (%)	0.98	0.98	0.98	0.98
Tax Base	32,969	33,298	33,631	33,968
Band D Charge	229	233	238	243
% Increase in Council Tax	2%	2%	2%	2%
Total Council Tax	(7,539)	(7,767)	(8,001)	(8,243)
Total Sources of Funding	(15,284)	(15,591)	(15,529)	(15,477)
Gap in Funding	804	383	601	593
<i>*Efficiency Savings General</i>	(200)	(200)	(200)	(200)
SSDS - Future Model	(300)	0	(100)	(100)
SSDS - Procurement	(50)	(50)	(50)	(50)
SSDS - Shared services	(250)	(150)	(250)	(250)
Residual Gap / (Surplus)	4	(17)	1	(7)
General Reserves B/F	(4,000)	(3,746)	(3,513)	(3,261)
Non recurring investments	250	250	250	250
Budget balance from (to) reserves	4	(17)	1	(7)
Reserves C/F	(3,746)	(3,513)	(3,261)	(3,019)

* linked

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Body: CABINET
Date: 8 July 2015
Subject: Sustainable Service Delivery Strategy (SSDS) Update
Report Of: Deputy Chief Executive

Ward(s) All

Purpose To update Members on the progress made within the SSDS programme, with particular reference to:

- the implementation of shared corporate services
- the Future Model Programme Plan (Phase Two)
- the Corporate Landlord implementation plan.

Recommendation: Members are asked to:

- i) To agree the SSDS progress update
- ii) To agree the range of additional shared roles and services currently emerging between Eastbourne Borough Council and Lewes District Council and the commitment to future shared services outlined in the report.

Contact: Henry Branson, Senior Head of Projects, Performance and Technology, Telephone 01323 415155 or internally on extension 5155.
Henry.branson@eastbourne.gov.uk

1.0 Background/Introduction

1.1 The Sustainable Service Delivery Strategy (SSDS) is a key response to the increasing cost and demand pressures facing the Council. It is a programme that was developed to promote a range of solutions, both internal transformation and effective partnership working with other organisations.

This report presents an update on key initiatives carried out under the SSDS, namely:

- Future Model (Phase Two)
- Shared Corporate Services
- Corporate Landlord

1.2 SSDS: Future Model

In [July 2013](#) Cabinet approved the adoption and implementation of Phase Two of the Future Model under Option 5 of the SSDS and delegated authority to the DRIVE Programme Board to run the programme within the allocated resources.

The Future Model Programme aims to improve service delivery whilst delivering savings estimated at £1.7m to £2m across the organisation. The current phase, Phase Two, is estimated to save £1.2m - £1.5m.

The Future Model describes a new way of organising and delivering council services, delivering efficiencies at the same time as putting the customer at the heart of all we do.

1.3 **SSDS: Shared Corporate Services**

In [October 2014](#) Cabinet approved the implementation of the shared corporate services programme as recommended by the Improvement and Efficiency Social Enterprise (iESE) review of corporate services, the first stage being the implementation of a shared human resources (HR) service provided by Eastbourne Borough Council (EBC) and a shared Legal service provided by Lewes District Council (LDC).

1.4 **SSDS: Corporate Landlord**

In [December 2013](#) Cabinet approved the implementation of a corporate landlord model for strategic asset management and the development of a detailed implementation plan.

In [October 2014](#) Cabinet approved an amended implementation timescale for the corporate landlord model, with a phased introduction across 2015/16 and 2016/17.

2.0 **Future Model Programme Update**

2.1 **Summary of programme status**

In [December 2014](#) Cabinet approved the principles of the draft Target Operating Model (TOM) which described the significant structural changes to the council and Eastbourne Homes Ltd that arise from applying the Future Model to both organisations. Cabinet also delegated to the Chief Executive the authority to approve any changes to the model arising from consultation.

A comprehensive consultation exercise followed Cabinet's approval of the draft TOM, starting in December 2014. More than 450 questions and comments were received from staff, and all received a response through a combination of published answers and individual meetings. Due to the amount of feedback received, consultation extended into February with the final TOM published in March.

As a result of consultation, a range of changes were made in the final TOM. Some of the most significant were:

- Removal of a number of teams from scope, resulting in a revised baseline of full time equivalent (FTE) roles in scope.
- Establishing a 'Community of Practice' to oversee the transition of revenues and benefits services to the new model
- Adjustments to the numbers and grades of roles in various areas,

- informed by the ongoing programme of workshops and staff feedback
- Recruitment timetable and process adjusted in response to longer consultation period.

The publication of the final TOM enabled the staff recruitment process to begin, and the first (internal) phase of this completed in early June. External recruitment to the vacant roles began in June and will continue over the rest of the summer. Successful recruitment to vacant roles in the new structure will be a factor in the timetable for the implementation of the new teams and processes.

Another major programme milestone achieved since December was the successful relocation of Eastbourne Homes from Ivy House to 1 Grove Road and the completion of the redesign of the Customer Contact Centre at 1 Grove Road. This was another essential component of the Phase Two business case, realising significant savings (see below). The move was the culmination of the agile working programme which has enabled EBC and EHL to rationalise five office buildings down to two, 1 Grove Road and the Town Hall, realising significant savings as a result. We have also been able to lease space to partners in both buildings to increase income.

2.2 **Key activities July – September**

The focus of the programme is now on completing the build of new processes and switching on the technology to enable the new teams to adopt Future Model ways of working. There are more than 250 processes to build, and at the time of publication more than 50% of that work is done. It has been necessary to prioritise the work to ensure the critical processes and technology components required for the new teams to function effectively are delivered first. This has resulted in some programme deliverables, such as the new online services, being rescheduled for delivery in the autumn.

Progress is being monitored on a weekly basis by a dedicated transition working group, which also considers issues such as training requirements for the new teams and the sequencing of services moving into the new model.

3.0 **Shared Corporate Services Update**

3.1 **Human Resources (HR) and Legal Shared Services Update**

The HR and Legal shared services went live on schedule in April 2015, with EBC hosting the HR shared service and LDC hosting the Legal shared service. Staff transfer under TUPE completed successfully and all new staff are in post, with the exception of one role in the Legal team.

The next step will be the development of service level agreements (SLAs) for both services.

The early success of the arrangements has already resulted in some interest from other authorities about potentially joining the service in future.

4.2 **IT Shared Services Update**

The IT shared services roadmap is currently being developed, building on the early work undertaken by iESE. Due to the different delivery models for IT infrastructure services (in house at LDC and outsourced at EBC), as well as the complex blend of IT systems and contracts in place across both authorities, the draft roadmap outlines developing the IT shared service in three phases over a five year period.

The first phase activities which are underway now are:

- Moving to common provider for wide area network services ('The Link' - www.linksussex.org)
- Detailed analysis of IT spend and contracts across both authorities
- Integrated Microsoft Outlook and file server solution across LDC and EBC, to provide a smoother service for the shared HR and Legal services
- Developing a shared IT Project Management Office (PMO)

4.3 **Finance Shared Services Update**

Due to the different financial systems used by EBC and LDC, the shared service opportunities for finance are currently focussing on sharing expertise across the two authorities and moving to common financial reporting formats.

4.4 **Property Shared Services and Corporate Landlord Update**

The alignment of the property teams across EBC and LDC is ongoing, with recruitment to joint posts underway and a shared statutory compliance officer in post.

Detailed work is underway to prepare for the procurement of elements of corporate landlord delivery. This work includes analysis of budgets across both EBC and LDC to determine which operational activities should be in scope and to estimate savings opportunities. This detailed work needs to be completed before the scope and timetable for the procurement and alignment of the services across EBC and LDC can be finalised.

4.5 **Other Ad Hoc Shared Services Opportunities**

In October the EBC and LDC Cabinets delegated authority to the Chief Executives in consultation with the respective Council Leaders to take advantage of opportunities as and when they arise to align systems or posts within the two authorities in order to generate benefits in terms of quality, savings or resilience.

Since then a number of opportunities have been taken to do this, namely:

- Two further shared roles at senior management level (Senior Head of Planning, Regeneration and Assets and Senior Head of Tourism and Leisure)
- Shared Printing Service, hosted by EBC
- Sharing of specialist skills around council tax and the Community Infrastructure Levy (CIL)

4.6 **Commitment to future Shared Services**

Following the recent election, the leaders of Eastbourne Borough and Lewes District Councils have met and indicated their willingness to explore and consider all opportunities for joint working and shared services across the two councils. It is intended to hold an informal joint Cabinet meeting in the summer to discuss and commission a detailed business case to look at options to progress.

5.0 Resource Implications

5.1 Financial:

Following the EHL relocation and a detailed analysis of the outcomes of the recruitment process, the programme savings are estimated to amount to £1.45 million, which includes £1.2 million of staff related savings. These savings are consistent with the original business case estimates.

5.2 Staffing:

As a result of the consultation process and other decisions made within the programme, the number of staff in scope of Phase Two was reduced from 219.5 to 168.1 FTE roles. There are 141.5 FTE roles in the new model, a reduction of 26.6. Following internal recruitment we have 34.6 FTE redundancies, of which 17.9 were as a result of voluntary redundancy requests.

Support continues to be provided for staff who have been unsuccessful in securing a role in the new structure, in line with the Redundancy and Redeployment Procedure, including some fixed term contracts to support the organisation through the period of transition.

External recruitment to vacant roles has commenced.

6.0 Conclusion

6.1 The SSDS consists of a range of options and projects to ensure that EBC remains a sustainable organisation in the face of ongoing reductions in government funding.

Significant progress has been made in the three SSDS projects outlined in this report with Future Model internal recruitment complete, the first shared corporate services live and detailed work on the Corporate Landlord proposals being undertaken.

Henry Branson
Senior Head Of Projects, Performance and Technology

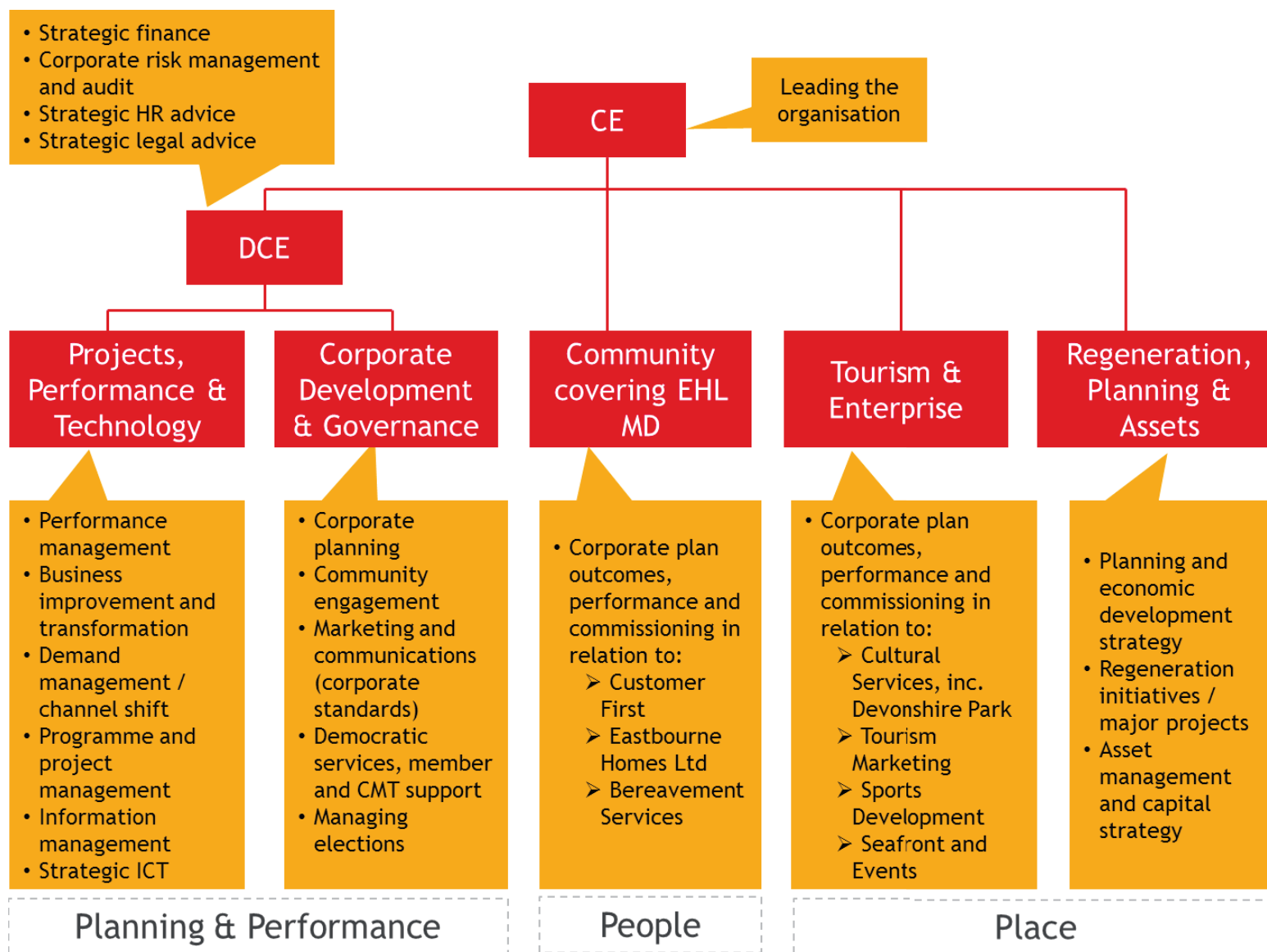
Background Papers:

The Background Papers used in compiling this report were as follows:

- Future Model Programme Plan
- Future Model Project Highlight Reports
- Sustainable Service Delivery Strategy Programme – Implementation of the Future Model Phase 2 (Cabinet Paper, 10 July 2013)
- Strategic Asset Management (Cabinet Paper, 11 December 2013)
- Sustainable Service Delivery (SSDS) Updates (Cabinet Papers, February 2014, July 2014, October 2014, December 2014)

To inspect or obtain copies of background papers please refer to the contact officer listed above.

Appendix 1: Proposed new CMT Structure and Accountabilities



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COMMITTEE	CABINET
DATE	8 July 2015
SUBJECT	Seafront Local Plan – Issues and Options Report
REPORT OF	Senior Head of Planning, Regeneration and Assets

Ward(s)	Meads, Devonshire, Sovereign
Purpose	For Members to approve the Seafront Local Plan Issues and Options Report for consultation with the community and stakeholders.
Contact	Matt Hitchen, Specialist Advisor (Planning), 1 Grove Road, Eastbourne Tel no: (01323) 415253 E-mail: matt.hitchen@eastbourne.gov.uk
Recommendations	<ol style="list-style-type: none">1. That Cabinet approve the Seafront Local Plan Issues and Options Report for consultation with the community and key stakeholders between July and October 2015.2. To delegate authority to the Senior Head of Planning, Regeneration and Assets in consultation with the Lead Cabinet Member to make minor amendments before the commencement of the 12 week consultation period.

1.0 Introduction

- 1.1 The Local Development Scheme (LDS), which outlines the work programme for the production of planning policy documents, identifies the preparation of a Seafront Local Plan to maximise the seafront's contribution to the town as a defining asset and significant contributor to the local economy. The LDS schedules consultation on an Issues and Options Report to take place over the summer of 2015.
- 1.2 The Seafront Local Plan will be a Development Plan Document that will form part of the Local Plan for Eastbourne. It will set a framework for future development on the seafront with the aim of enhancing the positive contribution that the Seafront makes to the town and the local economy. The Seafront Local Plan will have to be in conformity with the Core Strategy and the Town Centre Local Plan, as well as national policy.

2.0 Issues and Option Report

- 2.1 An Issues and Options Report is a consultation document that sets out what are considered to be the main issues relating to the future of the seafront, and a range of different options for how these issues can be addressed. It is the first formal consultation phase in developing the Seafront Local Plan, and the local community and other stakeholders will be asked to provide their input into whether the right issues have been identified and which options they would prefer to take forward into the Seafront Local Plan.
- 2.2 The Issues and Options were developed through evidence gathering and engagement with stakeholders. This includes evidence studies such as the Tourist Accommodation Study, which was produced by consultants in 2015, a survey of seafront users that took place in summer 2014, and a stakeholder event held in February that was attended by over 60 stakeholders.
- 2.3 The Issues and Options Report provides context and background to the seafront, identifies a vision for the future of the seafront up to 2035, identifies the key issues that the Seafront Local Plan ought to address, and presents a range of strategic options based around different themes for the future direction of the Seafront Local Plan.
- 2.4 For the purposes of the Seafront Local Plan, the seafront has been divided into seven character areas. The Issues and Options Report provides a profile of each character area and also presents options for how much change there should be in the character area.

