

**Monday, 4 December 2017**  
**at 6.00 pm**  
**Town Hall, Eastbourne**

**EBC Scrutiny Committee**

**Agenda Supplement**

Dear Councillor

I am now able to enclose, for consideration at the meeting above, the following report (s) that were unavailable when the agenda was printed. Members are requested to bring this document pack to the meeting.

**8 Corporate Performance Q2 2017/2018. (Pages 1 - 42)**

Report of Alan Osborne, Deputy Chief Executive

Yours sincerely

Jazmin Victory

Scrutiny Officer

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# Agenda Item 8

<b>Body:</b>	<b>Scrutiny</b>
<b>Date:</b>	<b>4 December 2017</b>
<b>Subject:</b>	<b>Corporate Performance Q2 2017/18</b>
<b>Report of:</b>	Deputy Chief Executive Director of Strategy, Planning and Regeneration
<b>Cabinet member:</b>	Councillor Gill Mattock, Councillor Dean Sabri
<b>Ward(s):</b>	All
<b>Purpose of the report:</b>	To update Members on the Council's performance against Corporate Plan priority actions, performance indicators and targets over Q2 2017/18 period.
<b>Decision type:</b>	Non Key
<b>Recommendation:</b>	The Scrutiny Committee is recommended to :  i) Note the achievements and progress against Corporate Plan priorities for 2017/18, as set out in Part A of this report.  ii) Consider whether there are any particular aspects of Council progress or performance that it wishes to comment upon or consider further as part of its work programme in 2017/18.  iii) Agree the General Fund, HRA and Collection Fund financial performance for the quarter ended September 2017 as set out in part B of this report  iv) Agree the transfer from reserves as set out in section 1 in part B of this report  v) Agree the amended capital programme as set out in Appendix 4.  vi) Agree the Treasury Management performance as set out in section 5 in part B of the report
<b>Reasons for recommendations:</b>	To enable Cabinet members to consider specific aspects of the Council's progress and performance.

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## **1.0 Consultation**

1.1 The priority themes were developed in consultation with residents via the Residents Survey and online Survey which were both conducted throughout July and August 2015 and informed the development of the corporate plan.

## **2.0 Financial appraisal**

2.1 Project and performance monitoring and reporting arrangements are contained within existing estimates. Corporate performance information should also be considered alongside the Council's financial update as there is a clear link between performance and budgets/resources.

2.2 All the financial implications are contained within the body of the report.

## **3.0 Legal implications**

3.1 Comment from the Legal Services Team is not necessary for this routine monitoring report.

## **4.0 Equality analysis**

4.1 The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports or as part of programmed equality analysis. The equality implications of projects that form part of the Joint Transformation Programme are addressed through separate Equality and Fairness assessments.

## **5.0 Conclusion**

5.1 This report provides an overview of performance against the authority's priority actions and indicators as at Quarter 2 2017/18.

5.2 Both the General Fund and HRA budgets are on target. Capital expenditure is on line with expectations

5.3 The Collection Fund forecast for Council Tax is indicating a surplus of £1.4m and a deficit for Business Rates of £3m. This will be allocated to or collected from preceptors during 2018/19.

5.4 Treasury Management performance is on target and all activities were within the approved Treasury and Prudential Limits.

### **Appendices**

Appendix 1 – Q2 Performance Overview

Appendix 2 – General Fund

Appendix 3 – Note on Budget Profiles

Appendix 4 – Housing Revenue Account

Appendix 5 – Capital Programme

### **Background Papers:**

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

- *Corporate Plan 2016/20* <http://www.eastbourne.gov.uk/about-the-council/council-policies-plans-and-strategies/corporate-strategies/>
- *Budget monitoring working papers 2017/18*
- *Collection Fund and Business Rates Collection Fund monitoring working papers September 2017*
- *Link Asset Services City Watch October 2017*
- *Link Asset Services Updated Interest Rate Forecast 7/11/17.*

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

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## Part A

### Corporate Performance Q2 2017/18

#### 1.0 Introduction

- 1.1 The performance of the Council is of interest to the whole community. People expect high quality and good value for money services. Performance monitoring, and a strong performance culture helps us to ensure we continue to deliver excellent services and projects to our communities in line with planned targets.
- 1.2 This report sets out the Council's performance against its targets and projects for the second quarter of 2017/18 (July to September 2017).
- 1.3 The Council has an annual cycle for the preparation, delivery and monitoring of its corporate and service plans. This cycle enables us regularly to review the Council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations.

#### 2.0 Themes and Priority Visions

- 2.1 The Corporate Plan was developed with four themes to focus delivery of improvement activity for the borough. Each of these themes had its own priority vision for how the authority and its stakeholders wanted Eastbourne to develop. Performance is measured against these themes and objectives.



#### 3.0 2017/18 Q2 Performance Overview

- 3.1 [Appendix 1](#) provides detailed information on progress and performance for Members' consideration, clearly setting out where performance and projects are 'on track/on target' and where there are areas of under-performance/concern. Where performance or projects have not achieved target, an explanation is provided, together with a summary of the management action that has been taken to address this. The Appendix is structured around the key Theme areas.

3.2 The Council uses a Project and Performance Management System (Pentana - formerly known as Covalent) to record, monitor and report progress and performance. The system uses the following symbols to indicate the current status of projects and performance targets:

	Performance that is at or above target
	Project is on track
	<ul style="list-style-type: none"> <li>• Performance that is slightly below target but is within an agreed (usually +/- 5%) tolerance</li> <li>• Projects where there are issues causing significant delay or change to planned activities</li> </ul>
	<ul style="list-style-type: none"> <li>• Performance that is below target</li> <li>• Projects that are not expected to be completed in time or within requirements</li> </ul>
	Project has completed, been discontinued or is on hold

## 4.0 Summary of Progress and Performance – Q2 2017/18

### 4.1 Prosperous Economy

#### Achievements

- 48,584 patrons attended performances at the Bandstand, against a target of 22,000.
- Planning permission has been granted for the access road to serve the next phase of the Sovereign Harbour Innovation Park.
- Demolition to make way for the Arndale Centre extension was completed on target.
- Hotel of Excellence: funding for a feasibility and viability study has been secured.

#### Issues / missed targets

- A total of 17 net additional homes were provided in Q2 against a target of 61.
- There has been a downturn in Redoubt visitor numbers of 3,491 against a target of 3,800 due to environmental conditions at the Redoubt. This is being addressed through the long term project to refurbish the Redoubt Fortress.

### 4.2 Quality Environment

#### Achievements

- Fly-tipping figures continue to remain low with only 82 incidents reported this quarter against a target of 150. This is a 60% reduction from the same period last year.
- Priority projects have been identified for the Joint Venture for Energy and Sustainability. The projects are Wish Tower Restaurant, Bedfordwell Road and New Sovereign Leisure Centre.

## **Issues**

- There have been minor delays to the Hampden Park improvements due to time taken to manufacture wooden bollards needed to complete the scheme.

### **4.3 Thriving Communities**

#### **Achievements**

- 82.36% of calls answered within 30 seconds against a target of 80%.
- 3.42% of calls abandoned against a target of 5%.
- The Skate Park in Shinewater was completed on 31 August 2017.
- The first iconic beach hut was completed in August 2017.
- The Community Facilities project to support the development and management of community buildings in Old Town, Willingdon Trees, Langney and Hampden Park has been successfully completed.

#### **Current issues**

- The average number of days for assistance with Disabled Facilities Grants has increased to 115 days against a target of 100 days.
- There are 69 households living in emergency accommodation against a target of 30.
- Ranking in our Most Similar Group (MSG) in relation to all crime is 5<sup>th</sup> against a target of at least 4<sup>th</sup>.
- The completion date of the Community Lottery Project has been revised to January 2018 due to delays in obtaining the Gambling Commission Licence.

### **4.4 Sustainable Performance**

#### **Achievements**

- Local percentage of Council Tax collected in the quarter of 56.13% against a target of 56.05%.
- National non-domestic rates collected in the quarter of 54.72% against a target of 54.02%.
- A new Programme Manager for the Joint Transformation Programme has been secured and is due to start in November.

#### **Current Issues**

- Sickness absence for EBC and LDC is 1.97 days against a target of 1.45 days.

### **5.0 Community Ward Projects - Devolved Budget**

5.1 The last section of Appendix 1 details the current Devolved Budget spend by ward and the projects that have been supported through this scheme so far this year.

Each ward has a total of £10,000 available to spend each year on schemes requested by the local community.

### **6.0 Consultation**

6.1 The priority themes were developed in consultation with residents via the Residents Survey and online Survey which were both conducted throughout July and August 2015 and informed the development of the corporate plan.

## **7.0 Conclusion**

7.1 This report provides an overview of performance against the authority's priority actions and indicators as at Quarter 2 2017/18.