3.0 Key Issues

- 3.1 The Issues and Options Report sets out the key issues that the Seafront Local Plan ought to address in order to improve the seafront and maximise the contribution that it makes to the local economy. The consultation asks the community and other stakeholders whether they agree with the issues, or if there are any additional issues that should be considered.
- 3.2 The issues for the seafront identified in the Issues and Options Report are:
- **Accessibility to and along the Seafront** – links between the seafront and other ‘trip-generators’ could be improved, as could physical access to certain areas of the seafront.

- **Managing the supply of Tourist Accommodation** – an adequate supply of visitor accommodation needs to be maintained in order to cater for the people who want to visit. It is crucial that the accommodation stock remains fit for purpose and meets the requirements of current and future visitors to the area in terms of quality, type and quantity.
- **Under-utilisation of sites along the seafront** - There are a number of sites along the seafront that could make a more significant contribution to the seafront. These areas have potential for either some minor change or comprehensive redevelopment to enhance the offer and attraction on the seafront.
- **Limited provision of leisure and community facilities** - the provision of leisure and community facilities is limited, and many consider that the leisure offer is dated, fragmented and too far removed from the areas where there are the highest levels of activity.
- **Widening the appeal of the Seafront** - In order to broaden the range of visitors to the town, the seafront should provide activities and facilities that appeal to a wide range of people, whilst also strengthening the appeal to existing markets.
- **Protection of the Natural and Built Environment** - The high quality of the built and natural environment is what makes Eastbourne unique and is part of its charm that appeals to visitors, and it is important that this is maintained.
- **Lack of opportunities for seafront activities** - The seafront is Eastbourne's main attraction as a tourist destination, and it is important that seaside type activities are provided to meet the expectations of visitors.
- **Effects of working beaches** - The working beaches are a traditional feature of the seafront and an important part of the seafront economy, but they can be relatively unattractive and adversely affect the feel and setting of a particular area.
- **Quality of Public Realm** - The quality of the public realm is an important factor in the look and feel of the seafront, and it is important that the seafront is an attractive place where people want to spend their time.
- **Future infrastructure requirements** – the seafront is part of the town's primary defence against coastal flooding and this should not be compromised. In addition, there are other infrastructure provisions on the seafront, such as the Waste Water Treatment Works, that may impact upon seafront activity.

4.0 Policy Options

4.1 The Issues and Options Report presents a series of options for how the seafront could change in the future, based around a number of themes.

4.2 The Policy Themes and a summary of the strategic options for each theme are as follows:

- **Tourist Accommodation** – presents options relating to the approach for the retention of existing tourist accommodation and the provision of new tourist accommodation.
- **Leisure and Recreation Facilities** – presents options relating to how new sports and recreation facilities and children’s play areas should be provided.
- **Accessibility** – presents options for how to provide improved linkages between the seafront and the Town Centre, Devonshire Park and the South Downs National Park, and to make underused areas of the seafront more accessible.
- **Commercial uses** – presents options for how additional food and drink facilities could be provided, whether there should be more activity in the evenings, and how to address the issue of ‘working beaches’.
- **Seafront Activities** – presents options for how seafront activities, such as use of the beach and water based activities, could be better structured and how they could be improved.
- **Natural Environment** – presents options for how best to balance the protection of landscapes and nature conservation with improvements to the seafront.
- **Built Environment** – presents options for how best to balance the protection of historic buildings and conservation areas with improvements to the seafront.
- **Community Use** – presents options for how community facilities and open spaces should be provided in the seafront area.
- **Tourist Attractions and Facilities** – presents options relating to how and in what format additional tourist attractions should be provided on the seafront.

4.3 The Issues and Options Report asks consultees to comment upon which of the options they would prefer to be taken forward into the Seafront Local Plan.

5.0 Consultation

- 5.1 The Seafront Issues and Options Report will, if approved by Cabinet, be subject to a 12 week formal consultation between 17 July and 9 October 2015. This will coincide with the peak tourist season during which the seafront will be used heavily.
- 5.2 As consultation will take place during the time when the seafront is heavily used, this presents an ideal opportunity to engage people in the consultation. It is anticipated that exhibitions will be held at the events taking place at this time such as Airbourne, and the Eastbourne Hospitality Association have agreed to promote the consultation via their member's hotel establishments. Consultation will also be undertaken with stakeholders on the Local Plan mailing list. The consultation will be made available on-line, allowing representation to be made electronically via the Council's on-line consultation portal. The consultation procedure will be in compliance with the Statement of Community Involvement.

6.0 Resource Implications

6.1 Legal Implications

- 6.1.1 The Seafront Local Plan Issues and Options Report has been prepared in compliance with Regulation 18 of the Town & Country Planning (Local Planning) (England) Regulations 2012 and with regard to the requirements of the National Planning Policy Framework which requires 'early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses'. Even at this early stage, the Council must also comply with Section 33A, Planning and Compulsory Purchase Act 2004 (as amended) which imposes a duty to cooperate with other local planning authorities on issues which are likely to have a significant effect on more than one planning area.

6.2 Financial Implications

- 6.2.1 There are no financial implications to the Council as a direct result of this report. The cost of the publication and publicity for the Seafront Local Plan will be met from within the existing service budget.

6.3 Human Resource Implications

- 6.3.1 Officers in the Regeneration and Planning Policy team will manage the consultation arrangements for the Seafront Local Plan, and the collection and processing of representations received.

6.4 Equalities and Fairness Implications

- 6.4.1 An Equalities and Fairness Impact Assessment was undertaken during the scoping stage in the production of the Seafront Local Plan, and the assessment demonstrates that the Seafront Local Plan is unlikely to have any significant impacts on equalities and fairness.

7.0 Conclusion

- 7.1 The Local Development Scheme identifies the production of a Seafront Local Plan to maximise the seafront's contribution to the town as a defining asset and significant contributor to the local economy. The first formal consultation stage in this process is the publication of an Issues and Options Report.
- 7.2 Cabinet is requested to approve the Seafront Local Plan Issues and Options Report for consultation with the community and stakeholders between 17 July and 9 October 2015.
- 7.3 It is anticipated that a further report will be submitted to Cabinet in 2016, outlining the representations received and considered in the production of the draft Seafront Local Plan.

Background Papers:

- Seafront Local Plan Issues and Options Report (June 2015)
- Seafront Local Plan Initial Sustainability Appraisal Report (June 2015)

To inspect or obtain copies of the background paper, please refer to the contact officer listed above.

BODY:	CABINET
DATE:	8 July 2015
SUBJECT:	Community Infrastructure Levy (CIL) Governance Framework
REPORT OF:	Senior Head of Regeneration, Planning & Assets
Ward(s):	All
Purpose:	To seek endorsement from Cabinet Members on the proposed CIL Governance Framework.
Decision type:	Budget and Policy Framework
Contact:	Craig Steenhoff, Strategy & Commissioning Officer (Planning Policy) , 1 Grove Road, Eastbourne Tel no: (01323) 415345 E-mail: craig.steenhoff@eastbourne.gov.uk
Recommendation:	To agree that the CIL Governance Framework set out in this report be taken forward, and form the basis upon which the Council will manage the spending of CIL receipts.

1. Introduction

- 1.1 The Community Infrastructure Levy (CIL) was introduced by Government in 2010 as a mechanism to allow local planning authorities to raise funds from liable developments in order to pay for the infrastructure that is required to support new development across the town. CIL will be used to help fund strategic infrastructure, as identified in the Council's Infrastructure Delivery Plan.
- 1.2 The levy is applied on a £'s per square metre basis. It replaces the existing tariff-based approach for collecting planning infrastructure contributions¹. From April 2015, CIL will be the only significant means by which local authorities will be able to collect and 'pool' developer contributions to deliver infrastructure improvements². Alongside CIL, S106 obligations will still exist, but generally as one-off agreements to mitigate the impacts of larger developments and to secure on-site developer requirements, such as the provision of affordable housing and local labour contributions.
- 1.3 It is estimated that total CIL receipts for Eastbourne Borough Council for CIL liable planned residential and retail development within Eastbourne Core

¹ Affordable housing will continue to be collected separately through Section 106 provisions

² It will still be legally possible to pool up to 5 S106 agreements for any 1 item of infrastructure.

Strategy Local Plan (up to 2027) is in the region of £2-3m³. CIL is just one of many funding streams that can be used to fund infrastructure projects, and will only go some way in meeting the overall infrastructure costs to support development in Eastbourne.

2. Progress

- 2.1 The Council adopted its Community Infrastructure Levy (CIL) Charging Schedule on 1 April 2015 after Cabinet (4 February) and Full Council (18 February) approval. The Charging Schedule was found sound at Examination, subject to one modification, which was to exclude residential apartments. The Council is now able to secure CIL payments on liable planning applications, which will be paid to the Council shortly after (within 60 days of) the commencement of development.
- 2.2 The purpose of this report is to set out options and recommendations on how the Council will decide to allocate money, collected through CIL contributions, to specific infrastructure projects. It will also formalise the arrangements for the transfer of money, and identify the relevant decision making bodies and groups that will be involved in the process.

3 The Council's responsibilities

- 3.1 Eastbourne Borough Council acts as the designated 'Charging Authority'. This means the Council has an obligation to:
- Prepare and publish the CIL Charging Schedule;
 - Apply the levy revenue it receives to fund the provision, improvement, replacement, operation or maintenance of infrastructure to support development in its area and;
 - Report to the local community on the amount of levy revenue collected, spent and retained each year.
- 3.2 The Council is required in the CIL Regulations to identify the types of infrastructure it wishes to use CIL monies to fund. These are outlined in the Council's Regulation 123 list (Appendix 1). CIL money collected can only be allocated to and spent on these types of infrastructure.
- 3.3 CIL does not directly relate to offsetting the implications of an individual development, but relates to the overall impact of development across the whole Borough. Under S106 arrangements, contributions were collected in line with pre-defined terms for transport, education, recreation and play space improvements and were distributed to the County or retained by the Council as necessary. This is no longer the case with CIL, with funds distributed from a single centralised pot held by the Borough Council. This arrangement will require

³ As identified in the Council's CIL Revenue Analysis.

continued close working with partners, in particular East Sussex County Council, in the identification and delivery of strategic infrastructure improvements.

- 3.4 One of the purposes of CIL is to encourage communities to support growth and recognise that development can bring clear and identifiable benefits to an area. The levy places a responsibility on the Council to pass CIL monies to local neighbourhoods. Whilst there is no obligation for the Council to do this as there are no parish councils, the Council proposes to allocate CIL monies to a neighbourhood fund from which smaller more localised infrastructure projects/items can be bid.
- 3.5 CIL funds will only go some way to meeting the overall infrastructure costs to support development. CIL will help to lever other funds to meet the total infrastructure costs. Some of these 'other funding streams' are identified in the Council's Infrastructure Delivery Plan, and others are currently being explored and confirmed by infrastructure providers.

4 Governance Arrangements

- 4.1 Experiences from those authorities that have already implemented CIL have highlighted that one of the most challenging aspects of CIL is to set up suitable governance arrangements, to ensure that CIL funds raised are allocated and spent effectively in order to secure the timely provision of infrastructure necessary to support growth. It is imperative that Eastbourne Borough Council, as politically accountable for CIL's effective use, retains control of the allocation of CIL funding raised in its Charging Area.
- 4.2 There are two stages in the operation of CIL Governance:
- A. The distribution of CIL money collected, to infrastructure funds/items;
 - B. The decision making framework (CIL Governance Framework) to determine who and what infrastructure items receive money;
- 4.3 A series of options were reviewed looking at examples from other local authorities and some early adopters of CIL. Both CMT and Local Plan Steering Group considered all of these in coming to the Council's recommended options.

Automatic Distribution of CIL monies from a CIL Revenue Account

- 4.4 It is considered that the Council should adopt an automatic distribution approach of overall CIL revenue to specific infrastructure funds, as this will save on time and resources and will allocate CIL monies fairly, based on priorities. This will remove the burden of determining on a case by case basis, the amount of money that should be proportioned/allocated.
- 4.5 In the first instance, all CIL monies collected could be transferred to a CIL revenue account or fund as soon as they are received by the Council. They will

stay in this account until they are further allocated to specific funds at specific timeframes. CIL monies from the Revenue account could be automatically transferred to four specific funds at the end of every sixth month period, on (or as near as possible to) the following specific dates:

- 1 April;
- 1 October.

4.6 Based on the Council's Regulation 123 list, there are four main funds that CIL money could be allocated to:

- **County Council Fund** – *for infrastructure that will be delivered by the County Council, e.g. education provision, transport;*
- **Other Infrastructure Providers Fund** – *for infrastructure that will be delivered by external partners, e.g. flood storage provision;*
- **Eastbourne Neighbourhoods Fund** – *to be retained by Eastbourne Borough Council for localised spending on specific capital neighbourhood projects.*
- **Administration Fund** – *to be retained by Eastbourne Borough Council to meet the costs of administering CIL, e.g. software and maintenance costs;*

4.7 The proposed CIL Governance Framework (Appendix 2) identifies the percentage of CIL revenue that could be automatically transferred to each fund at relevant timescales. These percentages reflect the desire to:

- Use CIL Revenue to recoup administration costs incurred by the Council in setting up, monitoring and maintaining CIL processes;
- Spend a meaningful proportion of CIL revenue on local neighbourhood infrastructure;
- Allocate a high proportion of CIL monies to the County Council and Other Infrastructure Funds, in order to pass monies externally so that they can be spent on strategic infrastructure identified as a high priority in the Council's Infrastructure Delivery Plan.

4.8 **County Council Fund** – East Sussex County Council are a key infrastructure provider for Eastbourne. Transport and education infrastructure is a key priority for the Council and these are specifically mentioned in the Council's Regulation 123 list and Infrastructure Delivery Plan. The Council will therefore need to allocate a high proportion of its CIL revenue to this fund so that a significant amount of money can be accumulated to help meet the costs of strategic infrastructure. The Council propose that up to 80% of CIL revenue can be allocated to the County Council Fund. It is proposed that money can be transferred between the County Council and Other Infrastructure Funds based on specific priorities at the time. Based on short term infrastructure needs it is likely that 80% will be transferred into the County Council Fund as a starting point. It is proposed that East Sussex County Council will bid for money to deliver

identified projects (contained in the Council's Infrastructure Delivery Plan) and that these are considered by the CIL Governance body before they are allocated and funds transferred. It is likely that East Sussex County Council will bid for CIL funds from both Eastbourne Borough Council and Wealden District Council to assist in the delivery of cross-boundary infrastructure (potentially transport and education), which is required to cater for growth in both Eastbourne and South Wealden.

- 4.9 **Other Infrastructure Providers Fund** – The purpose of the 'Other Infrastructure Providers Fund' is to safeguard money that will need to be passed on to other external infrastructure providers (such as the Environment Agency) for spending on strategic infrastructure. It is proposed that external infrastructure providers will bid for money to deliver identified projects (contained in the Infrastructure Delivery Plan) and that these are considered by the CIL Governance body before they are allocated and funds transferred.
- 4.10 **Neighbourhoods Fund** – The purpose of the neighbourhood fund is to collect CIL monies so that they can be spent on small scale local infrastructure projects and improvements. This money will not be necessarily linked to the neighbourhood in which the site was developed as a starting point, as this will result in a further 14 neighbourhood funds with generally small levels of money allocated to them, which would be difficult to spend on anything significant. In addition, infrastructure delivered could benefit the neighbourhood in which it is located along with adjoining neighbourhoods. It should be noted that only a total of approximately £450,000 (15% of total CIL revenue) is forecast to be collected in this fund over the Plan period to 2027. It is therefore recommended that spending from the neighbourhood fund (especially the neighbourhood location that benefits from the spending) is effectively monitored. The Council will use its existing Capital Programme Steering Group to identify neighbourhood projects which could be delivered wholly or partly through CIL monies, which is then reported to Cabinet for approval. The Council will ensure engagement has taken place with ward Councillors and the local community on specific priorities. Neighbourhoods receiving the highest CIL revenue will be monitored to ensure that future spend is spread appropriately across all the Borough's neighbourhoods.
- 4.11 **Administration Fund** – CIL Legislation allows local authorities to use up to 5% of CIL income received to recoup administration costs. The Council will allocate 5% of money received to this fund so that it can be used to set up and provide for the annual maintenance costs of specific software to manage CIL payments. The Council will be able to spend money from the administration fund whenever it is required.
- 4.12 **Bidding Process** – It is proposed that bidding can be undertaken by external infrastructure providers for the County Council and Other Infrastructure Providers Funds. It will follow the process of completing a bidding form (to be prepared) which details:

- the piece or items of infrastructure required;
- why it is required (justification statement);
- its relevance and conformity with the Council's Infrastructure Delivery Plan;
- the total estimated cost of the infrastructure;
- how much is being bid from the infrastructure fund;
- other identified funding sources that will be utilised/explored (important if CIL money will be used to leverage other funding streams);
- when the money is required;
- contact details for notification of the outcome of the bid.

4.13 **Bidding Timeframes** – It is proposed that bids will need to be submitted to Eastbourne Borough Council , every six months, with the deadlines for bids being midday on the following dates:

- 31 March;
- 30 September.

4.14 **Bidding Criteria and Parameters** – Pending Cabinet approval of the recommendations set out in this report, further work will be undertaken to finalise the bidding process.

CIL Governance Framework

4.15 It is essential that a CIL Governance Framework is created, outlining the process by which bids are submitted and determined, and confirming the decision making stages in that process. The Governance Framework needs to ensure that Eastbourne Borough Council maintains control of the decision making process and that current groups are utilised to avoid unnecessary administrative burdens and resource implications.

4.16 It is recommended that Cabinet (who already have delegated authority as a decision making body) are given a further specific remit to ultimately determine CIL bids, based on the advice and recommendations of the Local Plan Steering Group (as a CIL Advisory Board). The process of decision making is illustrated in Appendix 2. A separate process will operate for the Neighbourhood Fund as identified in paragraph 4.11, where the Council's Capital Programme Steering Group will identify neighbourhood projects which could be delivered wholly or partly through CIL monies, which would then be reported to Cabinet for approval.

4.17 Governance arrangements for CIL do not need to be published for consultation or independent examination. It is recommended that arrangements should be set up on the basis that they are reviewed after 12 months. This will provide the opportunity to reflect on any lessons learnt. However, if it is found that there is a

fundamental problem with the arrangements put in place, then the Council can review them at any stage.

4.18 The proposed governance arrangements are consistent with the CIL regulations and will allow the Council to move forward and effectively implement CIL, further to its adoption on 1 April 2015.

4.19 A Members Training session to explain the CIL process in full was undertaken on 24 February 2015, along with a Developers and Agents Forum session with local developers and planning agents on the same date, so that they are clear on the implications and timescales.

5.0 Resource Implications

5.1 Financial

The Council has an agreed budget to cover the implementation and monitoring of CIL.

5.2 Legal

The proposed Governance Arrangements are consistent with the CIL Regulations 2010 (as amended) and takes account of best practice guidance.

5.3 Human Resources

The Council has identified that an additional resource is required to cater for the administration and monitoring of CIL cases along with other monitoring roles. This is being addressed and options are currently being investigated.

6.0 Conclusion

6.1 The proposed CIL Governance Framework will allow the Council full control of the allocation and spending of CIL monies towards strategic infrastructure. The distribution of money to specific funds allows money to be proportioned in line with infrastructure priorities. The framework will allow infrastructure providers to bid for strategic infrastructure and the Council's Capital Programme Steering Group will determine local projects which would benefit from CIL funding.

6.2 The Council seeks endorsement from Cabinet Members on the proposed CIL Governance Framework and that it can be taken forward, forming the basis upon which the Council will manage the spending of CIL receipts.

Craig Steenhoff

Strategy & Commissioning Officer (Planning Policy)

Background Papers:

The Background Papers used in compiling this report were as follows:

Community Infrastructure Levy Regulations (2010) [as amended]

National Planning Policy Framework CLG (2012)

Eastbourne Infrastructure Delivery Plan (December 2014)

Appendices (Appendix 2 attached separately):

Appendix 1 - Eastbourne Regulation 123 Infrastructure List (April 2015)

Appendix 2 – CIL Governance Framework

To inspect or obtain copies of background papers please refer to the contact officer listed above.

Appendix 1

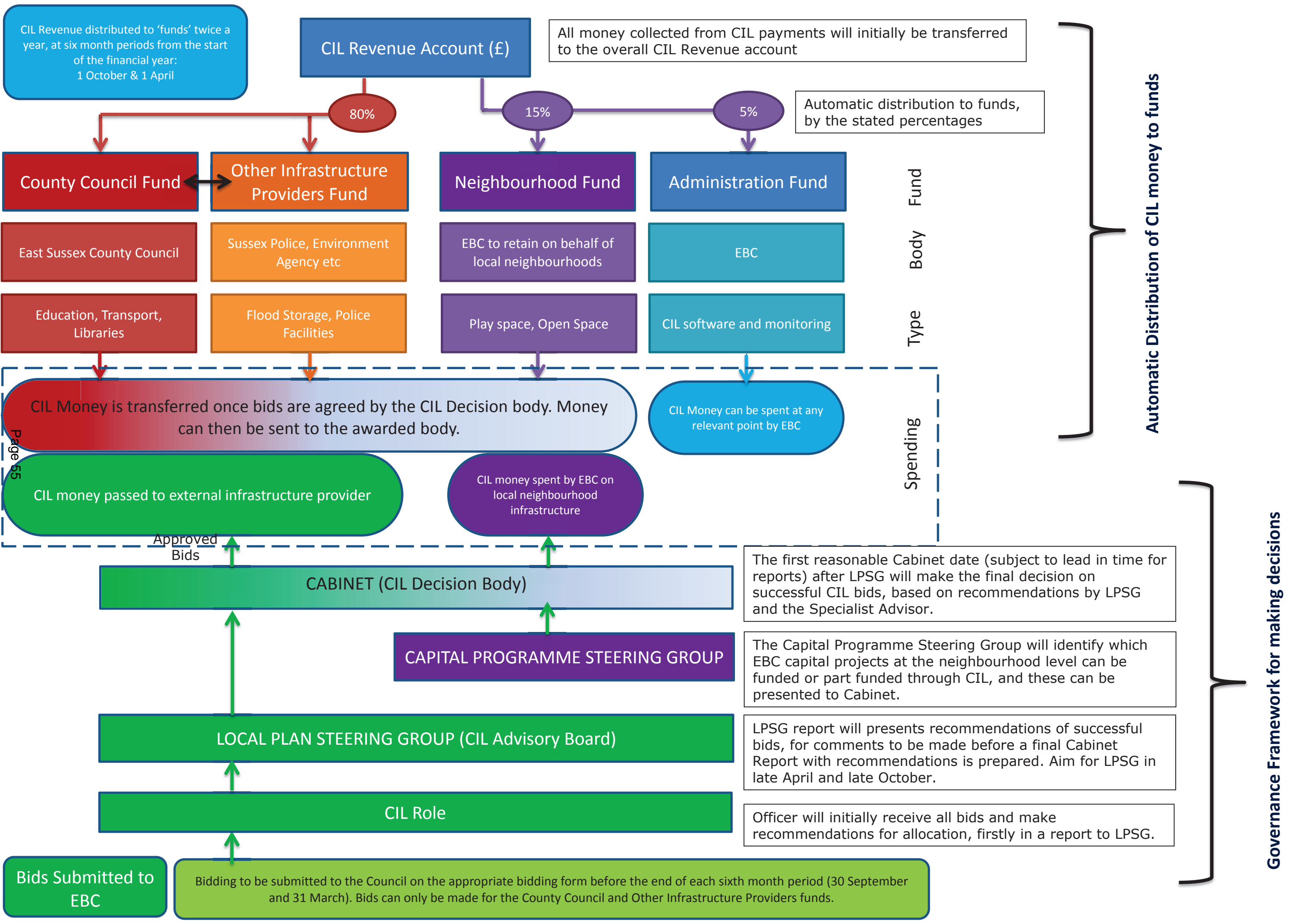
Regulation 123 List

Infrastructure currently considered to benefit from the application of CIL funding

- Strategic and Local Transport Infrastructure and facilities, excluding specific improvements needed to make the development acceptable in planning terms. These exclusions can include (but are not limited to):
 - × Highways crossovers to access the site and local junctions;
 - × Deceleration and turning lanes;
 - × Measures to facilitate pedestrian, public transport and cyclist improvement and access;
 - × Lighting and street furniture needed to mitigate impact of development;
 - × Mitigation works remote from the development where the need for such works is identified in a Transport Assessment.
- Education Provision;
- Library Facilities;
- Children’s Play Space, Open Space and Sports Playing Fields;
- Flood Storage Infrastructure Provision and Surface Water Management Infrastructure;
- Police Facilities.

April 2015

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Body:	Cabinet
Date:	8th July 2015
Subject:	Regulatory Services Enforcement Policy and Service Standards
Report of:	Ian Fitzpatrick, Senior Head of Community and EHL MD
Ward(s)	All
Purpose	To consider a Regulatory Services Enforcement Policy and associated Service Standards.
Decision type:	Key decision
Recommendation:	That Cabinet: <ul style="list-style-type: none">• delegates authority to the Portfolio Holder to agree the final Regulatory Services Enforcement Policy and Service Standards;• recommends that full Council adopts the Regulatory Services Enforcement Policy;• recommends that full Council adopt the Service Standards.
Contact:	Sue Oliver, Strategy & Commissioning Lead for Environment & Waste Telephone 01323 415360 or internally on extension 5360. E-mail address sue.oliver@eastbourne.gov.uk

1.0 Background

1.1 Local authorities are required by the Regulator's Code to publish a clear set of service standards, including their enforcement policy, explaining how they respond to non-compliance. This is an important document for regulators in meeting their responsibility under the statutory principles of good regulation, and to be accountable and transparent about their activities.

The Regulators' Code can be found on the GOV.UK website at; <https://www.gov.uk/government/publications/regulators-code>

1.2 The term "Regulatory Services" covers the Environmental Health and Licensing functions, and specifically the following areas of work:

- Pollution
- Food
- Health and Safety
- Private Housing

- Licensing – premises, taxi and private hire, gambling and ancillary functions.

The primary aim of the Environmental Health and Licensing function is to protect public health. This is done by ensuring compliance with the legislative framework so that consumers, businesses, employees, individuals and the environment are protected. Fair, proportionate, targeted and effective enforcement is essential to protecting the health, safety and economic interests of all concerned. Generally advice and support is provided to those seeking to comply and, at the same time, those who choose not to comply are dealt with, taking a proportionate approach. The detail on how and when action may be taken is outlined in the content of the draft Regulatory Services Enforcement Policy.

1.3 The draft Regulatory Services Enforcement Policy is attached at Appendix A.

The draft Service Standards are attached at Appendix B.

1.4 Previously, each of the five Environmental Health/Licensing functions listed in paragraph 1.2 had its own enforcement policy. These are currently being reviewed, and a decision will be taken as to whether a service-specific enforcement policy is still required, or whether the specific legislative requirements of these functions can be incorporated into the over-arching policy.

2.0 Consultation

2.1 Consultation will take place with representative groups prior to the Policy and Service Standards being adopted by Council. The groups identified so far are the Eastbourne Hospitality Association, the Chamber of Commerce, the Eastbourne, Lewes & Wealden branch of the Federation of Small Businesses, and the National Landlords' Association.

3.0 Resource Implications

3.1 **Financial** – there are no financial implications.

3.2 **Staffing** – interventions and enforcement will be carried out within existing staff resources.

4.0 Other Implications, Environmental, Community Safety, Youth, Anti-poverty, Equality and Fairness analysis

4.1 **Equality and Fairness analysis:** Enforcement decisions will be fair, independent and objective and will not be influenced by issues such as ethnicity or national origin, gender or gender identity, religion or belief, political views, disability, age or the sexual orientation of the suspect, victim, witness or offender.

The town has businesses managed and run by black and minority ethnic groups, and English may not be their first language. We will endeavour to provide material in their first language, and arrange interpretation services where necessary, to assist the individual to access advice, guidance,

information and legislation.

An equality and fairness analysis will be conducted of this policy.

5.0 Summary

- 5.1 The Regulators' Code requires local authorities to publish service standards, including an enforcement policy, to explain how they will deal with non-compliance. It also prescribes the information for businesses and individuals that these documents must contain. Adoption of the Regulatory Services Enforcement Policy and Service Standards will enable the Council to comply with the Regulators' Code.

The Background Papers used in compiling this report were as follows:

The Regulators' Code;

<https://www.gov.uk/government/publications/regulators-code>

To inspect or obtain copies of background papers please refer to the contact officer listed above.

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Eastbourne Borough Council

Regulatory Services Enforcement Policy

July 2015



Regulatory Services Enforcement Policy

1.0 Introduction

Local authorities are required by the Regulator's Code to publish a clear set of service standards, including their enforcement policy, explaining how they respond to non-compliance. This is an important document for regulators in meeting their responsibility under the statutory principles of good regulation, to be accountable and transparent about their activities.

The Regulators' Code can be found on the GOV.UK website at; <https://www.gov.uk/government/publications/regulators-code>

This document contains Eastbourne Borough Council's Regulatory Services Enforcement Policy, which was approved on *(to be confirmed)*.

The term "Regulatory Services" covers the Environmental Health and Licensing functions, and specifically the following areas of work:

- Pollution
- Food
- Health and Safety
- Private Housing
- Licensing – premises, taxi and private hire, gambling and ancillary functions

In Eastbourne, these services are delivered by our Customer First teams, which includes our Customer and Neighbourhood Advisors, but it is our Customer Caseworkers and Specialist Advisors who are specifically involved in enforcement and regulatory activity.

The primary aim of the Environmental Health and Licensing function is to protect public health. This is done by ensuring compliance with the legislative framework so that consumers, businesses, employees, individuals and the environment are protected. Fair, proportionate, targeted and effective enforcement is essential to protecting the health, safety and economic interests of all concerned, and there is a range of tools available to the Service to achieve this.

Generally we will provide advice and support to those seeking to comply and, at the same time, deal with those who choose not to comply, taking a proportionate approach. The detail on how and when action may be taken is outlined in the content of this policy.

We must have regard to various general duties e.g. section 17 of the Crime and Disorder Act 1998, and we must also comply with the Human Rights Act 1998, taking its provisions into account when making decisions relating to enforcement action.

This Policy should be read in conjunction with our service standards, see *insert website link*.

2.0 Policy scope

Relevant legislation must always be adhered to by an officer whilst carrying out all Environmental Health and Licensing enforcement and investigation work, such as:

- Human Rights Act 1998;
- Regulatory Enforcement and Sanctions Act 2008;
- Legislative and Regulatory Reform Act 2006;
- Police and Criminal Evidence Act 1984;
- Regulation of Investigatory Powers Act 2000;
- Criminal Justice Act 2003;
- Criminal Procedure and Investigation Act 1996;
- Criminal Justice and Police Act 2001;
- Equalities Act 2010;
- Data Protection Act 1998.

We are committed to providing an effective service with officers carrying out their duties in a way which is:

1. Proportionate – our activities will reflect the level of risk to the public and enforcement action taken will relate to the seriousness of the offence;
2. Accountable – our activities will be open to public scrutiny, with clear and accessible policies, and a fair and efficient complaints procedure;
3. Consistent – our advice to those we regulate will be robust and reliable, and we will respect advice provided by others. Where circumstances are similar, we will endeavour to act in similar ways to other local authorities;
4. Transparent – we will ensure that those we regulate are able to understand what is expected of them and what they can anticipate in return, and
5. Targeted – we will focus our resources on higher risk enterprises and activities, reflecting local need and priorities.

To achieve this we have adopted the principles of the following:

- The Department for Business, Innovation and Skills' (BIS) Regulators Compliance Code;
- The Enforcement Concordat;

- Local Better Regulation's Priority Regulatory Outcomes (BRDO);
- BIS Code of Practice on Guidance on Regulation;
- Health and Safety Executive/Local Authorities Enforcement Liaison Committee (HELA) Guidance to Local Authorities on Priority Planning;
- HELA Incident Selection Criteria Guidance;
- Local Government Regulation's Home Authority Principle;
- BRDO's Primary Authority Principle and Guidance;
- The Crown Prosecution Service Code for Crown Prosecutors (as amended);
- The Food Law Code of Practice;
- Health and Safety Executive Enforcement Management Model;
- The Health and Safety Commission's Enforcement Policy Statement;
- European Convention on Human Rights
- Government guidance on the enforcement of the Housing, Health and Safety Rating System.

We will comply with any statutory requirement placed upon us and align our procedures with best practice, including any codes introduced subsequent to the adoption of this Policy.

The Policy applies to actions in relation to the legislation enforced by the Environmental Health and Licensing function. This enforcement action includes any action taken by officers aimed at ensuring that individuals or businesses comply with the law, however we are committed to avoiding the imposing of unnecessary regulatory burdens.

3.0 General principles

Prevention is better than cure. Therefore, our role involves actively working with businesses and the public to advise on and assist with compliance. Where we consider that formal action is necessary, each case will be considered on its own merits. However, there are general principles that apply to the way each case must be approached. These are set out in this Policy, and officers authorised to act under relevant legislation will do so in accordance with this Policy.

The Council's Scheme of Delegation can be found at;
<http://www.eastbourne.gov.uk/about-the-council/the-constitution/?assetdet4046349=222942>

The majority of cases involving regulatory action will relate to businesses, however, there will be some cases that relate to

individuals, particularly those involving statutory nuisance. Cases involving individuals will be treated in the same way as those involving businesses, and the general principles around proportionality of action will be followed, e.g. where appropriate trying informal approaches before resorting to formal action.