## Part B

### Financial Performance Q2 2017/18

#### 1.0 General Fund

1.1 General Fund performance of the quarter is shown in the table below:

Department	Full Year Budget	Profiled Budget	Actual to 30th Sept 2017	Variance to date	Projected Outturn
	£'000	£'000	£'000	£'000	£'000
<b>SUMMARY</b>					
Corporate Services	5,307	3,210	3,271	61	119
Service Delivery	5,861	28,426	28,645	119	159
Regeneration, Planning & Assets	(409)	963	1,007	44	78
Tourism & Enterprise Services	3,786	1,902	1,895	(7)	25
<b>Total Service Expenditure</b>	<b>14,545</b>	<b>34,501</b>	<b>34,718</b>	<b>217</b>	<b>381</b>
Contingencies, etc	(751)	53	(1)	(54)	(107)
Capital Financing and Interest	1,889	104	4	(100)	(200)
Contributions to/(from) Reserves	(1,150)	(7)	(7)	-	-
<b>Net Expenditure</b>	<b>14,533</b>	<b>34,651</b>	<b>34,714</b>	<b>63</b>	<b>74</b>

Service Details are shown at **Appendix 2**.

The principles that support the budget profiling are set out in **Appendix 3**.

1.2 The position at the end of September shows a variance of £63,000 on net expenditure which is a movement of £25,000 compared to the position reported at the end of the first quarter in June. Service expenditure has a variance of £217,000 mainly as a result of:

Housing Benefit Subsidy difference on Bed and Breakfast	£81k
Investment Properties shortfall on income target	£38k
Airbourne cost of barriers	£30k
Housing Benefit Admin Grant reduction	£28k

1.3 The contingency fund currently stands at £106,000 which is available to fund inflationary increases and any future unforeseen one off areas of expenditure during the year. This may however be required to fund any under-achievement in the JTP savings target for the year if financial benefits from the programme are delayed.

1.4 The projected outturn shows a variance of £74,000. This is within 0.5% of the net budget and is within an acceptable tolerance level This position is being closely monitored to ensure that the final outturn position is improved.

1.5 Cabinet approval is sought for the transfer from reserves for:

£6,950 from Revenue Grants Reserve DEFRA Grant to fund Amazone Machinery.

This transfer is in line with the approved financial strategy and the propose of the grant.

## 2.0 HRA

2.1 HRA performance of the quarter is as follows:

	<b>Current Budget</b>	<b>Profiled Budget</b>	<b>Actual to 30 Sept 2017</b>	<b>Variance to date</b>	<b>Projected Outturn</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>HRA</b>					
Income	(15,551)	(7,913)	(7,921)	(8)	14
Expenditure	12,617	3,684	3,648	(36)	(72)
Capital Financing & Interest	1,885	-	-	-	-
Contribution to Reserves	1,049	-	-	-	-
<b>Total HRA</b>	<b>-</b>	<b>(4,229)</b>	<b>(4,273)</b>	<b>(44)</b>	<b>(58)</b>

A further breakdown is shown at **Appendix 4**.

2.2 HRA performance shows a favourable variance of (£44,000), which is mainly due to the under occupation scheme (£32K). Other small variances are being carefully monitored.

## 3.0 Capital Expenditure

3.1 The detailed capital programme at **Appendix 5**, provides a summary of the spend for quarter 2 compared to the allocation for 2017-18 and the total spend for each scheme as at 31.3.17. Brief comments are provided for each scheme and more detailed comments are provided below for larger schemes.

3.2 The Capital Programme for 2017-18 totals £79.1m compared to original Capital Programme approved in February 2017 of £44m. The changes to the Capital Programme are shown in the table below.

<b>Summary of Capital Programme 2017/18 to 2020/21</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Original Approved Budget at 8.2.17	44,045	44,843	30,904	1,376
Re-profiled from 16/17	16,782			
Re-profiled between years	15,600	(7,800)	(7,800)	
Approved Additions and Deletions				
Riverbourne Kitchen	262			
Princes Park Café Fit out	(262)			
New Homes Programme	(483)			
Empty Homes Programme	165			
EHIC mixed tenure homes	2,000	6,000	6,000	6,000
Aspiration Home for mixed tenure homes	1,000	3,000	3,000	3,000
Coastal Protection reduction in grant	(50)			
<b>Current Programme</b>	<b>79,059</b>	<b>46,043</b>	<b>32,104</b>	<b>10,376</b>

3.3 Detailed comments on larger schemes:

Line No.	Comment
64	Future Model phase 2 - The remaining budget for this project relates to outstanding deliverables from the principle software supplier. Some of these deliverables will now be managed through the Joint Transformation Programme (JTP) but once delivered, will trigger payments against the original project. The budget will be fully spent by year end.
66	IT – Block Allocation - Significant investment will take place this year in storage systems, additional server capacity and replacement laptops and mobile devices to replace ageing equipment purchased during the agile working programme in 2010/11. The majority of this budget will be committed in 2017/18.
69	EHIC Loans (Properties purchased from EBC) - Agreed facility of £4,173k to provide loans to purchase EBC properties. Three loans totalling £3,044k have been agreed of which £1,113k has been drawn down. The remaining facility of £1,129k is available for other properties to be identified.
73	EHIC loans (Properties purchased on the open market) - Agreed facility of £5m to provide loans to purchase private properties. 10 loans totalling £2,477k have been agreed of which £1,740k has been drawn down. The remaining facility of £2,523k is available for other properties.
80	JTP Programme - This scheme is the subject of regular update reports to Cabinet. The budget will be spent over three years from 2016/17 to 2018/19.
85	Devonshire Park Redevelopment - Progress currently as per construction programme agreed in main contract, expected completion Feb/Mar 2019 and opens for business Spring 2019. Tennis player facilities construction complete and only minor snagging outstanding.

4.0 Collection Fund

4.1 The Collection Fund records all the income from Council Tax and Non-Domestic Rates and its allocation to precepting authorities.

4.2 The Collection fund for the year is as follows:

	Council Tax £'000	Business Rates £'000
Balance B/fwd 1.4.17	(1,432)	2,377
(Deficit recovery)/Surplus distributed	973	(854)
Debit due for year	(61,801)	(34,313)
Payments to preceptors	60,709	35,731
Allowance for cost of collection		125
Transitional Relief		(52)
Allowance for appeals		(170)
Write offs and provision for bad debts	173	125
<b>Estimated balance 31.3.18</b>	<b>(1,378)</b>	<b>2,969</b>
Allocated to:		
CLG	-	1,485
East Sussex County Council	(1,012)	267

Eastbourne Borough Council	(179)	1,188
Sussex Police	(119)	-
East Sussex Fire & Rescue	(68)	30
	<b>(1,378)</b>	<b>2,969</b>

4.3 The allocation to preceptors reflects the operation of the Collection Fund for Council Tax and Business Rates which are distributed on different bases under regulations. The distributions for the estimated balance calculated at quarter 3 will be made in 2018/19. Any changes in quarter 4 will be made in 2019/20.

4.4 Council Tax performance is predicted to be a £1.4m surplus for the year. As the aim of the collection fund is to break even the surplus represents an overachievement of £0.9m for the year. This is due to the result of a combination of factors including better performance against the collection allowance forecast within the Council Tax base. The estimated balance as at 31.3.18 represents 2.23% of the gross debit.

4.5 The predicted Business Rate deficit of £3.0m for the year represents an in year underachievement from business rate income of £1.4m. This is as a result of a number of business rate backdated appeals settled and a reduction in the overall debit due to various redevelopment activities in the borough. The total number of appeals outstanding against the 2010 rating list as at 30.9.17 was 165 with a total rateable value of £16.7m.

With the introduction of the new 2017 rating list the procedure for making appeals has been changed, which is intended to speed up the process, reduce the number of appeals and provide some certainty on the financial implications to local authorities. The valuation office is yet to publish any data relating to these appeals, therefore an estimate has had to be calculated based on experience from the previous appeals system.

The estimated deficit balance as at 31.3.18 represents 8.65% of the total debit for the year.

4.6 Collection fund performance is as follows:

<b>Cash Collection Rates</b>	<b>Council Tax</b>	<b>Business Rates</b>
Q2 Actual	56.13%	54.72%
Q2 Target	56.05%	54.02%

## 5.0 Treasury Management

5.1 The Annual Treasury Management and Prudential Indicators were approved by Cabinet and Council in February.

5.2 The Treasury Management Mid-year Review Report has been considered by the Audit and Governance Committee on 29<sup>th</sup> November 2017.

5.3 The Council's Treasury Management Advisors Capital Asset Services have been acquired by the Link Group and rebranded Link Asset Services.

## 5.2 Economic Background

The headline inflation figure, CPI, rose to a five and a half year high of 3.0% in September from 2.9% in August on an annual basis. Food prices and transport costs in particular pushed the figure up. The Bank of England has said it expects inflation to remain at 3% in quarter 4, much of it due to the fall in the value of the pound since the Brexit vote. They predict we will see a gradual fall in the inflation rate which will reach 2.2% in 2020.