Enforcement decisions will be fair, independent and objective and will not be influenced by issues such as ethnicity or national origin, gender or gender identity, religion or belief, political views, disability, age or the sexual orientation of the suspect, victim, witness or offender. Such decisions will not be affected by improper or undue pressure from any source. Where applicable, we will take into account the views of any victim, injured party or relevant person to establish the nature and extent of any harm or loss, and its significance, in making the decision whether to take formal action.

This enforcement policy helps to promote efficient and effective approaches to regulatory inspection and enforcement, which improve regulatory outcomes without imposing unnecessary burdens. We recognise the positive impact that the Environmental Health and Licensing services can have on economic progress and growth in the local economy, and see it as part of our role to encourage and support the growth of legitimate business activity within the legal framework provided by central government.

4.0 Risk Based Enforcement for Businesses

We will ensure that our resources are targeted where they will be most effective. We will ensure that intelligence and risk assessment inform all aspects of our approach to business regulatory activity, including:

- Data collection and other information requirements;
- Inspection programmes;
- Advice and support programmes;
- Enforcement activity and sanctions.

We will normally use the appropriate Government risk assessment scheme to inform any inspection programme but, where these do not exist, we will publish the details on our website.

In the absence of other factors, when determining risk we will consider:

- Compliance history and potential future risks;
- The existence of effective management systems;
- Evidence of recognised external accreditation;
- Management competence and willingness to comply;

We will also use intelligence to direct inspection based projects or business where there are known issues. Obviously, a complaint may also trigger a visit or inspection, if that is the most appropriate response.

4.1 Advice and Guidance for Businesses

We will provide general information, advice and guidance to make it easier for businesses to understand and meet their obligations. This will be provided promptly, in clear and concise language, using a range of appropriate formats and media. Information will cover all legal requirements relating to our regulatory activities, as well as changes to legal requirements. Where changes are of great significance, we will look at the best ways of informing businesses of the changes e.g. through newsletters, mail-shots or seminars.

We recognise that we have businesses in the town managed and run by black and minority ethnic groups, and English may not be their first language. We will endeavour to provide material in their first language, and arrange interpretation services where necessary, to assist the individual to access advice, guidance, information and legislation.

When offering advice, we will clearly distinguish between statutory requirements, and advice or guidance aimed at improvements above minimum legal standards. We seek to provide proportionate advice, the content of which will help achieve compliance but impose the minimum burden required on the business concerned.

Where a business identifies a problem and seeks advice to remedy the situation, it will not normally trigger enforcement action. Where appropriate we will seek to support the remedial action to prevent future problems, however, we reserve the right to take enforcement action where applicable, particularly to protect public health. However, we are committed to dealing firmly with those who deliberately or persistently fail to comply.

Generally, we will provide our advisory services free of charge however we may charge a reasonable fee for services beyond the basic advice and guidance necessary to help ensure compliance with the law. We may suggest you seek advice from a consultant to assist you.

4.2 Inspection of Businesses

We will ensure inspections and other visits to businesses only occur in accordance with a risk assessment methodology, except where visits are requested by businesses, following receipt of complaints, or where we act on relevant intelligence. We will focus our efforts on businesses where intelligence and risk assessment shows there is a higher likelihood of non-compliance or which pose a more serious risk to regulatory outcomes. Some processes by their nature present a greater risk to health or the environment, or due to their complexity, may make it more difficult to ensure compliance. These are the areas where we will focus our inspection resources.

When we visit or carry out inspections, we will give feedback to businesses to encourage and reinforce good practice. We will also share information about good practice amongst businesses, and with other regulators.

Where we and another regulator have a shared interest in a business we will work together to rationalise our activities to minimise the burden on the business, providing this is of benefit to the business and does not harm the standard of enforcement for either regulator.

4.3 Information Requirements

We do not routinely require information from businesses, and when determining what data we may require, we will consider the costs and benefits of data requests to businesses and:

- Limit the data that we request to that which is either appropriate, or required by statute e.g. food registration, licensing applications, etc;
- Minimise the frequency of collection and seek the information from other sources where relevant and possible.

5.0 Enforcement Action

In accordance with good practice, we will:

- Publish our Enforcement Policy;
- Follow-up enforcement actions where appropriate;
- Be transparent in the way in which we enforce requirements and apply and determine penalties (when such powers are made available);

When considering what action should be taken, we will look to:

- Be proportionate to the nature of the offence and the harm caused;

- Change the behaviour of the offender;
- Eliminate any financial gain or benefit from non-compliance;
- Address the harm caused by regulatory non-compliance, where appropriate;
- Deter future non-compliance; and
- Be responsive and consider what is appropriate for the particular offender and regulatory issue.

When considering formal enforcement action, we will, when appropriate, discuss the circumstances with those suspected of a breach. We will take any comments made into account when deciding on the best approach (unless immediate action is required to prevent or respond to a serious breach or where to do so would be likely to defeat the purpose of the proposed enforcement action).

We will ensure that clear reasons for any formal enforcement action are given to the person or entity at the time the action is taken. These reasons will be confirmed in writing at the earliest opportunity. Complaints and relevant appeals procedures for redress will also be explained at the same time.

5.1 Deciding what enforcement action is appropriate

In assessing what enforcement action is necessary and proportionate, consideration will be given to:

- The seriousness of compliance failure;
- Past performance of the business and current practice;
- In the case of new businesses, an assessment of the operator's willingness to undertake the work identified by the Officer;
- The risks being controlled;
- Legal, official or professional guidance;
- Acting in the interest of Public Health.

The Council recognises that where a business has entered into a Primary Authority Agreement, the primary authority may provide compliance advice and support, and we will take such advice into account when considering the most appropriate enforcement action. We may discuss any need for compliance advice and support with the primary authority.

Primary authority allows businesses to be involved in their own regulation. It enables them to form a statutory partnership with one local authority, which provides robust and reliable advice for other local regulators to take into account. The aim is to ensure that local regulation is consistent at a local level. For more information, see

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/396388/pa-overview.pdf

There are a range of potential enforcement options, and the level of the action taken varies from no action through to proceedings in Court. Examples of the main types of action that can be considered, if specifically permitted by legislation, are shown below:

- No action;
- Informal Action and Advice;
- Fixed penalty Notices;
- Statutory Notice;
- Formal closure;
- Seizure of goods/equipment;
- Injunctive Actions;
- Refusal/revocation of a licence;
- Simple Caution;
- Prosecution.

With regard to breaches of health and safety legislation, we will use the Health and Safety Executive's Enforcement Management Model.

5.2 No Action

There will be circumstances where a contravention may not warrant action, or it may be inappropriate. Many minor contraventions can be dealt with via advice and/or assistance.

5.3 Informal Action and Advice

For certain minor breaches of the law we will give advice on how to put them right, including a deadline by which this must be done. The time allowed will be reasonable and will take into account the seriousness of the contravention and the implications of the non-compliance. Where the advice required is detailed, or there are potentially serious implications from the failure, the advice will be provided in writing. Failure to comply could result in an escalation of enforcement action.

Wherever possible we will advise the person or business about 'good practice', but we will clearly distinguish between what they must do to comply with the law and what is recommended best practice.

5.4 Fixed Penalty Notices

Certain offences are subject to fixed penalty notices where prescribed by legislation. These notices are recognised as a low-

level enforcement tool and avoid the defendant obtaining a criminal record. Where legislation permits an offence to be dealt with by way of a Fixed Penalty Notice (FPN), we may choose to administer a FPN on a first occasion, without issuing a warning. They will be used in appropriate circumstances to give a fast and measured response to the situation.

Payment of a fixed penalty does not provide immunity from prosecution in respect of similar or recurrent breaches. If a fixed penalty is not paid the Council will commence criminal proceedings or take other enforcement action in respect of the breach. Fixed penalty notices will not be issued to persons under the age of 16 years.

5.5 Statutory Notices

Officers have powers under some legislation to issue notices that:

- Prohibit the sale or distribution of food or use of property for letting where relevant provisions may have been breached; Prohibit the use of equipment, carrying out activities, entry to certain areas of a site etc. where there may be a risk of personal injury;
- Require a business to take specific actions to remedy an identified problem;
- Require a business to desist from particular activities that may not comply with legal requirements;
- Require any person to take action to ameliorate or stop nuisances being caused by their actions.

Notices may require immediate action where, for example, there are risks to public health or safety, or an immediate risk of environmental damage or serious nuisance. In other circumstances, a reasonable amount of time will be given, depending on the circumstances, to rectify the problem.

Certain types of notice allow works to be carried out in default. This means that if a notice is not complied with (a breach of the notice) we may carry out any necessary works to satisfy the requirements of the notice ourselves. Where the law allows, we may then charge the person/business served with the notice for any cost we incur in carrying out the work. See section 5.7 for further information.

In certain limited circumstances e.g. under the provisions of food safety legislation, where an authorised officer is satisfied that there is an imminent risk of injury to health from the condition of the premises, the officer may serve notice to close the premises, after

consulting a Manager. This would be followed by an application to a Magistrates Court to confirm the closure.

An application to a Court is not required in the case of Housing Act Prohibition Orders but there is a right of appeal.

Failure to comply with a statutory notice can be a criminal offence. All notices issued will contain details of any appeals process that may be available to the recipient.

5.6 Seizure of Goods/Equipment

The right to privacy and respect for personal property are key principles of the Human Rights Act 1998. Powers of entry, search and seizure should be fully and clearly justified before use because they may significantly interfere with the occupier's privacy. Officers should consider if the necessary objectives can be met by less intrusive means. In all cases authorised officers should:

- exercise their powers courteously and with respect for persons and property; and
- in circumstances where a warrant has been obtained and is appropriate, only use reasonable force when this is considered necessary and proportionate to the circumstances.

Section 20 of the Health & Safety at Work etc Act 1974 contains the various powers of inspectors, including the power to take possession and detain articles or substances that have caused or are likely to have caused danger to health and safety.

5.7 Works in default

Works in default or emergency remedial action may be carried out if:

- There is no prospect of the person responsible carrying out the work e.g. the person is absent;
- There is an imminent risk to public or environmental health;
- A prosecution is not appropriate;
- A prosecution has been brought and works have still not been carried out; and
- It is appropriate to get a nuisance abated quickly.

The Council will seek to recover all the costs incurred including officer time. The costs of the works will be charged (not including VAT) plus the cost of officer time, plus twenty percent to cover administration costs.

5.8 Injunctive Actions

In some circumstances the Council may seek a direction from the court (in the form of an order or an injunction) that a breach is rectified and/or prevented from recurring. The court may also direct that specified activities be suspended until the breach has been rectified and/or safeguards have been put in place to prevent future breaches.

5.9 Licence Conditions

The Council issues a number of Environmental Health and Licensing related licences and permits. We also have a role to play in ensuring that appropriate standards are met in relation to licences issued by other agencies. Most licences include conditions which require the licence holder to take steps to ensure that, for example, a business is properly run. Breach of these conditions may lead to a prosecution or in the case of licences issued under the Licensing Act 2003, a prosecution or a review of the licence which may result in its revocation or amendment by the Council's Licensing Committee.

5.10 The Use of Simple Cautions

Where the public interest justifies it, we will consider offering a Formal (Simple) Caution (or Reprimand/ Final Written Warning if the offender is under 18). In offering a Caution, we will take account of the Home Office Guidelines in relation to the cautioning of offenders and the Code for Crown Prosecutors.

Where the offender is under 18 and a formal approach is being considered, appropriate bodies such as the Youth Offending Team will be consulted. A Caution requires an admission of guilt on behalf of the offender, however there is no sentence and there is no recorded conviction. A caution will remain on record for a period of two years and may be cited in Court should a further offence be committed and prosecuted during that time. Where a simple caution is offered and declined the Council will consider prosecution.

6.0 Commencement of Legal Proceedings

Once an officer has completed his/her enquiries, a case report will be submitted to a Manager authorised to institute legal proceedings, who is independent of the investigation, and who will decide, using the criteria below, the most appropriate course of action.

Where the law has been broken, there is a range of enforcement options available to seek compliance with the law. Under normal circumstances, a process of escalation will be used until either

compliance is reached or there is no option other than to instigate proceedings. Exceptions would be where there is a serious risk to public safety or the environment, or the offences have been committed deliberately or negligently or involve deception. Each case is unique and will be considered on its own facts and merits.

The officer authorised to institute legal proceedings will take into consideration the requirements of the Code for Crown Prosecutors and other relevant codes before deciding whether or not to authorise the institution of legal proceedings. This officer will have to be satisfied that there is sufficient evidence to provide a realistic prospect of conviction against each defendant on each charge (i.e. that a jury or bench of Magistrates, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged). To this end, the officer authorised to institute legal proceedings will look at all the available evidence, reliability of witnesses, supporting documentation and any other matters relating to the investigation. They must consider what the defence case may be and how it is likely to affect the prospects of conviction [Code for Crown Prosecutors]. Only when this evidential test has been satisfied will the public interest to proceed with the prosecution be considered.

In deciding whether a prosecution will serve the public interest, this officer will balance factors for and against the prosecution carefully, fairly and impartially. Some factors may increase the justification to prosecute whereas others may militate against. Below are some of the matters to be taken into consideration for and against criminal proceedings. This is not an exhaustive list and, as such, each case is considered strictly on its own individual merits;

Factors in favour of prosecution:

- The offender was in a position of control within the business;
- The offender acted dishonestly, wilfully, premeditatedly or negligently;
- The product or service was aimed at a vulnerable group or person;
- The product or service has caused or had the potential to cause physical or mental injury or suffering, significant harm or loss
- The offender has received advice or a warning concerning the circumstances of the offence or similar matters;
- The offender has failed to comply with the requirements of a formal notice;
- The offender has received previous formal warning or a caution from an enforcement officer;
- The offender has previous convictions that are relevant;

- The offence, though not serious in itself, is widespread in the area where it was committed;
- A conviction is likely to result in a significant sentence;
- There are grounds to believe that the offence is likely to be continued or repeated, for example by a history of recurring conduct;
- The outcome of a prosecution might serve an important, informative purpose or establish a legal precedent.

Factors which might mitigate against the need for a prosecution:

- The offence was minor in nature and as a result of a genuine mistake or misunderstanding, which did not involve significant negligence;
- The offender is elderly, or was at the time of the offence suffering from significant mental or physical ill health, which contributed to the commission of the offence, and the offence was neither serious nor likely to be repeated;
- A prosecution is likely to have an adverse effect on the victim's physical or mental health, always bearing in mind the seriousness of the offence and the views of the victim about the effect of a prosecution on his or her physical or mental health;
- The loss or harm could be described as minor and was as a result of a single incident, particularly if it was caused by a failure of judgment;
- The offender put right the loss or harm caused prior to the intervention of the Council
- Prior to the Service's intervention, the offender had introduced adequate steps to prevent further similar offences
- The defendant was a youth at the time of the offence
- There has been a long delay between the offence and any potential court action, unless either:
 - The offence is serious;
 - The delay has been caused by the defendant or his/ her legal representatives;
 - The offence has only recently come to light; or
 - The complexity of the offence meant that there has been a long investigation.

7.0 Role of Legal Services

The Manager involved in making the more serious decisions will also have regard to advice from the Council's Legal Services.

8.0 Liaison with other regulatory bodies and enforcement agencies

Where appropriate, enforcement activities within the Environmental Health or Licensing activities will be coordinated with other regulatory bodies and enforcement agencies to maximise the effectiveness of any enforcement. The Council will respect advice that has been provided by other regulators and enforcement agencies. Where an enforcement matter affects a wide geographical area beyond the Council's boundaries, or involves enforcement by one or more other local authorities or organisations, where appropriate all relevant authorities and organisations will be informed of the matter as soon as possible, and all enforcement activity coordinated with them.

Relevant Environmental Health and Licensing intelligence relating to wider regulatory matters will be shared with other regulatory bodies and enforcement agencies, and examples include:

- Government Agencies;
- Police Forces
- Fire Authorities;
- Other Statutory Bodies;
- Local Authorities.

9. Review

This policy will be reviewed annually and updated if necessary to take into account legislative changes. The policy will also be reviewed if comments are received.

Comments should be sent to;

Sue Oliver
Strategy & Commissioning Lead for Environment & Waste
Eastbourne Borough Council
Tel no 01323 415360
Email sue.oliver@eastbourne.gov.uk

July 2015

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Eastbourne Borough Council

What you can expect from our Customer First teams who deliver Environmental Health and Licensing services

This document explains what you can expect from the Customer First teams who deliver the Environmental Health and Licensing services at Eastbourne Borough Council. Whether you run a business, are an employee or a member of the public, we are committed to providing you with an efficient, courteous and helpful service and this document tells you how we aim to do that and what standards we will meet.

What does Environmental Health and Licensing cover?