UK GDP growth for quarter 2 has been confirmed at 0.3% but downward revisions to quarter 3/4

2016 saw the annual growth rate slip to 1.5%. However September consumer confidence hit its highest level since April 2001, which would suggest that retail sales should swing around strongly. Various indicators suggest that quarter 3 GDP will match that of quarter 2 or could be stronger.

The Office for Budgetary Responsibility expects growth of 1.5% in 2017, a reduction on previous expectations due to weakening growth prospects and productivity growth remaining stubbornly flat. The future years see growth at its lowest in both 2019 and 2020, before beginning to pick back up to 1.5% in 2021.

### 5.3 Interest Rate Forecast

On 2<sup>nd</sup> November the MPC increased Bank Rate to 0.5%. The big question after that will be whether this is a one off increase or the start of a slow, but regular, increase in Bank Rate. As at the start of October, short sterling rates are indicating that financial markets do not expect a second increase until May 2018 with a third increase in November 2019. However, some forecasters are flagging up that they expect growth to improve significantly in 2017 and into 2018, as the fall in inflation will bring to an end the negative impact on consumer spending power while a strong export performance will compensate for weak services sector growth. If this scenario were to materialise, then the MPC would have added reason to embark on a series of slow but gradual increases in Bank Rate during 2018. While there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two years will pan out.

Link Asset Services forecasts are cautious and in line with a subdued path for increases in Bank Rate; they do not currently see inflation posing a significant threat over the next three years, and are suggesting increases of 0.25% increase in November 2018 to 0.75%, 1.0% in November 2019 and 1.25% in August 2020. This is much in line with market expectations. Their central assumption is that the UK will make progress with concluding a satisfactory outcome over the Brexit negotiations with the EU by March 2019, although the UK finance sector is likely to be an area of particular concern and difficulty

### 5.4 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2017/18, which includes the Annual Investment strategy, was approved by Council on 22 February 2017. It sets out the Council's investment priorities as being :

- Security of Capital;
- Liquidity;
- Yield.

A full list of short term investments held as at 30 September 2017 is shown in the table below:

Counterparty	Amount £	Interest Rate %	Maturity
Santander	5,000,000	0.55	Call
	5,000,000		

In addition, a sum of £1m is invested with Lloyds Bank at a rate of 3.03% maturing on 23.1.19. This investment is held as part of the LAMS scheme and all interest earned will be transferred into a reserve set up to mitigate any financial risks arising from that scheme.

No approved limits within the Annual Investment Strategy were breached during the quarter ending 30 September 2017.

Investment rates available in the market have continued at historically low levels. Investment

funds are available on a temporary basis and arise mainly from the timing of the precept payments, receipts of grants and the progress of the capital programme.

5.5 Investment performance for the quarter ending 30 September 2017 is as follows:

Benchmark	Benchmark Return	Council Performance	Interest Earning
7 day LIBID	0.11%	0.38%	£8,482

The Council outperformed the benchmark by 0.27%. The budgeted investment return for 2017/18 is £50,000. Due to cash flow requirements and current low interest rates, investments held are at minimum and it is unlikely that this budget will be achieved.

The continuous use of internal balances is in line with the Council's strategy and reduces the amount of interest payable on loans and investment income.

## 5.6 Borrowing

The following loans was taken during the quarter:

New Long Term Borrowing form PWLB			
Date	Amount	Interest Rate	Yrs
11-Aug-17	2,000,000	2.39%	49.5
15-Aug-17	2,000,000	2.33%	48.5
31-Aug-17	2,000,000	2.30%	45.5
Total	£6,000,000		

New Short Term Borrowing				
Start Date	Counterparty	Amount	Interest Rate	End Date
31-Jul-17	Manchester City Council	£3,500,000	0.18	08-Sep-17
09-Aug-17	Middlesbrough Borough Council	£5,000,000	0.17	08-Sep-17
30-Aug-17	Lewes District Council	£3,000,000	0.26	30-Nov-17
08-Sep-17	Lewes District Council	£4,000,000	0.25	08-Dec-17
25-Sep-17	Middlesbrough Borough Council	£6,000,000	0.19	26-Oct-17
Total		£21,500,000		
Less Short Term Borrowing Repaid				
Repayment Date	Counterparty	Amount	Interest Rate	No of Days
31-Jul-17	Edinburgh City Council	-£4,500,000	0.20	31
09-Aug-17	Middlesbrough Borough Council	-£5,000,000	0.30	86
21-Aug-17	Runnymede Borough Council	-£2,000,000	0.35	103
30-Aug-17	Lewes District Council	-£3,000,000	0.32	92
08-Sep-17	Manchester City Council	-£3,500,000	0.18	39
08-Sep-17	Middlesbrough Borough Council	-£5,000,000	0.17	30
Net New Short Term Borrowing		-£1,500,000		

Cash flow predictions indicated that further borrowing will be required throughout the year,

depending on the timing of capital expenditure. The exact timing and nature of this borrowing will be considered at that time in light of prevailing interest rates.

Total borrowing for the year is predicted at £57.9m, bring the total expected borrowing as at 31.3.18 to £123.2m, of which £19.5m represents loans to third parties supported by charges on properties. Of the remainder £41.5m is HRA and £62.2m General Fund.

## 5.7 **Compliance with Treasury and Prudential Limits**

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

During the quarter to 30 September 2017 the Council has operated within all the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices.

### **Background Papers:**

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

*Budget monitoring working papers 2017/18*

*Collection Fund and Business Rates Collection Fund monitoring working papers 2017/18*

*Link Asset Services City Watch October 2017*

*Link Asset Services Updated Interest Rate Forecast 7/11/17*

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# Eastbourne Borough Council Corporate Performance Report Q2 2017-18

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Key	
 Performance that is at or above target;	 Performance that is below target Projects that are not expected to be completed in time or within requirements
 Project is on track	 Project has completed, been discontinued or is on hold
 Performance that is slightly below target but is within an acceptable tolerance Projects : where there are issues causing significant delay, change to planned activities, scale, cost pressures or risks	 Data with no performance target
 Direction of travel on performance indicator : improving performance	 Direction of travel on performance indicator : declining performance
 Direction of travel on performance indicator : no change	

# 1. Prosperous Economy

## 1.1 Prosperous Economy Key Performance Indicators

KPI Description	Annual Target	Q1 2017/18	Q2 target	Q2 2017/18	Status	Direction of travel between Q1 and Q2	Explanatory Note
<b>Investing in Housing and Economic Development</b>							
Number of affordable homes delivered (gross)	At least 30	0	0	0			The green status reflects that 17 units are nearing completion, delivering over 50% of the target mid-way through the year. Sumach Close (13 Units) is nearing completion and Tideswell (4 Units) is at the snagging and final sign off stage. Both of these sites should be completed by the end of the year. The project was profiled to reflect that 0 homes will be completed in Q1-3, with all homes delivered in Q4.
Net additional homes provided	At least 245	5	61	17			A total of 17 net additional dwellings were completed in the second quarter of 2017/18, taking the total for the half year to 22 net additional dwellings completed.
							<p><b>Performance Improvement Plan :</b> This indicator measures additional housing units delivered across all sectors against the Local Plan target.</p> <p>In recent years there have been lower levels of house-building in Eastbourne than previously. The first two quarters of the year have had significantly low levels of completions even in the context of the falling trend.</p> <p>There are currently 307 net additional dwellings currently under construction, although the larger of these sites is not expected to be completed this financial year. There are also an additional 689 net additional dwellings where construction is yet to commence.</p> <p>It looks increasingly unlikely that the annual target of 245 net additional dwellings will be achieved this year largely due to only 76% of those with planning permission actually being built. The number of completions for this financial year is now estimated to be 149 dwellings.</p> <p>We await the Chancellor's Autumn budget statement on 22 November to see if there will be any new initiatives in this area.</p>
<b>Providing opportunities for businesses to grow &amp; invest</b>							

Town centre vacant business space	28.40%	5.65%	7.10%	<b>6.77%</b>			New business has tended to be local independent traders.
<b>A great destination for tourism, arts, heritage and culture</b>							
Bandstand patrons	At least 30,000	12,941	22,000	48,584			The Bandstand has now closed until Christmas. We have enjoyed a bumper extended season, over achieving on both patrons and spend per head with a total of 48,584 patrons.
Redoubt visitors - paying visitors	At least 8,500	3,004	3,800	<b>3,491</b>			Though visitor figures are slightly down on 2016 (a trend that is rather widespread throughout museums) the feedback we have received has been extremely positive. The percentage of families and children visiting the building has gone up and this is very evident during the shorter holidays such as Easter and half term.
							<p><b>Performance Improvement Plan :</b></p> <p>The project to refurbish the Redoubt Fortress is a long term project which will start with the removal of the colonnade. Once the colonnade has been removed we will start to create a Heritage Strategy that sets out the long term vision for the Redoubt, heritage service and a new museum.</p>

## 1.2 Prosperous Economy Projects & Programmes

Project / Initiative	Description	Target Completion	Status	Q2 Update
<b>Supporting investment in infrastructure</b>				
Extension to Arndale Shopping Centre	Led and financed by Legal and General. An £85m scheme to provide 22 new retail units, 7 restaurants and 9 screen cinema.	30-Nov-18		Demolition was completed on target. Steel frame is being erected.
<b>Providing Opportunities for businesses to grow &amp; invest</b>				
EBC Sovereign Harbour Innovation Park (SHIP)	New contemporary business premises at Sovereign Harbour Innovation Park	31-Mar-22		Planning permission has been granted for the access road to serve the remainder of Site 6.
<b>A great destination for tourism, arts, heritage &amp; culture</b>				
Devonshire Park Redevelopment	Significant investment to establish Devonshire Park as a premier conference and cultural destination to include: New welcome building: Restoration of Congress, Winter Garden and Devonshire Park Theatres: Improved Accessibility: Improving tennis	01-Dec-20		<p><b>Welcome Building :</b> Excavation is now complete. The tension piling (x72) is due to commence on 23rd October. The issues with unstable ground have been resolved. The concrete finishes of the inner walls of conference rooms have commenced.</p> <p>External drainage work is underway on the west of the site and is due to be completed mid/end-November.</p> <p><b>Congress :</b> scaffold almost complete. Design team working on final</p>

Project / Initiative	Description	Target Completion	Status	Q2 Update
	facilities: New Conference/exhibition Space & Cafe: Public realm improvements			<p>design of ceiling walkways, circle lighting bar and structural elements of the stage equipment.</p> <p><b>Racquet Court</b> : the roof replacement commenced on 16<sup>th</sup> October and completion expected Feb 2018 (demobilising during Panto to obviate disturbance).</p> <p>Kitchen and storage design in Racquets Court progressing and plan to commence installation following roof replacement.</p> <p><b>Winter Garden</b> : The asbestos strip is underway in the south pavilion and due to be completed on 23<sup>rd</sup> October followed by measured survey/opening up to facilitate final design. Design of link between Winter Garden and Welcome Building in development; arguably the most complicated design element of the project and hindered by failed structural elements in the western apse.</p> <p>A few minor outstanding snagging items in Locker room. Member tour took place in early November.</p>
Refurbish the Redoubt Fortress	Restoration of the fort - Create a new entrance, lift access, opening of remaining casements, environmental improvements.	31-Mar-20		Following the removal of the military collections for conservation reasons, there are plans to re-interpret the Redoubt as a historic building with AV displays and tours to maximise the visitor experience while investigating future restoration and uses for the building.
Wish Tower Restaurant	Scheme to deliver a flagship restaurant	01-Apr-19		Design is being progressed by Bistro Pierre architects and Levitt Bernstein. Once completed and costs have been agreed, the planning application will be submitted. Focus Consultants are expected to submit the costing within the next two weeks.
Vibrant Events Programme	All year round programme that attracts visitors to Eastbourne •Airbourne •Beer & Cider Festival •Cycling Festival •Magnificent Motors •Eastbourne Extreme •Beachy Head Marathon •Tour of Britain • AEGON Tennis Championship	31-Mar-18		This quarter there has been a number of successful events. The Little Music Marathon was successfully delivered on 21 July 2017. Six well known venues hosted 13 outstanding regional artists and bands. The event provides the perfect platform to showcase local talent and support local venues.
New Museum	A purpose build museum on the site of the Pavilion, which will house the story of Eastbourne, with a café, shop and education facilities.	31-Mar-20		EBC is currently exploring suitable locations for the facility. We are preparing exciting stories and design strategies to develop and enhance the already successful engagement, education and outreach services.
Hotel of Excellence	To establish and run an industry standard, hotel management training school linked to an operational hotel. The concept is for students and apprentices at the hotel training school to be able to access 'real time' hotel management training opportunities, by working in and experiencing the day to day operations and service departments of a hotel in Eastbourne.	31-Mar-18		<p>£25 000 of ESCC Scheme Enabling Fund (SEF) has been successfully secured with the condition of having 50% EBC match funding to fund a feasibility and viability study.</p> <p>A consultant has been commissioned to carry out the feasibility and viability study.</p>

Project / Initiative	Description	Target Completion	Status	Q2 Update

## 2. Quality Environment

### 2.1 Quality Environment Key Performance Indicators

KPI Description	Annual Target	Q1 2017/18	Q2 Target	Q2 2017/18	Status	Direction of travel between Q1 and Q2	Explanatory Note
<b>High Quality Built Environment</b>							
Processing of Major planning applications within 13 weeks	At least 60%	100%	60%	<b>75%</b>			Performance is on track.
Processing of Minor planning applications within 8 weeks	At least 70%	88%	70%	<b>70%</b>			Performance is on track.
Processing of Other planning applications within 8 weeks	At least 80%	87%	80%	<b>85%</b>			Performance is on track.
<b>A clean and attractive town</b>							
Number of reported fly-tipping incidents	1,275	82	150	102			Q2 has seen a slight increase in fly-tipping over Q1; however this is still a reduction of 25 incidents compared with the same time last year.
<b>Less waste and low carbon town</b>							

KPI Description	Annual Target	Q1 2017/18	Q2 Target	Q2 2017/18	Status	Direction of travel between Q1 and Q2	Explanatory Note
Percentage of household waste sent for reuse, recycling and composting	At least 35%	42%	35%				Data for Q2 will be available in December.

## 2.1 Quality Environment Project & Programmes

Project	Description	Target Completion	Current Status	Q2 Update
<b>High Quality Built Environment</b>				
Conservation Area Appraisals	<p>EBC has 12 conservation areas and there is an expectation that each and every conservation area should be reviewed and assessed every 5-10 years. This review will determine the extent of change within the Conservation Area, whether the extent of the Conservation Area boundary should be reduced/extended and identify the scope/parameters of targeted interventions.</p> <p>It is the Council's ambition that all 12 are reviewed on a rotating basis beginning with the Seafront and Town Centre Conservation Area with two areas completed each year.</p>	31-Mar-2019		The public consultation and stakeholder engagement events have been completed and an evaluation of the responses received is underway.
Town Centre Public Realm Improvements	Significant improvements to the pedestrian environment in Terminus Road and Cornfield Road to be delivered alongside the extension to the Arndale. Joint Partnership Project with ESCC	1-Feb-2019		Tender period ends 30th November 2017.

Project	Description	Target Completion	Current Status	Q2 Update
Victoria Mansions	£5m purchase by EHIC of Victoria Mansions on Terminus Road. The acquisition seeks to enhance the area by attracting new businesses and use residential units to meet the housing demand.	31-Mar-2018		Purchase completed. Further investigation and surveys being undertaken including improvements to the roof. On -going dialogue with current tenants and leaseholders on the future works. EHIC to receive an update report in December 2017.
<b>Excellent parks and open spaces</b>				
Eastbourne Park Initiatives	Delivery of priority initiatives identified in the Eastbourne Park Supplementary Planning Document including conservation and enhancement of the existing environmental, ecological and archaeological characteristics of Eastbourne Park for future generations. Sensitive management of the area to provide appropriate leisure and recreational uses	31-Mar-20		Material is being gathered regarding the information board content. A meeting has been arranged with the Eastbourne Society of Artist's specialist wildlife artist. Children's nature quotes have been received from West Rise School.
Hampden park improvements (Green flag)	Improvements to the main entrances and to the path network in Ham Shaw woods as recommended in Hampden Park Green Flag Management Plan	30-Aug-17 <b>Revised to 31-Dec-17</b>		There have been delays to the project timetable during the year and the revised completion date is expected to be December 2017. The contractor is waiting manufacture of the wooden bollards. These are due to be installed in November 2017. The new sign was installed in early October. Once the bollards are installed the entrance improvement in Hampden Park will be completed.
Parks and Open Spaces Signage	Create and roll out standard, future proof signage throughout the parks and open spaces of Eastbourne	30-Nov-17		The initial project completion date was March 2017. The project start date was delayed due to other prioritised works. A new timetable was agreed and the project completion date is expected to be 30 November 2017. Play area signs were on hold due to delays with corporate branding which has now been approved. Signs have been designed and ordered and delivery is expected within a month.
<b>Less waste &amp; a low carbon town</b>				
Joint Venture for Energy and Sustainability	Set up a joint venture between Eastbourne and Lewes Council and a private sector organisation to deliver local energy and sustainability ambitions for the next 20-30 years. Suitable joint venture partner is found by May 2017. The Joint Venture will then develop a programme of work.	12-Jul-17		Priority Projects for EBC are: Wish Tower Restaurant, Bedfordwell Road and New Sovereign Leisure Centre.
LDC/EBC Waste Programme	This is the overarching programme for a suite of projects designed to effect and manage changes in the waste, recycling, street and beach cleaning services across Lewes District and Eastbourne Borough Councils.	31-Mar-2020		New resource from within the Council has been given to this programme.  Key risks and issues related to the programme have been highlighted to senior management (for example matters relating to staffing).