Environmental Health and Licensing includes a range of services:

<p>Food Safety</p> <ul style="list-style-type: none"> • Hygiene standards • Food safety • Imported foods • Food related illnesses • Food Hygiene Rating scheme • Eat Out Eat Well 	<p>Health and Safety</p> <ul style="list-style-type: none"> • Accident investigation • Safe working practices • Skin piercing registrations • H & S advice, complaints & interventions 	<p>Private Sector Housing</p> <ul style="list-style-type: none"> • Improving standards in the private rented sector and houses in multiple occupation
<p>Environmental Protection</p> <ul style="list-style-type: none"> • Air quality • Contaminated land • Drainage • Noise 	<p>Public Health</p> <ul style="list-style-type: none"> • Infectious diseases • Filthy and verminous premises 	<p>Licensing</p> <ul style="list-style-type: none"> • Alcohol • Taxis and private hire vehicles • Gambling premises • Animal Welfare • Sex encounter venues

We make a fundamental contribution to the maintenance and improvement of public health, quality of life and wellbeing. Our priorities are to:

- Protect the public, businesses and the environment from harm
- Support the local economy to grow and prosper

We determine our activities each year by assessing the needs of local people and our local business community, and considering the risks that require addressing. We do this by using data and other information available to us and our partners to ensure our resources are targeted appropriately, in the light of these local needs, and national priorities.

How we work

We carry out all our activities in a way that supports those we regulate to comply and grow.

We ensure that information and guidance is available to help those we regulate to meet their statutory obligations. Where you need advice that is tailored to your particular needs and circumstances we will provide this. We welcome the opportunity to discuss with you being a primary authority for your business. For further information see

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/396388/pa-overview.pdf

We use a risk based approach to target our resources, including planning how we monitor and check compliance with statutory requirements.

We deal proportionately with breaches of the law as set out in our Regulatory Services Enforcement Policy, available at [add link], including taking enforcement action when necessary and appropriate.

Our service will be delivered in accordance with the requirements of the Regulators' Code, see

<https://www.gov.uk/government/publications/regulators-code>

Working with businesses and others we regulate

In your dealings with us you can expect, and will receive, an efficient and professional service. Our Customer First staff will:

- Be courteous and polite;
- Always identify themselves by name in dealings with you, and provide you with contact details;
- Seek to gain an understanding of how your business operates and the pressures you face;
- Provide details of how to discuss any concerns you may have;

- Agree timescales, expectations and preferred methods of communication with you;
- Ensure that you are kept informed of progress on any outstanding issues.

We recognise that your business will receive advice and inspections from other organisations, and we will do our best to work with them to ensure that you receive the best service.

Helping you to get it right

We want to work with you to help your business to be a success, and it is important to us that you feel able to approach us for advice when you need it. We won't take enforcement action just because you tell us that you have a problem, unless there is a risk to public health or safety.

We make information and guidance on meeting statutory obligations available, please see our website for details, and for;

Food safety information, go to -

<http://www.eastbourne.gov.uk/businesses/health-and-safety/food-safety-and-hygiene>

Health and safety information go to -

<http://www.eastbourne.gov.uk/businesses/health-and-safety/>

Pollution and public health information go to -

<http://www.eastbourne.gov.uk/residents/pests-food-hygiene-and-pollution/pollution>

Private housing information go to -

<http://www.eastbourne.gov.uk/residents/housing/private-housing/>

Licensing information go to -

<http://www.eastbourne.gov.uk/businesses/licences-and-registrations>

Where you need advice to help you to meet your legal obligations we will;

- Provide advice that supports compliance and that can be relied on;
- Provide advice that is appropriate for your circumstances and is not overly burdensome;
- Provide clear advice that can be easily understood and implemented;
- Distinguish legal requirements from suggested good practice;
- Ensure that any verbal advice you receive is confirmed in writing if requested;

- Acknowledge good practice and compliance;

Inspections and other compliance visits

We monitor and support compliance in a number of different ways including inspections, sampling visits, advisory visits and complaint investigations. These visits will usually be based on an assessment of risk. We will give you notice that we intend to visit unless we have specific reason to believe that an unannounced visit is more appropriate.

When we visit you our officers will:

- Explain the reason and purpose of the visit;
- Carry their identification card at all times, and present it on request;
- Exercise discretion in front of your customers and staff;
- Have regard to how you approach compliance within your business, and use this information to inform future interactions with you;
- Provide advice to support you in meeting your statutory obligations;
- Provide a written record of the visit.

Responding to non-compliance

Where we identify any failure to meet legal obligations, we will respond proportionately, taking account of the circumstances, in line with our Regulatory Services Enforcement Policy [*add link*].

Where we require you to take action to remedy any failings we will:

- Explain the nature of the non-compliance;
- Discuss what is required to achieve compliance, taking into account your circumstances;
- Clearly explain any advice, actions required or decisions that we have taken;
- Agree timescales that are acceptable to both you and us, in relation to any actions required;
- Provide in writing details of how to appeal against any advice provided, actions required or decisions taken, including any statutory rights to appeal;
- Explain what will happen next, including any timescales;
- Keep in touch with you, where required, until the matter is resolved.

Requests for our service

We respond to requests for assistance, including requests for advice and complaints about breaches of the law. We will:

- Acknowledge your request within 5 working days;
- Tell you when you can expect a substantive response;
- Seek to fully understand the nature of your request;
- Explain what we may or may not be able to do, so that you know what to expect;
- Keep you informed of progress throughout our involvement;
- Provide clear advice where appropriate;
- Inform you of the outcome as appropriate;

How to contact us

Our Customer Contact team in our Customer Contact Centre are the first point of contact for all enquiries.

The centre at 1 Grove Road, Eastbourne, East Sussex, BN21 4TW and is open from 9am until 5pm from Monday to Friday for personal callers.

You can also call us on **01323 410000** between 8.30a.m. to 5.30 p.m. - Monday to Friday.

You can use our on-line contact form to contact us, at

<http://www.eastbourne.gov.uk/contact-us>

We will seek to work with you in the most appropriate way to meet your individual needs. We can make information available in different formats, and have access to translation and interpretation services.

If you contact us we will ask you for your name and contact details to enable us to keep in touch with you as the matter progresses. We treat all contact with the service in confidence unless you have given us permission to share your details with others as part of the matter we are dealing with on your behalf, or there is an operational reason why we need to do so.

We will not usually respond to anonymous complaints and enquiries.

Personal data will be managed in accordance with our Data Protection Policy.

Our Customer First Team

Customer First is a team of council staff working together to provide joined up, efficient services for our customers. It also describes how we want the teams to work - putting the customer first at all times.

Customer First consists of four teams:

- A Customer First contact team to deal with all enquiries, face to face, over the phone and online;
- A Customer First caseworker team to provide a joined up and integrated service for all applications and cases you have;
- A Neighbourhood First team based in your area to help you quickly resolve issues and improve standards
- A team of Specialist Advisors to manage complex cases and provide expert input on Environmental Health and Licensing matters where required.

What's different about Customer First?

Customer First means;

- One point of contact - fewer transfers between traditional council departments;
- More staff on the ground where you live;
- More opportunity to self-serve 24/7 via our new website, including tracking service requests online;
- A new [Report It app](#) for your smartphone.

Working with others

Our Environmental Health, Licensing, and Planning services are all within Customer First, and our aim is to provide a streamlined service to you.

We have good working relationships with other regulators such as the Fire Service, East Sussex County Council Trading Standards, the Health and Safety Executive and the Environment Agency, and this enables us to deliver a more joined up and consistent service. This includes sharing information and data on compliance and risk, where the law allows, targeting regulatory resources effectively.

Our officers are familiar with the work of our partners and can signpost you to the advice and guidance you need.

Feedback and complaints

We value input from you to help us ensure our service is meeting your needs. We would like to hear from you whether your experience of us has been good or could be better. This helps us to ensure we keep doing the right things and make changes where we need to, and we welcome your

feedback at any time. Any feedback that we receive will be acknowledged, considered and responded to.

If you would like to give feedback or make a complaint there are several ways you can do this:

Online Form - complete the online [Contact Us](#) form

Email - send us an email via customerfirst@eastbourne.gov.uk

Phone - call us on 01323 410000

Letter - write to us or download, print and complete the Share Your Views form [Share Your Views \[pdf / 193KB\]](#)

Please write the following address on your envelope - Eastbourne Borough Council, 1 Grove Road, Eastbourne, BN21 4TW

What Happens Next?

Complaints will normally be handled by the manager of the relevant service, and we will reply to you within ten working days of receiving your complaint. Most complaints will receive a full response within this time although some may take longer to investigate. If this is the case we will inform you within ten working days and explain the reasons for the delay.

Developing our service with you

We currently work and consult with several groups to ensure that we are delivering our service to meet your needs. If you are interested in finding out more about the work of these group, or participating please contact them on the details below.

Eastbourne Hospitality Association www.eastbournehotels.org.uk

Eastbourne Chamber of Commerce www.eastbourneunltd.co.uk

Eastbourne, Lewes & Wealden branch of the Federation of Small Businesses <http://www.fsb.org.uk/elw-branch-contacts>

National Landlords' Association <http://www.landlords.org.uk/events/nla-eastbourne>

Dated: July 2015

Name: Sue Oliver

Job title: Strategy & Commissioning Lead for Environment & Waste

Review Due: July 2016

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BODY:	Cabinet
DATE:	8 July 2015
SUBJECT:	Community and Housing Grants
REPORT OF:	Senior Head of Community
Ward(s):	All
Purpose:	To agree the process for awarding Housing Grants, the overall budget available for Community Grants and for Housing Grants in 2016/17 to 2018/19, and priorities for the Major Grants Programme and for Housing Grants 2016/17 to 2018/19 and for the Small Grants Programme 2016/17.
Contact:	Ian Fitzpatrick, Senior Head of Community, Telephone 01323 415935 or internally on extension 5935. Email: ian.fitzpatrick@eastbourne.gov.uk
Recommendations:	In accordance with the recommendations of the Grants Task Group Cabinet is recommended to: agree to align the process for awarding Housing Grants with the Community Grants Programme agree the overall budget for Community Grants and for Housing Grants in 2016/17 to 2018/19 subject to final budget setting in each year agree the priorities for the Major Grants Programme and for Housing Grants 2016/17 to 2018/19 agree the priorities for the Small Grants Programme 2016/17 approve changes to the Community Grants policy to reflect these decisions.

1.0 Introduction

- 1.1 The Council makes funding available to voluntary and community groups each through the Community Grants Programme and through Housing Grants.

- 1.2 The Community Grants Programme is split between Major Grants which are awarded for a three year period for grants of more than £10,000 each year and Small Grants of up to a maximum of £10,000 which are awarded for one year only. These grants are awarded in line with the Community Grants Policy initially approved by Cabinet on 5th September 2012 as amended by Cabinet on 16th July 2014.
- 1.3 Housing Grants have been paid for specific services to prevent homelessness in Eastbourne from Homelessness Grant received from the Department of Communities and Local Government (DCLG) previously ring-fenced for this purpose.

2.0 The process for awarding Major Grants and Housing Grants

- 2.1 In recent years, following the national government drive to reduce the numbers of households becoming homeless and accommodated in Bed and Breakfast and other temporary housing, local authority housing teams have received grant funding from DCLG to spend on preventing homelessness. £58,500 of this funding has been used to fund voluntary sector organisations to deliver these services.
- 2.2 This funding is no longer ring-fenced. However, the work it has funded over the last few years has been vital for achieving the Council's aim of minimising homelessness and the costs to the Council of accommodating homeless households. The Grants Task Group is therefore recommending that this £58,500 continues to be used for grants to organisations to deliver homelessness prevention services.
- 2.3 It is recommended that £2,000 is used to pay Eastbourne and Wealden YMCA (YMCA) to continue their work educating school students about the realities of homelessness using the DVD which they produced with homeless young people they were working with. This work is still considered valuable in preventing homelessness and the DVD belonging to YMCA is a key part of this. It is therefore recommended that the Council continues to use £2,000 of the budget previously allocated to this work under a Service Level Agreement with YMCA, rather than including it in the general Housing Grants offered more widely. This is on the basis that this is a specific service which the Council wishes to purchase and that, as owners of the DVD, only YMCA is in a position to deliver this particular service. Taking this service outside the Grants Programme would also allow YMCA to apply for a grant, if they wish, under the Community and Housing Grants Programme.
- 2.4 It is proposed that the Council awards a total of £56,500 Housing Grants alongside Community Grants applying the same policy and procedures. Applications would be invited from voluntary and community organisations and assessed for eligibility, the extent to which they address the agreed priorities, quality, impact and value for money. The aim is to earmark this budget for homelessness prevention services and to ensure a fair and transparent process for

allocating grants in line with the Community Grants Policy.

3.0 Major Grants budget

- 3.1 The current Community Grants Policy refers to the budget of £180,000 available for Major Grants in recent years. In practice, Cabinet has awarded Major Grants totalling £203,000 in the last three years to protect voluntary sector partners from reductions in funding.
- 3.2 The Grants Task Group recommends that a budget of £203,000 is set for the next three years – 2016/17 to 2018/19. At a time when many voluntary and community organisations face continued financial pressures and many have had reductions in their funding from different sources, the Group is keen to maintain its own level of grant funding to the sector.
- 3.3 Whilst this recommendation would demonstrate the Council’s ongoing commitment to the voluntary and community sector, it should be remembered that the Grants programme involves a competitive process and the Policy clearly states that “Projects and services awarded Major or Housing grants for any period should not assume that they will be awarded grant in future years.” This recommendation should not, therefore, be presumed to protect any individual organisation currently in receipt of a grant from reductions in funding.

4.0 Priorities for Major Grants and Housing Grants

- 4.1 The Grants Task Group is recommending the following priorities for Major Grants in 2016/17 to 2018/19:
 - Advice and Financial Inclusion Services
 - Youth Engagement
 - Homelessness
 - Support for Voluntary and Community organisations
- 4.2 These priorities are proposed on the basis that they contribute significantly to the Council’s own Corporate Priorities and services and to those of its partners in the wider community. In considering these priorities, the Grants Task Group has also taken account of alternative sources of funding available through ESCC Health and Social Care Commissioning Grants Prospectus, the Department of Work and Pensions and Community Safety / Police and Crime Commissioner funding.
- 4.3 The Grants Task Group is proposing to invite applications using a Major and Housing Grants Prospectus (Appendix 1) giving more detail on the priorities under each of the broad headings. This is designed to give voluntary and community organisations greater clarity on the outcomes we are seeking to fund with these grants and to give guidance on the information we are looking for in assessing applications.

5.0 Priorities for Small Grants 2016/17

- 5.1 Priorities for Small Grants are agreed by Cabinet each year for the year ahead. These priorities are changed from year to year to ensure a fair distribution of funding to different types of project and to ensure that emerging needs are reflected.
- 5.2 Under the current Community Grants Policy, priority is given each year to projects which promote inclusion and the needs of those community and groups protected under the Equality Act 2010 and the Grants Task Group proposes that this policy should remain unchanged.
- 5.3 The Grants Task Group is recommending the following additional priorities for Small Grants to be awarded in 2016/17:
- Promotion of digital inclusion
 - Promotion of emotional health and wellbeing
 - Services to children and families

6.0 Amendments to Community Grants Policy

- 6.1 Cabinet is asked to approve the amendments to the Community Grants Policy in line with the recommendations contained in this report and to rename this 'Community and Housing Grants Policy' (as highlighted in Appendix 2).

7.0 Resource Implications

- 7.1 This report is recommending that £58,500 previously ring-fenced from government grants continue to be applied to the prevention of homelessness. As such, there is no impact on budgets of this recommendation.
- 7.2 The recommendation set out in paragraph 3.2 would require an increase in the Community Grants budget from the current level of £240,000 to £263,000. This represents an increase of £23,000 on the budget previously set for this purpose but brings the budget into line with practice in the last three years.

8.0 Implications for Equalities and Fairness

- 8.1 All applications for Community and Housing Grants must meet minimum eligibility criteria covering equalities and fairness in compliance with the provisions of the Equality Act 2010.
- 8.2 The assessment of applications also takes account of proposals to ensure activities and projects are inclusive of groups with 'protected characteristics' as defined by the Act (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; sexual orientation).
- 8.3 Voluntary and community organisations are also encouraged to apply for projects and services which promote the inclusion of protected groups under the Small Grants programme each year through the ongoing priority given to these.

9.0 Legal Implications

- 9.1 The council may award grants under its power of general competence conferred by Part 1, Chapter 1, of the Localism Act 2011. Where the source of funds is a grant from central government, the council must – under section 31 of the Local Government Act 2003 – comply with any conditions placed as to the use of the grant. Further, the council must manage the process of grant awards in accordance with its Financial Procedure Rules.

10.0 Other Implications

- 10.1 There are no Environmental, Staffing or other implications arising from this report.

Applications are invited from all organisations in the voluntary and community sector under a wide range of headings and are assessed on the basis set out in the Community Grants Policy to ensure fairness and that public money is spent wisely on projects and services which are of a reasonable quality and offer good value for the residents of Eastbourne.

11.0 Conclusion

- 11.1 In line with the deliberations of the Grants Task Group it is recommended that:
- £58,500 continues to be used for grants to organisations to deliver homelessness prevention services
 - £2,000 of this is used to continue purchasing the schools homelessness service from Eastbourne and Wealden YMCA
 - £56,500 of this is used to award Housing Grants
 - Housing Grants are invited, assessed and awarded on the same

- basis as Community Grants and alongside Major Grants
- Funding for 2016/17 and, in the case of Major and Housing Grants, for 2016/17, 2017/18 and 2018/19 is awarded to voluntary and community organisations as set out in paragraph 4.1
 - Small Grants are awarded on the basis of the priorities set out at paragraphs 5.2 and 5.3
 - Agree the amendments to the Community Grants Policy as highlighted in Appendix 2

Ian Fitzpatrick
Senior Head of Community

Background Papers:

None.



Major Grants Prospectus

INTRODUCTION

Eastbourne Borough Council recognises the immense value of voluntary and community activity and its contribution to residents' well-being, the local economy and the sustainability of a wide range of services which benefit people living and working in the town and visitors.

To support this activity, the Council has allocated £203,000 a year for each of the three years from 1st April 2016 to 31st March 2019 to be distributed as Major Grants of £10,000 or more and a further £56,500 to be distributed as Housing Grants to deliver the following priority services:

- Advice and Financial Inclusion services
- Youth engagement services and activities
- Services to homeless people, those at risk of homelessness and vulnerable people with a history of homelessness
- Services which promote voluntary and community activities and organisations through the provision of comprehensive information, advice, training and other support services to the full range of not-for profit organisations.

Applications must be made on the forms provided and supported by:

- A copy of the organisation's governing document
- A copy of the most recent year's accounts and bank statement covering each bank or building society account
- A copy of the organisation's current policies on equality and inclusion
- Those additional documents required for the relevant priority as set out on the pages below.

Please note:

The Council will not fund:

- Major capital works or projects
- Any project that duplicates services already provided and funded elsewhere
- More than one service or project per organisation. Those in receipt of a Major Grant or Housing Grant will not be eligible to apply for a Small Grant.

Initial **Expressions of Interest** must be submitted on the form provided with this pack to reach us by no later than **5pm on Friday 28th August 2015** along with the documents listed above.

We will use your form and documents to assess:

- Whether or not you are eligible for a Grant under the terms of our Community and Housing Grants Policy included in this pack
- Whether the project or service you have described addresses one of the priorities for a Major or Housing Grant.

We will notify you of the outcome of this initial assessment by **5pm on Friday 11th September**.

If you meet our eligibility criteria and your application addresses the priorities we have set, we will invite you to complete and submit a full application form by Friday 9th October.

Grants will be awarded for spending in the three years period from 1st April 2016 to 31st March 2019 and will be subject to grant conditions and quarterly monitoring. Standard terms are set out on a separate document which we ask applicants to sign when submitting their application to confirm their agreement to these general conditions. We will not award any grant without this written confirmation.

Given current constraints on all Council budgets, the Council will not make any allowance for inflation, but will instead set the grant level at the same amount for the three year period.

The following pages set out the minimum standards we require of any organisation applying for a Major Grant, additional expectations and the outcomes we are seeking to support with this funding.

MINIMUM REQUIREMENTS

We actively encourage applications from consortia and partnerships subject to a lead organisation taking responsibility for delivery and providing evidence and supporting documents of their eligibility as set out below, and inclusion of a partnership agreement signed by those organisations involved in delivery of the service.

Grants will only be awarded to organisations or partnerships which can demonstrate that they:

- Have a need for grant funding. We will not give grants to any organisation with significant uncommitted funds or which itself makes grants to other organisations
- Have sound governance arrangements
- Have sound financial management and plans
- Can demonstrate good value for money and demonstrate a significant use of volunteers in the delivery of their services
- Have clear policies on equality and inclusion covering service users, volunteers and staff and encompassing all those groups protected under the Equalities Act 2010. Organisations must demonstrate that they have designed activities and services which are easily accessed by everyone and address the needs of people on low incomes.
- Have delivered the services and outcomes for which they have been previously allocated funding and provided the management and monitoring information requested.

Applications are welcomed from organisations based outside Eastbourne where the service will be delivered in Eastbourne and for the direct benefit of Eastbourne and the beneficiaries will be Eastbourne residents.

Grants may be awarded to groups which are branches of regional or national organisations, subject to the provision of monitoring information, including financial information, in a form to be agreed with the Council that clearly demonstrates how the funding has been used in Eastbourne.

ADDITIONAL EXPECTATIONS

The Council wishes Eastbourne residents to benefit from services that help build local social capital. Examples include projects that make the most of local knowledge and experience, networks, volunteers and community access points.

We are also keen to see how organisations are making use of digital technology to improve access to services, reduce costs and support their customers to access the information they need through the internet.

In awarding grants, and in order to secure the maximum benefit to the local community from these grants, we will consider

- organisations' track record of service delivery and the outcomes which have been delivered through any previous funding (whether from the Council or other sources)
- the level of engagement in partnership work with other relevant organisations and agencies
- the efforts organisations have made to access funding and income from other sources and the availability of other potential sources of funding for the services and activities being considered

- evidence of any training and quality assurance.

ASSESSMENT

Eligible applications will be assessed against the following criteria:

- Identified need and strategic relevance – 40%
- Quality – 20%
- Impact – 20%
- Value for Money – 20%

Identified need and strategic relevance

Applications must demonstrate the need for the particular service that they are applying for funding for and provide evidence to support this.

We will only award points for projects and services which clearly relate to the priority under which the application is made and have been designed to meet the needs described and outcomes required in an effective way.

Organisations should also ensure they describe the impact of the services they have delivered to date.

Quality

Organisations should give evidence of strong performance management with high quality management and clear monitoring methods and systems covering outputs and outcomes which inform the development of their services. Any evidence of high quality service delivery to date should be included, such as customer satisfaction ratings and outturns against Service Standards. We are also keen to know about any proposed Service Standards and how these will be monitored; about any quality assurance work undertaken to date; and about how staff and volunteers are trained to ensure a high standard of service relevant to their particular work.

Applicants should also describe clearly how they address the needs of groups at risk of exclusion including those groups protected under the Equality Act and others who might be excluded by virtue of low incomes or other barriers. We are also looking for evidence that organisations are committed to all aspect of work force development including volunteers.

We are also looking for evidence that any services or projects have been developed in discussion and through other forms of consultation with service users wherever possible, and that this has informed the design of services and activities.

Similarly, we will assess the extent to which projects and services have been designed and developed in discussion with other voluntary organisations, statutory and other relevant agencies, and other stakeholders to ensure they address relevant service needs and do not overlap. We are also interested to know the contribution made to relevant partnership working and networking.

Impact

In assessing impact we will consider which groups or areas are benefiting from a particular service or activity as well as the number of people benefiting. To ensure that funding is awarded on the basis of need we are keen to know the profile of those likely to benefit. We are particularly keen to support those neighbourhoods and/or residents most at risk of exclusion.

We will also consider the likely impact of particular activities or services on the Council's own services and on those of other public sector services.

Value for money

We are asking organisations to set out the full costs of delivering the service or activity they are applying for. This includes the relevant proportion of back-office, supervision, management and governance costs as well as salary costs.

We are interested in how organisations link up with other service providers to ensure they deliver their services and activities in an efficient and cost-effective way, drawing on available expertise, contacts and resources.

We are very keen to see evidence of any work that has been done to secure funding from other sources and will take into account the opportunities available to different types of project to generate additional income or secure grants from external funding programmes and Trusts. We will also consider the potential for using grant to secure match funding and, where organisations have previously received a grant from the Council, how well this has been used to lever in additional funding from external sources.

We will also consider the cost of the services to be provided and whether these are reasonable. We are interested in any discounts or free services / benefits which the organisation has secured. The amount and value of volunteer time will also be considered.

Priorities and objectives

Priority 1

Advice and Financial Inclusion services

Grants will be awarded for a range of information and advice services to residents experiencing ongoing difficulties and complex legal advice and representation. We wish to fund services delivered by a range of methods from on-line or by a single contact through to regular support and which demonstrate the best use of resources by ensuring those able to 'self-serve' are supported to do so, and others needing more support are provided with the practical help they need.

£56,500 is reserved for the delivery of housing advice services designed to prevent homelessness or help homeless households secure appropriate accommodation.

We will only fund those services which are provided free of charge or where any necessary costs (e.g. court costs) are kept to the minimum. We are keen to fund a mixture of on-line, telephone and face to face advice and information as well as services offered both in central locations and in other geographical locations.

We are interested in applications which address some or all of the following objectives:

- Residents have access to the advice services they need through a range of access methods which are designed to meet their needs
- Residents are supported to access on-line information and support wherever possible
- Residents receive the help they need to claim and receive the welfare benefits to which they are entitled
- Residents are supported to access appropriate budgeting advice, access affordable loans and money saving options
- Households in debt are supported to reduce and manage their debts reducing their risks of homelessness and/or legal action
- Homeless households and single-person households at risk of homelessness are supported to stay in their home or secure and maintain appropriate private sector housing
- Residents have/ are helped to access to appropriate high quality legal advice

- Tenants and landlords have access to legal advice and are supported to resolve any disputes
- Employees and employers are given high quality legal advice and are supported to resolve any disputes.

We will not fund:

- services to households / individuals who are able to access information and advice without support
- services to households / individuals who have the financial resources to pay for professional legal advice or secure their own housing without support
- services restricted to users of particular services – e.g. people with a particular health condition
- services which only sign-post to other agencies.

Priority 2 - Youth engagement services and activities

Funding is available for organisations to deliver effective, joined up services and activities for young people aged 11 to 19.

We will allocate grants to deliver the following objectives:

- consultation with young people to identify those activities most likely to appeal to them and meet their needs and aspirations
- delivery of a programme of regular activities in the following neighbourhoods - Shinewater, Willingdon Trees, Hampden Park, Langney, Old Town and Devonshire - with a particular focus on:
 - helping young people to stay healthy with an emphasis on weight management and physical activities
 - helping young people to stay safe, particularly around sexual abuse and bullying
 - supporting the emotional health and wellbeing of young people
- delivery of a social media project and other promotional activities to publicise the availability of activities, events and services for young people in Eastbourne
- coordination of an annual Youth Fair promoting the activities, events and services to young people in Eastbourne
- delivery of a minimum of two other events annually aimed at young people during the summer holiday period, one each targeted at the two age groups 11 – 14 and 15 plus

- coordination and delivery of an annual Youth Network event to share information and resources between statutory, voluntary and community groups working with young people
- support for an Eastbourne Youth Forum.

All services, events and activities should take account of the needs and interests of different young people including those aged 11-14 and those aged 14+, young women, disabled young people and other protected groups.

We will only fund those services which are provided free of charge or where any necessary costs are kept to a minimum.

Priority 3 - Services to homeless people, those at risk of homelessness and vulnerable people with a history of homelessness

Grants will be awarded to an organisation or organisations providing a range of essential practical services to this group covering:

- meals, clothing, bedding and laundry
- day services including access to computers, advice, training and volunteering opportunities
- drop-in services covering a range of health and other personal needs
- support to access and stay in suitable housing
- practical support including support to attend appointments.

We will only fund those services which are provided at a minimal cost or free of charge.

Priority 4 - Services which promote voluntary and community activities and organisations through the provision of information, advice, training and other support services to the full range of not-for profit organisations

Grants will be awarded to support the development of the voluntary and community sector in Eastbourne and help individual groups and organisations to establish themselves on a sound, sustainable footing.

We will fund only those organisations which address some or all of the following objectives:

- organisations receive the information, advice and guidance they need to establish appropriate governance, attract new members, volunteers and Trustees, and plan their development

- volunteers and staff of voluntary organisations have access to the training they need to ensure they work safely, effectively, in compliance with the law
- organisations have access to effective information, support and training to generate income and secure grants to support their work.

We will only fund those services which are provided free of charge or where any necessary costs are kept to a minimum.

Procedure for awarding grants

Grant applications will be assessed by Officers and presented to Councillor Members of the Grants Task Group for consideration. The Grants Task Group will then make recommendations to the Cabinet meeting on 9th December and organisations will be notified of the outcome by Friday 18th December. Cabinet decisions at this stage will be subject to final confirmation of the overall Grants Budget in February 2016.

Grant conditions

All grants must be fully spent within the year for which they are allocated and used for the costs and activities set out in the grant application.

Very minor changes may be agreed from time to time subject to the funding being used in line with the original application. Any such changes must be applied for to the Council and agreed in writing.

The Council will nominate an elected member to sit on the Board of Trustees of any Major Grant recipient as an observer and an officer of the Council will also attend meetings of the Board of Trustees as an observer from time to time. The purpose of the Council's nominated observers is to ensure that the organisation is reporting information that can be used to ensure the Council is receiving best value for the funding input. The nominated observers may challenge the information provided to the Board of Trustees in order to ensure that this is accurate and relevant.

For audit purposes, records must be kept showing how the grant has been spent, along with any relevant receipts or invoices.

Spending on Major Grants must be accounted for separately and open to audit by the Council's auditors.

Monitoring and management information must be provided to the Council at the end of each year or quarter (by the end of the following month),

depending on the size of the grant, to an agreed format, as evidence that the organisation is delivering the project or services for which grant has been provided and is on track to deliver the agreed outputs. This information is required as part of the Council's auditing process. Any organisation which does not comply with these conditions may be asked to repay the grant money.

Grant will only be paid when monitoring information has been provided in writing for the previous agreed period - annually for small grants and quarterly on invoice for major grants.

An officer of the Council may visit the grant recipient from time to time to audit the information sources. The Council may also request a review if it wishes to discuss the project or service development and delivery.

Any grant no longer needed (e.g. where a project is no longer viable or alternative funding has been secured which is adequate to deliver the project or service) must be offered back to the Council. The Grants Task Group will decide how any such funds are re-allocated.

Note: Organisations applying for funding are asked to confirm their agreement to these conditions by signing the relevant page of the application. No applications will be considered which are not supported by this signature. Any questions or concerns relating to any of these conditions must be raised with the Strategy and Commissioning Lead for Community and Partnerships and resolved **before** the application is submitted.

ENQUIRIES

Enquiries regarding this prospectus should be directed to:

Pat Taylor
Strategy and Commissioning Lead for Community and Partnerships
Eastbourne Borough Council, 1 Grove Road, Eastbourne BN21 4TW
pat.taylor@eastbourne.gov.uk

Tel: 01323 415909 Mob: 07506 022687



Eastbourne Borough Council Community and Housing Grants Policy

Eastbourne Borough Council recognises the immense value of voluntary and community activity and its contribution to residents' well-being, the local economy and the sustainability of a wide range of services which benefit people living and working in the town and visitors.

Following a review of our policies and procedures for awarding grants the Council now has two programmes:

- Major grants – £203,000 available to be distributed as grants of more than £10,000
- Small grants – £60,000 available to be distributed as grants of up to £10,000
- Housing grants - £56,500 available to be distributed as grants of more than £10,000

In addition to the Community and Housing Grants programme the Council awards small grants through the Devolved Ward budgets which currently total £90,000 bringing the total available from the Council for small grants to £150,000.

The decision to change the balance of funding towards smaller grants recognises the importance and effort of many small community organisations in the town which rely to a large extent or, in most cases, entirely on unpaid staff.

Major and Housing grants – more than £10,000

The Council has allocated £259,500 to be awarded in the form of Major and Housing grants for revenue spending only.

These will be awarded for three years at a time every three years beginning 1st April 2016 to 31st March 2019 and will be subject to grant conditions and quarterly monitoring.

Priorities for these grants will be set during the year before funding becomes available – so for funding 1st April 2016 to 31st March 2019 priorities will be set in 2015.

Given current constraints on all Council budgets, the Council will not make any allowance for inflation, but will instead set the grant level at the same amount for the three year period.

Projects and services awarded Major **or Housing** grants for any period should not assume that they will be awarded grant in future years. Grants will be awarded on the basis of the priorities set at the time and the criteria and assessment process set out in this policy.

Small grants – up to £10,000

The Council has allocated £60,000 to be awarded in the form of small grants. These will be awarded for one year only and will be designed to support new activities and projects. These may be for small capital items such as new equipment or for revenue spending.

The Council is looking to support new initiatives and all applications will be considered on their own merits each year. Organisations which have received a grant in previous years must not assume or plan for a grant to be awarded in the next year.

Priority will be given to projects which are not eligible for funding from Devolved Ward budgets. Those which are eligible will be expected to show that they have applied for support from the Devolved Ward budget in their area.

Priority will be given each year to projects which promote inclusion and the needs of those communities and groups protected under current Equality legislation (Equality Act 2010 and any subsequent amendments.) Higher priority will be given to those projects which are specifically designed to involve protected groups in running and developing services.