### 3. Thriving Communities

#### 3.1 Thriving Communities Key Performance Indicators

KPI Description	Annual Target	Q1 2017/18	Q2 target	Q2 2017/18	Status	Direction of travel Between Q1 and Q2	Explanatory Note
<b>Improved Health &amp; Wellbeing</b>							
Average number of days for assistance with adaptations (Disabled Facilities Grants)	Less than 100 days	89	100 days	<b>115</b>			The average number of days for assistance with adaptations up to the end of September is 115. There were 26 cases during this period.
							<b>Performance Improvement Plan</b> 100 days is a stretched target due to the importance of this activity. Whilst we are slightly over at 115 days due to the number of complex cases we will monitor during the remaining quarters to improve the final outturn.
<b>Meeting Housing Needs</b>							
Number of households living in emergency accommodation	Under 30	73	30	<b>69</b>			During this quarter there has been a steady decrease in the number of people in emergency accommodation. Performance has improved since Q1 although the number of households living in emergency accommodation is still significantly higher than the target of 30.
							<b>Performance Improvement Plan</b> The pressures on housing reflect the national and regional situation. Work is

KPI Description	Annual Target	Q1 2017/18	Q2 target	Q2 2017/18	Status	Direction of travel Between Q1 and Q2	Explanatory Note
							<p>continuing to revise the staffing structure through the JTP programme. This will prioritise finding housing solutions to move people on from emergency accommodation and reduce reliance on Council accommodation to discharge a housing duty.</p> <p>A dedicated officer has been appointed to oversee emergency accommodation placements and this is proving helpful in improving performance.</p>

<b>Putting the Customer First</b>							
Percentage of calls to 410000 answered within 30 seconds	More than 80%	86.17%	80%	82.36%			Good performance this quarter from the customer advisors compared to Q2 2016/2017. This has been achieved due to the team becoming more confident in their abilities and more aware of the impact of resolving calls as efficiently as possible.
Percentage of calls abandoned	Less than 5%	2.06%	5%	3.42%			Good performance on the percentage of calls abandoned compared with Q2 2016/2017. The team is working hard to ensure this stays under 5%.
<b>Keeping Crime &amp; Anti-social behaviour low</b>							
Ranking in our Most Similar Group (MSG) in relation to all crime	At least 4th	3rd	At least 4th	5th			Crime in Eastbourne is rising but remains below the MSG (most similar group) average. iQuanta projections show an increase in crime for Eastbourne and the MSG into August 2018. It is difficult to predict where Eastbourne will sit within its MSG based on the data available.
							<p><b>Performance Improvement Plan</b></p> <p>There has been an increase in a number of types of crime and anti-social behaviour nationally. The change in Eastbourne's ranking has been very recent and will be reviewed at the next Joint Action Group (JAG) meeting. Whilst some increase may reflect higher levels of reporting in areas where we have been working to increase this, we need to identify where the figures reflect increases in the incidence of crime and anti-social behaviour. We will use iQuanta data to understand what particular types of crime and ASB have increased and to identify appropriate actions. This is likely to include analysing the data in more detail to identify particular hotspots where we need to focus resources, or underlying issues</p>

KPI Description	Annual Target	Q1 2017/18	Q2 target	Q2 2017/18	Status	Direction of travel Between Q1 and Q2	Explanatory Note
							that need to be addressed. Some increases may be beyond the control of the Community Safety Partnership but the Community Safety Action Plan currently in development will enable us to identify and address new and emerging risks and threats as they arise and focus on those areas which can be influenced by a multi-agency response.

### 3.2 Thriving Communities Projects & Programmes

Project / Initiative	Description	Target Completion	Current Status	Update
<b>Improved health &amp; wellbeing</b>				
Sovereign Centre New Leisure Centre	A new leisure centre	31-Mar-20		The new Sovereign Centre project is made up of two work-streams: construction of the new leisure centre and appointment of a new Operator. The construction achieved RIBA Stage 3 in July as planned. Consultation with user groups is now ongoing to confirm certain elements of the design. A revised Stage 3 report will be issued once this consultation is complete. The Operator procurement has been paused while the consultation is completed.
Health & Housing - East Sussex	A new County-wide programme of health & housing related projects	31-Mar-20		There are a number of work-streams which have been identified through East Sussex Better Together (ESBT) which relate to housing and how integral it is to achieving the strategic objectives of both transformation plans.  To ensure we achieve the pace required to meet these challenges we are now putting in place a number of Planning and Design Groups of which Eastbourne Borough Council are a

Project / Initiative	Description	Target Completion	Current Status	Update
				key partner. These groups will focus on key elements of what is overarching the Accommodation and Bedded Care work stream.
Skate park – Shinewater	To upgrade existing dated, modular jumps to a bespoke, specialist design/ constructed concrete skate park. . The concrete skate park brief will be influenced through the skate park users with a design and build contract to a set sum of £50k.	17 Aug -17		The skate park was completed on 31 August 2017.
<b>Meeting housing need</b>				
Housing & Economic Development Programme	Deliver an ambitious programme of housing development and refurbishment that provides homes and makes a positive contribution to Eastbourne's economic future	31-Mar-20		<p>The first Iconic beach hut was completed during August. The second is installed and should be complete by 10th November.</p> <p>The development team has two schemes on site nearing completion: the new build at Sumach Close and a refurbishment at 62A Tideswell Road. These are expected to be handed over by Christmas. The refurbishment of 13 The Avenue is complete. Contracts for new builds at Fort Lane and Northbourne Road have been awarded with start on sites expected during the winter.</p> <p>Works towards the remediation at Bedfordwell Road are progressing with enhanced security measures and a cleanse of the Pump House having being done; associated surveys are underway. Remediation works are expected to commence January/February 18.</p> <p>Investigations into the viability of garage sites across Eastbourne and Lewes are progressing with consultations due to take place in the late Autumn.</p>
<b>Resilient &amp; engaged communities</b>				
Delivery of Community Centre to serve the Sovereign Harbour Neighbourhood	EBC working with Sovereign Harbour Community Association and Wave Leisure to deliver a £1.6m community centre	30-Nov-17 <b>Revised to 30-Apr-18</b>		Planning permission issued and S.106 Deed of Variation signed. Work has started on site. Construction of steel frame is planned to be finished on site by 22nd December.
Community Facilities	Supporting Development and Management of community buildings such as community centres, community library, town hall.	31-Mar-18		<p>This project is now complete.</p> <p>SCDA has established an effective and close working relationship with community centres and the library in Old Town and with Trees Community Centre.</p> <p>3VA and Wave have established a working relationship with Langney Village Hall and are able to continue providing support through their normal support services.</p> <p>Trustees of Hampden Park Community Centre have advised that they no longer require input from 3VA and have been provided with proposed policies and given appropriate advice.</p>

Project / Initiative	Description	Target Completion	Current Status	Update
Welfare Reform	To support those vulnerable residents affected by the government's welfare reform programme.	31-Mar-2020		<p>This update is reporting on the quarter preceding the introduction of Universal Credit. Both residents and the Council are going to be affected as a result of the introduction of the full Universal Credit (UC) Service from October 2017.</p> <p>Key implications of UC :</p> <ul style="list-style-type: none"> <li>• There is a 7 day waiting period when no UC is payable and that there will be at least a six week delay in the first payment of UC being made</li> <li>• UC will in most cases be paid directly to the claimant whereas at present HB is paid directly to the tenant's rent account</li> <li>• UC is paid monthly and the claimant has to budget accordingly</li> <li>• the claimant has to claim and manage their claim online</li> </ul> <p>A project team has been working together since early 2017 and a full action plan in in place to mitigate impacts as far as possible. This will be monitored closely as UC rollout takes place.</p>
Community Lottery	Launch an online Eastbourne Local lottery to help fund discretionary support for Community organisations and to enable good causes to raise funds directly.	1-Oct-17 <b>Revised to 31-Jan-18</b>		<p>There have been delays in obtaining the Gambling Commission Licence. It is anticipated that the delivery of this project will now be January 2018.</p> <p>The project timeline has been received from the External Lottery Manager and we are planning advertising and marketing events.</p>

## 4. Sustainable Performance

### 4.1 Sustainable Performance Key Performance Indicators

KPI Description	Annual Target	Q1 2017/18	Q2 target	Q2 2017/18	Status	Direction of travel Between Q1 and Q2	Explanatory Note
<b>Delivering a balanced budget</b>							
Local percentage of Council Tax collected in year	At least 97.06%	29.19%	At least 47.07%	56.13%			Performance is on track.

National non-domestic rates collected	At least 98%	29.90%	At least 44.73%	54.72%			Performance is on track.
<b>Managing our people &amp; performance</b>							
Sickness absence - average days lost per employee	No more than 5.8 days	1.73 days	1.45 days	1.97 days			This data is the combination of sickness absence for both EBC and LDC. The management of sickness absence continues to be a priority within the organisation with close scrutiny and management by line managers and HR.
							<p><b>Performance Improvement Plan :</b></p> <p>There continues to be close monitoring of attendance management within the councils with support available to staff and managers from HR. HR are working with key managers and colleagues in Finance to ensure robust follow up of information from managers regarding return to work dates and interviews. HR continue to analyse the levels of absence monthly and quarterly to assess whether they are trends or concerns in any particular service area or any specific reasons for absence. To date the reasons for absence have been varied and aside from muscoskeletal injuries in Waste, no themes by service area have been identified.</p>

## 4.2 Sustainable Performance Projects & Programmes

Project / Initiative	Description	Target Completion	Current Status	Q2 Update
<b>Delivering in partnership</b>				
Joint Transformation Programme	A major programme to integrate the Eastbourne Borough Council and Lewes District Council workforces, and transform the service delivery model for both organisations. Deliver £2.7m savings while protecting services	31-Mar-20		Progress has been made on the challenges around network migration that led to the higher risk rating recorded last month. Migration to the CX system is on track, with network migration back on schedule for Q3. The Assistant Director for Transformation left at the end of September. A new Programme Manager has been secured and starts in November.

## Community Projects - Devolved Ward Budgets Q2

Ward	Projects	Description	Project Spend to Date
Devonshire	Allchorn Pleasure Boats	To enable schools and the Public etc to access the public viewing gallery / building for observation purposes and talks on what we are doing, this will enable us to raise more money for the project.	£1,000.00
	Mardi Gras	To support the organisation of Eastbourne's first Mardi Gras parade on 22 July 2017.	£2,500.00
	Gated Alleyway in Latimer Road	To fit gates to prevent access to residential alleyways.	£2,055.00
	Same Sky / Princes Park	To support the Princes Park Community Fun Day.	£3,000.00
	Eastbourne Volunteers	To support volunteers, make the best use of shared resources, create a website so the public know where to go information about volunteer groups, promote inclusion and fight social isolation. These funds are to be used to assist in the production of a newsletter.	£597.00
<b>Devonshire Total</b>			<b>£9,152.00</b>
Hampden Park	Balloon Festival	To support the organisation of Eastbourne's first Balloon Festival 29-30 July 2017.	£2,000.00
	Eastbourne Stagers	To supply new equipment to allow performances in the street and at the school venue where they currently perform.	£1,500.00
	Heron Park Academy	To provide assistance to sports development under the "Gold Sports" scheme at Heron Park Academy.	£3,000.00
<b>Hampden Park Total</b>			<b>£6,500.00</b>
Langney	Goals for Eastbourne Youth Team	To provide Goals, footballs and accessories for Youth football teams. Langney Wanderers/ Under 12 year olds.	£500.00
<b>Langney Total</b>			<b>£500.00</b>
Meads	1st Meads Scout Group	To acquire a shed (for storage) and flags for the 1st Meads Scout Group to assist in its development.	£1,575.85
	Friends of Meads Parks and Gardens	To provide a gazebo marquee for Friends of Meads Parks and Gardens	£79.84
	Meads Magic	To purchase safety equipment for annual Meads Magic event.	£92.28
<b>Meads Total</b>			<b>£1,747.97</b>
Old Town	Defibrillator within Ward	To procure a Public Access Defibrillator (PAD), to be installed within Ward, to provide lifesaving emergency equipment that is accessible to the community, 24 hours a day.	£1,341.25
<b>Old Town Total</b>			<b>£1,341.25</b>
Ratton	Balloon Festival	To support the organisation of Eastbourne's first Balloon Festival 29-30 July 2017.	£2,000.00
	Trees in Rodmill Drive	To plant seven (7) trees on land at the foot of Rodmill Drive.	£1,750.00
<b>Ratton Total</b>			<b>£3,750.00</b>
St Anthony's	Tree within the Ward	Tree planted in Moy Avenue.	£350.00
<b>St Anthony's Total</b>			<b>£350.00</b>

## Community Projects - Devolved Ward Budgets Q2 cont.

Ward	Projects	Description	Project Spend to Date
Sovereign	Mardi Gras	To support the organisation of Eastbourne' s first Mardi Gras parade on 22 July 2017	£500.00
	Purple4Polio	To represent the Purple4Polio campaign where the cost that the Rotary Club pay for the bulbs is matched by Bill Gates of Microsoft and goes towards the total eradication of the Polio disease.	£314.64
<b>Sovereign Total</b>			<b>£814.64</b>
Upperton	Community Wise	To provide chairs for the community centre.	£1,413.00
	Eastbourne Survivors	To provide therapy group courses for adults who have been abused in childhood.	£1,000.00
	Weaver Close community day	To help set up resident association and for the residents to get to know one another. Funding for bouncy castles and cost of flyers.	£256.68
<b>Upperton Total</b>			<b>£2,669.68</b>
<b>Grand Total</b>			<b>£26,825.54</b>

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	Original Budget	Revised Budget	Profiled Budget	Actual	Variance	Projected Outturn
	£'000	£'000	£'000	£'000	£'000	£'000
<b>CORPORATE SERVICES</b>						
<b>Corporate Management</b>	<b>168</b>	<b>146</b>	<b>128</b>	<b>160</b>	<b>32</b>	<b>63</b>
Financial Services Team	673	672	420	448	28	47
Corporate Finance	1,189	1,214	506	504	(2)	(2)
Internal Audit and Corporate Fraud	240	240	141	141	-	1
<b>Strategic Finance</b>	<b>2,102</b>	<b>2,126</b>	<b>1,067</b>	<b>1,093</b>	<b>26</b>	<b>46</b>
<b>Human Resources</b>	<b>472</b>	<b>446</b>	<b>231</b>	<b>237</b>	<b>6</b>	<b>13</b>
<b>Business Transformation</b>	<b>1,699</b>	<b>1,711</b>	<b>1,202</b>	<b>1,201</b>	<b>(1)</b>	<b>-</b>
Legal Services	234	256	239	239	-	-
Local Democracy	612	622	343	341	(2)	(3)
<b>Legal and Local Democracy</b>	<b>846</b>	<b>878</b>	<b>582</b>	<b>580</b>	<b>(2)</b>	<b>(3)</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>5,287</b>	<b>5,307</b>	<b>3,210</b>	<b>3,271</b>	<b>61</b>	<b>119</b>
<b>SERVICE DELIVERY</b>						
<b>Service Management</b>	<b>(70)</b>	<b>(70)</b>	<b>26</b>	<b>27</b>	<b>1</b>	<b>-</b>
Service Management	81	81	76	76	-	-
Case Management	633	631	364	372	8	10
Account Management	448	434	223	265	42	10
Specialist Advisory	4,413	4,334	27,292	27,446	154	239
Bereavement Services	(1,147)	(1,141)	(476)	(471)	5	5
<b>Case Management and Specialist Services</b>	<b>4,428</b>	<b>4,339</b>	<b>27,479</b>	<b>27,688</b>	<b>209</b>	<b>264</b>
Service Management	-	-	42	42	-	-
Customer Contact	866	863	556	514	(42)	(43)
Neighbourhood First	574	587	266	225	(41)	(44)
<b>Customer and Neighbourhood Services</b>	<b>1,440</b>	<b>1,450</b>	<b>864</b>	<b>781</b>	<b>(83)</b>	<b>(87)</b>
<b>Homes First</b>	<b>152</b>	<b>142</b>	<b>57</b>	<b>49</b>	<b>(8)</b>	<b>(18)</b>
<b>TOTAL SERVICE DELIVERY</b>	<b>5,950</b>	<b>5,861</b>	<b>28,426</b>	<b>28,545</b>	<b>119</b>	<b>159</b>
<b>STRATEGY, PLANNING AND REGENERATION</b>						
<b>Service Management</b>	<b>62</b>	<b>62</b>	<b>39</b>	<b>40</b>	<b>1</b>	<b>3</b>
<b>Regeneration</b>	<b>275</b>	<b>275</b>	<b>123</b>	<b>132</b>	<b>9</b>	<b>9</b>
<b>Planning</b>	<b>108</b>	<b>108</b>	<b>748</b>	<b>748</b>	<b>-</b>	<b>-</b>
<b>Group Head of Commercial Business</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>
Corporate Landlord	(2,063)	(2,060)	(1,183)	(1,170)	13	27
Facilities Management	310	296	358	361	3	2
<b>Estates and Property</b>	<b>(1,753)</b>	<b>(1,764)</b>	<b>(825)</b>	<b>(809)</b>	<b>16</b>	<b>29</b>
<b>Business Planning and Performance</b>	<b>918</b>	<b>910</b>	<b>868</b>	<b>886</b>	<b>18</b>	<b>37</b>
<b>TOTAL STRATEGY, PLANNING AND REGENERATION</b>	<b>(390)</b>	<b>(409)</b>	<b>963</b>	<b>1,007</b>	<b>44</b>	<b>78</b>