Other priorities for funding from the Small Grants programme will be changed from year to year to ensure a fair distribution of funding to different types of project and to ensure that emerging needs are reflected. The priorities for the year ahead will be confirmed during the Spring / Summer of each year for the next year's programme.

The Council will not fund:

- Major capital works or projects
- Any project that duplicates services already provided and funded elsewhere

Eligibility criteria

Grants will only be awarded to organisations or partnerships which can demonstrate that they:

- Have a need for grant funding. We will not give grants to any organisation with significant uncommitted funds or which itself makes grants to other organisations
- Have sound governance arrangements
- Have sound financial management and plans
- Can demonstrate good value for money and demonstrate a significant use of volunteers in the delivery of their services
- Have clear policies on equality and inclusion covering service users, volunteers and staff and encompassing all those groups protected under the Equalities Act 2010. They must demonstrate that they have designed activities and services which are easily accessed by everyone and address the needs of people on low incomes.

We actively encourage applications from consortia and partnerships subject to a lead organisation taking responsibility for delivery and providing evidence and supporting documents of their eligibility as set out below.

Applications are welcomed from organisations based outside Eastbourne where the service will be delivered in Eastbourne and for the direct benefit of Eastbourne and the beneficiaries will be Eastbourne residents.

Grants may be awarded to groups which are branches of regional or national organisations, subject to the provision of monitoring information in a form to be agreed with the Council that clearly demonstrates how the funding has been used in Eastbourne.

Procedure for awarding grants

Not-for-profit organisations will be invited initially to submit expressions of interest. These will be checked by Officers and the Grants Task Panel to ensure they meet the eligibility criteria and address the priorities set for that particular year. Those which do

will then be invited to submit a full application which must be supported by the following documents required as evidence:

- Constitution / Memoranda and Articles / Terms of Reference
- Statement of accounts / income and expenditure
- Bank statements / Building Society passbook
- Equality and diversity policies

Only eligible applications will be considered for funding.

Eligible applications will be assessed against the following criteria:

Has the applicant received funding within in the previous three years? If so, is the Grants Task Group satisfied that the organisation has delivered the project and / or services set out in its previous application and grant conditions?

Any application from an organisation which has not delivered against its previous grant to the satisfaction of the Grants Task Group without good reason will not be considered as a priority for further funding.

Eligible applications will be assessed against the following criteria:

- Identified need and strategic relevance – 40%
- Quality – 20%
- Impact – 20%
- Value for Money – 20%

Applications will be assessed and considered by the Grants Task Group against these criteria and the priorities agreed by Cabinet. The Group will then recommend grant awards to Cabinet, subject to final agreement of Council budgets **in February each year**.

The Grants Task Panel will endeavour to fund all those applications which meet a reasonable standard to spread the benefits of the grants budget as widely as possible. This means the Council is unlikely to award the full amount requested. The level of funding awarded will depend on the quality of applications and the demand for funding. Organisations are expected to use Council funding to lever in additional funds from other sources.

A schedule of grants awarded will be published on the Council's website each year.

Feedback on individual grant applications may be given on request to the organisation concerned. Information on other applications beyond that contained in the schedule will not be shared.

Grant conditions

All grants must be fully spent within the year for which they are allocated and on the costs and activities set out in the grant application.

Very minor changes may be agreed from time to time subject to the funding being used in line with the original application. Any such changes must be applied for to the Council and agreed in writing.

The Council may nominate an elected member to sit on the Board of Trustees of any Major **or Housing** Grant recipient as an observer and an officer of the Council may also attend the Board of Trustees as an observer from time to time. The purpose of the Council's nominated observers is to ensure that the organisation is reporting information that can be used to ensure the Council is receiving best value for the funding input. The nominated observers may challenge the information provided to the Board of Trustees in order to ensure that this is accurate and relevant.

For audit purposes, records must be kept showing how the grant has been spent, along with any relevant receipts or invoices.

Spending on Major **or Housing** Grants must be accounted for separately and open to audit by the Council's auditors.

Monitoring and management information must be provided to the Council at the end of each year or quarter (by the end of the following month), depending on the size of the grant, to an agreed format, as evidence that the organisation is delivering the project or services for which grant has been provided and is on track to deliver the agreed outputs. This information is required as part of the Council's auditing process. Any organisation which does not comply with these conditions may be asked to repay the grant money.

Grant will only be paid when monitoring information has been provided in writing for the previous agreed period - annually for Small Grants and quarterly on invoice for Major **and Housing** Grants.

An officer of the Council may visit the grant recipient from time to time to audit the information sources. The Council may also request a review if it wishes to discuss the project or service development and delivery.

Appendix 2

Any grant no longer needed (e.g. where a project is no longer viable or alternative funding has been secured which is adequate to deliver the project or service) must be offered back to the Council. The Grants Task Group will decide how any such funds are re-allocated.

Updated July 2015

BODY:	Cabinet
DATE:	8th July 2015
SUBJECT:	Joint Eastbourne Youth Strategy
REPORT OF:	Senior Head of Community
Ward(s):	All
Purpose:	To approve the Joint Eastbourne Youth Strategy 2015 to 2018
Contact:	Ian Fitzpatrick, Senior Head of Community, Telephone 01323 415935 or internally on extension 5935. Email: ian.fitzpatrick@eastbourne.gov.uk
Recommendations:	Cabinet is recommended to: <ul style="list-style-type: none">• approve the Joint Eastbourne Youth Strategy 2015 to 2018

1.0 Introduction

1.1 The Eastbourne Youth Partnership meets quarterly to deliver agreed strategic aims and actions. The last Joint Eastbourne Youth Strategy was approved in 2011 and has laid the basis for the Youth Partnership's work since then. Key achievements of the 2011 to 2015 Strategy include the provision of new groups and activities for young people around the town, delivery of a Youth Bank funding over 40 youth-led groups, and a number of events for young people and for the agencies working with them.

1.2 The Eastbourne Youth Partnership began reviewing its Strategy in 2014 and has developed a new Strategy for 2015 to 2018 (attached at Appendix 1).

1.3 Membership of the Youth Partnership is open to any organisation which currently works with young people and contributes to delivering the Joint Eastbourne Youth Strategy. Current members of the partnership are:

- Eastbourne Borough Council – Community Development
- East Sussex County Council - Targeted Youth Support; Public Health Directorate
- Eastbourne and Wealden YMCA – Youth and Community

- Eastbourne Neighbourhood Policing Team
- Eastbourne Youth Forum (open to all young people living in Eastbourne)
- Sussex Downs College
- Eastbourne Education Business Partnership
- Eastbourne Homes
- Amicus Horizon
- Places for People
- Towner Trust
- Active Sussex
- DWP Job Centre
- SPARK

2.0 The Joint Eastbourne Youth Strategy 2015 to 2018

2.1 The proposed Strategy is the result of a long period of consultation with young people themselves and draws on the views of young people as expressed in the Big Vote at the end of 2013. Members of the Youth Partnership also surveyed the young people they work with for their views and surveys were carried out amongst other young people at events during 2014. The Strategy also takes into account the views of partners and other agencies working with young people, and the Action Plan was developed through a workshop and follow-up discussions with key partners.

2.2 The Strategy identifies a number of areas where progress has been made since 2011 and the main areas which partners wish to focus on over the next three years. Based on an analysis of local statistics and the experience of key partners, the following priorities have been identified:

- Maintain the number and range of affordable, accessible clubs and activities and raise the profile of what's available
- Help young people to stay healthy – with a particular emphasis on weight management and physical activities
- Help young people to stay safe – particularly around sexual abuse and bullying
- Provide more, improved and better publicised services that support emotional health of young people
- Explore safer transport options.

2.3 The Action Plan for 2015/16 is included in the Strategy on pages 8 –

14. This plan is deliberately ambitious, but achievable, and has been designed to ensure the Partnership adds value to individual agencies' work through combining its efforts and delivering actions over and above those which any one organisation working alone would deliver.

3.0 Resource Implications

3.1 There are no direct resource implications arising from the Strategy. A key aim of the Strategy and the actions included in the 2015 /2016 Action Plan is to make best use of existing resources and to draw in funding from known sources to support events and activities.

4.0 Implications for Equality and Fairness

4.1 The Strategy is designed to identify gaps in services and to develop activities and projects which address those gaps. The need for appropriate activities to encourage physical activity amongst specific groups of young people – including young women and young disabled people – has been highlighted as an area for action, for example.

5.0 Other Implications

5.1 There are no staffing or other implications arising from this report.

6.0 Conclusion

6.1 Cabinet is recommended to approve the Joint Eastbourne Youth Strategy 2015 to 2018

Ian Fitzpatrick
Senior Head of Community

Background Papers:

None.

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Eastbourne Joint Youth Strategy 2015 to 2018

Introduction

The Eastbourne Youth Partnership produced a Joint Eastbourne Youth Strategy in 2011 which set out our priorities for 2011 to 2015. This new Strategy for 2015 to 2018 reviews what we have achieved and looks at those issues that we want to focus on in the next three years.

A lot has changed in Eastbourne these last three years:

East Sussex County Council's **Targeted Youth Support service** replaced the Youth Development Service. This new service has combined case work with those young people most at risk with a programme of community interventions in the form of regular organised activities and summer activities. Funding for these sessions increased in the last year to pay for the costs of increased staffing.

Neighbourhood Management partnerships have been established in the four areas we prioritised in our last Strategy – Devonshire, Langney, Hampden Park (Willingdon Trees) and Old Town, and Devonshire West secured £1m funding through the Big Local programme. This was in addition to the partnership already in place in Kingsmere.

Eastbourne and Wealden YMCA has been funded to engage with young people in our priority areas and provide a new range of activities.

East Sussex County Council has funded YMCA as lead agency for the Youth Partnership to establish health improvement sessions across Eastbourne.

Eastbourne's **Youth Forum** is now firmly established and has led on the delivery of the **Youth Bank** funded by East Sussex County Council and Eastbourne Borough Council and on consultation for this Strategy.

Some of our achievements over the last three years are:

- New activities and groups established in Willingdon Trees, Langney, Devonshire and Old Town including 'Fit and Funky', Wise, free football, fishing, cycle maintenance and outdoor activities for boys
- Two new Skate Parks – in Old Town and in Hampden Park
- Annual Youth Fair where young people can showcase their skills and achievements and annual Youth Network bringing agencies and voluntary organisations working with young people to form new partnerships
- £37,415 allocated through the **Youth Bank** to 40 small youth-led projects and initiatives

Vision and aims for 2015 to 2018

The Eastbourne Youth Partnership supports the UN Convention on the Rights of the Child which states that:

"Every Child has the right to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts" and "All Children have a right to be able to give their opinion when adults are making a decision that will affect them, and adults should take it seriously."

To support this vision, the Youth Partnership has agreed the following objectives for its work:

- Providing appropriate activities and facilities for children and young people
- Working with partners to achieve safer and stronger communities
- Promoting healthy lifestyles
- Encouraging volunteering and community and youth participation in decision making and service delivery

Our work will continue to focus on those areas with the greatest need, but, rather than set priority areas for the full three years as we did in our last Strategy, we have agreed that the Action Plan each year should highlight actions needed in specific areas to address gaps we have identified and newly emerging needs.

What difference have we made to young people's lives?

Whilst we cannot attribute changes and trends directly to the actions we have taken, we have seen significant **improvements** in:

- the number of 0 – 19 year olds committing offences
- perceptions of young people so that they no longer appear to be identified with anti-social behaviour
- young people's confidence in reporting bullying
- the numbers of young people claiming Job Seekers' Allowance
- the rate of conceptions amongst under 18 year olds
- the number of under 18 year olds admitted to hospital for alcohol related conditions.

Some of the areas where we have not made enough of an impact are:

- the number of young people who are the victims of crime, anti-social behaviour and bullying has increased
- the number of young people starting their senior school career who are overweight or obese has remained constant/similar since 2009/10 (i.e. no statistically significant changes)
- educational achievement and the number of young people achieving 5 or more GCSEs at A*-C

Some of the **new challenges** we have identified that we want to tackle through this Strategy are:

- a significant increase in the number of young people who are victims of sexual abuse
- poor emotional health with many young people reporting unhappiness around exams and tests, career, looks and family problems

Young People's priorities in Eastbourne

East Sussex County Council coordinates **The Big Vote** every two years amongst school students to identify their top issues from a choice of ten and to elect their representatives on the East Sussex Youth Cabinet. At the last

vote 28,000 school students in Eastbourne registered to vote and 11,347 11-18 year olds (44% of the electorate) actually took part in voting. The top priorities voted for by students in Eastbourne were:

- Transport
- More activities, clubs and support
- Careers Advice
- Bullying

The new Youth Cabinet has identified three projects to work on:

1. Compiling and distributing/ publicising a comprehensive list of youth clubs. They will feed into the development of the Connexions 360 website
2. Promoting services and opportunities for young people to help them access work – including work experience, apprenticeships – and working to get a standardised offer on this kind of information across the County
3. Transport – continuing the 3iD project, promoting the card.

The **Eastbourne Youth Forum** identified the following priorities for the Partnership to consider:

- bullying – particularly at skate parks
- under-age drinking and drug use
- free and cheaper transport
- musical and cultural events – such as an annual Music Festival
- improved access to some sports

Surveys

We then surveyed young people on-line, in Youth clubs and at events during the summer, as well as asking staff and parents to give their views.

The top priority highlighted by young people through these surveys was 'feeling safe and well'.

Asked what they would like more of, the top choices were

- more activities both in term-time and during school holidays - 39 out of 71 said there was not enough for young people to do in Eastbourne with only 17 saying there was enough
- more help to get around safely. 42 out of 70 young people said it was easy to get around in Eastbourne with only 14 saying it was not. However, there does seem to be a concern for safety in travelling around.
- more help to stay healthy and more help around bullying and staying safe. More young people (26) said it was not easy to find the support they needed than those who thought it was easy (23).

Asked what improvements we could make, there was a focus on more information and advice in schools and better advertising of services and activities. The favourite sources of information were Facebook (42), Twitter (11), Connexions 360 (6), other websites (5)

Drawing on the experience of working with young people

We asked agencies working with young people to tell us about their concerns and priorities. They highlighted:

- Places to go and things for young people to do
- Physical health
- Emotional wellbeing

Members of the Youth Partnership also discussed **our own experience** of running sessions over the last three years and highlighted:

- The need to organise different kinds of activities during the summer months and holidays
- The difficulties of engaging older teenagers and the need to offer different kinds of opportunities and activities for different age groups
- The value of working with children aged 9 and 10

- The value of continuous engagement building relationships with young people in different neighbourhoods
- The benefits of working in partnership in local neighbourhoods, linking with Schools, police, local community and faith groups and others
- The importance of celebrating young people's achievements through events like the SPARK Achievers event and the Eastbourne Youth Fair
- The value of networking bringing people and resources together to support each other through events like the Youth Network.

What strategies and plans do we need to be particularly aware of?

Local authorities and other statutory agencies need to respond to changing priorities by reviewing and updating their plans. We need to be aware of changing policies, priorities and resources when we plan our own work. There is a wide range of strategies and plans covering health, skills, employment, housing and poverty which shape the work of different members of the Youth Partnership. In developing this strategy we have paid particular attention to relevant local strategies:

- **Draft East Sussex Children and Young People's Plan 2015 – 2018** – the proposed priorities for this include improving skills levels of young people, 14 – 19 including better access to a wider range of apprenticeship, vocational training and work experience opportunities as well as a strong academic route; and improving support to children, young people and families to help maintain and enhance emotional well-being and mental health.
- **Excellence for All** – the County Council strategy for ensuring that all children in the county are able to attend a good school, that educational outcomes improve at all ages, and that all young people stay in education or training, including employment based training until age 18. The strategy focuses particularly on the 14 to 19 age range.
- **The East Sussex Local Safeguarding Children Board Business Plan 2012 to 2015** includes details of achievements to date and work in hand to address safeguarding needs, including work to address Child Sexual Exploitation.

- **The Eastbourne Community Safety Plan 2014 to 17** includes actions to support family early interventions and other initiatives aimed at reducing re-offending and actions to tackle child exploitation
- **The East Sussex Health and Wellbeing Strategy** includes priorities to support safe, resilient and secure parenting for all children and young people so that parents are confident, able and supported to nurture their child's development; and to enable people of all ages to live healthy lives and have healthy lifestyles so that more people can improve their prospect of a longer, healthier life.
- **The East Sussex Children and Adolescent Mental Health Services Strategy** includes recommendations for universal services which reflect increasing volume and complexity of low level emotional, behavioural and mental health needs; and improved knowledge and skills of staff working with children and young people including those in the voluntary sector.

Based on all this information and discussion we have identified priorities for the Youth Partnership for 2015 to 2018. Our criteria for selecting priorities were: that they needed to be challenging but realistic and lead to tangible actions which we could deliver as a partnership rather than relying on a single agency to deliver. We chose priorities where we felt that different partners could make significant contributions as well as those where we wanted to influence the allocation of resources and plans of other agencies based on what we had learnt.