	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Profiled Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Projected Outturn</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>TOURISM AND ENTERPRISE</b>						
<b>Service Management</b>	<b>69</b>	<b>93</b>	<b>46</b>	<b>47</b>	<b>1</b>	<b>1</b>
<b>Towner</b>	<b>623</b>	<b>623</b>	<b>332</b>	<b>332</b>	<b>-</b>	<b>-</b>
<b>Devonshire Park Complex</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Tourism and Enterprise	445	444	163	154	(9)	(7)
Catering	231	190	33	(12)	(45)	(37)
Heritage	188	189	50	55	5	-
Tourist Information	120	118	39	45	6	15
<b>Tourism and Enterprise</b>	<b>984</b>	<b>941</b>	<b>285</b>	<b>242</b>	<b>(43)</b>	<b>(29)</b>
<b>Sports Delivery</b>	<b>269</b>	<b>262</b>	<b>258</b>	<b>274</b>	<b>16</b>	<b>29</b>
<b>Seafront</b>	<b>(29)</b>	<b>(23)</b>	<b>(58)</b>	<b>(63)</b>	<b>(5)</b>	<b>8</b>
<b>Events</b>	<b>662</b>	<b>698</b>	<b>606</b>	<b>630</b>	<b>24</b>	<b>16</b>
<b>Theatres</b>	<b>1,186</b>	<b>1,192</b>	<b>433</b>	<b>433</b>	<b>-</b>	<b>-</b>
<b>TOTAL TOURISM AND ENTERPRISE</b>	<b>3,764</b>	<b>3,786</b>	<b>1,902</b>	<b>1,895</b>	<b>(7)</b>	<b>25</b>
<b>TOTAL SERVICE EXPENDITURE</b>	<b>14,611</b>	<b>14,545</b>	<b>34,501</b>	<b>34,718</b>	<b>217</b>	<b>381</b>

## **Note on Budget profiles**

The aim of profiling budgets over the year is to reflect the timing of expenditure so that meaningful budget monitoring can take place during the year. Meaningful budgetary information requires comparison of actual versus budget on a year-to-date basis and overall impact, so as to highlight variations between actual and budget.

Budgets can be profiled in the following ways

Monthly – the budget is split into equal 12 monthly installments, this is used for salaries expenditure headings, and is used as the default profile.

Monthly in arrears – the budget is split into equal installment for May to Feb and then two installments in March, this is used for payroll deductions and monthly contracts based on the previous monthly deliverables.

Annually – the budget is allocated to one particular month, where expenditure is incurred as one annual amount, such as grant payments, subscriptions.

Year End – the budget is all allocated to post year end periods used for accounting purposes, such as depreciation, recharges, annual grant claims (ie Housing Benefit Subsidy).

Quarterly and Half yearly – Quarterly is based on a four monthly cycle and likewise half yearly can be any two months six months apart.

Seasonally – the budget is calculation based on seasonal variances, and usually based on prior years activities, and cover items such as car parking income which is higher in the summer, events and tourism activities

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<b>HOUSING REVENUE ACCOUNT 2017/18</b>					
	<b>ORIGINAL BUDGET £' 000</b>	<b>BUDGET TO 30.9.17 £' 000</b>	<b>ACTUAL £' 000</b>	<b>VARIANCE £' 000</b>	<b>OUTTURN VARIANCE £' 000</b>
<b>INCOME</b>					
Gross Rents	(14,489)	(7,291)	(7,271)	20	38
Charges for Services	(1,062)	(622)	(650)	(28)	(24)
<b>TOTAL INCOME</b>	<b>(15,551)</b>	<b>(7,913)</b>	<b>(7,921)</b>	<b>(8)</b>	<b>14</b>
<b>EXPENDITURE</b>					
Management Fee (Eastbourne Homes Limited)	7,261	3,631	3,631	0	0
Supervision and Management	1,024	24	1	(23)	(46)
Provision for Doubtful Debts	126	29	16	(13)	(26)
Depreciation and Impairment of Fixed Assets	4,206				
<b>TOTAL EXPENDITURE</b>	<b>12,617</b>	<b>3,684</b>	<b>3,648</b>	<b>(36)</b>	<b>(72)</b>
<b>NET COST OF SERVICE</b>	<b>(2,934)</b>	<b>(4,229)</b>	<b>(4,273)</b>	<b>(44)</b>	<b>(58)</b>
Loan Charges - Interest	1,896			0	0
Interest Receivable	(11)			0	0
<b>NET OPERATING (SURPLUS) DEFICIT</b>	<b>(1,049)</b>	<b>(4,229)</b>	<b>(4,273)</b>	<b>(44)</b>	<b>(58)</b>
<b>Appropriations</b>					
Transfer to Reserve	1,049	0	0	0	0
<b>HOUSING REVENUE ACCOUNT (SURPLUS) / DEFICIT</b>	<b>0</b>	<b>(4,229)</b>	<b>(4,273)</b>	<b>(44)</b>	<b>(58)</b>
<b>HOUSING REVENUE ACCOUNT WORKING BALANCE</b>					
In Hand at 1st April 2017	(3,549)				
Surplus for 2017/18	0				
<b>In Hand at 31st March 2018</b>	<b>(3,549)</b>				

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Line No.	Scheme	Total Scheme Approved	Total Scheme spend 31 Mar 2017	Spend 2017-18 to 30 Sept 2017	2017-18 Allocation	Remaining Allocation 2017-18	Funding	Comments
		£000	£000	£000	£000	£000		
1	<b>HOUSING REVENUE ACCOUNT</b>							
2	Major Works	Ongoing	N/a	859	5,167	-4,308	EBC	All allocation (except £240k) expected to be spent by year end
3	Environmental Improvements	Ongoing	N/a	1	40	-39	EBC	Planning to spend full allocation by year end
4	Riverbourne House Kitchen Conversion	262	0	0	262	-262	EBC	Awaiting planning approval
5	<b>Managed by Eastbourne Homes</b>		<b>0</b>	<b>860</b>	<b>5,469</b>	<b>-4,609</b>		
6	<b>Other Schemes</b>							
7	New Build Phase 2	4,016	1,190	930	2,827	-1,897	EBC/Grant	Sumach Close - completion expected January 2018. Fort Lane - planning permission granted for 7 units. Start on site March 2018.
8	Empty Homes Prog Ph2	2,448	1,949	191	499	-308	EBC/Grant	Works practically complete
9	<b>Total HRA</b>		<b>3,139</b>	<b>1,981</b>	<b>8,795</b>	<b>-6,814</b>		
10	<b>COMMUNITY SERVICES</b>					0		
11	Memorial Safety Cems	40	6	0	34	-34	EBC	Work underway in Langney Cemetery, due for completion Dec17
12	Digitalise Burial Records	10	0	0	10	-10	EBC	Awaiting improvements to IT/Broadband connectivity
13	Ocklynge Cemetery Chapel	150	80	0	70	-70	EBC	Surveying work underway. Likely start Spring 2018
14	Main Chapel Refurb - Phase 2	26	9	0	17	-17	EBC	Media screens installed. Awaiting IT/Broadband work to complete.
15	Disabled Facilities Grants	Ongoing	N/a	312	2,169	-1,857	Grant	Slow start to the year. Funds have been allocated for specific grants. Likely to be some under spend. Working on a county wide scheme.
16	BEST Grant (housing initiatives)	Ongoing	`	18	159	-141	Grant	Spend is in line with demand
17	Acquisition of Land & Property	2,600	0	0	2,600	-2,600	EBC	Schemes under investigation
18	Contaminated Land	185	114	22	71	-49	Grant	Investigations completed at 3 sites. Work on further sites in qtr4 17-18, possibly rolling into early 18-19
19	Coast Defences Beach Management	Ongoing	N/a	1	248	-247	Grant	Works nearing completion
20	Cycling Strategy	41	0	0	41	-41	EBC	Spend dependent on Cycling Strategy - ESCC are progressing the Cycling and Walking Strategy for the Borough
21	Play Area Sovereign Harbour	27	0	0	27	-27	S106	Open space in next stage of development identified.
22	Terminus Road Improvements	500	0	0	500	-500	EBC	Terminus Road Improvements – Detailed drawings approved. Tender documents to be issued at the start of October 2017