Priorities for 2015 to 2018

- Maintain the number and range of affordable, accessible clubs and activities and raise the profile of what's available
- Help young people to stay healthy – with a particular emphasis on weight management and physical activities
- Help young people to stay safe – particularly around sexual abuse and bullying
- Provide more, improved and better publicised services that support emotional health of young people
- Explore safer transport options.

We will deliver this Strategy through Action Plans which we will review each year.

Action Plan – this plan was developed through a workshop early in February 2015 and subsequent discussions.

The Action Plan for 2015/16 sets out the issues we intend to tackle over the next 12 months. We have agreed to focus on a smaller number of actions – a maximum of two for each priority – that we want to deliver in the year ahead. The overall aim is to work in partnership to make the best use of our resources at a time when these are coming under increasing pressure. The actions we choose will be tailored to our capacity to deliver these.

We will continue to monitor trends to help us identify outcomes and inform future Action Plans.

Action for 2015	Who	Milestones	By when
Maintain the number and range of affordable, accessible clubs and activities and raise the profile of what's available			
Launch social media project to publicise availability of activities currently available for young people	Lead: EBC until November; lead partner to be confirmed November 2015 Partners: Eastbourne and Wealden YMCA, HOME, Youth Radio	Develop a delivery plan with agreed targets to be completed Scoping – looking at existing social media aimed at young people. Creation of young people's social media advisory group Establishment of key contact point – potentially a volunteer Number of users of social	Summer 2015 Summer 2015 September – December 2015 Ongoing

		<p>media sites</p> <p>Information updated at beginning of each term</p> <p>Research into Eastbourne Youth App/brand</p> <p>Development of website / link to C360 website to upload information onto all social media accounts</p>	
<p>Social media awareness and sharing for practitioners</p> <p>Better sharing of information, reposting, signposting</p>	<p>Lead: EBC</p>	<p>Social media training for staff of organisations working with young people</p> <p>Sharing of organisational information</p>	
<p>Help young people to stay healthy – with a particular emphasis on weight management and physical activities</p>			
<p>Develop awareness raising programme focussed on young peoples’ health and wellbeing</p>	<p>Lead: EBC</p> <p>Partners: Youth Partnership, Schools, SPARK, Action for Change; East Sussex Public Health; re:balance East Sussex</p>	<p>Run a number of pilot projects, evaluate and then mainstream</p>	<p>Summer 2015 to November 2015</p>
<p>Partnership to identify</p>	<p>Lead: EBC, Action for</p>	<p>4 priority groups identified:</p>	<p>Summer 2015</p>

<p>gaps in services/provision across the town that can be delivered at neighbourhood level</p> <p>Development of functional approaches to sport/actions to widen participation</p> <p>Partnership to identify leads to secure resources and deliver projects</p>	<p>Change, Youth Partnership, Sports staff, Active Sussex Partners: Schools, youth clubs, Police, re:balance East Sussex</p>	<p>Young women, NEETS, physically inactive young people, young people with disabilities</p> <p>Deliver pilot projects for priority groups to engage in exercise and healthy eating – to be evaluated and rolled out if successful</p> <p>Ensure opportunities are well publicised, eg. on Active Sussex website</p> <p>Local delivery partners identified</p> <p>Resources and funding sources identified</p> <p>10 Sportivate bids from Eastbourne submitted</p> <p>Other funding applications submitted e.g. Awards for All</p> <p>Successful funding applications</p>	<p>Summer 2015</p> <p>Summer 2015</p> <p>Autumn 2015 and ongoing</p> <p>November 2015 onwards, ongoing</p>
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		Forward/exit strategies for participants developed	
Help young people to stay safe – particularly around sexual abuse and bullying			
Co-ordinated town wide campaign during Anti-Bullying Week – “No Bystanders”	Lead: Youth Forum and Partnership	Each partner to identify organisational contribution	Spring 2015
	Partners: Police, Schools, Youth Radio, SPARK	Co-ordinated media campaign delivered	November 2015
		Identification of contacts to support agencies and young people during and after campaign	November – May 2015
		Articles in local press and media	October – December 2015
		Number of pledges signed	October – December 2015
Raise awareness of child sexual exploitation	Lead: SPARK, Police Partners: 3VA, Street Pastors	Invite Sussex SCB CSE sub group member to speak to Partnership and maintain links	Autumn 2015
		Investigate any funding needed for CSE training for key staff	
		Ensure all partner services which are used by children	

		<p>and young people have CSE trained staff, volunteers and providers</p> <p>Appoint and train CSE Champion in each Partnership organisation to act as point of dissemination information and signposting</p> <p>Town wide awareness raising linked to National CSE Awareness Day – 18th March 2016</p>	
Provide more, improved and better publicised services that support emotional health of young people			
Maintain awareness of new and emerging services, e.g. In Plain Sight, Mind Out, Rise Above, mental health training	Lead: Youth Partnership SPARK	<p>Speakers invited to Youth Partnership meetings – e.g. Barnardos “In Plain Sight”, Mind Out, Young Minds</p> <p>Promote Rise Above to young people through groups and activities</p>	<p>Autumn 2015</p> <p>Autumn 2015</p>
Partners to consider approaches to embed and promote wellbeing in service delivery and take action (as deemed	Lead partner: Health Partners: Youth Partnership, 3VA, SPARK, schools	Partners to raise awareness about approaches that embed and promote wellbeing in service delivery (to include	October 2015

<p>appropriate)</p>		<p>the 5 ways to wellbeing)</p> <p>Partners to report on how they have taken action to embed wellbeing as part of service delivery and outcomes of actions taken</p> <p>Evaluation tools identified by partners to measure wellbeing and to understand the impact of service delivery on young people’s wellbeing</p>	<p>January 2016</p> <p>October 2015</p>
<p>Address gaps in provision of services</p>	<p>Lead: Eastbourne Borough Council</p> <p>Partners: ESCC Public Health; Targeted Youth Support service; Eastbourne and Wealden YMCA</p>	<p>Use CAMHS needs assessment to identify gaps in current provision</p> <p>Identify good practice in other areas which has proved effective</p> <p>Identify a partner to develop a similar service in Eastbourne</p> <p>Secure funding for pilot</p>	<p>September 2015</p> <p>November 2015</p> <p>November 2015</p> <p>March 2016</p>

		Begin delivery	April 2016
Explore safer transport options			
Increase number of young people with the knowledge, skills and confidence to establish the habit of travel by foot and bike	EBC, ESCC Bikeability, Sustrans, Action for Change	Secure funding to introduce Strategy target groups to cycling and encourage future use Promote cycling as a transport option to young people	Sportivate bids Summer/Autumn 2015 and ongoing Summer 2015 – Youth Fair
		Sustrans to deliver 2 pilot “Bike It” projects targeted at young women, 1 secondary school based 1 youth centre based Secure funding Pilot projects delivered Further courses delivered	Summer 2015 September 2015 Ongoing

Appendices

Membership of the Youth Partnership

Membership of the Youth Partnership is open to any organisation which currently works with young people and contributes to delivering the Joint Eastbourne Youth Strategy. Current members of the partnership are:

- Eastbourne Borough Council – Community Development
- East Sussex County Council - Targeted Youth Support; Public Health Directorate
- Eastbourne and Wealden YMCA – Youth and Community
- Eastbourne Neighbourhood Policing Team
- Eastbourne Youth Forum (open to all young people living in Eastbourne)
- Sussex Downs College
- Eastbourne Education Business Partnership
- Eastbourne Homes
- Amicus Horizon
- Places for People
- Towner Trust
- Active Sussex
- DWP Job Centre
- SPARK

Eastbourne's Youth Cabinet members are:

- Sharn Falon
- George Kyprianou-Hickman
- Patrick Steward

Appendix 1

- Nick Steer

Consultation Draft

Monitoring Outcomes

In our last strategy we agreed to assess the impact of our work against a number of measures

- Reduce incidence of youth offending and anti-social behaviour
- Reduce incidence and impact of bullying
- Reduce incidence of depression and other mental health issues
- Reduce the prevalence of obesity amongst young people
- Reduce number and rate of under 18 conceptions in Eastbourne
- Reduce the number and rate of young people in treatment for substance misuse
- Improve levels of educational attainment and
- Reduce numbers of young people not in employment, education or training

Youth offending and anti-social behaviour

Only one out of 212 responses to a survey of Perceptions of Anti-Social Behaviour in Eastbourne identified a need for **more activities for young people** (summary of Community Safety question responses from the East Sussex County Council Reputation Survey). This suggests that previous perceptions of young people and a lack of things for them to do are significantly less than in previous surveys where this was regularly highlighted as a need.

There was a 25.3% decrease (from 691 to 516) in the number of 0 – 19 year olds who committed offences in 2013/14 and the proportion of all offences attributed to young people dropped from 27.07% to 25.61%.

Feeling safe

There was a 10.8% decrease (from 803 to 797) in the number of offences recorded against 0 – 19 year olds in 2013/14 compared with 2012/13. However, there was an increase in the number of offences recorded against 0 – 15 year olds.

There was a 14% increase in the number of sexual offences against young people recorded in from 68 to 78.

Bullying continues to be a concern for young people with 29% (1849) of students in East Sussex who responded to a survey in 2013 reporting that they had been bullied in the previous 12 months – an increase of 4%, with an unexpected high number of Year 8 students reporting being bullied. On the plus side, students felt more confident overall to report bullying, there was a 9% increase in students who said the bullying had been sorted out and an 11% increase in the number who said their school had dealt well with bullying behaviour.

Incidence of depression and other mental health issues

A survey of Health Related Behaviour of Year 10 students carried out in the spring term 2012 found that of 889 students who responded in Eastbourne found that 16% of boys and 22% of girls were 'quite unhappy' or 'very unhappy' with their life at the moment. The top four worries were exams and tests (66%); career (60%); looks (42%) and family problems (40%).

95% of young people offending have a mental health issues. The rate of under 18s supported by the Children and Adolescent Mental Health Service is on a par with the rest of Sussex.

Prevalence of obesity The data reported in the Eastbourne Public Health Profile 2013 dates back to 2011/12, so it is difficult to assess the impact of any work between 2011 and 2014. Data from the National Childhood Measurement Programme shows that 32.3% of Year 6 students (10 to 11 year olds) were overweight or obese in 2013/14, with 17.7% obese; this compares with 30.2% overweight or obese, and 17.3% obese in 2006/7.

Number and rate of under 18 conceptions This has shown a sustained reduction over a number of years from a peak of 54.4 per 1,000 in 2000 to 41.2 per 1000 in 2011 and a particular drop between 2011 and 2012 to 25.6 per 1,000.

The number of admissions to hospital for alcohol related conditions Admissions to hospital for under 18 year olds have followed the national downward trend.

Number and rate of young people in treatment for substance misuse The number of young people (rate per thousand) in treatment is higher than the rate for East Sussex as a whole – 59 per thousand under 18s in

Eastbourne compared with 53 per thousand across the county. The rates in Devonshire (98) and Upperton (137) are significantly higher than across the rest of the town.

Levels of educational attainment – 59%% of Year 11 students in Eastbourne achieved 5 or more GCSEs in June 2013 compared with 60% across the county as a whole and 58.8% in 2012.

Numbers of young people not in employment, education or training

It is not possible to compare figures from 2011 with those available for 2012 and 2013 as data is no reported on the basis of academic years rather than actual age. The estimated percentage of young people not in employment, education or training in East Sussex in 2013 was 7.9% compared with 8% at the end of 2012. The percentage of 16-18 year olds whose activity was not known was 9.8% at the end of 2013 compared with 12.3% at the end of 2012. The number of 'unknown' increased after the Connexions service provided across the county ended in 2011.

There were 435 16 to 24 year olds claiming Job Seekers' Allowance in April 2014 compared with 630 in April 2012. This drop reflects national and regional trends.

Youth engagement and activities – East Sussex Targeted Youth Support Service

This service was set up in 2012 and targets young people aged 11 – 19 who, without an assessment and planned intervention, would be more likely to

- be excluded from school
- engage in criminal behaviour
- become accommodated by the local authority, or have poor physical and mental wellbeing.

A review of the service carried out within the first year found that the vast majority of TYS service users, and parents of service users reported that things improved for them following their TYS intervention and that there has been a sustained decrease in referrals to Social Care services and a drop in the number of young people entering the criminal justice system for the first time.

The service has continued to evolve over the last two years.

In addition to these targeted interventions, TYS continues to deliver open access community-based intervention utilising the youth work skills in the teams to engage young people through outreach work and at community venues targeted through knowledge of local need. The service

- delivers 18 weekly sessions including 5 youth club sessions, 8 mobile and detached sessions, 2 sessions for disabled young people – all running throughout the year, plus weekly arts, music and bicycle maintenance sessions.
- 1,262 'named' young people participated in activities run by TYS in 2013, and increase from 1,118 in 2012.
- In addition 1,355 'unnamed' young people participated regularly in different activities run by TYS, also slightly higher than in 2012. These were young people who engaged with TYS through its detached / outreach and mobile sessions when names are not given or recorded.
- 84 young people took part in summer activities run by TYS in 2012 and 95 in 2013.
- The case workers had worked with 911 young people by the end of June 2014 with an average of 130 per quarter. The overall caseload at any one time depends on the number of staff available, but a full team can work with 180 young people with a normal caseload of 20 young people per staff member. However, this rose last year to up to caseloads of 25 young people per staff member and this is not sustainable in the longer term.
- The main issues young people have presented with in this time are:
 - Emotional Wellbeing
 - Behaviour
 - Crime
- The service has to turn some referrals away because they do not meet a minimum threshold of need for accessing casework support. To date, 38 referrals have been turned away for this reason.
- The service has a maximum of 10 young people on the waiting list to be seen at any one time and all young people accepted onto the service are normally allocated a worker within approximately two weeks.

Eastbourne and Wealden YMCA

Eastbourne and Wealden YMCA's Youth Engagement project started in 2012 with funding from EBC. The project aims to

- engage with young people aged 11 – 19 in their own communities, consulting with them and involving them in making decisions
- provide varied and interesting activities in local community centres and supporting them to plan and take part in Eastbourne Events
- signpost them to other services
- celebrate their skills and achievements.

The youth engagement project is now established in Willingdon Trees, Hampden Park, Langney, Old Town and Devonshire and outreach work is planned in Shinewater.

The YMCA currently delivers ten sessions a week, including two youth clubs, one boys' group, one girls' group, a music group, the Eastbourne Youth Forum, football sessions, and three issue-based sessions. There are also extra sessions run across the year for particular projects, including music, dance and performance-based rehearsals, costume-making workshops, cooking workshops, outings, and the young people take part in regular events in Eastbourne. They currently work with an average of 91 young people each week. 67 young people attended their summer programme this year, and they worked with an average of 270 young people and families in their summer events. These included:

- performance based projects
- Eastbourne Carnival Project
- Street events
- Performances and activities for the Youth Fair
- Youth radio programmes

- Projects with the Towner
- Projects with Rhythmix
- Eastbourne Festivals
- Community events
- Community cafés
- Freestyle Gymnastics
- Youth participation projects

The YMCA also delivered a health and wellbeing project over the last three years and continues to implement the learning from this project and use the resources developed through the project in other sessions.

The project has developed over the three years in response to the needs young people have expressed in the different areas and sessions have been adapted to provide what young people are asking for. This involves running as many different activities as possible to engage a wide range of young people. The more generic youth club activities suit the age range 11-15 but the older age range need different activities.

Current plans include:

- community café drop in sessions in the town centre for early next year to attract the 15+ age range.
- outreach work in Shinewater and other areas
- a new LGBTQ group in partnership with TYS early in 2015
- applying to the Young Roots Heritage lottery programme to run a heritage project on the fishing industry in Eastbourne.

Overall Eastbourne and Wealden YMCA has developed good partnerships with other organisations working with young people in the town and strong community relationships which have allowed them to expand the level of youth engagement and range of activities on offer to young people across Eastbourne.

Youth networks

SPARK, which provides support and a wide range of services to organisations running activities for children and young people, has 26 member organisations in Eastbourne. Whilst the county-wide uniformed groups are members of SPARK, local Guides and Scouts groups are not members and not directly involved in the network. Neither are church based groups within Eastbourne. This reflects a wider lack of linkage between these local organisations and others. Apart from the Police Cadets who have played a major role in running the Youth Fair, there has been very little involvement from other uniformed groups in the Fair or in the Youth Partnership over the last three years.

Results of the Big Vote in Eastbourne

Four schools took part in this:

- The Bishop Bell C of E School
- The Causeway School
- The Cavendish School
- The Moira House Girls School

1,050 students cast votes

The top priorities were

- Improving cost and access to public transport (351 votes)
- Providing work experience opportunities and careers advice (336 votes)
- More activities, clubs and support groups for young people (282 votes)
- Bullying (227 votes)

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