Line No.	Scheme	Total Scheme Approved	Total Scheme spend 31 Mar 2017	Spend 2017-18 to 30 Sept 2017	2017-18 Allocation	Remaining Allocation 2017-18	Funding	Comments
23	Sov Harbour Community Centre	1,600	371	100	1,229	-1,129	EBC/S106/ Grant	Sovereign Harbour Community Centre – works commenced on site in October 2017
24	Bodiam Cres Play Area Path	20	18	0	2	-2	EBC	Work complete, awaiting sign off
25	Shinewater Skate Park	50	0	49	50	-1	EBC	Work complete, awaiting sign off
26	Seaside rec - Play Equipment	120	9	111	111	0	EBC	Work complete, awaiting sign off
27	Motcombe Pond	50	46	6	4	2	EBC	Work complete, awaiting sign off
28	Hampden Park - Improvements (Green Flag)	50	15	24	35	-11	EBC	Fully committed for completion 2017-18
29	Old Town Rec. - Improvements (Green Flag)	25	14	9	11	-2	EBC	Works completed
30	Seaside Rec - all weather path	50	28	21	22	-1	EBC	Works completed
31	Signage Re-branding (Parks & Open Spaces)	30	0	0	30	-30	EBC	Design work in progress
Page 40 32	Tugwell Park - all weather path (Phase 1 & 2)	50	37	13	13	0	EBC	Works completed
33	Car Parking Machines	72	67	0	5	-5	EBC	Works completed
34	Public Conveniences Beachy Head	40	39	0	1	-1	EBC	Works completed
35	Public Conveniences Green St	40	37	0	3	-3	EBC	Works completed
36	Shinewater Park - Scoping	20	0	0	20	-20	EBC	Options being considered
37	Air Quality Monitoring Equipment	31	2	28	28	0	EBC	Completed within allocation
38	Helen Gardens Play Equip	40	0	0	40	-40	EBC	Brief completed, work will be completed this year
39	Chiltern Close Play Equip	25	0	0	25	-25	EBC	Brief completed, work will be completed this year
40	Lower Holywell Public Con	50	0	0	50	-50	EBC	Works planned for Nov 17 - March 18.
41	Redoubt Public Convenience	40	0	0	40	-40	EBC	
42	Green Street Disabled Toilet	31	25	0	6	-6	EBC	Works completed
43	<b>Total Community Services</b>		<b>917</b>	<b>714</b>	<b>7,671</b>	<b>-6,957</b>		
44	<b>TOURISM &amp; LEISURE</b>							
45	Volleyball Court	25	7	0	18	-18	EBC	Planning permission has been granted for the courts. Awaiting decisions regarding next steps

Line No.	Scheme	Total Scheme Approved	Total Scheme spend 31 Mar 2017	Spend 2017-18 to 30 Sept 2017	2017-18 Allocation	Remaining Allocation 2017-18	Funding	Comments
46	Sports Park Flood Lights	30	0	0	30	-30	EBC/External	Additional funding to be sought through partners to complete
47	Re-surface Tennis Courts	265	242	0	23	-23	EBC/External	Working with the LTA regarding re-surfacing of the courts at Manor Gardens
48	ILTC - Air Conditioning	60	0	0	60	-60	EBC	In discussion with LTA. Works likely to be in 2018-19
49	Redoubt - Stair Climber	20	0	0	20	-20	EBC	Workable scheme identified. Waiting for permission from Historic England
50	Colonnade Removal	500	0	0	500	-500	EBC	Works planned for November 2017
51	Redoubt - Asphalt Gun Platform	50	0	0	50	-50	EBC	Working with Historic England to agree a works programme, to coincide with the colonnade removal
52	HPSC - Changing Rooms	20	0	0	20	-20	EBC	Work due to start March/April
53	5 Iconic Beach Huts	90	0	97	90	7	EBC	Works completed. Likely to be £11k over allocation due to additional decking for disabled access
54	Equipment at Devonshire Park	70	20	37	50	-13	EBC	Purchased Toro Mower and Sprayer. TP dresser to be purchased by 31st March
55	Sovereign Centre	24,480	270	386	3,230	-2,844	EBC	Initial planning work in progress.
56	Changing Places	69	0	66	69	-3	External	Completed
57	Wash Down - Devonshire Park	20	0	0	20	-20	EBC	On target to complete 2017-18
58	Seafront Van	13	0	0	13	-13	EBC	Alternatives being considered
59	Sports Park Astro Pitch	35	0	35	35	0	EBC	Completed
60	<b>Total Tourism &amp; Leisure</b>		<b>539</b>	<b>621</b>	<b>4,228</b>	<b>-3,607</b>		
61	<b>CORPORATE SERVICES</b>							
62	Carbon Reduction Works	434	172	50	262	-212	EBC	Options being considered
63	Invest to Save	15	0	0	15	-15	EBC	Available for schemes to be identified
64	Future Model Phase 2	3,661	3,535	0	126	-126	EBC	On target
65	Investment Capital	5,600	1,150	0	4,450	-4,450	External	£150k allocated to EHIC. £85k for WEL Investment. Other schemes to be identified
66	IT - Block Allocation	Ongoing	N/a	253	517	-264	EBC	On target
67	EHIC - Loan (Gowland Ct)	1,850	1,835	0	15	-15	EBC	Property purchased 26.11.15. Full loan for works not yet drawn down
68	EHIC - Revolving Credit	250	65	35	185	-150	EBC	Increased facility of £150k allocated from Investment Capital
69	EHIC - Loan Facility (EBC transfers)	1,370	0	0	1,370	-1,370	EBC	Further schemes to be identified
70	EHIC - 84-90 Northbourne	1,823	235	20	1,588	-1,568	EBC	Purchase completed. Works due 2017-18.
71	EHIC - 27 Longstone	257	215	40	42	-2	EBC	Purchase completed. Works due 2017-18
72	EHIC - 13 The Avenue	723	0	603	723	-120	EBC	Purchase completed. Works due 2017-18
73	EHIC - Loan Facility (Private Properties)	5,000	490	1,250	2,010	-760	EBC	Loans agreed to purchase 11 properties. 7 loans drawn down. Further properties to be identified
74	EHIC - Victoria Mansions	4,035	2,960	100	1,075	-975	EBC	Purchase completed. Major works due 2017-18
75	<b>EHIC Loans</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>-2,000</b>	EBC	Schemes under investigation
76	<b>Aspiration Homes</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>-1,000</b>	EBC	Schemes under investigation

Line No.	Scheme	Total Scheme Approved	Total Scheme spend 31 Mar 2017	Spend 2017-18 to 30 Sept 2017	2017-18 Allocation	Remaining Allocation 2017-18	Funding	Comments
77	Bedfordwell Road - Land	3,100	1,604	75	1,496	-1,421	EBC	Purchase completed 2016-17. Works being planned.
78	Hampden Park Retail	18,840	35	18,815	18,806	9	EBC	Completed April 2017
79	Buccaneer Pub	1,580	0	1,586	1,580	6	EBC	Completed
80	JTP Programme Office	6,878	2,296	1,284	1,143	141	EBC	Planned works on schedule.
81	Mayor's Car	20	0	18	20	-2	EBC	Completed
82								
83	<b>Total Corporate Services</b>		<b>14,592</b>	<b>24,129</b>	<b>38,423</b>	<b>-14,294</b>		
84	<b>Asset Management</b>							
85	Devonshire Park Redevelopment Project	44,000	6,064	5,406	17,744	-12,338	EBC	On target
86	Royal Hippodrome Theatre	127	0	0	127	-127	EBC	Options being considered
87	Town Hall Community Hub	20	0	0	20	-20	EBC	Options being considered
88	The Point - improvements	20	0	12	20	-8	EBC	Fire alarm, door security and electrical works completed. Further works required to bring to acceptable standards.
89	Water Co. Project	124	6	118	118	0	EBC	Completed
90	Asset Management - Block Allocation	Ongoing	0	0	168	-168	EBC	Schemes under investigation
91	<b>Total Asset Management Grant Funded Schemes</b>		<b>6,070</b>	<b>5,536</b>	<b>18,197</b>	<b>-12,661</b>		
92								
93	Wish Tower Restaurant	1,800	75	0	1,725	-1,725	Grant	Options being considered
94	Statue Sculpture Installation	22	1	0	22	-22	Grant	Design and location provisionally agreed; next stage to seek planning permission.
			<b>76</b>	<b>0</b>	<b>1,747</b>	<b>-1,747</b>		
	<b>General Fund</b>		<b>22,194</b>	<b>31,000</b>	<b>70,266</b>	<b>-39,266</b>		
	<b>HRA</b>		<b>3,139</b>	<b>1,981</b>	<b>8,795</b>	<b>-6,814</b>		
	<b>Total</b>		<b>25,333</b>	<b>32,981</b>	<b>79,061</b>	<b>-46,080</b>		